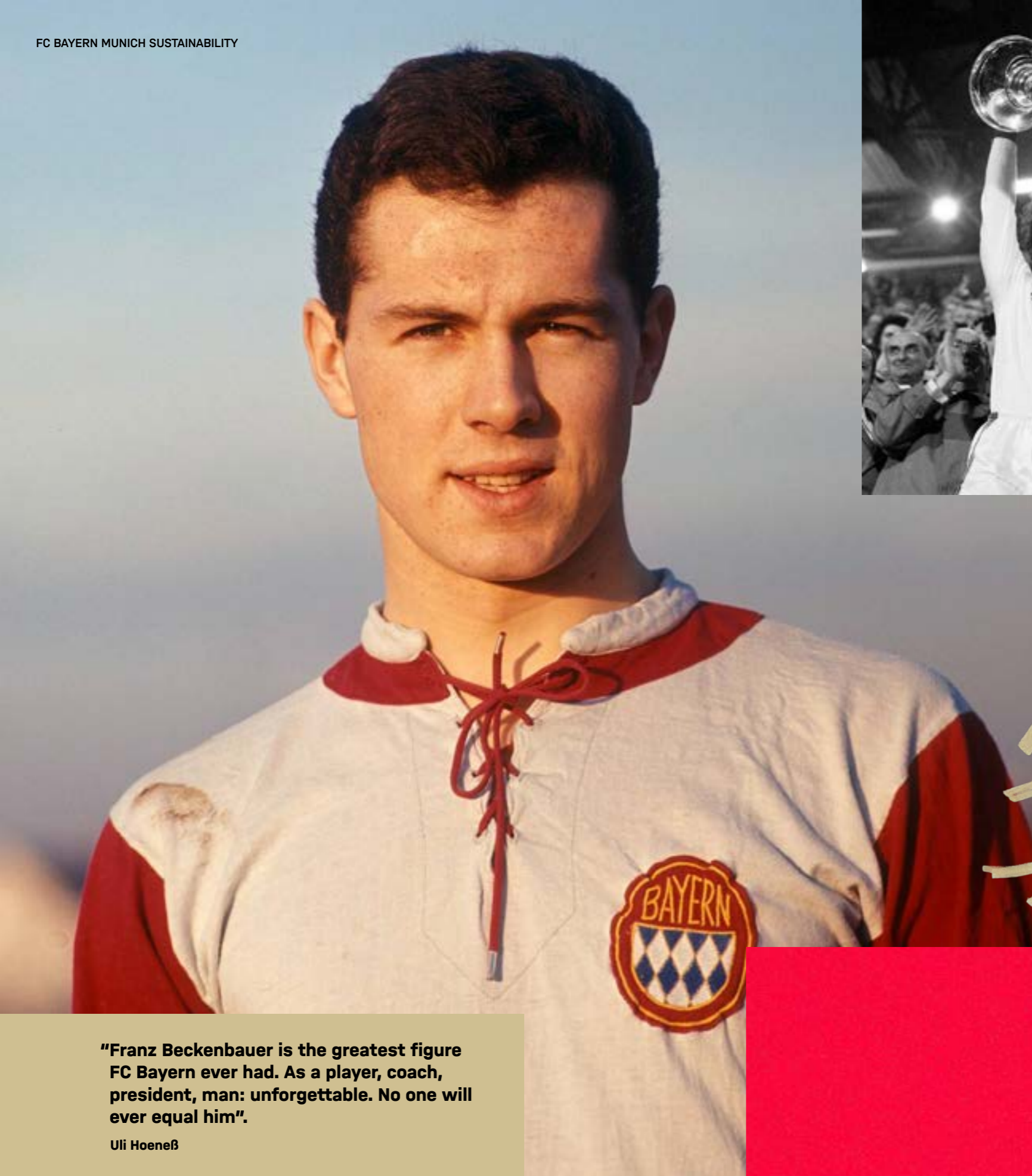




Sustainability Report
of FC Bayern Munich

2022
-2023





IN MEMORY OF "DER KAISER": THANK YOU, FRANZ BECKENBAUER

11.09.1945–07.01.2024

1945
-
2024

"Franz Beckenbauer is the greatest figure FC Bayern ever had. As a player, coach, president, man: unforgettable. No one will ever equal him".

Uli Hoeneß

"Franz Beckenbauer had a lasting impact on FC Bayern (...); he was also a "sustainable" personality, because he had the ability to make people follow him. He lived for the fans".

Karl-Heinz Rummenigge

At the start of the year, FC Bayern had to bid farewell to Franz Beckenbauer. Without "Der Kaiser", this club as we know it today would not exist – Franz Beckenbauer made everything that FC Bayern stands for today possible: from Munich through Bavaria and into the world. He was instrumental, not only as a player and coach but also as President, in ensuring that sporting success, economic growth and social values became lasting features of FC Bayern. To do justice to his legacy, FC Bayern must and will take responsibility for current and future generations and always involve its fans, just as Franz Beckenbauer did throughout his life.

We therefore dedicate this report – in which we present our endeavours towards the sustainable development of the club and society – to Franz Beckenbauer and his life's work.

FOREWORD

Herbert Hainer

President of
FC Bayern Munich eV

It was important to us to dedicate this FC Bayern Munich sustainability report for the period 2022/2023 to the club icon Franz Beckenbauer, who passed away at the beginning of the year. "Der Kaiser" shaped this club beyond measure, not only with his sporting achievements and success but also with his unique human qualities.

Franz Beckenbauer always made time for everyone, he was always willing to listen, had a smile at the ready – and that is perhaps his greatest legacy: that no deadline in this world should be more important than the person standing next to you. Franz Beckenbauer was always ahead of his time – and in his own way, one of the greatest champions of sustainability we have ever had the honour of getting to know.

To define its sustainability strategy, FC Bayern has come up with the slogan "Mitnand", a Bavarian word that means "together". Together we are strong, together we can achieve our goals, and only by working together do we have a future – in terms of social policy and when it comes to our climate.

We win together, we lose together: we go "Mitnand" to FC Bayern, we are a club "Mitnand" – and only "Mitnand" can we make a difference, both on and off the pitch. "Mitnand" stands for coming together, working together, being together. We define ourselves by what we have in common. By embracing the concept of "Mitnand", we can all become role models – as individuals and as part of a club.

"Mitnand" is a term that symbolises a positive movement: forward-looking because you are always active when you work together. Those who go somewhere together are seeking company, looking for that double pass. Instead of sitting at home and remaining passive – we tackle things together and this collective action is what produces results. Being together or "Mitnand" represents exactly what sports clubs convey: a sense of community and team spirit lead to success.

This is also something that Franz Beckenbauer always exemplified for us.

In the same way, FC Bayern has set itself the goal of making a sustainable impact.



TAKING RESPONSIBILITY – AT FC BAYERN, WE ARE READY

As FC Bayern, we began our success story in Munich. From here, our constant hunger for success has taken us beyond Bavaria and Germany and made us famous all over the world. However, we have always identified ourselves not only with (sporting) success but also with our other values: engagement and inspiration.

For us, this includes taking responsibility, thinking outside the proverbial box and showing the willingness and ability to develop further whenever necessary.



