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JUVENTUS FOOTBALL CLUB

Press release

Faithful translation of the Italian version

Turin, 10 February 2003

Juventus Football Club: Board of Directors approves report for 2nd Quarter '02-'03 and the purchase of land from the subsidiary Campi di Vinovo S.p.A.

The Board of Directors of Juventus Football Club S.p.A., chaired by Vittorio Caissotti di Chiusano, today approved the results for the second quarter of the 2002/2003 financial year (October-December 2002).

The first six months of the 2002/2003 financial year

The first half of 2002/2003 closes with a negative **Net Result** for €4.2 million, a decrease compared to the positive result of €37.3 million for the corresponding period of the previous year following the fall in management of **Players' Registration Rights** (negative for 19.5 million euros due to the fact that the net income from the disposals of players' registration rights only partially compensated amortisation, against a positive result of €37.4 million of the first half of 2001/2002). In contrast, the first half of the 2002/2003 financial year showed an improvement in the Gross Operating Margin compared to the corresponding period of the previous year (positive for €9.3 million, against a negative result of €2 million).

Revenues of the first half of 2002/2003 amounted to about €96.8 million, an increase of 14.2% compared to about €84.8 million in the first half of 2001/2002 thanks to the increase in ticket sales, the higher income from television, radio and telephone rights and revenues from the U.E.F.A. Champions League, the increase in revenue from sponsorship and commercial income and the rise in other revenues

Operating Costs of the first six months of 2002/2003 came to a total of about €87.5 million, an increase of 0.7% compared to about €86.8 million in the first half of 2001/2002 essentially following higher costs for rents and leases, which more than compensated for the reduction in personnel expenses (about €58 million, against about €62 million in the first half of 2001/2002).

The **Gross Operating Margin (EBITDA)** for the first six months of 2002/2003 was positive for €9.3 million, a significant improvement compared to the negative result of €2 million in the first half of 2001/2002.

As far as **financial aspects, assets and liabilities** are concerned, it should be noted that:

- **Shareholders' Equity** at 31 December 2002 was €93.6 million, a decrease compared to the €99.5 million at 30 June 2002 principally due to the net loss for the six months and the distribution of the dividend decided by the Shareholders' Meeting of 28 October 2002.
- the **Net Financial Position** at the end of December 2002 was positive for €34.8 million, a reduction compared to the positive result of €95 million at the end of June 2002.

The positive result of €34.8 million stems from cash at bank and on hand for €32.8 million (€92.9 million at 30 June 2002) and from financial assets for €2 million (€2.2 million at 30 June 2002) held by non-related third parties. The Net Financial Position does not therefore include any debt and/or credit position towards related parties.

As regards the effects of seasonality of the economic items and advance payments received on the net financial position (with the related impacts at the level of Net Working Capital in terms of prepaid income), it should be underlined that at 31 December 2002 €7.5 million had been received out of a total of €7.8 million related to the 2002/2003 Season Ticket Campaign and that the sums deriving from encrypted television rights contracts will be received in June 2003. More in detail, the sums for the 2004/2005 season will be received (for a sum of about €74.9 million) in June 2003, while the sums pertinent to the 2002/2003 financial year (for a sum of about €64.6 million) were received in the 2000/2001 financial year.

FINANCIAL ASPECTS SUMMARY TABLE

Figures in EUR/000

Year 2001/2002		First Year 2002/2003		First Half 2001/2002	
		2nd Quarter 2002/2003	1st Quarter 2002/2003	2nd Quarter 2001/2002	1st Quarter 2001/2002
95,040	NET FINANCIAL POSITION/(INDEBTEDNESS)				
-	- short term (*) positive/(negative) components	34,760	56,534	70,399	46,719
95,040	- mid-long term (*) positive/(negative) components		-		-
	TOTAL	34,760	56,534	70,399	46,719
27,950	FREE CASH FLOW AVAILABLE				
	(variation for the period)	(21,766)	(38,319)	23,507	(20,498)
54,883	VARIATION IN NET WORKING CAPITAL	(29,694)	(32,390)	(33,912)	44,502
not applicable	DEBT/EQUITY RATIO	not applicable	not applicable	not applicable	not applicable

(*) Figures at the end of the relevant period.

The second quarter of 2002/2003

The quarterly economic results reflect the strongly seasonal nature of the business.

The second quarter of the 2002/2003 financial year closes with a negative **Net Result** of €4.7 million, an improvement compared to the negative result of about €19.6 million in the corresponding period of the previous year.

Revenues for the second quarter of 2002/2003 amounted to €58.7 million, an increase of 19.7% compared to the about €49.1 million in the corresponding period of the previous year.

