



REPORT 2012.

The economic state of
German professional football



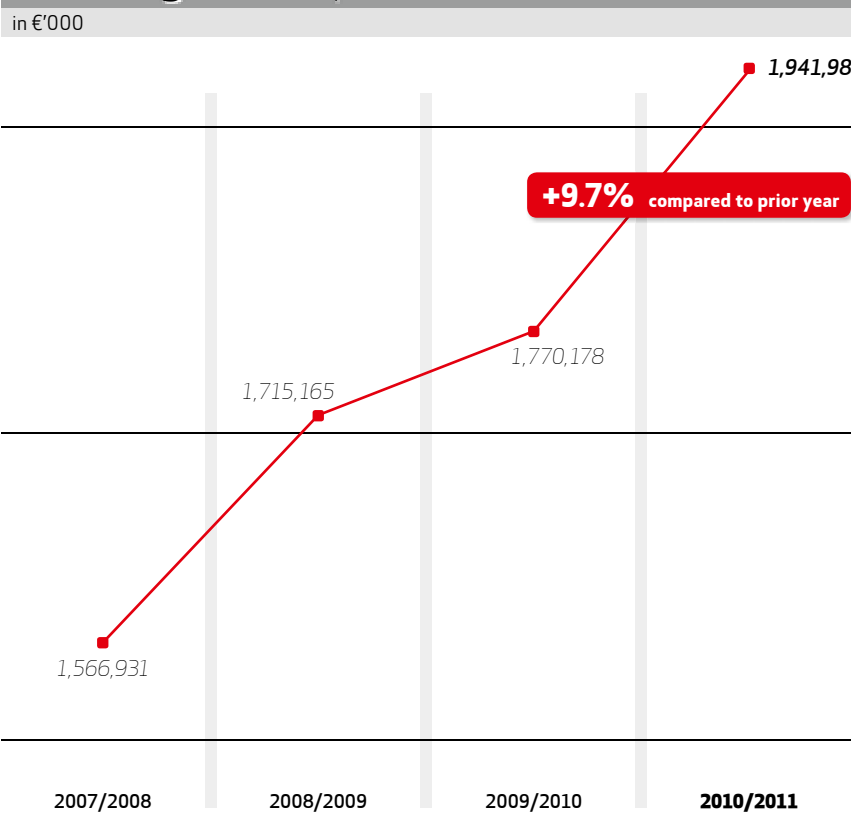
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Highest revenues of all time

In the 2010/2011 season, the Bundesliga was able to report record revenues for the seventh time in succession. The 18 clubs managed to increase their total receipts by more than €170 million compared to the previous season. Equating to

an increase by 9.7 per cent and totalling €1.94 billion, the Bundesliga, for the first time, approached the mark of two billion euros. The clubs improved total revenue by € 375 million.

Bundesliga Development of total revenue



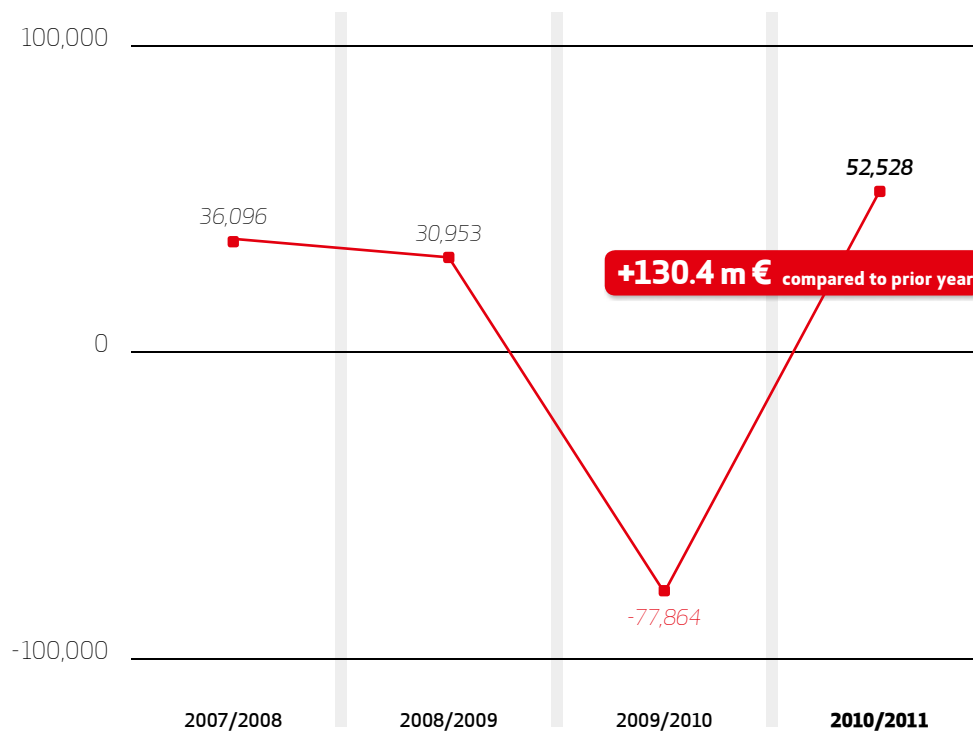
Significant increase in profit

The Bundesliga clubs have returned to the profit zone. After closing the prior season with a total loss of nearly €78 million the 18 clubs in 2010-11 generated net income of €52.5 million after taxes, improving aggregate income by

€130 million. Twelve of the 18 Bundesliga clubs operated in the black. The year before, only seven clubs were able to present positive results.

Bundesliga Result after taxes

in €'000





REPORT 2012.

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German professional football

Dear Readers

For the first time in its history, the Bundesliga recorded an average of more than 42,000 spectators at the past season's 306 matches. This means that the Bundesliga remains the football league attracting the highest average turnout worldwide – and in the current season may well even top this record once more. It is also a pleasure to note the response to the Bundesliga by fans watching the matches on TV week by week. Free television channels airing the games recorded 14.5 million viewers on average each weekend while another 3.5 million watched Bundesliga matches on premium television. No other sports event in Germany captivates a comparably large number of people as regularly and consistently.

The Bundesliga has no need to fear comparison in terms of sporting performances either. There is hardly another top-flight league in Europe that matches the average number of goals scored here, and the thrill of battling for the champion's title, the qualification for European competitions and against relegation is hardly rivalled anywhere else. The consistently good performances of the German participants in the European Cups have even led to third place in the UEFA's five-year rankings.

These sporting successes were largely achieved by conservative spending, as the current Bundesliga Report shows. Whereas some clubs abroad paid for their titles with annual losses in the range of three-digit millions the Bundesliga clubs managed to generate a total profit of around €52 million. This allowed them to reduce their liabilities by more than €50 million. In addition to another rise in revenue, a keener awareness of costs was one of the reasons for this development. Even though there may still be room for improvement here and there, the stricter rules for the licensing procedure which the 36 professional clubs adopted in August 2010 have paid off to date, within the span of just one year.

The economic upswing of professional football serves the common good as well. More than 40,000 jobs are directly or indirectly linked to clubs of the Bundesliga and Bundesliga 2, and with a tax bill of over €719 million professional football ranks among the major taxpayers in Germany. In addition, the Bundesliga, thanks to its huge attractiveness, can assist many people particularly in the context of social well-fare and help to improve social structures.

Unfortunately, football in Germany has also had to deal with an extremely unpleasant issue for quite some time: the violence that accompanies matches from time to time. Football though does not trigger this violence, which is actually a problem affecting society at large. Regrettably, a few troublemakers use football as a stage to attract attention. A patent solution of how to curb this problem has not been found yet. Therefore, the sports and the political community, law enforcement agencies, fan representatives and fans have to continue to pull together. The Security Task Force made up of members from all the stakeholder groups has been formed to reinforce their collaboration. It aims to ensure that security remains at the highest possible levels at football matches now and in future – and to safeguard the Bundesliga's role as Europe's number one in terms of spectator support.

With best wishes



Dr Reinhard Rauball
President of the
German League Association

"The consistently good performances of the German participants in the European Cups have led to third place in the UEFA's five-year ranking, despite conservative spending."

Dr Reinhard Rauball

President of the German League Association





Business viability and sporting success



The current state of the global economy is rather unstable. Factors in politics, the economy and society that once seemed solid and reliable are becoming increasingly fragile. From an economic point of view, acting responsibly and considering the consequences and implications of one's decisions is obviously more important than ever. Therefore, the simultaneous striving for economic success and growth is a balancing act that presently poses a special challenge.

The Bundesliga has been embracing it for years. Professional sport in particular is continually challenged to balance economic judiciousness with sporting success. The current report for the 2010-11 season provides numerous proof points supporting the viability of this approach in the Bundesliga.

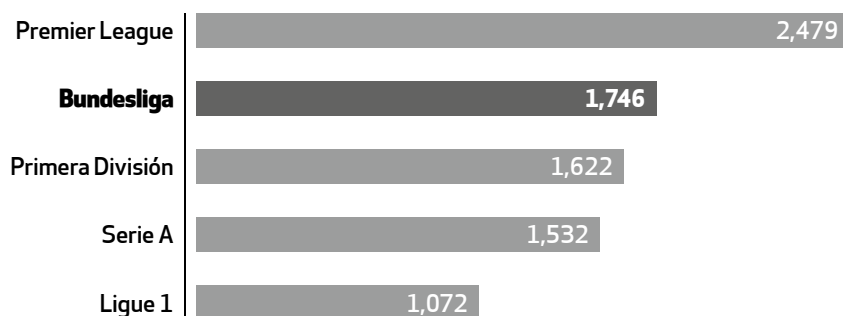
The rise in receipts of the 18 Bundesliga clubs was clearly higher than the rise in expenditures, liabilities were reduced and the equity base consolidated. When it comes to key business indicators, the Bundesliga does not need to fear



International Revenues of the top five leagues (excluding transfers)

in million € (Bundesliga 2010/11, other leagues 2009/10)

Source: Deloitte/DFL



comparison with other sectors – particularly not with other major international football leagues. The Bundesliga is in a very sound position. On the whole, it is economically viable as well as competitive in the sport. The clubs, the league association and the DFL Deutsche Fußball Liga can jointly take credit for this. Be it in terms of the levels of revenues and liabilities, pro rata payroll costs, debt or equity ratio, the Bundesliga has lately been making positive progress in all of these categories. Requirements set forth in the licensing rules of the league association regarding improvement of equity in case of a negative capital ratio adopted by the professional clubs in summer 2010

and the introduction of a second licensing procedure during the season have contributed to this as well.

German professional football looks back on a season marked by extreme economic success in which the Bundesliga set records yet again. As revenues rose to €1.94 billion, up 9.7 per cent versus the prior season, the Bundesliga showed record revenues for the seventh consecutive time. The amount even slightly tops the income achieved by German licensed football as a whole in the 2007-08 season. Within three years, Bundesliga revenues went up by almost a fourth (24 per cent). The statistical distribution to all 18 Bundesliga clubs results in a three-digit



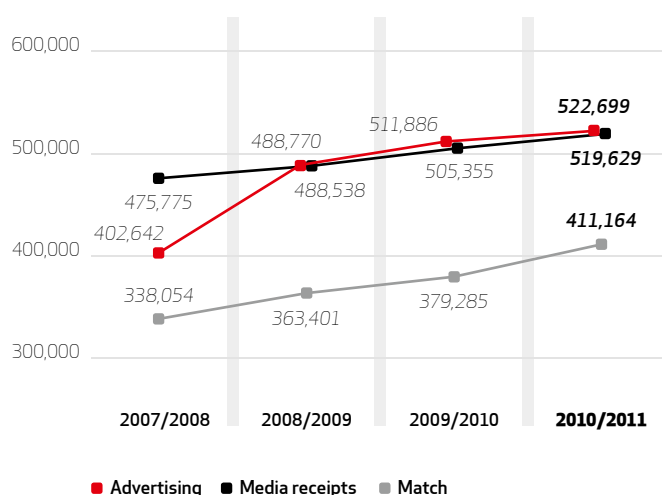
revenue of €108 million per club for the first time.

As in the previous year, the Bundesliga recorded the second-highest revenue among the European top-flight leagues. The English Premier League, which generated the highest revenue in Europe, recorded €2.479 billion, Spain €1.622 billion, Italy €1.532 billion and France €1.072 billion, according to a study by the consultancy firm Deloitte based on the numbers for the 2009-10 season. The Bundesliga achieved €1.746 billion, excluding revenue from transfers.

