



SUSTAINABILITY REPORT

2024 · 2025

AMUNT
VALENCIANS
UNITES D'AM SEMPRE



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LETTER FROM THE PRESIDENT

The 2024-25 season has been marked by Valencia CF's firm commitment to its social and urban environment. In a year marked by the serious consequences of the cold drop that affected numerous municipalities in the Valencian Community, the Club reacted with a swift, supportive, coordinated, and decisive response.

Camp de Mestalla, a meeting point for thousands of people every day, was made available to the city and transformed into one of the main centers for helping citizens. During the most critical days after the tragedy, Camp de Mestalla opened its doors as a logistics center for collecting food, products, and essential items in collaboration with the Food Bank. Thousands of Valencia fans, city residents, workers, and people from all over the country actively participated in this initiative, turning the stadium into a space of hope and solidarity and giving meaning to the slogan: UNITS COM SEMPRE (Together as always), under which we have carried out numerous solidarity actions with a view to helping those affected.

Players and staff got personally involved by going to help some municipalities and collaborating in emotional support activities for affected families. These actions reaffirm the spirit of solidarity that characterizes Valencianismo, of standing alongside those who need it most.

Together with the VCF Foundation and the solidarity of all Valencia fans, we also allocated resources to the reconstruction of sports facilities that were devastated after the storm. Thanks to coordination with town councils and local entities, part of the Club's efforts were channeled into the recovery of sports facilities that are essential for the daily lives of many children and young people, thus reaffirming the Club's willingness to provide support not only for the immediate emergency, but also for the continuity of sporting activity in the region.

At the same time, this season has also marked a turning point in the development of the Club's most important strategic infrastructure project: the resumption of work on the Nou Mestalla. With a capacity for 70,000 spectators and designed to meet standards of sustainability, energy efficiency, and accessibility, the Nou Mestalla will be a benchmark not only in terms of sports, but also as a space open to the public every day of the year with a variety of recreational activities. This progress represents a firm commitment to the future of the Club, with modern, multifunctional facilities designed to offer a 360-degree experience to fans.

Valencia CF thus continues to consolidate its role as a committed institution, both in terms of its sporting dimension and its social responsibility.

Kiat Lim
Chief of Valencia Club de Fútbol S.A.D.



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 13 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 2 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 25 of the Consell, which regulates social responsibility in Valencian entities, have been taken into account.

In this context, through the statement of non-financial information, the Valencia Club de 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 fourth report prepared by the Group and covers the period from July 1, 2024 to June 30, 2025 ("2024-2025 Season").

In the preparation of this report and selection of its contents, the results of the double materiality analysis that has been carried out throughout the 2024-2025 season have been taken into account. 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

**VCF. SUSTAINABLE
VALUE CREATION**

HISTORY

Valencia Club de Fútbol S.A.D. was founded on March 18, 1919 under the name of Valencia Football Club by a group of friends in the Torino bar. The 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 7 of that same year, the Camp d'Algirós was inaugurated, the Club's first own field, which was the scene of the matches until 1923, when Valencia CF began to play at the Camp de Mestalla.

The history of Valencia CF concentrates successes and idols in practically every decade from its foundation to the present 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 Corporation.

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.



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.



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.



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
1941**



**LIGA
1942**



**LIGA
1944**



**LIGA
1947**



**COPA &
EVA DUARTE
1949**



**COPA
1954**



**UEFA
1962**



**UEFA
1963**



**COPA
1967**



**LIGA
1971**



LEGENDS



JUAN CRUZ SOL

SEASONS: 13

OFFICIAL MATCHES: 309

VCF ACHIEVEMENTS: 4 titles (Copa, Liga, Recopa de Europa, Supercopa Europa).

GOALS: 15

SPAIN INTERNATIONAL TEAM: 28 matches (1 goal)

SALVADOR GONZÁLEZ 'VORO'

SEASONS: 8

OFFICIAL MATCHES: 287

VCF ACHIEVEMENTS: Promotion to First Division in 1987

GOALS: 10

SPAIN INTERNATIONAL TEAM: 9 matches (0 goals).

RICARDO ARIAS

SEASONS: 16

OFFICIAL MATCHES: 521

VCF ACHIEVEMENTS: 3 titles (Copa, Recopa de Europa, Supercopa Europa) / Promotion to First Division in 1987.

GOALS: 6

SPAIN INTERNATIONAL TEAM: 1 matches (0 goals).

MIGUEL TENDILLO

SEASONS: 8

OFFICIAL MATCHES: 274

VCF ACHIEVEMENTS: 3 titles (Copa, Recopa de Europa, Supercopa Europa).

GOALS: 21

SPAIN INTERNATIONAL TEAM: 27 matches (1 goal).

ANTONIO PUCHADES

SEASONS: 13

OFFICIAL MATCHES: 299

VCF ACHIEVEMENTS: 4 titles (Liga, Copa (x2), Copa Eva Duarte).

GOALS: 6

SPAIN INTERNATIONAL TEAM: 23 matches (0 goals).

DAVID VILLA

SEASONS: 5

OFFICIAL MATCHES: 225

VCF ACHIEVEMENTS: 1 title (Copa).

GOALS: 129

SPAIN INTERNATIONAL TEAM: 98 matches (59 goals).

CLARAMUNT

SEASONS: 12

OFFICIAL MATCHES: 375

VCF ACHIEVEMENTS: 2 titles (Copa, Liga).

GOALS: 77

SPAIN INTERNATIONAL TEAM: 23 matches (4 goals).

WALDO

SEASONS: 9

OFFICIAL MATCHES: 296

VCF ACHIEVEMENTS: 3 titles (Copa de Ferias (x2), Copa) / Top Scorer 1966–1967 with 24 goals

GOALS: 160

BRASIL INTERNATIONAL TEAM: 5 matches (2 goals).

FERNANDO GÓMEZ

SEASONS: 15

OFFICIAL MATCHES: 553

VCF ACHIEVEMENTS: Promotion to First Division in 1987 / Player with most official Valencia CF matches.

GOALS: 142

SPAIN INTERNATIONAL TEAM: 8 matches (2 goals).



MARIO ALBERTO KEMPES

SEASONS: 7
OFFICIAL MATCHES: 246
VCF ACHIEVEMENTS: 3 titles (Copa, Recopa de Europa, Supercopa Europa) / Top Scorer 1976–1977 (24 goals) and 1977–1978 (28 goals).
GOALS: 149
ARGENTINA INTERNATIONAL TEAM: 43 matches (20 goals).

CLAUDIO ‘PIOJO’ LÓPEZ

SEASONS: 4
OFFICIAL MATCHES: 180
VCF ACHIEVEMENTS: 2 titles (Copa, Supercopa España).
GOALS: 72
ARGENTINA INTERNATIONAL TEAM: 55 matches (10 goals).

RUBÉN BARAJA

SEASONS: 10
OFFICIAL MATCHES: 362
VCF ACHIEVEMENTS: 5 titles (Liga (x2), Copa UEFA, UEFA Supercup, Copa).
GOALS: 58
SPAIN INTERNATIONAL TEAM: 43 matches (8 goals).

MUNDO

SEASONS: 11
OFFICIAL MATCHES: 286
VCF ACHIEVEMENTS: 6 titles (Liga (x3), Copa Eva Duarte, Copa (x2)) / Top Scorer 1941–1942 (27 goals) and 1943–1944 (27 goals).
GOALS: 265
SPAIN INTERNATIONAL TEAM: 3 matches (3 goals).

CARLOS MARCHENA

SEASONS: 9
OFFICIAL MATCHES: 319
VCF ACHIEVEMENTS: 5 titles (Liga (x2), Copa UEFA, UEFA Supercup, Copa).
GOALS: 11
SPAIN INTERNATIONAL TEAM: 69 matches (2 goals).

SANTIAGO CAÑIZARES

SEASONS: 10
OFFICIAL MATCHES: 416
VCF ACHIEVEMENTS: 7 titles (Liga (x2), Copa UEFA, UEFA Supercup, Copa (x2), Supercopa de España) / 5 Zamora Trophies (2000–2001, 2001–2002, 2002–2003, 2003–2004, 2007–2008).
GOALS: 0
SPAIN INTERNATIONAL TEAM: 46 matches (0 goals).

ANGULO

SEASONS: 13
OFFICIAL MATCHES: 434
VCF ACHIEVEMENTS: 7 titles (Liga (x2), Copa UEFA, UEFA Supercup, Copa (x2), Supercopa de España).
GOALS: 67
SPAIN INTERNATIONAL TEAM: 11 matches (0 goals).

ALBELDA

SEASONS: 15
OFFICIAL MATCHES: 485
VCF ACHIEVEMENTS: 6 titles (Liga (x2), Copa UEFA, UEFA Supercup, Copa, Supercopa de España).
GOALS: 9
SPAIN INTERNATIONAL TEAM: 51 matches (0 goals).

MENDIETA

SEASONS: 9
OFFICIAL MATCHES: 305
VCF ACHIEVEMENTS: 2 titles (Copa, Supercopa de España).
GOALS: 59
SPAIN INTERNATIONAL TEAM: 40 matches (9 goals).

SILVA

SEASONS: 4
OFFICIAL MATCHES: 168
VCF ACHIEVEMENTS: 1 title (Copa).
GOALS: 32
SPAIN INTERNATIONAL TEAM: 125 matches (35 goals).

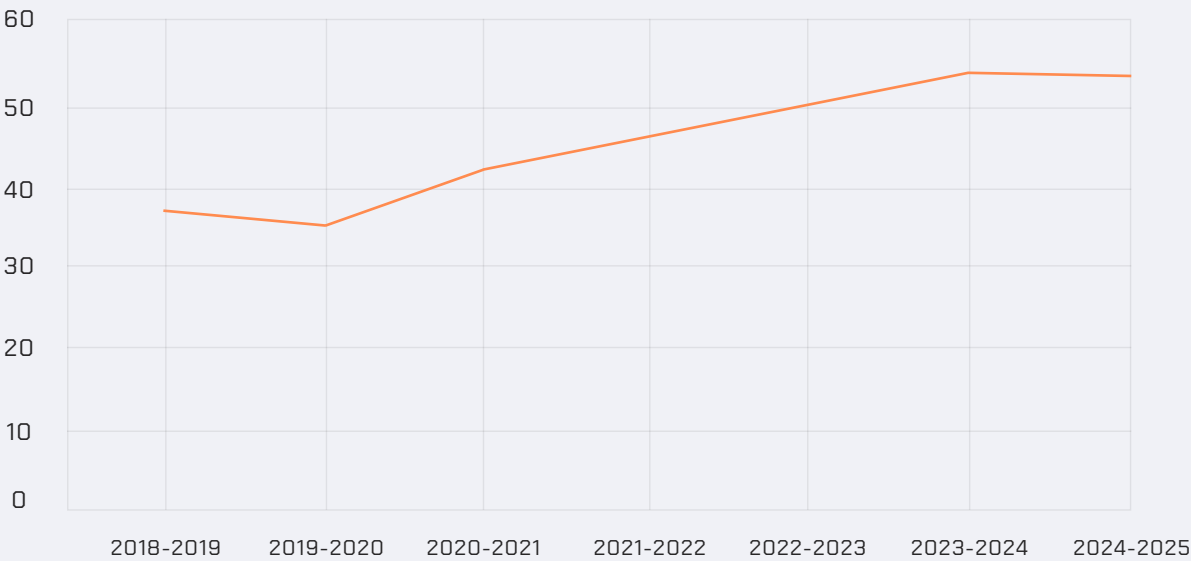


THE 24-25 SEASON IN FIGURES

GOVERNMENT & BUSINESS MODEL



SPONSORSHIP AGREEMENTS



→ VCF MEDIA & DIGITAL

24
HOURS

of uninterrupted
programming on
VCF Radio

+1.000
HOURS

of live during temp
2023-2024

+18,9
MILLION

followers in So-
cial Networks

ACADEMY VCF

FOOTBALL 11 → 14 TEAMS 287 PLAYERS

FOOTBALL 8 → 15 TEAMS 202 PLAYERS

29 TEAMS

489 PLAYERS

8 → PLAYERS CALLED UP BY THEIR SENIOR NATIONAL TEAMS

31 → PLAYERS CALLED UP BY NATIONAL TEAMS
IN LOWER CATEGORIES

SOCIAL

+25.000

DIRECT AND INDIRECT BENEFICIARIES
FOR SOCIAL CAUSES

SHAREHOLDERS

SOCIOS VCF

+48.500

+40.000

14 SDGS IMPACTED
DURING SEASON. 24-25



ALLIANCES

45 AFFILIATED SCHOOLS

9 INTERNATIONAL ACADEMIES

RESIDENCE

50 PLAYERS IN RESIDENCE

29 PLAYERS BETWEEN 11 & 16 YEARS

21 PLAYERS MORE THAN 17

96% STUDYING

EMPLOYEES

427
EMPLOYEES

82,67%
MEN
17,33%
WOMEN

→ 35 YEARS AVERAGE AGE

OUTSTANDING RESULTS

VCF TEAMS

VCF JUVENIL A → LIGA DIVISIÓN DE HONOR JUVENIL WINNER

VCF JUVENIL B → LIGA NACIONAL JUVENIL WINNER

VCF CADETE A → LIGA CADETE AUTONÓMICA WINNER

VCF ALEVÍN B → LIGA 1º FFCV 2º AÑO WINNER

VCF ALEVÍN B FVCF → LIGA 1º FFCV 1º AÑO WINNER

VCF BENJAMÍN A → LIGA 1º FFCV 2º AÑO WINNER

VCF BENJAMÍN A FVCF → LIGA 1º FFCV 2º AÑO WINNER

VCF BENJAMÍN B → LIGA 2º FFCV 2º AÑO WINNER

BENJAMÍN B FVCF → LIGA 1º FFCV 1º AÑO WINNER

PREBENJAMÍN A → LIGA 1º FFCV 2º AÑO WINNER

PREBENJAMÍN B → LIGA 2º FFCV 2º AÑO WINNER

VCF QUERUBÍN → LLIGA GEGANT WINNER

****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

+235.000€

INVESTMENT IN REDUCING
ENVIRONMENTAL IMPACT

97,6%

ELECTRICITY FROM
RENEWABLE SOURCES

INSTALLATION OF SOLAR PANELS
IN THE CIUTAT ESPORTIVA DE PATERNA





04

#VCFDNA

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. and Tiendas Oficiales VCF, S.L.U., 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 three 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.



FACILITIES

CIUTAT ESPORTIVA

On February 19th, 1992, one of the cornerstones of the current VCF Academy, the Ciutat esportiva, 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

MESTALLA STORE



ADDRESS
PLAZA DEL VALENCIA CF 2
46010 VALENCIA



VISITORS 24.25 SEASON: 278.145
CONVERSION RATE*: 19,49%

COLÓN STORE



ADDRESS
CALLE COLÓN, 50
46004, VALENCIA



VISITORS 24.25 SEASON: 375.282
CONVERSION RATE*: 18,79%

NOTE: The commercial activity of the store located in Plaza del Ayuntamiento was relocated during the 2024–2025 season to Colón Street.

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



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



FACILITIES

NOU MESTALLA

Since Friday, January 10, 2025, Valencia CF has begun a new chapter in its history with the resumption of construction on the Nou Mestalla, a stadium that will be a symbol of pride and modernity for the Club and the city of Valencia.

The construction of the new stadium is a strategic milestone for the Club, promoting long-term economic sustainability by opening new revenue streams and strengthening the brand. This will also facilitate the acquisition of new partnerships and foster dynamism within the community. Furthermore, the Nou Mestalla is designed with a strong environmental commitment, integrating energy-efficient technologies and new, more environmentally friendly practices such as water conservation, which will solidify its position as a benchmark for innovation and environmental responsibility in the world of sports.

EXPECTED OPENING: 2027-2028 SEASON

ADDRESS: AVDA. CORTES VALENCIANAS

CAPACITY: 70.044 PEOPLE



SPONSORSHIPS



TM Real Estate Group divina seguros AMIX ADVANCED NUTRITION BLACKCAPE MARTINELLI 1973

LALIGA Adecco MEDIAPRO yellowbricks TRISON digitalmenta MOLCAWORLD brand experiences

podoactiva VICENTE GANDIA DESDE 1885 LAMBURGUESA BESOCER bcoach IMED HOSPITALES

MAX COLCHON Complejo Educativo Mas Camarena INTERFACTORIA SCHOOL mapubli COOKING SURFACE PRIME KOSNER >>> Climatización eficiente AQUAME PALAU ALAMEDA

rgb arquitectos PAPA JOHN'S MEJORES INGREDIENTES. MEJOR PIZZA. the travel brand blinkfire analytics SKY LINE CRYSTAL The SUSHI ROOM FUSION BAR Choví DESDE 1950 Fritos PÉREZ Desde 1979 INDIBA KLASER

Pepe Bosca' OPTICOS HERBOLARIO Navarro LIVING BAKKALI HIGIMAN FIGURAS Y MANTENIMIENTO DE COLECTIBLES HOUSE OF ENTERTAINMENT memorable



INTERNATIONAL AUDIENCES
TICKETS / ECOMMERCE SALES

AUDIENCE
14,4M
NORTH AMERICA

AUDIENCE
49,1M
EUROPE

AUDIENCE
34,4M
ASIA

AUDIENCE
10,4M
SOUTH AMERICA

AUDIENCE
48,7M
AFRICA

- COMMON
- TICKET SALES
- ECOMMERCE SALES

TOTAL AUDIENCE
157M



INTERNATIONAL PROGRAMS
VCF: INTERNATIONAL PRESENCE



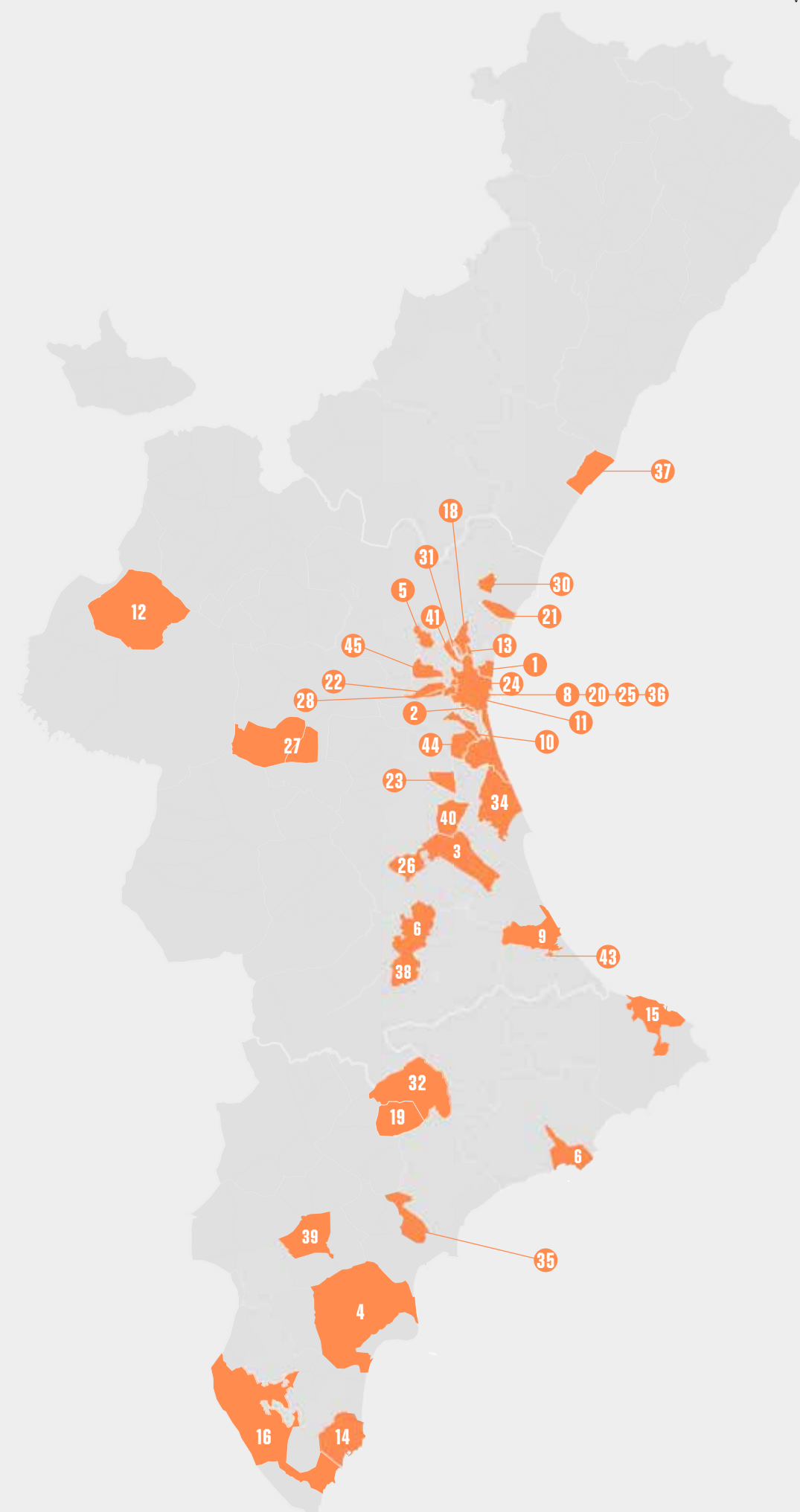
- INTERNATIONAL SOCCER ACADEMIES
- INTERNATIONAL TECHNICAL AND CAMPS PARTNERS



ESCOLES VCF PROGRAMME

VALENCIA / ALICANTE / CASTELLÓN / MURCIA / TENERIFE

- | | | | |
|----|------------------------------------------|----|-------------------------------------------|
| 1 | UD ALBORAYA (VALENCIA) | 24 | MISLATA CF (VALENCIA) |
| 2 | CF AT SEDAVÍ (VALENCIA) | 25 | C. ATLÈTIC AMISTAT(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 | CF ATLÉTICO GILET (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 | U.D. RAYO IBENSE (ALICANTE) | 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 | MANISES C.F. (VALENCIA) |
| 23 | CD BENIFAÍÓ (VALENCIA) | | |



