



**Our game:
Taking responsibility.**

Sustainability Report for the 2016/17 season

Echte Liebe.



»» The calibre of a football club lies in how it fulfils its social responsibilities. ««

Franz Jacobi.

First BVB chairman until 1923.



102-14

Responsibility – the BVB way

Increasingly, BVB holds a special place in the hearts of football fans not just in Dortmund and the surrounding region, but also the world over. We offer more than just thrilling on-the-pitch action: our Westphalian roots, passionate supporters, loyal club members and brand stand for tradition and community. Our intensely eventful history has moulded BVB's enduring, authentic image.

Our past athletic and financial performance has been far from immaculate and the memories of major crises are etched into BVB's conscience. We have learnt the lessons from these crises and set out on a path that has made us who we are today. We pursue our goals with undying devotion and strive to overcome every obstacle in our way together. These experiences have shaped our character. They keep us humble, while motivating us give our all and compete to the best of our ability.

Our tireless efforts to cultivate the Borussia Dortmund brand and the sporting success of the past few years are ultimately why we are in a financially sound position today from which we can operate and continue to grow. We are aware of the responsibility that this entails and fully plan to shoulder this responsibility from a sporting, financial, social and ecological standpoint. Respect, integrity and candour are crucial values in this regard. That is why we consider it our duty to create and refine sustainable structures.

The 2016/17 season

The 2016/2017 season also left its marks off the pitch, confronting us with events that presented new challenges. That the team was able to find the right solutions on the pitch is all the more impressive. In a remarkable display of solidarity and sheer mental strength, the team successfully capped off the season by winning the DFB Cup and by directly qualifying for the UEFA Champions League.

BVB also ended the past financial year on a positive note financially, once again setting a club record by generating revenue of EUR 406 million and a consolidated net profit of EUR 8.2 million.

Actively taking responsibility

The events of the past season more than ever made clear to us the necessity of implementing more professional organisational structures to manage our steadily growing range of responsibilities. This of course begins by optimally preparing our squad in face of the competition. However, we also place great value on ensuring the safety of our spectators, team and employees. We also need to be more attentive of and better react to the needs of the BVB family.

From the very outset, Borussia Dortmund has shouldered its social responsibility by working with our fans, club members and fan organisations on a wide range of projects. Forming our "leuchte auf" non-profit foundation was our way of demonstrating and doubling down on our long-term commitment.

We are well aware that Borussia Dortmund stands for more than just football and we fully accept this responsibility. We began by heightening our awareness of the key issues, taking a close, hard look at the status quo. As a next step, we will use the insight gained to flesh out our approach to these key issues. And together we will write the next chapter in the successful history of our club.

We hope you enjoy reading our inaugural sustainability report and we hope that what you find on these pages will inspire you!



Hans-Joachim Watzke

Thomas Treß

Hans-Joachim Watzke
Chairman of the Management

Thomas Treß
Managing Director

Echte Liebe.


















BVB at a glance

Football key figures

During the financial year, our team was put to the test like never before. The events surrounding the attack on the team shook all of us to the core. In the face of shock, uncertainty and an injured teammate, the team's response was all the more impressive. In a collective display of solidarity, the team grew even closer and achieved remarkable success:

By finishing third in the Bundesliga, the team secured its return to the UEFA Champions League. The highlight of the season was the team lifting the coveted DFB Cup for the fourth time in the club's history.

2016/17 table

		Played	W	D	L	GF/GA	GD	Pts.
1.	 FC Bayern Munich	34	25	7	2	89:22	+67	82
2.	 RB Leipzig	34	20	7	7	66:39	+27	67
3.	 Borussia Dortmund	34	18	10	6	72:40	+32	64
4.	 1899 Hoffenheim	34	16	14	4	64:37	+27	62
5.	 1. FC Cologne	34	12	13	9	51:42	+9	49
6.	 Hertha BSC	34	15	4	15	43:47	-4	49
7.	 SC Freiburg	34	14	6	14	42:60	-18	48
8.	 SV Werder Bremen	34	13	6	15	61:64	-3	45
9.	 Borussia Mönchengladbach	34	12	9	13	45:49	-4	45
10.	 FC Schalke 04	34	11	10	13	45:40	+5	43
11.	 Eintracht Frankfurt	34	11	9	14	36:43	-7	42
12.	 Bayer 04 Leverkusen	34	11	8	15	53:55	-2	41
13.	 FC Augsburg	34	9	11	14	35:51	-16	38
14.	 Hamburger SV	34	10	8	16	33:61	-28	38
15.	 1. FSV Mainz 05	34	10	7	17	44:55	-11	37
16.	 VfL Wolfsburg	34	10	7	17	34:52	-18	37
17.	 FC Ingolstadt 04	34	8	8	18	36:57	-21	32
18.	 SV Darmstadt 98	34	7	4	23	28:63	-35	25

Financial key figures

We remain on track to meet our long-term financial plan and closed out the financial year with a net profit for the seventh year running – an achievement that has since become par for the course, but is by no means a matter of course. We set another club record by generating some EUR 406 million in revenue.

We plan on continuing along this path in the current season. A strategic focus and a solid economic foundation will continue to serve as the basis for our work in all of our business areas.

Borussia Dortmund KGaA (HGB)

EUR '000	2016/17 30/06/2017	2015/16 30/06/2016
Equity	348,307	347,487
Capital expenditure	104,506	44,260
Gross revenue	356,390	327,117
Operating result (EBITDA)	61,040	74,147
Result from operating activities (EBIT)	51	26,400
Financial result (investment income and net interest expense)	7,514	6,543
Net profit for the year	6,339	28,262
Cash flows from operating activities	784	29,275
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	0.07	0.31

Borussia Dortmund Group (IFRS)

EUR '000	2016/17 30/06/2017	2015/16 30/06/2016
Equity	312,302	309,542
Capital expenditure	104,738	44,849
Gross revenue	409,936	379,767
Operating result (EBITDA)	74,073	86,668
Result from operating activities (EBIT)	10,658	36,430
Financial result (investment income and net interest expense)	-1,539	-2,096
Consolidated net profit for the year	8,209	29,436
Cash flows from operating activities	4,795	35,228
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	0.09	0.32

102-7

Contents



INTRO

Introductory remarks	2
BVB at a glance – facts and figures	4
Contents	6

CELEBRATE MATCH DAY! A day full of responsibility

Overview	from 8
Before the match	10
Dedication, Support, Travel, Security	
1st half	16
Fan culture, Team, Fan merchandise, Revenue	
Halftime	22
Refreshments, Origin, Social media, Our pitch	
2nd half	28
Energy, New talent, Appeal, Success	
After the match	34
Press, Partners, Cleaning up, Helping hand	

SUSTAINABLE DEVELOPMENT IN ACCORDANCE WITH GRI* STANDARDS

Staying the course! Status of and outlook for the 25 material topics	from 40
Sustainability context	42
Organisational structure	44
Material areas	46

Economic approach – Our financial responsibility	from 48
Management approach	50
Direct economic performance	51
– Ticketing	54
– Merchandising	56
Indirect economic impacts	57
Procurement practices	58
Compliance and risk management	60

Athletic development – A sustainable plan for athletic development	from 62
Management approach	64
Ensuring peak performance	65
Promoting youth football	70

Environmental responsibility – Environmentally conscious behaviour	from 74
Management approach	76
Energy and climate protection	77
Water and wastewater	80
Mobility	81
Waste and use of resources	82

Social responsibility – Issues that matter from 84

Fans and club members	from 86
Management approach	87
The fan community	88
– Club members	90
Fan behaviour	91
Tradition	94

Employees	from 96
Management approach	97
Employment	98
Occupational health and safety	100
Training and education	102
Diversity and equal opportunity	103

Society	from 104
Management approach	105
BVB brand	106
Sponsors	109
“leuchte auf” foundation	110
Media / social networks	114

Product responsibility	from 116
Management approach	117
Spectator safety	118
Product quality	122
Marketing and labeling	123

APPENDIX

GRI Standards Content Index	124
About this report / Publication details	128

*GRI: Global Reporting Initiative



Celebrate match day!

A day full of responsibility.

Anticipation! Excitement! Sustainability!

Match day is a special day in Dortmund and beyond. It represents the epicentre of all the excitement, passion and hard work for far longer than just 90 minutes.

And that is precisely why it also reflects many aspects of BVB's sustainable development. Sustainability means having a comprehensive, long-term plan to secure the club's success while living up to our corporate social responsibility.

In this report, we would like to highlight a wide range of topics surrounding sustainability at Borussia Dortmund on any given match day. For more detailed information, please see the relevant section in the second half of the report beginning on page 40.



Vor dem Sp

Before the match:
Everyone working towards a
common goal.

DEDICATION: 756 employees
SUPPORT: 55,000 season tickets
TRAVEL: 79,712 spectators per match
SECURITY: 750 stewards

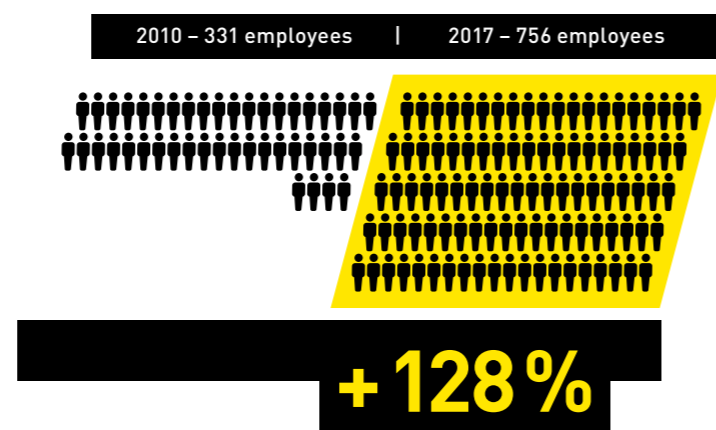


DEDICATION

7:30 a.m. Wake up, it's match day!

For some, celebrating match day also means working on match day. BVB's success in recent years has also placed greater demands on our employees. Success within the company requires organisation. And that's only possible with a team of well-rested employees who we promote and support.

Our team: dedicated and competent employees.



For more information, see → **Employees** on page 96.

SUPPORT

12:30 p.m. Off to Kreuzviertel!

Fans attend matches dressed in black and yellow. They meet up with friends everywhere in Dortmund – that's the ritual. Season tickets are coveted, and many fans have held one for years – no one gives them up. Almost no one: only 0.12% of season tickets are returned. Now that's what we call vital support.

Real Love: Fans, Community, Identity.

For more information, see → **Ticketing** on page 54.



55,000
season tickets

0.12%
return rate for
season tickets

66
season tickets



TRAVEL

1:00 p.m. On the way – major event at SIGNAL IDUNA PARK.

Although the stadium boasts more than 10,000 parking spaces, public transport is a better way to get there. After all, the ticket includes the fare for public transport. With some 80,000 spectators per home match, that's an important contribution to protecting the environment.

Protect the environment and calm your nerves.

For more information, see → **Mobility** on page 81.



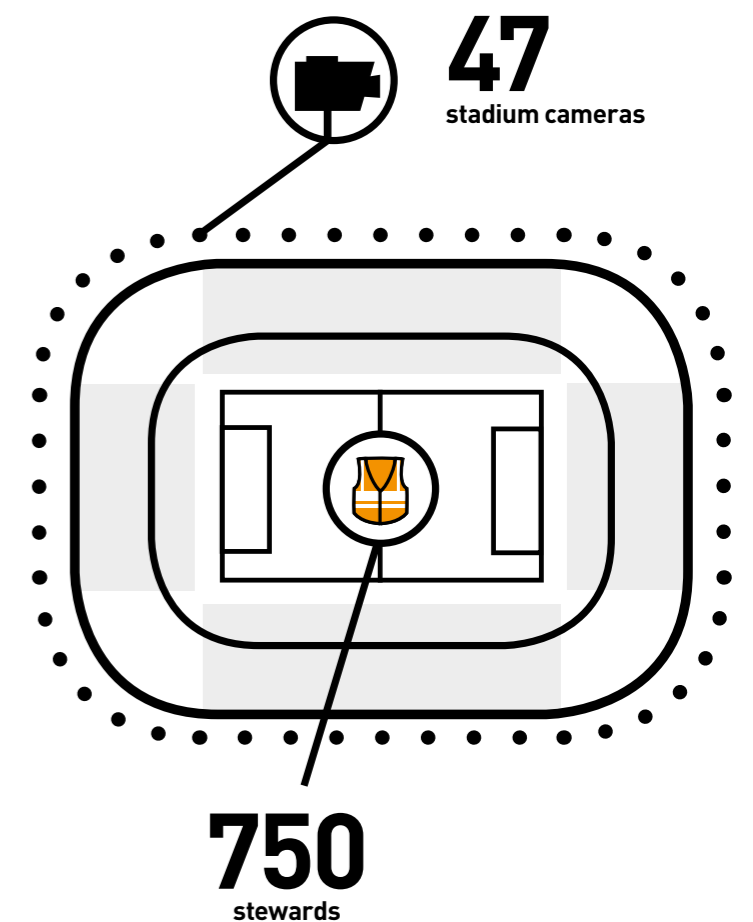
SECURITY

1:30 p.m. Welcome! Your ticket, please.

Our highest priority is the safety of our visitors. The stadium's situation room deploys and coordinates more than 750 stewards using state-of-the-art communications and video technology, while remaining in close contact with the police providing security on match day.

Safe, enjoyable experiences.

For more information, see → **Spectator safety** on page 118.





1st half:

Full throttle. Fans. Solidarity.

FAN CULTURE: 788 supporters' clubs
TEAM: 111 kilometres per match
FAN MERCHANDISE: 4.2 million articles
REVENUE: EUR 406 million

Echte Liebe.





FAN CULTURE

Forever!

Borussia Dortmund has a large, diverse community of fans. Unmatched enthusiasm, solidarity and virtually unconditional loyalty – these virtues form the backbone of our fan base. Our fans are forgiving, resilient and supportive – especially when times get tough.

This loyalty motivates us to give it our all, while never losing sight of our roots in a fierce, international competitive arena.

We're nothing without you.

For more information, see → **Fans and club members** on page 86.

788
supporters' clubs



TEAM

3:30 p.m. Kick-off. Maximum output.

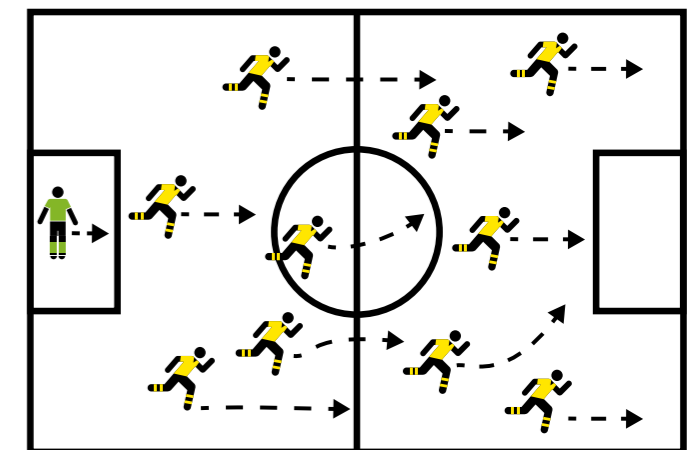
Even if it's just a game, being physically fit and able to deliver top performances when it counts comes from long-term planning and hard work. Championships aren't foregone conclusions – that's why we make sure that our players, coaches and support staff have the very best equipment and tools at their disposal: from the youth academy to the Dortmund-Brackel training ground to investments in the medical department. But in the end what matters most is the performance on the pitch.

100 % for BVB.

For more information, see → **Ensuring peak performance** on page 65.

111 kilometres

Average distance covered by the team per match





FAN MERCHANDISE

3:45 p.m. Home shirt – great choice!

“Please respect our colours.” Fans looking to follow this well-intentioned advice at the stadium’s south terrace can visit the FanWelt service centre on weekdays or one of the eight sales kiosks opened only on match days. The FanWelt service centre alone sells an average of 8,000 articles per match.

Borussia Dortmund is captivating, and the home shirt is a top seller – there’s no better way to cheer on the team and demonstrate solidarity. We place great value on the source and quality of the materials used when selecting our official merchandise.

Black and yellow never looked better!



For more information, see → [Fan merchandise](#) on page 56.

REVENUE

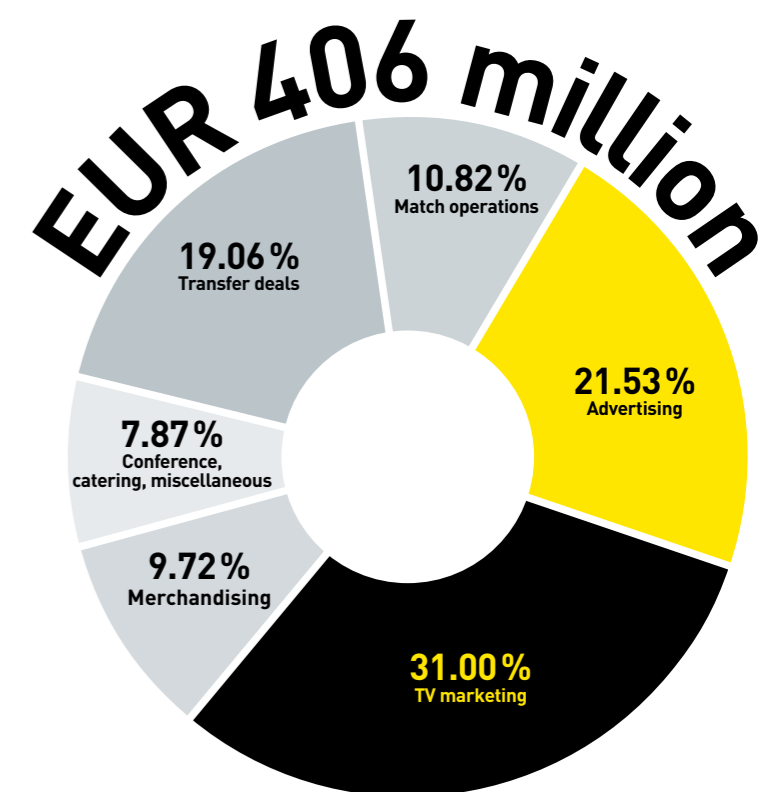
4:00 p.m. Running smoothly!

Money doesn’t score goals. True, but the level of professionalism needed to compete in the Bundesliga or the Champions League cannot be guaranteed unless the club is financially sound. The primary focus of all our economic decisions is to promote athletic development in order to field top-quality players and ensure future success. That is our long-term approach – especially in times of exorbitant transfer sums.

TV marketing, advertising, transfers, match operations, merchandising and catering/conference services all play a part in achieving this goal. Match operations accounts for just under 11% of total revenue.

Sporting success through financial strength.

For more information, see → [Direct economic performance](#) on page 51





Stadionkiosk

Getränke



Speisen

REFRESHMENTS: 8 beers per second
ORIGIN: 59 % of all products from NRW
SOCIAL MEDIA: 24.1 million followers
OUR PITCH: "Pitch of the Year"

Halftime:
Bratwurst, beer and our pitch.

Echte Liebe.





REFRESHMENTS

4:15 p.m. Halftime: Bratwurst, quick service, great prices!

Now's when some 500 employees at the 50 food stands located throughout the circulation level kick it into high gear. Perfectly timed steps, down to the last flick of the wrist ensure that customers quickly get the currywurst and beverages they order. Our "Stadion-deckel" electronic payment card makes paying for refreshments a breeze.

BVB boasts some of the Bundesliga's most stable and reasonable prices for refreshments, ensuring that everyone can afford to attend a match at our stadium.

Affordable experiences for everyone.

8 beers  **per second**



For more information, see → **Procurement practices** on page 58.

ORIGIN

4:15 p.m. NRW leads the way.

All of our guests expect a diverse range of fresh refreshments (including vegan options) on match days. It's all about high-quality food for our kitchen staff, and our food purveyors undergo a strict selection process.

59% of our food suppliers are based in North-Rhine Westphalia. This is an important economic contribution to our region. Furthermore, our longstanding experience and professional food management system means that we avoid unnecessary food shipments and waste.

Regional quality.

For more information, see → **Procurement practices** on page 58.

59%
of food suppliers
based in NRW





SOCIAL MEDIA

4:20 p.m. Being there and sharing.

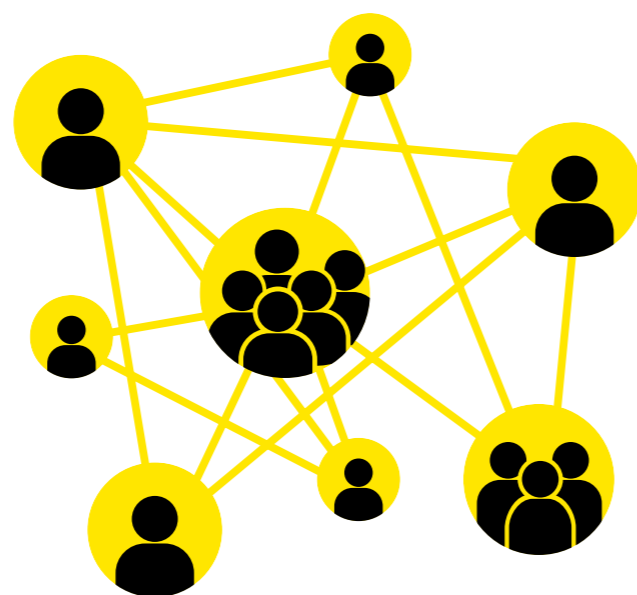
"I'm at the Dortmund match!" A stadium visit is definitely worth sharing with friends and – obviously – something to be proud of. Our fans can remain close to the action by following our Facebook, Twitter and Instagram accounts for the latest news and updates.

The BVB mobile app, which also provides up-to-the-minute insights, has been downloaded more than 2.2 million times. In today's fast-paced world this is how we foster lasting ties.

The BVB experience on every device.

For more information, see → **Media** on page 114.

24.1 million followers



OUR PITCH

4:30 p.m. Ready for the second half!

Our high-tech pitch is all the rave. Our expert and meticulous groundsmen are backed by a sophisticated energy and watering system. In modern, multi-level stadiums it's standard practice to water and illuminate the pitch with grow lights to recreate ideal growing conditions. It's about ensuring the best playing conditions and minimising the risk of injury for our players. Our innovative hybrid pitch consisting of 16% artificial reinforcing fibres is a shining example. A jury of experts praised our pitch as "Excellent!"

"Pitch of the Year" 2016/17.

For more information, see → **Water and wastewater** on page 80.





2nd half:
Give everything.

ENERGY: 8.1 MWh from hydroelectric power
NEW TALENT: 35 players join the pros
APPEAL: 5x leading brand manager
SUCCESS: 2017 DFB Cup winner

Echte Liebe.