Particularly remarkable is the fact that the Bundesliga showed revenue growth in all fields. The most significant rise, namely 83.8 per cent versus 2009-10, was seen in transfer revenues. €195.5 million in transfer fees were credited to the clubs' accounts, for national players Mesut Özil and Sami Khedira switching to Spain or Edin Dzeko and Jerome Boateng to England, among others. They are also indicative of the excellent work done at the performance centres for young players of the clubs at which Özil, Khedira and Boateng were trained for example. Furthermore, transfers like these proved

Bundesliga Development of advertising, TV and match revenues

in €'000



that the huge sums expended by the 18 Bundesliga clubs totalling €70.8 million in the past season were certainly well invested. Yet transfers remained the most volatile quantity among the major sources of revenue, as a comparison with the prior year shows when a total of €106.4 million was received from player transfers.

Apart from miscellaneous other revenue (up 10.5 per cent), match-day revenues, which include all receipts from ticket sales and catering, reflected the strongest year-on-year rise at 8.4 per cent. Merchandising increased by 7.4 per cent while marketing of media rights (up 2.8 per cent) and revenue from advertising (up 2.1 per cent) saw smaller growth.

The clubs, the league association and the DFL are striving to avoid dependencies on single economic sectors and to put their business model on a broad base. The 2010-11 season again showed a well-balanced revenue mix. At around 27 per cent each, the share of advertising and media rights marketing as pillars of revenue was nearly equal, followed by income from matches (21 per cent) and the total amount of transfer, merchandising and miscellaneous other revenue.

Marketing of media rights, which in addition to receipts from the Bundesliga rights includes revenue from the DFB Cup and European competitions, remained one of the central pillars, carrying equal weight, for instance, as revenue from advertising.

The fact that the clubs not only managed to further increase their revenues from a previously high baseline but also demonstrated a clearly keener cost consciousness is another positive development. In total, expenses in the fiscal year under review amounted to around €1.9 billion, equating to a slight increase of 2.2 per cent. In the final analysis, the Bundesliga recorded earnings after taxes in the amount of €52.5 million.

This meant that the economic turn-around had been achieved after the previous season had seen losses totalling €78 million. Whereas in 2009-10 merely seven Bundesliga clubs were operating in the black their number had now risen to twelve. In other words, two out of three Bundesliga clubs closed the past season with a profit.

This positive development not only applies to the income statement, which shows earnings and expenses of a fiscal year and the resulting overall performance, but was also reflected in the balance sheet. The total liabilities of the 18 Bundesliga clubs amounted to around € 594 million on 30 June 2011 and the Bundesliga reduced its obligations to creditors by about €51 million, or 8 per cent, compared with the previous year. Liabilities were contrasted by considerable sums on the assets side of the balance sheet. The value of the player line-up, for example, amounted to €339 million. This was the largest item, ranking just behind financial assets of €427 million and bank/cash assets of €332 million.



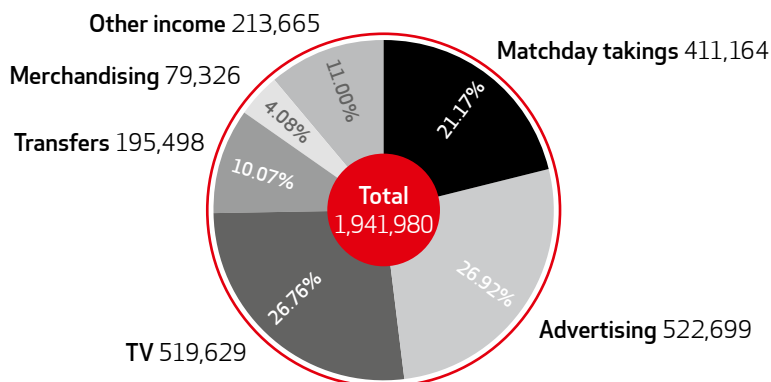
42,101 FANS PER MATCH

For the first time, more than 42,000 spectators on average attended the matches, causing the Bundesliga to retain its spot as the football league recording the highest spectator average worldwide. A total of 12.9 million flocked to the 306 meetings.



Bundesliga Revenue stream

percentage share of income (in €'000)



An investor who uses sound judgment promotes growth and creates value. In professional sports, though, investments are often a critical issue. Those who strive to achieve maximum sporting success are frequently at risk of stretching economic limits too far. A debt analysis of the European continent's major football leagues (sources: Deloitte, Gazzetta dello Sport, Süddeutsche Zeitung) underpins the necessity to carefully manage budgets. Accordingly, the Bundesliga is considered a European pioneer in this context, although excursions from this track can be expected to occur in this league from time to time as well. A comparison of liabilities from its core business and the revenue achieved reveals a debt ratio of 39.8 per cent for the 18 German Bundesliga clubs. This

means that €100 of revenue compare with €39.80 in liabilities.

By contrast, the debt was no longer covered by revenue in Europe's other top-flight leagues. The Spanish Primera División, with a debt ratio of 246 per cent resulting in liabilities being almost two and a half times the amount of revenue, showed the greatest divergence in these two financial figures. In the Italian Serie A €100 of revenue were contrasted by €156 of debt while the debt ratio of the English Premier League amounted to 129 per cent. The huge payroll costs for the professional players are a major reason for the clubs' high debts. Across Europe, they accounted for about two thirds (64 per cent) of the total costs in 2009, according to UEFA. Some clubs in Spain and England even approached 100



per cent. The situation in the Bundesliga clearly differs as the clubs' payroll cost ratio amounted to about 40 per cent.

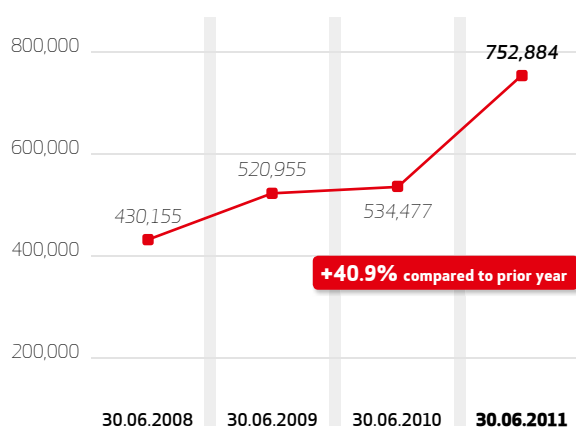
The Bundesliga's equity, in other words assets remaining after subtraction of all liabilities and reserves, was €753 million, reflecting a healthy increase of 41 per cent compared with the 2009-10 season. Consequently, the capital ratio, i.e. the share of equity in total capital (total assets), clearly improved. After ranging between about 34 and 36 per cent over the past few years, respectively, this ratio, which is important in terms of stability and independence from lenders, has now significantly risen to 45.3 per cent and makes the Bundesliga compare well even with DAX (Deutscher Aktienindex) listed corporations.

A sound economic position does not have to come at the expense of sporting competitiveness and the attractiveness of professional football. A particular proof point for this is the fact the Bundesliga, for the first time in ten years, managed to capture third place in the UEFA's five-year ranking, thus outperforming the Italian Serie A. Consequently, one more German club is allowed to participate in the UEFA Champions League as of the 2012-13 season, which means that seven Bundesliga clubs are playing internationally. Furthermore, spectator interest has continued to rise as well. In the 2010-11 season almost 12.9 million



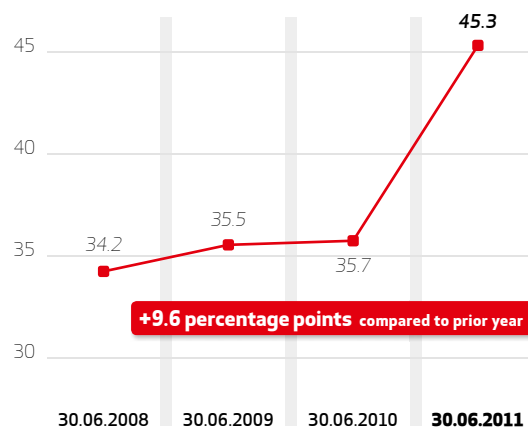
Bundesliga Development of equity

in €'000



Bundesliga Development of equity ratio

in %





spectators watched the 306 Bundesliga matches at stadiums. This amounts to an average of about 42,100 fans per meeting – more than ever before. While over 90 per cent of the capacity of sports arenas had previously been utilised the number of spectators has now grown by another 0.7 per cent.

On television, professional football has been one of the major 'crowd-pullers'

as well. Both free TV and pay television channels airing Bundesliga and Bundesliga 2 matches attracted more people in 2010-11 to their screens than in the successful previous season. For the major broadcast formats (match summaries and live broadcasts) of free TV, related to the rights owners, ARD, ZDF, Sport1 and ARD's third-channel programmes, Sport+Markt identified an average reach

Bundesliga Professional clubs' investment in youth academies

in €

Development of young

players The Bundesliga clubs increased investments in their academies by another €4.7 million.

2010/2011	70,859,000
	+7.1% compared to prior year
2009/2010	66,183,000
2008/2009	55,012,000
2007/2008	48,953,000



of around 14.5 million spectators per match-day, equating to an increase of 4.2 per cent. The live games and live conferences on Sky were watched by about 3.5 million people per match-day in 2010-11, 14.7 per cent more than in the previous season.

The Bundesliga 2 reported total revenues of €358 million for the 2010-11 season – a clear plus of 14.4 per cent over the

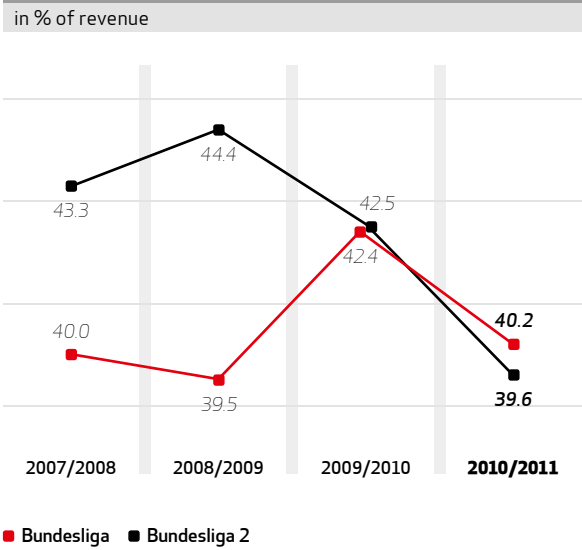
prior fiscal year and the second-highest revenue of all time. The other side though reflected a bottom-line loss. The 18 Bundesliga 2 clubs generated a shortfall of about €1.1 million on average. Compared with the prior season, losses were reduced by a fourth but the economic situation was not satisfactory yet. Of the 18 Bundesliga 2 clubs eight (six in the prior year) were operating in the black. The ma-

ior revenue sources are advertising – reflecting an increase of about one third for 2010-11 – and revenue from media rights, jointly accounting for 62 per cent of total revenue. As a result, almost €12.3 million went to each club on average. The third-largest category on the revenue side of the house was match-day takings (about €3.2 million) with a share of 16.3 per cent. With a total of about 4.45 million,





Licensed football Payroll costs
for match operations ratio



equating to an average of 14.539 spectators per match, the Bundesliga 2 was at about the same level as in the previous season (down 2.9 per cent). Spectators watching Bundesliga 2 matches numbered about one third of the Bundesliga's. Expenditures remain a challenge. They amounted to €20.9 million per club, up by 11.4 per cent compared with the previous year. Payroll for players and coaches accounted for about one third (37.6 per cent) as the largest cost item – with a rise of 6.5 per cent versus the prior season. Match operations, proportionally the

second-largest expense item at 22.1 per cent, caused higher costs (up 13.1 per cent) than in the season before. However, the Bundesliga 2's proneness to significant changes in composition due to promotions and relegations should be considered in this context. Per season, up to six clubs – a maximum of three relegated from the Bundesliga and three being promoted from third division – may be joining the league, thus leading to a turnover rate of one third. If, for example, licensed clubs with a particularly strong revenue position or highly indebted ones



**TOP RATINGS
ALSO ON TV**

Over 18 million people in Germany watched the weekly match reports and live matches on television in the 2010-11 season. Worldwide, the Bundesliga games were aired in 208 FIFA member states.





join the division, it is only logical that this affects the overall economic picture of the Bundesliga 2.

