



STATEMENT OF NON-FINANCIAL INFORMATION
2023 · 2024



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LETTER FROM THE PRESIDENT

Dear Valencia CF shareholders,

This year 2024 which we are about to leave behind, will be remembered for the definitive agreement to resume the construction of the Nou Mestalla. After obtaining the building permit and the planning permission with the broad support of the political forces present in the City Hall, preparations are under way to make the Nou Mestalla a reality.

In the meantime, we are working to make Mestalla the epicentre of multiple events, beyond match days, so that we can position ourselves on the map and extrapolate it to the new stadium when the time comes. Throughout this year, the offer has doubled and more than 100 initiatives have been programmed for all audiences.

It has been a year in which, once again, the unwavering loyalty of the Valencianista fans has been confirmed. Almost one million fans filled the stands at Mestalla during the 2023-24 season, making our stadium the second stadium with the highest percentage of fans (87.8%) per match. In addition, the record attendance from 2017 was surpassed with 47,464 spectators.

But it is not only at home that the support of our fans has been evident. Away, Valencia CF has always been accompanied by hundreds of fans, regardless of the distance from the stadiums in which they have played. In 10 away games, the away stand was sold out and more than 5,000 Valencianistas were alongside the team throughout the season.

For all these reasons, my sincere thanks for this support which demonstrates the greatness of this Club. Wherever we have been, there have been Valencianista shirts in the stands. Thank you, from the bottom of my heart.

As for the VCF Academy, after being highlighted by the CIES Football Observatory as the fourth best among the five major leagues, this year we are especially proud to have been able to celebrate the European Under-19 championships won by Ainhoa Alguacil and Olga San Nicolás, in the women's category, and by Raúl Jiménez and Yarek Gasiorowski, in the men's, the Olympic gold medal won by Cristhian Mosquera, along with Diego López, and the title in LaLiga FC Futures of our Alevín team.

The motto that defines our youth categories is 'We educate people, we train footballers' and accompanies the players and their families throughout an ELITE Training that stands out as a reference model at international level and is exported to 55 countries around the world.

With our sights set on the future, there are two key concepts on which we have continued to advance. The first is innovation, an area that allows us to establish

a closer connection with our fans. This year we have surpassed the 16 million follower mark across our different platforms and in the different languages in which we address them (Spanish, Valencià, English, Arabic, Georgian, Turkish and Mandarin Chinese), with a growth of more than 4.5 million compared to the previous season.

The second is that of sustainability, which, following ESG (Environmental Social Governance) criteria, is beginning to mark our path. On an environmental level, an example of this is the installation of 328 solar panels at the Ciutat Esportiva de Paterna which allows us to save around 30% of energy consumption in the facilities.

On a social level, we have seen the creation of the VCF World-Zero Discrimination initiative to show the world the way we do things here. We belong to a society that is against any kind of discrimination and we do it with our heads held high and our voices clear. Mestalla has shown in its 101 years of life that it is a tolerant, respectful stadium, capable of accommodating all fans who wish to support the team. Without establishing differences or distinctions.

The VCF Foundation continues to promote projects such as 'Escoles Cor Blanquinegre', 'Valencia CF Inclusivo', 'ADN Mestalla Solidari' or the 'Ruta de Arte Urbano VCF', which benefit more than 25,000 people and give an emotional, cultural and heritage character to the entire territory of the Valencia region under the name of Valencia CF.

In our desire to be close to those who need it most, our collaboration with the Valencia Food Bank is also very important. Since the agreement with this NGO was signed, in the middle of the pandemic, nearly three million kilograms of food have been distributed at the Camp de Mestalla to 116,000 beneficiaries.

I would like to conclude by thanking all the Club's employees for their daily commitment and perseverance, our sponsors for their trust and all the company's shareholders for their support. After 105 years of history, the 'sentiment' continues to be transmitted as it was from the very first day and will lead us to a future full of challenges and emotions. Amunt València!

In Valencia, 27th September 2024



INTRODUCTION

This statement of non-financial information has been prepared in line with the requirements established in Law 11/2018 of 28 December 2018 on non-financial information and diversity approved on 13TH December 2018 by the Congress of Deputies amending the Commercial Code, the revised text of the Capital Companies Act approved by Royal Legislative Decree 1/2010, of 2ND July, and Law 22/2015, of 20 July, on Auditing of Accounts, 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 taken into account in its preparation. Likewise, some selected indicators from the Global Reporting Initiative (GRI Standards), goals included in the SDGs of the United Nations, and some indicators included in Decree 200/2022 of November 25TH 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 Fútbol Group aims to report on environmental, social and personnel issues and human rights issues relevant to the Group in the execution of its own business activities.

This is the third report prepared by the Group and covers the period from July 1ST, 2023 to June 30TH, 2024 ("2023-2024 Season").

In the preparation of this report and selection of its contents, the results of the materiality analysis that has been carried out throughout the 2023-2024 season have been taken into account. This analysis has been carried out based on surveys aimed at different interest groups. The outcome of that report is set out in point 5 of this report.

This statement of non-financial information has undergone an independent external review process. The independent assurance report including 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.

03

**VALENCIA CF SUSTAINABLE
VALUE CREATION**

07 → 15

HISTORY

Valencia Club de Fútbol S.A.D. was founded on March 18TH, 1919 under the name of Valencia Football Club by a group of friends in the Torino bar. The enthusiasm 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 largest ambassador of the city around the world.

Months later, on December 7TH of that same year, the Camp d'Algorós 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 day. From the first references (Cubells and Montes) to the electric forward line 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 of regularly establishing themselves in European competitions, in the fateful 1985-86 season there was relegation to the Second Division, a difficult chapter, but from which the team was able to get out by rearming itself 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 seed of a champion Valencia CF and the 2000s brought with them the prodigious decade of the Club in the modern era. After winning the Copa del Rey in 1999, the bat and the great nights at Mestalla began to intimidate all of Europe. Valencia CF came close to glory with two Champions League finals against Real Madrid and FC Bayern. The setbacks, however, did nothing more than spur the ambition of a team whose DNA is rebelliousness and the ability to challenge any opponent regardless of budget.

Between 1999 and 2005 Valencia CF consolidated its trajectory in the eyes of the world by winning 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 Valencianismo, 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, with Peter Lim at the helm, 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 to the party with the match of the Club's legends that took place at 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 in LaLiga, celebrated its centenary: 100 years as 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 coat of arms is inherited from the coat of arms of the city of Valencia, where it began to appear at the beginning of the sixteenth century.

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

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

Thanks to the sounds of the bat they woke up and won the battle. As a sign of gratitude, Jaume I ordered it to be covered with honours and placed at the top of the coat of arms of Valencia, a symbol that has been maintained to this day.

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



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



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.

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 games with Valencia CF in two different stages. He was key in winning the 1971 league title and his record with Valencia CF also includes a Generalissimo Cup, a European Cup Winners' Cup and a European Super Cup.

SALVADOR GONZÁLEZ 'VORO'

He played 287 official games with Valencia CF in eight seasons. Homegrown player, key player as a player, first team delegate, coach and Team Manager. They 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. The Club's all-time top scorer with 261 goals in 281 official matches with the Valencia CF shirt. He won two Pichichi trophies as the top scorer in La Liga and under his baton three Leagues and two Cups were won.

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' in recognition.

CLARAMUNT

Trained in the lower categories of Valencia CF, he was the leader in winning the 1971 league title. 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 he won the Pichichi Trophy as the top scorer in La Liga in the 1966-67 season, scoring 24 goals.

FERNANDO GÓMEZ

With 553 games, he is the player who has played the most official games wearing the Valencia CF shirt. 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 the top scorer in La Liga on two occasions: in the 1976-77 season with 24 goals and in 1977-78 with 28 goals. He was the protagonist of the Cup title in 1979 after winning 2-0 and being the author of both goals. Valencia's 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 scoring 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

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

DAVID VILLA

He played for Valencia CF for five seasons. During his time as a Valencianista he played more than 200 games in both national and international competitions, winning 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. He defended the Valencia CF shirt for nine seasons, managing to be an undisputed starter. This led him to achieve full international status becoming European Champion and World Champion.

SANTIAGO CAÑIZARES

With ten seasons at the helm of Valencia CF, two Leagues, two Cups, a UEFA, a European Super Cup and an Intertoto hang from his Valencian trophy cabinet, achievements within the 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 to coaching the youth categories. Two Leagues, two Cups, a UEFA, a Spanish Super Cup and a European Super Cup fill his trophy cabinets, 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, which makes him the third player with the most appearances in the history of the Club. From his Valencian showcase hang a Super Cup, two Leagues, a UEFA Cup, a European Super Cup and a Cup.

MENDIETA

With 363 games with the Valencia CF shirt, he reached two consecutive UEFA Champions League finals, being designated as the best midfielder on both occasions, and hanging a Copa del Rey and a Spanish Super Cup from his Valencian trophy cabinet.

SILVA

He landed in Valencia CF's Cadete B and managed to climb until he reached the first team, leaving a path in which he stands out for being an international in all categories. He broke all records in his first season leaving goals to remember and became one of the most important players of Valencia CF.



TRIBUTE TO DAVID SILVA AT MESTALLA

On December 16th, 2023, the player received a well-deserved tribute as a Valencian legend at Mestalla.

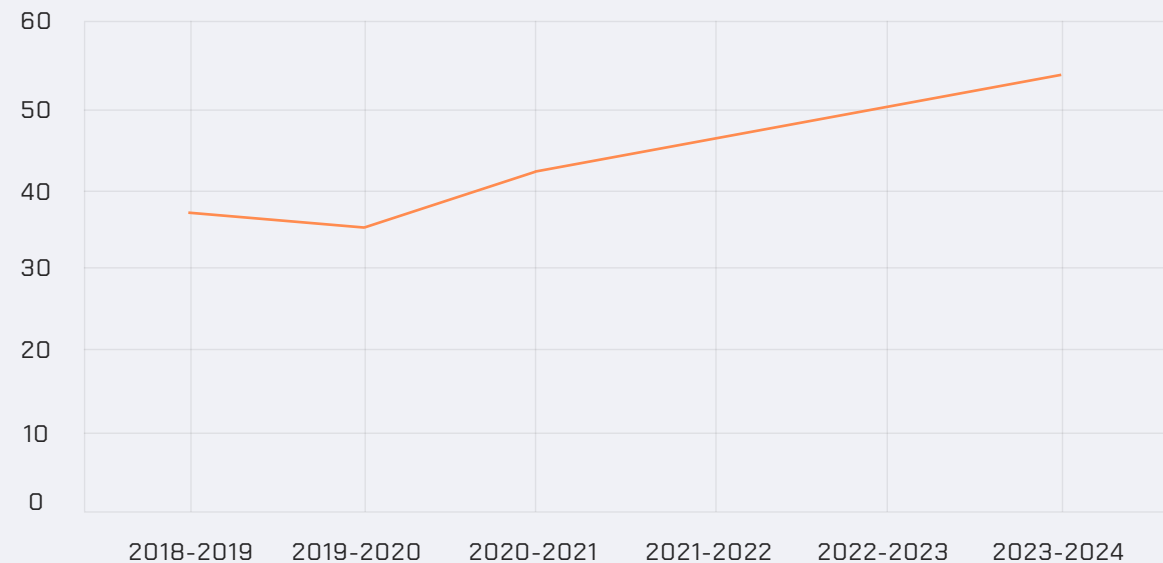


VALENCIA CF IN FIGURES

GOVERNMENT & BUSINESS MODEL

REVENUE	TAX CONTRIBUTION	SALES OPERATIONS IN TVCF
106.9	54.2	144,565
MILLION €	MILLION €	

SPONSORSHIP AGREEMENTS



→ VCF MEDIA & DIGITAL

24 HOURS

of uninterrupted programming on VCF Radio

+1,000 HOURS

of live during temp 2023-2024

+16 MILLION

followers in Social Networks

ACADEMY VCF

FOOTBALL 11 →	14 TEAMS	301 PLAYERS
FOOTBALL 8 →	15 TEAMS	204 PLAYERS

29 TEAMS **505 PLAYERS**

22 → PLAYERS CALLED UP BY THEIR SENIOR NATIONAL TEAMS

33 → PLAYERS CALLED UP BY NATIONAL TEAMS IN LOWER CATEGORIES

SOCIAL

+25,000
DIRECT AND INDIRECT BENEFICIARIES FOR SOCIAL CAUSES

SHAREHOLDERS SOCIOS VCF

+48,500 **+38,000**

14 SDGS IMPACTED DURING TEMP. 23-24



ALLIANCES

46 AFFILIATED SCHOOLS
10 INTERNATIONAL ACADEMIES

RESIDENCE

49 PLAYERS IN RESIDENCE
36 PLAYERS BETWEEN 11 & 16 YEARS
13 PLAYERS MORE THAN 17
100% STUDYING

EMPLOYEES

416 EMPLOYEES
82.69 % MEN
17.31 % WOMEN

→ 36 YEARS AVERAGE AGE

OUTSTANDING RESULTS

VCF TEAM

- VCF JUVENIL B → CHAMPIONS NATIONAL LEAGUE
- VCF CADETE A → REGIONAL CADET LEAGUE CHAMPIONS
- VCF INFANTIL A → RUNNER-UP AUTONOMIC INFANTIL LEAGUE
- VCF INFANTIL B → CHAMPIONS INFANTIL PREFERENT LEAGUE
- VCF ALEVÍN A → CHAMPIONS LALIGA PROMISES
- VCF ALEVÍN B → CHAMPIONS LEAGUE ALEVÍN 2º AÑO - VALÈNCIA ALT - G II
- VCF BENJAMÍN A → CHAMPIONS LEAGUE BENJAMÍN 2º AÑO - VALÈNCIA ALT - G II
- VCF BENJAMÍN B → CHAMPIONS LEAGUE BENJAMÍN 2º AÑO - VALÈNCIA MITJÀ - G III
- BENJAMÍN B FVCF → CHAMPIONS LEAGUE BENJAMÍN 1ER AÑO - VALÈNCIA ALT - G I
- PREBENJAMÍN B FVCF → CHAMPIONS LEAGUE BENJAMÍN 1ER AÑO - VALÈNCIA MITJÀ - G I
- VCF QUERUBÍN → CHAMPIONS ESCOLA GEGANTS G I

****NOTE:** Although VCF Women is an independent club, data on the sports teams is provided since Valencia CF cedes the brand through the VCF Foundation and has a special line of aid for it in order to promote women's football.

ENVIRONMENT

+145,000€
INVESTMENT IN REDUCING ENVIRONMENTAL IMPACT

100%
ELECTRICITY FROM RENEWABLE SOURCES

INSTALLATION OF SOLAR PANELS IN THE CIUTAT ESPORTIVA DE PATERNA



04

#ADNVCF

17 → 32

BUSINESS MODEL

Valencia Club de Fútbol, S.A.D. belongs to a group of companies whose ultimate parent company is the company Meriton Holdings Limited ("Meriton"). The registered office of all the companies in the group is Plaza Valencia Club de Fútbol, 2 in Valencia; and that of the parent 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. They are also part of 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 to participate in official professional sports competitions in the sports modality of football, as well as the promotion, training and development of the lower categories, through the grassroots football school. Likewise, and in addition, the operation of its sports facilities and rights of all kinds related or linked to the professional sports modality and the professional team or teams. It should be noted that the Club's activity has been carried out in Spain.

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 Copa de S.M. El Rey. It 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 (European Club Association), an association made up of more than 500 members.

A large part of the social activity of Valencia Club de Fútbol is channelled through the VCF Foundation through a collaboration agreement between the two 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 textile garments, footwear, merchandising articles 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.



INSTALLATIONS

CIUDAD DEPORTIVA

On February 19th, 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.

CARRETERA MAS CAMARENA S/N,
46980 PATERNA

OPENING FEBRUARY 19TH, 1992

DIMENSIONS 180,000 M2

CAPACITY ESTADI ANTONIO PUCHADES 2,250 PEOPLE



INTERNATIONAL PLAYERS TRAINED IN PATERNA

8 PITCHES → FOOTBALL 11
7 PITCHES → FOOTBALL 8

25 → PLAYERS TRAINED DEBUTANTS IN THE ABSOLUTE NATIONAL TEAM

HEADQUARTERS



ADDRESS PLAZA DEL VALENCIA CF 2, 46010 VALENCIA

OFFICIAL STORES VCF

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

ADDRESS PLAZA DEL VALENCIA CF 2, 46010 VALENCIA

VISITORS 23.24 SEASON 331,054
CONVERSION RATE*: 15.56%

ADDRESS PLAZA DEL AYUNTAMIENTO 28, 46002 VALENCIA

VISITORS 23.24 SEASON 583,815
CONVERSION RATE*: 14.52%



CAMP DE MESTALLA

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 venue, 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 in the city.