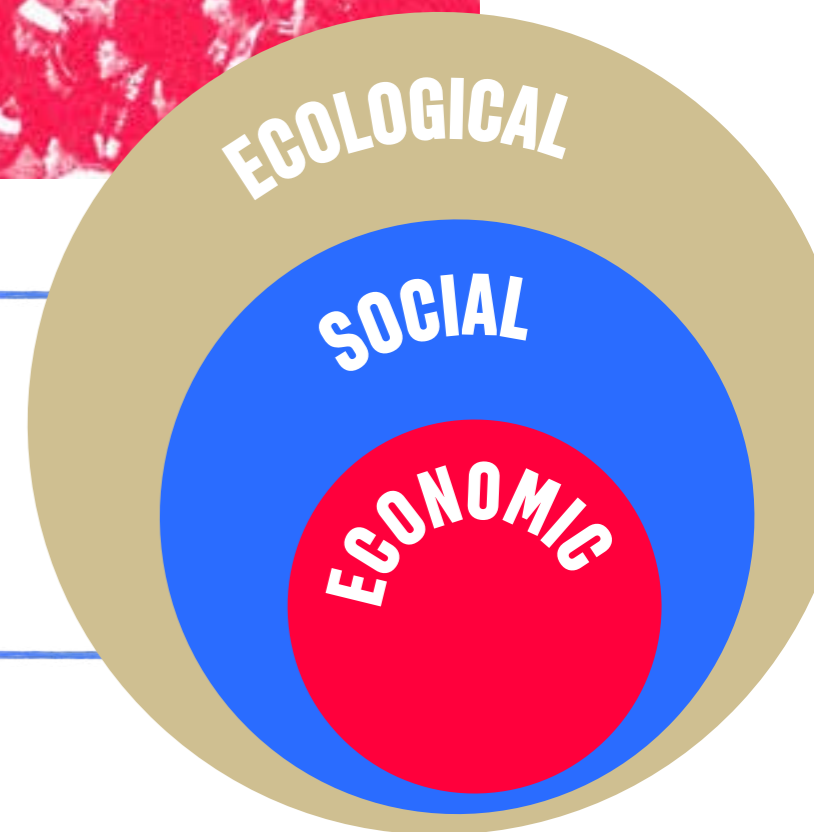
The world is currently faced with major challenges. Climate change, social inequality and all sorts of crises confront us every day with the reality that "business as usual" cannot continue in many areas and that our ability to evolve is needed now more than ever.

In keeping with our values, we also want to take responsibility for meeting our own expectations as well as those of society and the needs of the planet. Our role and status within the sporting arena gives us the power to influence our impact on the environment and society, as well as the views and awareness of many people - the famous charisma and reach of top-class sport has never been more in demand, and FC Bayern is ready.

We have shown that we can successfully manage the sporting journey from Munich through Bavaria and to the rest of the world. Now, we want to have a sustainable impact from Munich via Bavaria into the world and act on all three levels of sustainability - economic, ecological and social. In this report, we explain what we mean by sustainability and how we are developing sustainably as a club.

Sustainability from a systemic perspective

The three dimensions of sustainability are considered in terms of their relationship and dependency: only in a healthy environment (ecological) can we find living conditions to establish a just society (social). Without society, there can be no such thing as a flourishing economy (economic).



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"FC BAYERN CAN ALSO ACHIEVE A LOT OFF THE PITCH"



JAN-CHRISTIAN DREESEN

CEO
FC Bayern Munich AG

Mr Dreesen, what does sustainability mean for FC Bayern?

Jan-Christian Dreesen: First and foremost, it means taking responsibility for the future. A few years ago, sustainability often did not have the same importance as it does today. We have all now developed a much more comprehensive understanding. These are topics and challenges that have preoccupied our club and its core since its founding. One of the foundations of our success has always been sustainable, debt-free business, which enables us to have long-term financial stability. At the same time, we want to use our sporting and economic success to contribute to the development of society as a whole. Those in leadership positions at FC Bayern have always been defined by their ability to look beyond the pitch, and the club has always been known for its core social values that place great emphasis on responsibility.

What are the greatest challenges?

JCD: As a society, the tasks we face today are completely different from those that we faced a few years ago, let alone decades ago. This means that we must continually revise our understanding of sustainability and stay on the ball. That is crucial today. Climate and environment, tolerance and diversity, health, safety and well-being – these are issues that FC Bayern must also stand up for on

a daily basis. Everyone expects this: our members and fans, partners and sponsors, employees – and last but not least, we ourselves.

How does FC Bayern approach its role?

JCD: We must maintain the responsible business practices and our core social values, "together and for each other," and also apply it to those areas necessitated by environmental challenges and changing expectations of society. In a strategy process for the club as a whole involving external experts as well as internal and external stakeholder groups, we have therefore identified areas of action where we are implementing our sustainability concept. It is important that we neither take a short-sighted approach to the strategy process nor regard it as complete. We want to continue to develop and use the structures we have created to constantly question ourselves. Sustainability must be updated on an ongoing basis.

What areas of action has the club identified for itself?

JCD: Diversity and inclusion, health and safety, and climate and environment. These are not exclusive areas to which other fields of activity must give way. On the contrary, we want to establish a holistic understanding of sustainability that can serve as a foundation for other areas of action. It is important that we pursue

sustainability as an interdisciplinary objective across the entire club.

How do you see the future development of the club in terms of sustainability?

JCD: From the very beginning, our purpose as a club has been to have a positive impact on our fans and therefore on society. This has not changed. We want to move with the times and address the needs of the younger generation in particular. After all, it is

"WE CAN SHOW THAT THERE ARE NO LIMITS".

their future that we are influencing today. **How do you see the future development of the club in terms of sustainability?**

JCD: From the very beginning, our purpose as a club has been to have a positive impact on our fans and therefore on society. This has not changed. We want to move with the times and address the needs of the younger generation in particular. After all, it is their future that we are influencing today.

Mr Pešić, what roles do professional sport in general and FC Bayern in particular play when it comes to having a sustainable impact on society?

Marko Pešić: As a global club, FC Bayern has a huge appeal that extends far beyond the sport. This imposes both a responsibility and an obligation. Sport in general stands for diversity, and FC Bayern is about more than just football: FC Bayern Basketball gives us many opportunities to convey our social values. I only have to think of the "Red against Racism" club-wide campaign – that's an important topic in basketball, and we regularly take a stand. Under the slogan #WeCareTogether, we also organise numerous projects throughout the city or match-day initiatives. We are also regularly involved with the Munich food bank, for example. We want to take responsibility – for sports culture, society and for the city in which we live.



MARKO PEŠIĆ

Managing Director FC Bayern Munich Basketball GmbH

Mr Pešić, are there any special examples of teamwork in terms of sustainability?

MP: What immediately springs to mind in addition to "Red against Racism" is the development of FC Bayern's "Red Line" child protection concept in which Joshua Kimmich from the football team, basketball player Andi Obst and former FC Bayern Women goalkeeper Laura Benkarth were involved. The opportunities that arise from this initiative, which applies across all sports and genders, are outstanding. FC Bayern Basketball has actively supported and sponsored people in need in the Munich Metropolitan Region for many years. Our role is not only to delight people with top-class sport and results but also to get involved and bring our social responsibility to life. Promoting physical activity is also an important goal for us. This is where all of the FC Bayern sports departments work hand in hand to motivate young people – in every sense of the word.

Ms Rech, sporting goals are fundamental – but what else?

BR: We are very proud that we are inspiring more and more children, regardless of gender, to play sport and get excited about FC Bayern. We want to use the resulting opportunities to make even the youngest children aware of important topics such as sustainability. FC Bayern is a home for everyone, regardless of their background – and not just in relation to sport, but beyond that as well.



BIANCA RECH

Head of women's football
FC Bayern Munich AG

SUSTAINABILITY AFFECTS US ALL

Members & Fans

316,000
official club members

4,545
fan clubs

732
international fan clubs

3,813
national fan clubs

339,650
fan club members

51,065
international fan club members

288,585
national fan club members

50,000
kids club members

Fan club events 2023
Seven events with 325 representatives from 175 fan clubs with a reach of over 22,600 registered fan club members

Social Media Followers

Our social media channels enjoy exceptional reach with over 169 million followers worldwide

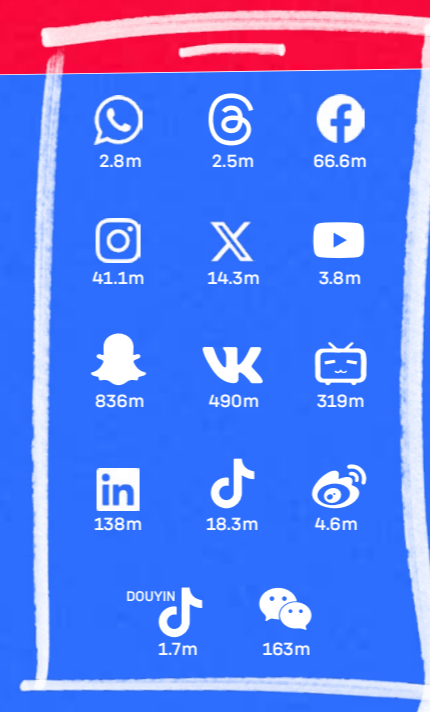
157m

followers on the men's main pages

5.5m + 6.7m

followers of the FC Bayern women's channels

additional followers on all channels of our FC Bayern assets



5.5m

FC Bayern Women followers

1.5m

followers of mascots Berni, Mia and Ben

1m

FC Bayern Basketball followers

110k

fan support followers

1.6m

Allianz Arena followers

2.3m

Exchange through Campus

236k

FC Bayern Legends followers

News (print and online)

155,000

Over 155,000 news articles are written about FC Bayern worldwide every month.