The **Operating Costs** for the second quarter of 2002/2003 came to €49.2 million, up 8.9% compared to the €45.2 million in the corresponding period of the previous year.

The **Gross Operating Margin** for the second quarter of 2002/2003 was positive for €9.6 million against a positive balance of €3.9 million in the second quarter of 2001/2002.

Significant events since 31 December 2002

On 29 January 2003 the registration rights of the player Davide Baiocco were loaned to Piacenza F.C. S.p.A., for a sum of €50,000, and the registration rights of the player Emiliano Moretti were loaned to F.C. Modena S.p.A., for a sum of €50,000. Both transfers are effective until 30 June 2003.

At the end of the second phase (from 2 January to 31 January 2003), the **2002/2003 Transfer Campaign**, also taking into account the termination of player sharing and the acquisition of options, entailed a total financial loss of €9.4 million (investments for €39.1 million and terminations of player sharing and the acquisition of options which led to a



negative financial effect of €8.3 million, net of disposals for €38 million). The economic effect, also including terminations of player sharing and gross of any additional expenses, was positive for €15.8 million. The temporary purchases and disposals of players' registration rights led to a net negative economic and financial effect for €8.1 million. The overall negative financial result will therefore be €17.5 million of which:

- €16.8 million will be settled through the LNP (expenditure of €15.2 million in the 2002/2003 season; expenditure of €2.7 million in the 2003/2004 season; receipt of €1.1 million in the 2004/2005 season). The expenditure of €15.2 million will have an impact on the net financial position at 30 June 2003, while the remaining negative balance of €1.5 million will reduce the net working capital at the end of the 2002/2003 financial year.
- €2 million will be received directly from foreign football clubs (expenditure of €3.1 million in the 2002/2003 season; receipt of €2.6 million in the 2003/2004 season; receipt of €2.5 million in the 2004/2005 season). The expenditure of €3.1 million will have an effect on the net financial position at 30 June 2003, while the positive balance of €5.1 million will be recorded in accounts in credit items and will, therefore, increase the net working capital at the end of the 2002/2003 financial year.
- €2.7 million (payment for consultancy services provided by sports agents) will be settled directly.

As regards the **Stadium project**, on 17 January 2003 Juventus Football Club presented the draft outline of the technical plans for restructuring the "Stadio Delle Alpi" to the Commission for "Bilancio e Patrimonio" and the Commission for "Cultura, Sport e Tempo Libero" of the City of Turin. Once the administrative procedure is completed, the project will be finalised in the coming months.

Business Outlook

As is usual, the outlook for the 2002/2003 financial year will be significantly influenced by results in the football season. The increase in revenues and the careful management of operating costs should enable an improvement on operating profitability, while the Net Result will be affected by the reduction in net income from the management of players' registration rights compared to the 2001/2002 Transfer Campaign. In the 2001/2002 season, the Transfer Campaign had a positive impact on the income statement for the period (including terminations of player sharing) for €114.1 million.

The six-monthly report will be submitted for the approval of the Board of Directors meeting to be held on 28 March 2003.

* * *

Purchase of land from the subsidiary Campi di Vinovo S.p.A.

At today's meeting, the Board of Directors voted to purchase from the company Campi di Vinovo S.p.A., 99.96% controlled by Juventus (related party), part of the land owned by the subsidiary, needed to create the Sports Centre that will be used for the preparation and training of the Juventus First Team and youth sector.



The area, located in the municipality of Vinovo covers an area of approximately 156,000 sq.m.. Originally used as a sports venue (horse racing and golf), now stopped, it is currently not in use. The Company, on the basis of the results of a sworn assessment specially commissioned from an independent professional expert, has set with the seller a price for the investment of €3.75 million.

Juventus will be able to finance the investment with its own funds available or, as a sports company, have access to low-interest finance provided by the Istituto per il Credito Sportivo.

As provided for in Article 71-bis of Consob Regulation 11971/99, the Juventus Board of Directors thus decided, with the abstention of its Chief Executive Officer (being also Chairman of the subsidiary company Campi di Vinovo), that the economic conditions of the initiative are consistent with market values and cannot generate risks related to potential conflicts of interest with its own subsidiary company Campi di Vinovo.

The operation in fact enables both companies to obtain an economic return from the better exploitation and enhancement of the area.

None of the directors or managers of Juventus and Campi di Vinovo has personal interests in the operation voted and likewise no modification to the remuneration of directors in relation to this operation is envisaged.

* * *

The Board of Directors also noted the organisational change in the Finance, Planning and Control department, responsibility for which was assigned to Mr. Michele Bergero as of 1 February 2003, who replaces in this position Mr. Fabrizio Prete, who has been appointed to other duties in the IFI Group.