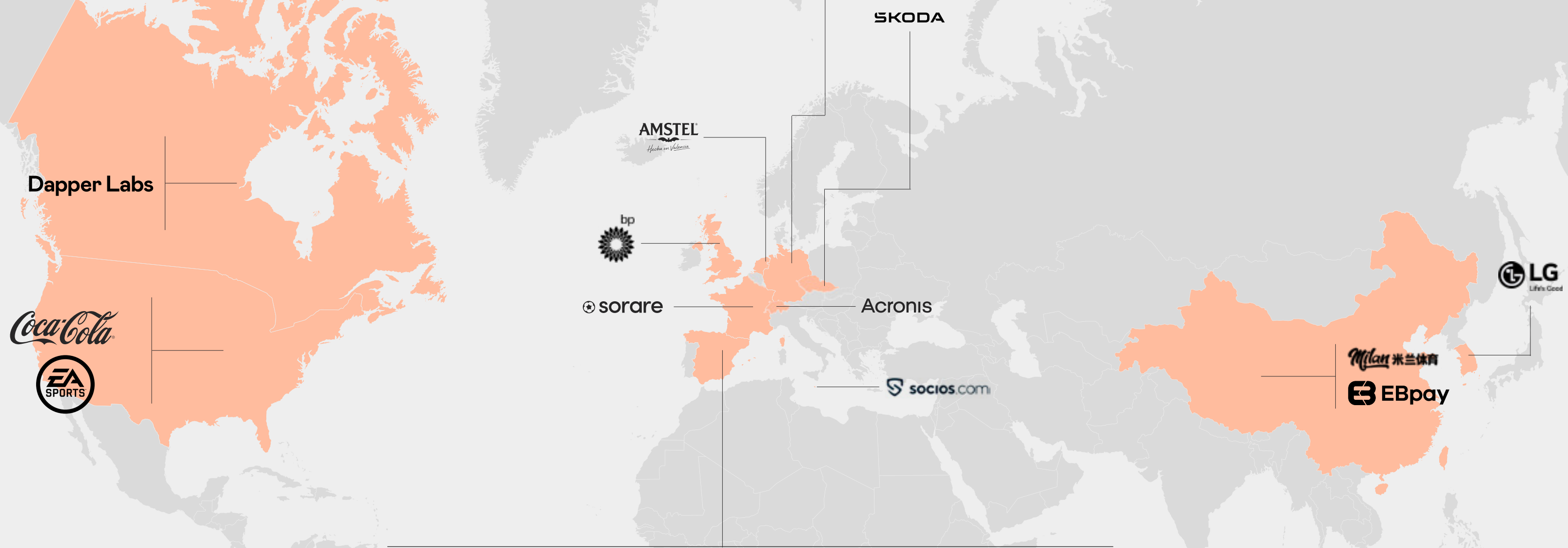
OPENING MAY 20TH, 1923

CAPACITY 49,430 PEOPLE

AVDA.SUECIA S/N 46010 VALENCIA



SPONSORSHIPS



INTERNATIONAL AUDIENCES TICKETS / ECOMMERCE SALES

AUDIENCE
17.5M
NORTH AMERICA

AUDIENCE
39.2M
EUROPE

AUDIENCE
33.6M
ASIA

AUDIENCE
13.1M
SOUTH AMERICA

AUDIENCE
39.1M
AFRICA

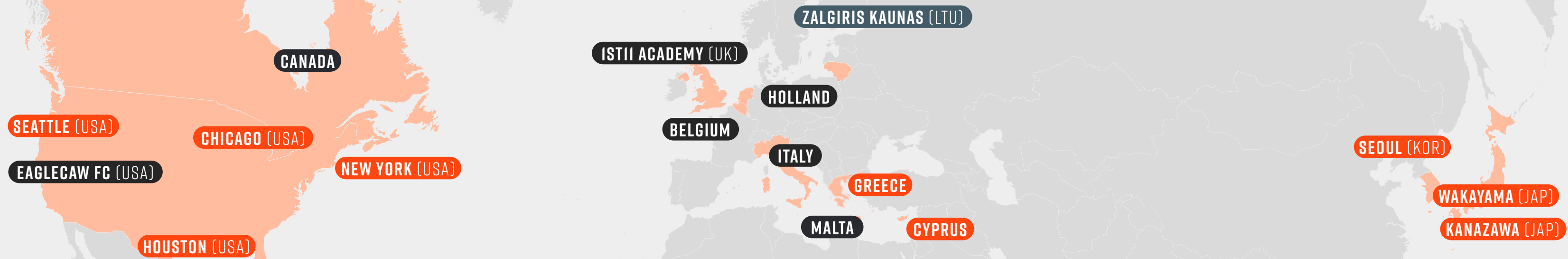
TOTAL AUDIENCE
142.5M

- COMMON
- TICKET SALES
- ECOMMERCE SALES



INTERNATIONAL PROGRAMS

VCF: INTERNATIONAL PRESENCE



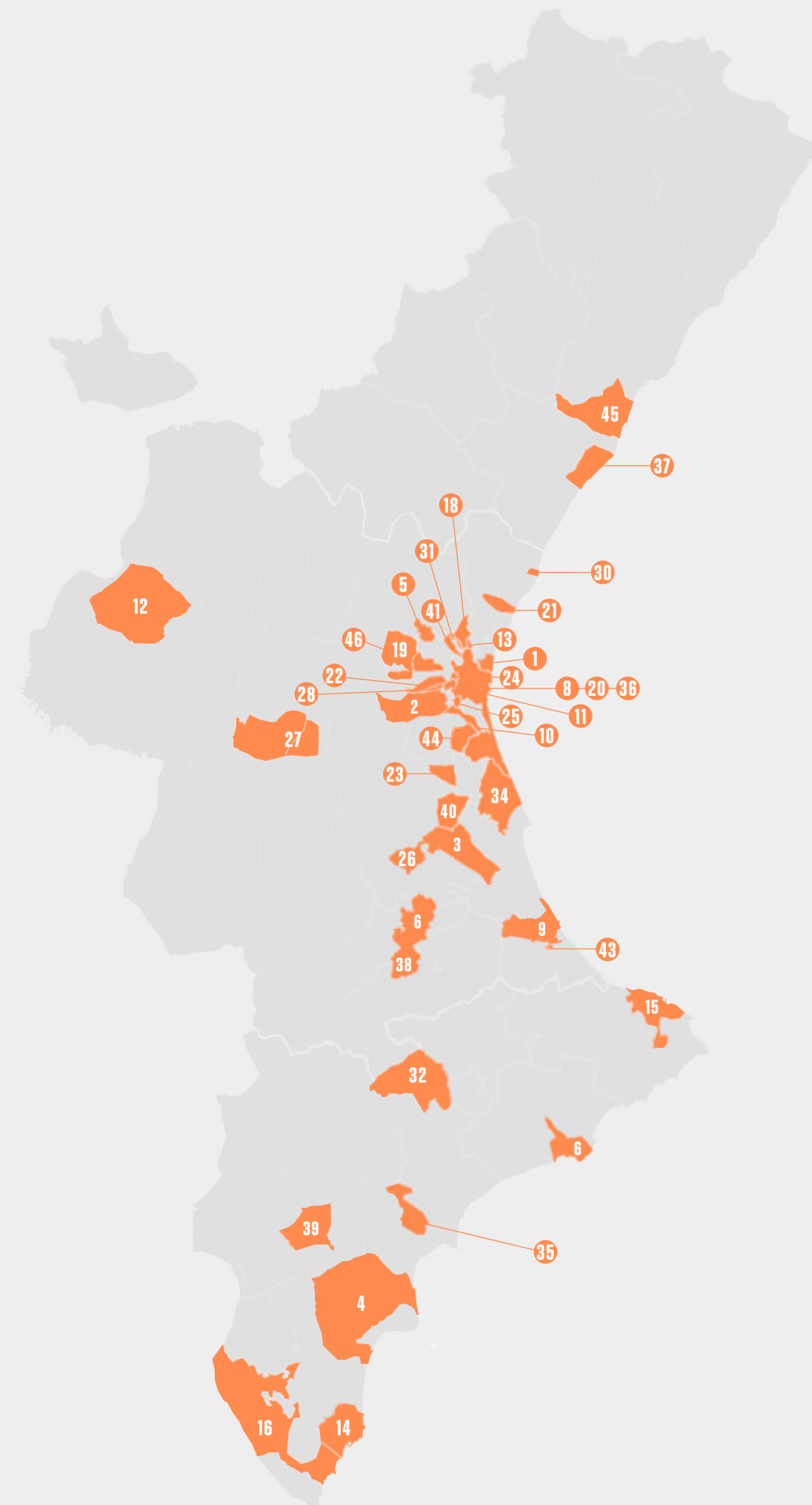
- INTERNATIONAL SOCCER ACADEMIES
- INTERNATIONAL TECHNICAL AND CAMPS PARTNERS
- INTERNATIONAL ALLIANCE



VCF SCHOOLS

VALENCIA / ALICANTE / CASTELLÓN / MURCIA / TENERIFE

- | | |
|---|--|
| 1 UD ALBORAYA (VALENCIA) | 24 MISLATA CF (VALENCIA) |
| 2 TORRENT C.F. (VALENCIA) | 25 PAIPORTA CF (VALENCIA) |
| 3 U.D ALZIRA (VALENCIA) | 26 CE ALBERIC (VALENCIA) |
| 4 KELME C.F. (ALICANTE) | 27 UD MANCOMUNIDAD LA HOYA (VALENCIA) |
| 5 CF. CRACKS (VALENCIA) | 28 EAF ALAQUÀS (VALENCIA) |
| 6 CF BENIDORM (ALICANTE) | 29 UNIÓN ARCHENA FC (MURCIA) |
| 7 CIUTAT DE XÀTIVA (VALENCIA) | 30 CDF CANET (VALENCIA) |
| 8 COLEGIO SALGUI (VALENCIA) | 31 UNIÓN IMPOSIBLES BETERÓ (VALENCIA) |
| 9 CF GANDIA (VALENCIA) | 32 CF CIUDAD ALCOY (ALICANTE) |
| 10 FBCD CATARROJA (VALENCIA) | 33 FB CALASPARRA (MURCIA) |
| 11 CF ATL Bª DE LA LUZ-XIRIVELLA (VALENCIA) | 34 SD SUECA (VALENCIA) |
| 12 CD UTIEL (VALENCIA) | 35 FC JOVE ESPAÑOL (ALICANTE) |
| 13 FB ALFARA DEL PATRIARCA (VALENCIA) | 36 CD EL RUMBO (VALENCIA) |
| 14 TORREVIEJA CF (ALICANTE) | 37 CD BURRIANA FB (CASTELLÓN) |
| 15 F.B. DÉNIA (ALICANTE) | 38 L'OLLERIA CF (VALENCIA) |
| 16 ORIHUELA – BENFERRI (ALICANTE) | 39 NOVELDA UNIÓN CF (ALICANTE) |
| 17 EFB PINATAR (MURCIA) | 40 RACING ALGEMESÍ (VALENCIA) |
| 18 AT. MONCADENSE CF (VALENCIA) | 41 GODELLA CF (VALENCIA) |
| 19 RIBARROJA CF (VALENCIA) | 42 REAL UNIÓN TENERIFE SANTA CRUZ (TENERIFE) |
| 20 C.D. MALILLA (VALENCIA) | 43 UE ALMOINES (VALENCIA) |
| 21 CAXTON COLLEGE (VALENCIA) | 44 SILLA CF (VALENCIA) |
| 22 UD ALDAIA (VALENCIA) | 45 C.D. CASTELLÓN (CASTELLÓN) |
| 23 CD BENIFAIÓ (VALENCIA) | 46 MANISES C.F. (VALENCIA) |



SCHOOLS COR BLANQUINEGRE

VALENCIA / ALICANTE / CASTELLÓN

TEAMS IN PRIMARY SCHOOLS & HIGH SCHOOLS

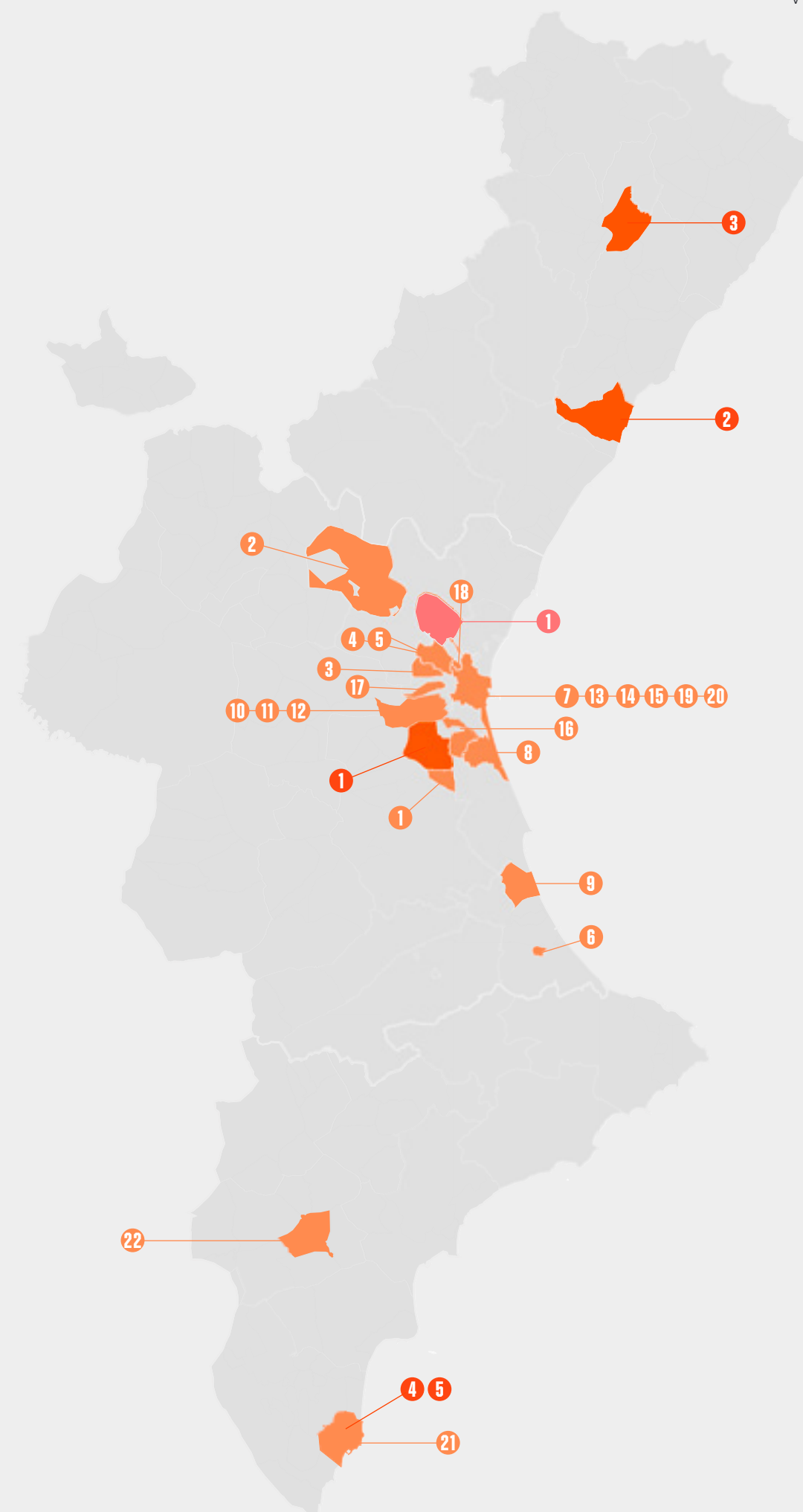
- | | |
|--|--|
| 1 BENIFAIÓ → CEIP SANTA BÁRBARA | 12 TORRENT → CEIP JUAN XXIII |
| 2 LLIRIA → CEIP SANT MIQUEL | 13 VALENCIA → CEIP LES ARENES |
| 3 MANISES → CEIP VICENTE NICOLAU BALAGUER | 14 VALENCIA → CEIP IVAF-LUIS FORTICH (5º-6º) |
| 4 PATERNA (LA COMA) → CEIP ANTONIO FERRANDIS | 15 VALENCIA → CEIP IVAF-LUIS FORTICH (3º-4º) |
| 5 PATERNA (LA COMA) → IES LA COMA | 16 ALBAL → CEIP SAN BLAS |
| 6 REAL DE GANDÍA → CEIP NTRA SEÑORA AMPARO | 17 ALDAIA → CEIP VICENTE BLASCO IBÁÑEZ |
| 7 SERRA → CEIP SANT JOSEP | 18 BURJASSOT → CEIP FERNANDO DE LOS RÍOS |
| 8 SILLA → CEIP LUIS VIVES | 19 VALENCIA → CEIP JUAN MANUEL MONTOYA |
| 9 TAVERNES DE VALLDIGNA → CEIP DIVINA AURORA | 20 VALENCIA → CEIP MAGISTERIO ESPAÑOL |
| 10 TORRENT → CCOLEGIO MADRE PETRA. PRIMARIA | 21 ALICANTE → CEIP SAN FRANCISCO DE ASIS |
| 11 TORRENT → COLEGIO MADRE PETRA. SECUNDARIA | 22 NOVELDA → CEIP GÓMEZ NAVARRO |

TEAMS IN PENITENTIARY CENTERS

- 1 PICASSENT → CP PICASSENT → 6 EQUIPOS
- 2 CASTELLÓN → CP CASTELLÓN I → 1 EQUIPOS
- 3 ALBOCASSER → CP CASTELLÓN II → 2 EQUIPOS
- 4 ALICANTE → CP FONTCALENT → 1 EQUIPOS
- 5 ALICANTE → H. PSIQUIÁTRICO FONTCALENT → 1 EQUIPOS

TEAMS IN HOSPITAL CENTERS

- 1 BÉTERA → HOSPITAL DE SALUD MENTAL PROVINCIAL → 1 EQUIPOS



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 a Valencianista"

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 with 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 promote teamwork and the "germanor" in all our Academy teams in order to be a world 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

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



GOVERNMENT SYSTEM

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

- Law 1/2012, of 2ND July, on Capital Companies
- Royal Decree 1251/1999, of 16TH July, on Sports Public Limited Companies
- Articles of Social Statutes of Valencia Club de Fútbol S.A.D.
- Law 39/2022, of 30TH December, on Sport.
- Law 2/2011, of 22ND March, of the Generalitat, on Sport and Physical Activity of the Valencian Community
- Law 19/2007, of 11TH July, against Violence, Racism, Xenophobia and Intolerance in Sport
- Royal Decree 177/1981, of 16TH 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 all the shareholders are represented in it. 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 set out in the bylaws of Valencia Club de Fútbol. As of September 27, 2024, 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.



CORPORATE STRATEGY & RISKS

→ STRATEGY

FINANCIAL DELEVERAGING:

In order to reduce its indebtedness, the Group has set 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 growth opportunity 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 experience based on the customer, connectivity and innovation, as well as hospitality and MICE. In addition, the stadium will have the possibility to host a full 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.

DIGITALISATION 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 played 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 player performance, determine ticket prices, and/or improve the visitor experience of its physical and online stores. In addition, future projects such as data-driven marketing automation are being worked on. Culturally, the Valencia CF Group is adapting to data-driven decision-making (sporting and non-sporting). Every contact with any stakeholders, fans, and customers enriches the dataset and improves the decision-making process.

INTERNATIONALIZATION AND NEW MARKETS:

While fans located in the Region of Valencia continue to be an essential part, the Group continues to expand internationally steadily to increase brand value in different markets.

The Club relies on 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 to disseminate the methodology and increase the presence of the brand in countries such as Canada, Greece, Korea, the USA, or Japan.

On social networks, the Valencia CF Group has more than 16 million followers on the different platforms, which the Club uses to maximize 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 is able to close business consultancy deals and grow its international fan base.

PROMOTION OF PLAYERS FROM THE ACADEMY:

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 in 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 of maintaining the image of the Club.

The Academy continues to be a fundamental pillar of the Club, where more than 100 players have

made their debut 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 Valencia CF first team or in 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 analyses its possible corporate risks in order to be able to identify them and carry out action measures to reduce or eliminate them as far as possible. Based on an internal criminal risk matrix, which will be explained below, and analysing 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 other applicable to the companies of the Group.

ECONOMIC RISKS:

→ Possible decrease in the Group's main sources of income derived from sporting results and other aspects that may interfere.

→ Other market, credit or liquidity risks arising from the evolution of the market itself.

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 arising from environmental pollution, climate change and other external risks arising from environmental factors that may negatively 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.



2030 VISION

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 are interrelated 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 for 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 expenditure that allows clubs 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, etc.) of all the activities carried out by the Club. 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 has set the following milestones as priorities 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 is planning 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 need for water resources for its operation.



→ **INFRASTRUCTURE IMPROVEMENT:** 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 soccer players are trained. The Club makes it a priority to be responsible for ensuring that all players who, at some point in their training process, go 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 Centre.



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



→ **DIGITALISATION AND INNOVATION:** to continue promoting innovative projects through the Innovation Hub Valencia CF or any other line of business 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 (@ 06/30/2024)
VALENCIA CLUB DE FÚTBOL SAD	100.2	93,710	112,461	671	8,863	384
TIENDAS OFICIALES VCF SLU	7	144,691	373,974	100	1,659	32
LITORAL DEL ESTE SLU	0.3	2	37	11	31	0
ADJUSTMENTS TO INTRA-GROUP TRANSACTIONS	(0.6)	0	0	0	0	0
TOTAL	106.9	238,403	486,472	782	10,553	416

*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.

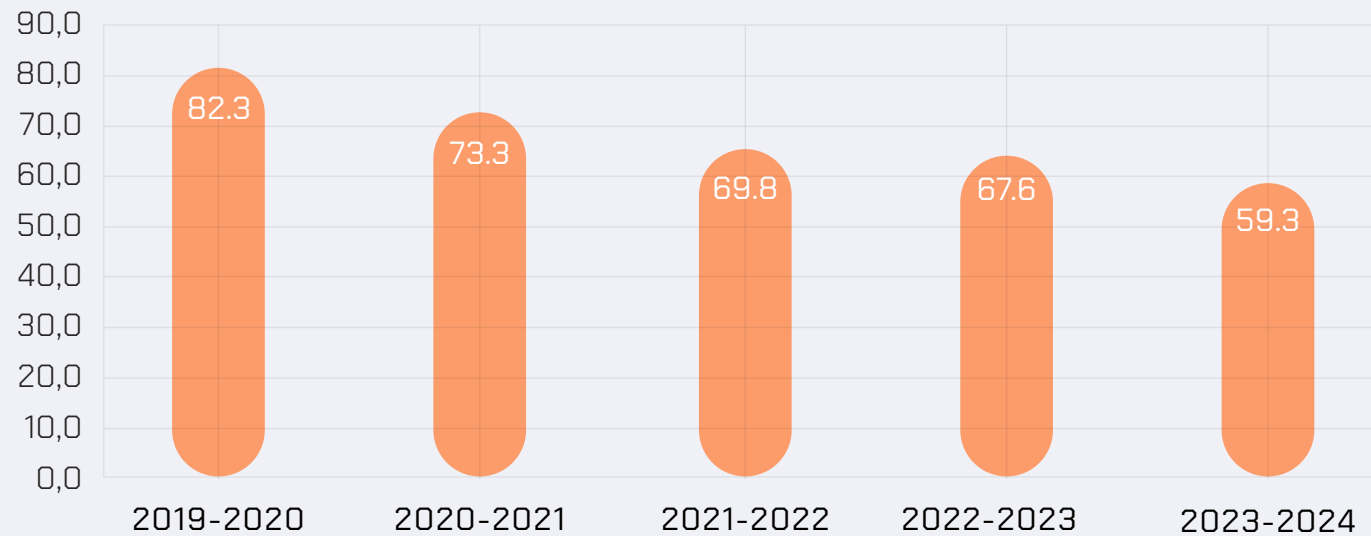


MULTIMEDIA

BROADCAST RIGHTS

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

→ BROADCAST REVENUE*



*NOTE: Figures expressed in millions of euros.

**NOTE: The figures for T. 23-24 may be subject to minor post-closing adjustments made by both LaLiga and the RFEF.

***NOTE: The figures for 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 quality content in all the channels in which Valencia CF is present. It is a benchmark 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 fans, improving the animation and the spectacle 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 income generation, such as attracting sponsors, opening new academies or campuses. To penetrate foreign markets, Valencia CF works through an interdepartmental commission implementing monitored and adapted strategies 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.

SOCIAL MEDIA

The Valencia CF Group has made a strong investment 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 sense, so it is essential to evaluate the evolution and impact on them. During this season the growth of followers has been more than 30%, which has meant that a total number of followers has been reached of more than 16 million.

The network with the highest growth has been TikTok (growing more than 3 million followers) thus surpassing Facebook in total number of followers, currently being the platform with the most followers of Valencia CF.

The Club has been very active in carrying out collaborations and activations with influencers from all over the world throughout the season, having a notorious impact on the different platforms. In addition, it has continued with its activation strategy with Valencian influencers and emerging artists, giving them a space on digital platforms with the creation and distribution of content.