ENERGY

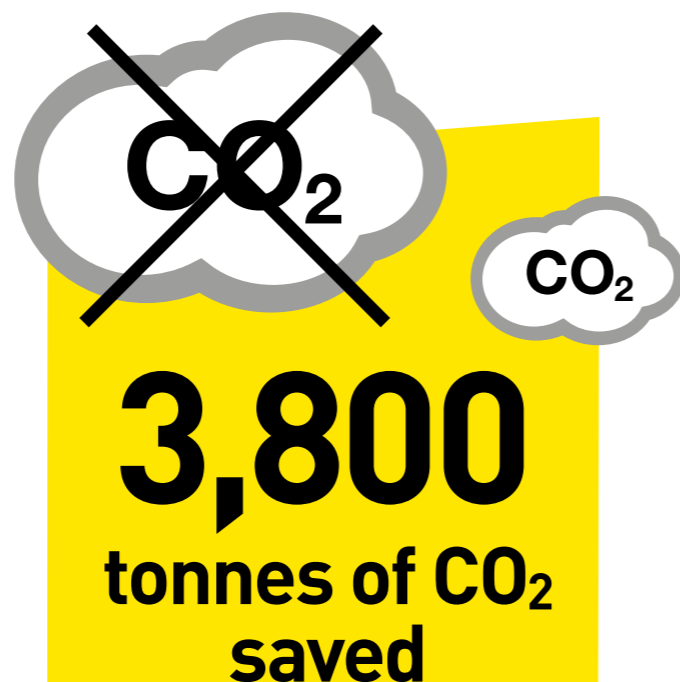
**4:45 p.m. Turn on the flood lights.
Batteries charged – let's go!**

As a part of our "Strom09" energy conservation campaign, we teamed up with our electricity provider "LichtBlick" to considerably reduce our CO₂ emissions and the resources we consume. SIGNAL IDUNA PARK and the BVB FanWelt service centre are powered by 100 % green energy – a total of 8.1 MWh of hydroelectric power per year. In 2016 alone, this amounted to a reduction in CO₂ emissions by 3,800 tonnes, the equivalent to 2,235 three-person households.

The just under 8,300 m² of solar panels on the roof of SIGNAL IDUNA PARK fed in some 558,000 kWh of energy into electricity grid in 2016. And there's still room for improvement – we're working on it!

Strom09 – for a greener tomorrow!

For more information, see → **Energy and climate protection** on page 77.



NEW TALENT

5:00 p.m. Fresh reserves.

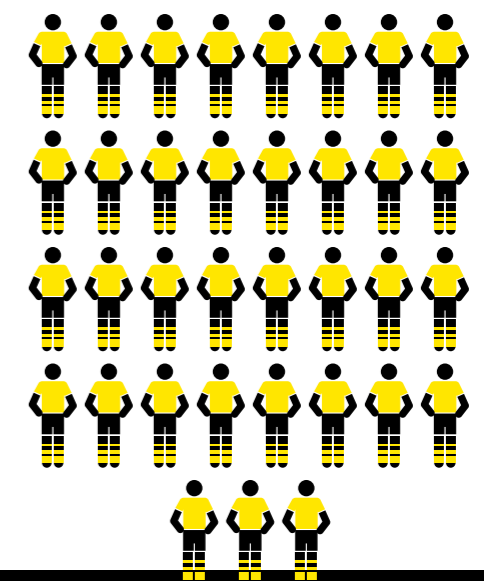
Our U19 team has won the league 3 years running. 33,450 spectators watched the team defend its title in the 2016/17 season's final. Our team created the ideal conditions for these up-and-coming talents to make the leap to the professional level. Since the 2014/15 season, 35 players have joined the pros.

But Borussia Dortmund's development of young players goes beyond football. In addition to a socio-pedagogic focus, our holistic approach also provides our young players the academic and vocational training they need for a life beyond football.

Young BVB talents – a success story.

For more information, see → **Promoting youth football** on page 70.

35 players



In the previous three years, 35 players from BVB's youth academy have went on to join the pros in the first and second Bundesliga divisions.



APPEAL

5:15 p.m. Real Love!

Borussia Dortmund is pure emotion. Deep devotion and a true identity dating back decades are what make BVB so appealing and have created a strong and vital brand with unique characteristics. In short: BVB is intense! Our colours, our game, our roots and our energy are one of a kind.

TU Braunschweig named Borussia Dortmund Germany's most popular football club for the fifth year running!

Deep roots and transformation.

5x



For more information, see → **The BVB brand** on page 106.

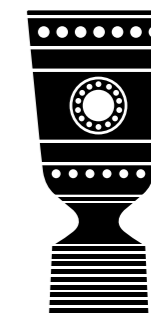
SUCCESS

5:15 p.m. Final whistle – celebrate success!

Celebrating victories and championship is the most fun. In addition to winning the DFB Cup, we also finished as Bundesliga runner-up during the 2016/17 season, qualifying directly for the Champions League. Fantastic results! Motivation, stamina and a clearly structured, long-term plan are vital for ensuring that BVB can always compete for silverware. And of course: the best fans in the world! We have it all.

Basis for success: check!

For more information, see → **Ensuring peak performance** on page 65.



2017 DFB Cup winner

The team behind the team:

- 1x Head coach**
- 2x Assistant coaches**
- 1x Team doctor**
- 1x Assistant team doctor**
- 2x Fitness coaches**
- 1x Rehab coach**
- 3x Physiotherapists**
- 1x Osteopath**



PRESS: 430 media reps
PARTNERS: 87.4 million in ad revenue
CLEANING UP: 554 tonnes of waste
HELPING HAND: EUR 185,000 for projects

After the match:
... is before the match.



PRESS

5:45 p.m. Press conference.

Football is a social phenomenon of great public interest. By answering the call for transparent and open information and dialogue, we contribute our part to ensuring that football remains extremely popular. The media buzz and resulting organisational and logistical work is steadily increasing. Our matches are broadcast worldwide. On average, BVB holds 65-85 press conferences per season.

Ready to answer any question.



430
media reps

per Bundesliga match on average.

For more information, see → **Media** on page 114.

PARTNERS

6:00 p.m. Taking part and joining the family.

We place great value on finding the right partners. After all, it's about more than just making a good deal. Our partners should and want to be part of the BVB family and benefit from the appeal of our popular brand. That's why carefully selecting partners is especially important. Once we find the right partner, we express that loyalty and partnership in the form of long-term agreements.

Partners and brand ambassadors.



For more information, see → **Sponsors** on page 109.



CLEANING UP

7:00 p.m. After the party...

After the match it's time to clean up. Not just our food stands need to be meticulously cleaned. Our stadium also looks a little worse for wear after each match. 270 cleaning staff help whip SIGNAL IDUNA PARK back into shape. Some 554 tonnes of waste are generated over one year. More than the half of that is various types of packaging material, the volume of which we hope to further reduce going forward.

Our "Give me the cup" campaign (Gib mich den Becher) is an important first step in responsibly repurposing our beverage cups. The cornflour cups are collected and brought to a biogas plant where the energy generated during decomposition is recovered and fed back into the electricity grid.

Bring on the next match.



For more information, see → **Waste and resources** on page 82.

HELPING HAND

Doing good every day: our non-profit "leuchte auf".

We take our social responsibility very seriously. In 2012, we formed the non-profit foundation "leuchte auf" to better support charitable projects and organisations through material, intellectual and financial contributions.

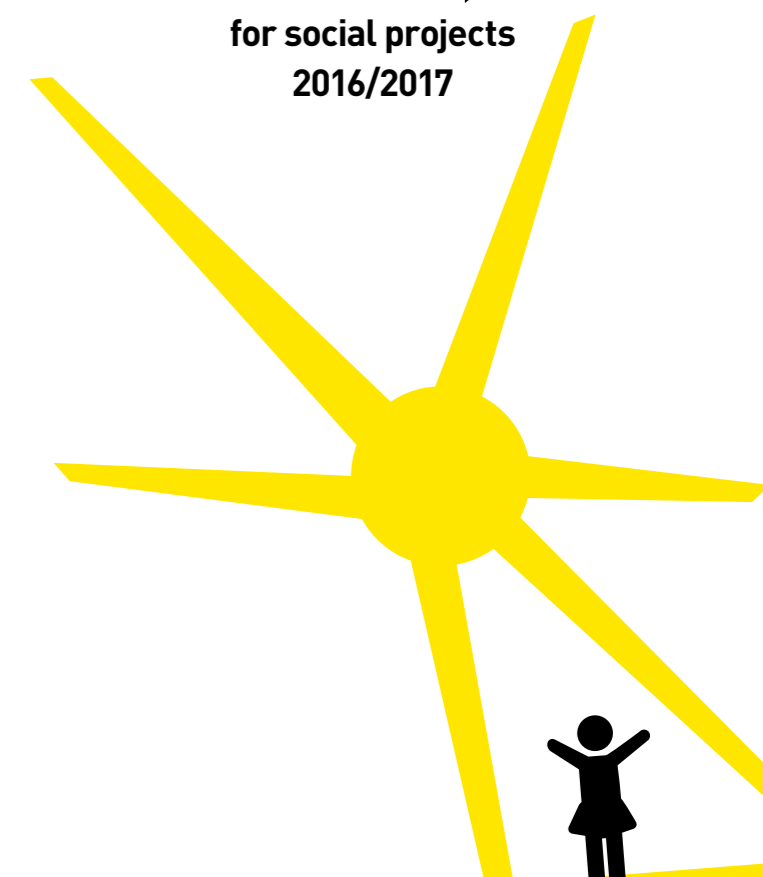
The foundation's objective is to improve the future prospects of socially disadvantaged individuals and to promote social diversity, volunteerism and good health.

Coming together to do good.


For more information, see → **"leuchte auf" foundation** on page 110.

EUR 185,000

for social projects
2016/2017





SIGNAL IDUNA  PARK

Staying the course

Status of and outlook for the 25 material topics.

Echte Liebe.





Football: passion and economic factor

Football captivates people all over the world and the extensive and continuous news coverage the sport receives across all channels is a testament to this appeal. Germany has also seen a development in professional football. In the past season, the Bundesliga clubs generated EUR 3.24 billion and employed a total of 53,114 people.

Football's significance means taking responsibility

The public interest and enthusiasm for the sport as well as its economic strength mean that clubs have a responsibility to their communities that goes beyond mere footballing and economic success. Sport is more than just a business – sport moves people. But its impact extends beyond the social environment. As resources become increasingly scarce and environmental pollution wors-

ens, it's imperative that we also take stock of and analyse the environmental consequences. The sport of football cannot live up to this responsibility unless each club is aware of and understands these challenges.

We have come to realise that dissecting the business of football at the athletic and economic levels is not enough to meet the demands of our stakeholders or our own aspirations. We are aware that this overall responsibility is a key factor

and driver of success and growth. We live up to this responsibility towards the people who ensure the club's continued existence through their various contributions, our fans, sponsors, members, shareholders as well as our city and the surrounding region.

Taking stock

We conducted an in depth analysis and took stock of the issue of sustainability for this inaugural report. This included identifying weaknesses to follow up on and improve. This report will be updated annually.

The report was prepared in accordance with the 2016 Global Reporting Initiative (GRI) Standards and covers the reporting period for the 2016/2017 season. Unless indicated otherwise, all figures pertain to the 2016/2017 season.

Our report focuses on key issues, taking the concerns of our primary stakeholder groups into account (for more information, see pp. 46-47).

Basis of reporting

Although the GRI Standards were prepared for all organisations regardless of the sector they operate in or their location, professional football covers a very special field and differs in many respects from traditional enterprises. In order to take this into account, the „Athletic development“ material area was added to expand on the GRI system and the „Fans and members“ topic was included to expand on social issues.

In addition to offering readers a behind-the-scenes look at Borussia Dortmund and SIGNAL IDUNA PARK, the report is also intended to raise awareness of the issue of sustainability.

All of the information in this report essentially pertains to Borussia Dortmund GmbH & Co. KGaA, with the exception of the sections on the membership structure, which is organised under BV. Borussia 09 e.V. Dortmund. The „leuchte auf“ non-profit foundation is also an independent entity.

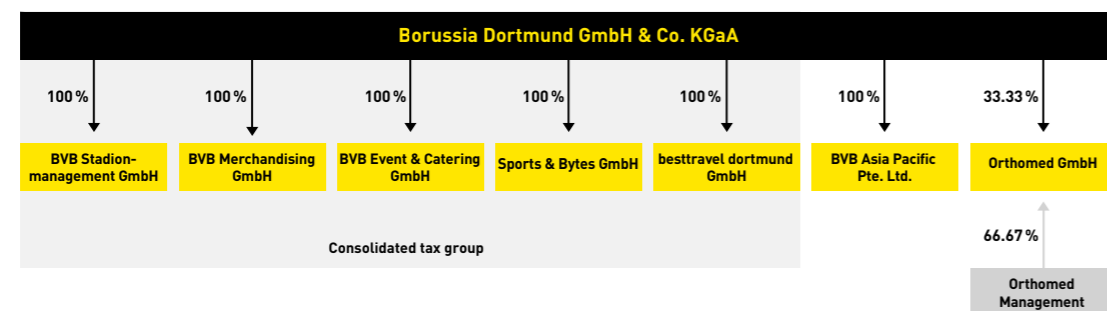
Continue reading for an overview of the corporate structure and the activities of the subsidiaries.



Borussia Dortmund GmbH & Co. KGaA

102-2
102-6

The object of Borussia Dortmund GmbH & Co. KGaA (hereinafter „Borussia Dortmund“) and its Group companies is to operate a professional football club and to leverage the economic benefits of the associated potential streams of revenue, in particular from marketing SIGNAL IDUNA PARK.



102-45

In addition to its primary business, Borussia Dortmund also operates in football-related areas. The Company currently holds equity investments in BVB Stadionmanagement GmbH (100%), BVB Merchandising GmbH (100%), BVB Event & Catering GmbH (100%), Sports & Bytes GmbH (100%), besttravel dortmund GmbH (100%), BVB Asia Pacific Pte. Ltd. (100%) and Orthomed Medizinisches Leistungs- und Rehabilitationszentrum GmbH (33.33%).

102-4
102-7

The Company focusses primarily on its operations at its headquarters, SIGNAL IDUNA PARK, the Fan-Welt service centre, BORUSSEUM, training ground and football academy. It also operates six fan shops throughout the region. In 2014, Borussia Dortmund also opened a representative office in Singapore as part of its internationalisation strategy.

The Company has entered into separate profit and loss transfer agreements with BVB Stadionmanagement GmbH, BVB Merchandising GmbH, BVB Event & Catering GmbH, Sports & Bytes GmbH and besttravel Dortmund GmbH. Borussia Dortmund's group structure is presented in the chart below.

Organisation of management and control

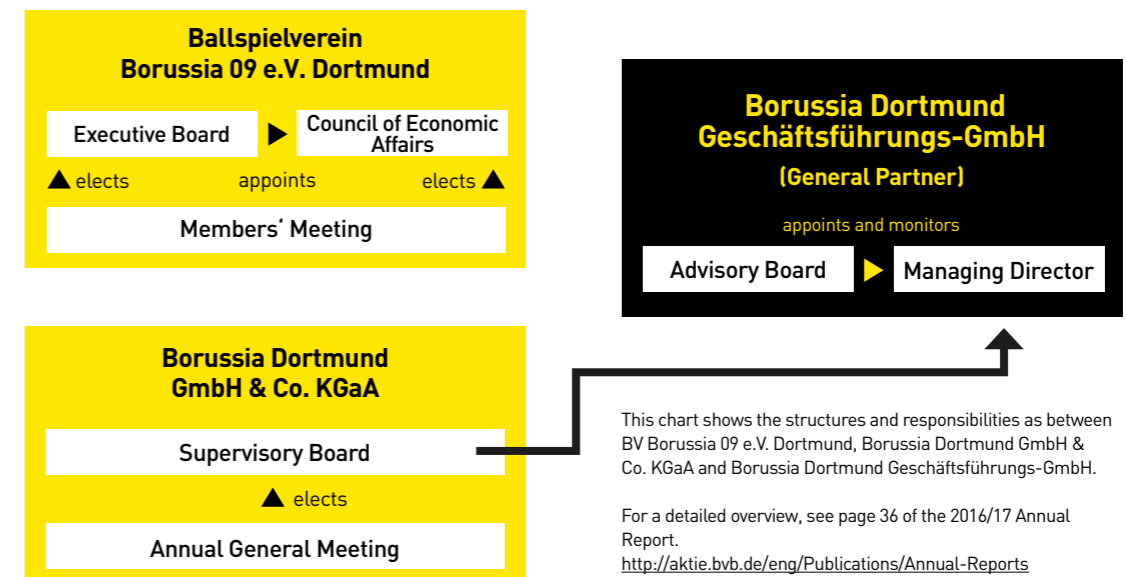
In October 2000, Borussia Dortmund became the first football club in Germany to go public and is listed in the Prime Standard segment of the Frankfurt Stock Exchange. The legal structure of Borussia Dortmund was designed to ensure that close legal ties remained between the club and the Company.

Borussia Dortmund Geschäftsführungs-GmbH, the general partner of Borussia Dortmund GmbH & Co. KGaA, is responsible for management and representation of the latter. Borussia Dortmund Geschäftsführungs-GmbH is represented by its managing directors, Hans-Joachim Watzke and Thomas Treß; its sole shareholder is Ballspielverein Borussia 09 e.V. Dortmund, which is represented by the Executive Board. The Executive Board in turn comprises three members: Dr Reinhard Rauball (President), his deputy Gerd Pieper and Dr Reinhold Lunow (Treasurer).

Borussia Dortmund is advised and monitored by the Supervisory Board. The reports of the management and the Supervisory Board's enquiries and deliberations form the basis for this function. For

102-18

205-1



the reporting period, the Supervisory Board considers the management of the Company to be in compliance with the law and in proper order, it deems the internal control system, risk management system and internal audit system to be effective, and attests to the Company's corporate organisation and economic viability.

The Supervisory Board convened four meetings during the reporting period. The Supervisory Board received written reports in the intervals between its meetings. Moreover, the chairman of the Supervisory Board was in contact with the management on a regular basis.

205-1

102-5

Shareholder structure

Evonik Industries AG:	14.78 %
Bernd Geske:	9.01 %
BVB e.V.:	5.53 %
SIGNAL IDUNA:	5.43 %
PUMA SE:	5.00 %
Streubesitz:	60.25 %

Charters and associations

Borussia Dortmund is a member of the following associations:

102-13

- ▶ Deutsche Fußball Liga (DFL)
- ▶ Deutscher Fußball-Bund e.V. (DFB)
- ▶ Union of European Football Associations (UEFA)
- ▶ Fédération Internationale de Football Association (FIFA)
- ▶ Westdeutscher Fußballverband e.V.
- ▶ Fußball- und Leichtathletik-Verband Westfalen e. V.

Borussia Dortmund supports and promotes the following charters and initiatives:

102-12

- ▶ Bundesverband Deutscher Stiftungen („leuchte auf“ foundation)
- ▶ Business Social Compliance Initiative (BSCI)
- ▶ Initiativkreis Ruhr e.V.

102-42
102-43
102-46

Material areas

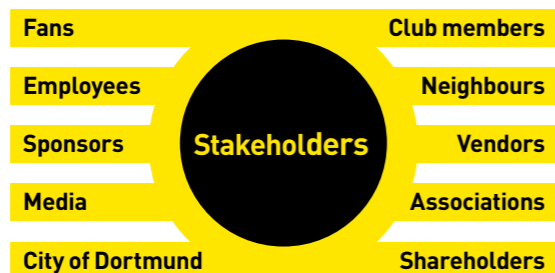
In light of an often exciting and fast-paced calendar of events, the change in the competitive athletic and economic environment means that we can no longer view our sustainable development as a matter of course. We want to approach this development in the same professional, structured and meticulous manner as we do all our entrepreneurial endeavours.

Stakeholders

Borussia Dortmund's actions and activities have a profound effect on various groups of stakeholders. Conversely, depending on the extent of their relationship with the club, these stakeholder groups can also influence major decisions at Borussia Dortmund. Fans, club members and employees are the first groups that come to mind. But there are numerous other groups that make demands and have expectations of BVB or that are influenced by the club.

The process of defining the stakeholder groups initially centred on those closest to the club. The question was then to ask who is involved in BVB's decisions and activities and which interfaces with external stakeholder groups are necessary. These relationships between partners, stakeholders and interested parties are often intertwined.

In addition to fans, a Bundesliga club's stakeholders include its members, employees, sponsors, vendors, associations and the media. Furthermore, as a club with a long history and deep ties to its community, Borussia Dortmund is in continuous contact with the City of Dortmund and the surrounding region. As a listed company, Borussia Dortmund is also attentive to the needs and interests of its shareholders.



Materiality analysis process

Sustainability covers a broad range of diverse aspects. In order to determine the extent to which Borussia Dortmund is affected by this wide range of themes, key topics were first catalogued on basis of an internal assessment in line with the GRI Standards. The relevant issues were then discussed at a workshop taking into consideration the various groups of stakeholders, and were classified and bundled under common categories.

The internal assessment took into account influencing factors from the management and internal experts who are in direct contact with our stakeholders. The topics were then divided into four strategic material areas: economic, athletic development, environmental and social.

The Company identified 53 relevant aspects that it subsequently evaluated by means of a questionnaire. The "Sustainability Working Group",

which was formed in 2017, then specified the 25 material topics that formed the basis of this report.

102-43
102-47

Material areas	Topics
Economic approach	Direct economic performance Indirect economic impacts Procurement practices Compliance and risk management
Athletic development	Ensuring peak performance Promoting youth football
Environmental responsibility	Energy and climate protection Water and wastewater Mobility Waste and recycling Use of resources
Social responsibility	Fans and club members The fan community Fan behaviour Tradition
	Employees Employment Occupational health and safety Training and education Diversity and equal opportunity
	Society BVB brand Sponsors „leuchte auf“ foundation Media / social networks
	Product responsibility Spectator safety Product quality Marketing and labeling

102-44
102-47

The evaluation form used was developed in cooperation with Ruhr University Bochum in order to ensure the validity of the results. The relevant aspects were qualitatively rated according to the following scale: 1 – irrelevant; 2 – less relevant; 3 – relevant; 4 – highly relevant. Incorporating the viewpoints of our stakeholders in the process to identify the key aspects is important to us. In a first step, the management assessed each aspect from the stakeholders' perspective and then from the perspective of the Company, applying the same weighting to each assessment. In early 2018, we will enter into a structured dialogue with our stakeholders in an effort to review and improve on the results and findings of the process to date.

The assessment revealed that 21 topics were highly relevant from the perspective of the Com-

pany and/or the stakeholders and that four other topics were relevant and therefore also material. Material topics are those that reflect the Company's significant economic, environmental and social impact or that significantly influence the judgements and decisions of the stakeholders.