ESCOLES COR BLANQUINEGRE PROGRAMME

VALENCIA / ALICANTE / CASTELLÓN

TEAMS IN SCHOOLS & HIGH SCHOOLS

- 1

BENIFAÍO → CEIP SANTA BÁRBARA
- 2

LLIRIA → CEIP SANT MIQUEL
- 3

MANISES → CEIP VICENTE NICOLAU BALAGUER
- 4

PATERNA (LA COMA) → CEIP ANTONIO FERRANDIS
- 5

PAIPORTA → CEIP L'HORTA
- 6

REAL DE GANDÍA → CEIP NTRA SEÑORA AMPARO
- 7

VALENCIA (LA TORRE) → CEIP PADRE MANJÓN
- 8

SILLA → CEIP LUIS VIVES
- 9

TORRENT → COLEGIO MADRE PETRA. [3º-4º]
- 10

TORRENT → COLEGIO MADRE PETRA. [5º-6º]
- 11

TORRENT → COLEGIO MADRE PETRA. SECUNDARIA
- 12

TORRENT → CEIP JUAN XXIII
- 13

VALENCIA → CEIP LES ARENES
- 14

VALENCIA → CEIP IVAF-LUIS FORTICH
- 15

ALBAL → CEIP SAN BLAS
- 16

ALDAIA → CEIP VICENTE BLASCO IBÁÑEZ
- 17

BURJASSOT → CEIP FERNANDO DE LOS RÍOS
- 18

VALENCIA → CEIP ALMUDENA MUÑOZ
- 19

ALICANTE → CEIP SAN FRANCISCO DE ASIS
- 20

NOVELDA → CEIP GÓMEZ NAVARRO

TEAMS IN PENITENTIARY CENTERS

- 1

PICASSENT → CP PICASSENT → 5 TEAMS
- 2

CASTELLÓN → CP CASTELLÓN I → 1 TEAM
- 3

ALBOCASSER → CP CASTELLÓN II → 2 TEAMS
- 4

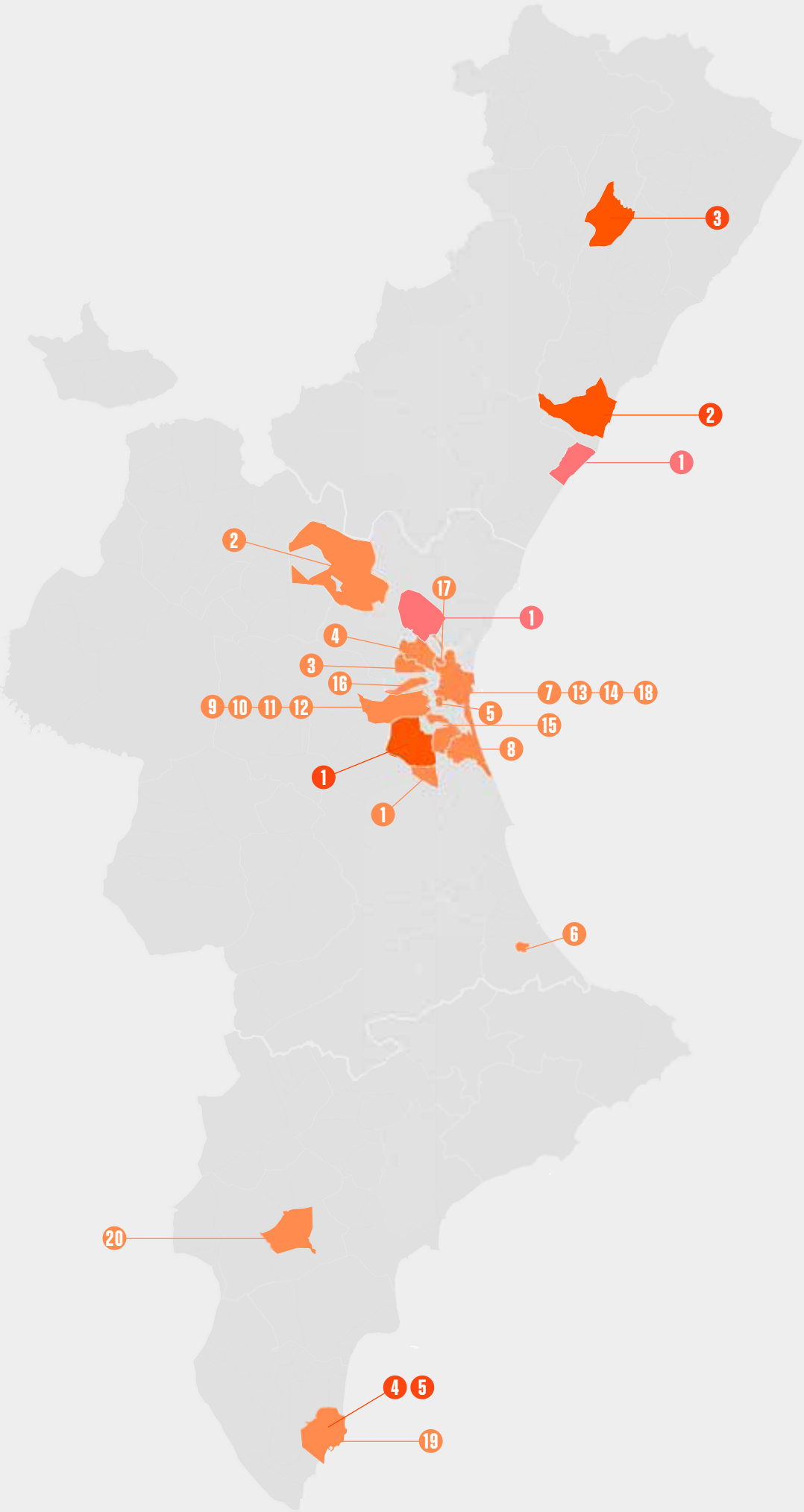
ALICANTE → CP FONTCALENT → 1 TEAM
- 5

ALICANTE → H. PSIQUIÁTRICO FONTCALENT → 1 TEAM

TEAMS IN HOSPITAL CENTERS

- 1

CEEM BÉTERA Y CEEM BURRIANA → 1 TEAM



MISSION

"We are a company committed and united by the feeling of a Badge, 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

FAN 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.

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.



GOVERNANCE SYSTEM

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



GENERAL ASSEMBLY 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 29, 2025, the board of directors is composed of six members.



OTHER GOVERNING BODIES: the executive committee on sustainability, which covers strategic, operational and communication aspects in relation to the three areas of Sustainability; 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.

During the 2024-2025 season, the Group, as committed to in its Strategic Sustainability Plan, has created an internal sustainability committee with executive power and members of senior management in its ranks.



CORPORATE STRATEGY AND RISKS

→ STRATEGY

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 that will account for almost 10% of the total capacity of the stadium. In addition, the stadium will house a solar roof that will supply green energy. 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.

DIGITALIZATION 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. Culturally, the Valencia CF Group has adapted to data-driven decision-making (sporting and non-sporting). Each contactor with any stakeholder, fans and customers enriches the data set 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 nearly 19 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 , through the analysis of double materiality and analysing the environment, a series of risks that may affect the Group in the short, medium or long term are defined. The main risks detected are:

REGULATORY RISKS: derived from changes in sporting, tax, environmental regulations or any other applicable to the Group's companies.

ECONOMIC RISKS: mainly derived from sporting results, investments or the market situation itself.

SOCIAL RISKS: mainly derived from sporting results; the erosion of relations with stakeholders; related to privacy and information security; or any future socio-political situation that may affect the Group's normal activity.

ENVIRONMENTAL RISKS: derived from environmental pollution, the severity of adverse weather phenomena, the increase in average temperatures, changes in precipitation, the variability of weather patterns and the possible rise in sea level.

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

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.

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

Valencia C.F. has significant social and economic influence and must therefore be able to use these tools to foster the transformation towards a more sustainable environment in all its aspects. It must become an inspiring organisation for its fans, football fans and sports in general, being an example of good sporting, social, economic and management practices.

For this reason, the Group has drawn up a Strategic Sustainability Plan that arises in response to the demands of today's society. It establishes a roadmap on which to outline the future projects and lines of action that the different departments of the entity will be responsible for carrying out.

Beyond complying with current and future regulations, this Strategic Plan seeks to draw up a medium-long term plan that clearly defines the social, environmental and good governance objectives, as well as enhancing the image of Valencia C.F.

As a Club that has a clear social vocation and with a tendency to continuous search of excellence in management, 8 lines of action have been identified on which Valencia C.F. will work:

→ **VCF WORLD:** Fostering inclusion in football. Combating racism, xenophobia, violence, intolerance and discrimination.

→ **VCF ACADEMY:** "We educate people, we train footballers", double formative aspect. Academic training, in values, competitiveness and protection of minors. Contributing to creating a better society and at the same time a more sustainable business.

→ **CARE OF HUMAN CAPITAL:** Promotion of equality in jobs, implementation of work-life balance measures and promotion of training plans and promotion of talent.

→ **GOOD CORPORATE GOVERNANCE:** Continue with the implementation of measures, controls and internal policies that ensure responsible economic and business management.

→ **FIGHT AGAINST CLIMATE CHANGE:** Implementation of more efficient recycling and waste reduction practices in the club's facilities. Promoting the reuse and proper separation of materials. Imposition of reduction targets and compensation projects.

→ **WE ARE COMMUNITY:** To work together with the local community on sustainable social and environmental projects.

→ **EDUCATION, PROMOTION AND AWARENESS:** Involvement of players, staff and fans in sustainable initiatives. To work on the awareness and sensitisation of all Valencia CF stakeholders.

→ **TRANSPARENCY AND COMMUNICATION:** Communicate clearly and transparently the Club's sustainable actions and projects in order to generate trust among fans and demonstrate a real commitment to sustainability.

SUSTAINABILITY STRATEGY	ENVIRONMENTAL	SOCIAL	BUSINESS
01/ VCF World		X	
02/ VCF Academy		X	X
03/ Care of human capital		X	X
04/ Good corporate governance			X
05/ Fight against climate change	X		
06/ We are community		X	
07/ Education, promotion and awareness		X	
08/ Transparency and communication			X

This Strategic Plan will be periodically reviewed and updated in order to achieve a plan that is as close to reality as possible and with realistic and achievable objectives.



MAIN BUSINESS FIGURES

COMPANY	INCOME	NUMBER OF CLIENTS	TRANSACTIONS WITH CLIENTS	NUMBER OF SUPPLIERS	TRANSACTIONS WITH SUPPLIERS	NUMBER OF EMPLOYEES (AT 30/06/2025)
VALENCIA CLUB DE FÚTBOL SAD	97,6	96.156	114.511	611	8.058	392
TIENDAS OFICIALES VCF SLU	6,3	136.414	343.519	111	1.739	35
LITORAL DEL ESTE SLU	0,4	2	24	9	28	0
ADJUSTMENT INTRAGROUP OPERATIONS	[0,6]	0	0	0	0	0
TOTAL	103,7	232.572	458.054	731	9.825	427

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

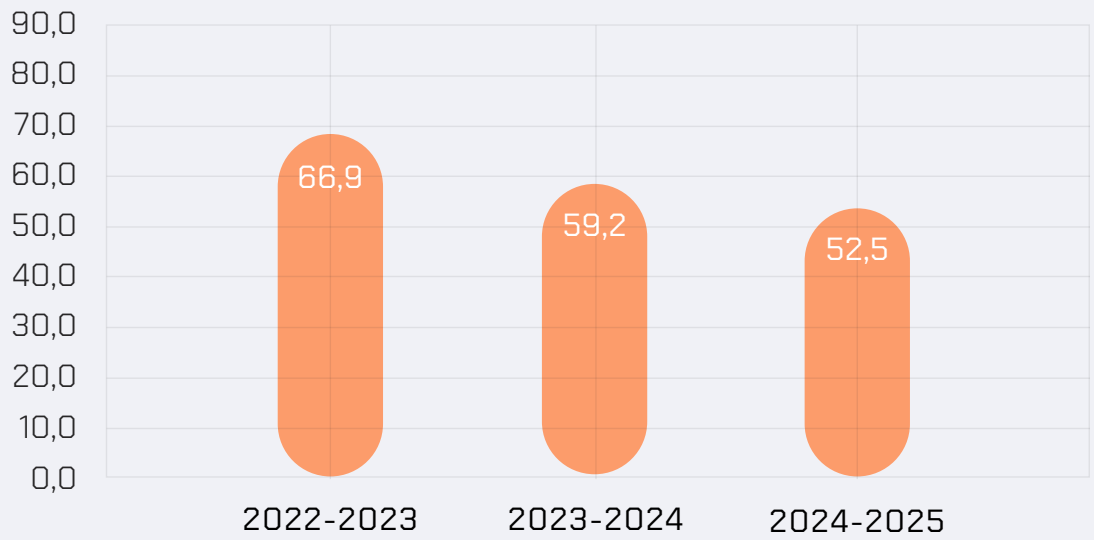


MULTIMEDIA

BROADCASTING 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. 24-25 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 and multimedia channel, VCF Media. An initiative to generate quality content on 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, spots and other audiovisual content. To do this, it has all kinds of tools that are used to distribute the content locally, nationally and internationally, thus increasing the knowledge and expansion of our Club.

Likewise, Valencia CF uses a unique audiovisual system to offer, through the five video scoreboards, the best experience to our fans at Mestalla. In this way, they can follow all the information, interact and experience all the entertainment and spectacle before and during the matches.

One of the Club'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 continues to invest on the digital ecosystem in order to increase the number of followers and improve its relationship with them, increase the income generated through digitally enabled sales and increase the value of sponsors thanks to digital exposure.

In this sense, social networks have become a fundamental tool, so it is essential to evaluate the evolution and impact on them. During this season, the growth of followers has been more than 18%, which has meant that a total figure of 18.9 million followers has been reached.

The network with the greatest growth, once again, has been TikTok, which has added more than 2 million followers and consolidates itself as the platform with the largest community. On the other hand, Instagram has been the channel with the most engagement, exceeding 24 million engagements and reaching more than 613

million impressions. Instagram is, without a doubt, the ideal channel to boost visibility and notoriety, not only of the Club, but also of its sponsors.

YouTube has made the leap to a larger audience with the inclusion of the platform in Paid Media, as part of LaLiga's Impulse Plan, going from 136,000 subscribers to 376,000 subscribers at the end of the season.

The Club continues to be very active in its collaborations and activations with influencers around the world, amplifying the content to reach a wider audience. 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 2024-2025

18,9

MILLION FOLLOWERS

20.205

PUBLISHED POSTS

1.100

MILLION IMPRESSIONS

18,60%

GROWTH COMPARED TO PREVIOUS SEASON

SEASON 2023-2024

16

MILLION FOLLOWERS

23.137

PUBLISHED POSTS

1.100

MILLION IMPRESSIONS

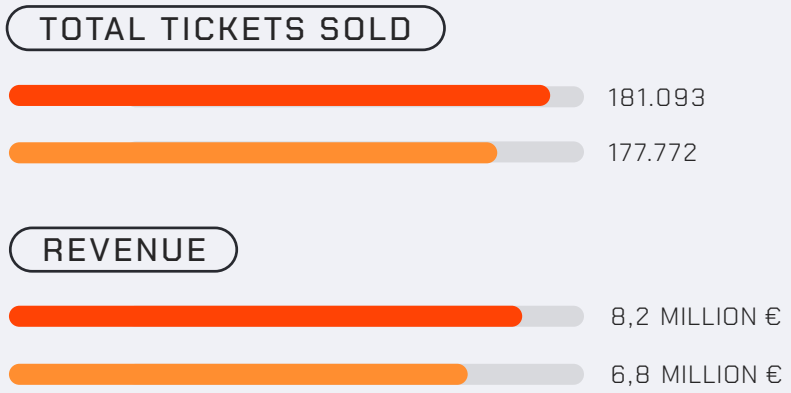
39%

GROWTH COMPARED TO PREVIOUS SEASON

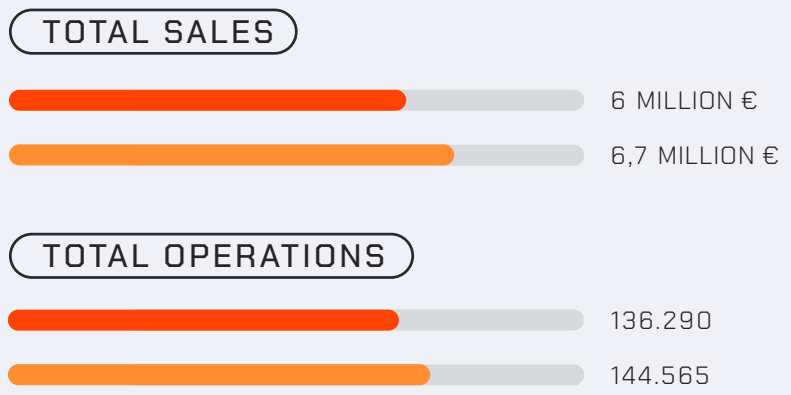


FANS

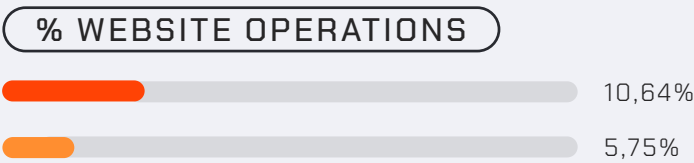
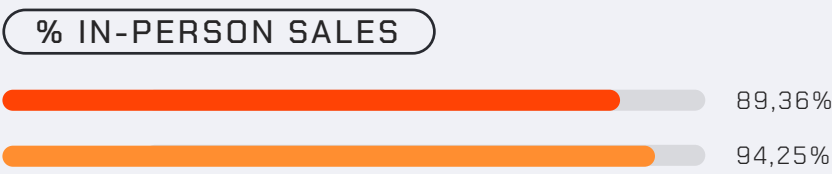
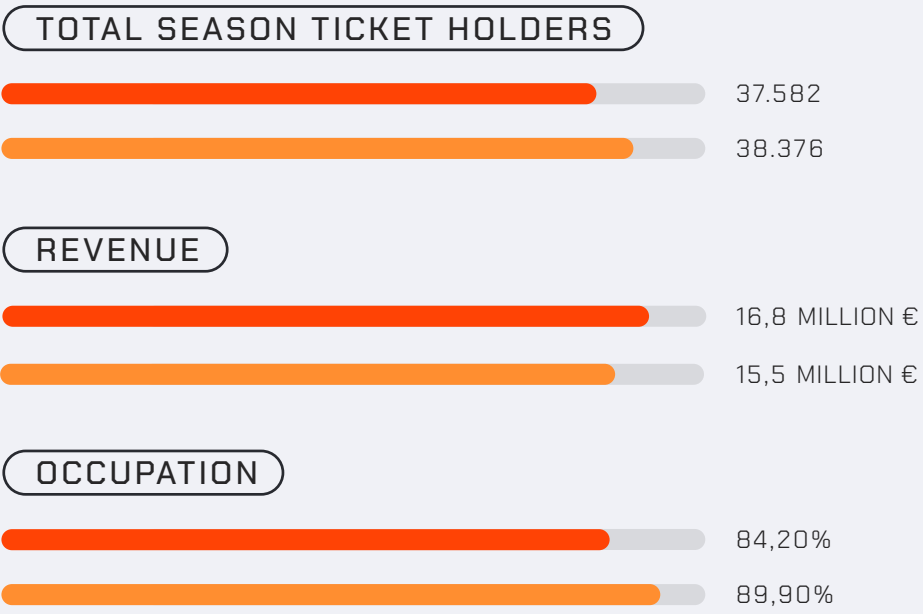
TICKETING