In the 2023-2024 season, a new digital channel, Threads, has been opened, being the channel with the highest relative growth of the season, with more than 142,800 followers at present. 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 2023-2024

16
MILLION
FOLLOWERS

23,137
PUBLISHED
POSTS

1,100
MILLION
IMPRESSIONS

39%
GROWTH COMPARED
TO PREVIOUS SEASON

SEASON 2022-2023

11.5
MILLION
FOLLOWERS

22,655
PUBLISHED
POSTS

831.4
MILLION
IMPRESSIONS

48.26%
GROWTH COMPARED
TO PREVIOUS SEASON

SEASON 2021-2022

7.8
MILLION
FOLLOWERS

23,955
PUBLISHED
POSTS

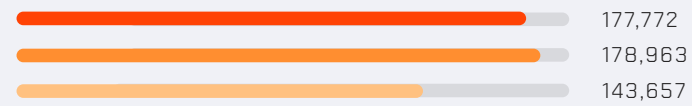
19.6
MILLION
IMPRESSIONS

7.17%
GROWTH COMPARED
TO PREVIOUS SEASON

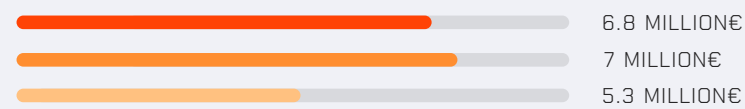
FANS

TICKETING

TOTAL TICKETS SOLD

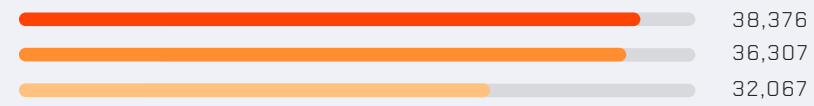


REVENUE

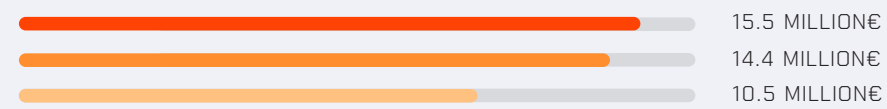


SEASON TICKET SALES

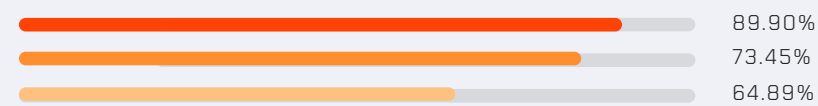
TOTAL SEASON TICKET HOLDERS



REVENUE

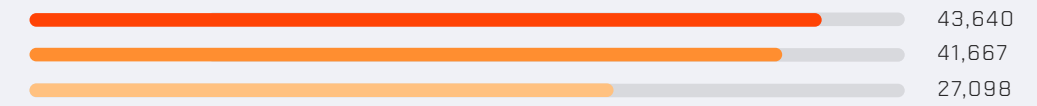


OCCUPATION

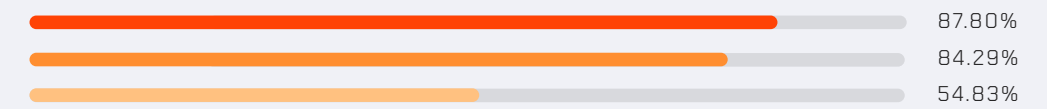


STADIUM ATTENDANCE DATA

AVERAGE ATTENDANCE

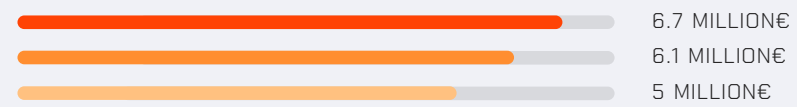


AVERAGE ATTENDANCE %

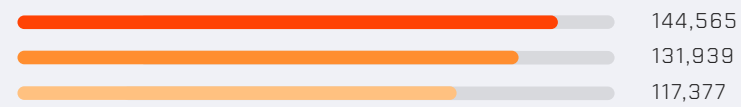


OFFICIAL STORES SALES

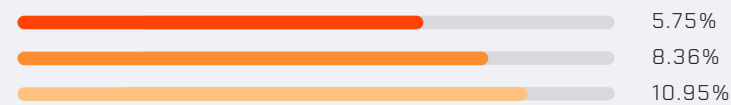
TOTAL SALES



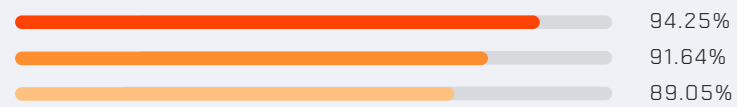
TOTAL OPERATIONS



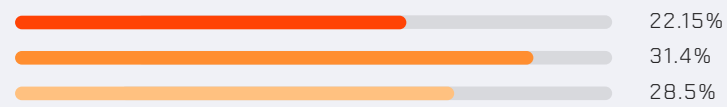
% WEBSITE OPERATIONS



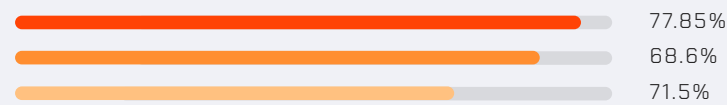
% IN-PERSON SALES



% INTERNATIONAL SALES



% NATIONAL SALES



SPONSORS

TOTAL INCOME



● SEASON 2023-2024 ● SEASON 2022-2023 ● SEASON 2021-2022*

*Seasons with COVID-19 impact



NEW BUSINESS AREAS



ESPORTS

Valencia CF decided to immerse itself in the world of eSports in a pioneering way by creating VCF eSports, an area dedicated to eSports 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.

Last season VCF eSports reached a collaboration agreement with Ramboot Esports with the aim of being able to compete in the best esports tournaments.

In addition to competing jointly, this alliance aims to create activities, events and high-quality audiovisual content 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 in:

→ **VCF ESPORTS IN THAILAND:** The team played the final of the tournament that was followed by more than two million people live.

→ **VCF ESPORTS AND R10:** Valencia CF and R10 Team Ronaldinho developed several joint actions with the aim of engaging fans and expanding the brand in strategic markets.

→ **ELALIGA:** once again participation in the competition organized by La Liga, consolidated as the best FC Pro tournament in Europe with great visibility on networks and TV.

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

→ THE PIONEER

VCF eSPORTS SUMMARY

FINALIST
AOV SUMMER IN THAILAND

RAMBOOT
PARTNER

ELALIGA
PRESENCE IN LA LIGA
EUROPE'S TOP FC PRO
LEAGUE

ACTIONS & SOCIAL MEDIA

2 TOURNAMENTS
ORGANIZED FOR FANS

DREAMHACK
WINTER & SUMMER. PRESENCE
IN THE EUROPE'S TOP EVENT

139K
TOTAL
FOLLOWERS
(EU+TH)



→ 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



INNOVATION HUB

From Valencia CF being the most important social entity in the Valencian Community, generating a very 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 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 move forward and that are in the process of growth and expansion. The main objectives of the Innovation Hub are:

→ Supporting young talent and their promising companies/startups.

→ To be ambassadors and to bet on Valencian companies.

→ To lead the Club to be at the forefront of technology with innovation.

The project is based on five major verticals: Medicine, Academia, Sustainable Solutions, Smart Stadium and Fan Engagement. Since its creation in 2020, more than 75 companies have registered.



+75 COMPANIES REGISTERED

SOCIO VCF

In the 2023-2024 season, Valencia CF launched the VCF member project.

This project was born to encompass all Valencians. 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 exchange a series of advantages. To this end, a series of exclusive activities and benefits are offered to members, such as obtaining a membership number and permanence of seniority, discounts in the Group's official stores, on visits to the stadium and on the purchase of tickets.



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 for interaction in a community made up of more than 490 companies from different professional sectors, which represents an increase of around 5% compared to the previous season.

The Business Club 2023-2024 has held 14 important events this season, which have been attended by more than 800 people, it has achieved a resounding success in terms of influx, filling all the 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 proximity: 100% Valencianist.

The great business family of Valencia CF carries out workshops, recreational, training, cultural, sporting 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 for business clubs in the sports industry.

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

+490 RELATED COMPANIES T.23-24





05

**MATERIALITY
ANALYSIS**

34 → 35

MATERIALITY ANALYSIS

Valencia Club de Fútbol has carried out a materiality analysis to identify the issues that most concern its stakeholders and are of greatest relevance to the organisation. Thanks to this analysis, priorities are established to ensure that the report 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 analysed.

To carry out this process, the issues of interest have been identified using the standards set out 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 intent of this phase is to prioritize topics or issues based on their importance and the potential impact they may have on the organization and its environment. To this end, 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:



→ 13 ISSUES AND 28 SUB-ISSUES HAVE BEEN IDENTIFIED:

A1 / SPORTS COMPETITIVENESS

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

A2 / FINANCIAL SUSTAINABILITY

- 3 Compliance with economic and 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 Implementing 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 Digitalisation, use of data and analytics to improve customer service.
- 13 Innovation in services to fans and customers.

A7 / ECONOMIC PERFORMANCE

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

A8 / OCCUPATIONAL HEALTH AND SAFETY

- 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 youth categories.
- 18 Promotion of the values of sport and healthy living in favour of 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 AND INCLUSION

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

A11 / HUMAN CAPITAL MANAGEMENT

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

A12 / RELATIONSHIP WITH STAKEHOLDERS

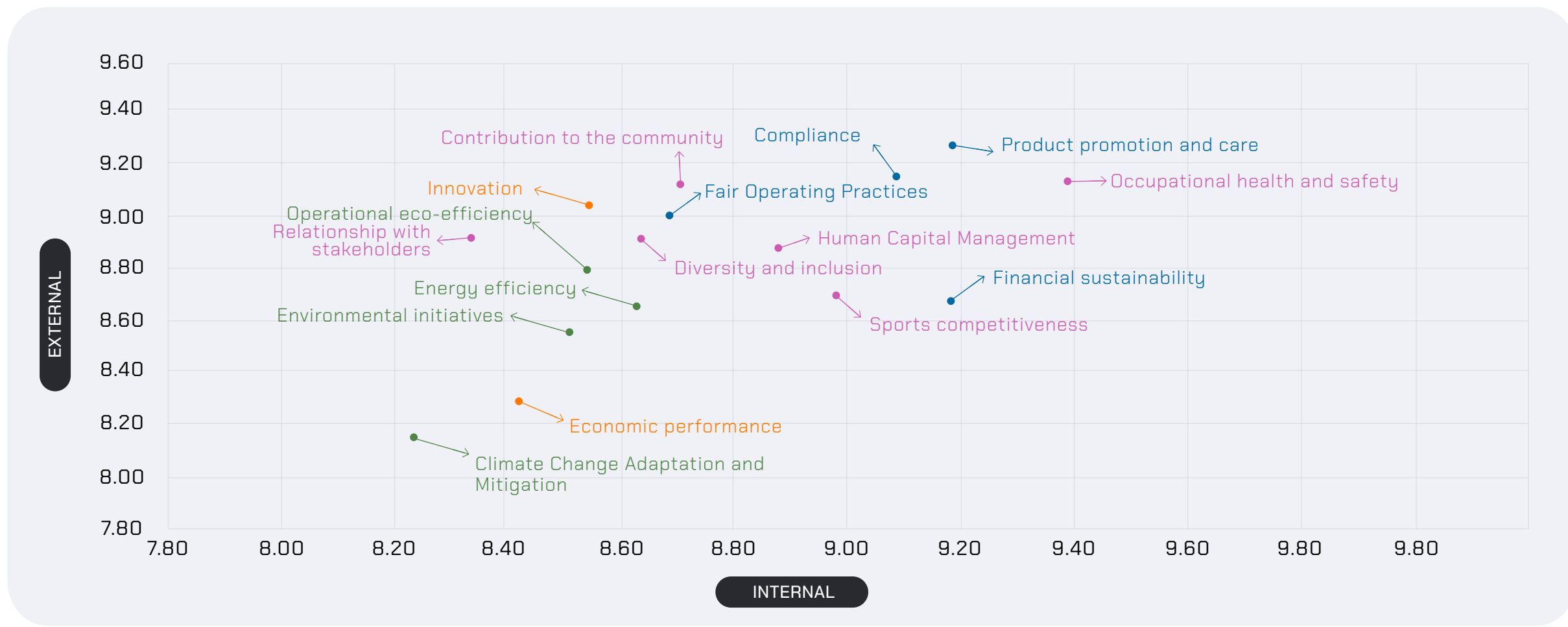
- 24 Implementation of practices and initiatives to establish and maintain a good relationship with stakeholders.

A13 / OPERATIONAL ECO-EFFICIENCY

- 25 Implementation of eco-efficient management.
- 26 Adoption of measures to improve energy efficiency in facilities.
- 27 Use of the Valencia CF brand to promote environmental initiatives.
- 28 That the Club has policies for adaptation and mitigation of the effects of climate change.



AFFAIR	INTERNAL	EXTERNAL	MATERIALITY ANALYSIS	14.00	15.00	16.00	17.00	18.00	19.00	20.00	TOTAL
Occupational health and safety	9.39	9.16		[Bar chart showing score]							18.55
Product promotion and care	9.18	9.25		[Bar chart showing score]							18.44
Compliance	9.09	9.15		[Bar chart showing score]							18.24
Financial sustainability	9.17	8.68		[Bar chart showing score]							17.85
Contribution to the community	8.71	9.08		[Bar chart showing score]							17.79
Human Capital Management	8.88	8.86		[Bar chart showing score]							17.74
Fair Operating Practices	8.68	9.00		[Bar chart showing score]							17.68
Sports competitiveness	8.99	8.68		[Bar chart showing score]							17.67
Innovation	8.54	9.06		[Bar chart showing score]							17.60
Diversity and inclusion	8.62	8.92		[Bar chart showing score]							17.54
Energy efficiency	8.64	8.68		[Bar chart showing score]							17.32
Operational eco-efficiency	8.52	8.80		[Bar chart showing score]							17.32
Relationship with stakeholders	8.33	8.92		[Bar chart showing score]							17.25
Environmental initiatives	8.50	8.56		[Bar chart showing score]							17.06
Economic performance	8.42	8.28		[Bar chart showing score]							16.70
Climate Change Adaptation and Mitigation	8.25	8.16		[Bar chart showing score]							16.41



03

VALIDATION

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

After analysing 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.



The background of the slide is a blurred photograph of a train moving through a landscape at sunset. The train is out of focus, with streaks of light and color. The sky is a mix of orange, yellow, and grey, suggesting a low sun. The overall mood is dynamic and forward-moving.

06

**ECONOMIC SUSTAINABILITY AND
RESPONSIBLE MANAGEMENT**

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INTERNAL CRIMINAL RISK MATRIX

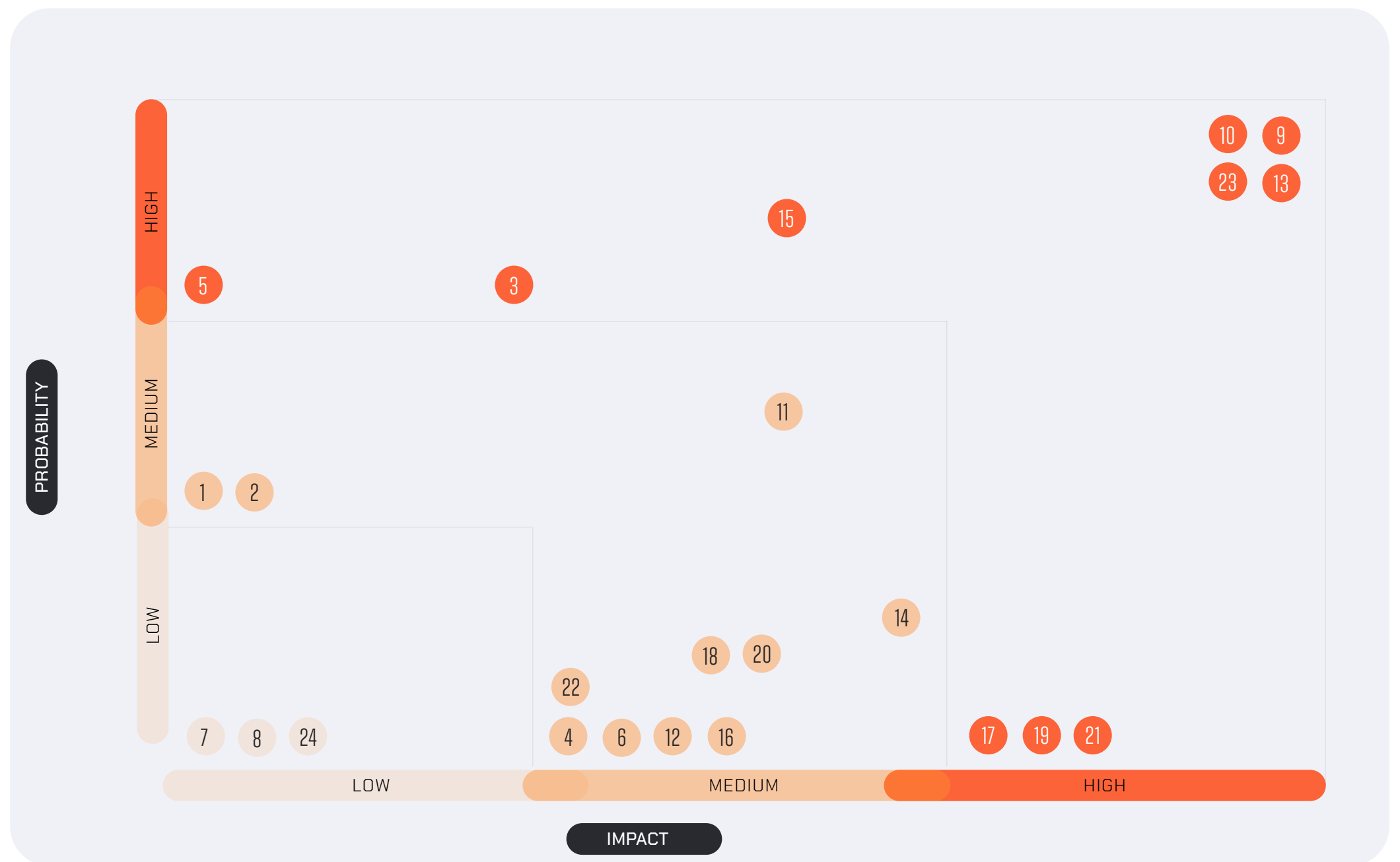


In collaboration with an expert entity in the field, a matrix has been drawn up, audited annually, externally, where the activities of the Club are identified, in which the different crimes likely to generate liability for the entity may be committed. Based on the company's organizational chart, it is identified where the risk of committing each crime is centered. Likewise, in this document, each of the identified risks is assigned an inherent priority or assessment, which weighs the probability of

occurrence of each crime with the impact that their materialization would have. This exercise allows the Club to know which issues it should give the highest priority to when establishing its control environment. This is reviewed periodically, as well as when any organizational changes in the activity take place. Throughout the 2023-2024 season, this matrix has been revised.

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 ON TRANSPARENCY AND THE FIGHT AGAINST CORRUPTION AND BRIBERY



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

the development of good practices in their daily activity. For this reason, it has the following policies, manuals, procedures and action protocols:

→ CODE OF CONDUCT

Approved by the Board of Directors, its objective is to establish the guidelines of professional conduct that must 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.

This code of conduct includes aspects such as the gift policy, conflicts of interest, full actions vis-à-vis the Public Administrations, the use of computer tools and access to the internet, respect for the environment and occupational safety, the protection of personal data and company secrets, the protection of minors, etc. and the prohibition of hate speech.

→ WHISTLEBLOWING CHANNEL

This instrument allows anyone to report breaches or activities contrary to the good practices set out in the Code of Conduct to the Club's Compliance Body. This Whistleblowing Channel is confidential, and has the necessary measures to protect employees who report in good faith, set out in the Whistleblowing Channel Use Policy. In 2023, the Whistleblowing Channel was updated to adapt it to Law 2/2023, of 20TH February, regulating the protection of people who report regulatory breaches and the fight against corruption, and is periodically audited by an external expert.

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

→ 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 organisation 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, 2021 and 2022.

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

2 COMPLAINTS PROCESSED DURING THE 2023-2024 SEASON
2 COMPLAINTS PROCESSED 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, season ticket holders and the general public, who intend to access or have accessed the facilities of Valencia CF SAD, on the occasion or not of the celebration of acts or events, both sporting and non-sporting, organised 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 purpose of these regulations will be to determine the general conditions of access and permanence in the facilities of Valencia CF SAD, as well as the applicable disciplinary regime and sanctioning procedure.

→ DUE DILIGENCE PROCESS WITH THIRD PARTIES

Regulates its relations with third parties, in order to ensure that any business partner who collaborates with the Club and any person designated to occupy a position of responsibility within the organization complies with the ethical and conduct standards of the entity, taking into account the risk that arises from each relationship with third parties.

→ COLLECTIVE AGREEMENT

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

→ OTHER POLICIES

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

During the 2023-2024 season, no cases of corruption have been identified.



COMPLIANCE TRAINING PLAN



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

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



INTEGRITY WORKSHOPS



Players, coaches, managers and staff have received integrity training. 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, whistleblowing channel enabled by La Liga and legal and sporting consequences of these behaviours.



PROTECTION OF PERSONAL DATA



This material references GRI 418 Customer Privacy, 2016. Specifically, it refers to GRI 418-1 Substantiated Claims Regarding 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 the relevant information about them for the interested parties. In 2019, a Data Protection Officer was appointed to the Spanish Data Protection Agency. This person is in charge of coordinating with all areas of the Club the activities that may have an impact on the protection of personal data. Likewise, the Club has recurring external advice from a firm specialized in the matter.

In order to protect personal data, the Group has advanced security systems and various active cybersecurity systems against possible internal and/or external attacks. In addition, the destruction of information both in digital and physical support is carried out through the hiring of specialized companies that have the certificates that guarantee the safety 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 any 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 evaluation of the level of transparency of football clubs, on the other, to promote the increase of the information that 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 Divisions, 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-financial transparency; Transparency in contracting 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/SADs evaluated is obtained.

The score obtained by Valencia CF is as follows:



ECONOMIC CONTROL



In Spain, the Sports Law granted LaLiga the exclusive competence of the guardianship, 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 contained 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 Club's transparency portal on the website and, specifically, it is as follows:

Accounting Information:

→ The Annual Accounts corresponding to the financial year ended.