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The tables in the Balance Sheet and Income Statement given below have been reclassified following financial analysis criteria in order to make them easier to read and to facilitate analysis of the Company's economic, asset and financial data. In particular, the Income Statement has been drawn up following a scheme that distinguishes "operations excluding players' management" from "players' management". The purpose of this scheme is to represent the profits and losses deriving from the disposal of players' registration rights and from the termination of player sharing contracts ex art. 102 bis N.O.I.F., the costs and revenues deriving respectively from the acquisitions and temporary disposals of players' registration rights as well as the costs related to the amortisation of these players' registration rights and to the exercise of options. In the Income Statement the contingent assets and liabilities have been reclassified as extraordinary items and costs related to third party guarantees in favour of the Company have been reclassified under Net Financial Income/(Loss). In addition, for 2001/2002 financial year, fees, commissions and charges related to the stock market listing have been reclassified as extraordinary items. The reclassification criteria chosen make it possible, in any case, to compare each item with those envisaged by the regulations in force for the annual accounts.

RECLASSIFIED BALANCE SHEET

EUR/000

30/06/2002	31/12/2002	30/09/2002	Change	31/12/2001	Change
343,269 - <i>Players' registration rights</i>	335,682	335,348	334	362,964	-27,282
(122,690) - <i>Accumulated amortisation</i>	(131,322)	(116,013)	-15,309	(105,920)	-25,402
220,579 Net players' registration rights	204,360	219,335	-14,975	257,044	-52,684
712 Other net intangible fixed assets	672	694	-22	714	-42
7,722 Net tangible fixed assets	7,508	7,620	-112	9,049	-1,541
21,896 Net investments	29,866	29,864	2	21,836	8,030
250,909 NET FIXED ASSETS	242,406	257,513	-15,107	288,643	-46,237
118,542 - <i>Net receivables from football clubs</i>	87,336	86,563	773	126,218	-38,882
(153,893) - <i>Payables to football clubs</i>	(99,684)	(98,366)	-1,318	(158,008)	58,324
(35,351) Net credit/(debit) position to other football clubs	(12,348)	(11,803)	-545	(31,790)	19,442
36,049 Other operating receivables	41,020	62,915	-21,895	35,235	5,785
(226,042) Other operating payables	(191,932)	(244,066)	52,134	(185,608)	-6,324
(225,344) NET WORKING CAPITAL	(163,260)	(192,954)	29,694	(182,163)	18,903
(21,071) SEVERANCE INDEMNITY AND OTHER FUNDS	(20,316)	(21,057)	741	(45,939)	25,623
4,494 NET INVESTED CAPITAL	58,830	43,502	15,328	60,541	-1,711
99,534 SHAREHOLDERS' EQUITY	93,590	100,036	-6,446	130,940	-37,350
(2,172) Current financial assets (*)	(1,977)	(1,985)	8	(2,472)	495
(92,861) Bank and post-office deposits (*)	(32,775)	(54,539)	21,764	(67,904)	35,129
(7) Cash at bank and in hand (*)	(8)	(10)	2	(23)	15
(95,040) NET FINANCIAL POSITION (*)	(34,760)	(56,534)	21,774	(70,399)	35,639
4,494 FINANCIAL POSITION	58,830	43,502	15,328	60,541	-1,711
MEMORANDUM ACCOUNTS					
39 Third-party assets held by the Company	61	61	-	40	21
1,256 Company assets held by third parties	1,993	1,256	737	1,248	745
113,409 Guarantees given	115,543	115,569	-26	130,429	-14,886
14,932 Guarantees received	10,666	10,487	179	68,372	-57,706
- Options granted by third parties	21,526	21,526	-	-	21,526
- Options granted by the Company	1,807	1,807	-	-	1,807
24,606 Forward agreements	139	139	-	7,529	-7,390
154,242 TOTAL MEMORANDUM ACCOUNTS	151,735	150,845	890	207,618	-55,883

(*) Negative values indicate positive balances.