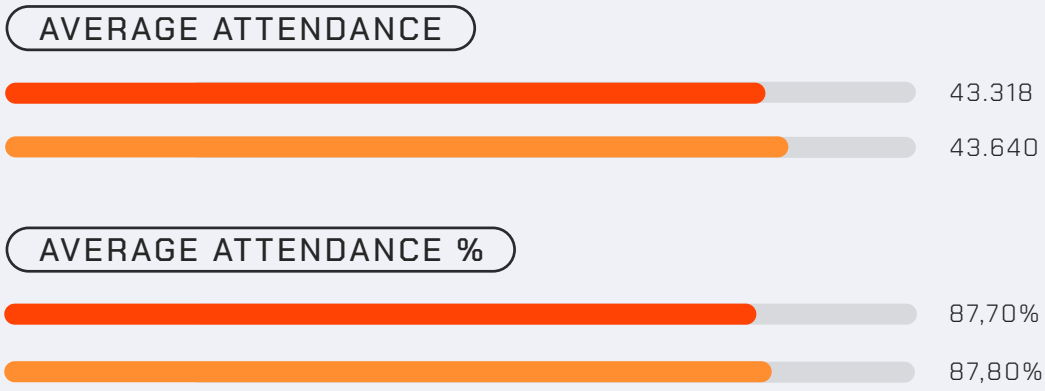
OFFICIAL STORES SALES



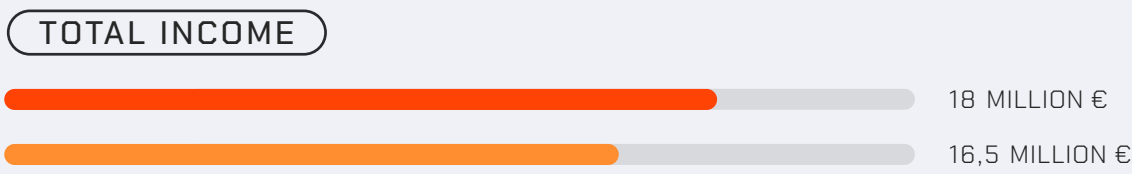
SEASON TICKET SALES



STADIUM ATTENDANCE DATA



SPONSORS



● 2024-2025 SEASON ● 2023-2024 SEASON



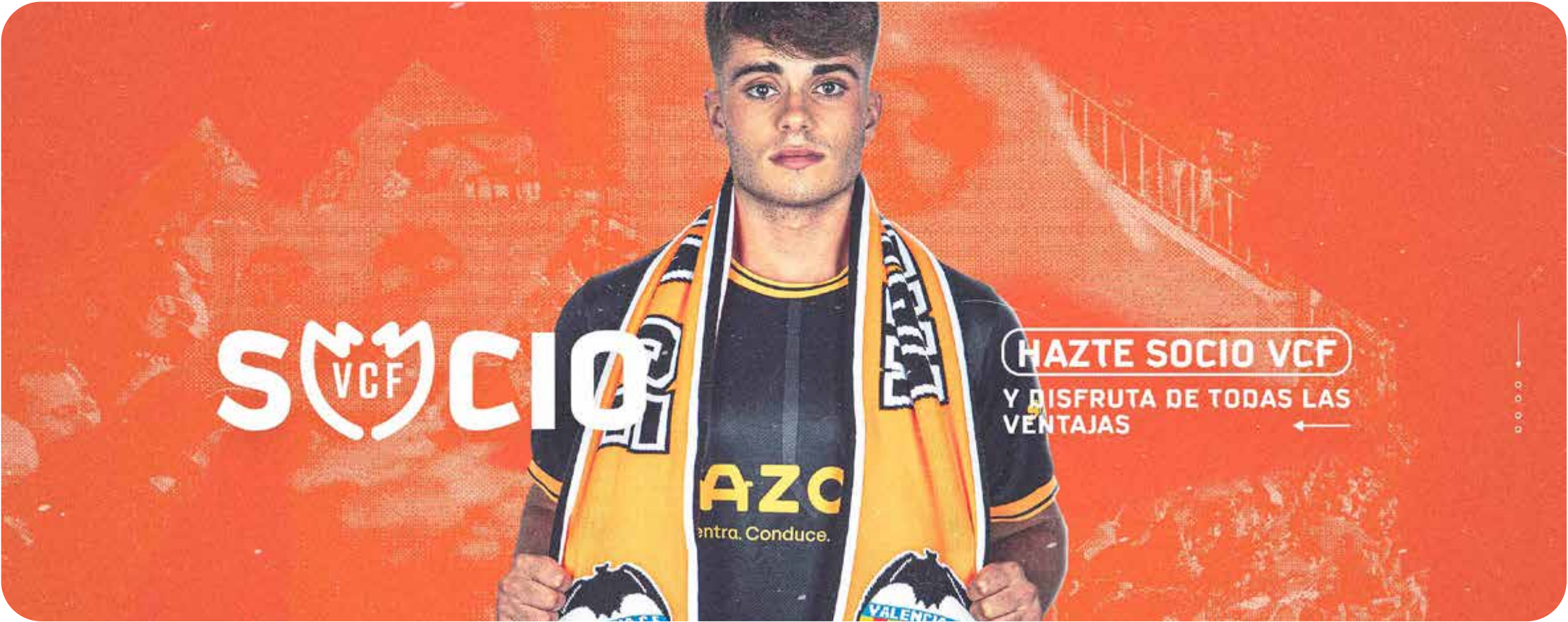
SOCIO VCF

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

At the end of the 2024-2025 season, the Valencia CF Group had more than 40,000 Socio VCF.



OTHER 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.

This new season the focus has been strategically and exclusively on EA FC Pro. The football simulator is one of the most important global games and also a strategic partner of LaLiga.

In the 2024-2025 season, the Club signed one of the best players in the world: Obrun, a current World Cup finalist who represented the club in the Laliga FC Pro international tournament, reaching the quarter-finals.

In addition to having this international figure, the LaLiga final was held at the Mestalla stadium in an event attended by more than 2,000 people and which had a huge production, making our stadium the benchmark for eSports at European level.

Currently, the Club continues to collaborate with Ramboot, a national benchmark eSports entity. Along with them, different activations have been carried out

with fans, highlighting a tournament at Mestalla for amateur fans that had a great impact on the most local industry.

In addition, VCF eSports since its creation has worked its positioning and expansion, highlighting in past seasons:

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

→ **CHAMPIONS IN MULTIPLE COMPETITIONS AND EVENTS,** highlighting those of Dreamhack, Gamergy or Russia.

→ **VALENCIA CF 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.

→ **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.



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:

- Support young talents and their promising companies/ startups.
- To be ambassadors and 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, Academy, Sustainable Solutions, Smart Stadium and Fan Engagement. Since its creation in 2020, more than 75 companies have registered.



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 495 companies from different professional sectors.

The Business Club 2024-2025 has held 15 important events during the season, which have been attended by more than 800 people, it has achieved a resounding success in terms of influx, filling all events to 100% capacity. The Business Club offers a high differential value to promote contacts and professional relationships, the exchange of ideas, knowledge, visibility, positioning and the generation of business opportunities in an environment of trust and 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.

**495 related
companies T.24-25**



ROUNDTABLE ON BUSINESS SUSTAINABILITY, REGULATORY COMPLIANCE AND VALUE CREATION

In the 2024-2025 season, the Valencia CF Business Club held an event with highly prestigious business speakers in which regulatory compliance and the strategic commitment to sustainable development were addressed.

During the conference, experts discussed the challenges faced by companies when implementing sustainable policies, the role of regulation in this transition and how proper sustainability management can become a competitive advantage. In addition, concrete examples of good practices and innovative strategies applied in different sectors were addressed.

The Valencia CF Business Club thus reaffirms its commitment to the dissemination of valuable business knowledge, promoting dialogue between leading companies and encouraging reflection on the sustainable future of the business fabric.

05

DOUBLE MATERIALITY ANALYSIS

DOUBLE MATERIALITY ANALYSIS

During the 2024-2025 season, Valencia Club de Fútbol has updated its materiality matrix by carrying out the analysis under the double materiality framework. This approach has served to broaden the vision and study of material issues related to sustainability from a double perspective:

Financial materiality: focuses on sustainability-related aspects that affect or may affect financial performance and the ability to create value.

Impact materiality: focuses on the impacts that the Group causes or may cause on society and the environment derived from its activity.

STUDY PROCESS:

01



IDENTIFICATION AND UPDATING OF MATERIAL ISSUES:

this phase of the process focuses on analyzing, within the wide range of sustainability aspects that may affect Valencia C.F. Group and based on its activity, the main issues that should be considered material. To carry out this process, the main topics have been identified using as support the materiality analyses carried out in previous seasons, the standards included in the Global Reporting Initiative (GRI), the new European Union sustainability regulations (CSRD), industry trends, the materiality matrices of other football clubs, and the Sustainable Development Goals and Targets (SDGs).

02



EVALUATION AND PRIORITIZATION OF MATERIAL MATTERS:

through the formation of an interdepartmental sustainability commission, all the issues initially raised have been evaluated from a double perspective. On the one hand, from a social and environmental impact perspective; and, on the other hand, from a perspective of financial impact for the Group.

Thanks to the work of this commission, more than 200 impacts have been analysed around the issues initially raised and that could be considered material. In addition, more than 130 financial risks and opportunities with a potential impact on the Group's value have been assessed.

THE IMPACTS HAVE BEEN ASSESSED BASED ON:

- MAGNITUDE OR SCALE
Level of relevance or importance of the impact
- SCOPE
How far the impact can affect
- PROBABILITY
Possibility of it happening (only if the impact is potential)
- IRREMEDIABLE CHARACTER
Ability to prevent the impact from happening (only in the case of negative impacts)
- PERIODICITY
When it is expected to occur or may occur

FINANCIAL RISKS AND OPPORTUNITIES HAVE BEEN ASSESSED BASED ON:

- PROBABILITY OF OCCURRENCE
Possibility of it happening
- MAGNITUDE OR SCALE
Level of relevance or importance of the financial risk or opportunity
- FINANCIAL EFFECT
What financial magnitude does it affect?

This evaluation and prioritization has resulted in a definitive list of 15 material topics.

03



ASSESSMENT OF MATERIAL MATTERS BY STAKEHOLDERS:

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.



04

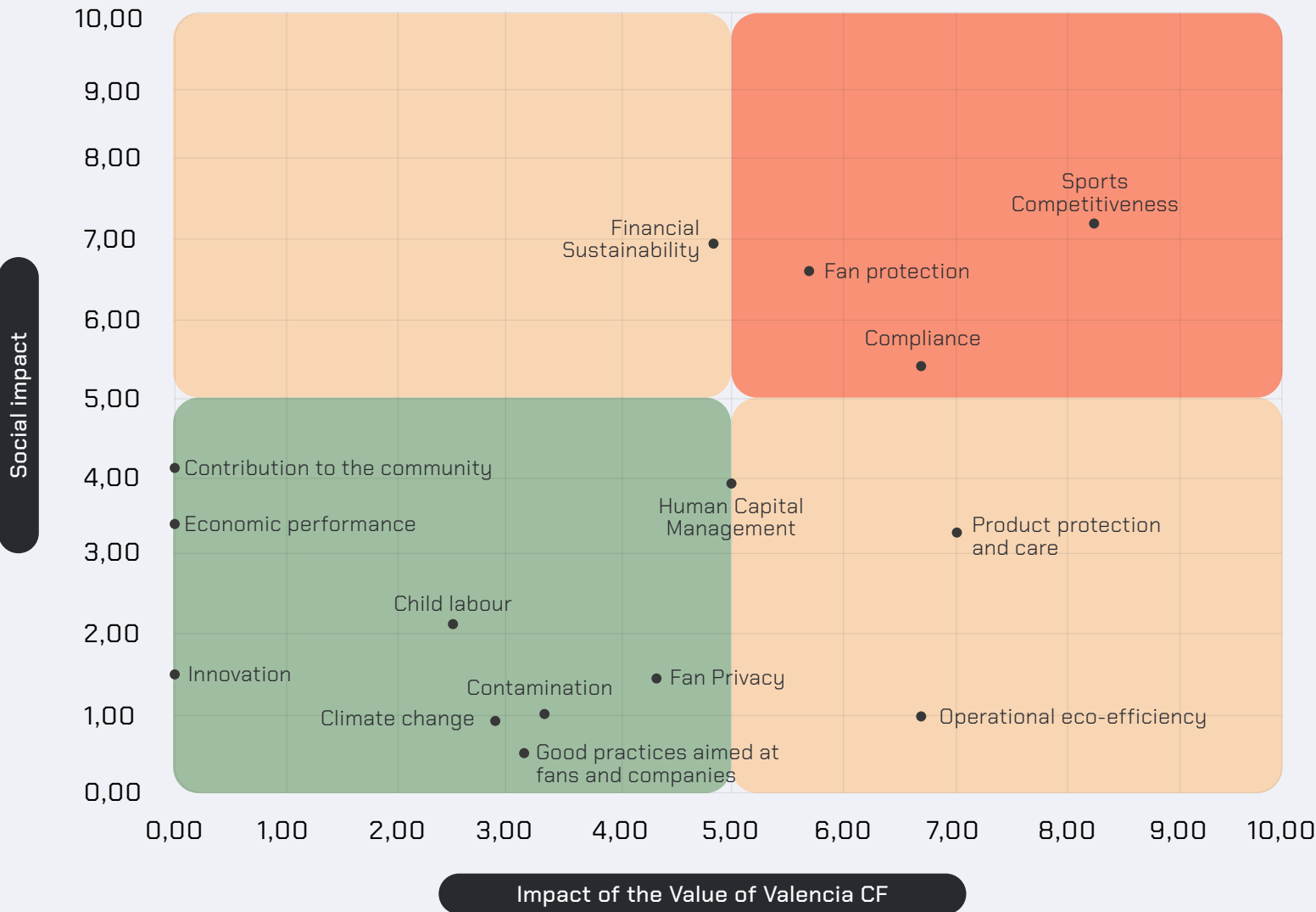
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VALIDATION AND SUPERVISION OF THE
DOUBLE MATERIALITY PROCESS:

analysis and presentation 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. Likewise, the process is reviewed and supervised in order to modify and repeat it whenever necessary.

→ MATRIX

The process detailed above results in a double materiality matrix, which graphically represents materiality from the point of view of the impact on society and the environment, and from the point of view of the impact on the value of Valencia C.F. Group:



The Club considers that all the issues presented in the matrix are material issues, so they will be addressed throughout this report.

→ MATRIX RESULTS

MATERIAL TOPIC	DEFINITION	MATERIALITY IMPACT	FINANCIAL MATERIALITY	CHAPTER OF THE REPORT
Sports Competitiveness	Management of sporting talent and competitive capacity of the first team.	●	●	8.Social Sustainability
Fan protection	Fight against violence, racism, xenophobia and intolerance in sport.	●	●	6.Economic sustainability and responsible management
Compliance	Corporate governance.	●	●	6.Economic sustainability and responsible management
Financial Sustainability	Compliance with economic and financial controls and regulations.	●	●	6.Economic sustainability and responsible management
Product protection and care	Anti-corruption measures and the fight against match-fixing.	●	●	6.Economic sustainability and responsible management
Human Capital Management	Secure employment, work-life balance, collective bargaining, etc.	●	●	8.Social Sustainability
Operational eco-efficiency	Improvement of management and reduction of waste generation.	●	●	7.Environmental sustainability
Fan Privacy	Implementation of measures to guarantee the privacy of fans and customers.	●	●	6.Economic sustainability and responsible management
Child labour	Practices for the protection of minors.	●	●	8.Social Sustainability
Contamination	Reduction of air, light and noise pollution.	●	●	7.Environmental sustainability
Contribution to the community	Contribution to the local community and the socio-economic impact of the environment, implementation of social action initiatives, etc.	●	●	8.Social Sustainability
Climate change	Climate change adaptation and mitigation policies, energy management, etc.	●	●	7.Environmental sustainability
Good practices aimed at fans and companies	Improved experience for fans and businesses. Practices and initiatives to establish and maintain a good relationship with fans and businesses.	●	●	8.Social Sustainability
Economic performance	Exploitation of new business models and sectors, products and services. Reinforcement of the attractiveness of the Valencia CF brand.	●	●	4.#VCFDNA
Innovation	Digitization, use of data and analytics to improve business management. Innovation in the services offered to fans, companies, business partners and customers.	●	●	4.#VCFDNA



The background of the slide is a photograph of a green field with a rainbow in the sky. The rainbow is visible in the upper right portion of the image, with its colors blending into the blue sky. The field is a vibrant green, and the overall scene is bright and clear.

06

ECONOMIC SUSTAINABILITY AND RESPONSIBLE MANAGEMENT

INTERNAL CRIMINAL RISK MATRIX

The Club has a matrix, audited annually, externally, where the activities of the Club are identified, in which the different crimes that may 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 2024-2025 season, this matrix has been reviewed and updated by the Club's Compliance Body.

The Group, through its Strategic Sustainability Plan, has committed to updating and auditing this criminal risk matrix on an annual basis.



TRANSPARENCY LAW 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. The Group is 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, it aims 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 May 2025.

This code of conduct includes aspects such as the gift policy, conflicts of interest, issues related to sports integrity and betting, full actions before 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, and the prohibition of hate speech.