→ The Club's break-even point and the rest of the indicators required by the Professional Football League.

Income and expense information:

→ Breakdown of relevant Club Income.

→ Detail of the relevant expenses of the Club.

→ Detail of the expenses associated with the first squad.

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 Club/SAD Budgeting Rules. 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:

ECONOMIC VALUE GENERATED AND DISTRIBUTED (DATOS EN MILLONES DE EUROS)

CONCEPT	2023-2024	2022-2023
ECONOMIC VALUE GENERATED	124.4	143.7
→ Revenue	106.9	118.7
→ Other operating income	0.9	2.0
→ Financial investment income	0	0
→ Income from disposals of fixed assets	16.7	23.0
ECONOMIC VALUE DISTRIBUTED	133.7	147.6
→ Operating expenses (cost of sales)	5.5	5.0
→ Operating expenses (other operating expenses)	23.4	27.1
→ Employee benefits expense	39.3	42.4
→ Payment interest remuneration loans	11.3	6.7
→ Government payments (Taxes accrued, including corporation tax and special taxes)	54.2	66.1
→ Investments in the community (Donations, NGOs contributions, social programs)	0.0	0.3
ECONOMIC VALUE RETAINED	(9.26)	(3.9)

NOTE: "Personnel Expenses" does not include Personal Income Tax or Social Security contributions as they are part of the "Government Payments".

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 2023-2024 season was 54.2 million euros (66.1 million euros in the previous year).

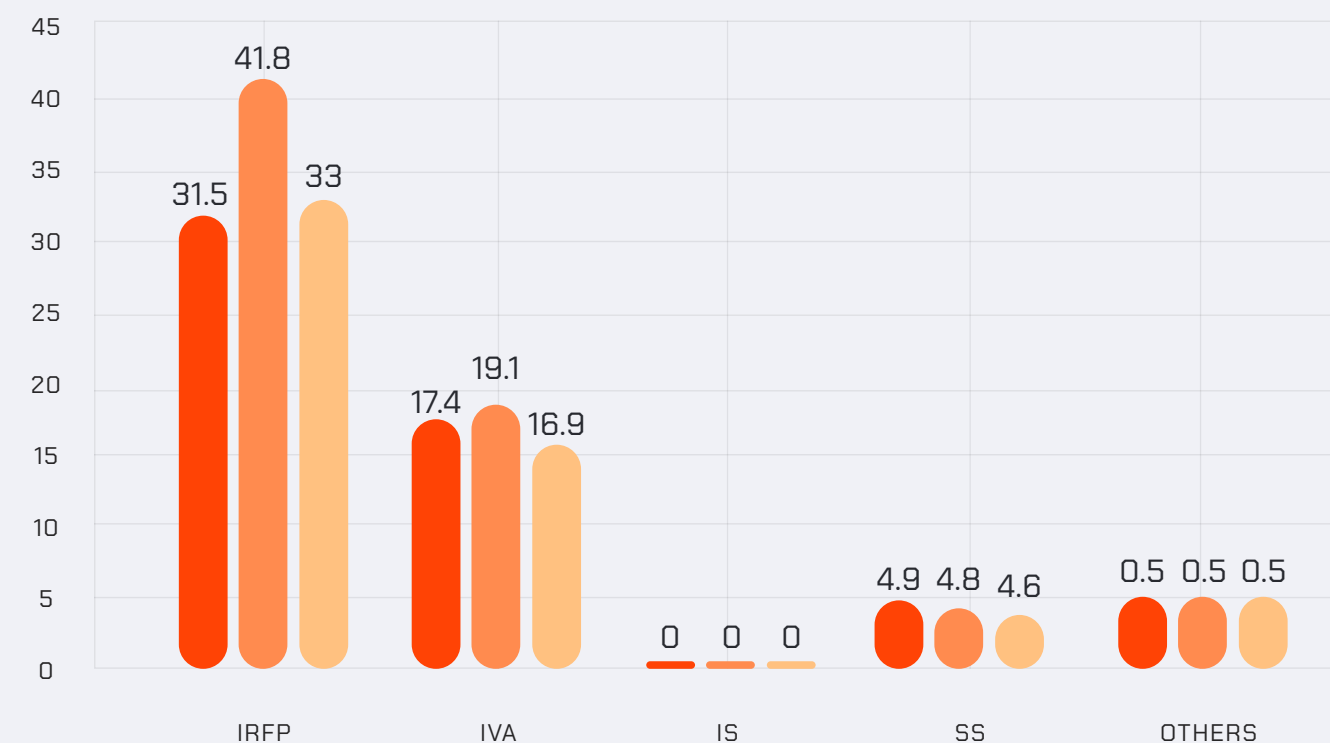
The companies that make up the Group are taxed by Corporation Tax under the special tax consolidation regime provided for in Chapter VI of Title VII of Law 27/2014, of 27 November, on Corporation Tax. In the current financial

year, there has been a tax on profits payable in the amount of 267 thousand euros (23 thousand euros to be refunded in the previous year).

The result after tax in the 2023-2024 season for the Valencia CF Group was €0.2 million (-€7 million in the previous year).

In the 2023-2024 season, the Group has not received any subsidies.

CONTRIBUTION PUBLIC ADMINISTRATIONS (MILLIONS OF EUROS)



● 2023-2024 ● 2022-2023 ● 2021-2022



FAN CARE

In order to safeguard the safety of all fans, the Group has internal rules of permanence in its facilities. These regulations, as indicated in previous paragraphs, dictate the proper use of these, as well as possible sanctions for non-compliance with some of the established regulations. The Club's security management, in collaboration with the security coordinator, the government 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.

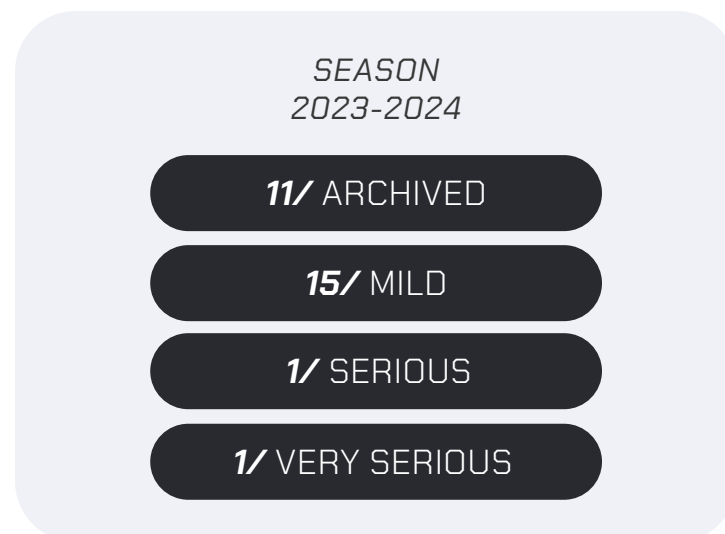
In addition, the Club carries out exhaustive security controls at the entrances to the Mestalla stadium to ensure that prohibited objects and those included in Law 19/2007 and Royal Decree 203/2010 are not introduced.

In the 2023-2024 season, 17 non-compliances with regulations in relation to health and safety in the facilities have been identified:

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:



→ BREACHES



Valencia CF continues with its commitment to the fight against racism, xenophobia and intolerance. During the 2023-2024 season, Valencia CF has continued with campaigns with LaLiga against Racism. The aim of the initiatives has been to raise awareness of the importance of eradicating racism in all areas of society. Participation in these campaigns is a further step in the fight against racism, discrimination and intolerance in sport.

LIKewise, during the 2023-2024 season, the club has launched an awareness **CAMPAIGN AGAINST RACISM AND DISCRIMINATION.**



CONTRIBUTIONS TO FOUNDATIONS, NGOS AND ASSOCIATIONS



The Valencia CF Group is committed to social causes, as it has demonstrated throughout its long centenary history.

The total amount donated during the current season amounts to 47 thousand 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 actions: Fundació Valencia CF" of this report.



07

**ENVIRONMENTAL
SUSTAINABILITY**

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ENVIRONMENTAL IMPACT MANAGEMENT



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

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

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

Following the precautionary principle, 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 recognises the impact of its activity and manages it through different actions, programs and projects.

The aim 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.

Currently, the Club has an external auditor in environmental matters whose objective is to prepare an annual analysis of the situation in order 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 optimise waste management, as well as reduce its production. The Club does not currently have a certified Environmental Management System.

In addition, the Group periodically undergoes an energy audit of its facilities that allows it to know its situation with respect to energy use, detect 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 2023-2024 season, the Group has made various investments in infrastructure improvements focused on reducing its environmental impact. These investments have focused mainly on the renovation of air conditioning appliances and other household appliances, as well as the renovation of agricultural machinery. As part of the improvement in air conditioning, an industrial ceiling fan has been installed in the academy's gymnasium. This fan moves a large volume of air at low revolutions due to its large blades, and in addition to increasing comfort by reducing the thermal sensation, it generates annual energy savings.

On the other hand, Valencia CF, in order to bring renewable energies closer together, thanks to an agreement reached for the 2024-2025 season, has begun the installation of 328 solar panels in the Ciutat Esportiva de Paterna that will allow it to operate with 30% solar energy for self-consumption.

Various electric vehicle charging points have also been installed at the Group's facilities:

In parallel and in collaboration with sponsors, awareness campaigns are regularly carried out to promote recycling and sustainable mobility.

During the 2023-2024 season, the Group has not received fines or penalties for non-compliance with environmental matters.



INVESTMENT AMOUNT

77,517€

Renovation of air conditioning units and household appliances

64,507€

Agricultural machinery renovation

3,093€

Installation of charging points

TOTAL INVERSION ↗
145,117 €



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 travel of personnel in mechanically powered vehicles, the movements of sports teams, the use of air conditioning equipment in all the facilities and the generation of waste. The latter two are considered indirect emissions from the electricity consumption of the equipment and the dumping of waste.

Currently, 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.

Likewise, in the 2023-2024 season, 8 official vehicles have been replaced by 100% electric vehicles. In this way, 20% of the fleet of official Skoda vehicles are electric vehicles.

In the 2023-2024 season, the season ticket renewal campaign has once again been 100% telematic. In this way, the more than 38,000 season ticket holders to the Club's facilities have avoided the trips to carry out this management.

Last season, a collaboration agreement was 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 gives the Club a certificate with the details of actions to neutralise CO₂ emissions from the consumption of these tariffs.

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



LIGHT POLLUTION



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

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

Last season, the Club completed the project to replace all the lighting on the Ciutat Esportiva pitches. With this change, a 43% saving was achieved from 370KW to 211KW, in addition to adapting all fields to regulatory levels and increasing the light level by 4.5 times. At the same time, all the luminaires in the road areas of the Ciutat Esportiva were replaced. In other seasons, the replacement of the lighting in the spaces of daily use and areas of the stadium, as well as the offices and official stores, with LED lighting has already been addressed.

All luminaires removed during this process were reintroduced to the market through a third partner who is a specialist in the field.

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



NOISE POLLUTION



The Group seeks to implement measures to prevent, reduce or remediate noise emissions at its facilities. During the season, possible actions 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 acoustic nuisance in the neighborhood.

In the 2023-2024 season, the Club has put all its efforts into raising 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 2023-2024 season:

	2023-2024 SEASON			2022-2023 SEASON		
	CIUDAD DEPORTIVA	MESTALLA	OFFICIAL STORES	CIUDAD DEPORTIVA	MESTALLA	OFFICIAL STORES
PAPER AND CARDBOARD PACKAGING	17,280.00	3,240.00	360.00	16,370.00	-	321.00
PLASTIC CONTAINERS	9,190.00	-	-	9,930.00	-	-
MIXED PACKAGING	44,510.00	42,720.00	-	39,680.00	43,047.00	-
BIODEGRADABLE	106,780.00	-	-	157,830.00	-	-
OTHER WASTE	-	405.00	-	82,400.00	748.00	-
USED MOTOR OIL	-	-	-	-	-	-
USED COOKING OIL	40.00	-	-	115.00	-	-
EMPTY AEROSOLS	-	-	-	100.00	-	-
EMPTY POLYURETHANE AEROSOLS	-	-	-	-	-	-
LED LAMPS	-	-	-	10,760.00	-	-
CONTAMINATED METAL CONTAINERS	-	-	-	-	-	-
ALKALINE AND SALINE BATTERIES	-	-	-	15.00	7.00	-
INFECTIOUS MEDICAL WASTE	-	-	-	9.00	-	-
SHARP MEDICAL WASTE	-	-	-	-	-	-
TOTAL	177,800.00	46,365.00	360.00	317,209.00	43,802.00	321.00

NOTE1: Detailed information on the waste generated in the Official Stores and in the central offices is not available.

NOTE2: Data expressed in Kg

NOTE3: Precision work has been carried out in the collection of information and values for the 2022-2023 season have been adjusted



Compared to the previous season, waste generation has been significantly reduced due to adaptation work at the entrances to the sports city that was carried out during the 2022-2023 season and increased waste on a one-off basis.

The Group has a management process for the waste it generates in its usual activity, focused on selective collection. For this reason, it has signed agreements with several companies specialising in waste collection depending on its type.

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 8 April on waste and contaminated soil for a circular economy.

In all the Group's facilities, there are litter bins and selective collection containers. 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 the 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 in digital physical support (computers, hard drives, TVs, mobile phones, etc.) 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 highlighting the agreement reached with a specialized company to reintroduce mobile phones into the market that are no longer in use but are in good condition for reuse.

Usually, the main focus 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 litter 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 organisation of an event of this type has become one of the great challenges to be faced 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 organises at its stadium.

As a result of this, the Club signed an agreement last season 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 were included for the promotion of environmental care in which the Valencia CF sports schools participate. Environmental advisory services have also been contracted for waste management and resource optimisation at 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 for 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 VCF Official Stores has signed, during the current 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 the managing body, promotes the correct management of used packaging and 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

	2023 YEAR	2022 YEAR
Aluminum	40.96	11.34
PET	24.43	19.27
HDPE	114.26	59.70
DPEflexible	25.66	9.40
Paper and cardboard	1,758.29	1,452.54
Wood and cork	4.10	12.14
TOTAL	1,967.71	1,564.39

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 into the market has continued to extend their useful life, in this case, the pallets used in the warehouses have been reinserted as has been done since previous seasons:

→ **REINSERTION PALES**

200/ 2023-2024 SEASON

81/ 2021-2022 SEASON

198/ 2019-2020 SEASON

149/ 2022-2023 SEASON

99/ 2020-2021 SEASON

99/ 2018-2019 SEASON

TOTAL 826

The Group does not generate significant food waste and therefore this matter is not considered a material matter. On World Environment Day, Valencia CF and PUMA, through the Valencian social enterprise Proyectos Extraordinarias, gave a second life to the old canvas 'Football belongs to the brave'. Bags that are marketed in the Club's Official Stores.

This canvas was given to Proyectos Extraordinarias, which works with women at risk of social exclusion, and was transformed into Totebags -handbags-. 100% of its profits will go to integration and social development projects.

The products are delivered with a QR label visible on the outside that leads the user directly to the transformation process from canvas to bag, being able to access a description of the differential values of Valencia CF and PUMA thanks to initiatives as respectful and sensitive to the environment as this one.



SUSTAINABLE USE OF RESOURCES

→ WATER RESOURCES MANAGEMENT



Water resources are an asset that we must learn to value and give them the importance they require. They are indispensable for 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, the following water resources have been consumed in the 2023-2024 season:

	2023-2024 SEASON		2022-2023 SEASON	
	SUPPLY NETWORK	WELL	SUPPLY NETWORK	WELL
CIUDAD DEPORTIVA	5,830	13,160	590	10,106
ESTADIO MESTALLA	14,931	0	14,418	0
HEADQUARTERS + MESTALLA STORE	482	0	530	0
NEW STADIUM	169	0	284	0
MEGASTORE	267	0	141	0
TOTAL	21,679	13,160	15,963	10,106

NOTE: Data expressed in m³.

The main consumption is made at 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 (DWTP) 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 channelling system on the roof, rainwater is collected and stored in the cistern, which is used to irrigate the fields.

2023-2024 SEASON

ROOF GYM CIUDAD DEPORTIVA

ROOF SURFACE **400 M2**

RAINWATER FROM JULY 2023 TO JUNE 2024 263 LITRES/M2

TOTAL WATER COLLECTED 105,200 LITRES

90,560 LITRES COLLECTED IN THE 2022-2023 SEASON

→ Replacement of the grass in the stadium and the training ground twice a year: in the month of June, the grass is reseeded with a variety that better withstands the high temperatures of the summer months and requires less water in irrigation. In September, it is reseeded 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 water needs and consumption by around 59% in the driest months of the year in each irrigation.

-59.13% → **REDUCTION IN WATER CONSUMPTION DUE TO IRRIGATION OF FIELDS IN THE SUMMER MONTHS.**

→ Domotic 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 analysis and temperature controls are carried out. Within the control protocol, the tanks are also cleaned, and in case of detection of this bacteria, shock cleanings are carried out until disinfection.

With regard 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 Valencia City Council for the irrigation of the grass.

→ CONSUMPTION OF MATERIALS AND RAW MATERIALS



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

Compared to last season, there is a reduction of around 9% in the number of prints and copies of paper.

→ N° PAPER PRINTS

213,251/ 2023-2024 SEASON

234,019/ 2022-2023 SEASON

249,102/ 2021-2022 SEASON

Our technical sponsor, PUMA, has a variety of sustainability-related programs to recycle and reintroduce used products such as First Mile or Re:Collection. In addition, it has ambitious sustainability goals for the coming years. Among them, to be achieved 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, a non-profit organization that promotes better standards in cotton cultivation and practices).

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



→ 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 2023-2024 season:

→ ENERGY CONSUMPTION

	KWH CONSUMPTION SEASON 23-24	KWH CONSUMPTION SEASON 22-23
CIUDAD DEPORTIVA	676,073	768,790
MESTALLA	1,164,143	1,121,266
HEADQUARTERS + MESTALLA STORE	203,539	225,480
MEGASTORE	154,960	221,678
TOTAL	2,198,715	2,337,214

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

→ FUEL CONSUMPTION

	2023-2024 SEASON			
	VEHICLES		STATIONARY COMBUSTION EQUIPMENT	
	GASOLINE	DIESEL FUEL	DIESEL FUEL	PROPANE GAS
CIUDAD DEPORTIVA	23,200.26	1,762.02	4,881.00	24,046.00
MESTALLA	0.00	0.00	500.00	0.00
HEADQUARTERS	3,347.41	0.00	0.00	0.00
OFFICIAL STORES	0.00	151.82	0.00	0.00

	2022-2023 SEASON			
	VEHICLES		STATIONARY COMBUSTION EQUIPMENT	
	GASOLINE	DIESEL FUEL	DIESEL FUEL	PROPANE GAS
CIUDAD DEPORTIVA	12,790.02	10,353.38	7,348.00	33,722.00
MESTALLA	0.00	0.00	0.00	0.00
HEADQUARTERS	3,684.89	0.00	0.00	0.00
OFFICIAL STORES	0.00	269.09	0.00	0.00

NOTE: Precision work has been carried out in the collection of information and values for the 2022-2023 season have been adjusted

NOTE: Data expressed in liters.

The consumption detailed above is 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 with LED luminaires, the automation of lighting and air conditioning, and the periodic performance of energy

audits that allow further improvement in this regard. In addition, the VCF Academy gym has two industrial ceiling fans instead of air conditioners, which implies low energy consumption.

→ RENEWABLE ENERGIES



As indicated in the previous point, since the 2021-2022 season, the Valencia CF Group consumes energy that comes from renewable sources:

100% → ENERGY CONSUMED IS GREEN ENERGY

In addition, the following other measures have been adopted:

- In the Ciutat Esportiva de Paterna, use of biomass boilers for the generation of domestic hot water.
- At the Mestalla stadium, use of Aerothermal energy for the generation of domestic hot water.
- Installation of 4 chargers for electric vehicles in the car park of the Ciutat Esportiva de Paterna.
- Installation of 2 chargers for electric vehicles in the parking lot of the Central Offices.
- Start of the installation of solar panels for self-consumption in the Ciutat Esportiva de Paterna.



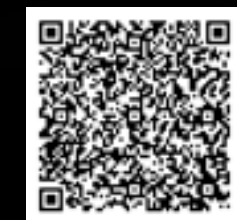
CANTIDAD DE PANELES SOLARES

328

191 kWp

The installation of 328 panels, strategically located on the roofs of the gymnasium, changing rooms and maintenance area, allows the Club's training and talent development center to already operate with more than 30% solar energy. This is the first major milestone of the alliance with which Valencia CF, together with Octopus Energy, accelerates its energy transition process.

With an annual production of more than 260,000 kWh, the Ciutat Esportiva becomes the centre of Valencia CF's sustainability strategy. In addition, the commitment to decarbonization is reinforced with the 100% renewable electricity that Octopus Energy will supply at times when it is necessary to connect to the grid.



84 paneles

155 paneles

89 paneles

CLIMATE CHANGE. MAIN INDICATORS. CO₂ FOOTPRINT MEASUREMENT



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

Such a study is composed of three scopes:

→ **Scope 1:** Direct emissions: emissions from the proper operation of all Valencia CF operations, from fixed or mobile sources that fall within the limits of the organisation; in the case of Valencia CF: boilers, generators 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 organization's boundaries.