For the 2010-11 season it should be noted that the liabilities of the Bundesliga 2 compared with the prior season rose by 28 per cent to a total of €163.5 million. It has not been possible so far to stop this negative trend. After an equity deficit of €43.2 million in the 2009-10 season, the shortfall now has grown to €45.3 million, equating to a capital ratio of minus 22.5 per cent. The clubs, however, have recognised the urgent need for action and incorporated the improvement of their capital ratio in case of a negative ratio in their licensing rules.

On balance, German licensed football presents a positive picture. With total

revenue amounting to €2.3 billion, it again achieved a record level and a clear rise by 10.4 per cent (prior season: 2.3 per cent) to which the Bundesliga contributed a share of 84.4 per cent. Growth was recorded in all revenue fields, the strongest one being transfer fees (up 68.5 per cent) and merchandising (up 10 per cent). Revenues from advertising and media rights marketing with nearly equal shares of 27.6 and 27.4 per cent remained strong pillars. Match takings at 20.4 per cent plus the total amount from transfer, merchandising and miscellaneous other receipts contributed to well-balanced revenue mix.

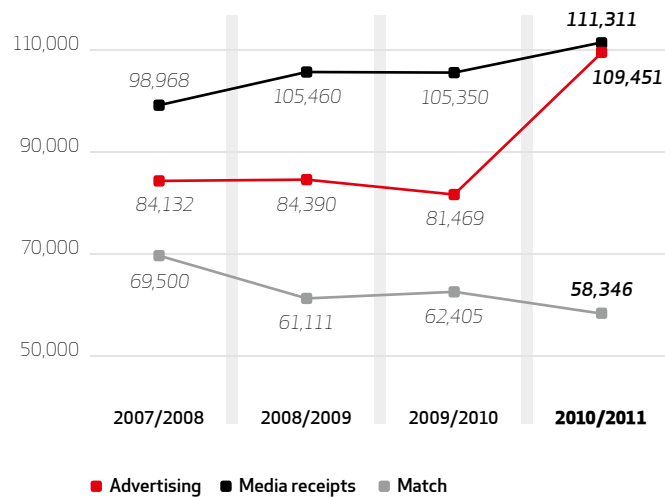
While expenses rose as well (up 3.7 per cent), they did so to a lesser extent than revenues, producing a positive bottom-line result of €33.6 million after taxes. After recording a prior-year loss of €103.2 million, licensed football managed to generate the highest profits in four years. 20 (prior year: 13) of the total of 36 clubs in licensed football reported an economic surplus – a remarkable turn-around.

The goal of exercising more stringent cost control and placing an increased focus on the clubs charting an economically sound course that was formulated last year has been achieved in a very short period of time. The joint efforts of the clubs, the league association and the DFL have borne fruit. The actions decided were successfully implemented, the turn-around achieved. Nevertheless, there are individual developments that still leave room for improvement, such as the state of equity in the Bundesliga 2.

In the international comparison, German licensed football enjoys an outstanding position based on the numbers achieved in 2010-11 and it may also regard itself as a pioneer with respect to UEFA's financial fair play strategy. As an element of society that delivers entertainment, conveys values and attracts millions, the Bundesliga will continue to act with sound judgment. Therefore, the clubs, the league association and the DFL will stay on their course of closely meshing economic viability with the sport's attractiveness. Achieving sporting successes responsibly – German professional football has been and will continue to live up to this commitment.

Bundesliga 2 Development of advertising, TV and match revenues

in €'000



Taxes and duties



In addition to those directly involved the state and society at large profit from prospering professional football. The 36 clubs and joint stock companies paid almost €719 million in taxes and duties (€891 million in operating and personal taxes minus VAT refunds). This represents a rise of more than €18 million, or 2.6 per cent, compared with the prior fiscal year. The largest share, 84 per cent, came from the Bundesliga.

Almost €375 million went to the Treasury in the form of income tax withheld from professional football's employees. This personal tax represented the largest single item in taxes and duties to which the

Bundesliga contributed 88 per cent and the Bundesliga 2 12 per cent. In the past three seasons the 36 licensed football clubs transferred around €1.11 billion in taxes on wages and salaries for their employees to the state.

VAT accounts for the majority of operating taxes and duties. After deduction of input tax, professional football paid about €183 million to the Treasury.

The economic impact of the Bundesliga, however, goes far beyond match operations, according to a 2010 study by management consulting firm McKinsey, with an annual added value including further effects of €5.1 billion generated by the 36 professional clubs. In other words,

€100 of added value in professional football generates an added value of around €240 in other areas of the German economy.

According to the study, licensed football in Germany secures 110,000 jobs and indirectly causes the state to receive €1.5 billion in taxes and duties annually when adding the jobs indirectly related to the Bundesliga and Bundesliga 2 in hotels and catering, for instance, to direct and indirect employment at clubs and service providers.

Licensed football Taxes and duties

in €

	Bundesliga	Bundesliga 2	Licensed football
Corporate taxes and duties			
VAT	299,194,747	56,438,252	355,632,998
Corporate income tax	12,565,255	21,958	12,587,213
Trade tax	14,139,103	259,305	14,398,407
Other taxes and duties	9,578,873	420,289	9,999,162
Total	335,477,978	57,139,804	392,617,780
Personal taxes and duties			
Income tax on wages and salaries	328,206,093	46,564,913	374,771,006
Church tax and solidarity surcharge	24,335,409	3,811,778	28,147,187
Social insurance (Pension fund, unemployment, health)	44,387,846	19,982,600	64,370,446
Social insurance against occupational accidents	19,480,537	11,957,018	31,437,554
Total	416,409,885	82,316,309	498,726,193
Total corporate and personal taxes and duties	751,887,863	139,456,113	891,343,974
minus refunded input tax (input tax is an indicator of a company's willingness to invest)	148,690,294	24,073,998	172,764,291
Outflow of funds from tax and duties (VAT minus input tax)	603,197,569	115,382,115	718,579,683



Jobs in professional football

In the 2010-11 season the 36 Bundesliga and Bundesliga 2 clubs and their subsidiaries employed 14,094 people, 8.2 per cent more than in the previous fiscal years. This meant that the clubs created around 1,050 new jobs – on average

30 per club. Temporary help accounted for about half of these jobs, 4,663 people were employed full-time and 152 worked in apprenticeships. In total, the members of the league association directly or indirectly employed 40,811 people. Catering firms and

security services provided the largest number of indirect employees, i.e. 10,956 and 10,309, respectively. Around 69 per cent of the personnel in licensed football worked in the Bundesliga.

Number of staff in licensed football

	Bundesliga		Bundesliga 2		Licensed football	
	2009/2010	2010/2011	2009/2010	2010/2011	2009/2010	2010/2011
Licensees						
Full-time-staff	2,552	2,630	1,244	1,387	3,796	4,017
Trainees	97	105	24	22	121	127
Part-time staff	631	614	436	783	1,067	1,397
Casual workers	3,158	3,229	1,525	1,789	4,683	5,018
Subsidiaries						
Full-time-staff	502	598	71	48	573	646
Trainees	16	25	4	0	20	25
Part-time staff	241	168	6	81	247	249
Casual workers	1,667	2,173	856	442	2,523	2,615
Contractors						
Security companies	6,967	6,623	3,682	3,686	10,649	10,309
Caterers	8,322	8,158	3,087	2,798	11,409	10,956
Medical services	1,074	1,089	504	559	1,578	1,648
Other	3,007	2,768	795	1,036	3,802	3,804
Total	28,234	28,180	12,234	12,631	40,468	40,811





Business data

Bundesliga 

Facts and figures

Bundesliga Assets

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Intangible assets	4,584	7,307	6,895	6,906
Player assets	340,570	346,960	395,214	339,308
Tangible fixed assets	118,692	209,435	218,612	225,146
Financial assets	419,563	454,463	445,349	427,206
Receivables, stocks, securities	215,387	270,165	228,198	287,991
Cash on hand/bank	128,401	146,125	159,029	331,779
Accruals	30,400	31,345	45,387	35,912
Deferred tax assets	0	0	0	1,834
Excess of plan assets over pension liabilities	0	0	0	6,503
Total	1,257,597	1,465,801	1,498,685	1,662,585



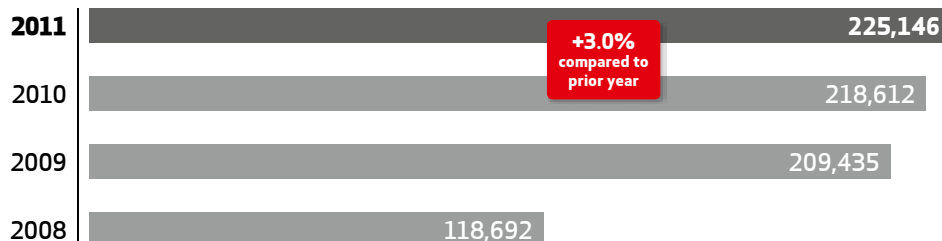
In the past three years the Bundesliga's assets increased by nearly a third (32.2 per cent). On 30 June 2011 they amounted to €1.66 billion, equating to an average of €92.4 million per club and a rise of nearly 11 per cent compared with the prior season. This significant increase essentially results from cash assets having doubled to about €331.8 million due to special effects. Most of the other items remained nearly unchanged. Merely receivables/stocks/securities experienced a gain of about €60 million to around €288 million while player assets capitalized in the

balance sheet dropped by about the same extent to €339.3 million. Nevertheless, with a share of 20 per cent of total assets player assets remained the second-largest item on the assets side, ranking behind financial assets of €427 million which accounted for a share of 26 per cent. On the liabilities side, two items made a positive impact. For one, equity, partially due to special effects, went up by over €218 million to almost €753 million. In addition, the liabilities of the 18 Bundesliga clubs were reduced by more than €50 million (down 8 per cent) to €594 million.

Bundesliga Development of tangible fixed assets

in €'000

Growth The 18 Bundesliga clubs continually increased their tangible assets in the period under review. Since 2008 they nearly doubled from €118 to €225 million.





Bundesliga Liabilities

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Equity	430,155	520,955	534,477	752,884
Special item for investment subsidies	487	432	5,768	5,428
Provisions	102,115	102,722	88,474	101,410
Liabilities	469,453	610,422	644,605	593,837
of which from loans	82,062	80,483	50,516	46,920
of which to financial institutions	43,333	102,836	146,170	105,336
of which from trade	93,783	96,576	99,551	84,578
of which other	250,274	330,526	348,368	357,003
Accrued expense	255,387	231,270	225,361	205,144
Deferred tax liabilities	0	0	0	3,882
Total	1,257,597	1,465,801	1,498,685	1,662,585

Bundesliga Development of liabilities

in €'000

Savings The clubs reduced their liabilities by more than €50 million versus the prior year and almost completely used the resulting gain for debt retirement.

2011	593,837
2010	644,605
2009	610,422
2008	469,453

-7.9%
compared to
prior year

Financial mix



The club's equity (up 41 per cent) has experienced a considerable gain. At almost €753 million, the Bundesliga's equity exceeded liabilities (around €594 million) by a significant 27 per cent. This development was reflected in the equity ratio which went by about ten percentage points to 45.3 per cent. In the three prior years it

had been ranging between 34 and 36 per cent. Consequently, the Bundesliga now enjoys an even more stable economic position overall. Another proof point for its solid financial state is provided by a comparison between borrowed capital and total revenue: At 35.8 per cent this ratio reached an all-time low in the past four years during the 2010-11 season.