Initial management approaches are being formulated for those topics classified as being material. These will be evaluated annually as part of the sustainability reporting process and updated if necessary. The corresponding objectives and measures for achieving those targets are discussed in the following.

103-3



Focus of Borussia Dortmund's economic approach:

- Direct economic performance
- Indirect economic impacts
- Procurement practices
- Compliance and risk management

Economic approach
Our financial responsibility.

Economic approach

103-1 In professional football, financial and sporting success are intertwined in many respects and have become inseparable. However, we employ various strategies and operating policies to address this trend. In the area “economic approach”, we have defined four key areas to focus on.

103-1 103-2 Direct economic performance

Our financial activities are geared towards our fans, members and business partners. Products and services should be tailored to these groups as closely as possible. We intend to use the brand potential at our disposal to take full advantage of the commercial opportunities inherent in professional club football at an international level.

We use various performance indicators to measure and manage our economic performance – revenue, result from operating activities (EBIT), operating result (EBITDA), net profit/net loss for the year and cash flows from operating activities – as we seek to lay a successful foundation for sporting success in the long term.

103-1 103-2 Indirect economic impacts

We have an indirect economic impact on the City of Dortmund and the surrounding area, in particular. BVB confers a sense of identity and has a positive impact on the local economy by drawing crowds to the city. This allows us to make a key contribution to the region’s positive image.

Our “leuchte auf” non-profit foundation allows us to make financial and intellectual contributions to support social projects and organisations, mainly in the Dortmund region. We also contribute to public infrastructure investments, which also benefit visitors to our stadium.

103-1 103-2 Procurement practices

As well as purchasing consumer goods for our more than 1,000 merchandising products and around 8,3 tonnes of food to cater to stadium visitors every match day, we also procure services relating to the operation of SIGNAL IDUNA PARK.

We take a responsible approach to selecting these products and our vendors, only choosing partners that are committed to social and ecological standards and then ensuring that independent bodies verify adherence to these standards.

103-1 103-2 Compliance and risk management

Our practised corporate governance system embodies a responsible and transparent system of checks and balances designed to ensure a continued focus on long-lasting value creation. It includes all measures – regulations and structures – designed to ensure that BVB is managed in accordance with the law and the applicable rules and regulations.

102-11 Within the context of sustainability, this includes the economic, environmental and social impact of our activities, which are associated with various risks. This is why it is essential for risk management to systematically identify and assess the associated opportunities and risks, as well as further develop our internal regulations.

Direct economic performance

In sporting terms, Borussia Dortmund is one of the most successful, well known and popular German football clubs, with an outstanding fan base. As the first and thus far only listed German football company, we have expanded our financial base by exclusively marketing the rights to SIGNAL IDUNA PARK as well as by utilising and maintaining the Borussia Dortmund brand in an effective manner. Borussia Dortmund is confident that it will be able to further consolidate and expand its position in the future.



103-2 102-2 102-6 Corporate strategy

BVB pursues the strategic objective of defending its position in the top flight of the Bundesliga in the long term. But since footballing success is difficult to plan, the management is responsible for creating a solid and ambitious foundation for success. Sporting investments – both in the professional squad and in the promotion of up-and-coming talent – are an absolute must if BVB wants to meet its sporting and thus its financial objectives. At the same time, a sustainable financial strategy also means having to postpone or redefine investment decisions if they can only be realised by incurring new debt.

Borussia Dortmund intends to use the brand potential at its disposal to optimally exploit all of the commercial opportunities inherent in professional club football. The club’s long-term relationships with its chief partners, SIGNAL IDUNA Group (ending 2026), Evonik Industries AG (ending 2025) and PUMA International Sports Marketing B.V. (ending 2020), play a key role in this process.

The management is aware of the importance of, and the social responsibility the club has towards, its fans, members and business partners, and gears all of BVB’s financial activities towards these target groups. Their behaviour, attitudes and opinions exert a considerable influence over the club’s activities. This has to be seen as a reciprocal relationship.

In order to make its future financial performance less dependent on sporting success, Borussia Dortmund is driving forward the national and international marketing of its popular brand name.

The current business strategy can principally be summarised as follows:

- ▶ Sustainably adjusting athletic prospects
- ▶ Intensifying the promotion of up-and-coming talent
- ▶ Increasing fan involvement
- ▶ Utilising and maintaining the Borussia Dortmund brand

Financial performance indicators

Of the numerous financial indicators available, Borussia Dortmund focuses on those specific indicators that have been primarily used to steer the Company in recent years.

Revenue, for example, is a decisive indicator of the Company's financial position. Management uses this indicator to internally manage the Company, knowing full well that this indicator alone is not sufficiently meaningful. Revenue has increased more than threefold since 2006/2007 thanks to a combination of solid commercial performance, sporting success and stringent brand management. Borussia Dortmund generated revenue of EUR 405,692 thousand in the 2016/2017 financial year. The 7.82% increase in revenue is attributable to the rise in the TV marketing, advertising and conference, catering, and miscellaneous revenue items. Revenue from transfer deals, merchandising and match operations was down year on year.

Other key financial indicators that BVB considers to be of particular importance are the result from operating activities (EBIT) and net profit/net loss for the year. These indicators play a key role in preparing the budget for the coming financial years and in interim controlling. The result from operating activities amounted to EUR 10,658 thousand, while the net profit for the year totalled EUR 8,209 thousand. The report on expected developments dated 30 June 2016 forecast consolidated net profit and positive EBIT in the low seven-digit range.

The operating result (EBITDA) is another key indicator. This is due to the high level of investment activity and the associated considerable burden from depreciation, amortisation and write-downs. As a result, EBITDA (EBIT adjusted for depreciation, amortisation and write-downs) has been selected to better benchmark the Company's annual performance. In the past financial year, the operating result amounted to EUR 74,073 thousand.

These indicators are rounded out by cash flows from operating activities, another component used for the Company's internal planning that forms the basis of the Company's strategic alignment. Cash flows from operating activities amounted to EUR 4,795 thousand in the 2016/2017 season.

Opportunities

Borussia Dortmund's return to the UEFA Champions League again affords the club the opportunity to consolidate its standing as one of Europe's top teams and to once more share in the profits distributed for participating in the lucrative competition. The renewed invitation to the International Champions Cup in Asia underscores our success on the pitch in recent years and the heavyweight status that we now enjoy the world over as a result. The club's participation in the competition in connection with its preseason tour in Asia presents an opportunity to further heighten awareness for its brand and thus its marketing activities.

Furthermore, the DFL Deutsche Fußball Liga GmbH's new TV agreement provides added security with regard to potential revenue streams in coming seasons, while offering internationally successful clubs the opportunity to multiply those cash flows. As was the case in previous years, European clubs are increasingly interested in Borussia Dortmund's players – many of whom were signed when they were still relative unknowns –, providing the club the opportunity to generate transfer income.

The current upside potential lies primarily in the following areas:

- ▶ (Re)qualification for the UEFA Champions League/UEFA Europa League
- ▶ Realisation of transfer income
- ▶ Success in the national DFB Cup competition
- ▶ Expansion of advertising and VIP hospitality marketing

Amortisation and write-downs associated with the high level of transfer activities in the past season are putting increasing pressure on the operating result. The management expects BVB to generate net profit in the low seven-digit range in the coming year.

However, the exact result depends to a large extent on the club's sporting success and as yet unknown transfer deals over the course of the coming year.

Consolidated income*

Transfer income	77,317
Conference, catering, miscellaneous	31,908
Merchandising	39,452
TV marketing	125,750
Advertising	87,350
Match operations	43,915
Total consolidated income	405,692
Other operating income	4,244
Gross consolidated revenue	409,936
- Consolidated expenses	401,727
Consolidated net profit = net retained profits	8,209

* EUR '000

Economic value generated and distributed

Borussia Dortmund's direct economic value generated, which amounts to EUR 409,936 thousand, corresponds to the total of its revenue (EUR 405,692 thousand) and other operating income (EUR 4,244 thousand). By contrast, the economic value distributed totals EUR 401,727 thousand and comprises the following items: materials (6.5%), personnel expenses for the professional squad (36.6%), administration (5.9%) and youth squads (1.8%), amortisation (12.9%) and depreciation (2.9%), other operating expenses for advertising (6.8%), player transfers (7.7%), match operations (7.9%), retail (2.9%), administration (6.8%) and other football teams (0.8%), as well as the total financial result (0.4%) and taxes (0.2%). The difference between the economic value generated and distributed corresponds to the net retained profits of EUR 8,209 thousand. Based on a resolution passed by the Annual General Meeting, EUR 5,519 thousand (67.2%) of this amount was distributed to the shareholders via Borussia Dortmund GmbH & Co. KGaA (6 cents per share) and EUR 2,690 thousand (32.8%) was transferred to equity.

Consolidated expenses*

Cost of material	25,929
Personnel expenses	177,949
Depreciation, amortisation and write-downs	63,415
Other operating expenses	131,985
Financial result	1,539
Taxes	910
Consolidated expenses	401,727
Appropriation of net retained profits*	
Distribution	5,519
Increase in equity	2,690

201-1

102-7

102-15



Ticketing

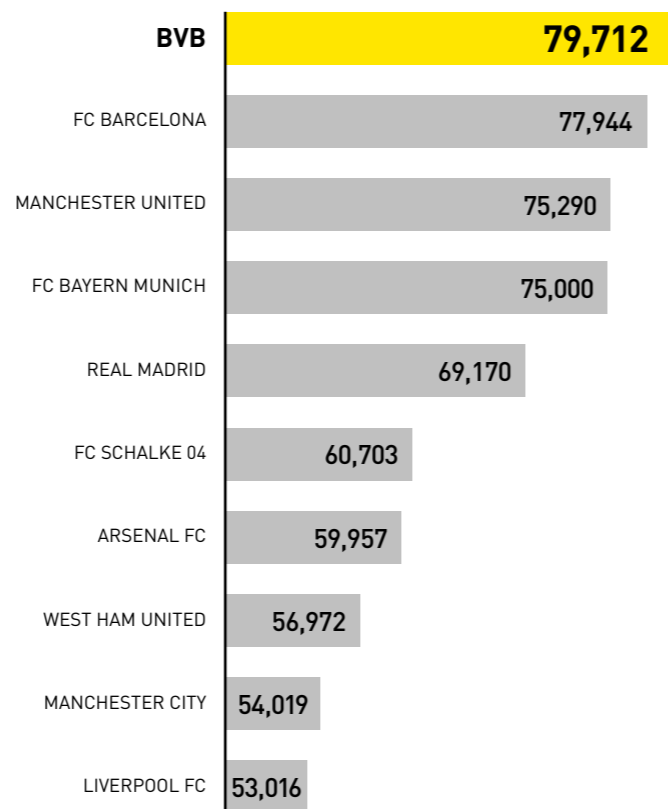
SIGNAL IDUNA PARK is usually sold out well in advance – a sign of successful football and an intense stadium experience. With average attendance of 79,712 spectators per Bundesliga home match, Borussia Dortmund is also the number one in Europe, followed by FC Barcelona (77,944) and Manchester United (75,290).

55,000 season tickets

55,000 loyal season ticket holders make a key contribution to the consistently high average attendance. Borussia Dortmund once again topped the Bundesliga's "season ticket table" in the 2016/2017 season: of the 55,000 season ticket holders in the previous season, 99.88% renewed their ticket for the coming season.

Only 66 BVB fans chose not to make use of their extension option. In many cases, this decision was motivated by personal or work-related circumstances requiring them to relocate away from the region. In previous years, the number of season ticket holders opting not to renew their tickets amounted to 84 (2015/16) and 93 (2014/15). The return rate of 0.12% is a new record for BVB. This also explains why it is so difficult for fans to get their hands on a season ticket.

Average attendance figures per home match



Tickets are in short supply

This is a source of much disappointment and frustration among fans. Following dialogue between Borussia Dortmund officials on the one hand, and representatives of the Department for Fan Affairs, fan representatives and fans themselves on the other, the club has responded to this criticism and developed solutions. The website now includes transparent information on how tickets are allocated.

Return rate for season tickets
0.12%

This is designed to show fans that the current procedure is a fair solution.

Secondary ticket market

The "secondary market" was introduced in the 2016/17 season. This means that ticket holders now have the opportunity to legally offer their season and match day tickets for BVB home matches for sale in the BVB online ticket shop if they cannot make it in person to a particular match at SIGNAL IDUNA PARK.

The platform is designed to prevent tickets being offered via other providers at excessive prices. The system also gives spectators the chance to purchase tickets outside of the open advance purchase scheme, which are often sold out immediately.

Ticket prices

Borussia Dortmund is aware that ticket pricing is a sensitive issue. Stable ticket prices is one aspect that can also be seen as a move to accommodate fans. Over the last two years, ticket prices have only risen in line with the inflation rate of approximately 2%.

No prices whatsoever were increased during the reporting period.

BVB offers tiered pricing that allows children and people with disabilities to purchase tickets at discounted prices. These discounts are available in certain areas and for the following individuals, subject to availability:



- Severely disabled spectators
- Visually impaired spectators
- Hearing-impaired spectators
- Wheelchair users including 1 accompanying individual
- Children under 15
- Children under 7
- Young people under 18 in the REWE family block (block 64)



Merchandising

More than 1,000 different items are available in the BVB FanWelt service centre. An average of more than 8,000 products are sold every match day in the FanWelt service centre in the stadium alone. The home shirt is and remains a top seller. BVB Merchandising GmbH reported revenue of EUR 39.45 million in the 2016/2017 season.

The BVB FanWelt service centre

The FanWelt service centre, which opened its doors in 2014, is already impressive from the outside. Two six-metre high logos on the glass outer façade adorn the two-storey building. Inside, the centre provides a meeting place for all BVB fans spanning a total area of more than 2,000 square metres.

The FanWelt service centre houses all of the club's services under one roof: merchandising, ticketing, stadium tours, football academy, membership, services such as the Strom09 energy package or the Mobil09 mobile phone tariff, and much more. Young fans can play away in the EMMA ball pit or on the mini football pitch while the adults can enjoy a cappuccino on the terrace.

The BVB fan shops

In addition to the FanWelt service centre, there are six other fan shops in Dortmund and the surrounding area, as well as eight sales kiosks within the stadium that are only open on match days. The mobile fan shop and the MAN fan truck can be found whenever BVB is playing away or organising events. A temporary fan shop was also opened in Berlin in May 2017 – as it was a year earlier – to allow local fans to stock up on BVB merchandise for the DFB Cup final. Partners that sell licensed BVB goods in their shops, usually in the retail sector, constitute another sales channel.

Best online brand shop of 2017

Since online trading is one of the most popular sales channels, Borussia Dortmund has made targeted investments in revamping its digital fan shop. This has been completely overhauled with the help of an online agency. These efforts had already paid off at the beginning of 2017, when the BVB online fan shop was named best brand shop of the year by a jury of high-profile e-commerce experts. The jury evaluated a range of criteria including user-friendliness, design and technical sophistication.



In the 2016/2017 season, the fan shops accounted for 34% of total revenue from fan merchandise sales.

Together with the online fan shop, they accounted for 67% of revenue and thus the lion's share of sales. A total of more than 4 million items were sold via all sales channels.

1 FanWelt 

8 sales kiosks within the stadium 

6 fan shops

- BVB fan shop Essen Limbecker Platz
- BVB fan shop Ochtrup
- BVB fan shop Centro Oberhausen
- BVB fan shop Hörde station
- BVB fan shop Krone
- BVB fan shop Thier Galerie

4,174,351 items sold

more than **1,000** different items

102-7

Indirect economic impacts

203-2

Borussia Dortmund's athletic and financial activities have a significant indirect economic impact on the City of Dortmund and the surrounding region. This impact is felt in the local hospitality and tourism industries in particular. SIGNAL IDUNA PARK draws crowds of just under 80,000 on home

match days and the stadium is also an attractive asset for the City of Dortmund's marketing activities as a venue for events. BVB also provided the City of Dortmund with a subsidy of EUR 93,000 to improve access to the car parks to the west of SIGNAL IDUNA PARK.

203-1

Procurement practices

102-9
308-1

Nowadays, the opportunities for purchasing consumer goods produced in Germany are few and far between – almost all of the items in our merchandising range are manufactured in countries such as Pakistan, Bangladesh, Slovenia, Poland, China and Turkey. The challenge for BVB Merchandising GmbH lies in ensuring the quality of the individual items.

103-2
308-2

As a result, Borussia Dortmund is stepping up its strategy of purchasing goods directly in order to make the manufacturing conditions more transparent and to exert more of an influence over them. BVB takes this responsibility very seriously. For more than two years now, only vendors with Business Social Compliance Initiative (BSCI) certification have been signed up. The BSCI was established with the aim of creating a common platform for the various international codes of conduct and monitoring systems for the business community, and to lay the foundation for a common system to evaluate social standards. In order to achieve this, the BSCI inspects production facilities at regular intervals to check the following aspects:

414-1
414-2

- Freedom of association and collective bargaining
- Fair remuneration
- Occupational health and safety
- Forced labour
- Ethical business behaviour
- Discrimination
- Decent working hours
- Child labour
- Special protection for young workers
- Labour contracts
- Environmental protection

Borussia Dortmund then receives a detailed inspection report, including a rating and photos taken during the inspection. This gives BVB a good impression of the conditions on site. In order to check whether vendors adhere to the agreed production conditions in the long term, Borussia Dortmund makes regular visits to the production locations itself. During the reporting period, facilities in Bangladesh, China and Turkey were visited based on an inspection plan and no grounds for any objections were identified.

308-1

The experienced staff involved in the inspections base their work on the BSCI inspection protocol, but also seek direct contact with the facilities in question. This allows a close business relationship to be established in which BVB can clearly convey its own ethical conduct values in detail and convince its business partners of the need to adhere to them.



The products themselves are subject to European statutory requirements. Before being launched on the market, they are painstakingly evaluated to check that they adhere to the statutory provisions. This is done in close cooperation with independent and accredited inspection and certification companies.

Textiles

308-2

When it comes to textiles, an area in which chemicals, the exploitation of natural resources and working conditions are particularly critical issues, we make systematic use of quality seals such as the GOTS (Global Organic Textile Standard) or Ökotex to guide us in the procurement process. These certification systems evaluate ecological and social standards from the original fibres to the end product.

BVB's equipment supplier Puma has also published what is now its seventh Sustainability Report since this form of reporting started back in 2002, in which it accepts responsibility towards both the people who manufacture its textiles and the environment.

204-1

Origin of food products

Product quality and origin are key elements of a sustainable approach to food. As a result, Borussia Dortmund selects its food vendors subject to stringent criteria. When it comes to vendor origin, Borussia Dortmund gives preference to regional partners where the product selection allows.

Short delivery routes and proximity facilitate collaboration and allow Borussia Dortmund to support regional distributors and producers.

For example, around 59% of Borussia Dortmund's food vendors come from its home state of North Rhine-Westphalia (NRW).

Standards and labeling

Borussia Dortmund's range already includes chocolate bearing the fair trade seal, which is largely awarded to foodstuffs.



Other standards include CE conformity, the EN 71 standard for toys, the German Electrical and Electronic Equipment Act (Elektrogesetz), which includes a registration and return obligation for electrical and electronic goods, the German Food and Feed Code (Lebensmittelbedarfs-gesetz), the Cosmetics Regulation, the German Equipment and Product Safety Act (Produktsicherheitsgesetz) and the Labeling Act (Kennzeichnungsgesetz) in general.

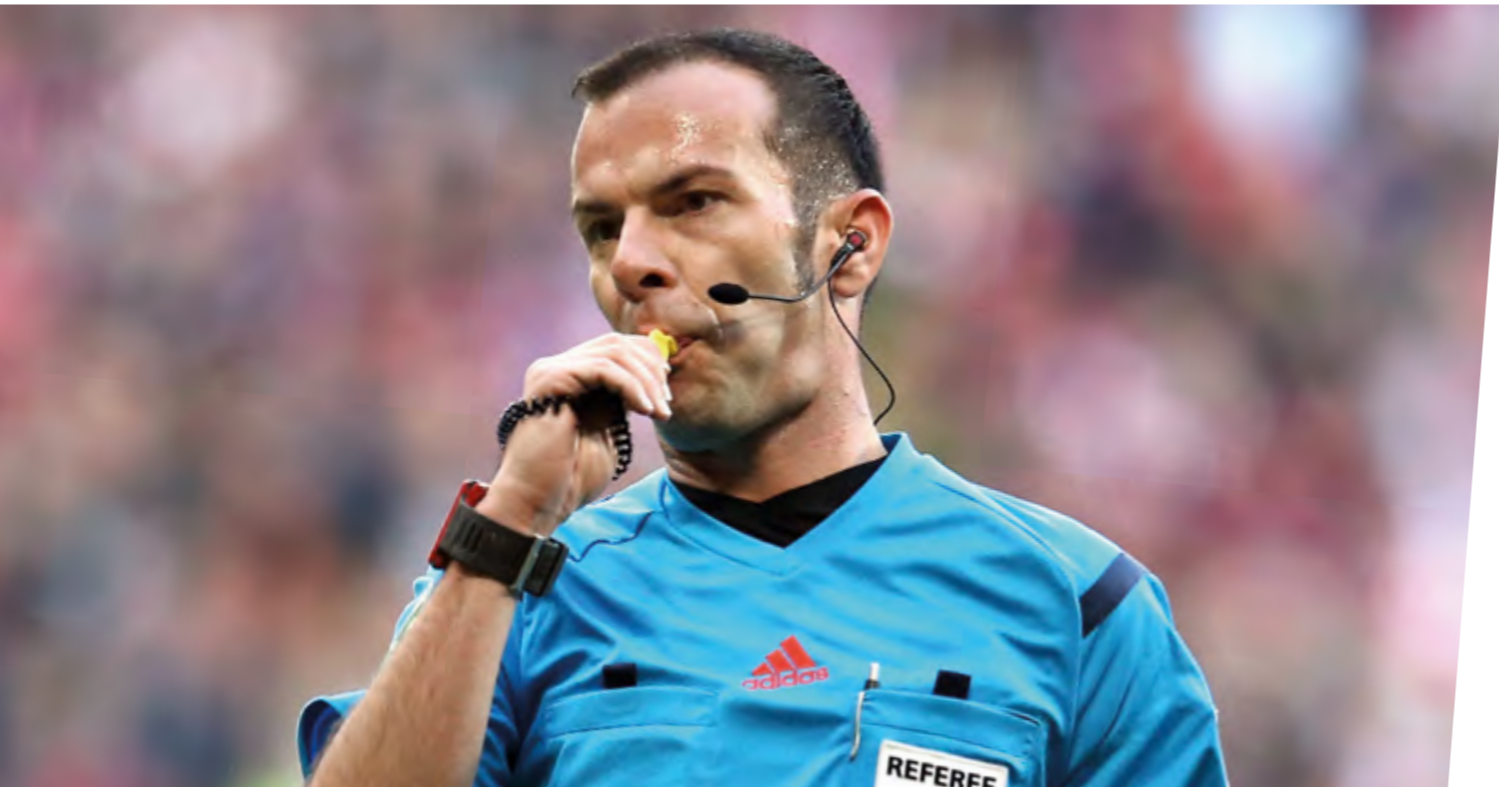
417-1

In addition to consumer goods, textiles and food, Borussia Dortmund also purchases other products and services, albeit to a lesser extent, mainly from the local region. This means that compliance with the statutory, social and ecological requirements is binding for these vendors.