→ **Scope 3:** Other Indirect Emissions: This scope allows indirect emissions that are not in the calculation of the previous scopes to be included. The activities considered are a consequence of Valencia CF activities (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 2023-2024 season, the measurement of the carbon footprint has been updated to scope 2. Likewise, previous years have been recalculated by adapting the calculation of this carbon footprint to the calendar year and not to the football season, in order to adjust to the presentation criteria implemented by the competent authorities. The results obtained are expressed in tons of CO₂ and are as follows:

	YEAR 2023	
	SCOPE 1	SCOPE 2
SPORTS FACILITIES	340.63	0
HEADQUARTERS	14.81	0
OTHER SPACES	0.73	0
	356.17	0
	YEAR 2022	
	SCOPE 1	SCOPE 2
SPORTS FACILITIES	316.82	0
HEADQUARTERS	3.35	0
OTHER SPACES	0	12.42
	320.17	12.42

NOTE: Precision work has been carried out in the collection of information and values for previous years have been adjusted.

In future seasons, the Group will make every effort to expand this measurement to scope 3. Work is also being done on the development of a Sustainability Plan to, among other objectives, establish measures to adapt to the consequences of climate change and set emission reduction targets in the short, medium and long term.



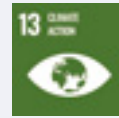
PROTECTING BIODIVERSITY



The Valencia CF Group has 1,244,197.13 m² of protected forest land in the municipalities of Llíria, 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 of great value for biodiversity. In the same way, the Group's usual activities are not considered to affect biodiversity, so neither risks nor measures necessary to correct them are estimated.

→ GOALS X TREES



The Club is fully aware of how crucial it is to take care of our environment, and that is why this season it has continued with the second edition of a great green initiative that contributes to conserving biodiversity and the fight against climate change, "GOALS X TREES".

The goals scored during the matches on the weekend of January 27 and 28, 2024 by the 8-a-side and 11-a-side football teams that make up the VCF Academy within its "VCF Educa" program have been turned into trees, thus joining the reforestation day that took place on January 30 on the "Day of the Tree" in Pedralba organized by the Ministry of the Environment, Water, Infrastructure and Territory.

These teams managed to score a total of 121 goals, so they have contributed to the planting of 121 trees, surpassing the 100 goals scored last year.

As an additional gesture, the captains of the 11-a-side football teams that played at the Ciutat Esportiva de Paterna wore green armbands, representing the fight for the environment and against climate change in which Valencia CF, the VCF Academy and the VCF Foundation are committed.

121 GOALS → 121 TREES



08

**SOCIAL
SUSTAINABILITY**

57 → 92

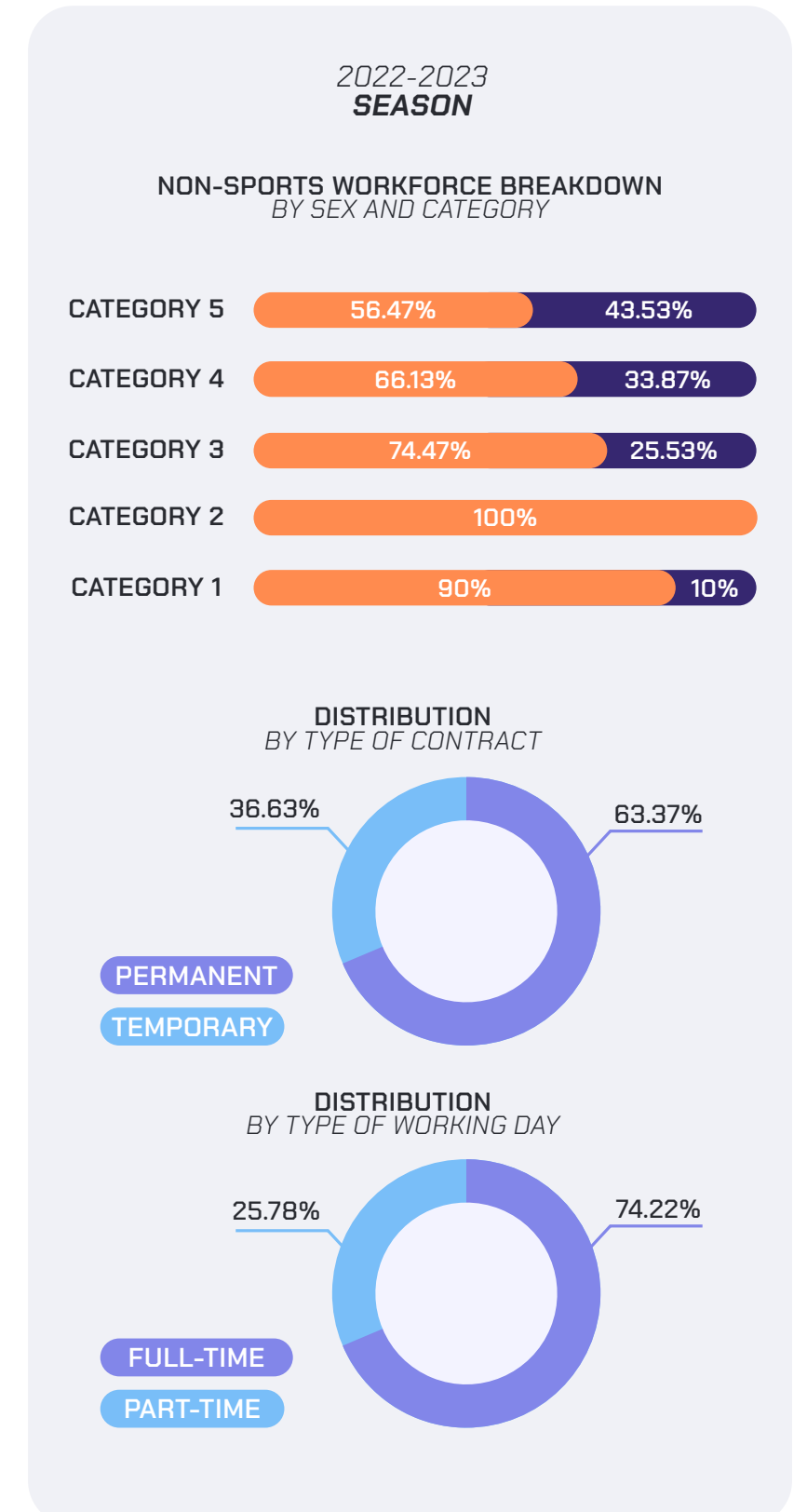
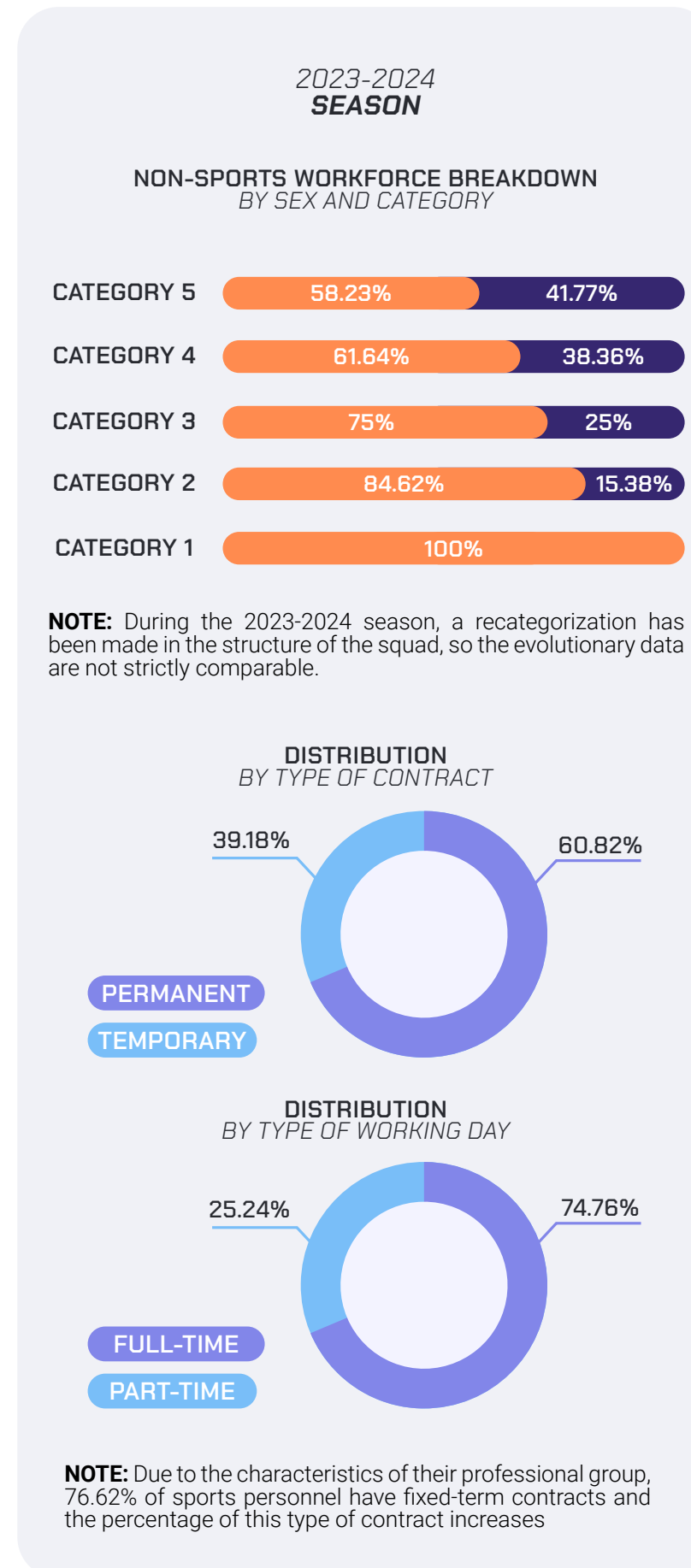
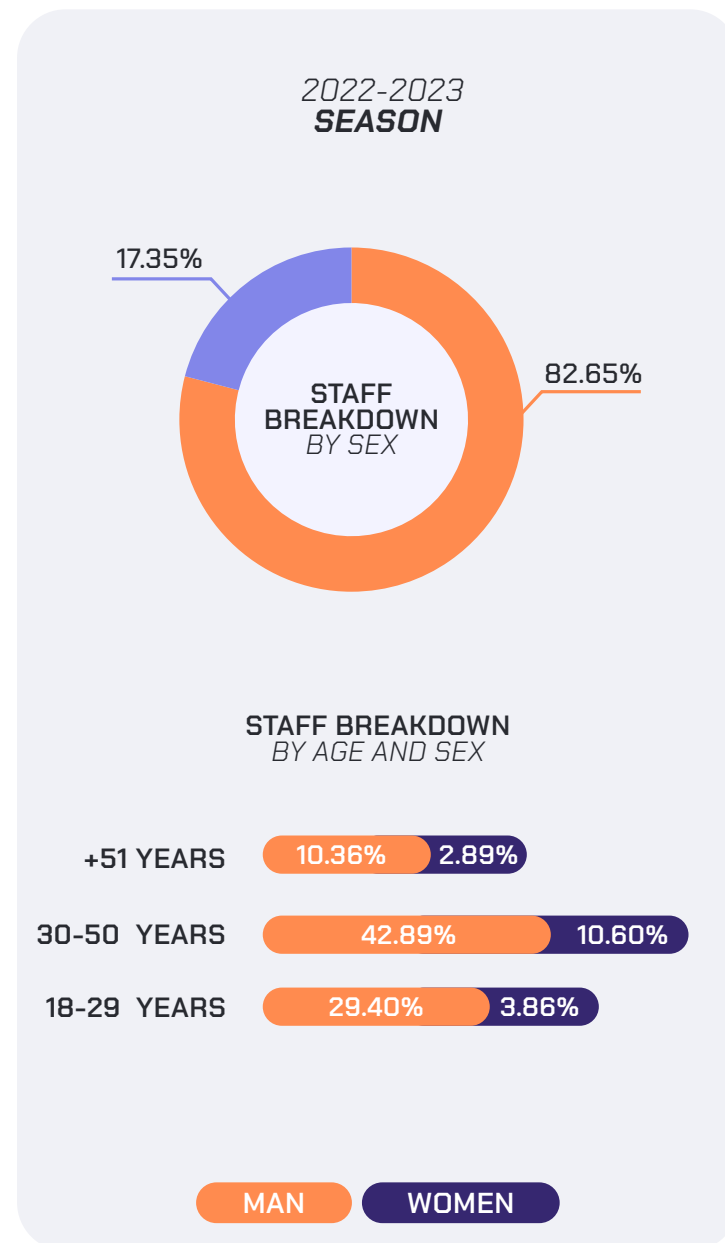
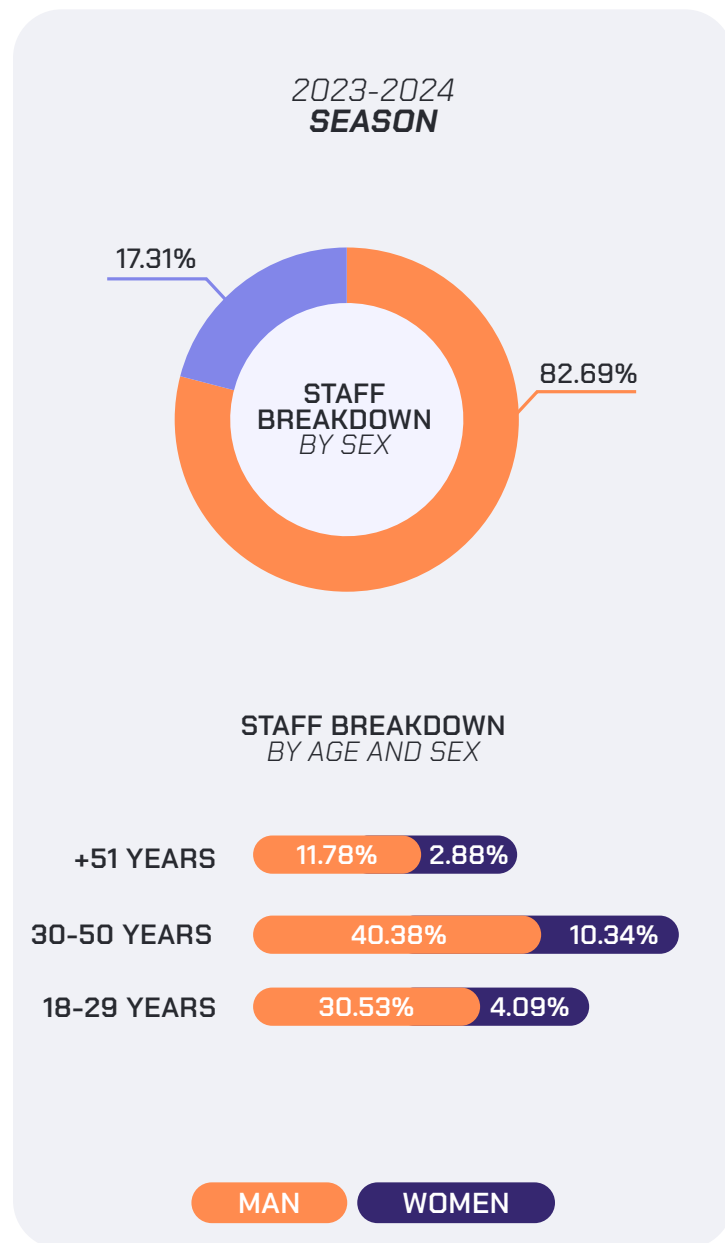
EMPLOYEES: WE TAKE CARE OF OUR TALENT



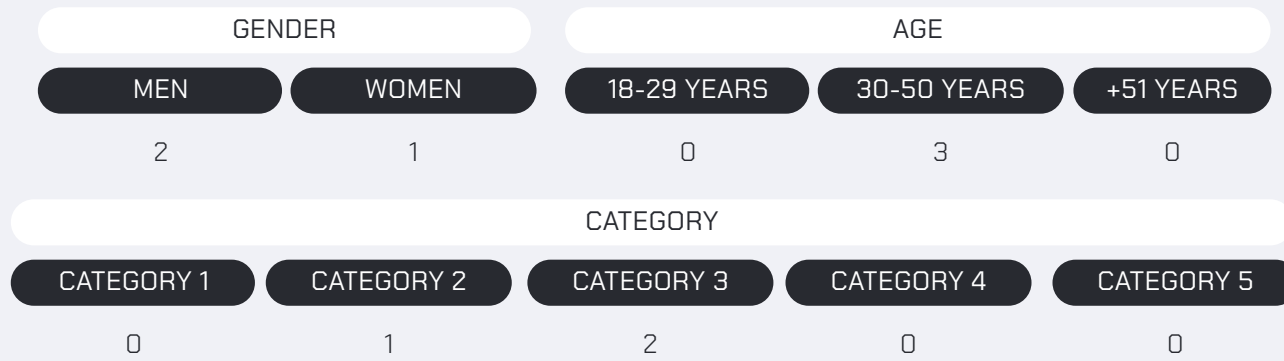
Human capital is a clear priority asset for the organization, and therefore it works to improve employment, working conditions and means, to promote conditions of equality and opportunity, adapting to needs and new times, and in turn reporting growth and value to the company.

Tables with quantitative data on staffing are in the annexes.

At the end of the 2023-2024 season, the Group has a workforce of 416 employees, including non-sporting staff and sports staff.



**INFORMATION REGARDING LAYOFFS
DURING THE 2023-2024 SEASON**



**INFORMATION REGARDING LAYOFFS
DURING THE 2022-2023 SEASON**



The total expenditure on personnel in the Valencia CF Group during the 2023-2024 season has amounted to 70.2 Million Euros, of which 59.7 Million Euros are sports personnel (players and coaches) and 10.5 Million Euros are non-sports personnel.

The members of the Board of Directors, which during the 2023-2024 season has been made up of 1 woman and 6 men, do not receive salary based on their position as dictated by the bylaws.

Valencia CF currently has 9 workers with some degree of disability in its squad (8 workers in the 2022-2023 season). All of them work in different departments, both in the central offices, as well as in the Mestalla stadium or in the sports city.

WORK ORGANIZATION

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

As established in the Valencia CF collective agreement, 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 organisational needs of the entity.

The Club has a time and attendance control system created to optimize time management in order to maximize communication and transparency between all departments of the company. In addition, the Club

guarantees this record of working hours in compliance with Article 34.9 of the Workers' Statute.

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 being 40 hours per week.

Currently, the Group does not have policies for disconnection from work.



HEALTH AND SAFETY

In order to promote the health and safety of workers through the application of the measures and the development of the necessary activities for the prevention of risks arising from work, the Valencia CF Group applies the rules contained in Law 31/1995, of 8TH November, on the Prevention of Occupational Risks, and any other implementing regulations. adopting as many measures as necessary and using all actions within its reach to achieve the aforementioned objectives. To this end, it is based on the health and safety risk assessments of each workplace and its

workplaces, until the implementation of corrective measures for these assessed risks and prevention plans.

The preventive modality chosen by the Club is the contracting of an external prevention service.

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

SEASON 2023-2024		
	ORP TRAINING HOURS	EMPLOYEES TRAINED
VALENCIA C.F.	184	50
VCF OFFICIAL STORES	52	26
TOTAL	236	76

SEASON 2022-2023		
	ORP TRAINING HOURS	EMPLOYEES TRAINED
VALENCIA C.F.	170	85
VCF OFFICIAL STORES	38	19
TOTAL	208	104

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 from the company. In order to carry out their prevention work, they hold quarterly meetings.

In addition, and along the same lines, the Club is part of a working group made up of ORP technicians from different first division teams in order to share everyday situations that affect everyone, contributing ideas and knowledge to improve preventive management and health and safety at work. To this end, both online and face-to-face sessions are held.

NUMBER OF ORP WORKING GROUP SESSIONS: 3

A voluntary medical examination is carried out annually for all personnel through the Health Surveillance Service with which this service has been arranged. The option of taking out private health insurance is also provided 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 3 accidents, of which all have been men. It should be noted that occupational accidents of professional players are excluded from these calculations.

No cases of occupational diseases have been recorded.

In the 2023-2024 season, the total hours of absenteeism of the Valencia CF Group amount to 1,058 hours. This data includes the absenteeism of workers who record their working hours in a specialized application, so Valencia CF is working to: i) increase the number of workers who record their working hours in said application and ii) to reduce absenteeism. (The total hours of absenteeism in the 2022-2023 season were 1,659).

NOTES:

Frequency Index = (No. of accidents/No. of hours worked) x 1,000,000

Severity Index = (No. of Days Lost/No. of Hours Worked) x 1,000

SEASON 2023-2024		
ACCIDENTS NUMBER		
MEN	WOMEN	
3	0	
TOTAL 3		
ACCIDENTS FREQUENCY RATE		
MEN	WOMEN	
4.85	0	
TOTAL 4.85		
ACCIDENTS SEVERITY INDEX		
MEN	WOMEN	
2.04	0	
TOTAL 2.04		

SEASON 2022-2023		
ACCIDENTS NUMBER		
MEN	WOMEN	
4	7	
TOTAL 11		
ACCIDENTS FREQUENCY RATE		
MEN	WOMEN	
6.33	11.07	
TOTAL 17.40		
ACCIDENTS SEVERITY INDEX		
MEN	WOMEN	
0.99	1.13	
TOTAL 2.11		



SOCIAL RELATIONSHIPS

The employment relationship between the non-sporting staff and Valencia CF is regulated by the collective agreement negotiated by the works council (Collective Bargaining Agreement for the 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. Both Conventions cover the health and safety of workers in their content.