Allianz Arena

88%

of stadium visitors regard the Allianz Arena as family friendly.

76%

of stadium visitors are satisfied with the choice of meals, 73% with their quality.

70%

of stadium visitors believe the Allianz Arena is making efforts to operate sustainably and conserve resources.

The arena comes third in the European ranking of stadium visitors (number of visitors, football matches 2022/2023).

Statements about FC Bayern

83%

of football fans in Germany describe FC Bayern as a worthy representative at the international level.

71%

of football fans describe FC Bayern as an international poster child for Germany.

Women's football

24,000

tickets sold for the match against FC Barcelona - record attendance for women's football in the Allianz Arena.

97%

of FC Bayern fans see the women of FC Bayern as strong and important role models.

CONSTANT SPORTING SUCCESS

We are one of the most successful football clubs in the world with a passion for collecting trophies.

Men's football trophies

6 
UEFA CHAMPIONS LEAGUE

4 
WORLD CUP /
FIFA CLUB WORLD CUP

33 
GERMAN BUNDESLIGA

2 
UEFA SUPERCUP

20 
GERMAN CUP

1 
UEFA CUP

1 
UEFA CUP WINNERS' CUP

17 
GERMAN SUPER CUP /
GERMAN LEAGUE CUP

Women's football trophies

5 
GERMAN CHAMPIONS

11
GERMAN RUNNERS-UP

1 
GERMAN CUP

3
GERMAN CUP FINALS
APPEARANCES

1 
BUNDESLIGA CUP

22x
BAVARIAN CHAMPIONS
OF WHICH 19 TIMES
IN SUCCESSION

8
BAVARIAN CUP
WINNERS

Basketball trophies

5 
GERMAN
CHAMPIONS

3 
GERMAN
CUP WINNERS

1 
DBB
CUP WINNER

7
REGIONALLIGA CHAMPIONS

1
2. BUNDESLIGA SÜD CHAMPIONS

1 
2. BASKETBALL BUNDESLIGA
PROA CHAMPIONS

OUR SUSTAINABILITY ROADMAP

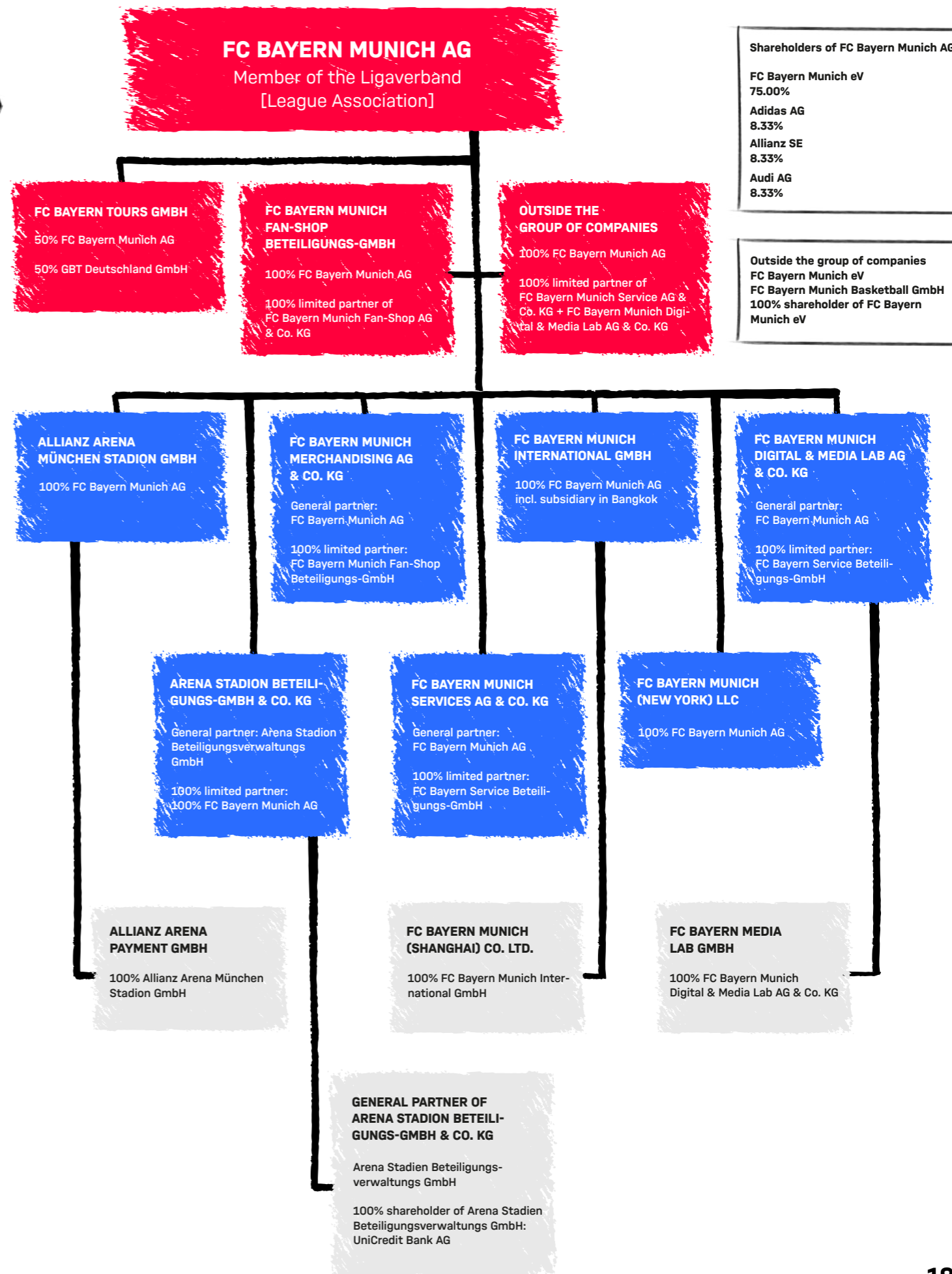
Reporting scope and reporting period

This report relates to all activities of the FC Bayern Munich club, including FC Bayern Munich eV, FC Bayern Munich AG and FC Bayern Munich Basketball GmbH.

The sustainability concept at FC Bayern is characterised by a holistic approach. This means not only addressing all three levels of sustainability - ecological, social and economic - but also addressing these levels throughout the club and its departments and across all sports. What sets FC Bayern apart is the fact that it repeatedly uses its influence beyond the club structures to make an impact on society.

This reflects a fundamental attitude at FC Bayern: sustainability affects us all and is therefore taken seriously by everyone at FC Bayern. Our actions are not just confined to selective measures. As a result, this report covers the process of developing the sustainability strategy and the implementation of FC Bayern's sustainability concept during the 2022/2023 season.

FC Bayern Munich Corporate Structure (2022/2023 Season)



THE DEVELOPMENT OF OUR SUSTAINABILITY STRATEGY

Our path

Our sustainability concept and sustainability strategy are the result of a strategy development process that was successively driven forward and yielded initial results between 2021 and 2023. The development of the strategy and the identification of key topics were already initiated by the AG's executive board, the club president, the club managing director and the basketball CEO during the 2020/2021 season.

From the outset, all those involved fully accepted that the results would be regularly evaluated and that the strategy would have to be further developed accordingly. This approach is the only way to meet the dynamic development of social expectations, regulatory requirements, scientific findings and the resulting necessities. Only in this way can we live up to our own standards.

The beginning

We began the strategy development process described above by creating a rough outline of a sustainability concept that FC Bayern would like to fulfil. This involved specifying the interdependent ecological, social and economic dimensions through which we wanted to generate a long-term impact on the environment and society from within. During an initial survey, we analysed all of FC Bayern's existing measures. This revealed that sustainable management has shaped FC Bayern for decades and therefore represents the present state of affairs of all strategic planning at FC Bayern. It also became clear that FC Bayern is already very active in many individual areas of the ecological and social dimensions – in line with its core social values – and that it must now turn its attention to further developing the items of strategy, focus and organisational structures for sustainability issues. This was identified as necessary so that we could make the most of synergies between the individual areas and focus our actions to create an even greater impact.