The Quarterly Report at 31 December 2002 is unaudited



1897

RECLASSIFIED INCOME STATEMENT

EUR/000

Year 2001/2002				First Half 2002/2003			First Half 2001/2002		
Oper. excl. players' manag.	Players' manag.	Total		Oper. excl. players' manag.	Players' manag.	Total	Oper. excl. players' manag.	Players' manag.	Total
14,663	-	14,663	Ticket sales	8,068	-	8,068	7,798	-	7,798
			Television, radio and telephone rights and						
104,023	-	104,023	Champions League revenues	53,557	-	53,557	50,543	-	50,543
			Sponsorship, commercial and other related						
45,443	-	45,443	activities	24,737	-	24,737	20,273	-	20,273
10,907	297	11,204	Other revenues	9,999	446	10,445	6,077	146	6,223
175,036	297	175,333	Total revenues	96,361	446	96,807	84,691	146	84,837
(1,959)	-	(1,959)	Materials, goods and accessories	(981)	-	(981)	(1,103)	-	(1,103)
(28,132)	-	(28,132)	Services	(12,554)	-	(12,554)	(13,830)	-	(13,830)
(2,819)	(247)	(3,066)	Rents, leases and related costs	(1,775)	(3,069)	(5,444)	(1,445)	(117)	(1,562)
(136,691)	-	(136,691)	Personnel costs	(57,995)	-	(57,995)	(61,985)	-	(61,985)
(18,304)	-	(18,304)	Other operating costs	(9,070)	(1,435)	(10,505)	(8,366)	-	(8,366)
(187,905)	(247)	(188,152)	Total operating costs	(82,375)	(5,104)	(87,479)	(86,729)	(117)	(86,846)
(12,869)	50	(12,819)	Gross operating margin	13,986	(4,658)	9,328	(2,038)	29	(2,009)
(940)	(68,215)	(69,155)	Depreciation and amortisation	(377)	(30,782)	(31,159)	(456)	(34,350)	(34,806)
(11,529)	-	(11,529)	Provisions and write-offs	(848)	-	(848)	(7,259)	-	(7,259)
698	(2,154)	(1,456)	Net financial income/(loss)	1,846	2,750	4,596	496	(2,154)	(1,658)
(465)	-	(465)	Adjustment to financial assets	(195)	-	(195)	(165)	-	(165)
-	116,210	116,210	Income/(loss) from players' registration rights	-	13,169	13,169	-	123,863	123,863
(25,105)	45,891	20,786	Income (loss) before extraordinary income and taxes	14,412	(19,521)	(5,109)	(9,422)	87,388	77,966
(4,187)	-	(4,187)	Extraordinary income/(loss)	1,892	-	1,892	(5,368)	-	(5,368)
(29,292)	45,891	16,599	Earnings before taxes	16,304	(19,521)	(3,217)	(14,790)	87,388	72,598
		(10,466)	Total taxes for the period			(968)			(35,348)
		6,133	Net income			(4,185)			37,250

The Quarterly Report at 31 December 2002 is unaudited



STATEMENT OF CASH FLOW

EUR/000

YEAR	2nd Quarter	1st Quarter	2nd Quarter	1st Quarter
2001/2002	2002/2003	2002/2003	2001/2002	2001/2002
(12,819) Gross Operating Margin (EBITDA)	9,579	(251)	3,877	(5,886)
(215,898) - Purchases	(362)	(39,011)	(30)	(208,232)
43,659 + Disposals (Outstanding Cost)	22	24,787	-	33,423
116,210 + Net capital gains (losses)	(22)	13,191	-	123,863
= Net investment in Players' Registration				
(56,029) Rights	(362)	(1,033)	(30)	(50,946)
(75,663) - Variation in net receivables from football clubs	(773)	31,979	1,242	(84,590)
95,900 - Variation in net payables to football clubs	1,318	(55,527)	(16,120)	116,136
(11,883) - Variation in net operating receivables	21,895	(26,866)	8,471	(18,788)
46,529 - Variation in net operating payables	(52,134)	18,024	(27,505)	31,744
54,883 Variation in Net Working Capital	(29,694)	(32,390)	(33,912)	44,502
(13,965) Free Operating Cash Flow	(20,477)	(33,674)	(30,065)	(12,330)
465 Other positive asset items	8	187	-173	338
15,245 Other negative asset items	(741)	(14)	(2,625)	42,738
(6,634) Other net investments	(60)	(8,034)	(84)	(6,223)
Variations in Shareholders' Equity				
62,642 - Capital increase	-	-	62,642	-
(1,123) - Dividends distributed	(1,451)	-	-	(1,123)
(578) - Other variations	(306)	-	(144)	(144)
(1,920) Financial operations	1,322	3,079	248	(2,071)
(10,466) Fiscal operations	(497)	(471)	547	(35,895)
Other items:				
(11,529) - Write-downs and accruals for risks	(214)	(634)	(1,673)	(5,586)
(4,187) - Extraordinary income (expenses)	650	1,242	(5,166)	(202)
27,950 Free Cash Flow available	(21,766)	(38,319)	23,507	(20,498)
27,950 Variation in cash-in-hand and at bank	(21,766)	(38,319)	23,507	(20,498)

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