100% NON-SPORTING PERSONNEL COVERED BY COLLECTIVE AGREEMENT IN THE 2023-2024 SEASON

100% NON-SPORTING PERSONNEL COVERED BY COLLECTIVE AGREEMENT IN THE 2022-2023 SEASON

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

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

In the continuous search for an improvement in the relationship between the company and its employees, the following communication channels are available, as detailed below:

→ **Work Climate Survey:** A Work Climate survey is carried out annually on all employees. This survey is anonymous and serves to obtain information on their state of satisfaction 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 notice board for all employees in 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 employees closer to the strategic objectives established by the Group and, in addition, to keep them up to date with current events.

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

→ **Sending informative e-mails:** sending through several mail groups to promote 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 organisation, and in accordance with the provisions of the Compliance Model, Valencia CF has a Whistleblowing 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 charitable campaigns that are organized periodically, such as the collection of donations for the fight against cancer, the collection of toys in Christmas campaigns or the collection of food.

→ FIRST TEAM PLAYER DONATIONS

A large part of the players in the Valencia CF first team, 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 for the season to the Foundation. In the 2023-2024 season this amount has amounted to 159,460.00 Euros.



FORMATION

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



EQUALITY AND DIVERSITY



The entity has had 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.

which this company's activity is carried out, from selection to promotion, through salary policy, training, working and employment conditions, occupational health, the organisation of working time and work-life balance, the principle of equal opportunities between women and men is assumed.

Last season, Valencia CF's II Equality Plan came into force with a period of validity of four years.

In terms of Sexual Harassment Prevention, 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 expresses an attitude of zero tolerance towards these acts, and whose objective is to prevent these situations and eradicate them when they appear.

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 the company's corporate and Human Resources management. In each and every one of the areas in

In this sense, no case has been presented to the action commission.

SEASON 2023-2024

AVERAGE TRAINING HOURS

TOTAL AVERAGE	53.35
MEN AVERAGE	44.98
WOMEN AVERAGE	76.00

SEASON 2022-2023

AVERAGE TRAINING HOURS

TOTAL AVERAGE	64.23
MEN AVERAGE	67.47
WOMEN AVERAGE	50.68

SEASON 2023-2024

AVERAGE TRAINING HOURS BY CATEGORY

	MEN	WOMEN
CATEGORY 1	94.25	0
CATEGORY 2	57.58	0
CATEGORY 3	46.43	28.00
CATEGORY 4	28.55	98.00
CATEGORY 5	46.56	94.67
SPORTING STAFF	29.62	0

SEASON 2022-2023

AVERAGE TRAINING HOURS BY CATEGORY

	MEN	WOMEN
CATEGORY 1	43.00	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



UNIVERSAL ACCESSIBILITY

All the Group's facilities have the corresponding access measures so that all employees with some type of physical disability can perform 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 played in the facility.

The central offices have an elevator that gives access to all floors of the building and ramps at 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 level or height that prevent universal access. In addition, last season an access ramp was built and an area with a small elevation was enabled at the Antonio Puchades stadium so that fans with reduced mobility can watch the matches. A new adapted toilet was also built.

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



HUMAN RIGHTS



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

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

The Club's responsibility towards children who, especially as players in 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 carried out. Due to the type of business partners of the Club, in many cases this risk will be low. However, it may not be the case for 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 whistleblowing channel and a personal protection policy that ensures the privacy of all stakeholders.

0 HUMAN RIGHTS CLAIMS AND COMPLAINTS IN THE 2023-2024 SEASON

0 HUMAN RIGHTS CLAIMS AND COMPLAINTS IN THE 2022-2023 SEASON

And similarly, in compliance with Organic Law 8/2021 of 4 June, on the comprehensive protection of children and adolescents against violence, the Club is governed by the protocols for action against violence in the field of sport and leisure in the face of possible situations of violence against children adopted by the public administrations, and has incorporated the appointment of a child protection delegate in charge of disseminating and ensuring that these established protocols are complied with, preserving and promoting child welfare, and preventing risks of violence, abuse or harassment against the Club's minors.

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. It is responsible for supplying practically all the products sold in the official stores, as well as supplying all the textile material to all the teams. It is therefore essential that the Group's demanding standards are in turn met by this 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 the actors in its supply chain.

To ensure that its suppliers meet its strict standards for working conditions, social and environmental conditions, 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 revising 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 women's and human rights.

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

VCF WORLD – ZERO DISCRIMINATION

Valencia CF launched VCF WORLD this season, a new social project whose main focus is to raise awareness against racism and prevent, educate and act against any type of discrimination.



Within this project, during the current season, various campaigns and actions have been framed, highlighting:

Coinciding with the "World Day of Zero Discrimination", the Club raised a representative flag against discrimination at the Camp de Mestalla, reflecting the fight against any type of discrimination and remembering that the Camp de Mestalla is everyone's home.



→ In order to reaffirm the values that have accompanied this Club and the fans since 1919, a new canvas has been installed at Mestalla with a phrase covered from the Club's official anthem, "LLuita per a defendre en totes bandes TOTS els colors". It is a joint awareness-raising effort where Valencia CF, Puma and LaLiga join forces.



→ With the aim of transferring his own experiences, Guinean centre-back Mouctar Diakhaby starred in a workshop against discrimination with the players of the Valencia CF Academy.

In addition, Mouctar Diakhaby is a Goodwill Ambassador for the International Organization for Migration (IOM), and is a reference for Valencia CF, and internationally, specifically in his country of origin Guinea.



→ Combining several purposes, Valencia CF wore the "Zero Discrimination" patch on its shirts against Getafe CF, and destined these shirts to auction for solidarity purposes, making it possible for various non-profit entities that collaborate with the Zero Discrimination-VCF World program to carry out their solidarity actions.

→ Aimed at school children, throughout the season a dozen schools in the province of Valencia have received the visit of Valencia CF, and within this lucid and formative activity, a workshop has been held on the VCF World racism/bullying program.

In addition, some of these schools, through school staff, students and family members, also participated in a round table with the players of the Valencia CF Academy and their families, where the importance of addressing bullying that affects 9.5% of children, which extends beyond the educational field, was stressed and that also increasingly affects the sports field. This round table was attended by more than 600 people.

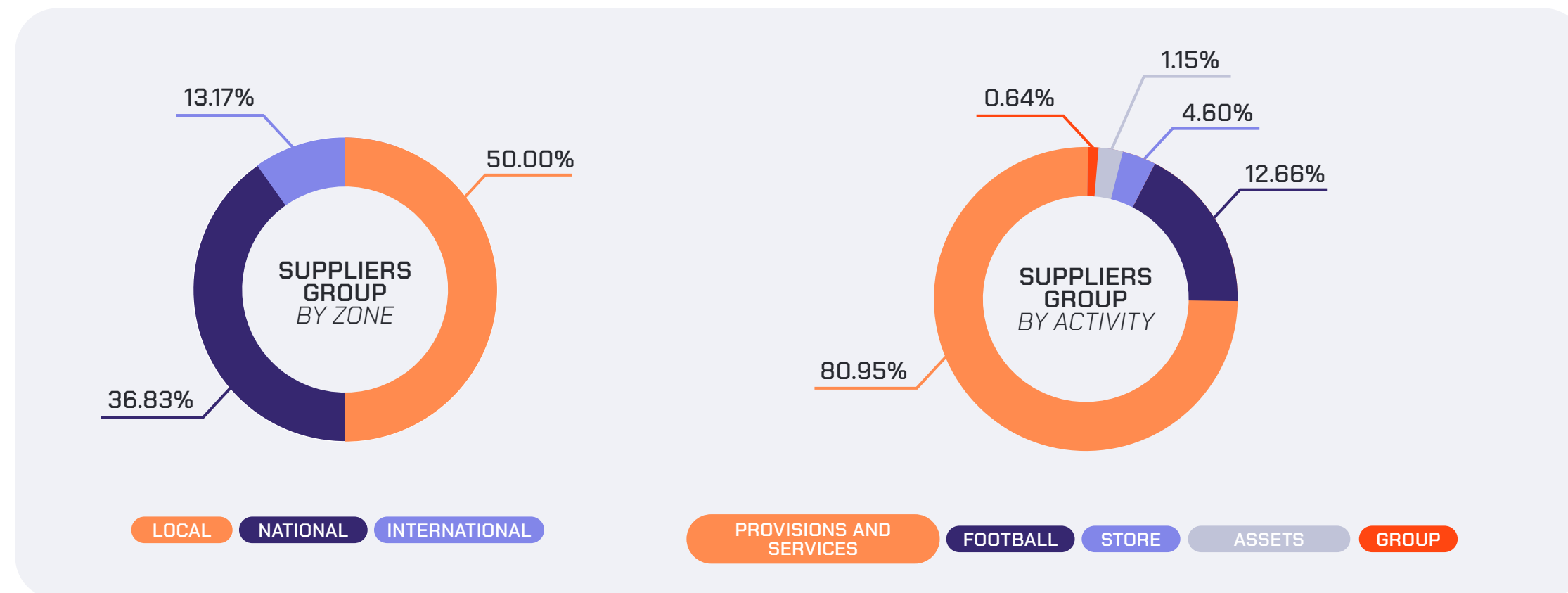


RESPONSIBLE SUPPLY CHAIN



A descriptive summary of the Group's supply chain is given below. As can be seen, 50% of the suppliers involved in this chain are of local origin (Valencian Community) and more than 85% of the suppliers are of national origin. From these figures, the Valencia CF Group's high commitment to local development at a social, sporting and economic level can be concluded.

	ZONE				ACTIVITY					
	NUMBER SUPPLIERS	LOCAL	NATIONAL	INTERNATIONAL	FOOTBALL	PROVISIONS AND SERVICES	STORE	ASSETS	GROUP	
VALENCIA CLUB DE FÚTBOL S.A.D.	671	48.73%	36.51%	14.75%	14,75%	83.01%	0.45%	1.34%	0.45%	
TIENDAS OFICIALES VCF S.L.U.	100	58.00%	38.00%	4.00%	0%	65.00%	33.00%	0%	2.00%	
LITORAL DEL ESTE S.L.U.	11	54.54%	45.46%	0%	0%	100.00%	0%	0%	0.00%	
VALENCIA CLUB DE FUTBOL (ASIA) PTE. LTD	0	0%	0%	0%	0%	0%	0%	0%	0%	
	782	50.00%	36.83%	13.17%	12,66%	80.95%	4.60%	1.15%	0.64%	



The Group does not carry out audits of suppliers, however, as has already been highlighted throughout this document, it has a due diligence process that applies to new supplier contracts, relationships with business partners and third parties that the Group considers to be 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 2023-2024 season, there is no record of any incident from any supplier for the services and/or products provided to the Group.

The average payment period to suppliers during the season has been 60 days.



EXTERNAL MANAGEMENT OF HUMAN CAPITAL



→ IMPACT ON ACTIVITY ON EMPLOYMENT AND LOCAL DEVELOPMENT

The organisation of events and the activity of the Valencia CF Group in any of its facilities has 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, on the number of direct staff of the subcontracting that it usually carries out for the proper development of the organisation of matches played at the Mestalla stadium. These figures represent an average in the 2023-2024 season:

MATCHES AT MESTALLA STADIUM

IT STAFF	2
SECURITY STAFF	112
MAINTENANCE STAFF	6
COMMUNICATION STAFF	21
VOLUNTEER CORPS	110
HOSSESSES	53
USHERS	186
CLEANING SERVICES	6
HOSPITALITY INDUSTRY	140
TOTAL	636

→ RELATIONS WITH STAKEHOLDERS

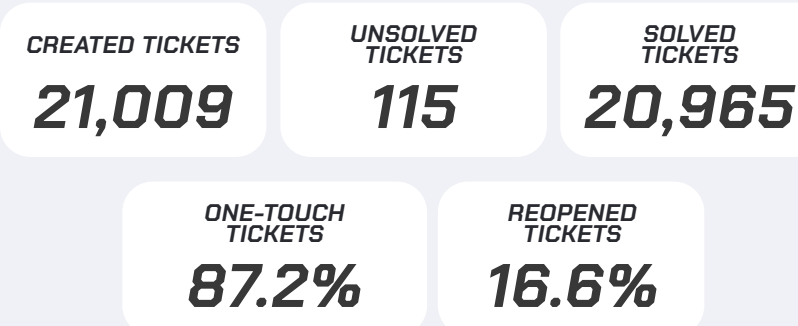
In view of the importance of communication with fans, this is the stakeholder group in which the Club has invested heavily to improve such communication. The rest of the stakeholders involved in the Group's regular operations follow the usual channels of communication.

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 speeding up their procedures by selecting from different forms that are updated throughout the season.

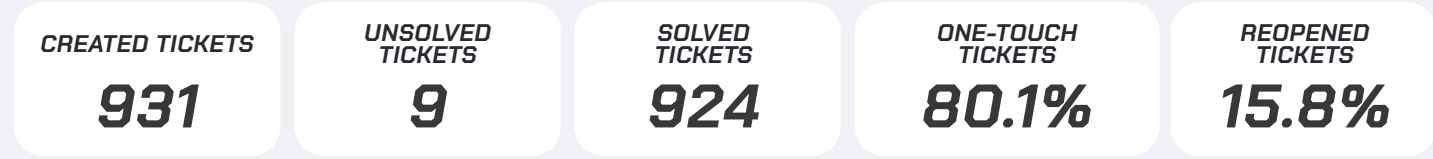
From its implementation to date, more than 100,000 requests or tickets have been managed. Currently, this is the most used method of contact by fans, approximately 80% of the tickets attended are through this channel.

IN THE 2023-2024 SEASON, 21,009 TICKETS HAVE BEEN MANAGED:



+21,000 → REQUESTS ATTENDED

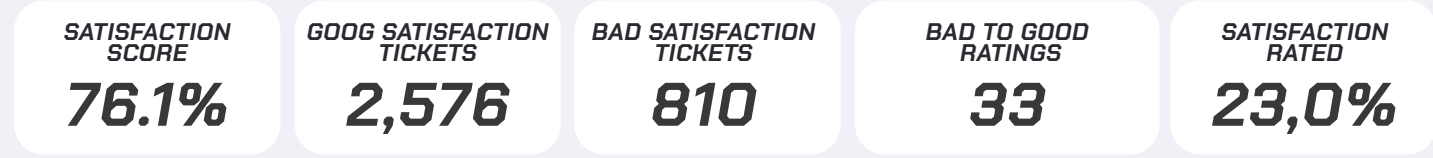
Within this platform, all the customer service of the Official Stores is also managed, managing 931 requests throughout the 2023-2024 season.



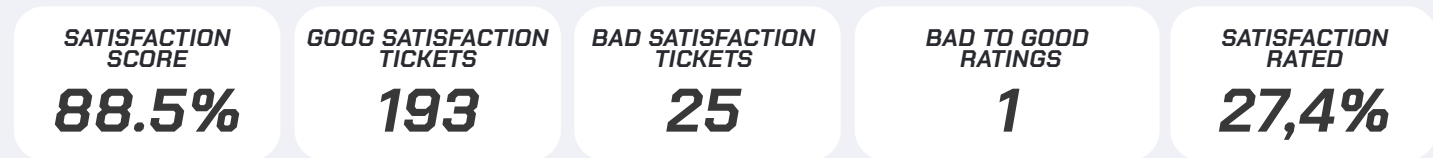
SATISFACTION SURVEYS

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 rated. During the 2023-2024 season, the following results have been obtained:

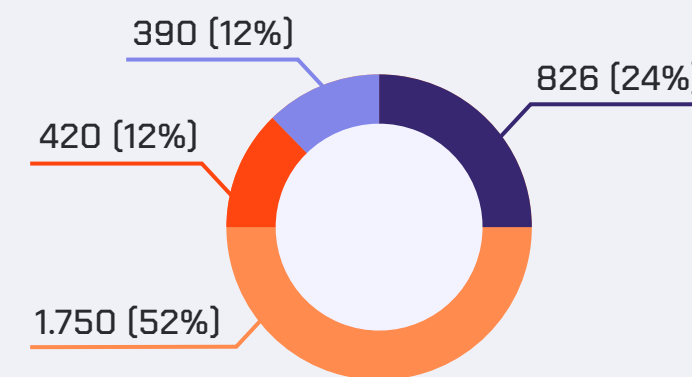
BREAKDOWN OF REQUESTS ATTENDED IN VALENCIA CF



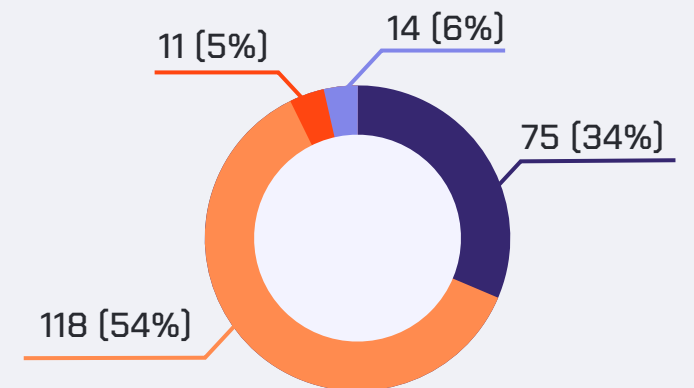
BREAKDOWN OF REQUESTS ATTENDED IN OFFICIAL STORES



BREAKDOWN OF REQUESTS ATTENDED IN VALENCIA CF



BREAKDOWN OF 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 EMAILS

Through the personalized sending of emails, any information considered relevant to the fan is sent. They 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.



VCF KIDS EXPERIENCE

During the 2023-2024 season, the VCF KIDS Experience has continued, consisting of a group of a maximum of 30 children can enjoy a very special pre-match match, as they have the opportunity to greet the Valencia CF players in the dressing room tunnel, and then go out to the centre of the field where they take a group photo.

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

12 → VCF KIDS EXPERIENCE MATCHES
IN THE 2023-2024 SEASON

299 → CHILDREN HAVE LIVED THE VCF KIDS
EXPERIENCE IN THE 2023-2024 SEASON



AWAY FAN AGREEMENT

At the beginning of the 2023-2024 season, Valencia CF joined the agreement promoted by LaLiga to standardise the conditions of fans in the away stands of the stadiums. This agreement represents the fruit of the collaboration between the clubs and LaLiga, with the purpose of facilitating the travel of fans.

Valencia CF's participation in this agreement has been extremely beneficial, since, since then, its fans have significantly increased their trips to other stadiums, having sold out the available tickets up to 10 times.

+5,000 → FANS ACCOMPANIED THE TEAM
IN THE 2023-2024 SEASON

FUNCTIONAL DIVERSITY

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



MEMBERS WITH MORE THAN 50 YEARS OF EXPERIENCE

After the pandemic, the Club resumed the acts of tribute to its members with more than 50 years of history. They are invited to spend an afternoon at Mestalla with their families, and are part of an emotional meeting where our president, Club ambassadors and former players present them with the Club's gold badge, placing great value on their loyalty, commitment and unconditional love for more than 50 years being paid uninterruptedly.

94 → MEMBERS HONORED
IN THE 2023-2024 SEASON



PARTNERSHIP ACTIONS



→ OUR BANDS

Since 1994 the Music Bands have been part of Valencia CF's DNA, 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 the 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 makes up a unique social and educational project in the world.

In each match, Valencia CF invites a music band from a different town in order to make it participate in the event and make Valencian music and culture visible to more than 49,000 spectators. This season approximately 1,900 musicians have been able to parade in front of the public at the Mestalla stadium.