WHISTLEBLOWING CHANNEL

This instrument allows anyone to report to the Club's Compliance Body breaches or activities contrary to the good practices set out in the Code of Conduct. This Whistleblowing Channel is confidential, and has the necessary measures to protect employees who report in good faith, set out in the Whistleblowing Channel Use Policy. In 2023, the Whistleblowing Channel was updated to adapt it to Law 2/2023, of 20 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 the electronic application enabled on the Club's website.

COMPLAINTS PROCESSED

7/ SEASON 2024-2025

2/ SEASON 2023-2024



COMPLIANCE

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 are complied with (after the subsequent reform of 2015) 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, 2022 and 2025.

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

The Group, through its Strategic Sustainability Plan, is committed to continuing to implement internal control measures and policies to ensure regulatory compliance.

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.

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, events or events, both sporting and non-sporting, organized or managed by Valencia CF SAD or by a third party in its facilities with the participation of any of the Valencia CF SAD teams as visitors, in order to guarantee security and public order in said facilities. In the same way, the 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

It 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.

OTHER POLICIES

Travel Policy (including Expense Settlement) and Purchasing Policy (including invoice approval process).

During the 2024-2025 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:



The Group, through its Strategic Sustainability Plan, has committed to establishing a continuous training plan in good business conduct before the 2027-2028 season.

INTEGRITY WORKSHOPS

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

The Club has 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.



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.

Information on income and expenses:

- Breakdown of the relevant Income of the Club.
- 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 (DATA IN MILLIONS OF EUROS)

CONCEPT	2024-2025	2023-2024
ECONOMIC VALUE GENERATED	129,2	124,4
→ Revenue	103,7	106,9
→ Other operating income	0,7	0,9
→ Financial investment income	0	0
→ Income from disposals of fixed assets	24,8	16,7
ECONOMIC VALUE DISTRIBUTED	151,5	133,7
→ Operating expenses (cost of sales)	5,2	5,5
→ Operating expenses (other operating expenses)	25,2	23,4
→ Employee benefits expense	43,9	39,3
→ Payment interest remuneration loans	15,7	11,3
→ Government payments (Taxes accrued, including corporation tax and special taxes)	61,2	54,2
→ Investments in the community (Donations, NGOs contributions, social programs)	0,3	0,0
ECONOMIC VALUE RETAINED	(22,30)	(9,26)

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 2024-2025 season was 61.2 million euros (54.2 million euros in the previous year).

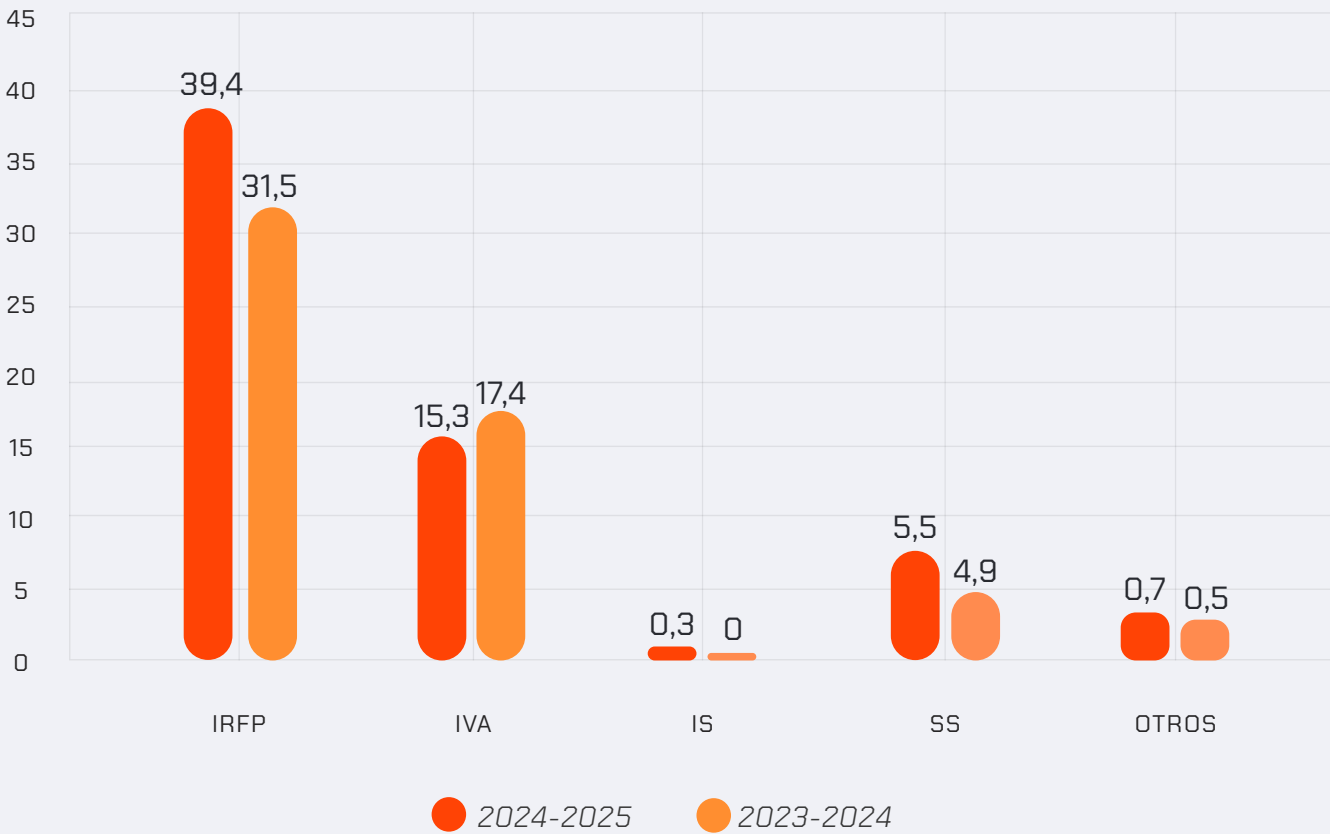
The companies that make up the Group are taxed by Corporation Tax under the special tax consolidation regime provided for in Chapter VI of Title VII of Law

27/2014, of 27 November, on Corporation Tax. In the current financial year, there has been a tax on profits to be refunded in the amount of 0.07 million euros (0.27 million euros to be paid in the previous year).

The result after tax in the 2024-2025 season for the Valencia CF Group was €0.3 million (€0.2 million in the previous year).

In the 2024-2025 season, the Group has not received any subsidies.

CONTRIBUTION PUBLIC ADMINISTRATIONS (MILLIONS OF EUROS)



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 2024-2025 season, 13 non-compliances with regulations in relation to health and safety in the facilities have been identified:

→ BREACHES

2024-2025
SEASON

5/ ARCHIVED

3/ MILD

4/ SERIOUS

1/ VERY SERIOUS



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

Valencia CF continues with its commitment to the fight against racism, xenophobia and intolerance. During the 2024-2025 season, Valencia CF has continued with the campaigns together 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, THROUGHOUT THE 2024-2025 SEASON, THE CLUB HAS CONTINUED WITH **AWARENESS-RAISING ACTIONS AGAINST RACISM AND DISCRIMINATION ENCOMPASSED WITHIN THE VCF WORLD PROJECT.**



CONTRIBUTIONS TO FOUNDATIONS, NGOS AND ASSOCIATIONS

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

The total amount donated during the current season amounts to 338 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**

ENVIROMENTAL 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.

The following impacts derived from the Group's daily activity are identified:

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

Following the precautionary principle, the Group has an integrated Strategic 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 objective of developing a Strategic Plan has been for Valencia CF to acquire clear criteria of sustainability in its activity, from the planning, execution and organization 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 2024-2025 season, the Group has made several 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.

In June 2024, Valencia CF signed its first environmental sustainability agreement in order to bring renewable energies closer to and promote renewable energies. The first step in this collaboration was the installation of 328 solar panels in the Ciutat Esportiva de Paterna, which have allowed it to operate with 30% solar energy for self-consumption.

In addition, various electric vehicle charging points were installed at the Group's facilities.

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

During the 2024-2025 season, the Group has not received fines or penalties for environmental breaches.



INVESTMENT

81.197,57€

Renovation of air conditioning units and household appliances

26.728,50€

Agricultural machinery

127.406,00€

Solar panel installation

3.351,45€

Installation of charging points

**TOTAL
INVERSION** 
238.683,52 €



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.

In its continuous search for a reduction in its consumption and emissions into the atmosphere, the Club 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, 20% of the Club's fleet of official Skoda vehicles are electric vehicles.

In the 2024-2025 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.

The club still has a collaboration agreement in place with a national train operator that has the option to neutralise 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 has set itself the goal of achieving carbon neutrality by 2040.



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.

In the Ciutat Esportiva de Paterna, the replacement of all the lighting on the training grounds was undertaken. This intervention resulted in a saving of 43% of energy consumed compared to previous seasons. In addition, all fields were adapted to regulatory levels by increasing the light level by 4.5 times. At the same time, all the luminaires in the road areas of the facility were replaced. In the rest of the facilities, the lighting in the spaces for daily use and areas of the stadium tour, as well as the offices and official stores, was replaced by LED lighting. All luminaires removed during these processes were reintroduced to the market through third-party collaborators who are specialists in the field.

The lighting of the Ciutat Esportiva and Mestalla fields is automated, in this way, the uses and consumption of the lighting are adjusted to the specific needs of each moment. Similarly, detection and timing systems are installed in the central offices and the adjacent car park, as well as a schedule for switching off lights and air conditioning outside of activity hours.

The Group has set itself a series of specific objectives in the medium and long term to reduce the impact it has on this area. Specifically, the objectives set are the following:

- Implement full green/renewable energy use by 2030.
- Energy efficiency: progressive reduction of energy consumption to its maximum optimisation by 2030.



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 2024-2025 season, the Club has continued its work to raise awareness among those attending the stadium to try to reduce the generation of waste caused by the use of this machinery.



CIRCULAR ECONOMY AND WASTE PREVENTION AND MANAGEMENT

As a result of the activities carried out by the Group in the different facilities, the following waste has been generated in the 2024-2025 season:

	2024-2025 SEASON			2023-2024 SEASON		
	CIUDAD DEPORTIVA	MESTALLA	OFFICIAL STORES	CIUDAD DEPORTIVA	MESTALLA	OFFICIAL STORES
PAPER AND CARDBOARD PACKAGING	19.780,00	1.500,00	360,00	17.280,00	3.240,00	360,00
PLASTIC CONTAINERS	10.630,00	-	-	9.190,00	-	-
MIXED PACKAGING	30.180,00	62.660,00	-	44.510,00	42.720,00	-
BIODEGRADABLE	29.020,00	-	-	106.780,00	-	-
OTHER WASTE	-	-	-	-	405,00	-
USED MOTOR OIL	-	-	-	-	-	-
USED COOKING OIL	80,00	-	-	40,00	-	-
EMPTY AEROSOLS	-	-	-	-	-	-
EMPTY POLYURETHANE AEROSOLS	-	-	-	-	-	-
LED LAMPS	-	-	-	-	-	-
CONTAMINATED METAL CONTAINERS	-	512,00	-	-	-	-
ALKALINE AND SALINE BATTERIES	-	-	-	-	-	-
INFECTIOUS MEDICAL WASTE	2,70	-	-	-	-	-
SHARP MEDICAL WASTE	-	1,00	-	-	-	-
TOTAL	89.692,70	64.673,00	360,00	177.800,00	46.365,00	360,00

NOTE1: Detailed information on the waste generated in the Official Stores and in the central offices is not available.
NOTE2: Data expressed in Kg

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). 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 biomedical waste. All this waste is collected and treated by specialized companies.

In the Ciutat Esportiva, 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 has 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.

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, 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 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.

In order to raise environmental awareness among its employees, the Group eliminated plastic water bottles by replacing them with self-service dispensers with reusable cardboard cups.

The Group has set itself the goal of optimising waste management by 2030, as well as drawing up a sustainable purchasing policy before the 2027-2028 season.

In VCF Official Stores, plastic bags are not used to serve customers. Any fan who purchases official products is served with reusable cloth and/or cardboard bags.

VCF Official Stores has an agreement in force with the company ECOEMBES. The purpose of this alliance is to regulate the participation of VCF Official Stores in the SIG (Integrated Waste Management System) in which ECOEMBES, as the managing entity, promotes the correct management of used packaging and packaging waste, in accordance with the requirements established in Law 8/2022 on waste and contaminated soil and Royal Decree 1055/2022. packaging and packaging waste.



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

INDIRECT WASTE ESTIMATION

	AÑO 2024	AÑO 2023
Aluminum	0,11	40,96
Others	12,77	0,00
PET	6,61	24,43
HDPE	364,56	114,26
DPEflexible	36,38	25,66
Paper and cardboard	4.436,09	1.758,29
Wood and cork	0,00	4,10
TOTAL	4.856,51	1.967,71

NOTE: Datos expresados en kg.

The Group does not generate significant food waste and therefore this matter is not considered a material matter. However, it is important to note that the current operator of the restoration of the stadium and the sports city is, in turn, responsible for the management of the waste derived from its activity.

This operator has certifications that endorse its environmental commitment, optimising waste management and reducing the negative environmental impacts produced by its activity (ISO 14001). In addition, he is a founding member of the International Food Waste Coalition, a non-profit organization that seeks to reduce food waste.

It currently has a decalogue of sustainable catering that aims to reduce food waste. Its goal is to achieve a 50% reduction in waste by 2025, currently it is around 46%.

The VCF Official Stores, as in other years, have contributed to the reuse of pallets used in the warehouses:

→ REINSERTION PALES

150/ 2024-2025 SEASON

200/ 2023-2024 SEASON

626/ PREVIOUS SEASONS

TOTAL 976



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 2024-2025 season:

	2024-2025 SEASON		2023-2024 SEASON	
	SUPPLY NETWORK	WELL	SUPPLY NETWORK	WELL
CIUDAD DEPORTIVA	16.432	6.158	5.830	13.160
MESTALLA	15.626	0	14.931	0
HEADQUARTERS + MESTALLA STORE	420	0	482	0
TIENDA MEGASTORE	167	0	169	0
COLÓN STORE	112	0	267	0
TOTAL	32.757	6.158	21.679	13.160

NOTE: Data expressed in m³
NOTE: During the 2024-2025 season, business operations were transferred from the Megastore to the Colón Official Store. This change affects the information presented in the table, but since there was no change in criteria and for the purpose of comparison with previous years, the data are presented together.

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 this consumption:

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

→ Creation of a well in the Ciutat Esportiva de Paterna for self-consumption: this project developed in various phases 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 of the roof, rainwater is collected and stored in the cistern, allocating its use for the irrigation of the fields. Thanks to this system, 27.26% of the water consumed in the Sports City is reused rainwater.

2024-2025 SEASON

ROOF GYM CIUDAD DEPORTIVA

ROOF SURFACE 400 M2

RAINWATER FROM JULY 2024 TO JUNE 2025 330,20 LITROS/M2

TOTAL WATER COLLECTED 132.080 LITROS

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 the Mestalla fields and the sports city.

→ 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.

The Group has set itself the goal of optimising water resources by 2030.

→ 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, several seasons ago, the Group decided to launch a comprehensive digitalisation project. So far, all the related operations that involved the use of paper in the receipt of invoices 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.

In this regard, the Group has committed through its Strategic Sustainability Plan to promote digitalisation to achieve the "Zero Paper" goal in the 2027-2028 season.

→ Nº PAPER PRINTS

218.440/ 2024-2025 SEASON

213.251/ 2023-2024 SEASON

Our technical sponsor, PUMA, has different programs related to sustainability. With the ultimate aim of reducing the generation of textile waste, it has the RE:FIBRE programme. This recycling program means that garments are made from 95% recycled polyester from textile waste and other polyester waste materials, and can be recycled multiple times without losing quality.

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 2024-2025 season:

→ ENERGY CONSUMPTION

	KWH CONSUMPTION SEASON 24-25	KWH CONSUMPTION SEASON 23-24
CIUDAD DEPORTIVA	630.860	676.073
MESTALLA	1.389.847	1.164.143
HEADQUARTERS + MESTALLA STORE	227.806	203.539
TIENDA MEGASTORE	30.967	154.960
COLÓN STORE	56.647	0
TOTAL	2.336.127	2.198.715

The change of commercial activity from Megastore to Tienda Colón meant a modification in the commercial mix of electricity contracted at the facility. Temporarily, this mix does not have GoO. The electrical energy consumed during the 2024-2025 season comes 97.6% from certified renewable energy sources.

→ FUEL CONSUMPTION

	2024-2025 SEASON			
	VEHICLES		STATIONARY COMBUSTION	
	GASOLINE	DIESEL FUEL	DIESEL FUEL	PROPANE GAS
CIUDAD DEPORTIVA	16.481,05	1.611,90	5.001,00	14.203,00
MESTALLA	0,00	0,00	0,00	0,00
HEADQUARTERS	2.213,02	21,14	0,00	0,00
OFFICIAL STORES	0,00	291,74	0,00	0,00

	2023-2024 SEASON			
	VEHICLES		STATIONARY COMBUSTION	
	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

NOTE: Data expressed in liters.

→ RENEWABLE ENERGIES

As indicated above, 97.6% of the energy consumed by the Valencia CF Group comes from renewable sources.

Between the months of June and July 2024, 328 solar panels were installed for self-consumption in the Ciutat Esportiva de Paterna. These panels, strategically located on the roofs of the gymnasium, changing rooms and maintenance area, have generated, since their commissioning, 200.93 MWh, which is equivalent to 30% of the energy consumed by the facility. If this energy had been consumed from the grid and from non-renewable sources, it would have meant the emission of more than 60 tonnes of CO2 into the atmosphere.

In addition, the Group has taken other measures in this area, which are detailed below:

- In the Ciutat Esportiva de Paterna, use of biomass boilers for the generation of domestic hot water.
- In the Mestalla stadium, use of Aerothermal 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.



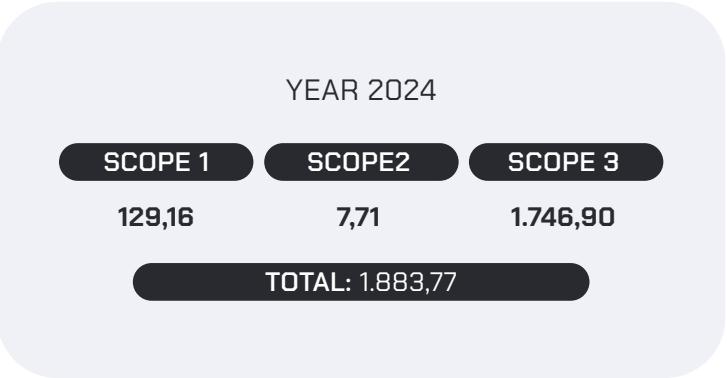
CLIMATE CHANGE.

MAIN INDICATORS. CO²

FOOTPRINT MEASUREMENT

During the 2024-2025 season, the measurement of the carbon footprint of the Valencia CF Group has been updated.

The Group has made the calculations for scopes 1 and 2, in addition to a calculation for some scope 3 categories. This calculation is adapted to the calendar year and not to the football season to comply with the presentation criteria implemented by the competent authorities. The results obtained are expressed in tons of CO2 and are as follows:



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

The Group, through its Strategic Sustainability Plan, set itself several medium- and long-term objectives. Some of them have already been fulfilled throughout this season:

- Complete calculation of Scope 3 of the Carbon Footprint for the 2027-2028 season.
- Verification of the Carbon Footprint before the 2027-2028 season.
- Ability to measure the impact of one event per season for the 2027-2028 season.

The Group has already verified its carbon footprint measurement for the year 2024:



BIODIVERSITY PROTECTION

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

None of Valencia CF's operational facilities are close to any protected area or 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

For the third consecutive season, the VCF Academy did not miss its appointment with the Arbor Day of the Valencian Community (January 31) through the Goals X Trees initiative. Once again, a representation of Valencian players changed their football boots for mountain boots to participate in the tree planting organized by the Ministry of the Environment, Water, Infrastructure and Territory.