The framework

To create a corresponding organisational structure and sustainability strategy for the club as a whole that effectively targets scientifically determined areas of impact, FC Bayern has aligned itself primarily with the 17 United Nations Sustainable Development Goals (SDGs):



Sustainable Development Goals (SDGs)

In 2015, the United Nations General Assembly adopted the Agenda 2030 for Sustainable Development to improve the living conditions of people around the world. This agenda included the 17 sustainability goals, which were originally aimed at nations but can also be considered as a frame of reference for companies, sports clubs and sports associations. The SDGs include all the sustainability dimensions (economic, ecological and social) and are preceded by the five pillars: People, Planet, Prosperity, Peace and Partnership.



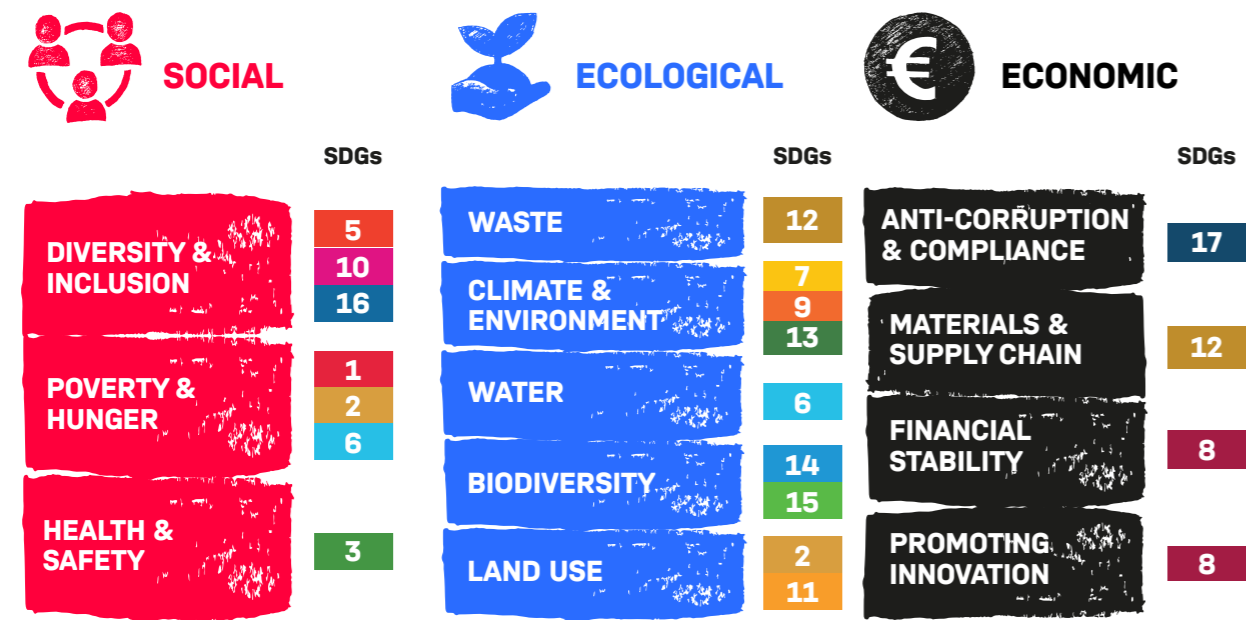


Our areas of action

From these 17 sustainability goals, FC Bayern, with the support of external experts, initially derived twelve potential areas of action that were to serve as the basis for a new, impact-oriented sustainability strategy.

The SDGs are assigned to these areas of action as follows:

Twelve clearly defined categories serve as potential areas of action for FC Bayern



In addition to the 17 SDGs, FC Bayern also draws on other reference frameworks if and insofar as this is useful and necessary for specific topics. When it comes to protecting human rights, for example, we adhere to the UN Guiding Principles on Business and Human Rights. Accordingly, the importance of the UN Guiding Principles on Business and Human Rights for FC Bayern was reaffirmed as part of the 2023 Annual General Meeting and the resulting amendment of our club's Articles of Association.

“(The Club) is committed to respecting all internationally recognised human rights, taking into account the United Nations Guiding Principles on Business and Human Rights, and to acting in a sustainable manner”.

(Statutes of FC Bayern Munich eV, Section 2 Purpose, tasks and values, para. 4)

The fact that respect for human rights is linked with the commitment to sustainable action in the statutes of FC Bayern eV, the largest shareholder of FC Bayern AG, clearly shows that respect for human rights is part of the sustainability concept for FC Bayern as a whole. The UN Guiding Principles therefore represent an additional frame of reference for our club's sustainability strategy.

Our most important stakeholders – fans, sponsors, politicians, employees

To identify the twelve potential areas of action in which FC Bayern can achieve the greatest impact, internal and external stakeholders were surveyed with regard to sustainability issues. They were asked to rate which of the aforementioned areas of action have the greatest influence on FC Bayern's sustainability impact or its impact on the sustainable development of the environment and society (the inside-out perspective).

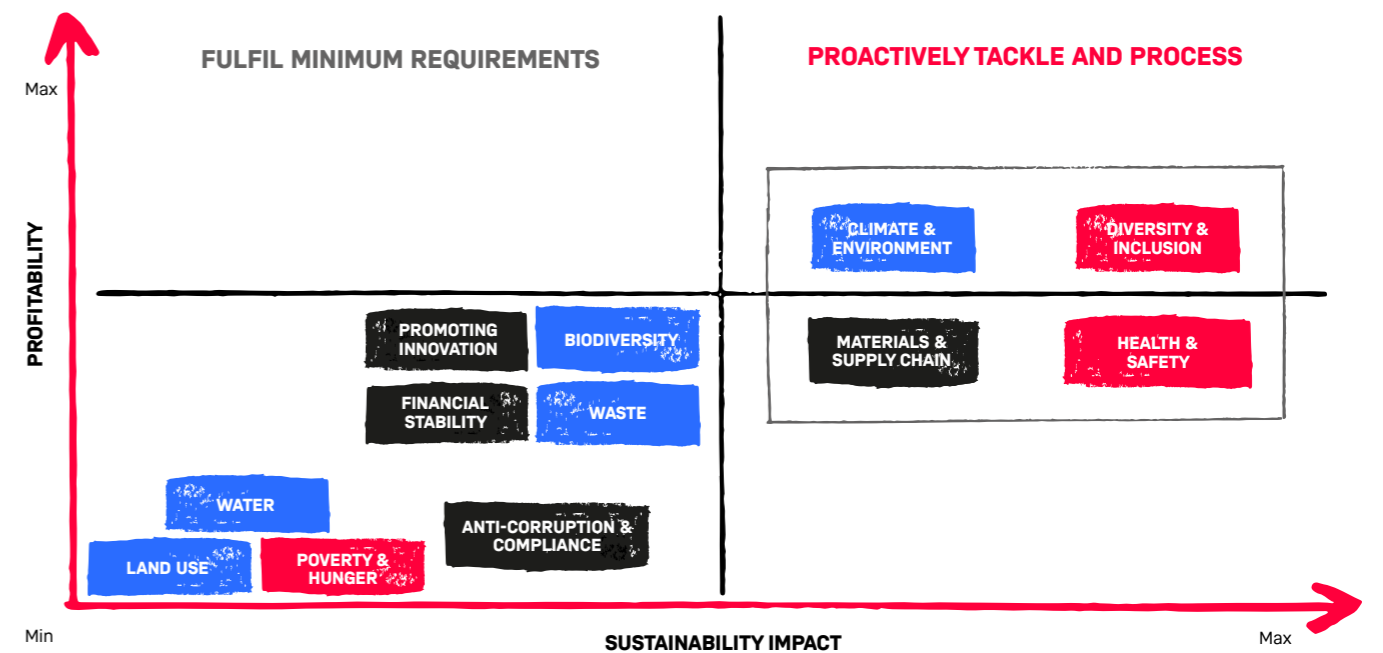
The participating stakeholders were also asked about their expectations, needs and interests with regard to FC Bayern's (sustainable) impact. This combined materiality and stakeholder analysis will be repeated regularly in the future to keep pace with the dynamic developments in the area of sustainability outlined above.