Number of suppliers: 32

Abroad:	1	3%
Germany:	31	97%
Thereof NRW:	19	59%
Thereof Ruhr region:	12	38%



Compliance and risk management

103-1
103-2

A responsible and transparent system of checks and balances designed to ensure a continued focus on long-lasting value creation with a practised corporate governance system is a top priority for Borussia Dortmund and provides the basis for the Company's long-term focus.

102-16

Compliance and Borussia Dortmund

Borussia Dortmund takes steps to ensure that its activities comply with the valid legal regulations, the professional football bylaws and its contractual obligations vis-à-vis its business partners, as well as with the self-imposed corporate regulations and the Company's own voluntary undertakings. Responsibility for compliance lies with the management and cannot be delegated.

The aim is to incorporate the obligations resulting from the statutory, in-house and contractual

requirements into the business process so as to prevent any breaches of laws and regulations and create transparency, provide support and put a binding framework in place. This also helps to protect employees, agents and governing bodies from corruption and other forms of white-collar crime.

Within the management process means of control are implemented which shall assure compliance with the regulations.

102-11
102-15

Risk management

Exploiting opportunities lies at the very core of our entrepreneurial activities. Borussia Dortmund's divisions are, however, exposed to a wide variety of risks that are inseparably linked to the conduct of our business. The management has a due diligence obligation to identify these risks early on and develop corresponding measures to control and manage them. This is a fundamental prerequisite for successful business activities.

The individual and cumulative risks facing BVB are monitored and managed as part of the risk management system, which has been incorporated into the organisational structure of the entire Group. Generally speaking, risks are assessed over a medium-term observation period of two years.

All departments and divisions are required to immediately report any market-relevant changes in the risk portfolio to the management. The risk management system is also an integral component of the overarching planning, steering and reporting process. The governing bodies of Borussia Dortmund are informed of the Group's current risk profile on a regular basis.

Risks are identified, discussed and reviewed in consideration of current circumstances in one-on-one meetings or plenary sessions in order to assess the current likelihood of their occurring and their potential consequences.

During the reporting period, there were 56 individual risks in seven main categories, with 18 (previous year: 17) individual risks being classified as high-priority risks.

201-2

At the moment, environmental risks are not recorded separately/are not classified as high-priority risks.

Strategic risks:

- The fact that financial planning is dependent on sporting success
- Performance of BVB's shares
- Conflicting goals of sporting and commercial success

Personnel risks:

- Protecting confidential information
- Periods during which professional players are unable to play
- Ban on fixed-term player contracts
- Travel accidents
- Other accidents and terrorist attacks

Macroeconomic risks:

- Unfavourable macroeconomic developments
- Right-wing extremism
- Willingness of certain individuals to commit violence at stadiums
- Fees of providing security at matches
- Social media activities

Competitive risks:

- The risk of being relegated to the second Bundesliga
- The risk that key players might switch clubs
- The risk of failing to comply with the Financial Fair Play rules
- Stadium catastrophe

Liquidity risks:

- Loss of significant financial backers and sponsors
- Volume of player salaries

Interest rate risk and credit risk:

- No high-priority risks during the reporting period

As part of the review of the overall risk position, no risks were identified in the past financial year that would contribute to a permanent or material deterioration in the financial position or financial performance of either the Group or its individual companies. Taken in total, the individual risks defined within the risk areas do not jeopardise the continued existence of Borussia Dortmund.

Detailed information on the procedure followed, the individual high-priority risks and the measures taken can be found on pages 133-139 of the most recent Annual Report. If these risks and measures relate to sustainability aspects, they are addressed in the corresponding sections of this report.



Athletic development

A sustainable plan for athletic development.

Focus of Borussia Dortmund's athletic development:
Ensuring peak performance
Promoting youth football

Echte Liebe.



Athletic development

102-16
103-1

For more than 100 years, Borussia Dortmund has stood for intensity, authenticity, community and ambition. We are absolutely determined to achieve great things and to give our fans and club members an unparalleled, intense football experience. The willingness to always give 100% and to never give up are a reflection of this ambition, allowing BVB to win the hearts of countless fans and numerous major titles in the Champions League, UEFA Cup Winners' Cup, Bundesliga and DFB Cup along the way. Borussia Dortmund's athletic development focuses on two key areas:

Ensuring peak performance

103-1
103-2

We make sure that our players, coaches and support staff have the very best equipment and tools at their disposal to help us achieve our sporting goals. We invest responsibly in the professional squad and in its professional training and competitive structures, taking into account the opportunities and risks involved.

The standings and the season's result are raw indicators we use every day to gauge our success. We also collect and analyse numerous other indicators, such as the average distance covered by the team per match.

Promoting youth football

103-1
103-2

The foundation for achieving our sporting goals is laid at the youth level. Our youth scouts and training concepts implemented by a highly-qualified coaching staff provide the ideal conditions for developing young, talented players into professional footballers. This goes beyond on-the-pitch training and includes medical and educational support structures.

We gauge our success based on the number of youth players who pass through Borussia Dortmund's youth academy and who join our first team or go on to become pros in the first and second Bundesliga divisions.



Ensuring peak performance

At Borussia Dortmund, everything revolves around football. Therefore, everything is geared towards one thing: success on the pitch. To achieve this goal, the team and the support staff must be at the peak of their game at all times.



Professionalism and passion are the keys to success

Victories and championships aren't foregone conclusions. Therefore, Borussia Dortmund's long-term planning includes laying the foundation for successfully competing in domestic and international competitions.

- 8-time Bundesliga champion
- 1-time Champions League winner
- 1-time Intercontinental Cup winner
- 1-time UEFA Cup Winners' Cup winner
- 4-time DFB Cup winner



Professionalism as the foundation for peak performance

The athletic demands placed on today's footballers continue to grow. Calendars are chock-full of domestic and international competitive fixtures. Borussia Dortmund employs a wide range of professional concepts designed to maintain and restore the health and fitness of its players, including individual training schedules, diets and rehab programmes.

In addition to the hybrid grass pitch, the state-of-the-art Dortmund-Brackel training ground offers the players and the entire coaching staff a host of other advantages. Borussia Dortmund understands that investments in the coaching staff, medical department and facilities and equipment of the training grounds are vital for increasing and maximising the chances of success.

Being and staying fit – training and regeneration

A team of experts and specialists is dedicated to maintaining the physical fitness of the professional squad. Two assistant coaches supported the head coach during the 2016/17 season. These three coaches are responsible for setting the team's overall direction and establishing a framework for other key support staff, including two fitness coaches, one rehab coach and three physiotherapists.

The team doctor, assistant team doctor and osteopath round out the club's top-notch medical department. This ensures that the players are physically fit and tactically prepared to face any opponent.



403-3

A completely normal training day

08:30	Breakfast
10:30	Fitness training session/Footbonaut
12:00	Break
12:30	Lunch
13:30	Physiotherapy/video analysis/break
15:00	Coffee/cake/healthy snack
16:30	Skills/tactics training session
17:00	Sauna/physiotherapy/massage



On-site rehabilitation and regeneration

- 1 Weight room
- 1 Fitness room
- 1 Footbonaut
- 1 Sauna
- 1 Light sauna
- 1 Jacuzzi
- 1 Underwater massage bath
- 1 Relaxation room

The players can also play billiards and table football, use the computer or respond to fan mail in the club's recreation room. Offices are available for the coaching staff to hold meetings and prepare for and analyse training sessions and matches. Team meetings are held in the state-of-the-art media room. Each player has their own seat and locker in the team's spacious dressing room.

You are what you eat!

An athlete's diet greatly influences their recovery and regeneration. That's why BVB leaves nothing to chance where this is concerned. After all, maintaining peak performance requires a holistic approach.



Up to four chefs work in the training ground kitchen on training and match days. Head chef Dennis Rother and his team plan the weekly menus together with the coaching staff. The kitchen motto is "eat clean": no wheat, sugar, preservatives, artificial colours or artificial flavourings. Fatty products such as cheese and cream are also off the menu.

As a registered dietitian, Dennis Rother caters to the dietary habits as well as food allergies and intolerances of the players (some of whom are vegetarians or vegans), and travels with the team to every away match.

Meals are planned around the training schedule. Generally, no food is consumed 45 minutes before a training session begins. The schedule is slightly different on match days, with the last meal served around three hours prior to the match.



Role model and club ambassador

The team is not only the most important factor for securing success on the pitch, it also represents the entire club. That is why the composition of the team is such a high priority for the heads of the Sports department. In addition to football skills, the players also need to have good interpersonal skills and a sound character so that they can act as role models for younger up-and-coming players as well as fans. The team comprises a good mix of seasoned pros with longstanding ties to BVB and young, inexperienced talents – a factor that especially helps younger players integrate into the team and their new surroundings.

The team wants to give back to its fans and city – and not just on the football pitch. The team’s annual visit to the Dortmund Children’s Hospital around the Christmas holidays is one such longstanding tradition. The children’s faces light up when the players come bearing gifts and make the rounds, talking and listening to each child. The players also visit schools and other social organisations.



Some players also champion various foundations – including their own – and are actively involved in social projects. They embody the values for which Borussia Dortmund stands and as idols and role models encourage others to follow their lead.

Financial and transfer policy

In many respects, financial and sporting success are intertwined and have long since become inseparable in professional football. However, we employ various strategies and operating policies to address this trend.

In 2007, the club took measures to turn around its financial situation, laying the foundation for how its finances are managed today. Football always played a central role in this process. After Borussia Dortmund steered its way out of its financial crisis and paved the way to sporting success, the club looked to implement a marketing strategy and expand into football-related businesses.



»» In 2007, we decided to lay the foundation by investing in a state-of-the-art training centre. In 2005, we had just one training pitch – for both the pros and the amateurs. Everyone else trained on clay courts. We also expanded our innovative scouting department.

Everything we could spare went towards that goal. Today, we’re reaping the fruit of that labour. <<<

Hans-Joachim Watzke

Borussia Dortmund has taken a similar approach to its longstanding, systematic transfer policy. BVB develops young, talented players with relatively low market values using top-quality coaches and state-of-the-art equipment and facilities. The players are placed in a stable environment where they learn not only on the pitch but also in an academic setting. The conditions for developing youth players at Borussia Dortmund are ideal: in addition to gaining valuable minutes on the pitch, older, experienced players help bring the youngsters into the fold.

Even though Borussia Dortmund eventually sees many of these talented players leave, the – quite often handsome – transfer fees have thus far always exceeded what the club paid initially. This policy is the result of a first-class scouting department that discerns between good and top talents. Its work is indispensable for implementing the strategy that also determines the club’s sporting and financial performance.



35 players join the pros

Players from Borussia Dortmund’s youth academy who made the official match day roster at BVB or another club in the first or second Bundesliga division at least once between the 2014/15 and 2016/17 seasons:

Dzenis Burnic

Felix Götze

Felix Passlack

Dominik Reimann

Pascal Stenzel

Jeremy Dudziak

Marvin Ducksch

Thomas Eisfeld

Antonio Rüdiger

Rico Benatelli

Mario Götze

Zlatan Alomerovic

Daniel Ginczek

Marc Hornschuh

Lasse Sobiech

Marco Stiepermann

Julian Koch

Jacob Bruun Larsen

Christian Pulisic

Jon Gorenc Stankovic

Patrick Pflücke

Maximilian Dittgen

Marco Hober

Marian Sarr

Yannick Deichmann

Dominik Nothnagel

Kerem Demirbay

Stephen Sama

Tim Väyrynen

Christopher Buchtman

Erik Durm

Daniel Heuer Fernandes

Jonas Hofmann

Terrence Boyd

Marcel Halstenberg



Promoting youth football

Over the past few years, Borussia Dortmund's youth academy has demonstrated in impressive fashion that it's fulfilling its mission. Our youth teams are some of the best in their respective age groups. But youth development goes beyond training on the pitch. Borussia Dortmund also helps young players develop on a personal level.

A success story

During the 2016/17 season, Borussia Dortmund had ten youth teams ranging from the U9s to U19s. Even though the number of wins and losses are less of a priority at the lower age groups, the coaches and support staff look back on a rather successful year.

There is a noticeable increase in intensity and competition at the U15 level and we're proud that our U15 team remained undefeated and ended the season 24 points ahead of second place. The U17 team finished in second place in the Bundesliga West, qualifying for the final round of the German championship.

Those Borussia Dortmund youngsters who were born in 1998 managed an especially impressive feat by winning the German championship for the fourth consecutive year: twice at the U17 level and twice at the U19 level.

As the club's most important feeder team, the U19s defended their championship title against FC Bayern Munich in front of 33,450 spectators in the previous season. The match also set a new attendance record. Never before had so many spectators come to watch a U19 Bundesliga match.

Creating ties early on

Borussia Dortmund has a long history of producing key players from its own ranks. Lars Ricken, a true BVB icon and role model, is the coordinator of the youth academy and responsible for youth development, and a shining example of how to optimally combine professionalism with the BVB identity.

Lars Ricken – Youth academy coordinator

- 1-time U17 European champion
- 1-time U19 Bundesliga champion
- 3-time Bundesliga champion
- 1-time Champions League winner
- 1-time Intercontinental Cup winner

Marcel Schmelzer – joined BVB in 2007

- 2-time Bundesliga champion
- 2-time DFB Cup winner
- 1-time U21 European champion
- Youth academy graduate

Nuri Sahin – joined BVB in 2003

- 1-time U17 European champion
- 1-time Bundesliga champion
- 1-time DFB Cup winner
- 1-time La Liga champion
- 1-time Eredivisie champion

Jacob Bruun Larsen – joined BVB in 2014

- U17/U19 BVB team
- U17 top scorer
- Youth academy resident

Luca Unbehaun – joined BVB in 2016

- U16 national team goalkeeper

Becoming a pro

The club takes a holistic approach to youth development that includes a socio-pedagogic focus and the all-round education of the young players. The footballing targets are tailored to the respective age groups and build on one another. From an early age, young players undergo professional training ranging from fundamentals to intermediate and advanced levels. The youth academy coordinators provide conceptual support to the qualified coaches responsible for the technical and tactical aspects of the game.



»» Our mission is to mould our players not only into excellent footballers but also into excellent students. ««

Lars Ricken

Wolfgang Springer (head of department), Lars Ricken (youth academy coordinator) and Edwin Boekamp (youth academy sporting director) have created ideal conditions for young players to make the leap to the professional level. The goal is for the young players to develop and hone various skills such as self-management and taking responsibility for themselves and others as well as the ability to reflect on their own actions. This personal development takes place primarily at the youth academy.



Youth academy – peak performance and personal development centre

Until 2014, BVB housed 12 up-and-coming talents from across Germany and even all over the world near the club’s headquarters. In 2014, BVB invested in a new dormitory at the Brackel training ground that now houses 22 highly talented youth players. Franziska and Marvin Mainoo-Boakye are the residence directors.

In addition, six other youth players are placed with host families off campus. All host parents are bound by the local youth welfare office’s foster care guidelines and attend several training courses per year. The players focus on much more than their professional careers at their “home away from home”. The young players are also expected to complete their daily chores and participate in joint activities.



»» If not for the teamwork between, the lads, the school, the guardians, the parents and us, none of this would work. ««

Franziska Mainoo-Boakye

Combining school and professional football

Highly talented and touted young players often see themselves as high-value players even before they make the leap to the professional level, a mindset that is frequently shared by their parents, friends, advisors and agents. In light of these expectations, some lads sometimes neglect their studies. While unexcused absences and a lax work ethic may appear normal given the players’ age, other traits are needed to become a professional footballer: personality, professionalism and a positive attitude.



»» I think this time helped us grow as people. It helps keep you humble and from thinking that just because you’re playing for Borussia Dortmund, you’re better than all of the other lads next to you in school. ««

Marcel Schmelzer

Young players can quickly lose sight of and the skills needed to master everyday issues when living in this “football bubble”. In order to prevent this kind of attitude from taking root, learning everyday skills is part of every BVB youth academy player’s personal development, regardless of whether he’s an on-campus or off-campus resident.

By developing an over-18 curriculum and successfully collaborating with schools, BVB is expanding its structures with which it will first and foremost meet its responsibilities towards its youth players. Borussia Dortmund sees its investment in structures designed to provide its youth players with first-class training on the pitch and personal development as a cornerstone of its long-term sporting success.





Focus of Borussia Dortmund's environmental responsibility:
Energy and climate protection
Water and wastewater
Mobility
Waste and recycling
Use of resources

Environmental responsibility
Environmentally conscious behaviour.

Environmental responsibility

103-1 The obligation to act in an environmentally sustainable manner is an absolute priority for us. Our goal is to employ various measures to intelligently manage the use of valuable resources and to improve the impact of our business processes on living and non-living natural systems. In a first step, we defined five material topics.

103-1 103-2 Energy and climate protection

The responsible consumption of energy and the associated reduction of harmful emissions is one of our primary environmental goals.

We collect and analysis information about our energy usage so that we can reduce it. We encourage and promote the generation and consumption of renewable energy.

103-1 103-2 Water and wastewater

Using water responsibly is important to us. Material aspects in this area are the intensive up-keep of the stadium pitch and training ground, the wastewater from SIGNAL IDUNA PARK and in this context the use of rainwater.

We collect information about and manage our consumption of water. Furthermore, we increasingly use rainwater to irrigate and water our pitches and as grey water.

103-1 103-2 Mobility

We attempt to implement environmentally-friendly transportation policies and differentiate between the mobility and transportation of our employees at the team and company levels and how our spectators travel to and from the stadium.

We collect information about the energy consumed in the course of business trips and by our vehicle fleets, and we also analyse how our spectators travel to and from the stadium.

103-1 103-2 Waste and recycling

We are doing our part to help protect the environment by avoiding unnecessary waste and by recycling the waste produced in the course of stadium operations and our business activities.

We analyse our business operations and activities to avoid generating waste in the first place. We separate any unavoidable waste for recycling purposes.

103-1 103-2 Use of resources

We take an environmentally friendly approach to using our natural resources. This applies in particular to food and food waste.

We prefer certified food and vendors and combat food waste through our accurate and professional food management system and by ensuring that any unavoidable food waste is recycled and converted into green energy.

Energy and climate protection

Match operations require lots of energy. Borussia Dortmund powers SIGNAL IDUNA PARK and its FanWelt service centre using 100% green energy generated from hydroelectric power plants in Germany. In 2016, the solar panels on the roof of the stadium generated a total of 558,000 kWh of clean energy that was fed back into Dortmund's electricity grid. BVB also encourages its fans and members to make the switch to green energy. We will continue to refine our energy management system in an effort to further reduce our carbon footprint.

Our goal: Reducing CO₂ emissions by **81,360 tonnes.** One tonne per stadium seat.



Energised for our environment

Borussia Dortmund sources 100% green electricity from "LichtBlick" and the heat needed for SIGNAL IDUNA PARK, the training ground and the Artrion headquarters building from Dortmunder Energie- und Wasserversorgung GmbH (DEW21), a local supplier. Our focus is on becoming more energy efficient, reducing harmful emissions and using environmentally friendly renewable energy.

While we realise that our work is by no means done, this section presents the measures and initiatives the BVB has taken to date.

"Strom09" – for a greener tomorrow!

As a part of our "Strom09" energy conservation campaign, we teamed up with our electricity provider "LichtBlick" to considerably reduce our CO₂ emissions and the resources we consume. The award-winning green energy supplier has been a passionate proponent of the "Energie-wende" since 1998 and now supplies renewable energy to more than one million con-

sumers in Germany. The more people are supplied with green energy, the cleaner the energy that flows through our electricity grids. BVB therefore launched its "Strom09" campaign to raise its fans' awareness of environmental issues and encourage them to make the switch to green energy.

The objective of the "Strom09" campaign is for BVB and its fans to collectively reduce CO₂ emissions by 81,360 tonnes. By June 2016, CO₂ emissions had already been reduced by 25,000 tonnes, equivalent to one tonne per standing place on the south terrace. This joint effort benefits more than just the environment. Upon reaching this milestone, the club's "leuchte auf" non-profit foundation, BVB and LichtBlick staged an ideas competition and called on primary schools in Dortmund to launch innovative projects that raised awareness for environmental issues and promoted environmentally friendly practices.

Since the campaign was launched, CO₂ emissions have been reduced by more than 35,000 tonnes.

305-5

302-4 We used this milestone as an opportunity to conduct environmental audits and implement modernisation measures at three amateur football clubs in Dortmund to help them save energy costs. This included installing more energy efficient flood lights, for instance.

The next milestone is reducing CO₂ emissions by the same numbers of tonnes as the stadium's capacity in 1992: 42,800. If this target is reached we will celebrate by helping to promote and providing assistance to social projects and amateur football clubs.

Photovoltaic system

All good things come from above – the sun does not just help the pitch grow, it also powers 8,768 solar cells. Borussia Dortmund's efficient and environmentally friendly photovoltaic system is in the shape of the BVB logo and covers an area of 8,300 m².

Protecting the environment requires investments. BVB recognised this early on and in 2011 had the system installed on the stadium's roof for EUR 1.9 million.

In 2016, BVB fed 558,000 kWh back into Dortmund's electricity grid – enough to power 153 three-person households with clean energy for an entire year. Such an efficient method of generating electricity from sunlight is good for the environment – we reduced our CO₂ emissions by some 262 tonnes per year!