Bundesliga Total net assets

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Bundesliga equity	430,155	520,955	534,477	752,884

Bundesliga Total borrowed capital

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Provisions	102,115	102,722	88,474	101,410
Liabilities	469,453	610,422	644,605	593,837
of which from loans	82,062	80,483	50,516	46,920
of which to financial institutions	43,333	102,836	146,170	105,336
of which from trade	93,783	96,576	99,551	84,578
of which other	250,274	330,526	348,368	357,003
Total	571,568	713,144	733,080	695,247



Income statement

Bundesliga Revenue

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Match revenue	338,054	363,401	379,285	411,164
Contribution to total revenue	21.57%	21.19%	21.43%	21.17%
Advertising	402,642	488,770	511,886	522,699
Contribution to total revenue	25.70%	28.50%	28.92%	26.92%
Media receipts	475,775	488,538	505,355	519,629
Contribution to total revenue	30.36%	28.48%	28.55%	26.76%
Transfers	128,993	140,305	106,354	195,498
Contribution to total revenue	8.23%	8.18%	6.01%	10.07%
Merchandising	69,164	69,910	73,857	79,326
Contribution to total revenue	4.41%	4.08%	4.17%	4.08%
Other takings	152,303	164,241	193,442	213,665
Contribution to total revenue	9.72%	9.58%	10.93%	11.00%
Total	1,566,931	1,715,165	1,770,178	1,941,980

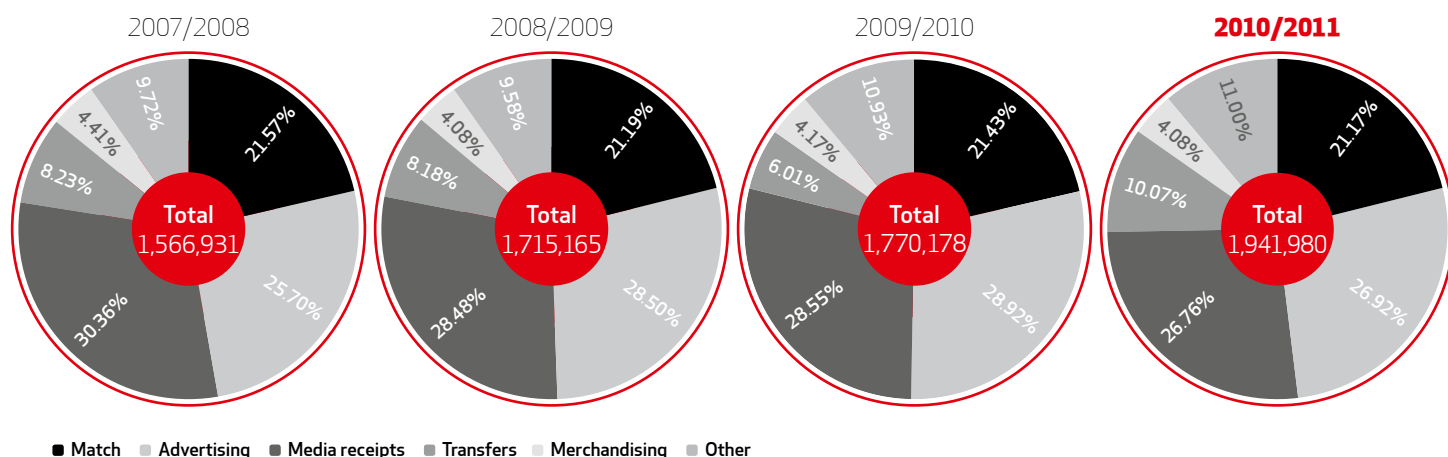
REVENUE Bundesliga revenue went up by almost 10 per cent to €1.94 billion, thus reaching a historic high. This corresponds to a growth of 24 per cent since 2007-08. For the first time, this resulted in theoretical average three-digit revenues per club amounting to €108 million, contrasted by 21 million less three years ago. The Bundesliga's gain was fed by all fields of revenue. The relatively strongest

growth in the 2010-11 season occurred in the area of transfer fees. Particularly due to several players switching to clubs abroad large amounts in the millions went to the clubs that had released them. Total revenue from transfers amounted to almost €196 million, bringing up the transfer share of total revenue from 6 per cent in the prior year to the current 10 per cent. The Bundesliga continues

to rest on three revenue pillars of nearly equal strength: advertising (up 2.1 per cent against the previous season) and the marketing of media rights (up 2.8 per cent) each contributed about 27 per cent to the total sum whereas match takings (up 8.4 per cent), which essentially refers to the receipts from the sale of admission tickets, account for 21 per cent. The remainder was made up of transfer fees,

Bundesliga Revenue

Contribution in %



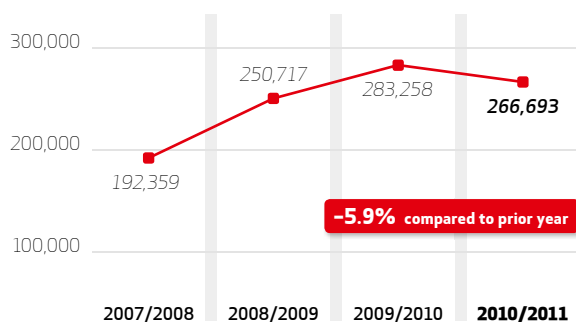
merchandising (up 7.4 per cent) and miscellaneous other turnover (up 10.5 per cent), accounting for 25 per cent of the Bundesliga's revenue. Since the 2007-08 season receipts from advertising reflected particularly high growth. During this period revenues rose by almost 30 per cent to €522.7 million which is a remarkable development in view of cross-sector parameters. Advertising spend across Germany from 2007 to 2010 dropped by 4.2 per cent, the media's net proceeds from advertising even by 9.9 per cent, according to the Central Association of the German Advertising Industry (ZAW).

EXPENDITURE Along with revenue, costs (2010-11: €1.89 billion) continually increased in the four-year period under review, by 23.4 per cent since the 2007-08 season. However, compared with the previous season, the clubs managed to curb the rise (up merely by 2.2 per cent). In the case of the proportionally smaller items "commercial/administrative staff" (down 1.5 per cent) and "transfers" (down 5.9 per cent) expenditures even decreased. By contrast, the "match operations" cost centre, which has always been a dominant one in professional football, went up by 4.1 per cent to €781 million, thus reaching a record high.

Due to the concurrent rise in revenue its share of total costs, at 41.3 per cent, has remained nearly constant. The highest increase in expenditures (7.1 per cent) over the prior year represented an investment in the future: more money was yet again spent on young players, amateurs and academies, now averaging €3.9 million per club.

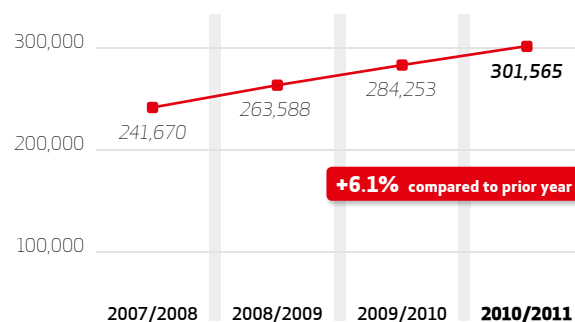
Transfer expenditure

in €'000



Match expenditure

in €'000



Bundesliga Total expenditure

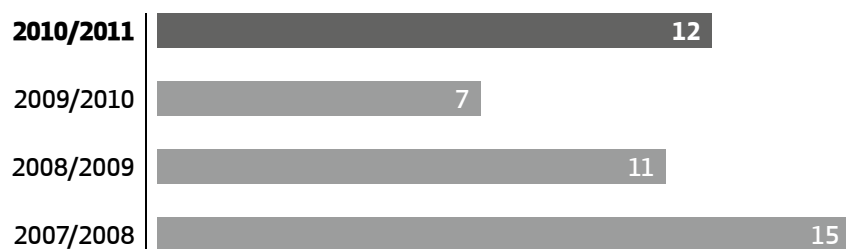
in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	627,001	678,226	750,075	780,853
Contribution to total expenditure	40.96%	40.27%	40.59%	41.33%
Commercial/administrative staff	62,456	87,106	94,960	93,505
Contribution to total expenditure	4.08%	5.17%	5.14%	4.95%
Transfers	192,359	250,717	283,258	266,693
Contribution to total expenditure	12.57%	14.89%	15.33%	14.11%
Match operations	241,670	263,588	284,253	301,565
Contribution to total expenditure	15.79%	15.65%	15.38%	15.96%
Young players, amateurs, academies	48,953	55,012	66,183	70,859
Contribution to total expenditure	3.20%	3.27%	3.58%	3.75%
Other	358,396	349,564	369,313	375,976
Contribution to total expenditure	23.41%	20.76%	19.98%	19.90%
Total	1,530,835	1,684,212	1,848,042	1,889,452

Results and indicators

Bundesliga Positive performance

number of clubs (after taxes)



Bundesliga Result after taxes

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Bundesliga	36,096	30,953	-77,864	52,528

Bundesliga EBITDA

average in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Bundesliga	12,658	14,553	10,947	17,176



After making a loss despite higher revenue for the first time in many years in the past season, the Bundesliga managed the turn-around in this fiscal year, achieving a net profit after taxes of €52.5 million. A year before, the deficit had amounted to around €78 million,

so the Bundesliga made up €130.5 million. The economic recovery took place across a broad base as twelve (prior year: seven), i.e. two thirds of all clubs, generated a surplus. Based on four seasons since 2007-08, this translates into a positive bottom-line result of €41.7 million.

Relation of payroll costs for match operations to total revenue

Like any professional league, the Bundesliga is mainly focused on sporting performance. Accordingly, a major share of the costs is incurred for personnel. Almost every second euro spent by a Bundesliga club was posted to "payroll". The clubs pay a total of €780.8 million in salaries for players and coaches. At 40.2 per cent the share of salary costs for the professional line-up saw a slight drop though

compared with the previous year (42.4 per cent). In addition, the Bundesliga continues to report the lowest amount of costs for its line-up in relation to revenue of all top European leagues. Payroll costs incurred in conjunction with match operations and for commercial/administrative staff (share of total expenditures: 5 per cent) were reduced by 1.5 per cent, resulting in total expenditures of €874.3 million for all employees.

Bundesliga Average

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	34,833	37,679	41,671	43,381
Ratio I	40.0%	39.5%	42.4%	40.2%
Payroll costs match operations + comm./admin. staff	38,303	42,518	46,946	48,575
Ratio II	44.0%	44.6%	47.7%	45.0%
Total revenue	87,052	95,287	98,343	107,888

Bundesliga Total

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	627,001	678,226	750,075	780,853
Ratio I	40.0%	39.5%	42.4%	40.2%
Payroll costs match operations + comm./admin. staff	689,457	765,331	845,035	874,359
Ratio II	44.0%	44.6%	47.7%	45.0%
Total revenue	1,566,931	1,715,165	1,770,178	1,941,980



Groups by payroll costs

A closer analysis of expenditures and income, and of cost centres and sources of revenue, shows conclusive correlations. Therefore, the Bundesliga Report looks at the relationship between payroll costs and individual business indicators. To do so, three groups, each comprising six professional clubs, are formed based on the amount of "payroll costs for match operations" and contrasted with the revenue they have generated and the expenditures they have incurred.

The first group (Group I) combines the six clubs whose personnel costs exceeded €49.9 million. Group II consists of the clubs with personnel costs between €26.7 and €49.5 million while the clubs in the last group (Group III) spent less than €26.5 million on personnel per year.

Whereas all 18 clubs of the first division generated an aggregate annual revenue of €107.9 million (equivalent to an index of 100) on average, the six clubs from Group I achieved an average revenue of €177.5 million, corresponding to 1.65 times (an index of 165) the amount of the mean. In general, it is safe to say that a club with high revenue also has more possibilities to invest in its personnel.

The clubs with the highest payroll costs were typically way above the average in

any field of revenue as well. The greatest differences were seen in merchandising (an index of 214) and transfers (203), where the respective revenue amounted to more than twice as much as the average of all 18 clubs, and in revenue from advertising (182). The clubs in Group I not only clearly exceeded the mean in terms of revenue but also in terms of expenditure, which was 1.63 times higher than the average. Payroll costs for match operations (171), transfers (168) and commercial/administrative staff (167) made the most significant differences.

Group II combines all the clubs forming the "mid-field" (places 7 to 12) in terms of payroll costs for match operations. Both income (93) and expenditure (95) were close to the overall average, with receipts from merchandising (70) reflecting the biggest difference to Group I. Whereas revenue of Group I (places 1 to 6) was about 1.8 times higher than that of Group II (places 7 to 12), the difference in merchandising was around 3.1-fold.

Group III (places 13 to 18) showed a revenue index of 43 and an expenditure index of 42. In other words both the revenue and expenditure indexes of the clubs with the lowest payroll costs for match operations were more than 50 per cent lower than the average of all Bundesliga clubs.

GROUPS

The clubs are divided into groups of six based on their payroll costs for match operations in the 2010-11 season.

Group I:

Clubs with payroll costs for match operations of over €49.9 million.

Group II:

Clubs with payroll costs for match operations between €26.7 and €49.5 million.

Group III:

Clubs with payroll costs for match operations of less than €26.5 million.