The stakeholder groups that participated in the surveys included:

- Fans and members
- Sponsors and partners
- Politicians and municipality
- Employees
- Other topic-specific stakeholder groups

The results of the surveys were subjected to a final evaluation and supplemented by the perspectives of feasibility and profitability.

The materiality analysis defines the priorities of the areas of action



Results from approach two – stakeholder prioritisation

- ✓ Priority A
- ✓ Priority B
- ✗ Deprioritised

CATEGORY	FANS	PARTNERS & SPONSORS	MUNICIPALITY	EMPLOYEES
Diversity & Inclusion	✓	✓	✓	✓
Poverty & Hunger	✓	✗	✓	✗
Health & Safety	✓	✓	✗	✓
Waste	✓	✗	✓	✗
Climate & Environmental Protection	✓	✓	✓	✓
Water	✗	✗	✗	✗
Biodiversity	✓	✗	✗	✓
Land Use	✗	✗	✗	✗
Anti-Corruption & Compliance	✗	✗	✗	✗
Materials & Supply Chain	✓	✓	✗	✓
Financial Stability	✓	✗	✓	✓
Promoting Innovation	✓	✗	✗	✗

Our equation for more sustainability: Analysis + Evaluation + Augmentation = Results

The combined results of the reference framework and the materiality and stakeholder analysis were subjected to a final analysis and evaluation by internal and external experts to determine the extent to which they are suitable as a basis for FC Bayern's

sustainability strategy. In addition to stakeholder interests, the question of synergy potential with the status quo and expansion potential with regard to future developments in the sustainability strategy were particularly important.

As a result of this methodology, we were able to identify a total of four areas of action that form the core of our sustainability strategy:

DIVERSITY & INCLUSION
HEALTH & SAFETY
CLIMATE & ENVIRONMENT
MATERIALS & SUPPLY CHAIN

EDUCATION

In particular, the topic of "Health" was augmented by "Safety Issues" because FC Bayern sees an opportunity to build on existing measures, especially with regard to vulnerable groups such as children or (specific) stadium visitors on the one hand, while also prioritising the protection and safety of vulnerable groups on the other.

The four areas of action are supplemented by "Education (for sustainable development)" as a vector and multiplier for our concepts and measures. Our integrated approach, which makes all stakeholders, especially our fans, key players in our sustainable development, makes it possible to turn our sustainability concept at FC Bayern into a sustainability concept (communicated) by FC Bayern for fans and society through education and awareness-raising measures.

Focussing on these four areas of action does not imply that the topic of sustainability is reduced to just a few areas of action. On the contrary, we are only prioritising these topics so that we start where we initially believe we have the greatest potential for impact.

The steps in detail – phase 1 and phase 2

Within the four prioritised areas of action, we also made a distinction between phase 1 and phase 2 of implementation. Among other things, this differentiation meant that the action areas of diversity and inclusion, health and safety and climate and environment action areas were to be addressed during phase 1 of the implementation (particularly in the calendar years 2021-2023) and the materials and supply chain action area in phase 2 (particularly with effect from the 2023/2024 season).

This distinction is partly due to the fact that since 1 January 2024, FC Bayern's handling of materials and supply chains has been successively and extensively regulated by legal and regulatory requirements (including the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), the EU Corporate Sustainability Reporting Directive (CSRD) and the Sustainability Guidelines of the German Football League (DFL)). This meant that the development and implementation of the club's sustainability strategy needed to be synchronised with the timing of these regulations.

In accordance with the above-mentioned reporting period, this report therefore initially focuses on phase 1 of the implementation of the club's sustainability strategy.



SUSTAINABILITY AFFECTS EVERYTHING AND EVERYONE – OUR SUSTAINABILITY CONCEPT

We view sustainability in holistic terms:

- thematically along the three dimensions of economic, social and ecological and guided by the United Nations Sustainable Development Goals and other topic-specific frameworks, such as the UN Guiding Principles on Business and Human Rights,
- organisationally across clubs, departments and sports, and
- methodically through educational and awareness-raising work (including education for sustainable development (ESD)) at all levels as the basis for our vision of sustainable development for the club, the environment and society.

For us, sustainability starts on the inside. We want to plot an internal course that will allow us to leverage our external reach in a credible way for the sustainable development of the environment and society.

A targeted impact – our sustainability strategy

The core of our sustainability strategy consists of four areas of action: diversity and inclusion, health and safety, climate and environmental protection, and materials and supply chain. Within these areas of action, FC Bayern's overriding objective is to improve its sustainability-related impact and to develop specific concepts, measures and evaluation mechanisms for this purpose within each of these areas of action to enable a review of the interim targets we have ourselves.

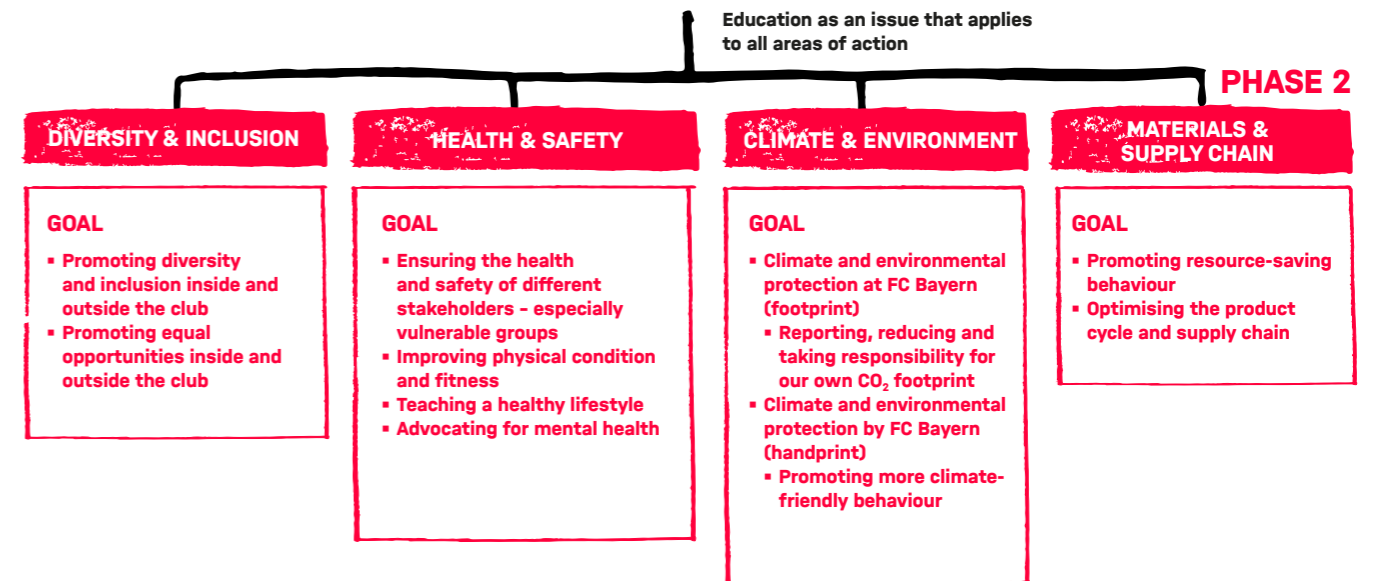
In the first phase of the strategy implementation, we are focussing on the first three of these four areas of action and want to actively involve as many of our stakeholders as possible in their development. We are doing this on the one hand because the involvement of different stakeholders is necessary for impact-oriented implementation, and on the other hand because we already actively utilise our reach in this way. In a second phase, we will focus on areas such as materials and the supply chain in parallel with regulatory and legal developments from the 2023/2024 season onwards.

Sustainability strategy with four areas of action

AMBITION

WE WANT TO BE ROLE MODELS WHO SET A GOOD EXAMPLE. THROUGH OUR ACTIONS, WE WANT TO INSPIRE AND MOVE OUR FANS AND SOCIETY.