The use of green energy at SIGNAL IDUNA PARK and the FanWelt service centre alone had the following effects in 2016:

Reduced LichtBlick's CO₂ emissions by **3,800 tonnes**



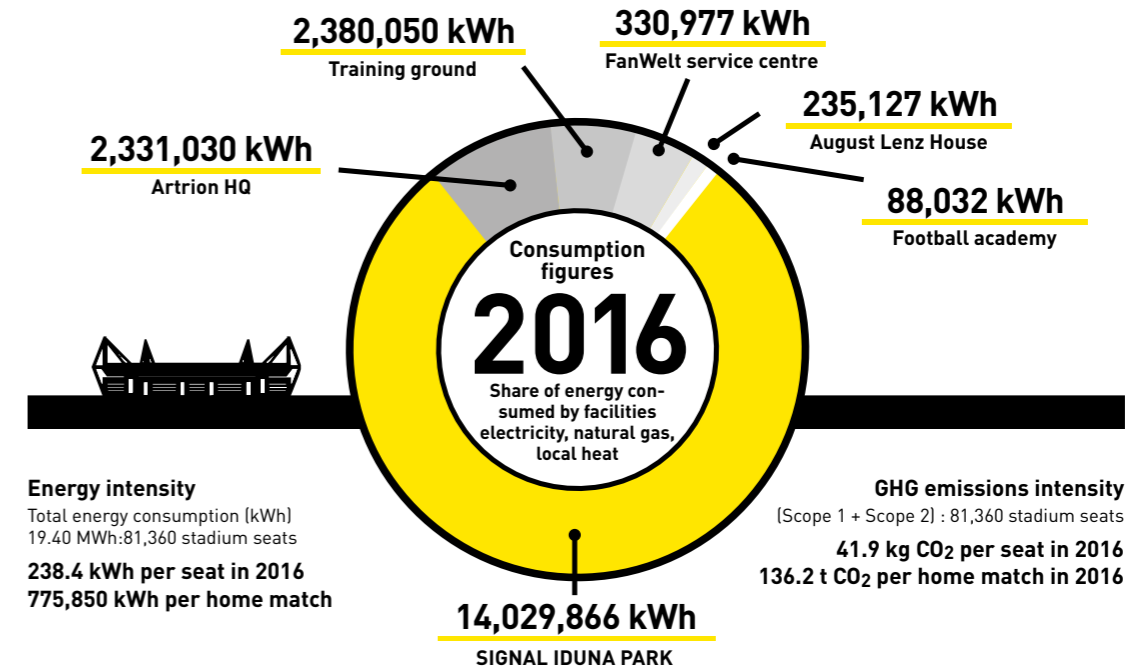
Average CO₂ emissions generated by one three-person household per year

1.7 tonnes

Reduction in emissions equivalent to output generated by

2,235 three-person households

Enough to power all of the households on the island of Norderney for one year.



302-3

Energy intensity
Total energy consumption (kWh)
19.40 MWh:81,360 stadium seats
238.4 kWh per seat in 2016
775,850 kWh per home match

GHG emissions intensity
(Scope 1 + Scope 2) : 81,360 stadium seats
41.9 kg CO₂ per seat in 2016
136.2 t CO₂ per home match in 2016

302-1

305-4

Emissions

Borussia Dortmund's emissions are accounted for and classified into three categories known as Scopes in accordance with the principles of the Greenhouse Gas Protocol (GHG Protocol). Scope 1: direct emissions from owned or controlled sources; Scope 2: indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company; Scope 3: all other indirect emissions that occur in a company's value chain. In deviation to the GHG Protocol all numbers are provided as amount CO₂ and not as CO₂-equivalent.

305-1

Scope 1 includes CO₂ emissions generated from the Artrion HQ building's natural gas heating systems, the Brackel training ground, the Footbonaut and the football academy, as well as the CO₂ emissions attributable to the fuel consumed by the vehicle fleet. In 2016, the Scope 1 emissions amounted to 961.9 tonnes of CO₂, of which 365.8 tonnes of CO₂ was attributable to the heating systems and 596.1 tonnes of CO₂ to the fuel consumed by the vehicle fleet. Scope 1 emissions were calculated in accordance with GEMIS 4.95.

305-2

Scope 2 includes CO₂ emissions from the electricity consumed for operating SIGNAL IDUNA PARK, the Artrion HQ building, the training ground, the football academy, the August Lenz House and the FanWelt service centre, as well as the CO₂ emissions from the local heating supply for SIGNAL IDUNA PARK, the Brackel training ground, the Footbonaut and the August Lenz House. In 2016, the mar-

ket-based Scope 2 emissions amounted to 2,444.4 tonnes of CO₂, of which 471.8 tonnes of CO₂ was attributable to the electricity consumed and 1,972.6 tonnes of CO₂ to the supply of local heating. Based on the average German electricity mix of 527 g CO₂/kWh in 2016 (Federal Environment Agency), location-based CO₂-Emissions caused by the consumption of electricity amount to 7,053.9 t CO₂. This results in calculated savings of 4,608.5 t CO₂ due to the use of green electricity. The data on the CO₂ emissions attributable to electricity were provided by the respective utilities and the figures on the emissions attributable to heating were calculated using the emissions factor 242.034 g CO₂/tonne in accordance with GEMIS 4.95 applied for the district heating mix in Germany.

305-3

Scope 3 includes all other emissions related to manufacturing and transportation processes in the Company's upstream supply chain and the emissions attributable to fans travelling to and from the stadium venue. No detailed information on these two sources is currently available.

Local heating supply

Borussia Dortmund obtains its heat from DEW21. In a local heating system, thermal energy produced at a central heating plant is distributed to various customers in a city or town. In contrast to district heating, local heating pipelines are seldom longer than one kilometre. Borussia Dortmund uses local heating for its stadium, the Dortmund-Brackel training ground and the August Lenz House.

306-1

Water and wastewater

The water usage in calendar year 2016 totalled 71,301 m³. This is approximately equivalent to the annual water consumption of 540 three-person households. An exact breakdown of the water usage is currently not available. Borussia Dortmund's next step will be to collect more detailed information in order to determine where and to what extent it can reduce its water usage.



The DFB rules and regulations pertaining to pitch conditions do not apply to the training ground. That is why the 20-hectare training ground has both artificial and natural grass pitches.

The pitches are watered using a cistern system, which collects water that has seeped into the ground and transports it to the cisterns via a network of pipes. SIGNAL IDUNA PARK has a different watering system. However, ten additional water meters were installed this season in order to better manage the stadium's total water

usage. The metres are used as control and optimisation instruments, making it easier to detect where water usage exceeds normal levels.



Mobility

On average, Borussia Dortmund welcomes 79,712 fans per home match at SIGNAL IDUNA PARK. The fans from across Germany come to get close to the action on the pitch. They travel by car, bus, train or even plane. While some fans who live close by often hop on their bikes, most people walk to the stadium.



Travelling to and from the stadium: passion in motion

Home matches also draw fans from around the world: in addition to the 171 season ticket holders from 16 different countries, countless other international spectators also purchase match day tickets. The majority of these fans come from the neighbouring countries of Austria, Belgium, Luxembourg, the Netherlands and Switzerland.

Fans who travel to Dortmund via bus, car, plane or train contribute to harmful CO₂ emissions. In order to offset these emissions, Borussia Dortmund teamed up with the city's municipal utilities, Dortmunder Stadtwerke AG, and tickets now include the fare for public transport to travel to/from matches and are valid to/from any destination in the VRR transport authority region. An analysis of how spectators travel to and from the stadium revealed that 31% of season ticket holders live in Dortmund itself. Nearly 51% of all spectators come from the VRR transport authority region. Since many of Borussia Dortmund's fans use this service and in order to accommodate the large number of passengers, Deutsche

Bahn works with the City of Dortmund to draw up special match-day timetables and operates extra trains.

Employee mobility

Borussia Dortmund is in the process of collecting data that it will use as the basis for its future mobility concept. This will cover its vehicle fleet as well as the travel activities of its employees and its team. One of the first data points collected was the fuel consumption of the vehicle fleet. During the reporting period, the fleet consumed 210,221 litres of fuel. This includes the team bus, the management's vehicle fleet, the vehicles used at the stadium and the training ground (lawn mowers, tractors, etc.) and the transport service for youth players. In calendar year 2016, our employees travelled a total of 337,326 kilometres by train.



302-1

103-2

Waste and use of resources

Borussia Dortmund is committed to keeping the waste it produces to a minimum and to recycling unavoidable waste. This not only reduces our operating costs but also reflects our increasing responsibility and commitment to environmentally friendly business operations.

Waste in 2016

In preparing for this report, Borussia Dortmund for the first time quantified the total volume of waste produced, classified this waste into various categories and transparently presented the data. 54% of the total weight is from mixed packaging largely attributable to match operations at SIGNAL IDUNA PARK. 25% is biodegradable materials such as grass clippings and other green waste, 6% is construction waste from renovation and expansion work at the stadium and training ground. 8% is paper waste. Our waste management service provider recycles the majority of the waste. A waste balance sheet will be prepared for the next report.

Food management and disposal

The term "resources" includes both food and food waste. Various initiatives in the food sector are working to develop practical solutions for reducing food waste. Four of our primary vendors are already members of United Against Waste, which champions an environmentally friendly, sustainable approach to food and whose short-term objective is to reduce the 18 million tonnes of food waste that are produced annually in Germany (WWF 2015).

Disposing of food waste 2016

SIGNAL IDUNA PARK	174.6 m ³
Brackel training ground	7.9 m ³
Total food waste	182.5 m³
Recycling of cooking fats	1.345 t

Wasting food puts a strain on the environment. Growing, cultivating, producing, processing and recycling food requires large amounts of energy. We recycle our used cooking fats and grease at a biogas plant.

Borussia Dortmund's accurate and professional food management system helps our partners in this endeavour. This ensures that just the right amount of products are delivered, which in turn positively impacts the amount of food waste that is generated. Cost savings are an additional advantage of intelligent resource planning.

Despite these efforts and meticulous planning, however, food waste cannot be avoided entirely and we generate approximately 182.5 m³ of unavoidable food waste from match operations. However, we pay special attention to separating our waste so that we can recycle as much as possible.

We work with a local food waste management company to recycle any unavoidable food waste and convert it into energy at a biogas plant located 20 km from the stadium. Any remaining waste that is produced leading up to or on match days is separated into various containers under the supervision of an external recycling expert. The waste is then picked up by the local waste management company and is, if possible, reused or recycled.

the plant is then fed back into the green electricity grid.

This is yet another way in which Borussia Dortmund demonstrates its responsibility and commitment to the environment.

Gib mich den Becher!

At the start of the 2015/2016 season, Borussia Dortmund launched its "Give me the cup" campaign (Gib mich den Becher!), replacing its reusable cups with disposable cups. It comes as no surprise that the some 80,000 spectators who attend Borussia Dortmund's home matches produce large amounts of waste. Ostensibly, it would appear that the introduction of disposable cups would lead to even more waste. BVB was compared to its Bundesliga rivals and criticised heavily in the media for this move.

However, Borussia Dortmund uses cornflour (PLA) cups that are brought to a biogas plant where the energy generated during decomposition is recovered and fed back into the electricity grid. Any residual waste can be reintroduced into the energy and nutrient cycle as agricultural fertilizer. But to do so, BVB asks its fans and spectators for a helping hand. For recycling purposes, the cups must be deposited in one of the 140 customised cup receptacles located throughout the stadium.

The club launched the "Give me the cup" campaign in order to promote the recycling of these biodegradable cups. A brief video broadcast every match day 30 minutes prior to kick-off on the stadium's TV monitors and video walls calls on spectators to dispose of their cups in the cup receptacles.

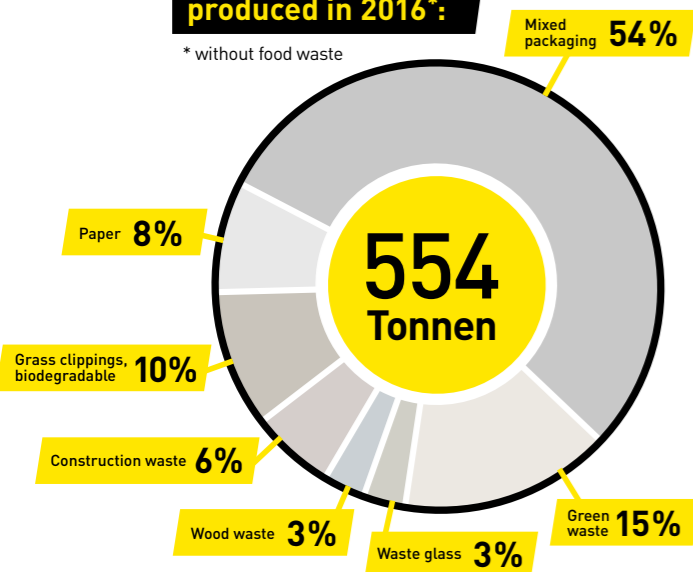
The cups themselves also have an imprint reminding fans to properly dispose of them. At the end of each match day, the cups are then transported 20 km to a nearby biogas plant that has been certified by our local waste management partner, DOGA. The green energy generated by



306-2

Total waste produced in 2016*

* without food waste





Focus of Borussia Dortmund's social responsibility:

- Fans and club members
- Employees
- Company
- Product responsibility

Social responsibility
Issues that matter.



Fans and club members

The key issues for fans and club members:

- The fan community
- Fan behaviour
- Tradition

Fans and club members

103-1 For many people, Borussia Dortmund is akin to home and family in a city that has seen constant transformation and change. BVB is their rock, upon which they find happiness and a sense of belonging. This special relationship between BVB and its fans is an expression of the club's ability to bring people together. It's what makes BVB so popular, and it's why the club can always rely on its fans – even when the going gets tough. Three material topics stand out in this area.

The fan community

103-1
103-2

We have a large, diverse and constantly growing fan base which is active in the club itself, in a multitude of fan clubs and in a Fan Council. Our team in the Department for Fan Affairs – the first port of call for any and all BVB fan concerns – is responsible for keeping all lines of communication open with this community.

Match Operations works together with fans on match preparations and follow-up, assists fans with disabilities, attempts to address hooliganism and engages in networking. The Fan Clubs department is responsible for addressing the concerns of all official fan clubs. In addition, Fan Affairs is also responsible for overseeing social projects. The number of fan clubs and the number of club members of BV. Borussia 09 e.V. Dortmund are a reflection of how effective we are in this area.

Fan behaviour

103-1
103-2

The conduct of our fans inside the stadium, on the way there and anywhere else in public not only reflects on BVB but also holds up a mirror to society in general. While the vast majority of our fans come to the stadium for the love of the game, certain individuals feel they can use the match as a venue for criminal, antisocial and dangerous activities. There can be zero tolerance for this small minority which threatens social order.

The fact that we mean so much to so many in the city and region means that we have a responsibility to society, which we take very seriously. We actively engage with our fans in order to convey the value we place on human rights, democracy and equality. We keep track of the number of criminal offences committed, record any banner unfurled with slogans inciting discrimination and glorifying violence, and track the fines we've been ordered to pay for our fans' misconduct.

Tradition

103-1
103-2

No future without the past! Borussia Dortmund celebrates its sporting successes alongside its sense of tradition like hardly any other football club. Our goal is to keep the memories of the highs and lows in BVB's long history alive in the hearts of our fans and club members and to underscore our vision of dedication, tolerance, social commitment and democracy.

The BORUSSEUM, which is operated by BVB's Department of Fan Affairs, is where Borussia Dortmund's fan culture and history come alive. It provides a backdrop for a host of events and social projects. The number of events and visitors serve as an indicator for success.

The fan community

Borussia Dortmund has a large, diverse community of fans. Their shared enthusiasm and devotion is borne of unconditional loyalty that is forgiving, lasting and generous – particularly when times get tough.



The BVB family

The BVB family is constantly growing. The Fan Affairs team has also been growing in recent years to ensure that the department can live up to its mission. It now includes six full-time fan representatives who have their own individual areas of responsibility in addition to shared tasks.

»» In light of the many social challenges not only in Dortmund, projects like the ones put on by the BVB fan clubs are indispensable. This commitment is the glue that binds our society together. ««

Marco Rühmann, Manager of "leuchte auf"

Nearly every task involves intensive networking. The Department for Fan Affairs ensures that there is constant communication between departmental colleagues as well as with fans. They work closely with the organisational departments to address not only security issues at home and away matches and in and around the stadium but also organise tifos and fan arrivals. Fan representatives also work with the fan clubs and volunteers from the Department for Fan Affairs at BV. Borussia 09 e.V. Dortmund and Fan-Projekt Dortmund e.V., the "leuchte auf" non-profit foundation and the City of Dortmund.

In addition, the Department for Fan Affairs manages the Fan Council, organises fan events and works to combat discrimination. Aside from

103-2



events and works to combat discrimination. Aside from organisational and administrative duties, Fan Affairs is also responsible for social projects. Together with the "leuchte auf" non-profit, the "Black-and-Yellow Family" initiative has already promoted several fan club projects. "leuchte auf" provides the funding and BVB fans put their ideas into practice. The results include lasting installations such as a barbecue spot at a youth welfare centre, nursery school renovations and wooden playhouses in play areas.

Fan solidarity

In the wake of the attack on the team bus, Borussia Dortmund's fans demonstrated great strength and social commitment. Not only did they loudly support the team at the make-up match the next day, they also used social media to offer many away fans a place to stay the night.

»» These fans are the best fans in the world. There is no greater sight in the world of sport than the south terrace. Real love, that's the spirit of Borussia. This is our strength. ««

Nuri Sahin



EMMA

Position: Mascot
 Date of birth: 16 April 2005
 With BVB since: birth
 Private bookings 2016/2017: 158

BVB-KidsClub

Dortmund's youngest fans can join the black-and-yellow family as members of the BVB-KidsClub from the day they are born until the day they turn 14. For eight years now, Emma – a mascot who is at least as popular as the pros – has joined the smallest fans in cheering the team on.

With regular events such as a BVB-KidsClub Day at the Dortmund Zoo, organised trips to away matches and the annual Christmas party, BVB is able to awaken a lifelong passion for Borussia Dortmund from a very early age.

The KidsClub has added 4,380 little kickers since the past year and now has 20,188 members.



Club members

Borussia Dortmund is currently in second place in the members' ranking of Bundesliga clubs and had a total of 147,895 members at the end of the 2016/2017 season. Love for BVB goes far beyond European borders. The black-and-yellow family includes people from all continents.

FACT SHEET

Total club members:	147,895
Top member countries with more than 100 members, after Germany	
Switzerland	1,709
Austria	1,404
Luxembourg	508
Netherlands	408
Belgium	195
United Kingdom	106
Total abroad:	4,982
Number of countries:	55
Furthest distance: New Zealand (in km)	18,506

BVB family member development

Club members receive not only preferential treatment when tickets are issued, they also receive discounts on fan merchandise, a membership ID and a subscription to the "Borussia Aktuell" magazine.

This is independent of club membership type selected. In addition, club members are entitled to participate in the annual club members' meeting which elects the Executive Board of BV. Borussia 09 e.V. Dortmund.

Borussia Dortmund is now not only the second-largest football club in Germany, it is the world's fourth-largest. Club membership is rapidly growing. 14 years ago, when the "40,000 Initiative" was launched, BVB had just under 11,000 members. Eight years on, this milestone had been reached. In another two years, there were already 70,000 club members and in March 2014, the 100,000-member mark had been surpassed.

Whether as the fourth-largest club in the world or the second-largest in Germany, "the combination of great successes, great tradition and unparalleled solidarity makes us the greatest club in the world any way you look at it", commented managing director Hans-Joachim Watzke on the development. This clearly shows that Borussia Dortmund is still perceived as a football club and not as a company. BVB walks the fine line between business and football, leaving enough room for "real love". The rising number of club members is an expression of people's loyalty to Borussia Dortmund and its traditions.

Fan behaviour

Many Borussia Dortmund fans set a fine example through their social commitment and volunteering work. BVB is focused on fighting discrimination and promoting the diversity of its fans.

Social responsibility to fight discrimination and right-wing extremism

Borussia Dortmund occupies a prominent position in Dortmund's society. BVB supporters share in common not only sporting successes, but also local roots and fellowship alongside their passion for Borussia Dortmund. BVB actively engages with its fans in order to convey the value it places on human rights, democracy and equality.

Many times in the past, right-wing extremists have tried to pervert Borussia's fan culture, especially by using the legendary south terrace as a megaphone for their antisocial views. Certain elements of fan organisations maintain links to extremist right-wing groups. However, this is not true for the vast majority of Borussia supporters – although discrimination is not only a problem rooted in right-wing extremism. It should be understood as a multifaceted construct of attitudes which emphasise inequality between people – including anti-Semitism, homophobia and sexism.

103-2

BVB has zero tolerance for right-wing extremism and discrimination. BVB fans in particular should be supported because they are attuned to the various dynamics in their ranks. They function as a network, organise independent activities and breathe life into their passion. The Department for Fan Affairs and the Fan-Projekt Dortmund e.V. act as partners who are intimately involved in these activities.

The objectives

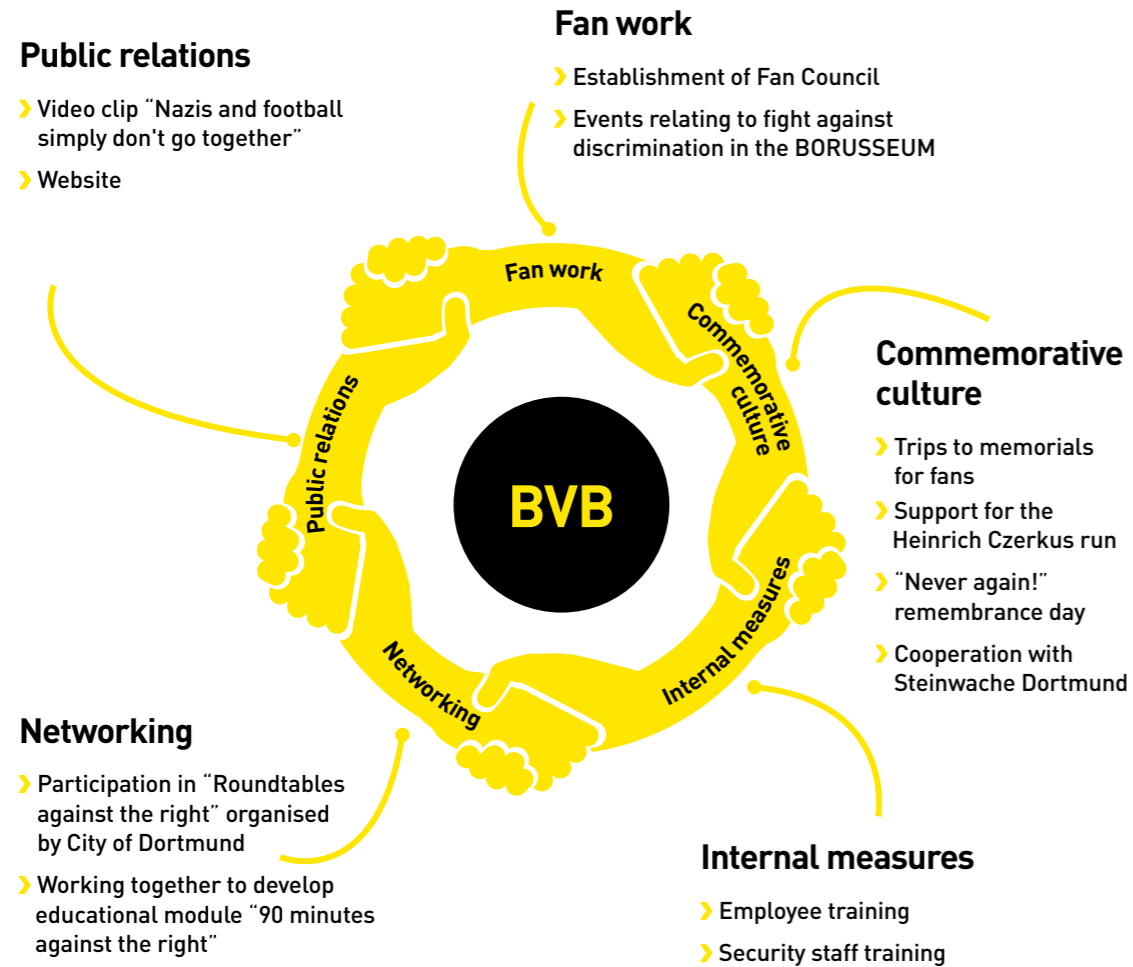
- › Publicly state opposition to right-wing extremism and discrimination
- › Raise awareness of all stakeholders in the club and its environment, and facilitate communications between them
- › Actively support fight against discrimination and promote diversity of BVB fans

These objectives are pursued using a balanced combination of preventative, supportive, activating and sanctioning measures. This responsibility is incumbent on the fan representatives in particular, who involve all relevant stakeholders within the club and its environment, and ensure communications between them. This includes:

- › Stakeholders at Borussia Dortmund
- › Fan organisations
- › Civil and athletics organisations and civic institutions in Dortmund



BVB's fight against right-wing extremism and discrimination



›› BVB and its fans must join together and speak out against racism and discrimination. ‹‹

Daniel Lörcher, Head of Department for Fan Affairs

Sanctions

416-2 In the past season, 14 major criminal acts were committed by Borussia supporters. This included the use of pyrotechnics, violent attacks on other fan groups and the unfurling of banners with slogans inciting discrimination and glorifying violence.