On this occasion, the surroundings of Casa Clau and the Cova Alta de Albaida were the place chosen to carry out an initiative that helps to make visible the fight against climate change and promote awareness for the defense of the environment.



The background of the entire image consists of a dark, textured space filled with numerous diagonal streaks of light. These streaks are in various colors, including red, orange, yellow, green, and blue, creating a sense of motion and energy. The streaks are most prominent in the center and fade out towards the edges.

08

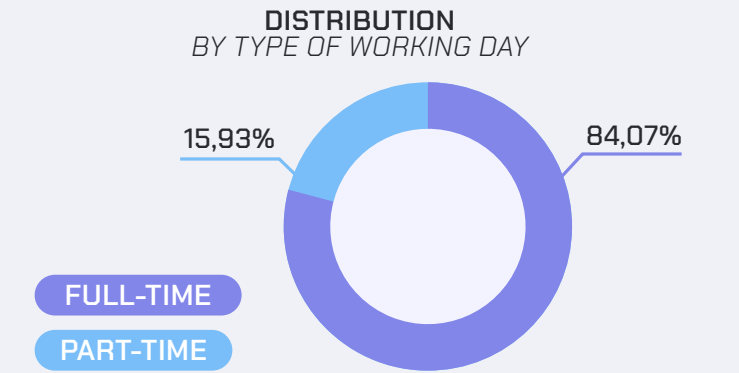
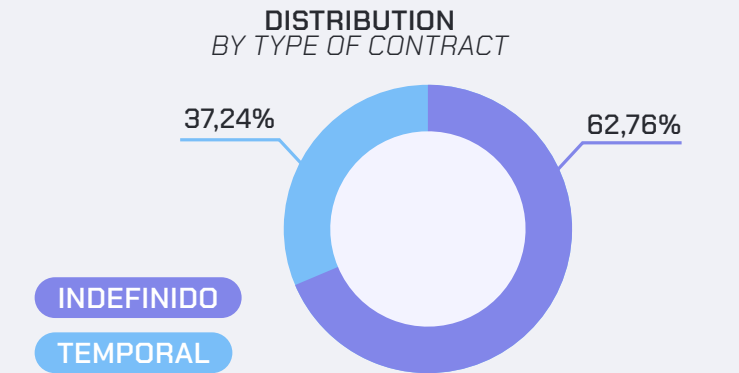
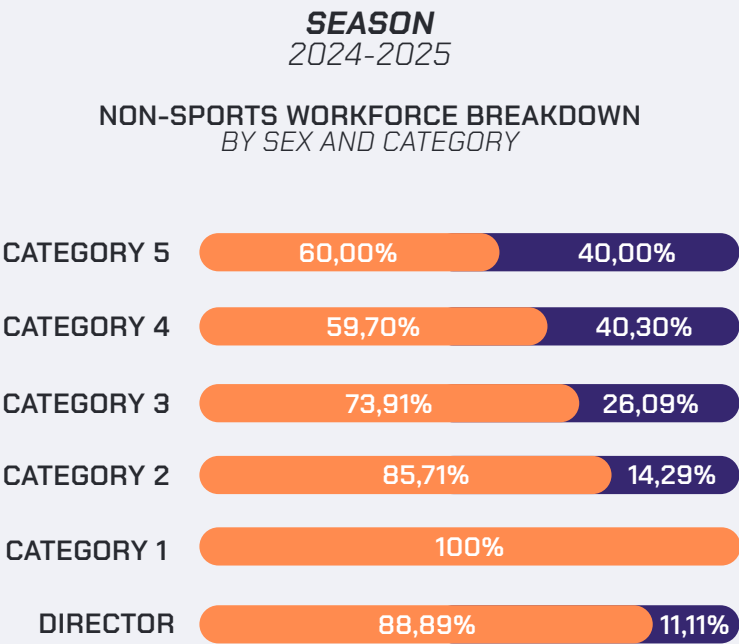
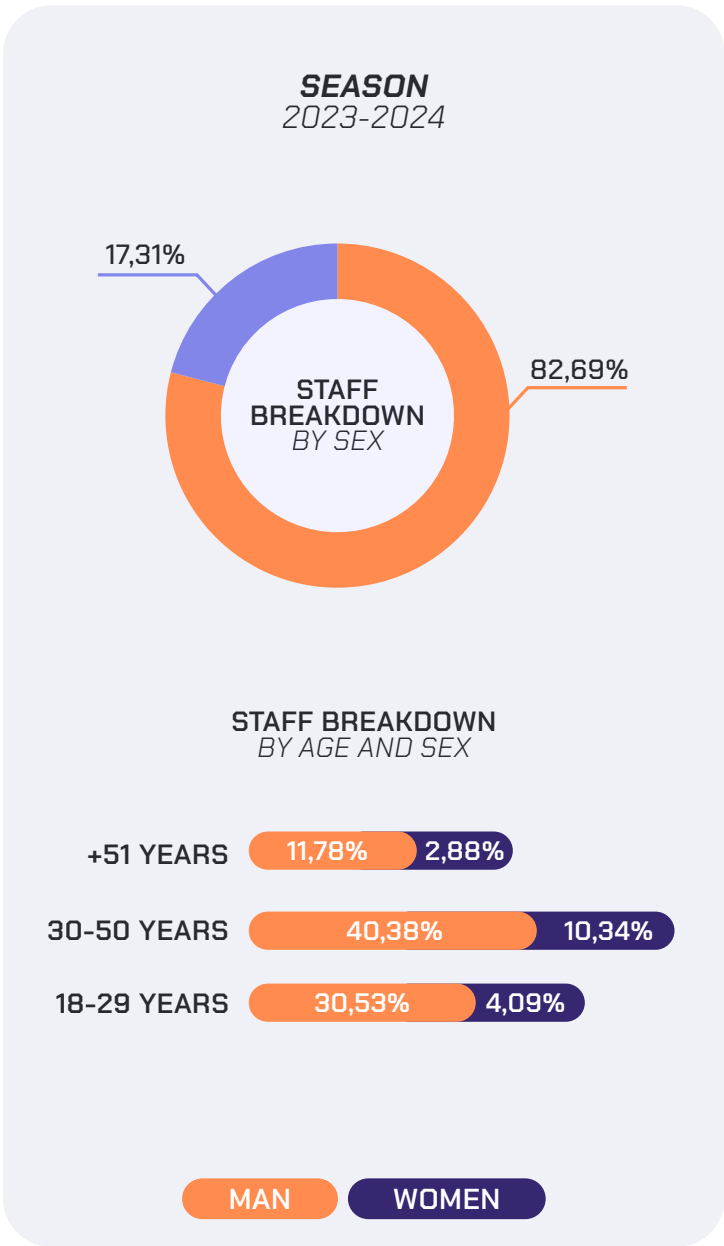
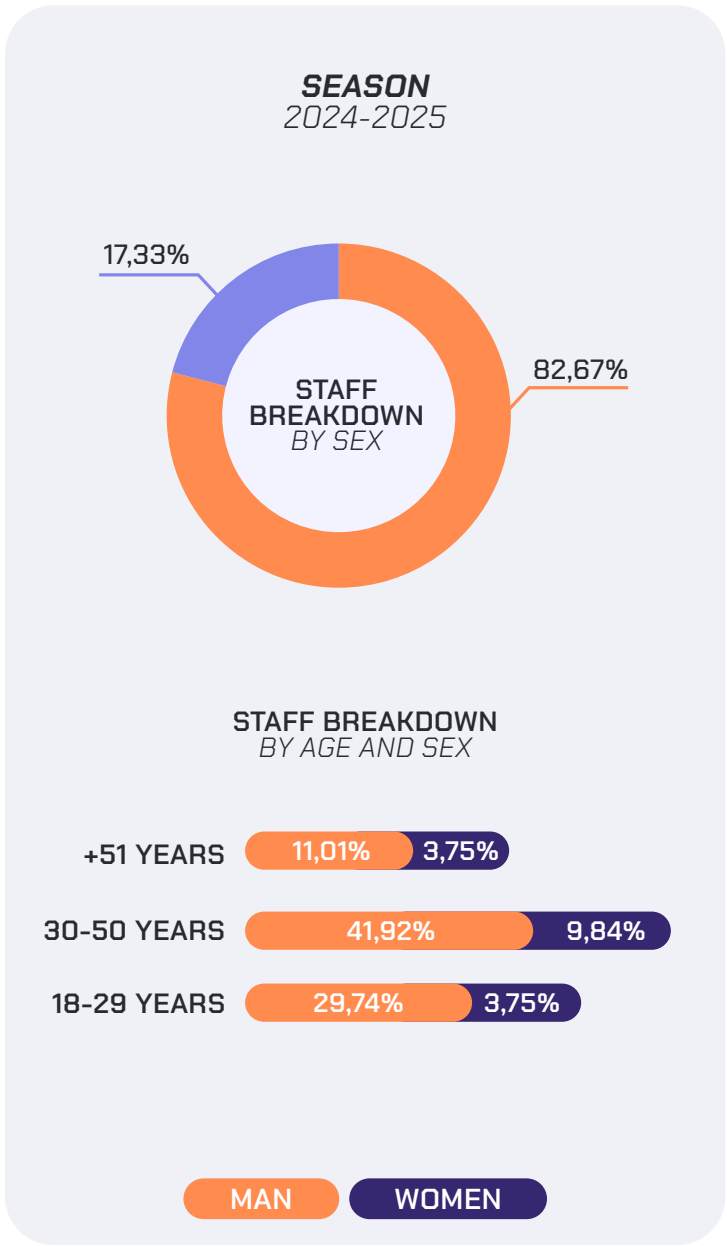
**SOCIAL
SUSTAINABILITY**

EMPLOYEES: WE TAKE CARE OF OUR TALENT

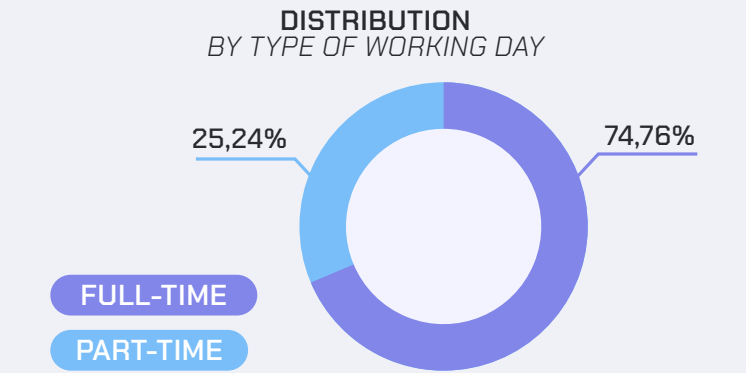
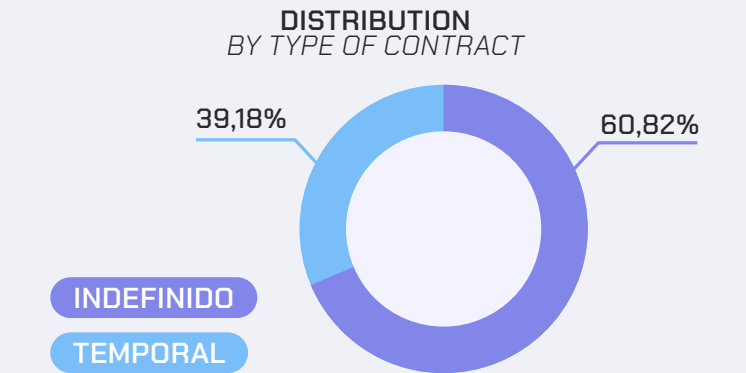
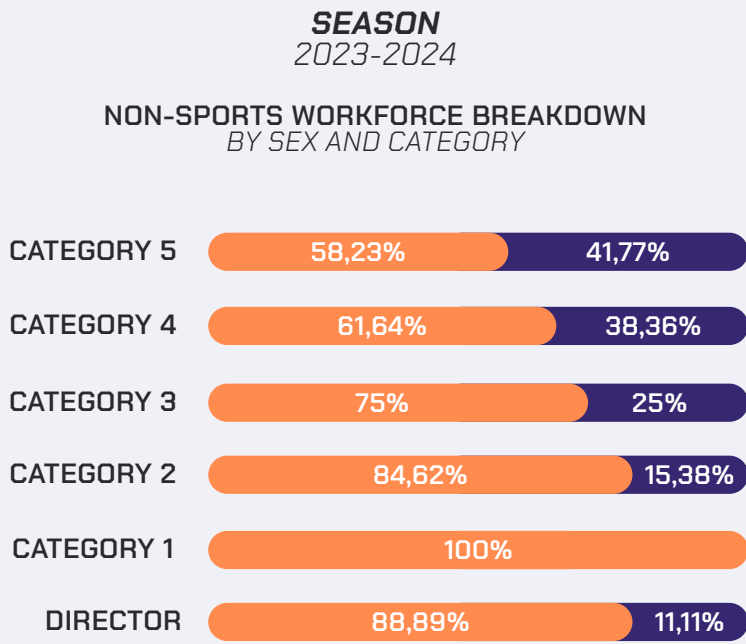
Human capital is a clear priority asset for the organization, and therefore it works to improve employment, working conditions and means, to promote conditions of equality and opportunity, adapting to needs and new times, and in turn reporting growth and value to the company.

At the end of the 2024-2025 season, the Group has a workforce of 427 employees, including non-sporting staff and sports staff. Tables with quantitative data on staffing are in the annexes.

Breakdown of the workforce by age and sex:



NOTE: Due to the characteristics of their professional group, 74.14% of sports personnel have fixed-term contracts and the percentage of this type of contract increases



NOTE: 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



INFORMATION REGARDING LAYOFFS
DURING THE 2024-2025 SEASON:

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

CATEGORY					
CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5	PD
0	0	0	0	0	4

INFORMATION REGARDING LAYOFFS
DURING THE 2023-2024 SEASON

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

CATEGORY					
CATEGORY 1	CATEGORY 2	CATEGORY 3	CATEGORY 4	CATEGORY 5	PD
0	1	2	0	0	0

Total personnel expenditure in the Valencia CF Group during the 2024-2025 season amounted to 84.0 million euros, of which 72.9 million euros are sports personnel (players and coaches) and 11.1 million euros are non-sports personnel.

The members of the Board of Directors, which during the 2024-2025 season has been made up of 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 (9 workers in the 2023-2024 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, updated in 2025, the duration of the annual working day is 1,784 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. During the period, the contents of this agreement have been updated, including the salary tables.

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

The Group, through its Strategic Sustainability Plan, is committed to achieving a series of objectives in the medium and long term:

- Elimination of the pay gap in all non-sports professional categories by 2028.
- Have training plans for all employees.
- Reduction of workplace accidents to zero.
- Form an internal ORP committee to analyse cases of serious accidents in order to apply corrective measures.
- Have policies and plans for disconnection from work.
- Have policies and plans for work-life balance.
- Implementation of a performance evaluation system.



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 8 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:

With regard to accidents at work, this season there have been 2 accidents, of which all have been women. It should be noted that, due to the characteristics of the sector and its jobs, occupational accidents of professional players are excluded from these calculations.

There have been no cases of occupational diseases in the 2024-2025 season (nor during the 2023-2024 season).

2024-2025 SEASON		
	ORP TRAINING HOURS	EMPLOYEES TRAINED
VALENCIA C.F.	267	84
OFFICIAL STORES VCF	34	17
TOTAL	301	101

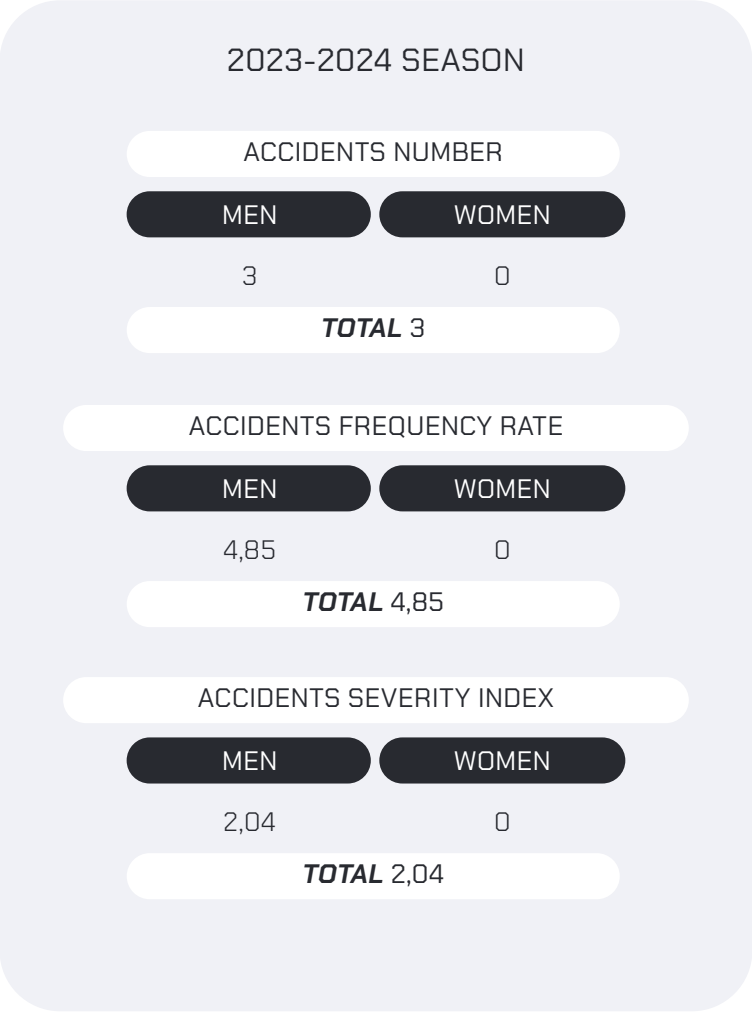
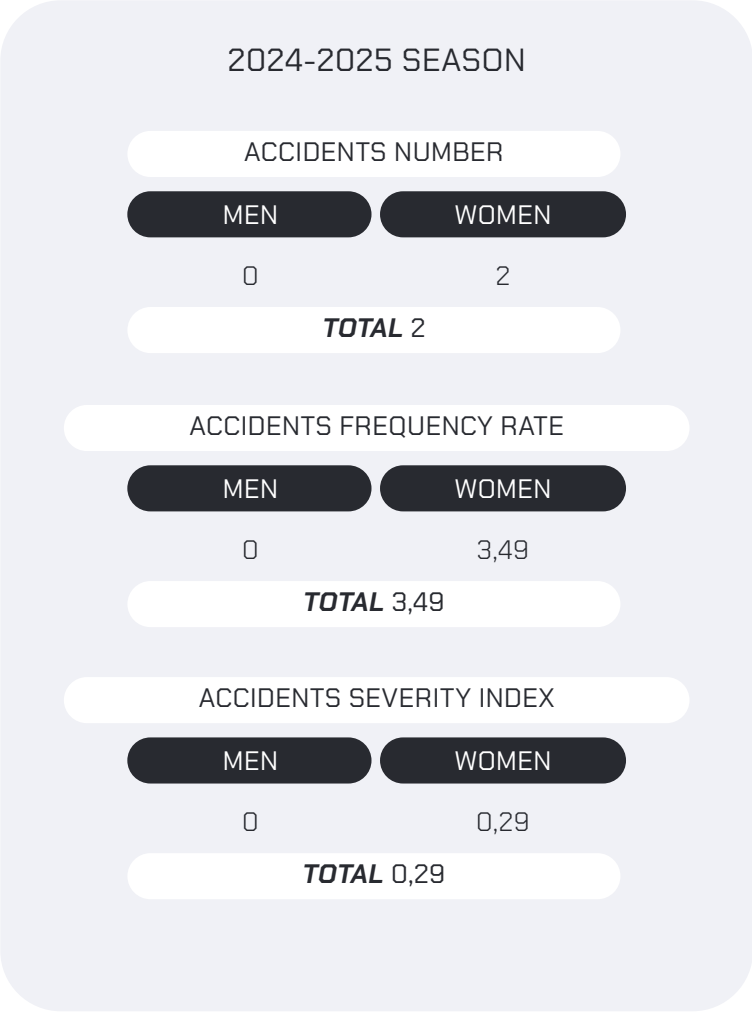
2023-2024 SEASON		
	ORP TRAINING HOURS	EMPLOYEES TRAINED
VALENCIA C.F.	184	50
OFFICIAL STORES VCF	52	26
TOTAL	236	76

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.