AREAS OF ACTION

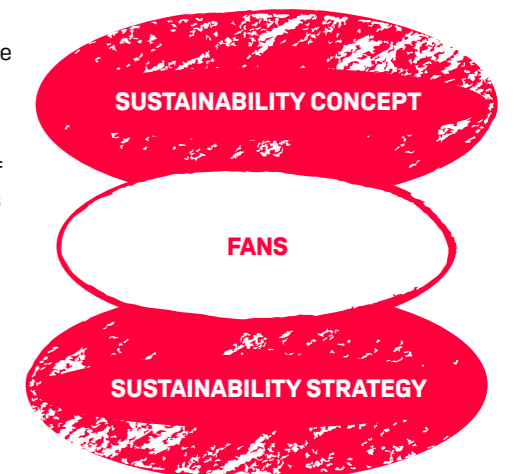


Our fans as a source of inspiration

Like everything else at FC Bayern, our sustainability concept and our sustainability strategy have one thing in common: they involve our fans! FC Bayern fans have always been more than just passive football consumers. They support this club and want to help shape it. We have used the numerous formats that already exist to facilitate the exchange of ideas and dialogue between fans and the club to implement sustainability management tools, such as materiality and stakeholder analyses, in a straightforward manner.

In addition to the strategy process, we also involve our fans in the development of concepts and measures in the area of sustainability. The most recent example is the development of our "OBACHT" (watch out) awareness concept for improved safety in the stadium.

For more on this, turn to page 63.



OUR CORPORATE SELF-IMAGE

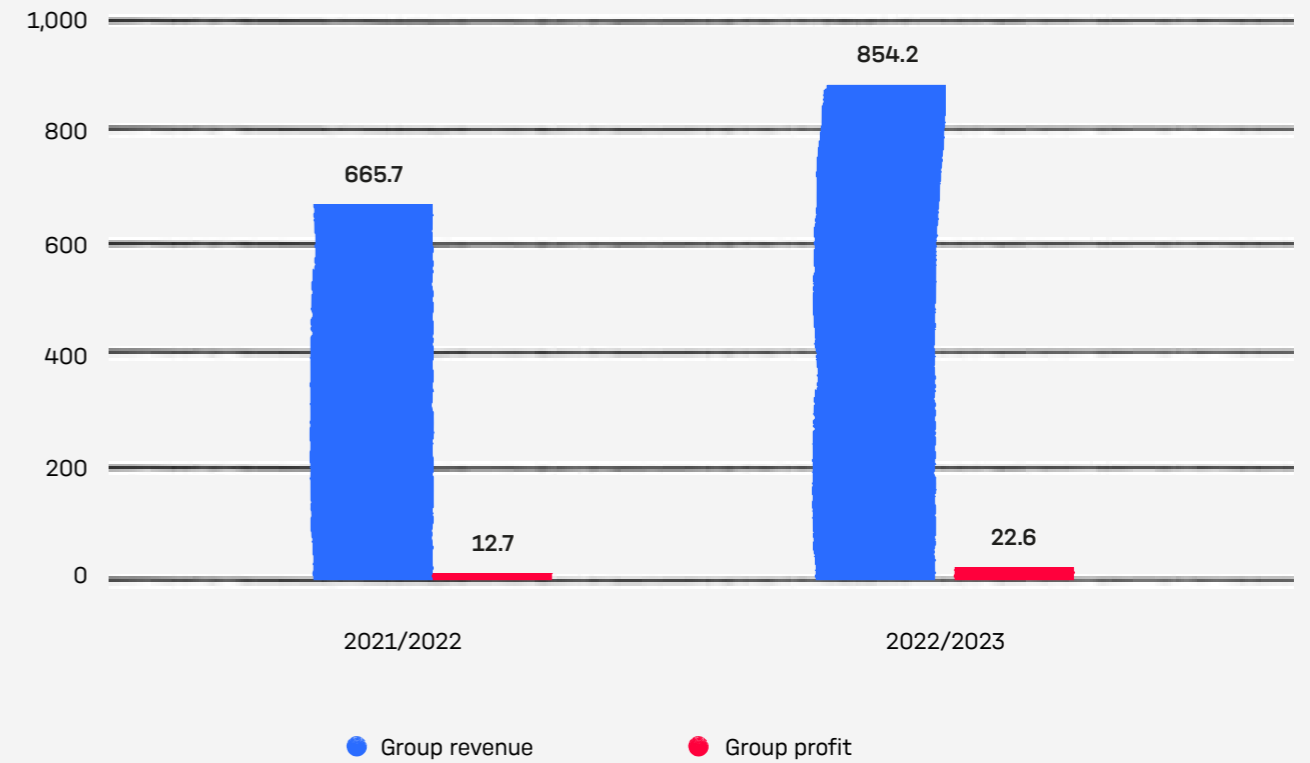
Prudent business management

Although the term "sustainability" has only entered (sporting) parlance relatively recently, FC Bayern has already been meeting a central requirement of sustainability in an economic context for decades: sustainable management through debt-free and economically responsible action. This maxim has made us crisis-proof and a global club. Even the biggest and most expensive projects at FC Bayern, such as the signing of top players like Harry Kane or the construction of the Allianz Arena, never involved taking on incalculable levels of risk.

"Once again, FC Bayern can look back on an extraordinarily successful financial year. In what can only be described as a challenging macroeconomic environment characterised by inflation and a recession in Germany, we are reporting record sales and a significant increase in profitability compared to the previous season. This result demonstrates our financial strength and raises our equity to a new record level. At the same time, FC Bayern remains debt-free - an exceptional phenomenon in European top-flight football and another vital aspect of our financial independence".

Dr Michael Diederich, executive vice-chairman of FC Bayern Munich AG

FC BAYERN MUNICH GROUP
REVENUE AND PROFIT IN MILLION EURO



Compliance and integrity

This development was also possible because we have consistently taken into account fundamental aspects of sustainable and value-oriented business, such as good governance, compliance and integrity.

Several years ago, FC Bayern established a compliance management system (CMS) and expanded it in 2023 with a whistleblower system, which is designed to enable relevant stakeholders to inform the club of irregularities. At the same time, we are developing a Code of Conduct that sets out the most important conduct guidelines for our employees, for example, on the topics of money laundering prevention, data protection or corruption. Overall, this commitment to integrity and honesty is also

what has made FC Bayern's economic success possible. "Mia san mia" is also always associated with value-oriented management, and this is particularly evident in the area of good governance and compliance.

All stakeholders are involved in this. In the summer of 2023, we visited various fan clubs to raise awareness of the data protection requirements that now govern the relationship between clubs and fans, make fans aware of data protection requirements and involve them in relevant compliance measures at the club.

Despite these efforts, FC Bayern cannot rule out the possibility of misconduct on the part of individuals. For these eventualities, we have rolled out a comprehensive case management system, which ranges from our own investigation and sanctioning of misconduct to possible cooperation with the relevant authorities.

Value-oriented partnerships

At FC Bayern, sustainable business practices also take on added significance because we make sure that we enter into value-oriented partnerships. Partnerships are a fundamental basis for our established, solid business activities and at the same time support the implementation of our sustainability strategy with future-oriented solutions. We see this as the perfect symbiotic relationship. Our business partners actively help to enrich the sustainable development of FC Bayern by contributing their ideas, products and services. In return, FC Bayern has an impact on the sustainable development of our partners.

This fundamental decision is evident, for example - but not exclusively - in the cooperation with our four main partners: Audi AG, Allianz SE, Adidas AG and Deutsche Telekom AG.

Audi AG: Audi AG has been the mobility partner of our professional team for over 20 years and the mobility partner of FC Bayern Women and in the area of youth football for several years. Sustainable performance is paramount at Audi. For example, players in the professional football team are provided exclusively with electric vehicles before the start of each season so that they can make business trips with reduced emissions. In parallel to this development in our partnership, we installed electric charging stations at the Allianz Arena in various areas for the team and guests as well as on Säbener Straße. A battery storage unit made from Second Life batteries was also installed for the charging infrastructure on Säbener Straße. The aim of these developments and measures is also to raise awareness among fans of the different options for sustainable mobility. At the same time, our partner Audi benefits from the opportunity to publicise its enhanced electric mobility portfolio and other solutions for more sustainable mobility to large numbers of fans. Therefore, our aim in this partnership is also to create synergies between our values on the one hand and economic and social necessities on the other.