Bundesliga Revenue

average per licensee

2010/2011	Match		Advertising		Media receipts		Transfers		Merchandising		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Group I	31,998	140	52,880	182	46,934	163	22,004	203	9,440	214	14,251	120	177,507	165
Group II	25,433	111	24,067	83	22,009	76	8,817	81	3,079	70	16,814	142	100,220	93
Group III	11,096	49	10,170	35	17,662	61	1,762	16	702	16	4,546	38	45,937	43
BL average	22,842	100	29,039	100	28,868	100	10,861	100	4,407	100	11,870	100	107,888	100

Bundesliga Expenditure

average per licensee

Breakdown by club														
2010/2011	Payroll costs for match operations		Commercial/ administrative staff		Transfers		Match operations		Young players, amateurs, academies		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Group I	74,326	171	8,686	167	24,884	168	25,993	155	5,709	145	31,923	153	171,520	163
Group II	36,524	84	5,696	110	15,133	102	15,876	95	3,545	90	23,035	110	99,810	95
Group III	19,292	44	1,202	23	4,432	30	8,392	50	2,556	65	7,704	37	43,578	42
BL average	43,381	100	5,195	100	14,816	100	16,754	100	3,937	100	20,888	100	104,970	100



Groups by league table position

One of the most intriguing questions is how business development – and vice versa – affects sporting success.

To answer it, the clubs were divided into groups by league table positions (1–6, 7–12 and 13–18).

While the grouping by “payroll costs for match operations” shows significant gaps between the three groups in terms of revenue and expenditure, they are considerably closer together in the grouping by league table position. Whereas revenue of the top six in the league table was almost

three times higher than that of the bottom six in the previous season – a picture that was similar in terms of expenditure – the clubs in positions 13 to 18 achieved the highest revenue this time, amounting to €122 million (an index of 113), respectively. The top six merely reached an average of €115.6 million (107).

Although the top six, at an index of 112, reflect the highest costs, the difference to the bottom six (105) is relatively small. “Payroll costs for match operations” of the league’s leading group of six were only 1.18 times that of the average (118), and

thus just a little above the index of Group III clubs (105). For the middle group (positions 7 to 12) similar indexes were obtained both in terms of revenue (80) and expenditure (83).

These numbers may be surprising at first glance but they can be easily explained. Several of the clubs that had been successful in both the sport and in business in previous years performed below expectations in the 2010-11 season whereas Bundesliga clubs that had previously been ranging in mid-field or in the bottom third of the league table moved up.

Bundesliga Revenue

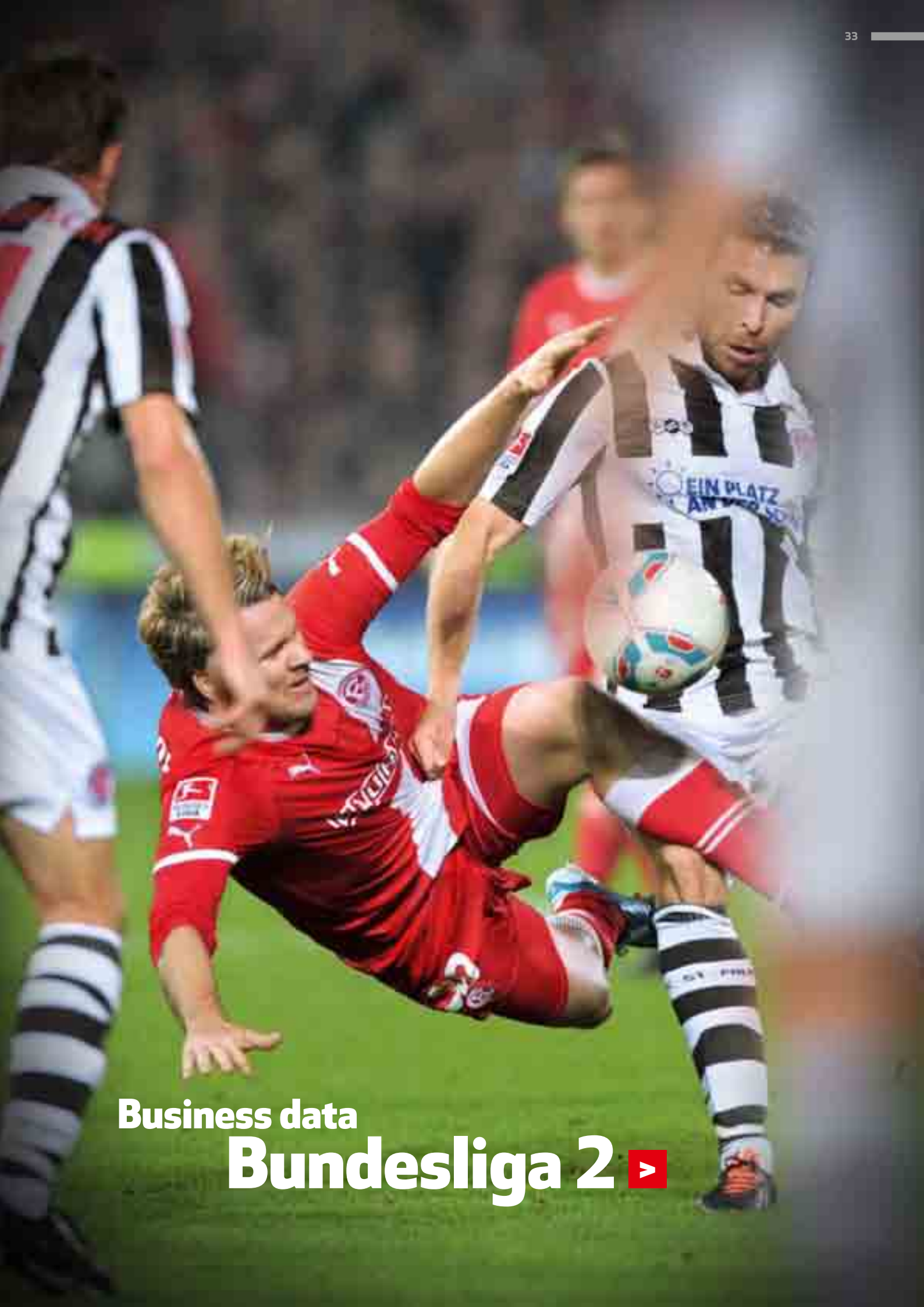
average per licensee

2010/2011	Match		Advertising		Media receipts		Transfers		Merchandising		Other		Total
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	
Position 1 to 6	25,206	110	34,456	119	32,962	114	5,731	53	6,974	158	10,289	87	115,618
Position 7 to 12	21,377	94	16,449	57	21,595	75	8,883	82	2,235	51	15,520	131	86,060
Position 13 to 18	21,944	96	36,211	125	32,048	111	17,969	165	4,012	91	9,802	83	121,986
BL average	22,842	100	29,039	100	28,868	100	10,861	100	4,407	100	11,870	100	107,888

Bundesliga Expenditure

average per licensee

2010/2011	Payroll costs for match operations		Commercial/ administrative staff		Transfers		Match operations		Young players, amateurs, academies		Other		Total
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	
Position 1 to 6	51,307	118	6,239	120	13,788	93	17,327	103	3,753	95	25,465	122	117,879
Position 7 to 12	33,380	77	5,001	96	13,783	93	16,015	96	3,904	99	14,836	71	86,919
Position 13 to 18	45,455	105	4,344	84	16,878	114	16,919	101	4,153	106	22,361	107	110,111
BL average	43,381	100	5,195	100	14,816	100	16,754	100	3,937	100	20,888	100	104,970



Business data
Bundesliga 2 ▶

Facts and figures



Bundesliga 2 Assets

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Intangible assets	8,545	3,419	2,428	2,935
Player assets	38,810	17,887	10,714	14,311
Tangible fixed assets	151,203	50,066	28,941	37,929
Financial assets	10,408	13,919	25,901	58,463
Receivables, stocks, securities	57,433	46,992	51,033	57,729
Cash on hand/bank	35,844	33,106	18,273	23,894
Accruals	2,257	4,190	2,324	4,509
Deferred tax assets	0	0	0	1,158
Excess of plan assets over pension liabilities	0	0	0	0
Total	304,501	169,579	139,614	200,929

Bundesliga 2 Development of financial assets

in €'000

Reserves The Bundesliga 2 clubs managed to double their financial assets in the past season. These assets have increased nearly six-fold since 2008.

2011	58,463	+125.7% compared to prior year
2010	25,901	
2009	13,919	
2008	10,408	



Total assets of the Bundesliga 2 rose by around 44 per cent to about €201 million compared with the previous season – the highest level achieved in three years. Growth was seen in all items on the assets side, with financial assets up by 126 per cent recording the most significant increase. Only three years ago this financial performance indicator amounted to 18 per cent of the current sum. Tangible fixed assets showed a positive development too, albeit remaining below the levels in 2008 and 2009. At €14.3 million, player assets went up by 34 per cent or €3.6 versus the cut-off date, 30 June 2010.

On the liabilities side, the increases recorded were not as pleasing. Liabilities grew by 28 per cent to €163.5 million while equity kept shrinking in the four past seasons. With a deficit of € 45.3 million, a negative value has been recorded for the second time in succession. However, this is also the result of the year-on-year change in composition of the Bundesliga 2 due to promotions and relegations.

Bundesliga 2 Liabilities

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Equity	75,152	10,410	-43,180	-45,284
Special item for investment subsidies	7,121	6,107	383	1,725
Provisions	21,945	19,260	22,437	20,316
Liabilities	162,747	98,947	127,689	163,511
of which from loans	6,616	4,117	7,490	11,221
of which to financial institutions	48,898	28,752	27,641	47,456
of which from trade	16,456	13,487	20,634	21,994
of which other	90,776	52,592	71,925	82,840
Accrued expense	37,536	34,854	32,285	60,661
Deferred tax liabilities	0	0	0	0
Total	304,501	169,579	139,613	200,929

Financial mix

Bundesliga 2 Total net assets

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Bundesliga 2 equity	75,152	10,410	-43,180	-45,284

Bundesliga 2 Total borrowed capital

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Provisions	21,945	19,260	22,437	20,316
Liabilities	162,747	98,947	127,689	163,511
of which from loans	6,616	4,117	7,490	11,221
of which to financial institutions	48,898	28,752	27,641	47,456
of which from trade	16,456	13,487	20,634	21,994
of which other	90,776	52,592	71,925	82,840
Total	184,692	118,207	150,126	183,827

Borrowed capital of the Bundesliga 2 amounted to €184 million, almost 22 per cent more than in the previous year. 11 per cent of this was provisions, the remainder liabilities. Loans accounted for a little less than 7 per cent. The liabilities to financial institutions – up by 72 per cent – showed the highest increase in fiscal year 2010-11, compared with other creditors. The fluctuations in the financial figures during the period under review, which are quite significant in some cases, can be partially attributed to the changing composition of the Bundesliga 2. In each season four to six clubs are exchanged under the promotion and relegation rules which can lead to considerable variations in the year-on-year comparison, depending on the economic state of the clubs.





Income statement

REVENUE The Bundesliga 2 recorded revenues of over €300 million for the fourth consecutive time. Up by 14.4 per cent, they amounted to €358 million, equating to an average of around €20 million per club. Advertising was the major growth factor. Receipts from sponsoring, marketing of advertising boards etc. grew by 36.6 per cent to €111.3 million. Consequently, advertising, at a share of 31.1 per cent, became the largest single item on the revenue side, bumping receipts from media rights (€109.4 million) from the top spot.

The aggregate of the nearly equal fields of advertising and media receipts accounted for a little less than two thirds of the Bundesliga 2's total revenue. The remainder of the receipts were broken down by match revenue (16.3 per cent), other (13.7 per cent), transfers (5.5 per cent) and merchandising (2.8 per cent).

EXPENDITURE Expenditures of the second-division clubs totalled around €376.9 million in the 2010-11, marking the second-highest level in the past four years and equating to an increase by 11.4 per cent compared with the previous season. However, percentage-wise the rise in costs was lower than the rise in revenue (up 14.4 per cent). Payroll costs for match operations (up 6.5 per cent) reflected the smallest increase, with the clubs combined spending €141.6 million. At 37.6 per cent, it accounts for the largest expenditure in relation to total revenue. The clubs, however, managed to reduce this percentage to the lowest level seen in the past four years. They also continued to invest in their excellent development programmes for young talent. Expenditures of €1.2 million per club for young players, amateurs and academies – the second-largest amount spent in the period under review – bear witness to this.