1,896 → **MUSICIANS HAVE PARADED WITH THEIR BANDS THROUGH MESTALLA IN THE 2023-2024 SEASON**



PARTY

VALENCIA CF – ASTON VILLA [05/08/2023]
 VALENCIA CF – UD LAS PALMAS [18/08/2023]
 VALENCIA CF – CA OSASUNA [27/08/2023]
 VALENCIA CF – ATLÉTICO DE MADRID [16/09/2023]
 VALENCIA CF – REAL SOCIEDAD [27/09/2023]
 VALENCIA CF – CÁDIZ CF [23/10/2023]
 VALENCIA CF – GRANADA CF [05/11/2023]
 VALENCIA CF – CELTA DE VIGO [25/11/2023]
 VALENCIA CF – FC BARCELONA [16/12/2023]
 VALENCIA CF – VILLARREAL CF [02/01/2024]
 VALENCIA CF – CELTA DE VIGO – COPA DEL REY [17/01/2024]
 VALENCIA CF – ATHLETIC CLUB DE BILBAO [20/01/2024]
 VALENCIA CF – UD ALMERÍA [03/02/2024]
 VALENCIA CF – SEVILLA FC [17/02/2024]
 VALENCIA CF – GETAFE CF [09/03/2024]
 VALENCIA CF – RCD MALLORCA [30/03/2024]
 LEYENDAS VALENCIA CF – LEYENDAS AFE [05/04/2024]
 VALENCIA CF – REAL BETIS [20/04/2024]
 VALENCIA CF – DEP. ALAVÉS [05/05/2024]
 VALENCIA CF – RAYO VALLECANO [12/05/2024]
 VALENCIA CF – GIRONA FC [19/05/2024]

BAND

Banda Juvenil de la Sociedad Musical Instructiva 'Santa Cecilia' de Cullera [Valencia]
 Centro Estudio Musical de Almàssera [Valencia]
 Sociedad Musical 'La Armónica' de San Antonio de Requena [Valencia]
 Centro Instructivo Musical La Armónica de Buñol [Valencia]
 Societat Joventut Musical d'Albal [Valencia]
 Agrupació Musical d'Ontinyent [Valencia]
 Unión Musical de Paiporta [Valencia]
 Agrupació Artística Musical Carròs de la Font d'en Carròs [Valencia]
 Banda Juvenil Unió Musical de Lliria [Valencia]
 Banda Simfònica del Círculo católico de Torrent [Valencia]
 Sociedad Musical 'Unión de Pescadores' de Valencia
 Societat Unió Musical de Quartell [Valencia]
 Centre Artístic Musical 'Santa Cecília' de Foios [Valencia]
 Societat Artística Musical de Benifaió [Valencia]
 Sociedad Musical 'Santa Cecília' de Fortaleny [Valencia]
 Societat Musical de Massalfassar [Valencia]
 Banda Jove 'Mestre Tarín' de la Societat Musical L'Artesana de Catarroja [Valencia]
 Unión Musical de Santa María del Puig [Valencia]
 Societat Musical Cultural de Penàguila [Alacant]
 Banda Simfònica de la Unió Musical d'Alaquàs [Valencia]
 Societat Musical Banyeres de Mariola [Alacant]



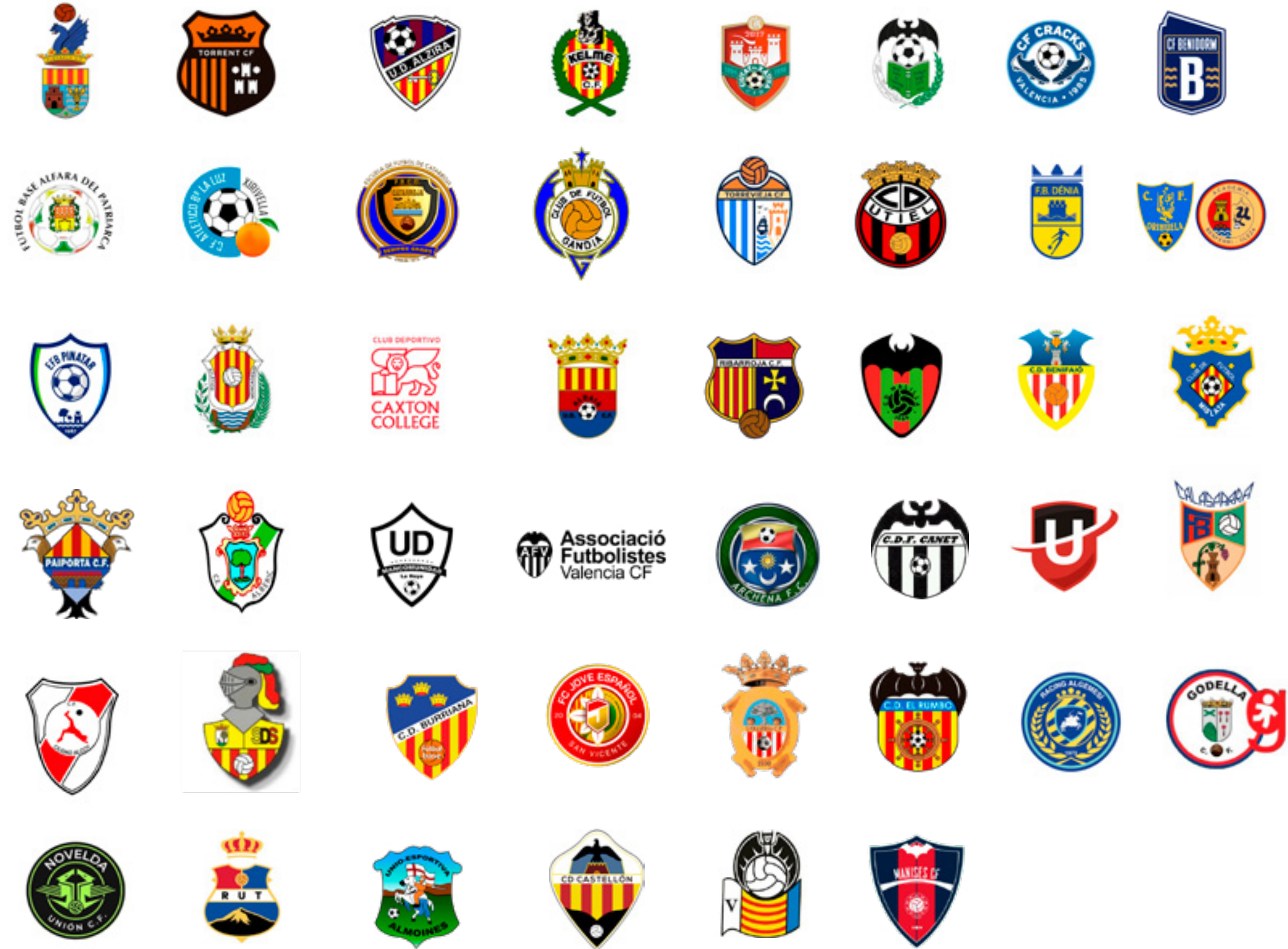
→ VCF SCHOOLS

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

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

The Valencia CF Academy aims to strengthen relations between entities while helping to professionalise their day-to-day work. These ties also allow us to find and take care of the football talent that sprouts throughout the Valencian Community.

46 AGREED SCHOOLS



→ VCF SOCCER ACADEMIES

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

Currently, the Club has academies in 6 countries around the world: the United States, Canada, Greece, Cyprus, Japan and South Korea.

10 INTERNATIONAL
ACADEMIES



→ VCF TECHNICAL PARTNERS

Drawing on the Club's experience in 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 links also give rise to the possibility of developing other types of projects in parallel. In addition to the development of grassroots football and the Academy structure, new avenues of collaboration are explored in other important areas of a club, all of which are considered as a comprehensive consultancy project.

5 TECHNICAL
PARTNERS



→ VALENCIA CF FOOTBALLERS' ASSOCIATION

Valencia CF is interested in the social welfare work carried out by the association of former footballers, former coaches and former presidents of Valencia CF. For this reason, 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.

Valencia CF and the Valencia CF Footballers' Association have jointly organised the Treble Match, which on 5 April 2024 commemorated the achievement of the successes of 2004 on its twentieth anniversary with a match of legends with players from the VCF squads in the 2003-2004 and 2004-2005 seasons against a team of LALIGA stars selected by AFE.



→ FOOTBALL FEDERATION OF THE VALENCIAN COMMUNITY (FFCV)

Valencia CF has a collaboration agreement in force with the FFCV (Football Federation of the Valencian Community) by which the two entities establish a professional alliance with an educational purpose to provide better training to their respective coaches.

→ ONCE FOUNDATION

Thanks to this collaboration agreement, Valencia CF and Fundación ONCE have established a general framework of collaboration in order to implement measures and promote initiatives aimed at guaranteeing universal accessibility of the new Mestalla stadium, both in its built environment and in the products and services that are made available to the public, whether they are physical or virtual.

These actions include:

- The drafting of technical reports and action plans on universal accessibility.
- Training and support in the dissemination of these actions that promote universal accessibility.
- Establishment of a cooperation programme between the parties.
- Actions in the field of employment and training in order to promote the labour insertion of people with disabilities.

→ 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 has been collaborating with the Banco de Acción Solidaria Association by providing 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 3,000,000 kg of essential food have been distributed to more than 116,000 beneficiaries belonging to more than 43,000 families. In addition, more than 7,500 solidarity bags have been supplied for families in precarious situations while they regularize the documents to access the monthly distribution.

Along with the monthly deliveries, different deliveries are organized on special dates such as Christmas or the summer period.

→ SOCIAL CONTRIBUTIONS – LALIGA, RFEF, AFE AND CSD

Valencia CF makes significant contributions as a result of the withholdings made on income from Television Rights. These contributions exceed 5.5 million Euros as detailed below:



AMOUNT (IN MILLIONS OF EUROS)	BENEFICIARY ENTITY	PURPOSE
2.1		International promotion of the competition and compensation fund
1.3		Amateur Football Promotion
1.9		Promotion of high-level athletes, women's football, trade unions, promotion of federated Olympic and Paralympic sport, other public systems social protection
0.3		Footballers Union
5.6	TOTAL	

CUSTOMER SATISFACTION

[SUPPORTERS, FANS AND PARTNERS]

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 Group has complaint forms available to all users who request them at all its facilities.

The data for the 2023-2024 season regarding the complaints and claims received are set out below:

SEASON 2023-2024

3/ COMPLAINTS RECEIVED FROM THE CONSUMER OFFICE

22/ CLAIMS VIA CLAIM FORMS AT THE GROUP'S FACILITIES

NOTE: the complaints received from the Consumer Office are also included in the data of complaints via the Complaints Form at the group's facilities.

SEASON 2022-2023

2/ COMPLAINTS RECEIVED FROM THE CONSUMER OFFICE

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 2023. This report places the academy in 4th position in Europe in number of trained players who currently compete in one of the 5 major leagues, with a total of 29 players.



VCF ACADEMY

→ VCF EDUCA

One of the pillars on which the Valencia CF Academy is based is the VCF Educa programme, 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 learn first-hand about the work of the professionals of the VCF Academy.

In online or face-to-face format, through seminars, practical workshops and viewing of training sessions 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 sessions 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.**

COMMUNITY ACADEMY

Social actions with players together with the VCF Foundation. As part of this programme of social actions, the players of the VCF Juvenil A have visited the "El Almirante de Marines" Military Base to receive an information session given by military personnel of the corps on the importance of teamwork and responsibility for the well-being of colleagues.

The players of the VCF Cadete A and the players of the VCF Femenino D shared an afternoon with the elderly residents at the Casa Asilo de las Hermanitas de los Mayores Desamparados de Valencia. The visit allowed the young people to soak up the energy of the elderly, their wisdom and resilience, knowing how to adapt to the circumstances that life marks.

360 ACADEMY

Complementary workshops with players.



ACADEMIA EDUCA – SOCIAL MEDIA

Within the umbrella of the VCF Educa project, training and educational videos continue to be used through social networks. In this way, the aim is to bring the training content closer to virtual platforms, with greater power of dissemination, using understandable language that helps to reinforce the project of values and the philosophy of the academy.

EDUCATIONAL AGREEMENTS WITH UNIVERSITIES AND WITH THE MAS CAMARENA CENTRE

Academic development of the players.

PARENTS' SCHOOL

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

→ VCF ACADEMY WORLD CUP



This tournament aims to bring together every season at 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 expanding the methodology and values of the Academy.

The third edition of the VCF Academy World Cup, held from June 27 to 30, 2024, has had representation from 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.



→ NATIONAL AND INTERNATIONAL CAMPS



Valencia CF's summer camps have Academy coaches specialised in training children and young people. The national camp in Valencia is held in the Ciutat Esportiva de Paterna, and is aimed at boys and girls from 5 to 16 years old. In the summer camp of 2023, more than 600 boys and girls from all over the world from more than 20 different nationalities participated again.

+600 CHILDREN HAVE PARTICIPATED IN THE 2023 SUMMER CAMP IN VALENCIA

+20 DIFFERENT NATIONALITIES

Within the **socio-educational activities included in the Summer Camp**, the participating children attended several environmental awareness workshops:

- Workshop on recycling and international cooperation given by the Red Cross Youth.
- Workshop on the conservation of the marine ecosystem given by Lamna and Sanamares (collaborating entities of FVCF).
- Battery recycling workshop by Ecopilas.

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

Each VCF Camps has the presence of VCF Academy coaches who travel to the facilities where the program takes place to lead the training sessions and coordinate the rest of the participating coaches, using the VCF Academy training methodology.

50 ORGANIZED CAMPS

+3,000 PLAYERS

16 DIFFERENT COUNTRIES



→ I VCF CAMP MÉXICO

Valencia CF has carried out this season the "I VCF CAMP Mexico", in which, for several days, a hundred children between 5 and 16 years old enjoyed football with the help of the VCF Academy coaches who travelled to this country. In addition, the closing day was attended by Pilar Milego, granddaughter of Augusto Milego, who was appointed as the first president of Valencia CF on March 18th, 1919 and held the position for several years before ending up emigrating to that country.



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 to the Valencian people. The Foundation's actions focus on three objectives: to disseminate the spirit and heritage of Valencia CF among Valencians; to help Valencian society in the care of the less fortunate; and to 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 their academy into the grassroots football structure so that they could benefit from the synergies of the men's football academy. In the 2023-2024 season, the VCF Foundation has allocated 42.70% of its budget to the promotion of women's football.



→ COR BLANQUINEGRE SCHOOLS

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 centers 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, Fontcalent and Penitentiary Psychiatric Hospital in Alicante.

→ Adults interned at the Provincial Mental Health Hospital and the CEEM of Bétera.

To carry out the action aimed at minors, weekly training sessions are organised with a marked educational profile, Valencia CF makes available to the VCF Foundation Academy coaches who, in coordination with those in charge of the centres, use football as a training, social and sporting tool to encourage young people in their day-to-day life and help them in their personal progress, student and community.

To date, more than 4,500 children have benefited and thanks to the joint work with 22 educational centers in the Valencian Community, it has been possible to achieve fundamental objectives such as combating school absenteeism, improving the behavior of minors, and achieving their academic performance and motivation, as well as working on self-esteem and companionship. An action in which they have been involved, with parallel activities, from the VCF Academy to the VCF Women's youth academy, including the men's and women's first teams.



+300

direct beneficiaries in the 2023-2024 season

+5,200

indirect beneficiaries in the 2023-2024 season

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
2023/2024	22	337	5,200

In collaboration with prisons, work is done on the reintegration and social re-education of inmates and the practice of sport is encouraged with a training and recreational purpose that offers a positive alternative to the use of their free time. This program has 11 teams between male and female modalities, 158 direct participants and 4,150 indirect participants.

As part of the complementary activities, our CP Picassent players received a visit from the Valencia CF Women's first team in September, with whom they trained together.

Finally, within this program, a soccer team has been launched this season in the town of Bétera (Valencia), in which 11 mental health interns from the Provincial Mental Health Hospital and the CEEM of Bétera participate, and with a scope of 100 indirect beneficiaries. Its main objective is focused on working on socialization and improving health through the practice of regular physical activity.

Diputació de València and Caixabank collaborate with this project.



→ ADN MESTALLA SOLIDARI



Valencia CF and Fundació VCF wanted to strengthen their commitment to Valencian society through the third edition of "ADN Mestalla Solidari", giving visibility through our social networks and highlighting the work carried out by different NGOs, entities and associations. They have also been invited in recognition of their work to enjoy an experience at the Camp de Mestalla.

+ DE 2,000
social beneficiaries have been able to enjoy an experience at Mestalla in the 2023-24 season

Beneficiary entities for the 2023-2024 season:

- ESCOLES COR BLANQUINEGRE
- VALENCIANISTA RURAL
- JUNTOS POR LA VIDA
- ASOC. SAHARAHUI CV
- INCLIVA
- AECC
- FEDER
- BANCO DE ALIMENTOS
- CENTRO AYUDA AL REFUGIADO DE VALENCIA CAR
- APORTEM-PUERTO SOLIDARIO VALENCIA
- MOVIMIENTO CONTRA LA INTOLERANCIA
- CEAR
- ASOCIACIÓN CASA MARRUECOS
- FUNDACION ADSIS
- ASOCIACIÓN INTERNACIONAL DE INTERVENCIÓN PREVENTIVA. AVIPREV.
- ONG VALENCIA ACULL
- COMITÉ ANTISIDA VLC
- FUNDACIÓN SASM
- ONG AMÉRICA, ESPAÑA, SOLIDARIDAD Y COOPERACIÓN AESCO
- JOVESOLIDES
- FUNDACIÓN DEL SECRETARIADO GITANO DE LA CV
- ASOCIACIÓN POR TI MUJER
- INVISIBLES
- NOVATERRA
- BONA GENT
- LAMBDA
- DAMOS NUESTRA ILUSIÓN

→ VALENCIA CF INCLUSIVO



Valencia CF Inclusivo, 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 programme, the VCF Foundation has been working with ID people since the 2011-2012 season and in its VCF Inclusivo since the 2016-2017 season, with its involvement increasing until it became one of the founding clubs of LaLiga Genuine. It is an integrating initiative of social responsibility and pioneering in the world, which LaLiga develops through its Foundation, consisting of the creation of a League made up of teams from the ID collective, and which this season plays the 6th edition of the competition. In turn, VCF Inclusivo also competes in the Regional Inclusive Football League.

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 the previous season with the appointment of a protector of the minor.

In the same way, the Foundation's support for the ID collective has been reflected in the activity of the Escoles COR Blanquinegre ID since the 2017-2018 season and in the VCF ID Camp (8th edition in 2024), with the aim of facilitating the practice of football as motivation for the personal development and social interaction of people with intellectual disabilities.

This means that the VCF Inclusivo, although it is still made up of people with intellectual disabilities, is led by a team of technicians with a multidisciplinary and specialised 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 promote personal growth and the

65 PLAYERS
4 TEAMS



→ 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 in 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 Club's Official Stores and the profits collected from its commercialization go entirely to Asindown.

→ SCHOOL VISITS

For 5 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, promote teamwork, recommend eating guidelines and healthy lifestyle habits, present testimonies of self-improvement and give training advice in general. During the 2023-2024 season, a total of 12 schools have been visited with a reach of about 2,700 students.

→ HOSPITAL VISITS

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

The Club has been able to deliver toys among the more than 300 children who are hospitalized in the centers of La Fe, the Clinic, El Doctor Peset, the General and Imed Hospitals.

+300 Valencian gifts in the 2023-2024 season



→ SCORE A GOAL AGAINST POVERTY



"Score a Goal against Poverty" is an educational Christmas campaign that has been carried out for 19 years, and seeks to raise awareness among citizens, mainly children, about the needs of those who do not have available resources, especially the youngest.

Under its slogan "Bring your toy!", toys are collected to distribute among children without resources from various associations, with the support of the Valencia City Council, the Valencian Institute of Creative Pedagogy (IVAPEC), Nuevo Centro, El Corte Inglés and UE. In the 2023-2024 season, more than 16,000 toys have been collected.

+16,000 TOYS COLLECTED

→ CAMP DE NADAL AND THE WISHING TREE

This 2023-2024 season, the Camp de Mestalla opened its doors to host "Mestalla, Camp de Nadal" from December 23 to 29. Entertaining Christmas days in which children and families carried out numerous activities, enjoying a few special days with Valencia CF and attended by 14,000 people.

In addition, within the Christmas campaign, the activity "The Wishing Tree" has been carried out for the third consecutive year, consisting of another collection of toys to later distribute in the different solidarity actions carried out through the Valencia CF Foundation during the Christmas dates.



→ HEALTH PROJECT WITH INCLIVA: THE FVCF AS A GYM

Last season, the VCF Foundation together with INCLIVA, an international benchmark institute in the field of health research, launched a research project on personalised physical exercise as a key to ageing 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, which is an honorary ambassador of INCLIVA, finances this program, in which members of the Club and former players have participated, as a result of the collaboration with the Valencia CF Footballers' Association. These participants have shown both physical and emotional benefits, and a clear improvement in their quality of life as well as a more optimistic attitude in their day-to-day lives.



COLLABORATIONS WITH LALIGA FOUNDATION



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

Since last season, Valencia CF have become one of the participating clubs in the LaLiga x Bloomsbury Football League in the UK, 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 programme.

As a novelty this season, the first women's football tournament LaLiga x Bloomsbury Schools Tournament has also been played, with Valencia CF being proclaimed champions of a tournament in which all the participating girls have won.



PARTICIPATION IN THE LALIGA ZA'ATARI PROJECT | AZRAQ SO- CIAL PROJECT

This project developed in the Za'atari and Azraq Refugee Camps (Jordan) aims to use football as a tool to transmit the positive values of sport and empower refugees to improve their psychological well-being, resilience and the way they relate to others. To this end, the VCF Foundation has also donated black and white luggage to this programme.



COMMITTED TO TRAINING



Since May 2009, Valencia CF has been demonstrating 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's Degree in International Sports Management (MBA Valencia CF), revalidated in 2022 its status as the best master's degree in sports management in Spain 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 ranking in the top 3 in 2018 and 2022, being in the top 17 worldwide in 2022.

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

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



15 Editions of the International Sports Management Master

+750
STUDENTS

+40
DIFFERENT NATIONALITIES



OTHER COLLABORATIONS AND ACTIONS

→ CRUZ ROJA FOR CHILDREN

On the occasion of the celebration of the Red Cross Flag Day on 9th November, Valencia CF and the VCF Foundation collaborated once again with the Red Cross with the installation of a petition table at the door of the headquarters of the VCF Foundation with the aim of raising awareness and funds for children's projects.



→ "EVERYONE AGAINST CANCER" CAMPAIGN

Valencia CF joined the "Everyone Against Cancer" campaign, the result of the collaboration between LaLiga and the Spanish Association Against Cancer within the framework of World Cancer Day, and whose main objective is to raise the survival rate to 70% by 2030. To do this, the team wore "armbands of Hope" in the match against UD Almería, changing the symbol of mourning for that of hope and survival.

In addition, as every year on the Fundraising Day of the Spanish Association Against Cancer (AECC), Valencia CF and the VCF Foundation wanted to show their support for the AECC Valencia by setting up a fundraising table at the headquarters of the VCF Foundation.