419-1 In the past season, Borussia Dortmund paid just over EUR 279,000 in fines relating to fan misconduct. A further sanction imposed by the DFB was the partial stadium ban encompassing the south terrace for one home match against Wolfsburg.

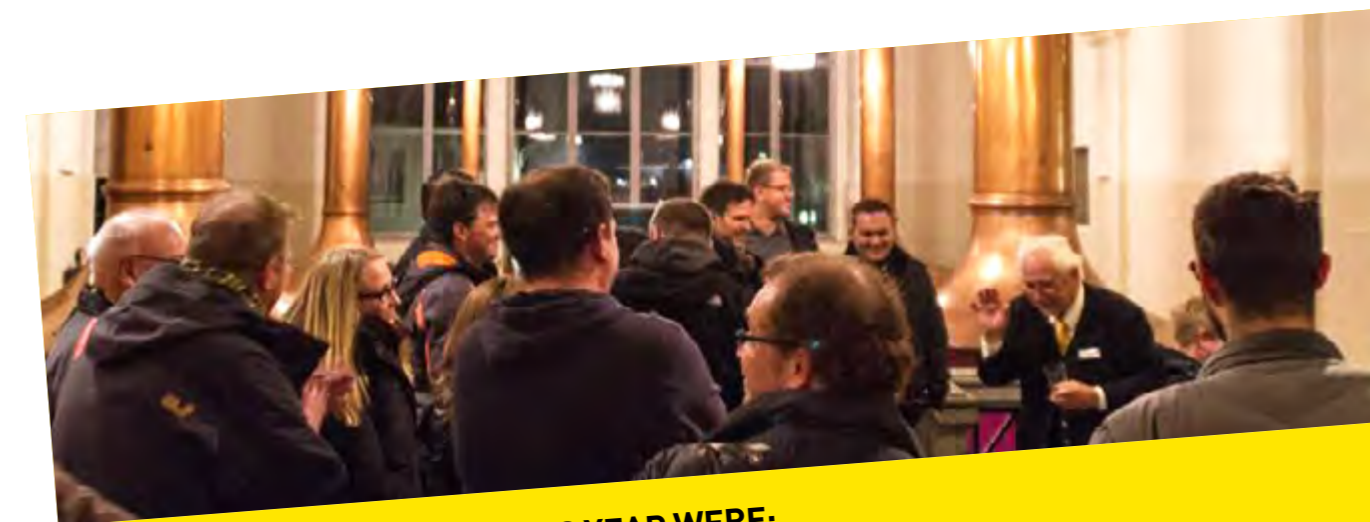
BVB believes that it is its duty to review such events when they occur and impose sanctions where appropriate. Given that this group of criminals is but a small minority and the many good

ideas and deeds of BVB's fans are not seldom overlooked in the justified uproar over criminal acts, it is vital that the work with and for fans continue and that positive fan initiatives continue to receive support. This includes working in the fight against discrimination and right-wing extremism, supporting fan club projects and intensifying the relationships between fans, the club and network partners.

Fan Days – events for BVB fans

In order to focus on dialogue with fans, to hear their ideas and to inform them of and sensitise them to issues that are important even on non-match days, Fan Affairs works with a variety of partners to host a series of events.

The "Fan Days" took place for the first time in October 2015 and will be held again in the coming season for fans interested in what's happening at BVB and in the fan scene.



THE TOPICS COVERED THIS YEAR WERE:

- Champions, crisis and back – BVB in 2005
- Beerussia – the history of brewing in Dortmund
- Away with BVB – from the Oberliga to Munich '97
- When you've hung up your shoes – careers for ex-pros



Tradition

Borussia Dortmund looks back on more than a century of tradition, with a history that has been marked by successes as well as hard times. BVB has fans of all ages who form a community that celebrates not only the great successes that everyone knows and looks back on fondly. They are also bound together by anecdotes and stories told in the stands, making the past a living tradition.

Successes, fans and BORUSSEUM

It is hardly possible to adequately cover BVB's tradition in this compact Sustainability Report. There are a variety of more comprehensive sources covering it on BVB's website and at the BORUSSEUM. Nevertheless, at the heart of Borussia Dortmund's identity is the club's fascinating history, including the many highs and lows, and its commitment to social responsibility dating back to the its founding in 1909 and of course its faithful fans.

Intercontinental Cup winner 1997, Champions League winner 1997, UEFA Cup Winners' Cup winner 1966, Bundesliga champion 1956, 1957, 1963, 1995, 1996, 2002, 2011, 2012, DFB Cup winner 1965, 1989, 2012, 2017, DFL Super Cup winner 1989, 1995, 1996, 2013 and 2014.

The list of BVB's post-war wins is impressive. As is the loyalty of its fans, who have also stood by Borussia Dortmund through crises and losing streaks. For instance, fans stood by the club during the 1970's when it played in the second division and in 2005 which nearly saw the financial collapse of the club. All this and more than a few bitter defeats at finals are also part of the tradition at Borussia Dortmund. In contrast to many other competitors, the living and past tradition plays an important role for overall cohesion at BVB. Thousands of supporters travel with BVB to away games, no matter the weather, and make a key difference in our favour. BVB practically has no away games since fan support cannot be ignored even at the other team's stadium.

BORUSSEUM The BVB club museum

The BORUSSEUM, the Borussia Dortmund club museum opened in 2008, was originally created at the initiative of the fans. The Department for Fan Affairs at BV. Borussia 09 e.V. Dortmund played a vital role in the creation of the museum. It came up with the initial concept. It is thanks to the initiators that the BORUSSEUM documents not only BVB's athletic performance but also the club's fan culture tradition. In no other club museum does the history of the club's fans play such a major role.

Visitors can explore the Borussia Dortmund museum on their own or they can join an expert tour, attend fascinating special events, see amazing special exhibitions and celebrate children's birthdays all decked out in black and yellow.

The BORUSSEUM undergoing renovation

Nothing is as lively as BVB's tradition. In order to keep pace with the exhibition concept, plans are currently being drawn up to renovate the BORUSSEUM.

Tolerance, diversity and democracy

Since football is beloved by people from every walk of life, the BORUSSEUM considers it its mission to use the sport's allure to promote values such as tolerance, diversity and democracy, which feature in BVB's Articles of Association.

For example, on 27 January each year, the BORUSSEUM hosts "A Day of Remembrance", featuring events to commemorate the liberation of the Auschwitz concentration camp.





The key issues for employees:
Employment
Occupational health and safety
Training and education
Diversity and equal opportunity

Employees

Employees

103-1 Borussia Dortmund is more than just an employer. Above all, it's a way of life. This is reflected in our corporate and club culture. The people who work at Borussia Dortmund have an emotional tie to the BVB family. Employees demonstrate this tie through their hard work and commitment behind the scenes as well as through their unwavering passion for our team. We belong together – in good times and in bad. Four material topics stand at the forefront.

103-1 103-2 Employment

We offer motivated and reliable employees interesting and varied opportunities across a diverse range of departments. We have grown rapidly and in 2016 have laid the necessary groundwork for that growth by creating an independent HR department.

In 2016, we also conducted an employee satisfaction survey, which we will repeat at regular intervals. We take on board constructive criticism, focus our efforts to develop solutions and make improvements without losing sight of what has worked well in the past. Staff turnover is a key indicator.

103-1 103-2 Occupational health and safety

Sport, fitness and health are closely linked. This is why occupational health and safety management represents a core component of our business activities. We want to ensure that the issues of occupational health and safety are firmly anchored in Borussia Dortmund's culture and processes.

A first-class medical and support staff looks after our professional team. But we are also in the process of developing a structured concept for our employees which recognises the relevance of and room for improvement identified for occupational health and safety in the survey. Going forward, we will document sick days and preventative measures.

103-1 103-2 Training and education

Borussia Dortmund is growing and becoming increasingly international. In the fast-paced competition for talented individuals, we have only managed to be successful by being prepared to learn new skills and preparing ourselves to face change – and not only in the sporting department.

We place great value on education and the issue of continued training is a focus of our HR work. This is also something that makes us an attractive employer. We will publish further education targets and training dates.

103-1 103-2 Diversity and equal opportunity

As an employer, we have an obligation to work together with our staff to ensure that our employees receive equal treatment and enjoy equal opportunity.

Because of the values that we cherish, it goes without saying that we treat our employees and applicants equally, regardless of their age, gender, sexual orientation or nationality. The number of different nationalities and the age structure of our staff serve as key indicators.

Employment

Borussia Dortmund's staff structure has changed drastically in the past ten years. After narrowly avoiding insolvency in 2005, BVB is again in the black and more successful than ever. This outcome is thanks not only to the sporting performance of the team but also to the dedicated work of all employees.

Staff structure

The number of employees has more than doubled since 2004/2005. This growth was due among other things to the formation of BVB Event & Catering GmbH, the construction of the BVB Evonik Football Academy and the expansion of merchandising activities. In the 2016/2017 season, an average of 756 people were employed, of which 51% on a permanent basis and 49% were temporary staff, and 63% were employed full-time (332 m/144 f) and 37% part-time (174 m/106 f).

Aside from our permanent staff, we also have 10 trainees, 38 student employees and 21 interns. 239 new employees were hired during the season, and the staff turnover rate was 11.7%. The

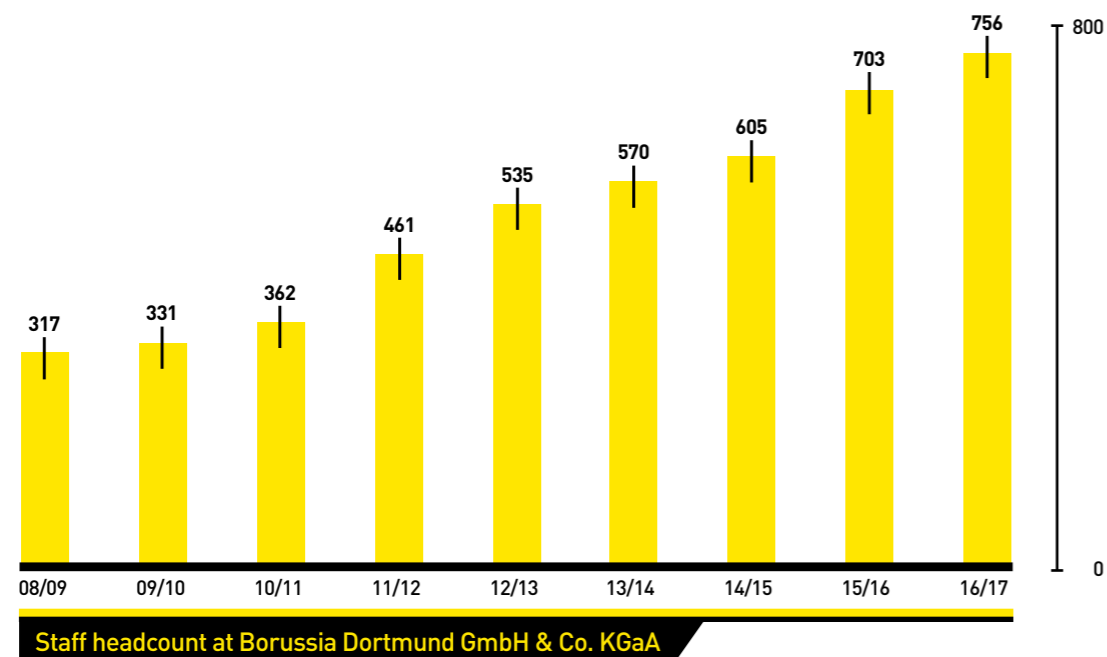
average age of employees was 32.8 years. The number of employees with severe disabilities was at 1%. 13 employees were on parental leave. As a football club, our primary focus lies on match days. In order to cover the high demand for staff on those days, Borussia Dortmund engages the service provider Aramark, which makes its own staff available. Particularly high value is placed on fair wages and compliance with all social and safety standards. If a position is filled longer-term by a temporary agency employee, the club reviews whether this position can be permanently filled or if it would be possible to take on the temporary worker. In the 2016/2017 season, one temporary agency employee was employed at Borussia Dortmund as a receptionist.

401-3

102-8

401-1

102-7
102-8



Our commitment to our employees

"No us without you" – Borussia Dortmund has a moral obligation towards its employees! This attitude is evident in our daily interactions with each other. BVB makes 9.09% contributions to employee pension savings schemes. In addition, collective bargaining agreements are in place and no provisions for pensions are recognised. Pension contributions are identical for employees, whether they be full-time or part-time.

In light of the rapid pace of change due to Borussia Dortmund's constant growth, reliable structures are indispensable. For this reason, the HR department was formed in early 2016. A lot has been accomplished since then, with tried-and-tested processes and structures being retained and improvements being introduced.

401-2

401-1



102-44

In May 2016, we conducted our first employee satisfaction survey. This survey gave employees the opportunity to sound off on a wide range of work-related issues such as the organisational environment, motivation to work and internal conditions.

A total of 72.5% of employees took advantage of this opportunity and participated in the survey. The Ruhr University Bochum analysed the results.

Borussia Dortmund received positive feedback on the organisational climate. Based on the constructive criticisms from employees, two areas were identified which are now in the focus of HR's work. The first issue relates to internal communication and the second to training sessions (see the section entitled "Training and education" starting on p. 102).

In order to promote and improve upon internal communication, employees attended workshops to raise their awareness of the issue and motivate them to actively manage internal communications. The launch of the new intranet as a platform for communication had already been addressed for the first time in early 2016 and it has been continually developed since then.

Meeting points

The opening of the staff cafeteria at the SIGNAL IDUNA PARK in November 2016 also enhanced internal communication, as this provides a central location for employees to meet up. There is also an employee roundtable which provides an opportunity to express comments and concerns. A suggestions box at the headquarters also provides a venue to express concerns and offer suggestions anonymously.



In order to keep the BVB staff healthy and fit, Borussia Dortmund already offers free flu shots. In cooperation with IKK classic in Dortmund, a health check-up was organised in which employees could be examined and advised on-site at a "Healthmobile".

Even though the health management area is still being established at our company, it plays a very important role in securing a sustainable personnel structure in the long run. A previously established employee health committee has already provided ideas in this vein and proposed measures which are being implemented by the HR department and the management.

Another contributing factor to good health is healthy food. Experience gained in this area from professional sports also flow into the shaping of the nutritional offering at the staff cafeteria where BVB employees are offered fresh, healthy meals every day.



» We make sure our products are fresh and the meals are varied. «

Heike Fröse, Chef

403-1

Occupational health and safety

The risk of injury is ever-present in our day-to-day routine. Borussia Dortmund employees and third parties engaged by us are thus exposed daily to the risk of work-related health risks and other hazards. BVB therefore is not only interested in ensuring the occupational health and safety of its team but also for that of the team behind the team.

A safe workplace and safe working conditions are a matter of course, and healthy employees perform demonstrably better. BVB recognises the fact that as an employer it has a special responsibility to its employees, particularly in light of the fact that its core expertise lies in professional football. We therefore take pains to ensure workplace safety. But we also track many previously identified potential health risks for all employees.

Our company nurse's station is operated by an external service provider.

In addition to social and humanitarian responsibility, we must not forget that health is a significant economic factor and is vital for securing human resources and keeping employees fit and able to work. This is only possible in a sustainable environment. This is why we are initiating further projects and offerings which will have a positive influence on our employees' health and motivation. Going forward, we will record the number of events offered and the number of participants as indicators.



Blood Donor Mobile

The Blood DonorMobile operated by the German Red Cross has now visited BVB's offices for the second time.

Many BVB employees donated blood.



Training and education

Borussia Dortmund's media presence and high popularity make it an attractive employer which experienced little trouble recruiting qualified staff during the period under review. In light of the demographic shift and constant technological progress, qualification and education remain vital issues to us.

Borussia Dortmund: an attractive employer

In recent years, the team has grown rapidly and BVB now has more than 750 employees, making it one of the city's largest employers. The club's desire to continue to improve is a defining element of its corporate culture. As a result of the employee survey conducted in May 2016, the issue of continuing education is a focal point of the HR department because an attractive training and education programme make BVB an attractive employer.

404-2 In order to ensure that employees keep up on their qualifications in a rapidly changing working environment, BVB offers an individualised continuing education programme to its employees. Depending on their individual needs and interests, employees can also take up a part-time studies. Borussia Dortmund works together with a variety of institutions to offer this.

The senior team's participation in international competitions means that requests from fans abroad are on the rise, as is correspondence with foreign partners and football clubs. This necessitates sound proficiency in English, in all areas. For this reason, internal English classes are offered at a variety of different levels.

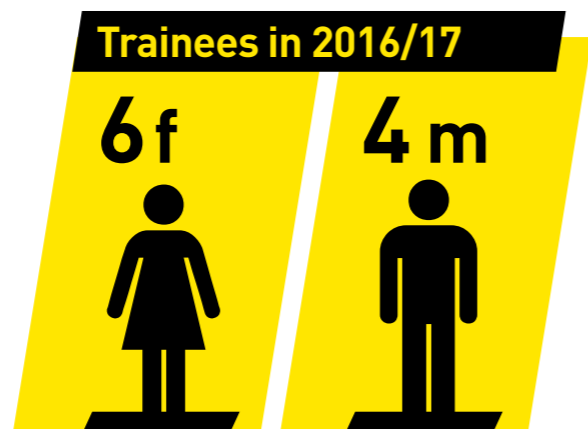
Against the backdrop of demographic change, Borussia Dortmund is also investing in up-and-coming talent through its educational department. BVB offers training not only in professions

that are typical for the industry in which it operates, but also in areas which are not so typical for football clubs.

Borussia Dortmund offers the following professional training courses:

- Office management assistants
- Sound and image media designers
- Retail sales agents
- Real estate agents
- Event managers
- Systems integration IT specialists
- Cooks

Nearly all trainees who successfully complete their course of studies are hired by the Company. Trainees are highly valued at Borussia Dortmund because they gain experience in a variety of areas during their traineeship, and they bring their experience with them wherever they go.



Diversity and equal opportunity

Borussia Dortmund's staff is relatively young, with an average age of 32.8 years. As a company based in the Ruhr region, we have a highly diverse staff from a wide range of backgrounds. This is also evident in our squad, which includes many nationalities. The fact that football has traditionally been considered a male-dominated sport is still reflected in the proportion of men to women on staff and in the various boards and committees of the company and the club.

405-2 Age groups of our staff

- > < 20 years: 114 employees
- > 20-34 years: 376 employees
- > 35-49 years: 171 employees
- > 50-59 years: 63 employees
- > 60 and up: 32 employees

Gender-specific issues

102-8 At just under one-third (32.9%), the share of women on staff at Borussia Dortmund is clearly small. During the period under review, an average of 249 women and 507 men (67.1%) were employed by Borussia Dortmund. The nine-member Supervisory Board includes Silke Seidel as the only woman, and currently no women are included at the management or directors' level of the KGaA.

405-1 As part of its 2017 Corporate Governance Declaration, Borussia Dortmund also published stipulations regarding the proportion of women on the Supervisory Board and on the two management levels below the general partner as well as disclosures on the achievement of the stipulated targets for the defined period until 30 June 2022. However, if there should be the need to fill any new positions at the aforementioned management levels during the period defined above, the management will endeavour to include women in the consideration, particularly if they are suitably qualified and capable.

Complaints procedure

No neutral complaints department or ombudsman has been established, although there is an anonymous suggestion box at headquarters. In addition, the elected works council is available to advise employees as their representatives. No instances of discrimination on the basis of gender, nationality or age have been reported.

406-1

Diversity

BVB's professional squad employs players from 16 different countries. We at Borussia Dortmund believe that, just as our squad thrives on the diversity of its talented players, our corporate culture is built on the foundation of diversity, respect and tolerance which form the basis for innovation and creativity. In the dynamic competitive environment of professional football, innovation and creativity are particularly important features which help distinguish our brand from the rest.

BVB serves a varied and international community of fans of all ages. The diversity of our staff is a great advantage when it comes to meeting their different needs. The training and further education concept, which is a product of our first employee survey, also plays a major role in this context.

Society

The key issues for the society:
BVB brand
Sponsors
“leuchte auf” foundation
Media and social networks

Society

103-1 We take our social responsibility very seriously. On the one hand, our roots lie in Dortmund, so we promote a large number of social projects in the immediate vicinity, with the support of our fans. On the other, we are striving to raise Borussia Dortmund's international profile and are shaping our relationships with our stakeholder groups with that goal in mind. Our long-term plan centres around four material topics.

103-1 103-2 BVB brand

The objective of BVB's strategic brand management is to not only leverage the club's economic potential as a basis for sporting success but also to reduce the impact of unavoidable volatility in athletic performance on BVB in the long run.