In addition, we are cooperating with the Audi parent company - VW AG - as part of the GEMINI project (Greening European Mobility through cascading innovation INitatives). This project aims to optimise inner-city mobility - for example, on the way to the Allianz Arena - by collecting real-time data and making suitable recommendations (e.g. via an app). Optimised mobility and solutions to these kinds of challenges are essential not only for protecting the environment and climate but also for a functioning inner-city infrastructure. Together with our partners, we are making an important contribution to these goals.

Allianz SE: Allianz SE, the official insurance and stadium partner of FC Bayern Munich and jersey sponsor of FC Bayern Women, represents other key values of FC Bayern: security and reliability. One example of how we combine these values and our partnership with Allianz is the support for women's football. In recent years, FC Bayern has focused a great deal of attention on the professionalisation of women's football at the club. In parallel to this development, Allianz has established its own concept to support female athletes - for example, with financial security. Both developments overlap in terms of time and content. The jersey sponsorship for our women's team, for example, was a logical consequence of the values shared by both partners. Allianz also supports our female footballers in different areas outside of sport - for example, with workshops on planning a career after their playing career. These developments are in line with FC Bayern's and Allianz's basic understanding of safety and reliability for all genders, even outside of sport.

adidas AG: Our relationship with adidas AG, equipment supplier to FC Bayern, also goes beyond purely commercial cooperation. As our merchandising partner, adidas shares our commitment to make the production, procurement and delivery of items more sustainable. We will tackle this goal in particular during phase 2 of the implementation of our sustainability strategy. Together with our partner adidas, we are already processing more sustainable materials and ensuring fair and safe working



conditions at our suppliers. We will continue along this path in the future. In addition to this focus on the core business, the partnership with adidas also thrives on the mutual support provided for initiatives and projects to promote more sustainable behaviour in society. For instance, our commitment to promoting diversity and taking a stand against discrimination of all kinds is something we share with adidas. Furthermore, adidas supported FC Bayern in organising the "Diversity Mountain", an event to promote diversity at Sugar Mountain in Munich. Conversely, FC Bayern also supports adidas in its various sustainability initiatives. These include, for example, the "Move for the Planet" initiative, in which FC Bayern participated together with adidas to draw attention to the importance of environmental and climate protection and at the same time encourage more health-promoting exercise throughout society.

Deutsche Telekom AG: Together with our main sponsor Deutsche Telekom AG, we have launched a campaign against hate on the Internet. Together, we no longer want(ed) to accept the fact that comments that are defamatory and detrimental to human dignity can be spread online under the guise of (freedom of) expression. Human rights apply to all people, fans, football players and all other members of society. The partnership with Telekom has shown us the potential that lies in a coordinated approach. With this in mind, FC Bayern and Deutsche Telekom are currently working on a joint holistic sustainability plan to develop the existing "reach" - in both senses of the word - of both partners as a basis for further initiatives to protect our shared values.

Allianz 



Interview

**DR MICHAEL
DIEDERICH**

executive vice-chairman of
FC Bayern Munich AG



Mr Diederich, FC Bayern is a beacon for equity and thus for economic stability and sustainability. How has FC Bayern managed to achieve such enduring economic success over many years?

At FC Bayern, we have always adhered to the principle of not spending more money than we earn. Even during the COVID-19 pandemic, the club was not a single euro in debt. We follow the path of sustainable success. Once again, we announced record results at the 2023 Annual General Meeting.

Turnover rose by 30 per cent, to €854 million, and equity climbed to a whopping €536 million. There is no other club with a similar level of equity. Continuing this strategy is part of our freedom.

How does the topic of sustainability influence your business area?

Sustainability is one of the key issues of our time - for each of us, for every business area, for our club, our society and, of course, for our fans. Everything we strive for at FC Bayern, we do for our fans. We pursue major goals: sporting and economic success as well as taking responsibility for the environment and society.

How does the issue of sustainability affect FC Bayern's partnerships?

It is a continuous process of dialogue. But this is nothing new when it comes to partnerships with FC Bayern: the club's values have always had a major influence on its business activities - *mia san mia*. In recent years, issues such as climate and environmental protection have become increasingly important. Take our partnership with Viessmann, for example. The family-owned company supports us in the areas of sustainable and energy-efficient heating, air conditioning, cooling and ventilation technology - and FC Bayern uses its international appeal to help draw attention to these innovative climate solutions. Together, we want to reach fans all over the world, raise their awareness and set an example. It's a win-win situation. If you also take into account the income generated by both sides in such a partnership, it actually becomes a double win-win from a business perspective.

Why is the topic of sustainability so important to the club?

Because it's also what sets FC Bayern apart. The club organises its business activities as sustainably and with as much social responsibility as possible. In other words, we combine ecological, social and economic behaviour - and we have to. For example, we operate with significantly lower television revenues than our international competitors. One of our greatest competitive advantages is our value-oriented economic stability - for which we are ultimately rewarded with titles.

**“VALUE-ORIENTED
MANAGEMENT AS A
COMPETITIVE ADVANTAGE”**



SUSTAINABILITY MANAGEMENT AS A CROSS-SECTIONAL TASK



A look at the internal interface for sustainability management across departments and the club

In this sustainability report, we illustrate FC Bayern's holistic approach to sustainability. While we address our strategic priorities at various points in this report, this section is devoted to sustainability management as a holistic task. "We have developed areas of action in our sustainability strategy to achieve the greatest possible impact by focusing on the essentials," says Dr Daniel Högele, Director of Corporate Strategy & Business Development. "However, economic, ecological and social dimensions do not stand in isolation, but rather influence each other. Sustainability is a cross-sectional function that affects all areas of our club," says Daniel Högele.

To fulfil these requirements, we set up a team of experts around eighteen months ago. The team acts as an interface for our holistic sustainability management and pursues the goal of further expanding sustainability as a cross-sectional task at FC Bayern: "All departments and sports at FC Bayern have an influence on and shape the sustainable development of the club. The sustainability team keeps the threads together, acts as a centre of expertise, generates strategic momentum and initiates the implementation of further sustainability measures", says Denise Heinemann, Team Lead Sustainability.

The broader the scope of sustainability in organisational and structural terms, the more likely it is that the desired interaction can be achieved. Legal and regulatory requirements are also increasingly demanding that sustainability be integrated into the overall strategy. This requires cross-departmental management and coordination as well as structural anchoring. "Although everyone is pulling in the same direction, this development takes time in such a large club. It is important to us that we proceed carefully and step by step. At the same time, we are aware of the acute challenges and urgency associated with this topic", says Denise Heinemann.

In keeping with this holistic approach, FC Bayern also strongly believes that the fans should be more than just recipients of this sustainability report. We also want to invite them to participate in our sustainable development. "This is one of the reasons why the report is designed with accessibility in mind. In addition to the German and English versions, we have published a version in plain language. Sustainability affects us all, and we want to enable as many people as possible to get involved", says Denise Heinemann. Large numbers of fans have already responded to this invitation to join in. The sections on "Diversity and Inclusion" as well as "Health and Safety" contain examples of sustainability concepts and measures that were developed and implemented together with fans.

"We have the largest membership of any sports club in the world. Tackling the social challenges together with our fans and members is the right approach for us", says Benjamin Folkmann, managing director of FC Bayern Munich eV.

Markus Meindl, director of fan and fan club support, can only echo these sentiments: "It is important to us that we stick to this path and always involve all relevant stakeholders and interests, above all our fans".

STATUS

GO!

OUR THREE PRIORITISED AREAS OF ACTION IN THE 2022/2023 SEASON

For the 2022/2023 season, we initially prioritised the following three areas of action: diversity and inclusion, health and safety, and climate and environment.

A comprehensive review enabled us to determine which of the measures already implemented in the club at the start of the reporting period are already having an impact on the individual areas of action and therefore need to be maintained or expanded. At the same time, the materiality analysis, stakeholder participation and their evaluation and analysis by internal and external experts provided valuable

insights into where further action is needed to bolster previous measures implemented by the club.

The initiatives, measures and concepts presented below for addressing the individual areas of action are therefore an expression of a comprehensive analysis. They are also regularly evaluated with regard to their objectives and fulfilment, and further developed and adapted if necessary.