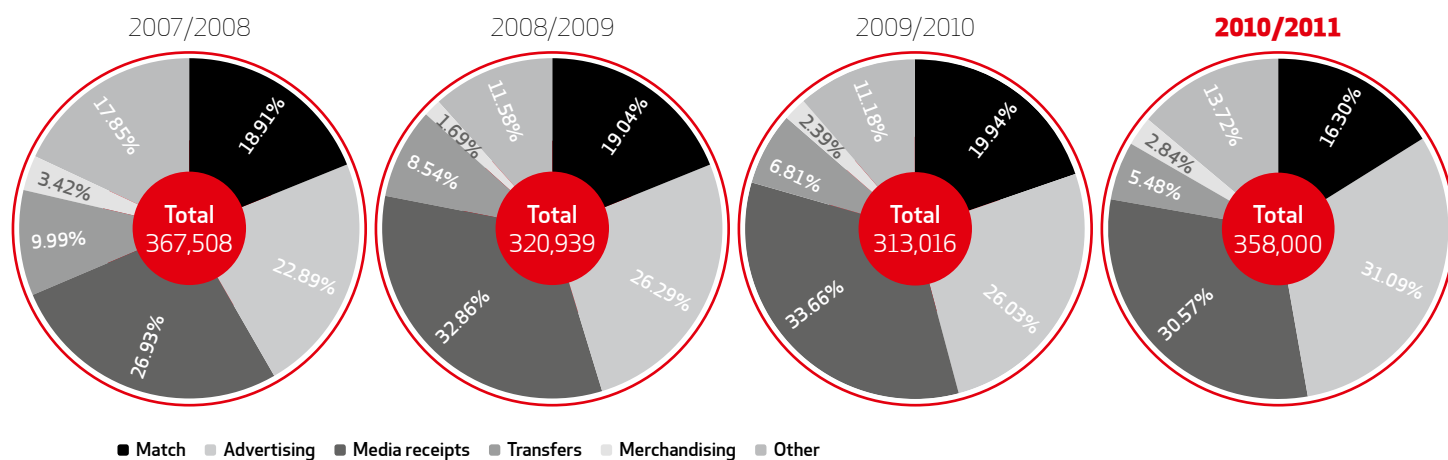
Bundesliga 2 Revenue

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Match revenue	69,500	61,111	62,405	58,346
Contribution to total revenue	18.91%	19.04%	19.94%	16.30%
Advertising	84,132	84,390	81,469	111,311
Contribution to total revenue	22.89%	26.29%	26.03%	31.09%
Media receipts	98,968	105,460	105,350	109,451
Contribution to total revenue	26.93%	32.86%	33.66%	30.57%
Transfers	36,729	27,396	21,318	19,612
Contribution to total revenue	9.99%	8.54%	6.81%	5.48%
Merchandising	12,563	5,431	7,483	10,167
Contribution to total revenue	3.42%	1.69%	2.39%	2.84%
Other takings	65,616	37,150	34,991	49,114
Contribution to total revenue	17.85%	11.58%	11.18%	13.72%
Total	367,508	320,939	313,016	358,000

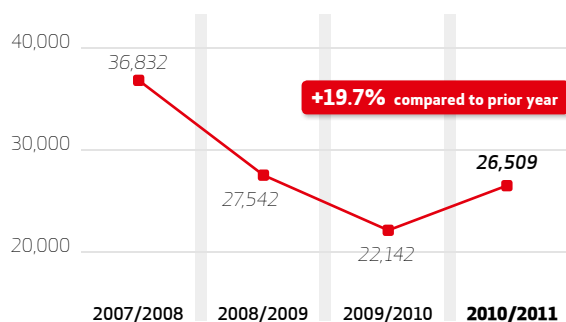
Bundesliga 2 Revenue

Contribution in %



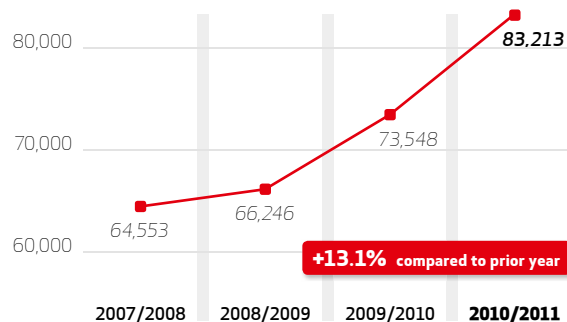
Transfer expenditure

in €'000



Match expenditure

in €'000



Bundesliga 2 Total expenditure

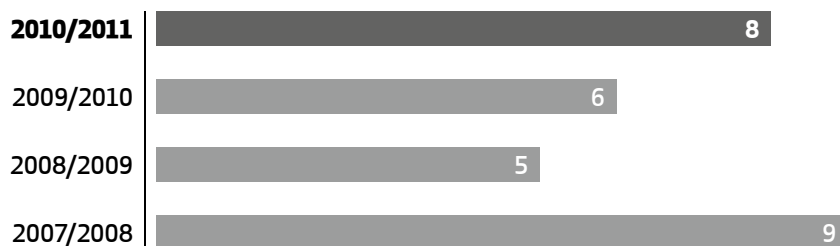
in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	158,977	142,635	132,942	141,602
Contribution to total expenditure	41.96%	41.88%	39.29%	37.57%
Commercial/administrative staff	19,551	15,621	17,716	22,115
Contribution to total expenditure	5.16%	4.59%	5.24%	5.87%
Transfers	36,832	27,542	22,142	26,509
Contribution to total expenditure	9.72%	8.09%	6.54%	7.03%
Match operations	64,553	66,246	73,548	83,213
Contribution to total expenditure	17.04%	19.45%	21.73%	22.08%
Young players, amateurs, academies	20,279	23,235	19,521	21,705
Contribution to total expenditure	5.35%	6.82%	5.77%	5.76%
Other	78,671	65,321	72,526	81,746
Contribution to total expenditure	20.77%	19.18%	21.43%	21.69%
Total	378,863	340,600	338,394	376,892

Results and indicators

Bundesliga 2 Positive performance

number of clubs (after taxes)



The Bundesliga 2 continued to operate in the red even though the deficit of € 18.9 million was about a fourth lower than in the previous season. As a result, the level of 2008/09 was achieved again. Eight clubs, almost half of the division, reported a positive result after taxes for 2010-11. Their number (nine) had only been larger in 2007-08 whereas in 2009-10 only six clubs and in 2008-09 just five ranked among the economic winners. The amount of the average losses made equalled about 5 per cent of annual revenue.

Bundesliga 2 Result after taxes

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Bundesliga 2	-11,355	-19,660	-25,378	-18,891

Bundesliga 2 EBITDA

average in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Bundesliga 2	1,854	255	-172	531

Relation of payroll costs for match operations to total revenue

The 18 clubs of the Bundesliga 2 incurred a total of about €163.7 in payroll costs in the 2010-11 season. Salaries for licensed players and coaches (86 per cent) accounted for the largest portion and the remainder was spent on salaries for commercial and administrative staff. At 45.7 per cent of total revenue, staff represented the largest cost centre in relation to total revenue. This share though was lower than it had been in any of the past four years. Just two seasons earlier, it had amounted to 49.3 per cent.



Bundesliga 2 Average

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	8,832	7,924	7,386	7,867
Ratio I	43.3%	44.4%	42.5%	39.6%
Payroll costs match operations + comm./admin. staff	9,918	8,792	8,370	9,095
Ratio II	48.6%	49.3%	48.1%	45.7%
Total revenue	20,417	17,830	17,390	19,889

Bundesliga 2 Total

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	158,977	142,635	132,942	141,602
Ratio I	43.3%	44.4%	42.5%	39.6%
Payroll costs match operations + comm./admin. staff	178,528	158,256	150,658	163,718
Ratio II	48.6%	49.3%	48.1%	45.7%
Total revenue	367,508	320,939	313,016	358,000

Groups by payroll costs

The higher their income, the more money the clubs can invest in their personnel – this rule of thumb not only applies to the Bundesliga but almost mirrors the picture of the Bundesliga 2 as well. The three groups formed, each combining the six clubs with the highest, medium and lowest payroll costs, respectively, and the comparison of these costs with expenditures and income provide clear proof points. Group I exceeds the average, both in terms of income and expenditures, by

48 per cent whereas the last group exceeds the averages only by a little more than half, i.e. 54 per cent of the mean for revenue and 51 per cent with respect to costs. The middle group (Group II) is almost exactly on a par with the averages, namely 98 per cent (income) and 101 per cent (expenditures).

A similar weighting can be noted in the various fields of revenue and expenditure. Income from transfers (211 per cent) and merchandising (193 per cent) is disproportionately high in Group I while the other two groups show mark-

edly lower rates in these areas. The bottom six in particular (an index of 54) with the lowest payroll costs recorded almost minute income from transfers (4) and low, clearly disproportionate revenue from merchandising (28).

It is notable that the transfer expenditures in Group I were 1.9 times above the average although the total expenditures of the leading group were just 1.48 times as high as the corresponding average.

i GROUPS

The Bundesliga 2 clubs are divided into three groups of six based on their payroll costs for match operations in the 2010-11 season.

Group I:

Clubs with payroll costs for match operations of over € 8.5 million.

Group II:

Clubs with payroll costs for match operations of between €6.2 and €8.3 million.

Group III:

Clubs with payroll costs for match operations of less than €6.0 million.



Bundesliga 2 Revenue

average per licensee

2010/2011	Match		Advertising		Media receipts		Transfers		Merchandising		Other		Total
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	
Group I	4,423	136	9,585	155	8,530	140	2,298	211	1,091	193	3,546	130	29,472
Group II	3,546	109	5,754	93	5,487	90	930	85	447	79	3,324	122	19,488
Group III	1,756	54	3,213	52	4,225	69	41	4	157	28	1,317	48	10,707
BL 2 average	3,241	100	6,184	100	6,081	100	1,090	100	565	100	2,729	100	19,889

Bundesliga 2 Expenditure

average per licensee

2009/2010	Payroll costs for match operations		Commercial/ administrative staff		Transfers		Match operations		Young players, amateurs, academies		Other		Total
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	
Group I	11,188	142	1,758	143	2,794	190	6,515	141	1,402	116	7,325	161	30,982
Group II	7,195	91	1,162	95	1,275	87	5,341	116	1,633	135	4,497	99	21,102
Group III	5,218	66	767	62	349	24	2,013	44	582	48	1,802	40	10,731
BL 2 average	7,867	100	1,229	100	1,473	100	4,623	100	1,206	100	4,541	100	20,938



Groups by league table position

The higher the receipts and expenditures of a club, the greater will be its sporting success. The current figures for the Bundesliga 2 confirm the truth of this notion. The top six in the final table achieved 1.29 times the revenue of the average club and spent 1.32 times as much money. In the sporting mid-field,

i.e. positions seven to twelve, income (an index of 101) and expenditure (99) correspond almost exactly to the average of all second-division clubs while the last group (positions 13 to 18) was about 30 per cent below the average. The gaps between the three groups are similar to those of the groups formed concerning payroll costs for match operations.

Bundesliga 2 Revenue

average per licensee

2010/2011	Match		Advertising		Media receipts		Transfers		Merchandising		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Position 1 to 6	4,076	126	7,404	120	7,372	121	2,398	220	923	163	3,464	127	25,636	129
Position 7 to 12	3,505	108	6,268	101	6,338	104	633	58	628	111	2,643	97	20,014	101
Position 13 to 18	2,143	66	4,880	79	4,532	75	238	22	144	26	2,079	76	14,017	70
BL 2 average	3,241	100	6,184	100	6,081	100	1,090	100	565	100	2,729	100	19,889	100

Bundesliga 2 Expenditure

average per licensee

2010/2011	Payroll costs for match operations		Commercial/ administrative staff		Transfers		match operations		Young players, amateurs, academies		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Position 1 to 6	10,125	129	1,533	125	2,794	190	4,829	104	1,481	123	6,880	152	27,642	132
Position 7 to 12	7,052	90	1,160	94	871	59	5,917	128	1,217	101	4,448	98	20,664	99
Position 13 to 18	6,424	82	993	81	753	51	3,123	68	919	76	2,296	51	14,509	69
BL 2 average	7,867	100	1,229	100	1,473	100	4,623	100	1,206	100	4,541	100	20,938	100



Business data
licensed football 

Facts and figures

Licensed football Assets

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Intangible assets	13,129	10,726	9,323	9,841
Player assets	379,380	364,847	405,928	353,620
Tangible fixed assets	269,895	259,501	247,553	263,075
Financial assets	429,971	468,382	471,250	485,669
Receivables, stocks, securities	272,820	317,158	279,231	345,719
Cash on hand/bank	164,246	179,231	177,303	355,674
Accruals	32,659	35,537	47,712	40,422
Deferred tax assets	0	0	0	2,991
Excess of plan assets over pension liabilities	0	0	0	6,503
Total	1,562,098	1,635,380	1,638,300	1,863,514

At € 1.86 billion, total assets of licensed football in Germany reached a new high to which the 18 clubs of the Bundesliga contributed 89 per cent. The development noted there – a slight drop in player assets on the one hand and a clear increase in cash on hand/bank on the other – shaped the assets side of licensed football as a whole as well. Financial assets of €485.7 million represented the largest item, equating to 26 per cent of total assets. Nearly equal were cash on hand/bank (€355.7 million), player assets (€353.6 million) and receivables, stocks, securities (€345.7 million).