→ DONATION TO SOCIAL ENTITIES AND SPORTS EQUIPMENT

Valencia CF, through the VCF Foundation, and TM Real Estate Group, the Club's Main Partner, have managed the donation of laptops by the TM Group to five entities with which the VCF Foundation has collaborated, in some cases within the framework of the 'Mestalla Solidari DNA' campaign.

Specifically, they have been DogPoint, Bombers pel Món, Dragon Boat Marina Valencia, Crecer en Positivo and Club de Atletismo Valencia, which will be able to improve their daily work management thanks to this donation of computer material.

In the 2023-2024 season, **more than 6,700 units of sports equipment have been donated** to different entities and associations.



→ CARLOS HUERTAS, VCF FOUNDATION SOCIAL AMBASSADOR

In order to promote the transmission of values through sport, the important work represented by the figure of "Ambassador of Fundació Valencia CF", by Carlos Huertas, world champion of para-karate, stands out. Through actions such as periodic visits to schools, prisons in the Valencian Community or social evenings at the VCF Campus, it spreads its extraordinary example of effort and self-improvement to hundreds of children and adults. He has also been received by the Valencia CF squad in recognition of his career.



HERITAGE

ACTIONS OF A SOCIAL AND CULTURAL NATURE



→ URBAN ART

The Valencia CF Urban Art Route is an activity resulting from the collaboration between the VCF Foundation and the Valencia Provincial Council, through València Turisme, to promote quality urban art as a channel of cultural and artistic expression, to create a reference tourist itinerary linked to Valencia CF in the province of Valencia. The four towns selected this year to host these mural exhibition spaces were Alfafar, Atzeneta D'Albaida, Gandia and Oliva, which, together with the 3 towns of the first edition, Cullera, Sueca and Ribarroja del Turia, already accumulate 7 murals on the route.

The purpose of these calls has been 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-class tourist power.

On November 3rd, the exhibition "RUTA ART URBÀ VCF. Murals guanyadors i intervencions artístiques", a tour of the 7 murals of the Ruta d'Art Urbà VCF. Totems with the reproductions and the T-shirts, balls and figures of "Pitiminís" intervened by the urban artists in Mestalla were exhibited, along with a video that made a tour of the 7 locations where the murals are located and recreates the creative process of each work. This exhibition could be visited until January 7, 2024, reaching a great diffusion, thanks to the more than 20,000 visitors who passed through the museum.

The III Urban Art Route of Valencia CF developed throughout 2024, will exhibit the murals in the following selected municipalities: Montroi, Tavernes de la Valldigna, Beniatjar and Gavarda. At the end of the season, only Gavarda remains to exhibit the mural.

POPULATION	ARTISTS	ESTIMATED AUDIENCE
ALFAFAR	MORENO	55,000
ATZENETA D'ALBAIDA	SINK Y XEMAYO	50,000
GANDIA	YEKO	200,000
OLIVA	MAWE Y PAUCEDA	100,000



→ URBAN ART



Alfafar
2nd Edition 2023

Tavernes de la Valldigna
3rd Edition 2024



Montroi
3rd Edition 2024



Riba-Roja de Túria
1st Edition 2022

Gandia
2nd Edition 2023



Atzeneta d'Albaida
2nd Edition 2023



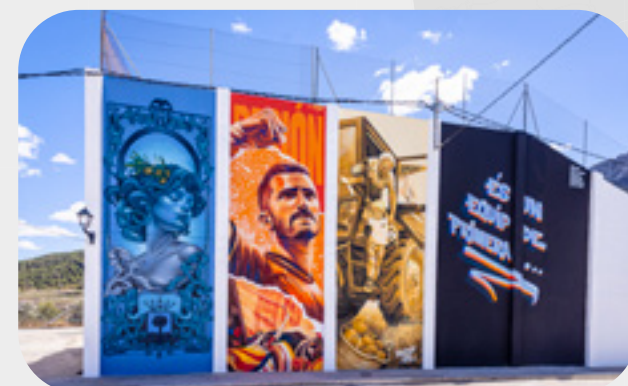
Sueca
1st Edition 2022

Cullera
1st Edition 2022

Gavarda
3rd Edition 2024

Oliva
2nd Edition 2023

Beniatjar
3rd Edition 2024



HERITAGE

ACTIONS OF A SOCIAL AND CULTURAL NATURE

→ HISTORICAL ARCHIVE OF VALENCIA C.F.

Thanks to the initiative of Fundació Valencia CF together with all the departments of Valencia CF, work continues on the preservation of the institutional memory of the Entity.

The Valencia CF historical archive houses numerous documents that tell the history of the Club, from the constitutional act, memories of the Club, match minutes to files and files of the players. Unfortunately, the documentation began to disappear at the beginning of the 80s. To prevent the gap from widening further, a process has been developed whereby all documentation that can be historical is placed in an intermediate archive for its evaluation, and then transferred to the permanent Historical Archive, where it is also used for historical-graphic resources and as a source of information for future publications.

→ COMMEMORATION OF 100TH ANNIVERSARY OF THE VALENCIA ATHLETICS CLUB

The Camp de Mestalla has become the venue for the celebration of the centenary of Valencia Club Atletismo, a national and international sporting benchmark that in May 2024 celebrated its 100th anniversary, and which was born as a section of Valencia CF in 1924, being linked to it until 1994, a total of 70 years.

To this end, numerous athletes from the Valencia Club Athletics of practically all generations, many of them Olympic, world, European and Spanish medalists, representatives of the administrations and the media were brought together in an event that reviewed the 100 years of history of the Club with the voices of prominent protagonists, and which brought together 250 guests.

In addition, the VIP Box hosted an exhibition on the 100 years of passion and success of the Valencia Club Athletics, with photographs, documents, publications and historical trophies, which have made those present relive their experiences.

→ FORUMS AND EXHIBITIONS

The Department of Heritage and Museum of the Valencia CF Foundation ensures that the memory of the Club's 105 years of history is maintained and that its protagonists are recovered. As a result of the specialised work to recover this heritage, the following actions have been carried out throughout the 2023-2024 season:

VALENCIA CF HISTORY EXHIBITIONS

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

“ELS NOSTRES ÍDOLS. ARIAS”

in Alfafar: tribute to the former Valencian player with the most seasons in the first team, black and white legend and current ambassador of the Club.

FÓRUM ALGIRÓS “L'ALTRE TRIPLET”

In this forum, a review was made of the twentieth anniversary of the achievement of the League, UEFA and European Super Cup of 2004, from the point of view of a historical fan, a journalist, two players and the son of one of them, who is currently a player of the first team.

“UN SENTIMENT ETERN”

in Sedaví and Benidomo: a journey through the history of Valencia CF adapted to children and young audiences.



09

ANNEXES

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**A/ A. TABLE OF CONTENTS REQUIRED BY LAW
11/2018 AND GRI CROSS-REFERENCES**

This material refers to GRI 1 Foundations, 2021

GENERAL AREAS

AREAS		MARCO DE REPORTING	REFERENCE (PAGE)
Business model	Business Model Description: _Business environment _Organization and structure _Markets in which it operates _Objectives and strategies _Main factors and trends that may affect its future evolution	GRI 2-1 Organizational Details. GRI 2-2 Entities included in sustainability reporting. GRI 2-6 Activities, value chain and other business relationships. GRI 2-9 Governance structure and composition. GRI 2-23 Commitments and policies.	5, 17, 25, 38, 67
Policies and outcomes of these policies	Description of the policies implemented by the group, as well as the results of those policies, including relevant non-financial performance key indicators.	GRI 2-23 Commitments and policies GRI 2-24 Mainstreaming commitments and policies	38
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ENVIRONMENTAL ISSUES

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Environmental management	Current and foreseeable effects of the company's activities	GRI 3-3 Management of material issues Internal Criterion/ GRI 201-2 Financial implications and other risks and opportunities arising from climate change (Accounting Criterion) GRI 2-23 Commitments and policies Law 26/2007 on Environmental Liability (if applicable)	46
	Environmental assessment or certification procedures		46
	Resources dedicated to the prevention of environmental risks		46
	Application of the precautionary principle		46
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Circular economy and waste prevention and management	Measures for the prevention, recycling, reuse, other forms of recovery and disposal of waste	GRI 3-3 Management of material issues GRI 306-3 (2020) Waste generated	49, 50
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Sustainable use of resources	Water consumption and water supply according to local constraints	GRI 3-3 Management of material issues GRI 303-3 Water extraction	51
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	Direct and indirect energy consumption	GRI 302-1 Energy consumption within the organization	52
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	Measures taken to adapt to the consequences of climate change	GRI 3-3 Management of material issues	54
	Voluntarily established reduction targets	GRI 3-3 Management of material issues	54
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SOCIAL AND PERSONNEL ISSUES

AREAS	MARCO DE REPORTING	REFERENCE [PAGE]	
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	57 + ANNEXES
	Total number and distribution of employment contract modalities		57 + ANNEXES
	Annual average of indefinite, temporary and part-time contracts by sex, age and professional category	GRI 2-7 Employees*	57 + ANNEXES
	Number of dismissals by sex, age and professional category	GRI 401-1 New hires and staff turnover	58
	Wage gap	Internal frame: the calculation has been made with the following formula: (Ps. Half Women – Salt. Half Men)/ Salt. Medium Men	ANNEXES
	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.	ANNEXES
	Average remuneration of directors by sex		ANNEXES
	Average remuneration of managers by sex		ANNEXES
	Implementation of labor disconnection policies	GRI 3-3 Management of material issues	58
	Employees with disabilities	GRI 405-1 Diversity in governing bodies and employees.	58
Organization of work	Organization of working time	GRI 3-3 Management of material issues	58
	Number of hours of absenteeism	Internal framework: absenteeism rate	58
	Measures to facilitate the enjoyment of conciliation and to encourage the exercise of conciliation by both parents	GRI 3-3 Management of material issues	58
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	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)	59

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	Assessment of collective agreements, particularly in the field of health and safety at work	GRI 3-3 Management of material issues	60
	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	60
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	Total number of training hours by professional category.	Internal framework	61
Universal accessibility for persons with disabilities		GRI 3-3 Management of material issues	62
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	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	61
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	Policy against all types of discrimination and, where appropriate, diversity management	GRI 3-3 Management of material issues GRI 2-23 Commitments and policies	61

*NOTE: Due to the type of company, the average is not valuable data because the total of both permanent and temporary staff remains static, therefore, the information at the end of the year is represented

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Implementation of human rights due diligence procedures	GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns GRI 3-3 Management of material issues	63-66
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	63-66
Complaints of human rights violations	Internal framework: quantitative information on the number of complaints.	63
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	63-66

**INFORMATION ON THE FIGHT AGAINST
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	Impact of the activity of society on local populations and on the territory	GRI 3-3 Management of material issues 67-68
	Relations with local community actors and the modalities of dialogue with them.	GRI 3-3 Management of material issues 68-76
Subcontracting and suppliers	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. 19, 21, 22, 23 + 68-76
	Inclusion of social, gender equality and environmental issues in procurement policy	GRI 3-3 Management of material issues 67
	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 67
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	Measures for the health and safety of consumers	GRI 3-3 Management of material issues 42-43
	Complaint systems	GRI 2-16 Communication of critical concerns GRI 2-25 Processes to remedy negative impacts 38-68
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REFERENCE	GRI STANDARD
02/ Introduction	GRI 2-3 Reporting period, frequency and point of contact. GRI 2-5 External verification.
04/ #ADNVCF	GRI 2-22 Declaration on the Sustainable Development Strategy.
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.
07/ Environmental sustainability	GRI 303-5 Water Consumption.
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.



B/ SUSTAINABLE DEVELOPMENT GOALS.

OBJECTIVE	GOALS	ACTIONS
<p>Goal 3: Ensure healthy lives and promote well-being for all at all ages.</p>	<p>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.</p>	<p>_Promote healthy lifestyle habits through sports practice and healthy eating to children of the VCF Academy and their families.</p> <p>_Promote healthy lifestyle habits through talks given in schools by VCF Academy players.</p> <p>_Encourage sports practice among boys and girls through national and international campuses and schools.</p> <p>_Have specialized personnel in nutrition, medicine and physical preparation for all sports templates.</p> <p>_Collaboration through the VCF Foundation with health centers for the research and development of programs focused on health and well-being.</p> <p>_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.</p>
<p>Goal 4: Ensure inclusive, equitable and quality education and promote lifelong learning opportunities for all.</p>	<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>	<p>_Promotion of study habits among the players of the lower categories of the VCF Academy.</p> <p>_Individual monitoring and support to players of lower categories through the education department of the VCF Academy.</p> <p>_Alliances with educational centers so that sports personnel (players and technicians) have at their disposal quality and specialized training.</p> <p>_Through the Talent Management department, support and individualized follow-up to players in each of the stages of their sporting life.</p> <p>_Training through integrity workshops.</p> <p>_Training of Academy players in financial self-management.</p> <p>_Sensitization and sensitization to all staff on equality and the fight against violence and xenophobia.</p>
<p>Goal 5: Achieve gender equality and empower all women and girls.</p>	<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>	<p>_Support and promotion of women's football through the VCF Foundation with the transfer of the Valencia CF brand.</p> <p>_Integration of the Women's Football Academy with the Men's Football Academy in the facilities of the Ciutat Esportiva de Paterna.</p> <p>_Compliance with the measures established in the Equality Plan for the Group.</p>

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 Aerotermita.</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.

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).

C/ HUMAN CAPITAL TABLES

BREAKDOWN OF STAFF BY AGE AND SEX:

2023-2024 SEASON

	MANAGEMENT				SPORTING STAFF				NON-SPORTING STAFF				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
VALENCIA C.F.	8	2.08%	1	0.26%	201	52.34%	0	0.00%	126	32.81%	48	12.50%	384
VCF OFFICIAL STORES	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	28.13%	23	71.88%	32
GRUPO	8	1.92%	1	0.24%	201	48.32%	0	0.00%	135	32.45%	71	17,07%	416

2022-2023 SEASON

	MANAGEMENT				SPORTING STAFF				NON-SPORTING STAFF				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
VALENCIA C.F.	9	2.34%	1	0.26%	205	53.39%	1	0.26%	120	31.25%	50	13.02%	386
VCF OFFICIAL STORES	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	28.13%	20	62.50%	29
GROUP	9	2.16%	1	0.24%	205	49,28%	1	0.24%	129	31.01%	70	16.83%	415

2023-2024 SEASON

	18-29 YEARS				30-50 YEARS				+51 YEARS				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
GROUP	127	30.53%	17	4.09%	168	40.38%	43	10.34%	49	11.78%	12	2.88%	416

2022-2023 SEASON

	18-29 YEARS				30-50 YEARS				+51 YEARS				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
GROUP	122	29.40%	16	3.86%	178	42.89%	44	10.60%	43	10.36%	12	2.89%	415

C/ HUMAN CAPITAL TABLES

BREAKDOWN OF THE NON-SPORTS WORKFORCE BY PROFESSIONAL CATEGORY AND SEX:

2023-2024 SEASON

	MEN	%	WOMEN	%	TOTAL	
MANAGEMENT	8	88.89%	1	11.11%	9	100%
CATEGORY 1	4	100.00%	0	0.00%	4	100%
CATEGORY 2	22	84.62%	4	15.38%	26	100%
CATEGORY 3	18	75.00%	6	25.00%	24	100%
CATEGORY 4	45	61.64%	28	38.36%	73	100%
CATEGORY 5	46	58.23%	33	41.77%	79	100%
TOTAL	143	66.51%	72	33.49%	215	100%

2022-2023 SEASON

	MEN	%	WOMEN	%	TOTAL	
CATEGORY 1	9	90.00%	1	10.00%	10	100%
CATEGORY 2	5	100.00%	0	0.00%	5	100%
CATEGORY 3	35	74.47%	12	25.53%	47	100%
CATEGORY 4	41	66.13%	21	33.87%	62	100%
CATEGORY 5	48	56.47%	37	43.53%	85	100%
TOTAL	138	66.03%	71	33.97%	209	100%

NOTE: During the 2023-2024 season, a recategorization has been carried out in the structure of the squad, so the evolutionary data are not strictly comparable.

The type of contracts in force is detailed below, broken down by type of contract, type of working day and sex. By the type of company, the average is not valuable data because the total of both permanent and temporary staff remains static, therefore, the information at the end of the year is represented:

2023-2024 SEASON

	CONTRACT MODALITY				TYPE OF SHIFT			
	PERMANENT	%	TEMPORARY	%	FULL-TIME	%	PART-TIME	%
MEN	186	73.52%	158	96.93%	256	82.32%	88	83.81%
WOMEN	67	26.48%	5	3.07%	55	17.68%	17	16.19%
18-29 YEARS	25	9.88%	119	73.01%	90	28.94%	54	51.43%
30-50 YEARS	172	67.98%	39	23.93%	165	53.05%	46	43.81%
+ 51 YEARS	56	22.13%	5	3.07%	56	18.01%	5	4.76%
MANAGEMENT	9	3.69%	0	0.00%	9	2.98%	0	0.00%
CATEGORY 1	4	1.64%	0	0.00%	4	1.32%	0	0.00%
CATEGORY 2	25	10.25%	1	0.61%	24	7.95%	2	1.90%
CATEGORY 3	24	9.84%	0	0.00%	23	7.62%	1	0.95%
CATEGORY 4	73	29.92%	0	0.00%	71	23.51%	2	1.90%
CATEGORY 5	71	29.10%	8	4.91%	57	18.87%	22	20.95%
PD	47	19.26%	154	94.48%	123	40.73%	78	74.29%

2022-2023 SEASON

	CONTRACT MODALITY				TYPE OF SHIFT			
	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%
MANAGEMENT	10	3.80%	0	0.00%	10	3.25%	0	0.00%
CATEGORY 1	5	1.90%	0	0.00%	5	1.62%	0	0.00%
CATEGORY 2	47	17.87%	0	0.00%	45	14.61%	2	1.87%
CATEGORY 3	61	23.19%	1	0.66%	60	19.48%	2	1.87%
CATEGORY 4	83	31.56%	2	1.32%	64	20.78%	21	19.63%
CATEGORY 5	57	21.67%	149	98.03%	124	40.26%	82	76.64%
PD								

NOTA: Due to the characteristics of their professional group, 76.62% of sports personnel have fixed-term contracts and the percentage of this type of contract increases.

C/ HUMAN CAPITAL TABLES

AVERAGE REMUNERATION AND PAY GAP SEASON 2023-2024:

Amount of average remuneration classified by age, sex and professional category:

2023-2024 SEASON

VALENCIA C.F.	18 - 29 YEARS			30- 50 YEARS			+ 51 YEARS			TOTAL		SALARY GAP
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	
CATEGORY 2	35,357.25 €	-	35,357.25 €	50,798.08 €	43,435.08 €	49,498.72 €	60,933.51 €	66,969.24 €	62,140.66 €	49,833.46 €	49,318.62 €	1.03%
CATEGORY 3	-	-	-	42,203.15 €	47,718.47 €	44,041.59 €	48,056.12 €	56,647.20 €	49,130.00 €	44,613.19 €	49,206.59 €	-10.30%
CATEGORY 4	30,690.63 €	26,598.70 €	29,156.16 €	33,873.56 €	30,942.59 €	32,813.42 €	44,968.82 €	42,189.85 €	44,135.13 €	35,343.85 €	31,843.03 €	9.91%
CATEGORY 5	22,414.93 €	21,550.72 €	22,022.11 €	23,273.38 €	22,581.69 €	23,161.82 €	30,346.20 €	31,047.33 €	30,596.60 €	24,700.32 €	25,059.91 €	-1.46%
TOTAL	28,624.78 €	23,443.71 €	26,822.67 €	40,541.13 €	33,594.34 €	38,759.90 €	54,506.98 €	56,572.49 €	55,035.36 €	42,542.33 €	37,095.45 €	12.80%
TVCF	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	SALARY GAP
CATEGORY 4	-	-	-	24,303.35 €	23,175.87 €	23,598.68 €	-	-	-	24,303.35 €	23,175.87 €	4.64%
CATEGORY 5	15,876.00 €	15,876.00 €	15,876.00 €	17,051.80 €	16,525.18 €	16,683.17 €	16,889.70 €	16,889.70 €	16,889.70 €	16,784.22 €	16,184.78 €	3.57%
TOTAL	15,876.00 €	15,876.00 €	15,876.00 €	23,810.04 €	19,296.30 €	20,959.26 €	16,889.70 €	16,889.70 €	16,889.70 €	22,159.55 €	17,704.58 €	20.10%

2022-2023 SEASON

VALENCIA C.F.	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%
TVCF	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	SALARY GAP
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%

NOTE 1: During the 2023-2024 season, a recategorization has been carried out in the structure of the squad, so the evolutionary data are not strictly comparable.

NOTE 2: The average remuneration data for sports personnel is disclosed in a grouped manner. In this sense, it is considered that disclosing this information as required by Law 11/2018 is detrimental to the commercial and competitive position of the club. The grouping of information is considered to reasonably meet the needs and expectations of other investors and stakeholders.

NOTE 3: The table does not provide information on the average remuneration and the wage gap for category 1 in the company Valencia CF and category 3 for the company Tiendas Oficiales VCF because there are no women in these categories.

NOTE 4: The information of management staff and staff included in category 1 is not disclosed because it is highly sensitive information that violates the individual privacy of members of these categories. The remuneration of our managers is set based on their experience, skills and the value they bring to the company, and is in line with market practices for similar positions.