All measures are designed so as to ensure that Borussia Dortmund's positive image is strengthened without losing sight of our Westphalian roots, even as our international and digital profile grows more defined. Charisma and community are core aspects which we embody and measure on the basis of studies and indicators such as season ticket sales.

103-1 103-2 Sponsors

Our sponsors and advertising partners represent a key pillar of our economic performance. We take care to ensure that our partners promote our own values by including powerful influencers in our communications.

We place great value on finding partners whose values mirror our own. That is why we select our partners according to a dedicated set of criteria and following an in-depth review. Our aim is to enter into long-term relationships. We measure our success not only on advertising revenue but also on the duration of the contractual arrangements with our partners.

103-1 103-2 “leuchte auf” foundation

The “leuchte auf” foundation is an independent charitable organisation which was formed in 2012 by Borussia Dortmund. Its objective is to support charitable projects, either through financial backing, or with conceptual and often voluntary work.

Regional projects are realised through close collaboration between the “leuchte auf” foundation, our Department for Fan Affairs and our large fan club network, as well as the City of Dortmund and social institutions. We measure the success of the foundation on the basis of donations received and projects supported.

103-1 103-2 Media and social networks

Thanks to its sporting successes, Borussia Dortmund is increasingly drawing public attention also at international competitions. In today's digital media landscape, we aim to provide the information expected by a neutral public and our own fans in order to ensure that the club is never more than a click away.

We employ our own tools to structure the flow of information alongside the information reported on by the independent press in an efficient working environment provided by us. Authenticity, speed, attractive presentation and use of the networks most popular with our fans are essential. We measure the success of our work based on the number of followers on social networks and the number of press events per season.

Echte Liebe.



BVB brand

Borussia Dortmund is pure emotion. BVB's charisma can be explained as the result of a deep-seated identity, and is what makes Borussia Dortmund a brand with its own specific recipe for success. The most important ingredient in that recipe: intensity!

102-16

Brand and character

Borussia Dortmund can look back on a long, vivid and successful history. It spans titles in the Bundesliga, the UEFA Cup Winners' Cup and the Champions League all the way through to the near financial collapse of the club. BVB has always weathered every crisis – whether it be sporting or financial. BVB has always weathered every crisis – whether it be sporting or financial. The club has deep roots in the City of Dortmund, where the symbolic virtues of modesty, loyalty and honesty count for something.

The club's colours make it stand out against the rest – there are hardly any other two colour combinations that contrast as much as black and yellow. The Yellow Wall at SIGNAL IDUNA PARK is by far Europe's largest standing-room-only terrace and offers spectators the flagship foot-

ball experience. It is 100 metres across, 52 metres deep and soars 40 metres from the lower stands, directly adjacent to the pitch, to the upper stands at a 37 degree incline. This is where the most loyal fans stand. At every home match, no matter the weather. Every single one.

BVB stands for diversity and tolerance. Borussia was founded in 1909 with these values. We prove that it pays to fight for your ideals with every last measure of strength, to overcome obstacles and to always remain true to your ideals and values. This is an attitude that the club has held since its inception. It is open to people of all ages from every walk of life. It is clearly against groups which reject these traditions and values.



Brand management

In an era of ever-increasing professionalisation of sports, in which it is hardly still possible to separate the sport from the business, a long-term marketing strategy can leave a lasting impact on both components.

In light of this opportunity, the Borussia Dortmund brand is managed so that it can remain as stable as possible in every area of activity even in the face of any athletic failures. Even though what matters most is performance on the pitch and Borussia Dortmund supporters would rather celebrate victories, BVB must be in a position to reduce its dependence on sporting successes through sustainable brand management and, conversely, to underpin athletic success with a strong brand.

Sales and marketing employees tackle the widest variety of marketing issues. They work closely with the Group's subsidiaries to produce designs and layouts, manage the team's social networks, follow up on trends, manage sponsor relationships and organise events – to name merely a few of the activities in their wheelhouse. They also conduct internal brand training sessions for new employees.

The systematic expansion and management of a strong brand make it possible not only to bring across authentic brand messages but also to implement an integrated communications plan in all areas geared towards every internal and external brand management measure.



Borussia Dortmund's shining brand

The annual study performed by the Braunschweig Technical University highlighted Borussia Dortmund's successful marketing strategy. Each season, the university examines the popularity of each Bundesliga team, and for the fifth year in a row, Borussia Dortmund has scored better than its competitors in the league to become the brand champion. Even disappointing matches and seasons had an insignificant impact on Borussia Dortmund's image as a club. Not even a new coach and player transfers which resulted in drastic changes were able to diminish Borussia Dortmund's popularity.

And Borussia Dortmund also shines on the international stage. BVB's participation in international competitions means that it is known outside of Germany, and international interest is constantly growing. The team's internationalisation strategy, which is the product of many years' work, has already seen the club build up a broad following in Asia. The preseason tour of Asia has been a fixed event on the calendar for three years now. Aside from intensive

practice for the upcoming season, the training camp is also used to form new partnerships, broaden existing relationships and spread the Borussia Dortmund brand.

Several indicators provide impressive proof that this strategy is a success: the number of followers in social media, the multi-lingual translation of BVB's website, football camps in neighbouring countries and in Asia, the sale of merchandise throughout the whole world and international players. Following BVB's successes in winning followers in Asia, plans are now being drawn up to expand business activities into the Americas and Australia.



Black and yellow roots

Growth and progress mean change. This is the great challenge facing Borussia Dortmund's brand management team. Deeply rooted in Westphalia, with a fan base that has shown true loyalty in good times and bad, BVB has a strong identity which makes the brand what it is and cannot be diluted. We attach particular importance to this because it makes us strong.

»» We remain firmly rooted in the heart of Dortmund, our birthplace the Borsigplatz. But we still have to expand our horizons. ««

Hans-Joachim Watzke

on the image of a company and must be selected with great care. Borussia Dortmund places great stock in its partners sharing its values. Thus, loyalty and solidarity are expressed in long-term arrangements with SIGNAL IDUNA and the primary sponsor, Evonik, which comes from the same region as BVB. Sports equipment supplier PUMA also embodies ambition and the desire to attain peak performance. As is the case with BVB, many of our partners, such as Evonik and PUMA, publish transparent information on sustainability. According to studies by the market research institution Nielsen Sports and the Braunschweig Technical University, Opel's sponsorship is seen as one of the most credible and sustainable sponsoring deals in German football.

Sponsors

It is not only the identity of a brand that can affect its image. Brand partnerships, such as those which exist in the context of sponsoring, can have either a positive or a negative impact

Prospective international partners are examined in line with firm guidelines that take a close look at the company's history, structure, financial performance and representatives. A delegation from BVB also makes personal contact and looks at documentation on site.

The “leuchte auf” foundation

103-2
413-1

“The calibre of a football club lies in how it fulfils its social responsibilities”, said Franz Jacobi. The formation of the “leuchte auf” foundation in 2012 brought these words to life because this foundation is at the nexus of nearly all charitable activities sponsored by Borussia Dortmund.

A charitable institution for a better future

The foundation was created by Borussia Dortmund GmbH & Co. KGaA, with a EUR 100,000 endowment and an additional endowment of EUR 25,000 in 2014. As a registered charity, “leuchte auf” is subject to supervision by the Arnsberg-based Foundations Supervisory Authority and is a member of the Association of German Foundations.

Borussia Dortmund is increasingly being perceived as a socially relevant organisation and it possesses both the charisma and energy to live up to this obligation.



Objectives and substantive focus

“leuchte auf” is one of the most valuable elements for social sustainability issues. The objective of the institution is to support charitable projects and organisations by providing funding or conceptual assistance. It primarily focuses on issues affecting Dortmund and its environs, so that it can offer help to BVB’s home region. It operates in line with the following emphases:

- ▶ Institutions promoting general welfare as well as children's, youth, senior citizen's and family aid
- ▶ Athletic and cultural associations
- ▶ Projects that promote international understanding
- ▶ Projects that promote good health
- ▶ Natural preservation societies
- ▶ Civic engagement with charitable objectives

The criteria according to which funding is awarded are supplemented by the fact that no lumpsum financial contributions are made. A written funding application must be submitted and include formal information and detailed descriptions of the project or initiative.

Donating on the side

In March 2017, BVB launched Borussia Dortmund’s secondary market for tickets, where fans can legally sell unused tickets. Sellers can opt to donate a portion of the sale price directly to the foundation. In order to ensure that “leuchte auf” receives the highest amount of donations possible, Borussia Dortmund has pledged to match every donation made by ticket sellers. Already just under EUR 1,600 has been donated at seven match days since March 2017. This means a net donation of EUR 3,200 for the foundation

Total donations

In the past financial year, the foundation received 369 donations between EUR 2.50 and EUR 30,000. This makes up roughly EUR 225,000 in total donations. Donations came from private persons, companies, fan clubs and Borussia Dortmund subsidiaries.

In total, “leuchte auf” funded seventeen projects with more than EUR 150,000 in monetary donations. This included both the portion of the initiatives described above as well as donations, all of which reflect the concept presented on p. 112/113: “Four pillars of social challenges”.

The total amount of donations received in kind was approximately EUR 35,000. Part of that amount was used as prizes in drawings and for projects in which certain materials such as BVB notebooks, books and BVB water wings were needed.

The many projects carried out over several years, the amount of the donations and numerous submitted project ideas provide ample proof that “leuchte auf” is a smashing success!

FACTSHEET

The 2016/2017 season	Total in Euro
Donations	225,358.75
Use of monetary donations	-151,686.75
Use of donations in kind	- 34,276.83
Net	39,395.17

Inclusive sports – football for the blind

At the most recent BV. Borussia 09 e.V. Dortmund Members’ Meeting in November 2016, an important signal was sent regarding the inclusion of people with disabilities in society. Since 1 January 2017, the club’s Department for Sports for the Blind has been organised under the Football Department, along with the Handball and Table Tennis Department. Going forward, both football for the blind and Torball will be played as an indoor sport.

“The club should be a home to as many people as possible, including people with disabilities who should have the opportunity to be athletically active in large groups. In football for the blind, where sighted people and the blind play together, inclusion is natural – with a focus on sport that gets people moving and brings them together”, said BVB President Dr Reinhard Rauball.

The head of the department is also pleased at the successful implementation of the “Sports for the blind” project and sees great opportunities thanks to BVB’s charisma. It is intended to help sensitise people to the need for inclusive sports and make it possible for the disabled to have access to sport.



The Sports for the Blind Department would also like to promote its own up-and-coming talent going forward. Barriers should be dismantled particularly for young people for whom physical activity contributes a great deal to keeping fit.

FUTURE

Creating opportunities



The foundation is targeting the future with investments in education. Entry barriers and social inequality often rob talented young people of their chances of being discovered and promoted. People continue to have unequal access to educational opportunities in today's society. "leuchte auf" is working to give socially disadvantaged children and youths opportunities for a better future.

The "YOUNGSTERS academy" is an educational project carried out in cooperation with the "Nachbarschaft Borsig11 e.V." association, which created a long-term flagship project immediately following the foundation's creation that receives at least one donation per year.

It is not only adolescents who are increasingly confronting social challenges. The ongoing demographic change also demands intensive debate and the assumption of responsibility towards older people.

In cooperation with the Geriatrics department at the Klinikum Dortmund medical centre, a treatment room has been decorated in black and yellow, which makes it easier for therapists to treat patients, particularly those suffering from Alzheimer's disease. This is because the colours black and yellow still mean something to many patients from Dortmund, even those in the advanced stages of the disease. The many materials from BVB also make it easier for them to recall past events.

DIVERSITY

Communicating values, tolerant coexistence



The Dortmund cabaret performer Bruno Knust stated it best: "Borussia brings together generations, men and women, all the nations. It doesn't matter if you're rich or poor, equality is what we stand for." Borussia Dortmund stands for openness and inclusion. Racism and intolerance have no place on or off the pitch. Particularly in view of the current political events, it is particularly vital that values such as equality and tolerance be shared and fostered.

In the BVB Learning Centre, a youth education programme, the stadium becomes an exceptional place of political education. Topical educational modules such as "90 minutes against the right" promote integration in a complex society.

This approximately two-hour educational programme reaches approximately 3,000 participants aged 15-23 each year. These participants come from more than 100 groups, with schools accounting for the majority at over 90%. Other participants include youth associations, sports clubs and Borussia Dortmund fan clubs.

Every year, the foundation supports inclusion projects such as "Holidays without suitcases", which are offered to severely handicapped children, among others. During the period under review, 30 children spent their school holidays learning about tolerance and diversity.

COMMITMENT

Volunteering together



Volunteer work is an important part of our society. It represents the backbone of social commitment and many areas of public life would not function at all without the many who selflessly volunteer their time.

The history of Borussia Dortmund's origins is also strongly influenced by volunteer work – this vital commitment deserves recognition.

Whether or not good ideas and projects are implemented is largely a question of adequate funding. "leuchte auf" wants to enable people to realise such plans. The Foundation therefore supports activities aimed at voluntary work and charitable activities.

Borussia Dortmund's fans, who are the most important element in this area, have lent a hand in renovating and sprucing up playgrounds, day nurseries and schools. Many of the fan clubs throughout Germany live out their social commitment in different areas. The foundation would like to applaud and support this commitment. The aim is to build on the foundation's commitment through the fan clubs, to get people interested in the foundation's activities and to actively motivate them to pitch in.

HEALTH

Our most valuable asset



A person's most valuable asset is their physical and mental health. Sport and physical activity play a major role in this regard. The foundation therefore supports projects that promote healthy lifestyles. Children and young adults make up the main target group, because it is growing increasingly easy and attractive for them to lead inactive lives off the football ground. The foundation's projects are aimed at encouraging children to keep physically active to keep them fit.

Unfortunately, some children and adolescents are unable to choose an active lifestyle due to misfortune and illness.

In 2015, "leuchte auf" donated EUR 15,000 to the Klinikum Dortmund medical centre to acquire and install a paediatric MRI, which renders medical examinations easier for not only younger patients. The MRI features interactive imagery displays, meaning that since the machine went into service, 80% of the children were able to be examined without being sedated. At the end of 2017, a further EUR 20,000 grant is planned so that the MRI and the examination room can be decorated in black and yellow in cooperation with an artist.



Media

Borussia Dortmund's sporting successes, international competitions and strategy to raise its international profile have led to a demonstrable increase in interest in the club. Consequently, there has also been a clear increase in its media presence. The media coverage raises people's awareness of Borussia Dortmund around the world, which the club leverages for its social, economic and athletic development.

Conveying passion

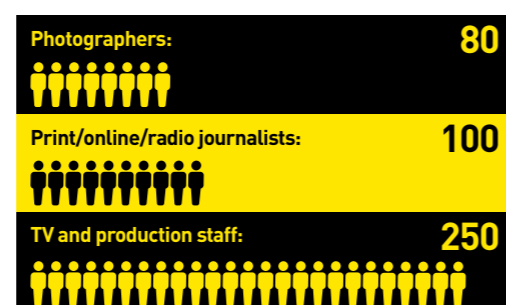
On any given Bundesliga match day, a large number of media representatives from around the world are present to report on the emotions and passion on display. They not only report live from the edge of the pitch but also from behind the scenes. After the final whistle, the players cross the mixed zone. This area is located adjacent to the players' tunnel, where selected reporters and camera teams take position after the match. Joy, anger, passion – pure emotions, all on display here. It isn't always easy, but the Borussia Dortmund team has always projected confidence during post-match interviews.

Media on site

In order to offer the press a highly professional working environment, a new media centre was established near the east terrace in August 2016 to serve as a commend centre for journalists and other media representatives. There is space here for up to 200 people, 120 of whom can find a spot inside the broadcasting room. At least ten BVB employees work the press conferences to ensure that they go off without a hitch. This includes public relations specialists as well as IT employees who oversee the technical aspects of the conference.

On average, BVB holds 65-85 press conferences per season. This number varies depending on how the team fares in competitions. For instance, a UEFA Champions League match reaches the largest audience and is translated and broadcast around the world.

430 media representatives on location at any Bundesliga match



BVB total! Netradio & Co

In addition to external media representatives, Borussia Dortmund has created further internal reporting channels. The subscription channel "BVB total!" presents all club videos, Bundesliga matches and all other competitive matches in full length. This offering is operated by BVB subsidiary Sports & Bytes GmbH.

Borussia Dortmund has a professionally equipped studio with sound, lighting and camera equipment. A club photographer is responsible for capturing team snapshots, which BVB can use for a variety of purposes.

Those who would rather listen to the match on the radio can follow our audio livestream. Match reporting on BVB's Netradio is supplemented by interesting stories and a comprehensive range of background information.

Blind and visually impaired fans can follow match commentary for the blind for every match. They receive a headset and can listen to either Netradio or commentators for the blind. Guests with visual impairments are also welcome here.

In addition, fans can follow matches in real time and keep up on the latest news on BVB's website. Additional ad hoc disclosures, financial reports and the company's share price are reported on Borussia Dortmund's Investor Relations website.

Social networks

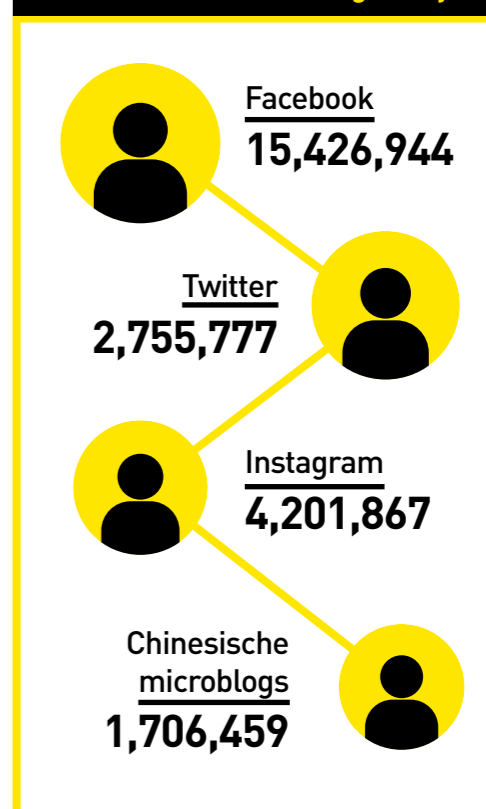
Social networks are interactive platforms which fans and the club can use to stay in constant communication. Borussia Dortmund's marketing strategy includes a social media marketing strategy as an independent area of responsibility.

BVB's digital strategy is to facilitate and strengthen dialogue with its fans. This is why Borussia Dortmund has a presence only on those platforms on which its supporters are active. This "follow the fan" strategy is not aimed raising the club's own profile digital media per se but instead at encouraging an exchange of ideas with fans – a fact that is greatly appreciated not just by our fans.

Reactions to public content provides Borussia Dortmund with quick and direct feedback. This communication makes it possible to ask people's opinions and gain key insights into the fans' concerns, wishes and preferences. By trying to respond to every question, the club remains down-to-earth and strengthens the emotional bond with its fans.

The continuing efforts to raise the club's international profile mean that BVB is now present on Facebook, Twitter, Instagram and on Asian microblogs. Year on year Borussia Dortmund gained a total of 1.76 million new followers across its digital platforms.

Share of followers on social networks in the 2016/2017 season (globally)



BVB on every device

The use of mobile devices and social networks to share information is continually increasing. Borussia Dortmund must also keep pace with this development. People who use the BVB app are always in the know. BVB's digital platforms, website and online shop are all available as mobile versions.





Focus of Borussia Dortmund's product responsibility:

- Spectator safety
- Product quality
- Marketing and labeling

Product responsibility

Product responsibility

103-1 Borussia Dortmund has a special responsibility towards its fans, club members and other stakeholder groups who use products and services and visit the stadium. For us, the term “product responsibility” refers to our endeavours relating to spectator safety, the purchase and use of our fan merchandise, and the quality of the food we offer. We have defined the following areas as our material topics.

103-1 103-2 Spectator safety

The football world has not been spared the repercussions of the challenges facing our society today. People are exposed to particular risks when they travel to and from the stadium, as well as during their visit, not just due to the sheer volume of people attending the match (around 80,000), but also because matches bring rival fan groups face-to-face with each other. This is why ensuring that our spectators are safe and can enjoy a trouble-free football experience within the stadium is a top priority for BVB when it comes to match day planning.

Borussia Dortmund’s security concept involves representatives of Dortmund City Council, the police and fan representatives so that potential risks can be analysed before the actual match day arrives. State-of-the-art security technology helps us to coordinate around 750 trained on-site stewards. Various indicators, ranging from the number of stewards on duty and the security features in place to records on stadium bans, help us to manage this process.

103-1 103-2 Product quality

Growing consumer demands on product and food quality also necessitate increasingly stringent manufacturing and processing requirements. We aim to ensure that we can offer top-quality products and services. We want our spectators to be able to enjoy the food and drinks they buy in the stadium without any qualms, and to feel comfortable in their BVB kit.

Borussia Dortmund has assumed full responsibility for the refreshments on offer to more than 80,000 fans at home matches. Quality is ensured by adhering to refrigeration chains and stringent hygiene standards. For more than two years now, only vendors with Business Social Compliance Initiative (BSCI) certification are eligible to supply fan merchandise. We believe that the number of product complaints, and complaints lodged by food inspectors, are suitable indicators of our performance in this area.

103-1 103-2 Marketing and labeling

Borussia Dortmund adheres to all of the applicable requirements for providing consumer information on products and services, and it communicates this information in a manner that is fair, transparent and easy to understand. This is an approach that is fully in keeping with our Westphalian roots. By way of example, we disclose information on allergens and additives or encourage spectators in our stadium to approach our staff if they have any questions.

We take a restrained approach when it comes to advertising the quality seals that we impose on our vendors to meet our stringent quality standards. We are fully compliant with all statutory requirements, in particular those governing youth protection. Reports on breaches of BVB’s information obligations made by our very critical stakeholder groups serve as an indicator of how successful we are in putting our principles into practice.



205-2
410-1

Security staff

Borussia Dortmund manages its own security team under the BVB Stadionmanagement GmbH umbrella. Stewards and security staff members are often recruited externally. By employing staff as part of an in-house solution, however, Borussia Dortmund can benefit first and foremost from employees' knowledge of the local area, identification with the club and experience of working in a familiar environment.

equipped with the same knowledge and skills, irrespective of whether they have just been recruited or have already been working within the security team for years.

This concept involves using individual e-learning modules on the DFB platform. After a five-hour training session, future security staff members have to sit an examination, super-

Spectator safety

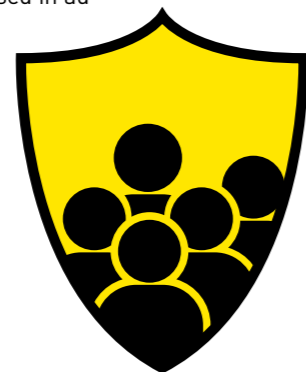
416-1

Safety first: the days when stewards were only responsible for ensuring that spectators entered and left the stadium in an orderly fashion, or for guiding fans to their seats, are long gone. Riots, attacks and combating terrorism have been on the radar screens of football clubs for some time now. The sporting world has not been spared the repercussions of the recent developments within our society.