Nº SESSIONS OF ORP
WORKING GROUPS: 1

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.



In the 2024-2025 season, the total hours of absenteeism of the Valencia CF Group amount to 1,025 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 2023-2024 season were 1,058).

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



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. Likewise, any operational change that may occur in the organization is communicated to employees in the time and manner set out in the collective agreements.

100% NON-SPORTING PERSONNEL COVERED BY COLLECTIVE AGREEMENT IN THE 2024-2025 SEASON

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

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

→ **WhatsApp channel:** internal dissemination channel with relevant information on the Club's day-to-day life with notifications during working hours.

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

→ **Sending informative e-mails:** mailings are sent through various 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 2024-2025 season this amount has amounted to 177,460.00 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.

The reason for the significant increase in training hours (especially in categories 3 and 4) is given by training courses with many hours during the season. This goes hand in hand with one of the objectives of the Strategic Sustainability Plan.

2024-2025 SEASON

AVERAGE TRAINING HOURS

TOTAL AVERAGE	111,48
MEN AVERAGE	72
WOMEN AVERAGE	212

2024-2025 SEASON

AVERAGE TRAINING HOURS BY CATEGORY

	MEN	WOMEN	TOTAL HOURS
DIRECTOR	36	0	72
CATEGORY 1	147,50	0	295
CATEGORY 2	30,40	0	152
CATEGORY 3	137,89	36	1313
CATEGORY 4	25,25	251,11	2462
CATEGORY 5	0	0	0
SPORTING STAFF	31,50	0	126

2023-2024 SEASON

AVERAGE TRAINING HOURS

TOTAL AVERAGE	53,35
MEN AVERAGE	44,98
WOMEN AVERAGE	76,00

2023-2024 SEASON

AVERAGE TRAINING HOURS BY CATEGORY

	MEN	WOMEN	TOTAL HOURS
DIRECTOR	0	0	0
CATEGORY 1	94,25	0	377
CATEGORY 2	57,58	0	691
CATEGORY 3	46,13	28,00	738
CATEGORY 4	28,55	98,00	314
CATEGORY 5	46,56	94,67	419
SPORTING STAFF	29,62	0	385

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.

In the 2022-2023 season, the II Valencia CF Equality Plan came into force with a period of validity of four years.

The Group is committed to the establishment and development of policies that integrate equal treatment and opportunities, as well as the promotion and promotion of measures to achieve real equality within the organization, establishing equal opportunities between women and men as a strategic principle of the company's corporate and Human Resources management. In each and every one of the areas in

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.

In terms of Sexual Harassment Prevention, Valencia CF Group 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.

Valencia CF Group has also drawn up a specific action protocol against harassment and violence against LGTB IQA+ people.

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



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, in the 2022-2023 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.

The official stores have stairlifts to access all floors.

In the 2024-2025 season, the Group has passed an external audit of universal accessibility in its most touristic facilities (Mestalla stadium and official stores). This audit assesses hearing, cognitive, visual, reduced mobility and wheelchair accessibility, as well as family accessibility to spaces. In all of them, the reports have been favourable, obtaining the following scores out of 100:

INSTALLATION	AVERAGE SCORE
ESTADI DE MESTALLA	77,50
OFFICIAL STORE C/. COLÓN	80,17
OFFICIAL STORE MESTALLA	77,50



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 2024-2025 SEASON

0 HUMAN RIGHTS CLAIMS AND COMPLAINTS IN THE 2023-2024 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, one of the most important suppliers 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 the FLA's Fair Compensation strategy.

VCF WORLD – ZERO DISCRIMINATION

Last season, Valencia CF launched VCF WORLD, 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:

→ Flying of the representative flags against discrimination in the run-up to each of the matches played at Mestalla, coinciding with the departure of the players to the pitch.

→ Coinciding with the "International Day against Bullying" the Club supported the police in activities organized in schools.

→ In the run-up to the Valencia C.F. – Atlético de Madrid match, two players from the VCF Academy read a speech/manifesto against hate on the pitch.

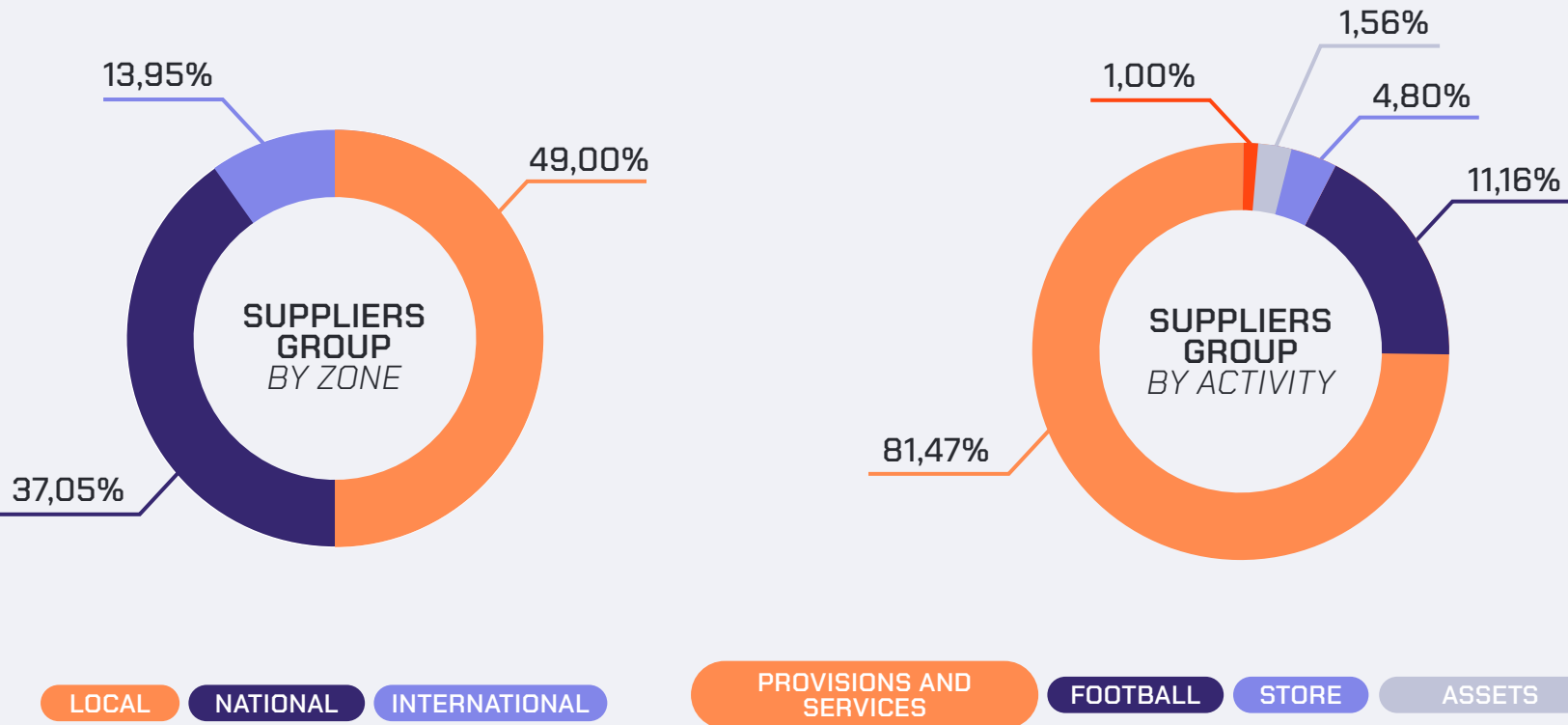
In addition, the Club always works with the mission of taking care of the fans, especially the elderly. For this reason, special attention is given to those over 65 years of age to overcome possible technological barriers that may exist in the new ticket and season ticket purchase processes. Likewise, special attention is paid to the stadium and an orientation service is provided to its seats.



RESPONSIBLE SUPPLY CHAIN

A descriptive summary of the Group's supply chain is given below. As can be seen, about 50% of the suppliers involved in this chain are of local origin (Valencian Community) and more than 86% 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.	758	46,83%	37,34%	15,83%	13,19%	84,17%	0,40%	1,85%	0,40%
TIENDAS OFICIALES VCF S.L.U.	128	60,94%	35,16%	3,91%	0,00%	65,63%	31,25%	0%	3,13%
LITORAL DEL ESTE S.L.U.	10	60,00%	40,00%	0,00%	0,00%	80,00%	0,00%	0,00%	20,00%
	896	49,00%	37,05%	13,95%	11,16%	81,47%	4,80%	1,56%	1,00%



EXTERNAL HUMAN CAPITAL MANAGEMENT

→ **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 2024-2025 season:

MATCHES AT MESTALLA STADIUM

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

The Group, through its Strategic Sustainability Plan, has committed to carrying out an analysis of the economic impact it generates on the environment before 2028.

→ **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.

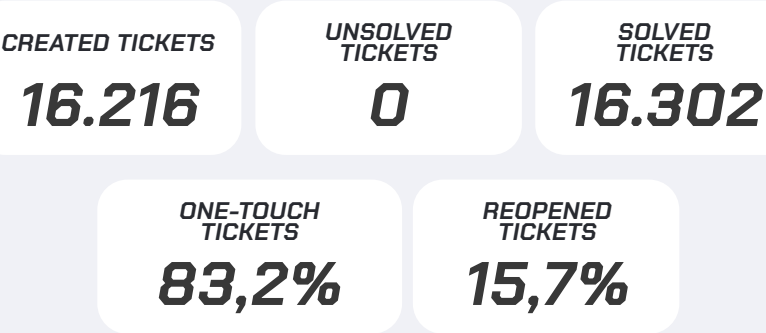
From a contact website (<https://support.valenciacf.com/>) any interested party can fill in a series of data that help to resolve possible incidents and/or request information.

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 until today, more than 110,000 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.

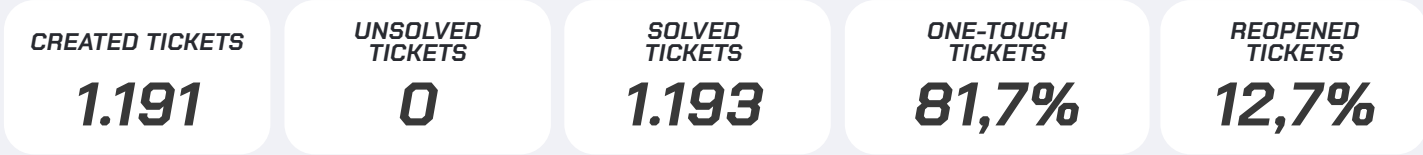
In the 2024-2025 season, 16,216 tickets have been managed:

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



**+16.200 → REQUESTS
ATTENDED**

Within this platform, all the customer service of the Official Stores is also managed, managing 1,191 requests throughout the season 2024-2025.



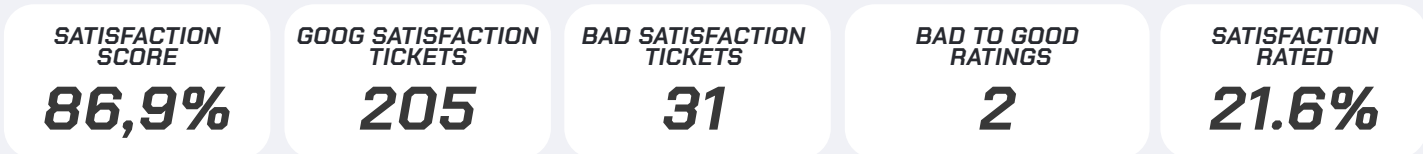
SATISFACTION SURVEYS

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 2024-2025 season, the following results have been obtained:

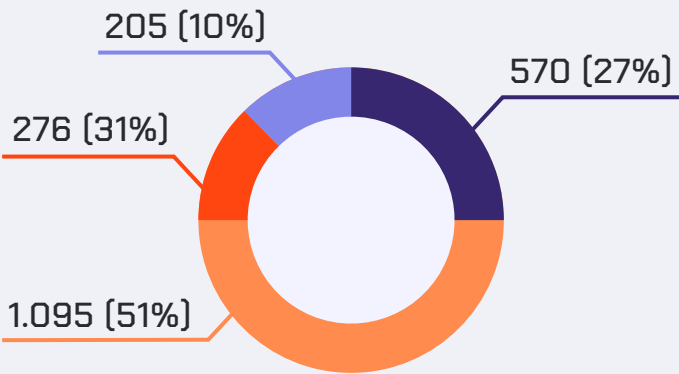
BREAKDOWN OF REQUESTS ATTENDED IN VALENCIA CF



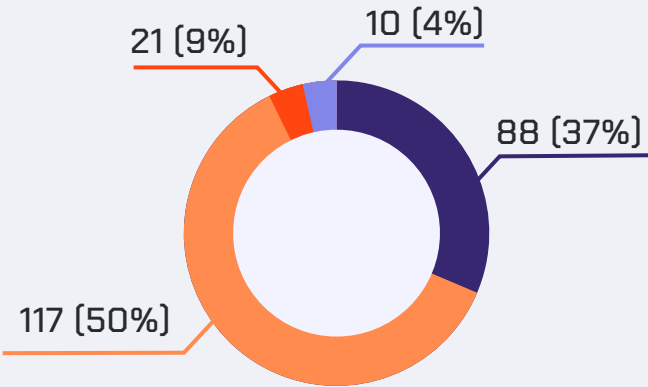
BREAKDOWN OF REQUESTS ATTENDED IN OFFICIAL STORES



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

The VCF Kids experience consists of the youngest Valencia C.F. fans being able to enjoy an unforgettable preview of each match. In a maximum group of 30 children, they greet the players in the dressing room tunnel, go out to the center of the field received by the Mestalla fans and take a group photo with the starting players.

This action is carried out by registering on the official website, is exclusive to Socios VCF, and is designed for fans between the ages of 5 and 12.

**10 → VCF KIDS EXPERIENCE MATCHES
IN THE 2024-2025 SEASON**

**217 → VCF KIDS
IN THE 2024-2025 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 7 times.

**+5.400 → FANS ACCOMPANIED THE TEAM
IN THE 2024-2025 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.



STH WITH MORE THAN 50 YEARS OF EXPERIENCE

The Club once again celebrated the act of tribute to its season ticket holders with more than 50 years of history. They were invited to spend an afternoon at Mestalla with their families and were part of an emotional meeting where the Club's ambassadors and

former players presented 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.

29 → STH HONORED IN
THE 2024-2025 SEASON



PARTNERSHIP ACTIONS

→ LES NOSTRES BANDES

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 1,600 musicians have been able to parade in front of the public at the Mestalla stadium.

1.590 → **MUSICIANS HAVE PARADED WITH THEIR BANDS THROUGH MESTALLA IN THE 2024-2025 SEASON**



TEAMS

VALENCIA CF – EINTRACHT 10/08/2024 (TROFEU TARONJA)

J1 VALENCIA CF – FC BARCELONA 17/08/2024

J4 VALENCIA CF – VILLARREAL CF 31/08/2024

J6 VALENCIA CF – GIRONA FC 21/09/2024

J7 VALENCIA CF – CA OSASUNA 24/09/2024

J10 VALENCIA CF – UD LAS PALMAS 21/10/2024

J12 VALENCIA CF – R.MADRID 03/01/2025

J16 VALENCIA CF – RAYO VALLECANO 07/12/2024

J18 VALENCIA CF – DEPORTIVO ALAVÉS 22/12/2024

J20 VALENCIA CF – REAL SOCIEDAD 19/01/2025

J22 VALENCIA CF – CELTA DE VIGO 02/02/2025

VALENCIA CF – FC BARCELONA 06/02/2025 (COPA DEL REY)

J23 VALENCIA CF – LEGANÉS 09/02/2025

J25 VALENCIA CF – AT. MADRID 22/02/2025

J27 VALENCIA CF – REAL VALLADOLID 08/03/2025

J29 VALENCIA CF – RCD MALLORCA 30/03/2025

J31 VALENCIA CF – SEVILLA FC 11/04/2025

J33 VALENCIA CF – RCD ESPANYOL 22/04/2025

J35 VALENCIA CF – GETAFE 10/05/25

J37 VALENCIA CF – ATHLETIC CLUB 18/05/25

BAND

Sociedad Unión Musical ‘Santa Cecilia’ de Guadassuar (Valencia)

Asociación musical ‘La Esperanza’ de Aspe (Alicante)

Unión Musical de Massamagrell (Valencia)

Sociedad Musical Eslava de Albuixech (Valencia)

Societat Artístico-Musical de Picassent (Valencia)

Centre Artístic Musical de Xàbia (Alicante)

Banda Juvenil Primitiva de Lliria (Valencia)

Unión Musical Casinense de Casinos (Valencia)

Unió Musical d'Aielo de Malferit (Valencia)

Societat Musical ‘La Nova’ de Xàtiva (Valencia)

Unión Musical de Higuieruelas (Valencia)

Unión Musical ‘Santa Cecilia’ de Canals (Valencia)

Agrupación Musical ‘Santa Cecilia’ del Grao de Valencia

Unión Musical de la Poble de Farnals (Valencia)

Unión Musical de Llanera de Ranes (Valencia)

Sociedad Musical ‘Santa Cecilia’ de Macastre (Valencia)

Societat Musical de la Llosa de Ranes (Valencia)

Sociedad Artístico Musical ‘El Valle’ de Càrcer (Valencia)

Sociedad Musical ‘La Artística’ de Chiva (Valencia)

Cultural Instructiva Unión Musical del Genovés (Valencia)





→ ESCOLES VCF PROGRAMME

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.

45 CHARTERED 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 7 countries around the world: the United States, Canada, Greece, Cyprus, Japan and South Korea.

The VCF Academy has hosted the II EDITION OF THE VCF ACADEMY COACHES CONVENTION, an international meeting with more than 50 coaches from Europe and America who are part of the different VCF Academy programs. These technicians participated during their stay in a specific training to deepen the identity and the game methodology of the Academy.

8 INTERNATIONAL ACADEMIES



→ VCF TECHNICAL PARTNER

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.

10 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.



→ 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 3,140,000 kg of essential food have been distributed to more than 131,500 beneficiaries. 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.

→ 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.

→ SOCIAL CONTRIBUTIONS – LALIGA, RFEF, AFE Y CSD

Valencia CF makes significant contributions as a result of the withholdings made on income from Television Rights. These contributions exceed 5 million euros as detailed below:

AMOUNT (IN MILLIONS OF EUROS)	BENEFICIARY ENTITY	PURPOSE
1,8		International promotion of the competition and compensation fund
1,2		Amateur Football Promotion
1,7		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
5,005	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 2024-2025 season regarding the complaints and claims received are set out below:

2024-2025 SEASON

1/ COMPLAINTS RECEIVED FROM THE CONSUMER OFFICE

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

2023-2024 SEASON

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.

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 2024. 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 26 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:

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.

EDUCATIONAL AGREEMENTS WITH UNIVERSITIES AND WITH THE MAS CAMARENA CENTRE

Academic development of the players.