Equity of the 36 licensed football clubs remarkably increased by 44 per cent to €707.6 million. This can be solely attributed to the development in the Bundesliga where equity saw a 41-per cent gain while the second-division clubs continued to report negative equity.

This was offset by liabilities in the amount of €757.3 million which decreased by almost 2 per cent within the space of one year. Consequently, the gap between equity and debt was significantly reduced. The equity ratio, in other words the share of equity in the balance sheet total, was at 38 per cent as opposed to 2009-10 when it had been at 30 per cent.



Licensed football Development of receivables, stocks and securities

in €'000

Increase A significant increase by €66.5 million to €345 million (up 23.8 per cent) was reported on the balance sheet under receivables, stocks and securities.



Licensed football Liabilities

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Equity	505,307	531,365	491,297	707,600
Special item for investment subsidies	7,608	6,539	6,150	7,153
Provisions	124,060	121,982	110,911	121,726
Liabilities	632,200	709,369	772,294	757,348
of which from loans	88,678	84,600	58,006	58,141
of which to financial institutions	92,232	131,588	173,811	152,792
of which from trade	110,240	110,063	120,185	106,572
of which other	341,050	383,118	420,293	439,843
Accrued expense	292,923	266,125	257,645	265,805
Deferred tax liabilities	0	0	0	3,881
Total	1,562,098	1,635,380	1,638,300	1,863,514

Licensed football Development of equity

in €'000

Liquidity Equity of the 36 licensees reached a new high, recording a rise by €216 million, due in part to special effects at some of the Bundesliga clubs.

2011		+44.0% compared to prior year	707,600
2010	491,297		
2009	531,365		
2008	505,307		



Financial mix

Licensed football Total net assets

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Licensed football equity	505,307	531,365	491,297	707,600

Licensed football Total borrowed capital

in €'000

	30.06.2008	30.06.2009	30.06.2010	30.06.2011
Provisions	124,060	121,982	110,911	121,726
Liabilities	632,200	709,369	772,294	757,348
of which from loans	88,678	84,600	58,006	58,141
of which to financial institutions	92,232	131,588	173,811	152,792
of which from trade	110,240	110,063	120,185	106,572
of which other	341,050	383,118	420,293	439,843
Total	756,260	831,350	883,206	879,074

On the cut-off date, 30 June 2011, German licensed football showed borrowed capital in the amount of €879 million, 0.5 per cent less than a year earlier. Borrowed capital – with liabilities at 86 per cent accounting for the largest share and the remainder being reserves – exceeded equity by around €172 million. The difference between assets and debts thus considerably decreased. By comparison, the gap between these two financial indicators had still amounted to €392 million in the 2009-10 season.

The borrowed capital share of total revenue was 38.2 per cent and thus lower than at any other time in the past four years. In the previous fiscal year the share had amounted to 42.4 per cent.





Income statement

Licensed football Total revenue distribution

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Bundesliga	1,566,931	1,715,165	1,770,178	1,941,980
percentage	81.00%	84.24%	84.97%	84.43%
Bundesliga 2	367,508	320,939	313,016	358,000
percentage	19.00%	15.76%	15.03%	15.57%
Total	1,934,439	2,036,105	2,083,194	2,299,980

REVENUE The 36 clubs of German licensed football again managed to increase their revenue – to the record level of €2.3 billion – from a previously high baseline. This meant that the €2 billion milestone was surpassed for the third time in succession. Compared to the prior year the leap amounted to 10.4 per cent and a gain of as much as 18.9 per cent in comparison with three years ago. The weighting of revenues between the Bundesliga and Bundesliga 2 has been nearly equal for the past few years. The first division aggregates the lion's share of receipts. Marketing of media rights and advertising are two equally strong pillars and both combined contribute

a little more than half (55 per cent) to total revenue. Every fifth euro received stems from the sale of admission tickets so that the aggregate of the three aforementioned sources of revenue account for 75 per cent of all revenues generated by licensed football. There have been no significant shifts in this respect in recent years.

EXPENDITURE The gain in revenue of the licensed football clubs by around 10 per cent over the prior year was offset by cost increases of 3.7 per cent. Except for expenditures incurred for player changes – transfer expenditures dropped by 4 per cent – all cost centres experienced a rise in

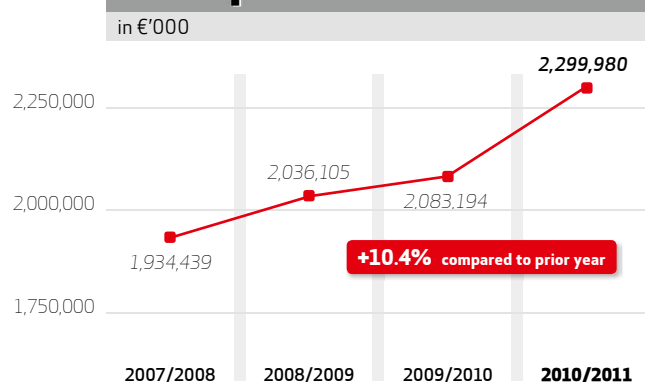
spend. Payroll costs for match operations with a share of 40.7 per cent continued to make the most significant impact. From the 2007-08 to the 2010-11 season salary costs for players and coaches went up by 17.4 per cent. The following items, other (20 per cent) and match operations (17 per cent) combined even accounted for a smaller amount. When adding expenditures for commercial/administrative staff, this results in a payroll cost rate of 45.8 per cent for the 36 clubs, which has been consistent over the period under review.

Licensed football Revenue

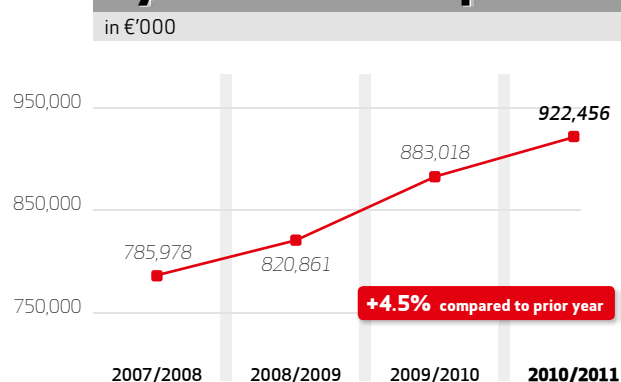
in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Match revenue	407,554	424,512	441,690	469,510
Contribution to total revenue	21.07%	20.85%	21.20%	20.41%
Advertising	486,774	573,160	593,354	634,010
Contribution to total revenue	25.16%	28.15%	28.48%	27.57%
Media receipts	574,743	593,998	610,705	629,079
Contribution to total revenue	29.71%	29.17%	29.32%	27.35%
Transfers	165,722	167,702	127,672	215,110
Contribution to total revenue	8.57%	8.24%	6.13%	9.35%
Merchandising	81,727	75,342	81,340	89,493
Contribution to total revenue	4.22%	3.70%	3.90%	3.89%
Other takings	217,919	201,392	228,433	262,779
Contribution to total revenue	11.27%	9.89%	10.97%	11.43%
Total	1,934,439	2,036,105	2,083,194	2,299,980

Development of total revenue



Payroll costs match operations



Licensed football Expenditure

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	785,978	820,861	883,018	922,456
Contribution to total expenditure	41.16%	40.54%	40.39%	40.70%
Commercial/administrative staff	82,008	102,727	112,676	115,621
Contribution to total expenditure	4.29%	5.07%	5.15%	5.10%
Transfers	229,191	278,258	305,400	293,203
Contribution to total expenditure	12.00%	13.74%	13.97%	12.94%
Match operations	306,223	329,834	357,801	384,778
Contribution to total expenditure	16.04%	16.29%	16.36%	16.98%
Young players, amateurs, academies	69,232	78,247	85,703	92,564
Contribution to total expenditure	3.63%	3.86%	3.92%	4.08%
Other	437,067	414,884	441,840	457,722
Contribution to total expenditure	22.89%	20.49%	20.21%	20.20%
Total	1,909,699	2,024,812	2,186,436	2,266,343

Results and indicators

After accumulating a deficit of €103 million in the prior season German professional football returned to the profit zone, closing the 2010-11 fiscal year with a surplus of €33.6 million. The good news though was mainly delivered by the Bundesliga which achieved a positive result in three of the past four seasons while the Bundesliga 2, when looking at the total picture, unfortunately continued to operate in the red.

At the end of the day, 20 of the 36 clubs in German licensed football were operating at a profit. 12 of these clubs belong to the Bundesliga, the remainder (eight clubs) to the Bundesliga 2.

Licensed football Positive performance

number of clubs (after taxes)

2010/2011	20
2009/2010	13
2008/2009	16
2007/2008	24

Licensed football Result after taxes

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Licensed football	24,740	11,293	-103,242	33,637

Licensed football EBITDA

average in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Licensed football	7,256	7,404	5,388	8,854



Relation of payroll costs for match operations to total revenue

For the first time German professional football spent a little more than €1 billion for personnel. 89 per cent of this expenditure was deposited in the accounts of players and coaches, resulting in payroll costs for match operations in relation to total revenue being at 40 per cent, and thus at the level of 2007-08 and 2008-09. Only in the 2009-10 season the ratio of payroll costs for the pros was about two percentage points higher. Compared with the previous season payroll costs for match operations in 2010-11 rose by 4.5 per cent to an all-time high of €922 million.



Licensed football Average

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	21,833	22,802	24,528	25,624
Ratio I	40.6%	40.3%	42.4%	40.1%
Payroll costs match operations + comm./admin. staff	24,111	25,655	27,658	28,835
Ratio II	44.9%	45.4%	47.8%	45.1%
Total revenue	53,734	56,558	57,867	63,888

Licensed football Total

in €'000

	2007/2008	2008/2009	2009/2010	2010/2011
Payroll costs for match operations	785,978	820,861	883,018	922,456
Ratio I	40.6%	40.3%	42.4%	40.1%
Payroll costs match operations + comm./admin. staff	867,986	923,588	995,693	1,038,076
Ratio II	44.9%	45.4%	47.8%	45.1%
Total revenue	1,934,439	2,036,105	2,083,194	2,299,980

Spectator report

The Bundesliga remains a strong crowd-puller. 12,882,904 spectators flocked to the 306 matches in the 2010-11 season – more than ever before. On average, this translates into 42,101 spectators per game, thus surpassing attendance figures in the prior season by 299 or 0.7 per cent. This meant that the Bundesliga set an attendance record yet again. Three clubs were even able to welcome a seven-digit number of spectators at their 17 home matches: champion Borussia Dortmund, FC Bayern München and FC Schalke 04. The Bundesliga thus remains the football league recording the largest average attendance in the world. In the Bundesliga 2 response by the audience has experienced a slightly downwards trend. 4.45 million spectators watched the league games live at the stadium, thus causing attendance to drop by 134,033 compared with the previous season. In relative terms, at an average of 14,539 spectators per match, this equates to a decline by 2.9 per cent.

For German licensed football this results in attendance of 17.3 million in the 2010-11 season. Based on a total of 612 games in the Bundesliga and Bundesliga 2 this number can be converted into an average of 28,320 visitors per professional league game. On average, 60 per cent of all tickets, or 25,379 tickets, in the Bundesliga were season tickets in 2010-11 and around 40 per cent were sold at the gate. In the Bundesliga 2 the picture was exactly opposite. Here, day tickets accounted for about 60 and season tickets for around 40 per cent.

At an average price of €22.75 per ticket, prices in the Bundesliga went up by a mere 86 cents compared with the previous season. Nevertheless, net revenue from ticket sales increased by €2.5 million to €230 million. In the Bundesliga 2 the average price for a ticket amounted to € 13.01 and thus 76 cents less than in the previous year.