Security concept

Borussia Dortmund has a stringent security concept in place that involves intensive match day preparation. Potential risks are analysed in advance with the help of the City Council, the police, fan representatives and supporters clubs. All security officers working within the Bundesliga have access to a DFB database, allowing them to access and exchange information on how fans

behaved at previous matches, and any problems associated with travel to and from the stadium.



In addition to these precautionary measures, security technology is used in and around the stadium in order to ensure that all fans and athletes who come to the stadium can do so without putting themselves at risk.



750 stewards on site

As painstaking as the preparations for a particular match day are, even the most attentive spectator will only notice the planning that has gone in to the security side of things when roads are closed and police officers are visibly present. Our trained security staff are waiting when spectators arrive at SIGNAL IDUNA PARK, with more than 750 stewards on site on a normal match day. In order to prevent dangerous situations and to be ready to take action in an emergency, the stewards undergo ongoing training to prepare them for their assignments in accordance with the mandatory requirements of the DFB training concept (section 26 nos. 6 of the "Guidelines to improve security at Bundesliga matches")

But what does this actually mean in practice? The DFB has a set training concept in place to ensure that all security staff members are

vised by a DFB official, and receive a certificate if they pass. Five further practical modules must be completed within one year. This training concept offers the advantage that the requirements can be tailored to meet the specific needs of individual groups, with a distinction being made between "new hires", "existing stewards", "managers" and "special units".

The security officers working for all Bundesliga clubs meet up twice a year as a general rule to talk about their experience and discuss current issues. Seamless communication between all of the security staff members working on a given match day is particularly important. This involves adhering to a stringent communication chain in order to maintain an overview and ensure that all of the 750 or so stewards have the same information.



Technical equipment

In addition to the people who are responsible for ensuring a safe environment both within and around the stadium, technical equipment is also used. 47 high-resolution, manually controlled cameras alone, installed all over SIGNAL IDUNA PARK, allow images to be captured of every single seat and standing place. If problems arise, the high-resolution images allow specific individuals to be clearly identified. While the camera system belongs to Borussia Dortmund, the police force has sole responsibility for its operation and the use of the data collected in the process. Signs within and outside of the stadium remind spectators that they are under video surveillance, and this is also set out in the stadium regulations.

There is also a digital radio system in place which is designed specifically for authorities and organisations responsible for security matters. This ensures that constant dialogue is maintained between the police, the fire brigade and the medical service. The security staff members have special equipment at their disposal so that they can perform targeted checks on spectators as they enter the stadium. These include metal detectors, security gate systems and sniffer dogs outside the stadium.

Admission control

Before entering the stadium, each and every individual is screened for dangerous objects.

Spectators are only allowed to bring bags that do not exceed the dimensions of an A4 sheet of paper (297 x 210 mm) and have a maximum depth of 15 cm into SIGNAL IDUNA PARK.

This also means that more facilities are now on offer allowing spectators to check their bags for the duration of their visit. In addition to the well-known "Helmbude" bicycle helmet drop-off point at the bicycle station in front of the North West entrance and the "Abgabestelle Gast" bag drop-off point for visiting supporters opposite the visitors' entrance on the northern side of the stadium, a new "Abgabestelle Heim" bag drop-off point for home supporters and another drop-off point for visiting supporters have been set up on Turnweg next to the Stadion Rote Erde stadium.

Spectators then enter the stadium using one of 153 turnstiles. As well as screening individuals as they enter the stadium, there are also regulations on vehicle access. Only vehicles with a parking permit are allowed to enter the stadium premises. Vehicles are checked at random by security staff at the entrances to stadium car parks.



But it is not just within the stadium that security is a top priority for Borussia Dortmund. Permanent security measures are also in place in the area surrounding the stadium and in all buildings and grounds that belong to BVB. Only individuals whose identity has been verified in advance can access buildings and restricted grounds. Borussia Dortmund's offices are also equipped with a special barrier and camera system allowing registration plate checks and access regulations to be managed in a targeted manner.

Within the building, all entrances at every level are also under camera surveillance. Individuals either have to register first, or require the necessary authorisation, to access specific areas using activated key cards. Gatekeepers are on duty around the clock in front of the August Lenz House and the stadium's vendor access point. Access to the training ground is also controlled by gatekeepers.

»» The developments clearly leave us with no other choice but to implement security measures on a different scale entirely. ««

Hans-Joachim Watzke, Managing Director

Combating terrorism

On 11 April 2017, the Borussia Dortmund team was the target of a bomb attack that shook everyone to the core. Even the security measures taken within and around the team hotel had not been sufficient to prevent the incident.

The story is testimony to just how important it is to make security a top priority. The process involved in reviewing concepts in order to ensure that they address potential risks and threats must be assessed, enhanced and expanded on an ongoing basis. By collaborating closely with the police, putting increasingly extensive training concepts in place and per-

forming customised security assessments, Borussia Dortmund is committed to doing everything in its power to ensure that it has even better protection against incidents like these in the future.

A new security department has been set up to ensure that Borussia Dortmund can meet the new standards imposed by the club itself. This department is responsible for extended personal and property protection and the team also includes former members of the German special forces and the German Federal Police Office (BKA).

Product quality

Growing consumer demands on food quality also necessitate increasingly stringent processing requirements. At the beginning of the 2015/2016 Bundesliga season, Borussia Dortmund assumed full responsibility for managing the refreshments on offer to more than 80,000 fans at home matches in SIGNAL IDUNA PARK.

102-10



Catering on the circulation levels

50 food stands with 186 checkouts are on hand to provide a whole range of refreshments to the more than 80,000 spectators who come to our stadium, which is sold out on almost every match day. An attractive range of products is on offer to meet the needs of increasingly discerning spectators, with vegan, vegetarian and more traditional snacks, such as the classic stadium sausage, on offer.

102-7

On an average Bundesliga match day, a total of around 111,000 items – snacks, drinks and non-food products – are sold at the stands. The biggest crowds tend to head to the food stands after the half-time whistle, when almost 880 products are sold every minute. Around 500 catering employees working on behalf of the subsidiary BVB Event & Catering GmbH are on duty on the circulation levels on a match day. On average, 480 of them are recruited via a catering recruitment agency.

Hospitality areas

With its eight hospitality areas and 20 VIP boxes, SIGNAL IDUNA PARK can hold up to 4,350 VIP guests. This means that a great deal of planning goes into selecting the right menu to provide our VIP guests with a varied range of culinary delights and select beverages before, during and after the match.

A total of 450 employees work in the hospitality areas. The four in-house chefs, including the kitchen manager, who is responsible for placing orders and adhering to the hygiene concept (HACCP), and the Food & Beverage Manager, who also works as the team chef, are responsible for selecting the right menus and ordering the required products before the match. When the match day arrives, they are supported by 21 external chefs and 16 external kitchen assistants. The high standards are reflected in fresh, creative cuisine using products that change to reflect seasonal availability.

Quality assurance

Borussia Dortmund relies on its vendors' commitment to product quality assurance. Naturally, this quality is maintained by adhering to refrigeration chains and by ensuring that products are stored and processed properly and in line with stringent hygiene standards (HACCP). As a customer, BVB can only rely on the standards set by its vendors and is very selective in its choice of providers. Its decisions are also based on the certificates awarded to, and the sustainability and quality efforts made by, the companies in question. Particular emphasis is placed on the "MSC sustainable fishery certification", the "QS certification mark" and the "IF Wholesale" certificates.

The MSC certification programme allows sustainable fishing practices to have their status confirmed by an independent body. The MSC seal of approval also provides consumers with reassurance that their fish comes from a fishery that sets an example in terms of responsible management. The QS certification mark stands for verified quality assurance for fresh foods – from the farm to the shop counter!



Foods that have been awarded the QS certification mark – be it fresh meat, cold cuts, fruit, vegetables or potatoes – have a history that is precisely documented and controlled.

The IFS Wholesale Standard was developed in order to allow more individual audits to be performed on specific workflows within the wholesale sector. Aspects relating to corporate responsibility, product safety and quality management systems and resource management are taken into account as part of the IFS process.

Specific information on the quality of our merchandising products is provided on pages 58-59 "Procurement and vendor management". In the 2016/17 season, 8.54% of products were returned.

Marketing and labeling

Borussia Dortmund does not make active use of the quality standards that apply to food or merchandising products, as described above, in its marketing communications. Our approach to quality assurance means ensuring that users or consumers can rely on the premium quality associated with the BVB brand without us having to use quality labels to achieve a particular advertising effect.

417-1

The consumer information on products and services meets all of the applicable provisions. Particular emphasis is placed on statutory youth protection in connection with the use of tobacco and alcohol in and around the stadium.

As part of its product responsibility and product liability, Borussia Dortmund also makes sure that it adheres stringently to all of the provisions governing safety information and instructions for use.

During the reporting period, no breaches of BVB's information obligations were brought to our attention. The same applies to breaches of competition law that can arise in connection with marketing communication measures.

206-1
417-2
417-3



102-55

GRI Standards Content Index

Index in accordance with the GRI Standards (Core option)

Disclosure number		Page	Compliance	Comments	
General disclosure 102					
Organizational profile	102-1	Name of the organization	128	●	
	102-2	Activities, brands, products, and services	44, 51	●	
	102-3	Location of headquarters	128	●	
	102-4	Location of operations	44	●	
	102-5	Ownership and legal form	45	●	
	102-6	Markets served	44, 51	●	
	102-7	Scale of the organization	5, 44, 53, 54, 57, 98, 122	●	
	102-8	Information on employees and other workers	98, 103	●	
	102-9	Supply chain	58	●	
	102-10	Significant changes to the organization and its supply chain	122	●	
	102-11	Precautionary principle or approach	50, 61	●	
	102-12	External initiatives	45	●	
	102-13	Membership of associations	45	●	
Strategy	102-14	Statement from senior decision-maker	2	●	
	102-15	Key impacts, risks, and opportunities	52, 61	●	
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	60, 64, 106	●	
Governance	102-18	Governance structure	44	●	
Stakeholder engagement	102-40 [-]	List of stakeholder groups	46	●	
	102-41	Collective bargaining agreements		●	None
	102-42 [-]	Identifying and selecting stakeholders	46	●	
	102-43 [-]	Approach to stakeholder engagement	46	●	
	102-44 [-]	Key topics and concerns raised	47, 99	●	
Reporting practice	102-45 [-]	Entities included in the consolidated financial statements	44	●	
	102-46 [-]	Defining report content and topic boundaries	46, 47	●	
	102-47 [-]	List of material topics	47	●	
	102-48 [-]	Restatements of information	128	●	None
	102-49 [-]	Changes in reporting	128	●	None
	102-50	Reporting period	128	●	
	102-51	Date of most recent report	128	●	Inaugural report
	102-52	Reporting cycle	128	●	
	102-53	Contact point for questions regarding the report	128	●	
	102-54	Claims of reporting in accordance with the GRI Standards	128	●	
	102-55	GRI content index	124 ff	●	
102-56	External assurance	128	●		
Material topics					
Economic approach					
Direct economic performance					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	50	●	
	103-2	The management approach and its components	50, 51	●	
	103-3	Evaluation of the management approach	47	●	
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	53	●	
	201-2	Financial implications and other risks and opportunities due to climate change	61	●	
	201-4	Financial assistance received from government		●	None
		Attendance figures	14, 54	●	BVB disclosure
		Season ticket holders	13, 54	●	BVB disclosure
		Revenue trend and breakdown	21, 53	●	BVB disclosure
	Ticket prices	55	●	BVB disclosure	
	Merchandising	20, 56-57	●	BVB disclosure	
Indirect economic impacts					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	50	●	
	103-2	The management approach and its components	50, 53	●	
	103-3	Evaluation of the management approach	47	●	
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	57	●	
	203-2	Significant indirect economic impacts	57	●	

Compliance: ● full, ◐ partial, ○ non-compliance, external audit: [-] unaudited

Index in accordance with the GRI Standards (Core option)

Procurement practices					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	50	●	
	103-2	The management approach and its components	50, 58	●	
	103-3	Evaluation of the management approach	47	●	
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	59	◐	TBD. Currently: number of vendors
GRI 308: Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	58	●	
	308-2	Negative environmental impacts in the supply chain and actions taken	59	●	None
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	58	●	
	414-2	Negative social impacts in the supply chain and actions taken	58	●	None
Compliance and risk-management					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	50, 60	●	
	103-2	The management approach and its components	50, 60	●	
	103-3	Evaluation of the management approach	47	●	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	44-45	●	
	205-2	Communication and training about anti-corruption policies and procedures	119	◐	Limited to steward training
	205-3	Confirmed incidents of corruption and actions taken		●	None
GRI 206: Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	123	●	None
GRI 307: Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations		●	None
GRI 415: Public policy 2016	415-1	Political contributions		●	None
GRI 419: Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	93	●	
Athletic development					
Ensuring peak performance					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	64	●	
	103-2	The management approach and its components	64	●	
	103-3	Evaluation of the management approach	47	●	
		Standings/achievements	4, 33, 65	●	BVB disclosure
	Distance covered by team	19	●	BVB disclosure	
Promoting youth football					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	64	●	
	103-2	The management approach and its components	64	●	
	103-3	Evaluation of the management approach	47	●	
		Number of youth players who become pros	69	●	BVB disclosure
Environmental responsibility					
Energy and climate protection					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	76	●	
	103-2	The management approach and its components	76	●	
	103-3	Evaluation of the management approach	47	●	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	79, 81	◐	Electricity/gas/heating/fuel consumption
	302-2	Energy consumption outside of the organization		○	Not covered
	302-3	Energy intensity	79	●	
	302-4	Reduction of energy consumption	78	◐	
	302-5	Reductions in energy requirements of products and services		○	Not covered
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	79	●	
	305-2	Energy indirect (Scope 2) GHG emissions	79	●	
	305-3	Other indirect (Scope 3) GHG emissions	79	○	Planned
	305-4	GHG emissions intensity	79	●	
	305-5	Reduction of GHG emissions	30, 77, 78	◐	
Water and wastewater					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	76	●	
	103-2	The management approach and its components	76	●	
	103-3	Evaluation of the management approach	47	●	
GRI 306: Effluents and waste 2016	306-1	Water discharge by quality and destination	80	◐	Water usage

Compliance: ● full, ◐ partial, ○ non-compliance, external audit: [-] unaudited

Index in accordance with the GRI Standards (Core option)

Mobility					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	76	●	
	103-2	The management approach and its components	76, 81	●	
	103-3	Evaluation of the management approach	47	●	
		Travel to/from stadium by fans	14, 81	●	BVB disclosure
		Environmental impact of travel	81	○	Planned
Waste and recycling					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	76	●	
	103-2	The management approach and its components	76	●	
	103-3	Evaluation of the management approach	47	●	
GRI 306: Effluents and waste 2016	306-2	Waste by type and disposal method	82-83	●	
	306-3	Significant spills		●	None
Use of resources					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	76	●	
	103-2	The management approach and its components	76	●	
	103-3	Evaluation of the management approach	47	●	
		Quantity of food purchased and food waste recycled	38, 82-83	●	BVB disclosure
Social responsibility					
Fans and club members					
The fan community					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	87	●	
	103-2	The management approach and its components	87, 88	●	
	103-3	Evaluation of the management approach	47	●	
		Number of fan clubs and members	89, 90	●	BVB disclosure
Fan behaviour					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	87	●	
	103-2	The management approach and its components	87, 91	●	
	103-3	Evaluation of the management approach	47	●	
		Incidents of racism, discrimination and violence	93	●	BVB disclosure
Tradition					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	87	●	
	103-2	The management approach and its components	87	●	
	103-3	Evaluation of the management approach	47	●	
		Number of visitors/BORUSSEUM events	94	●	BVB disclosure
Employees					
Employment					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	97	●	
	103-2	The management approach and its components	97	●	
	103-3	Evaluation of the management approach	47	●	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	98, 99	●	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	99	●	
	401-3	Parental leave	98	●	
Occupational health and safety					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	97	●	
	103-2	The management approach and its components	97	●	
	103-3	Evaluation of the management approach	47	●	
GRI 403: Occupational health and safety 2016	403-1	Workers representation in formal joint management-worker health and safety committees	100	●	OHM being established
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities		○	OHM being established
	403-3	Workers with high incidence or high risk of diseases related to their occupation	66	●	OHM being established
	403-4	Health and safety topics covered in formal agreements with trade unions		○	OHM being established
Training and education					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	97	●	
	103-2	The management approach and its components	97	●	
	103-3	Evaluation of the management approach	47	●	
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee		○	Planned
	404-2	Programs for upgrading employee skills and transition assistance programs	102	●	
	404-3	Percentage of employees receiving regular performance and career development reviews			Share is not covered

Compliance: ● full, ● partial, ○ non-compliance, external audit: [-] unaudited

Index in accordance with the GRI Standards (Core option)

Diversity and equal opportunity					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	97	●	
	103-2	The management approach and its components	97	●	
	103-3	Evaluation of the management approach	47	●	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	103	●	
	405-2	Ratio of basic salary and remuneration of women to men	103	●	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	103	●	None
Company					
BVB brand					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	105	●	
	103-2	The management approach and its components	105	●	
	103-3	Evaluation of the management approach	47	●	
		TU Braunschweig popularity ranking	108	●	BVB disclosure
Sponsors					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	105	●	
	103-2	The management approach and its components	105	●	
	103-3	Evaluation of the management approach	47	●	
		Term of agreements		○	Planned
"leuchte auf" foundation					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	105	●	
	103-2	The management approach and its components	105, 110	●	
	103-3	Evaluation of the management approach	47	●	
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	110	●	
	413-2	Operations with significant actual and potential negative impacts on local communities		●	None
Media / social networks					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	105	●	
	103-2	The management approach and its components	105	●	
	103-3	Evaluation of the management approach	47	●	
		Number of followers and press events	114, 115	●	BVB disclosure
Product responsibility					
Customer health and safety					
GRI 103: Management approach 2016	410-1	Explanation of the material topic and its boundary	117	●	
	103-2	The management approach and its components	117	●	
	103-3	Evaluation of the management approach	47	●	
GRI 410: Security practices 2016	410-1	Security personnel trained in human rights policies or procedures	119	●	Part of steward training
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	118	●	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	93	●	
Product quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	117	●	
	103-2	The management approach and its components	117	●	
	103-3	Evaluation of the management approach	47	●	
		Product return rate	123	●	BVB disclosure
Marketing and labeling					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	117	●	
	103-2	The management approach and its components	117	●	
	103-3	Evaluation of the management approach	47	●	
GRI 417: Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	59, 123	●	
	417-2	Incidents of non-compliance concerning product and service information and labeling	123	●	None
	417-3	Incidents of non-compliance concerning marketing communications	123	●	None

Compliance: ● full, ● partial, ○ non-compliance, external audit: [-] unaudited

About this report/Publication details

Published by

102-1
102-3
Borussia Dortmund GmbH & Co. KGaA
Rheinlanddamm 207-209
44137 Dortmund
Tel.: +49 (0)231 - 90 20 0
Fax.: +49 (0)231 - 90 20 4105
E-mail: service@bvb.de
Website: https://www.bvb.de/eng

The online version of this report can be found at <https://www.bvb.de/eng/responsibility>

Project leads: Marcus Knipping, Mark Stahlschmidt and Marieke Köhler

102-53 Contact

Please address any enquires about this report and Borussia Dortmund's sustainability strategy in writing to: verantwortung@bvb.de

Concept, design and layout

Kugelfisch Kommunikation GmbH, Essen
www.kugelfisch.ruhr

RKDS Partners, Frankfurt, Basel, Essen
www.rkds-partners.com

Photography

Adobe Stock: p. 58, 59; **Alamy Stock Photo/Hans Blossley:** p. 78; **DPA:** p. 94; **Borussia Dortmund GmbH & Co. KGaA:** p. 13, 56, 70, 92, 93, 95, 112; **firo sportphoto Gbr:** p. U1, 7, 8, 15, 18, 19, 27, 34, 38, 43, 60, 66, 74, 80, 93, 94, 108, U3; **Getty Images:** p. 86, 119; **Stefan Grey:** p. 3; **Mathias Hubert:** p. 91; **imago/Horstmüller:** p. 94; **Kolbe archive:** p. 1; **Henrik Mendow** on behalf of Sports and Bytes: p. 54; **Dieter Menne:** p. 39; **Boris Rupert:** p. 83, 111; **Alexandre Simoes/Borussia Dortmund:** p. U2, 6, 7, 10, 14, 16, 20, 21, 22, 25, 26, 28, 30, 31, 32, 33, 36, 37, 40, 42, 48, 51, 55, 56, 62, 64, 65, 66, 67, 68, 70, 71, 72, 73, 77, 80, 81, 84, 88, 89, 90, 95, 96, 99, 100, 101, 104, 107, 108, 109, 110, 112, 113, 114, 118, 122, 123; **Magdalena Stengel:** p. 12, 83, 116; **Umlauf:** p. 120

Notes

This Sustainability Report was prepared in accordance with the 2016 GRI Standards (Core option). This is Borussia Dortmund's inaugural Sustainability Report. Borussia Dortmund intends to publish this report annually. Therefore, there were no changes to the report, either to its wording or scope, as against the previous year. Please see pages 124-127 for an overview of the relevant GRI disclosures.

The reporting period is the 2016/17 season. Unless explicitly stated otherwise, all information pertains to the period from 1 July 2016 to 30 June 2017.

External consultants

Kugelfisch Kommunikation/RKDS Partners assisted in the preparation of this report and the associated internal processes related to the sustainability strategy, management approach and generation of data.

KPMG audited the consolidated financial statements – consisting of the consolidated statement of financial position, consolidated income statement, consolidated statement of cash flows, consolidated statement of changes in equity and notes to the consolidated financial statements – as well as the Group management report for the financial year from 1 July 2016 to 30 June 2017. The audit opinion can be found on page 191 ff of the 2016/17 Annual Report. Furthermore a limited assurance has been performed by KPMG.

Editorial notes

The copy deadline for this report was 30 June 2017. Material developments up to 30 November 2017 were included in this report and explicitly referred to as such.

In the interest of readability, this report does not differentiate between genders and primarily refers to the male gender. References to the male gender also apply to the female gender.

System limitations

The financial figures relate to the consolidated group of companies referred to in the Annual Report. The staff of besttravel dortmund GmbH and Orthomed GmbH were not included in the employee headcount. Orthomed GmbH, the representative office in Singapore and the local fan shops were not included in the environmental figures.

102-54
102-49
102-52
102-48

102-50

102-56



Echte Liebe.