360 ACADEMY

Complementary workshops with players.

PARENTS' SCHOOL

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

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.



→ 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 fourth edition of the VCF Academy World Cup, held from 27 to 29 June 2025, was represented by teams from the Americas, 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.

**+ 200 PLAYERS FROM
THE 14 TEAMS OF THE
VCF ACADEMY PROGRAMS**



→ NATIONAL AND INTERNATIONAL CAMPUSES

Valencia CF's summer camps have Academy coaches specialised in training children and young people. The national campus in Valencia is held in the Ciutat Esportiva de Paterna, and is aimed at boys and girls from 5 to 16 years old. More than 800 boys and girls from all over the world from more than 35 different nationalities participated in the 2024 summer camp.

+800 CHILDREN HAVE PARTICIPATED IN THE 2024 SUMMER CAMP IN VALENCIA

+35 DIFFERENT NATIONALITIES

Within the socio-educational activities included in the Summer Campus, the participating children attended several environmental and social awareness workshops:

→ Workshop on recycling and international cooperation given by the Red Cross Youth.

→ Battery recycling workshop by Ecopilas.

→ Exhibition of the Paralympic Karateka Carlos Huertas, and ambassador of the Valencia CF Foundation.

In addition, Valencia CF offers the possibility of organising VCF Campuses 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 Campus 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.

60 CAMPUSES ORGANIZED

+3.500 PLAYERS

20 DIFFERENT COUNTRIES

→ I VCF CAMP ARGENTINA

Valencia CF and Argentina have historically been associated in the world of football, and this close relationship has been reinforced this season with the first edition of VCF CAMP Argentina, in which more than 100 players enjoyed a full week of training at the Club Atlético Pilar facilities, in which they were able to learn about the methodology of the VCF Academy.

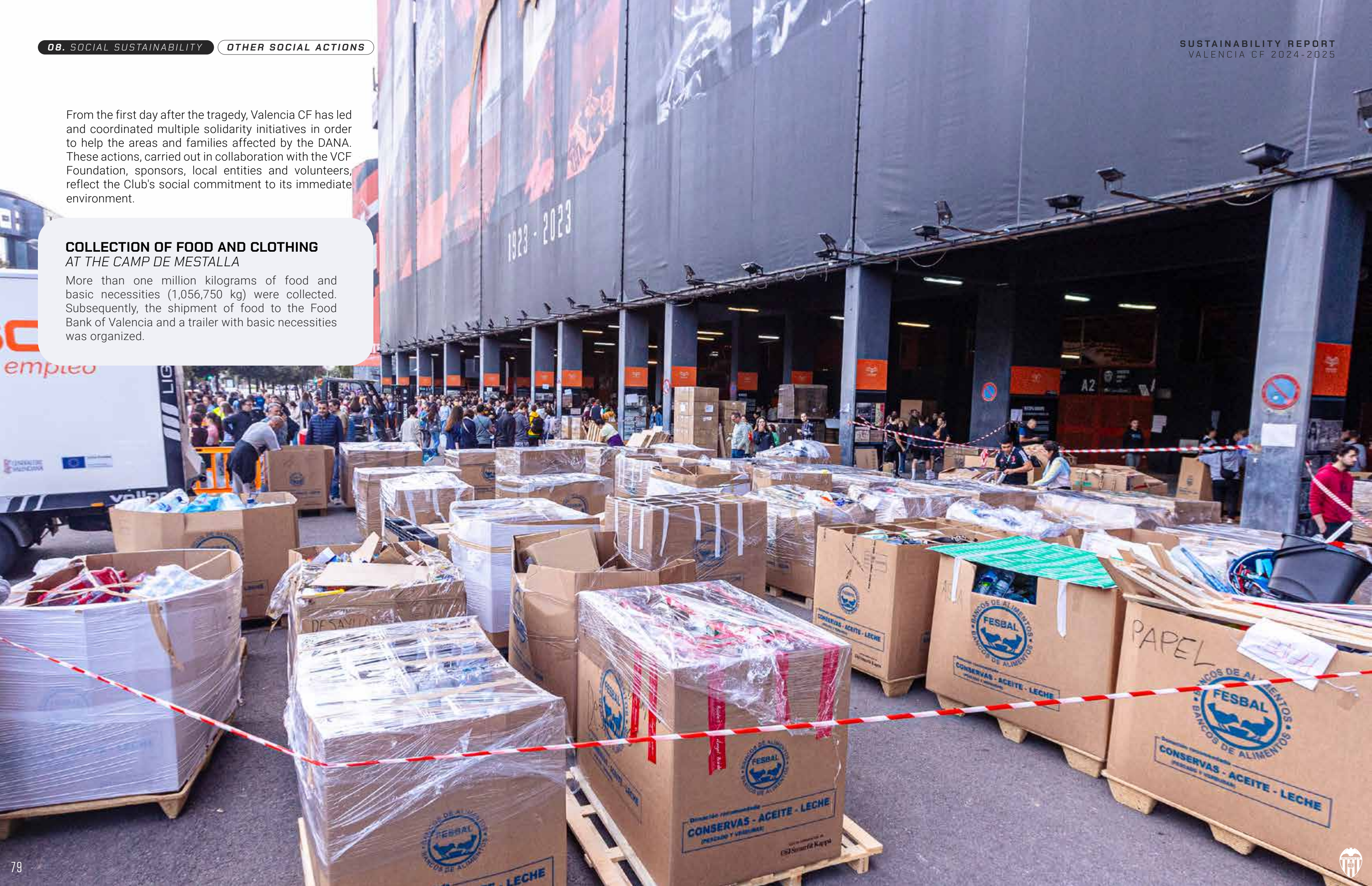


29.10.2024

From the first day after the tragedy, Valencia CF has led and coordinated multiple solidarity initiatives in order to help the areas and families affected by the DANA. These actions, carried out in collaboration with the VCF Foundation, sponsors, local entities and volunteers, reflect the Club's social commitment to its immediate environment.

COLLECTION OF FOOD AND CLOTHING AT THE CAMP DE MESTALLA

More than one million kilograms of food and basic necessities (1,056,750 kg) were collected. Subsequently, the shipment of food to the Food Bank of Valencia and a trailer with basic necessities was organized.



SOLIDARITY ACTION AT THE CEIP BLASCO IBÁÑEZ DE ALDAIA, a school that is part of the Escoles Cor Blanquinegre program of the VCF Foundation. 200 portions of food, dairy products and fruit were distributed, as well as gluten-free food for celiacs. School supplies and textiles were provided for children and volunteers.

SHIPMENT OF BEDDING MATERIAL TO THE CEM OF BÉTERA, which was responsible for distributing it in other mental health centers at ground zero. A truck with 100 bedding sets was also sent to the Benetússer Residence.

PREPARATION AND COLLECTION OF PALLETS OF CLOTHING TO HELP THE VICTIMS.

BLOOD DONATION AT THE CAMP DE MESTALLA with great social response (more than 600 tickets for the match against Rayo Vallecano were given away to all donors and medical personnel).



ORGANIZATION OF FREE BUSES so that season ticket holders from ground zero could enjoy Valencia CF matches at the Camp de Mestalla. Specifically, for matches:

- November 23: Valencia CF – Real Betis.
- December 8: Valencia CF – Rayo Vallecano.
- 15 December: Valencia CF Women - FC Barcelona Women.
- 22 December: Valencia CF – Deportivo Alavés.

ORGANIZATION OF FREE BUSES for Valencia CF Women and VCF Mestalla matches at the Antonio Puchades Stadium.

THE CLUB HOSTED SEVERAL AGREED SCHOOLS AFFECTED BY THE DANA, opening the Ciutat Esportiva since January so that the boys and girls could continue with their training.

VISITS TO AFFECTED FOOTBALL FIELDS with LALIGA. Active collaboration was carried out with the municipalities of Aldaia, Catarroja, Sedaví and, in a later phase, Algemesí.



DONATION OF THE REVENUE OF THE VALENCIA CF – REAL BETIS MATCH AND ACTS OF TRIBUTE TO THE VICTIMS, a total of 8,264 tickets were sold for a value of 325,357 euros, a collection that was paid in full into the SOLIDARITY ROW ZERO of the VCF Foundation and that Peter Lim, majority shareholder of Valencia CF, matched through a personal donation as a sign of solidarity with the victims of Valencia.



SPECIAL DAY OF THE GENUINE LEAGUE TO SUPPORT THOSE AFFECTED BY THE DANA

The VCF Foundation, together with the LALIGA Foundation, organized a special day of the Genuine League to support those affected by the DANA at the Ciutat Esportiva de Paterna, coinciding with Phase 2 of the competition.

COORDINATION OF BUSES AND TICKETS

for 1,000 attendees to the Valencia CF Women's - Levante Women's derby, with the participation of boys and girls from affected schools.

MANUFACTURE OF SOLIDARITY CASES

using the canvas exhibited in the Valencia CF – Real Betis match in November, through the VCF Foundation and in collaboration with the social enterprise PROYECTOS EXTRAORDINARIAS and Divina Seguros. This initiative stands out for its double commitment: social and environmental.

DELIVERY OF "UNITS COM SEMPRE" SOLIDARITY KITS

to schools in the affected localities.

REHABILITATION OF THE FOOTBALL FIELDS OF

Aldaia, Catarroja and Sedaví thanks to Valencia CF, through the VCF Foundation, LALIGA EA Sports, Divina Seguros and the donations contributed to the 'FILA CERO SOLIDARIA' through the initiative of the Club 'UNITS COM SEMPRE'

ORGANIZATION OF TOURNAMENTS

in the Ciutat Esportiva de Paterna with schools in affected areas.

LAUNCH OF CAMPAIGNS FOR THE 2025-2026 SEASON

with nods to the victims of the DANA and affected areas, including the new game shirts, the season ticket campaign and the Orange Trophy.

THE PRESENTATION OF THE FIRST SIGNING OF THE 2025-2026 SEASON

was attended by several children affected by the DANA in Aldaia.



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 1st RFEF, a reserve team in 3rd RFEF 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 2024-2025 season, the VCF Foundation has allocated 46.50% of its budget to the promotion of women's football.



→ ESCOLES COR BLANQUINEGRE PROGRAMME

The Escoles Cor Blanquinegre project of the Fundació València CF began its 9th edition in the 2024-2025 season. This season the main mission of the program was highlighted: to turn soccer into a social tool, for the integration of vulnerable groups as full citizens in society.

At the end of the season and as a result of the floods of October 2024, several ECBN teams from schools in the area affected by the DANA joined the program. Work has continued for equal opportunities in rural areas and to promote women's football.

The work methodology has been maintained and has consisted of the organization of periodic training by coaches of the VCF Academy male and female in schools and prisons to change lives. During the season, more than 300 children between 8 and 12 years old have participated in the program. The indirect beneficiaries have been more than 5000.

To date, more than 4,900 children have benefited and thanks to the joint work with 20 educational centers in the Valencian Community, fundamental objectives have been achieved 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.

COR
BLANQUINEGRE

+300

direct beneficiaries in the
2024-2025 season

+5000

indirect beneficiaries in
the 2024-2025 season

ESCOLES COR BLANQUINEGRE

	TEAMS	NUMBER OF BENEFICIARIES ANNUAL	NUMBER OF INDIRECT BENEFICIERIES
SEASON 2024/2025	20	330	5.050
SEASON 2023/2024	22	337	5.200
ACCUMULATED PREVIOUS SEASONS	238	4019	27.040

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 10 teams between male and female modalities, 278 direct participants and 4,750 indirect participants.

As part of the complementary activities, an inter-centre tournament was held for the first time at the Picassent Penitentiary Centre, where inmates from Fontcalent, Castellón I and Castellón II were also welcomed.

Finally, within this program, work has continued this season with the football team in the town of Bétera (Valencia), in which the participation of 16 mental health interns from the Provincial Mental Health Hospital and the CEEM of Bétera has been increased, and with a reach of 180 indirect beneficiaries. Its main objective is focused on working on socialization and improving health through the practice of regular physical activity.

The Diputació de València and Caixabank collaborate with this project.



→ DNA 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. In addition, they have been invited in recognition of their work to enjoy an experience at the Camp de Mestalla.

Beneficiary entities for the 2024-2025 season:

ADN Solidari 23-24, Inclusivo, ECBN, Valencianista Rural, Juntos por la vida, Asoc. Saharahui CV
Proyectos Extraordinarios
Gravity Wave
Cáritas Valencia
Fundación JIMB
Amunt contra el Càncer
Partido DANA
Plataforma del Voluntariat CV
Plataforma Intercultural de España
Proyecto Hombre Valencia
Obs. Valenciano Migraciones
Impacto Consciente
Fundación San Juan Bautista
Family Up
Afammer CV Mujeres Rurales
Mensajeros de la Paz CV
Asociación Valientes Valencia
Gremi de Llibrers de Valencia
Fundacion Adecco Valencia
Fundación Felisa
Escoles CBN, Delegación de Defensa, Delegación de Gobierno,
Centros educativos afectados DANA, entidades ADN MESTALLA SOLIDARI de la T. 23-24

+ 1.100

social beneficiaries have been able to
enjoy an experience at Mestalla in the
2023-24 season

→ 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 DI people since the 2011-2012 season and in its VCF Inclusive 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 DI collective. In turn, VCF Inclusivo also competes in the Regional Inclusive Soccer League, in the FEDDI League and participated in the USA Genuine Cup in Houston, USA.

This means that the VCF Inclusive, 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

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 DI collective has been reflected in the activity of the Escoles COR Blanquinegre DI since the 2017-2018 season and in the VCF DI Campus (9th edition in 2025), with the aim of facilitating the practice of football as a motivation for the personal development and social interaction of people with intellectual disabilities.

**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 the last 6 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 in 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 2024-2025 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
2024-2025 season



→ SCORE A GOAL AGAINST POVERTY

"Score a Goal in Poverty" is an educational Christmas campaign that has been carried out for 20 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. In the 2024-2025 season, more than 10,000 toys have been collected.

**+10.000 TOYS
COLLECTED**

→ CAMP DE NADAL AND THE WISHING TREE

This 2024-2025 season, the Camp de Mestalla opened its doors to host "Mestalla, Camp de Nadal" from December 24 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 12,000 people.

In addition, within the Christmas campaign, the activity "The Wishing Tree" has been carried out for the fourth 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 season.



COLLABORATIONS WITH LALIGA FOUNDATION

PARTICIPATION IN THE ACTION OF LALIGA AND THE NGO BLOOMSBURY FOOTBALL

Since the 2022-2023 season, Valencia CF has been participating in the LaLiga x Bloomsbury Football League in the United Kingdom, which aims to harness the power of football to transform the lives of young people. The VCF Foundation has donated black and white luggage to this programme, which organises men's and women's tournaments for children between 11 and 14 years old.



PARTICIPATION IN THE LALIGA ZA'ATARI PROJECT / AZRAQ SOCIAL 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 2024 its status as the best master's degree in sport management in Spain by the prestigious British publication SportBusiness, after having already been awarded in 2017, 2018, 2019 and 2022. Not only does it have the ranking at No. 1 in the ranking of best program at the national level, but at the European level it has achieved its classification in the top 5, being in the top 18 worldwide in 2024.

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.

16 Editions of the Master
International Sports Management

+755
STUDENTS

+75
DIFFERENT
NATIONALITIES



OTHER COLLABORATIONS AND ACTIONS

→ "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 Celta de Vigo, changing the symbol of mourning for that of hope and survival.

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



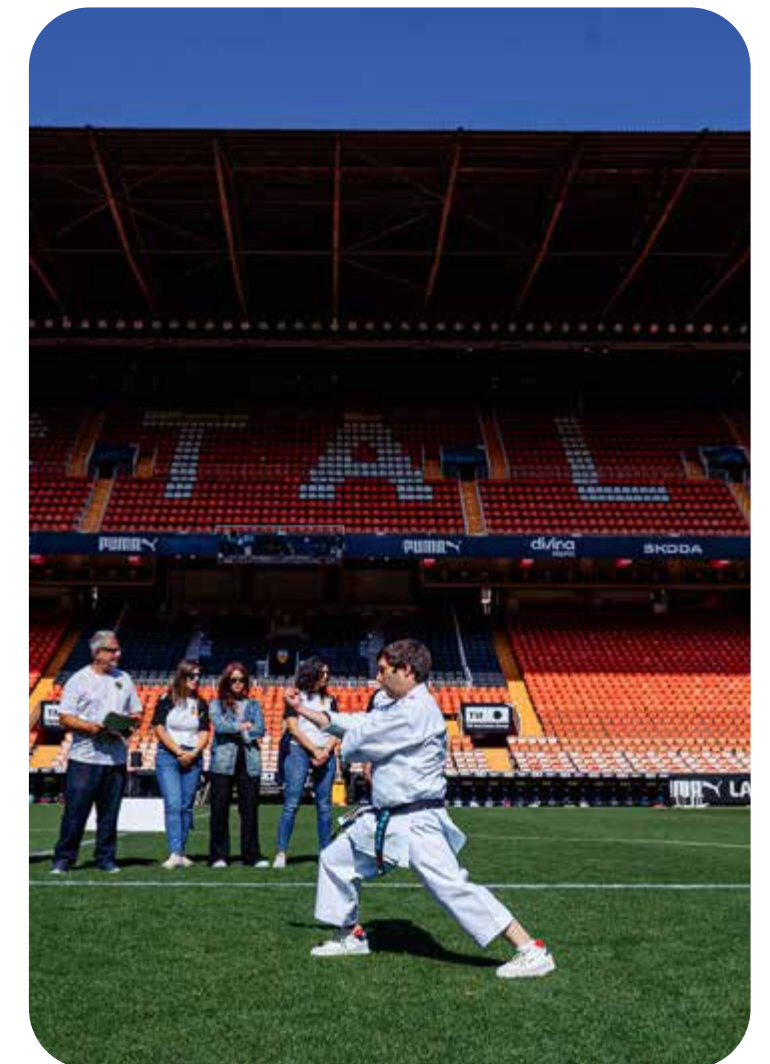
→ DONATION TO SOCIAL ENTITIES AND SPORTS EQUIPMENT

Valencia CF, through the VCF Foundation, has managed the donation of more than 14,500 units of sports equipment and school supplies 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

SOCIAL AND
CULTURAL ACTIONS

→ 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 Beniatjar, Gavarda, Montroi and Tavernes de la Valldigna, which, together with the 3 towns of the first edition and the 5 of the second, already accumulate 12 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.

POPULATION	ARTIST	STIMATED AUDIENCE
BENIATJAR	MORENO, YEKO, SINK, XEMAYO, PAUCEDA Y MAWE	50.000
GAVARDA	DRIDALI	60.000
MONTRÓI	SUCRI Y FURYO	55.000
TAVERNES DE LA VALLDIGNA	KEONI	100.000



HERITAGE

SOCIAL AND
CULTURAL ACTIONS

→ 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.

→ FORUMS AND EXHIBITIONS

The Department of Heritage and Museum of the Valencia CF Foundation ensures that the memory of the Club's 106 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 2024-2025 season:

CENTENARY OF THE BIRTH OF
ANTONIO PUCHADES CASANOVA

In the plenary session of the Sueca City Council in July 2024, the year 2025 was declared as the year Puchades, on the 100th anniversary of the birth of the historic player. Valencia CF joined this outstanding event through different initiatives that have taken place during the season. The first was in the first league match, where Puchades' nieces and the mayor of Sueca were given a copy of the institutional gift that the Club has given this year in each match played: a picture of Puchades playing with a player from the rival team, from that time.