Bundesliga Paying spectators

	2008/2009	2009/2010	2010/2011
Total paid admissions	12,822,484	12,791,508	12,882,904
of which season tickets (total)	7,552,746	7,458,728	7,765,957
proportion of season tickets (relative)	58.90%	58.31%	60.28%
of which day tickets (total)	5,269,738	5,332,780	5,116,947
proportion of day tickets (relative)	41.10%	41.69%	39.72%
Paid admissions, per match	41,904	41,802	42,101
of which season tickets per match	24,682	24,375	25,379
of which day tickets per match	17,221	17,427	16,722
Gross average ticket price (in €)	20.79	21.89	22.75

Bundesliga 2 Paying spectators

	2008/2009	2009/2010	2010/2011
Total paid admissions	4,758,337	4,583,010	4,448,977
of which season tickets (total)	2,495,934	1,982,610	1,812,948
proportion of season tickets (relative)	52.45%	43.26%	40.75%
of which day tickets (total)	2,262,403	2,600,400	2,636,029
proportion of day tickets (relative)	47.55%	56.74%	59.25%
Paid admissions, per match	15,550	14,977	14,539
of which season tickets per match	8,157	6,480	5,925
of which day tickets per match	7,393	8,497	8,614
Gross average ticket price (in €)	13.35	13.77	13.01

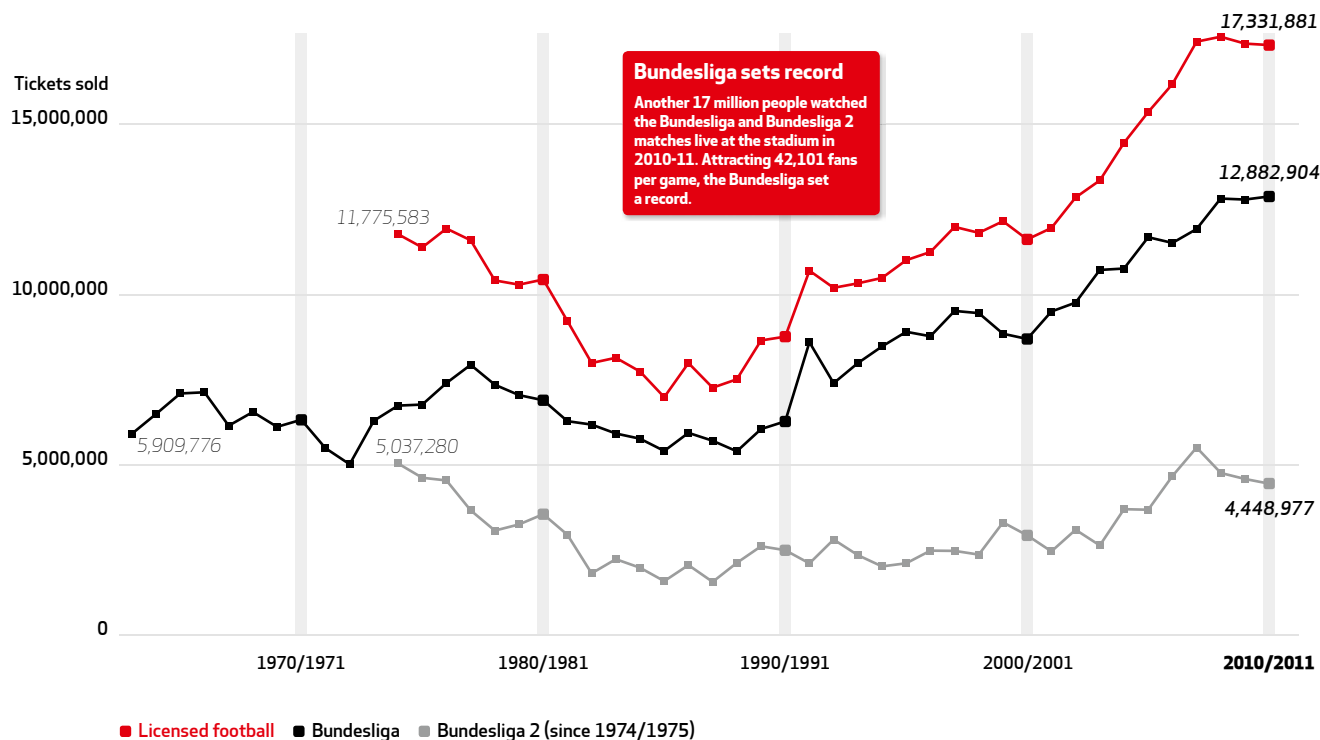
Licensed football Paying spectators

	2008/2009	2009/2010	2010/2011
Total paid admissions	17,580,821	17,374,518	17,331,881
of which season tickets (total)	10,048,680	9,441,338	9,578,905
proportion of season tickets (relative)	57.16%	54.34%	55.27%
of which day tickets (total)	7,532,141	7,933,180	7,752,976
proportion of day tickets (relative)	42.84%	45.66%	44.73%
Paid admissions, per match	28,727	28,390	28,320
of which season tickets per match	13,999	15,427	15,652
of which day tickets per match	14,728	12,963	12,668
Gross average ticket price (in €)	18.78	19.81	20.25

Attendance development

Spectator figures

since the 1963-64 season



In the 2010-11 season the Bundesliga retained its spot as the football league recording the highest average attendance in the world. At 42,101 spectators per match on average, it attracted almost 7,000 fans more per game than the English Premier League, the second most popular European football league. Worldwide, the American NFL (American Football) is the only professional sports league to show a higher average attendance than the Bundesliga. The popularity of the Bundesliga has grown over a long period of time and attendance has steadily increased over the past few years. The development has been particularly impressive since the 1988-89 season when about 5.4 million spectators (17,291 on average per game) watched the 306 Bundesliga matches. In 2010/11 they numbered 12.9 million (42,101) – in other words 2.4 times as many as in 1988-89. Particularly in the new millennium the experience of watching the Bundesliga live has become consistently more attractive. While attendance was below 9 million

as late as in 2000-01 the Bundesliga almost achieved the mark of 13 million visitors for the third time in succession in 2010-11. The thrill of the sporting competition, the modern arenas and stadiums with larger capacities are some of the main reasons for this success. The Bundesliga 2 experienced its record year in 2007-08 when 5,506,558 spectators flocked to the matches. This equalled an average of 17,995 visitors per game.

One reason behind this exceptional year was the fact that in 2007-08 clubs with comparably large arenas and fan bases (such as 1. FC Köln, Borussia Mönchengladbach and others) were playing in the Bundesliga 2. The numbers have slightly dropped since then. With an attendance of 4,448,977 spectators (14,539 on average per game) the 2010-11 season was the sixth-best one since the Bundesliga 2 was launched in 1974.

Attendances The world's sports leagues with the highest attendances in 2010-11

Source: DFL/weltfussball.de/sportingintelligence.com

NFL – American Football (USA)	66,960
Bundesliga	42,101
AFL – Australian Football (Australien)	38,243
Premier League (England)	35,273
MLB – Baseball (USA)	30,066

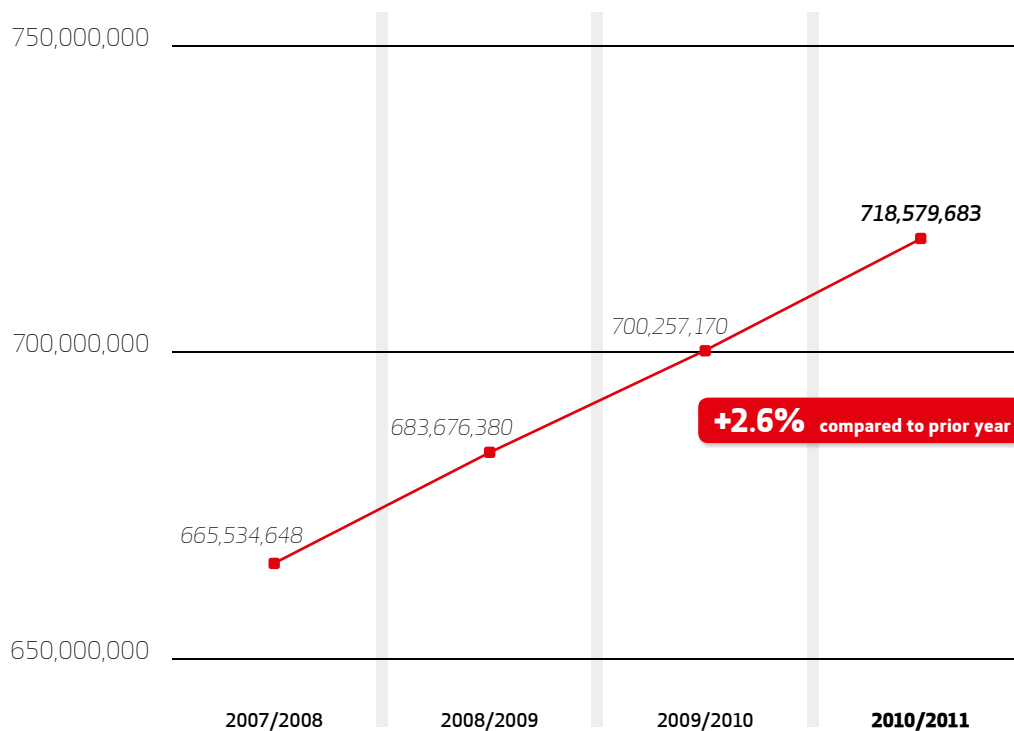
Major tax contributor

German professional football paid nearly €719 million in taxes and social security in the 2010-11 season, up by 2.6 per cent compared to prior year, and topping all previous seasons. The lion's share was income tax on wages and salaries, at

around €375 million. In the past three seasons alone, income taxes paid by the professional clubs' employees amounted to over €1.11 billion.

Licensed football Taxes and duties

in €

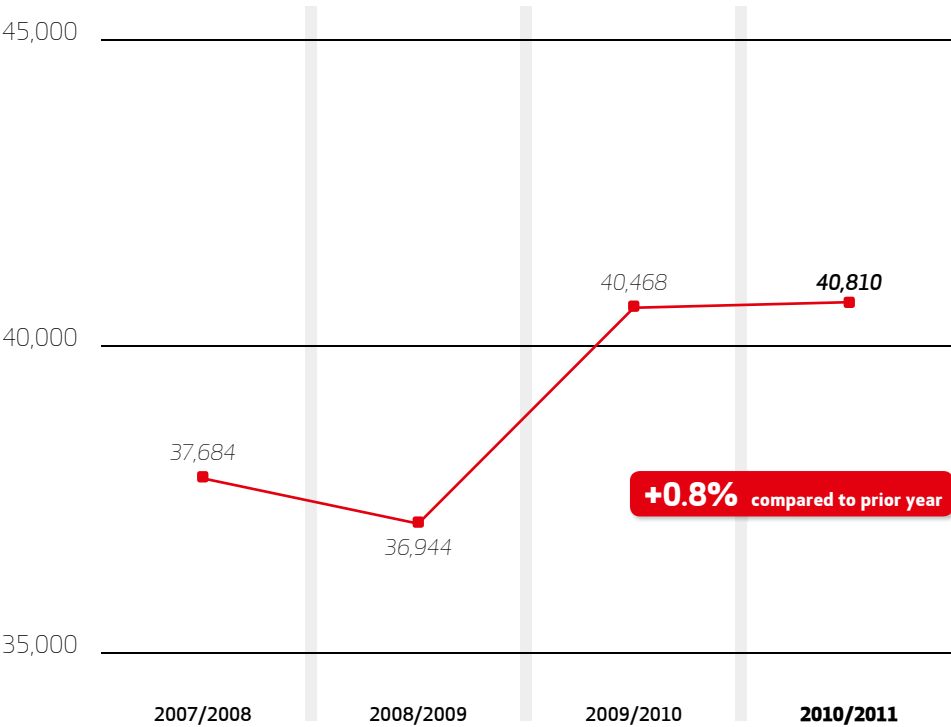


Creation of new jobs

Professional football ranks among Germany's major employers. A total of 40,810 people directly or indirectly owed their jobs to the Bundesliga and Bundesliga 2. The number of employees in the environment of professional foot-

ball rose by 8.3 per cent in the past three years. The clubs and joint stock companies have been a significant economic factor in many German regions and contribute considerable stimulus.

Licensed football Jobs in professional football



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