As part of the Centenary events, the Foundation has actively collaborated in the realization of various events, including the exhibition "Els nostres ídols. Puchades" that was inaugurated on April 1 in the Saló de Reines of the Diputació de València and that during 2025 will tour several towns in the province of Valencia:

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:

POPULATION	EXHIBITION	LOCATION	DATES
ALFAFAR	ELS NOSTRES ÍDOLS: SAURA	CENTRE CULTURAL L'OLIVERIA	CE 3 AL 15 SEP T. 2024 NTRE CULTURAL L'OLIVERIA
ALBAL	UN SENTIMENT ETERN (ADAPTADA AL PÒBLIC JUVENIL)	CEIP SAN BLAS ESCOLES COR BLANQUINEGRE	19 AL 23 DE MA Y O DE 2025
LA TORRE (VALÈNCIA)	UN SENTIMENT ETERN (ADAPTADA AL PÒBLIC JUVENIL)	CEIP PADRE MANJO N ESCOLES COR BLANQUINEGRE	26 AL 30 DE M AYO DE 2025

POPULATION	ESTIMATED AUDIENCE
Saló de Reines de la Diputació de València	600
Casa Cultural de Utiel	500
Gavarda	400



09

ANNEXES



A/ INDEX 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.	5,16,25,38,39,64
	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	38,39
	Main risks related to these matters and related to the group's activities, including, where relevant and proportionate, its business relationships, products or services that may have negative effects in these areas.	GRI 3-3 Management of material issues	26,27,38

ENVIRONMENTAL ISSUES

AREAS		MARCO DE REPORTING	REFERENCE [PAGE]
Environmental management	Current and foreseeable effects of the company's activities	GRI 3-3 Management of material issues	46
	Environmental assessment or certification procedures	Internal Criterion/ GRI 201-2 Financial implications and other risks and opportunities arising from climate change (Accounting Criterion)	46
	Resources dedicated to the prevention of environmental risks	GRI 2-23 Commitments and policies	46
	Application of the precautionary principle	Law 26/2007 on Environmental Liability (if applicable)	46
	Amount of provisions and guarantees for environmental risks		46
Contamination	Measures to prevent, reduce or repair carbon emissions (also includes noise and light pollution)	GRI 3-3 Management of material issues	47,48
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
	Actions to combat food waste	GRI 3-3 Management of material issues	NO MATERIAL
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
	Consumption of raw materials	GRI 3-3 Management of material issues GRI 301-1 Materials used by weight or volume	51
	Direct and indirect energy consumption	GRI 302-1 Energy consumption within the organization	52
	Measures taken to improve energy efficiency	GRI 3-3 Management of material issues	52
	Use of renewable energies	GRI 302-1 Energy consumption within the organization	52
Climate change	Important elements of greenhouse gas emissions generated	GRI 305-1 Direct GHG emissions (scope 1) GRI 305-2 Indirect GHG emissions associated with energy (scope 2) If applicable: GRI 305-3 Other indirect GHG emissions (scope 3)	53
	Measures taken to adapt to the consequences of climate change	GRI 3-3 Management of material issues	46
	Voluntarily established reduction targets	GRI 3-3 Management of material issues	53
Protecting biodiversity	Measures taken to preserve or restore biodiversity		54
	Impacts caused by activities or operations in protected areas	GRI 3-3 Management of material issues	54

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11/2018 AND GRI CROSS-REFERENCES

This material refers to GRI 1 Foundations, 2021.

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	56 + ANEXOS
	Total number and distribution of employment contract modalities		56 + ANEXOS
	Annual average of indefinite, temporary and part-time contracts by sex, age and professional category	GRI 2-7 Employees*	ANEXOS
	Number of dismissals by sex, age and professional category	GRI 401-1 New hires and staff turnover	57
	Wage gap	Internal frame: the calculation has been made with the following formula: (Ps. Half Women – Salt. Half Men)/ Salt. Medium Men	ANEXOS
	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.	ANEXOS
	Average remuneration of directors by sex		57 + ANEXOS
	Average remuneration of managers by sex		ANEXOS
	Implementation of labor disconnection policies	GRI 3-3 Management of material issues	57
	Employees with disabilities	GRI 405-1 Diversity in governing bodies and employees.	57
Organization of work	Organization of working time	GRI 3-3 Management of material issues	57
	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	57,60
Health and safety	Occupational health and safety conditions	GRI 403-1 Occupational Health and Safety Management System	58
	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)	58

AREAS		MARCO DE REPORTING	REFERENCE [PAGE]
Social Relationships	Organisation of social dialogue	GRI 3-3 Management of material issues	59,60
	Percentage of employees covered by collective agreement by country	GRI 2-30 Collective bargaining agreements	59
	Assessment of collective agreements, particularly in the field of health and safety at work	GRI 3-3 Management of material issues	59
	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	59,60
Formation	Policies implemented in the field of training	GRI 404-2 Employee Skills Enhancement Programs and Transition Assistance Programs.	60
	Total number of training hours by professional category.	Internal framework	60
Universal accessibility for persons with disabilities		GRI 3-3 Management of material issues	61
Equality	Measures taken to promote equal treatment and opportunities for women and men	GRI 3-3 Management of material issues	60
	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	60
	Integration and universal accessibility of persons with disabilities	GRI 3-3 Management of material issues	61
	Policy against all types of discrimination and, where appropriate, diversity management	GRI 3-3 Management of material issues GRI 2-23 Commitments and policies	60

*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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11/2018 AND GRI CROSS-REFERENCES

This material refers to GRI 1 Foundations, 2021.

INFORMATION ON RESPECT FOR HUMAN RIGHTS

AREAS	MARCO DE REPORTING	REFERENCE [PAGE]
Implementation of human rights due diligence procedures	GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns GRI 3-3 Management of material issues	62,63
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	62,63
Complaints of human rights violations	Internal framework: quantitative information on the number of complaints.	62
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	62,63

INFORMATION ON THE FIGHT AGAINST
CORRUPTION AND BRIBERY

AREAS	MARCO DE REPORTING	REFERENCE [PAGE]
Measures taken to prevent corruption and bribery	GRI 2-25 Processes to remedy negative impacts GRI 2-23 Commitments and policies GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns	38-40
Measures to combat money laundering	GRI 2-25 Processes to remedy negative impacts GRI 2-23 Commitments and policies GRI 2-26 Mechanisms for Seeking Advice and Raising Concerns	38-40
Contributions to foundations and non-profit organizations	Internal framework: quantitative information on the number of complaints.	44

COMPANY INFORMATION

AREAS	MARCO DE REPORTING	REFERENCE [PAGE]
The company's commitments to sustainable development	Impact of societal activity on employment and local development	GRI 3-3 Management of material issues 64,65
	Impact of the activity of society on local populations and on the territory	GRI 3-3 Management of material issues 64,65
	Relations with local community actors and the modalities of dialogue with them.	GRI 3-3 Management of material issues 64-73
	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. 19,21-23 64-73
Subcontracting and suppliers	Inclusion of social, gender equality and environmental issues in procurement policy	GRI 3-3 Management of material issues 64,65
	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 65
	Monitoring and audit systems and their results	65
Consumers	Measures for the health and safety of consumers	GRI 3-3 Management of material issues 42
	Complaint systems	GRI 2-16 Communication of critical concerns GRI 2-25 Processes to remedy negative impacts 38,65,66
	Complaints received and resolution	GRI 2-25 Processes to remedy negative impacts Internal framework: information on complaints and opportunities for improvement 65,66,73
Tax Information	Benefits obtained on a country-by-country basis	GRI 207-4 Country-by-country reporting 28,41
	Taxes on profits paid	GRI 207-4 Country-by-country reporting 41
	Public subsidies received	GRI 201-4 Financial assistance received from the government 41

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

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
 Goal 3: Ensure healthy lives and promote well-being for all at all ages.	Target 3.d Strengthen the capacity of all countries, particularly developing countries, in early warning, risk reduction and management of national and global health risks.	<ul style="list-style-type: none">_Promote healthy lifestyle habits through sports practice and healthy eating to children of the VCF Academy and their families._Promote healthy lifestyle habits through talks given in schools by VCF Academy players._Encourage sports practice among boys and girls through national and international campuses and schools._Have specialized personnel in nutrition, medicine and physical preparation for all sports templates._Collaboration through the VCF Foundation with health centers for the research and development of programs focused on health and well-being._Promotion of alliances through the Innovation Hub of the Club with leading companies in the field of medicine, medical research and sports medicine for the development of research and development projects in this field.
 Goal 4: Ensure inclusive, equitable and quality education and promote lifelong learning opportunities for all.	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. 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. 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.	<ul style="list-style-type: none">_Promotion of study habits among the players of the lower categories of the VCF Academy._Individual monitoring and support to players of lower categories through the education department of the VCF Academy._Alliances with educational centers so that sports personnel (players and technicians) have at their disposal quality and specialized training._Through the Talent Management department, support and individualized follow-up to players in each of the stages of their sporting life._Training through integrity workshops._Training of Academy players in financial self-management._Sensitization and sensitization to all staff on equality and the fight against violence and xenophobia.
 Goal 5: Achieve gender equality and empower all women and girls.	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. 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.	<ul style="list-style-type: none">_Support and promotion of women's football through the VCF Foundation with the transfer of the Valencia CF brand._Integration of the Women's Football Academy with the Men's Football Academy in the facilities of the Ciutat Esportiva de Paterna._Compliance with the measures established in the Equality Plan for the Group.

B/ SUSTAINABLE DEVELOPMENT GOALS.



Goal 6: Ensure availability and sustainable management of water and sanitation for all.

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.

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.

_Use of pesticides and non-polluting products for the maintenance of the grass fields located in the Group's facilities.

_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.

_Collection of rainwater on the roof of the gym of the sports city for later use in the irrigation of the training fields.

_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.

_Domotization of irrigation systems.

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



Goal 7: Ensure access to affordable, secure, sustainable and modern energy.

Target 7.2 By 2030, substantially increase the share of renewable energy in the energy mix.

_Contracting through the electricity supplier the supply of energy from renewable sources. 100% of the electricity consumed is green energy.

_The boilers of the sports city work with biomass.

_The generation of domestic hot water in the Mestalla stadium is by Aerotermia.

_Progressive replacement of air conditioning and lighting devices to achieve better energy efficiency ratios.

_Replacement of all the lighting of the training fields of the sports city with LED lighting.

_Installation of electric chargers for vehicles in the Ciutat Esportiva de Paterna.



Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all.

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.

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.

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.

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.

_Since 2020, creation and maintenance of the Valencia CF Innovation Hub program, in order to promote innovative projects related to the world of sport.

_Continuous search for innovations and improvements in the Group's business areas.

-More than 98% of the Group's non-sporting staff have permanent contracts.

_100% of non-sporting staff covered by the collective agreement.

_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.

_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.

_Implementation and compliance with the measures contained in the Group's Compliance Manual.

_Implementation and compliance with the measures established in the Equality Plan for the Group.

_Preventive policy of occupational accidents and Health and Safety Committee made up of 3 representatives.



Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation.

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.

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.

_Since 2020, creation and maintenance of the Valencia CF Innovation Hub program, in order to promote innovative projects related to the world of sport.

_The project of the new stadium will involve the replacement of one facility by another 100% sustainable and of quality.



Goal 10: Reduce inequality within and between countries.

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.

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.

_Valencia CF Inclusive: teams aimed at facilitating the practice of football among people with intellectual disabilities.

_Participation of Valencia CF Inclusiva in LaLiga Genuine.

_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.

_Development of the Escoles Cor Blanquinegre Project in prisons and in schools and care centers for minors.

_Support and promotion of women's football.

_Alliances and collaborations with non-profit entities.

_Universal accessibility in all Group facilities.

_Other social actions with the VCF Foundation.



Goal 11: Make cities more inclusive, safe, resilient and sustainable.

Target 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.

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.

_Exhibitions, tributes and activities that promote the preservation of the heritage and culture that surround Valencia CF.

_Implementation of a Waste Management System to reduce the environmental impact generated by the Group's companies.



Goal 12: Ensure sustainable consumption and production patterns.

Target 12.2 By 2030, achieve sustainable management and efficient use of natural resources.

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.

Target 12.5 By 2030, significantly reduce waste generation through prevention, reduction, recycling and reuse.

_Reduction of paper consumption through the implementation of digitalization projects in the Group's companies.

_Reduction of water consumption by replacing the grass of the playing and training fields.

_Use of pesticides and non-polluting products for the maintenance of the grass fields located in the Group's facilities.

_Implementation of a Waste Management System to reduce the environmental impact generated by the Group's companies.

B/ SUSTAINABLE DEVELOPMENT GOALS.

	OBJECTIVE	GOALS	ACTIONS
	Goal 13: Take urgent action to combat climate change and its effects.	Target 13.3 Improve education, awareness-raising and human and institutional capacity for climate change mitigation, adaptation, impact reduction and early warning.	<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.
	Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.	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.	<ul style="list-style-type: none">_Action Trees x Goals in forests of Lliria.
	Goal 16: Promote just, peaceful and inclusive societies.	<p>Target 16.1 Significantly reduce all forms of violence and related mortality rates worldwide.</p> <p>Target 16.5 Significantly reduce corruption and bribery in all its forms.</p> <p>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.
	Goal 17: Revitalize the Global Partnership for Sustainable Development.	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.	<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:

2024-2025 SEASON													
	MANAGEMENT				SPORTING STAFF				NON-SPORTING STAFF				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
VALENCIA C.F.	8	2,04%	1	0,26%	206	52,55%	0	0,00%	128	32,65%	49	12,50%	392
OFFICIAL STORES VCF S.L.U.	0	0,00%	0	0,00%	0	0,00%	0	0,00%	11	31,43%	24	68,57%	35
GROUP	8	1,87%	1	0,23%	206	48,24%	0	0,00%	138	32,55%	73	17,10%	427

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
OFFICIAL STORES VCF S.L.U.	0	0,00%	0	0,00%	0	0,00%	0	0,00%	9	28,13%	23	71,88%	32
GROUP	8	1,92%	1	0,24%	201	48,32%	0	0,00%	135	32,45%	71	17,07%	416

2024-2025 SEASON													
	18-29 YEARS				30-50 YEARS				+51 YEARS				TOTAL
	MEN	%	WOMEN	%	MEN	%	WOMEN	%	MEN	%	WOMEN	%	
GROUP	127	29,74%	16	3,75%	179	41,92%	42	9,84%	47	11,01%	16	3,75%	427

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

C/ HUMAN CAPITAL TABLES

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

2024-2025 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	24	85,71%	4	14,29%	28	100%
CATEGORY 3	17	73,91%	6	26,09%	23	100%
CATEGORY 4	40	59,70%	27	40,30%	67	100%
CATEGORY 5	54	60,00%	36	40,00%	90	100%
TOTAL	147	66,52%	74	33,48%	221	100%

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%

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

2024-2025 SEASON

	CONTRACT MODALITY				TYPE OF SHIFT			
	PERMANENT	%	TEMPORARY	%	FULL-TIME	%	PART-TIME	%
MEN	196	73,13%	157	98,74%	302	84,12%	51	75,00%
WOMEN	72	26,87%	2	1,26%	57	15,88%	17	25,00%
18-29 YEARS	28	10,45%	115	72,33%	122	33,98%	21	33,88%
30-50 YEARS	179	66,79%	42	26,42%	180	50,14%	31	60,29%
+ 51 YEARS	61	22,76%	2	1,26%	57	15,88%	6	8,82%
MANAGEMENT	9	3,36%	0	0,00%	9	2,51%	0	0,00%
CATEGORY 1	4	1,49%	0	0,00%	4	1,11%	0	0,00%
CATEGORY 2	28	10,45%	0	0,00%	26	7,24%	2	2,94%
CATEGORY 3	22	8,21%	0	0,00%	21	5,85%	1	1,47%
CATEGORY 4	63	23,51%	0	0,00%	61	16,99%	2	2,94%
CATEGORY 5	88	32,84%	7	4,40%	73	20,33%	22	32,35%
PD	54	20,15%	152	95,60%	165	45,96%	41	60,29%

NOTE: 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.

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	3,56%	0	0,00%	9	2,89%	0	0,00%
CATEGORY 1	4	1,58%	0	0,00%	4	1,29%	0	0,00%
CATEGORY 2	25	9,88%	1	0,61%	24	7,72%	2	1,90%
CATEGORY 3	24	9,49%	0	0,00%	23	7,40%	1	0,95%
CATEGORY 4	73	28,85%	0	0,00%	71	22,83%	2	1,90%
CATEGORY 5	71	28,06%	8	4,91%	57	18,33%	22	20,95%
PD	47	18,58%	154	94,48%	123	39,55%	78	74,29%

NOTE: Due to the characteristics of their professional group, 74.14% 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 2024-2025:

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

2024-2025 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	TOTAL	
CATEGORY 2	- €	- €	- €	47.208,97 €	44.738,17 €	46.818,84 €	- €	- €	- €	47.492,72 €	50.798,23 €	48.333,63 €	-6,96%
CATEGORY 3	- €	- €	- €	40.637,90 €	44.180,10 €	41.818,63 €	- €	- €	- €	42.381,05 €	43.341,48 €	42.642,98 €	-2,27%
CATEGORY 4	29.087,93 €	29.377,73 €	29.232,83 €	33.719,64 €	29.764,82 €	32.344,05 €	41.716,72 €	36.188,34 €	39.203,82 €	34.738,56 €	31.127,58 €	33.377,05 €	10,39%
CATEGORY 5	23.451,18 €	23.442,70 €	23.447,32 €	24.475,30 €	21.388,05 €	24.101,09 €	26.218,41 €	24.850,04 €	25.686,27 €	24.758,55 €	23.544,75 €	24.445,31 €	4,90%
TOTAL	29.509,43 €	25.138,42 €	27.899,06 €	33.918,77 €	32.746,56 €	33.628,32 €	40.901,39 €	33.072,77 €	38.465,81 €	40.934,49 €	35.455,34 €	39.812,45 €	13,39%
TVCF	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	SALARY GAP
CATEGORY 4	- €	- €	- €	24.303,35 €	23.175,87 €	23.598,68 €	- €	- €	- €	24.303,35 €	23.175,87 €	23.017,65 €	4,64%
CATEGORY 5	15.876,00 €	15.876,00 €	15.876,00 €	17.051,80 €	16.525,18 €	16.683,17 €	- €	- €	- €	16.784,22 €	16.184,78 €	16.954,29 €	3,57%
TOTAL	16.576,05 €	15.839,38 €	15.913,05 €	21.946,93 €	19.142,96 €	20.240,17 €	- €	- €	- €	20.998,92 €	17.669,49 €	18.715,88 €	15,86%

NOTE 1: 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 2: The table does not provide information on the average remuneration and the wage gap for category 1, category 2 (under 30 years of age), and category 2 (over 51 years of age) in the company Valencia CF and category 3 and category 5 (over 51 years of age) of the company VCF Official Stores because there are no women in these categories or there is only one and it would expose personal data. Likewise, the categories without data and excluded from the grades do not have employees in that age range and category.

NOTE 3: Information of managers 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. However, it is taken into account for the calculation of the total company and in the total distribution by sex.

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	TOTAL	
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 €	49.754,25 €	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 €	45.811,47 €	-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 €	34.105,10 €	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 €	24.796,64 €	-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 €	41.280,38 €	12,80%
TVCF	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	SALARY GAP
CATEGORY 4	-	-	-	24.303,35 €	23.175,87 €	23.598,68 €	-	-	-	24.303,35 €	23.175,87 €	23.598,68 €	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 €	16.315,09 €	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 €	18.957,54 €	20,10%

NOTE 4: The reduction of the wage gap in the Tiendas Oficiales VCF company is due to the updating of the salary tables of the agreement by which the workers of this company are governed. The average remuneration of Valencia CF's 51+ employees has decreased because of several retirements of employees with a lot of seniority in the company.

D/ AUDITORS' VERIFICATION REPORT