Red against Racism

Within three years, the campaign for diversity and tolerance, against exclusion and discrimination, has become a multi-faceted initiative with a wide variety of formats - across all departments, among the footballers and basketball players and in the club's youth and popular sports departments.

Arena of Change

Through the innovative educational initiative of our club and the SOS Children's Villages around the world, we bring 60 kids from Munich schools together on the Campus each year: to exercise, learn and laugh.

Memory work

Memory work, diversity and equality - we set an example both on and off the pitch. We did so most recently with a project reappraising club life during the Nazi dictatorship.

Hilfe e.V. (an independent organisation)

The purpose of FC Bayern Hilfe e.V. is to offer financial backing to persons who are in need through no fault of their own, to procure funds as a sponsoring entity to promote learning and education, to help both the young and the elderly and to promote sport and support the needy through another tax-deductible body or a corporation under public law.

Helpside

The club's HELPSIDE charity programme allows our FC Bayern basketball players to pool their social and community involvement in the Munich Metropolitan Region - for the sake of inclusion, for young talent, for those in need and for a diverse, colourful Munich.

Social affairs

Our social affairs team has been fulfilling the dreams of our seriously ill fans for over 30 years.

Climate and environmental protection by FC Bayern

We want to use this combination of reach and diverse stakeholder groups to raise awareness of the topics of climate and environmental protection, educate people and, above all, recruit fellow campaigners in the fight against global warming.

Climate strategy

Our strategy for climate and environmental protection has two focal points: climate and environmental protection at FC Bayern and climate and environmental protection by FC Bayern.

DIVERSITY & INCLUSION

Preventing and combating all forms of discrimination is part of our history and our future measures. The same applies to our policy of actively including all people with their unique and diverse life stories.

While fully acknowledging our own responsibility, we see climate and environmental protection as a central global challenge. We know that we must implement climate and environmental protection at FC Bayern but also that we can spread this message through the club to make a difference in society.

Inclusion and accessibility

There is a regular dialogue with the club that aims to consider and further develop the needs and ideas of our fans with disabilities. The input gained in this way is then implemented at our various locations, in the Allianz Arena, BMW Park and the FC Bayern Museum.

Environmental management

At present and for the years ahead, our focus in the climate and environment area of action is also increasingly on the topics of biodiversity, waste management, resource conservation as well as food and nutrition.

CLIMATE & ENVIRONMENT

By climate and environmental protection at FC Bayern, we mean above all - and in phase 1 of the implementation of our sustainability strategy - reducing the greenhouse gas emissions for which we are responsible.

FC Bayern CO₂ footprint

Our climate strategy is based on the calculation of our own CO₂e emissions and gaining a precise understanding of the various emission sources.

MITNAND

FROM MUNICH VIA BAVARIA TO THE WORLD.

Red Line

The protection of children and young people has been a top priority at FC Bayern Munich for many years. With the child protection concept "Red Line - protecting and empowering children", we set clear standards across all clubs and provide recommendations for action and assistance in the area of prevention and intervention.

Employee health and safety

Promoting the health of all employees is one of the most important concerns at FC Bayern. Our primary goal remains to carry out preventive work through a range of measures and a comprehensive service offering.

Obacht

Together with our fans, we have developed a concept to create a culture of watchfulness in the Allianz Arena and make attending the home games of our teams even safer.

HEALTH & SAFETY

FC Bayern attaches great importance to ensuring that all members of its family are healthy, that their physical and mental integrity and well-being are protected and that everyone is given the space to develop their individuality within the FC Bayern family.

Exercise

To assume responsibility in the city, FC Bayern taps into its appeal, offers various sports activities and motivates children and young people to get active.

Kids Club

Whether it's imparting the club's values or promoting fun and the joy of exercise: the age-appropriate approach to children in the KIDS CLUB and the varied programme of events provide a home for FC Bayern's youngest fans.

Psychosocial team

Who am I? And what is the true meaning of success? What do I do when I am scared or worried? The Campus places as much emphasis on the important questions of life as it does on learning the perfect free-kick technique.

Pathway, Youth Cup and World Squad

Encouraging talent, teaching exercise and values know no boundaries: with an innovative, holistic concept, we promote talent, exercise and our values worldwide.

EDUCATION

In parallel with regulatory developments - specifically, the introduction of the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG) - we want to intensify our focus on due diligence obligations with respect to our supply chains from the 2023/2024 season onwards.

PHASE 02

MATERIALS & SUPPLY CHAIN

DIVERSITY &

INCLUSION





DIVERSITY & INCLUSION

Preventing and opposing all forms of discrimination are a part of our history and our future actions.

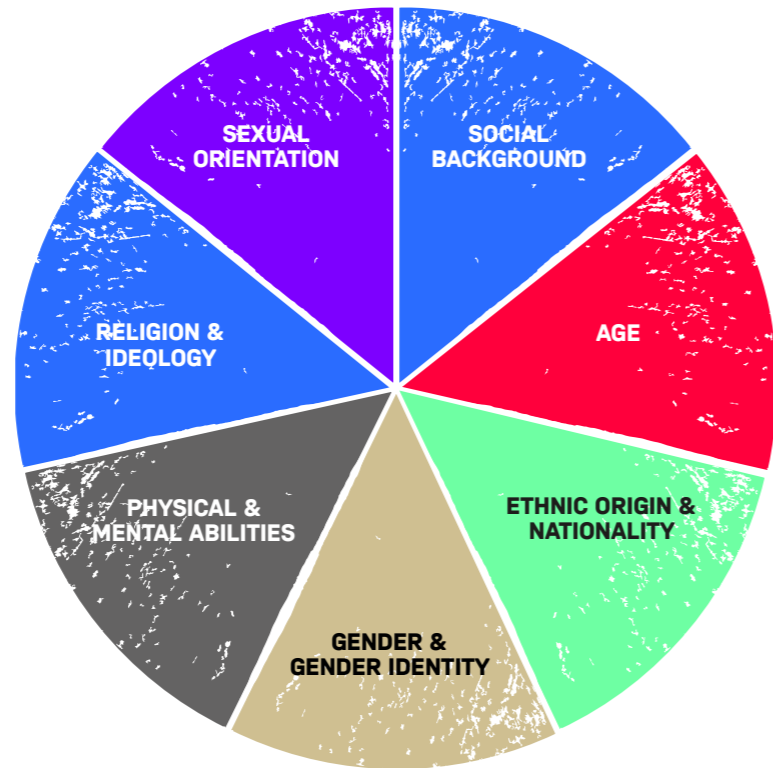
The FC Bayern mindset

Due to its history, its values and its responsibility to society, FC Bayern Munich takes a clear stance against racism, discrimination and violence. Along with all our teams, all our players from the most diverse nations, with all our members, partners and friends, we stand for a world in which racism, discrimination, hatred, injustice, intolerance and violence have no place. FC Bayern Munich is committed to achieving this goal with specific campaigns and initiatives to counter discrimination and racism.

Anyone who doesn't agree with this is clearly in the wrong club.

The club is resolutely opposed to anti-constitutional, xenophobic and anti-democratic activity and any other discriminatory or malicious attitudes, especially on the basis of nationality, religion, gender, age, sexual identity or disability. The same applies to any form of violence, regardless of whether it is of a physical or psychological nature. The club offers children, young people and adults, irrespective of their origin, skin colour, faith, gender, sexual orientation and social status, a home that celebrates sports and values.

We stick together. We are a club, a community. We work as a team.



Our goals:

- **PROMOTING DIVERSITY AND INCLUSION INSIDE AND OUTSIDE THE CLUB**
- **PROMOTING EQUAL OPPORTUNITIES INSIDE AND OUTSIDE THE CLUB**

Interview

"SOCIAL INVOLVEMENT IS NOT A RACE"

Mr Hainer, social sustainability was already a hallmark of FC Bayern before anyone had even heard of the term. How did that come about?

Well, of course, the first person I have to mention is Uli Hoeneß, who was instrumental in establishing and shaping the fundamental family concept of the club and the responsibilities that arise from that. Cohesion is always paramount – and that you must not allow yourself to be blinded, especially when you are in the global limelight, because there is always someone in the shadows who needs help. I think it's part of "Mia san Mia" that you never forget where you come from and what you stand for. That's what sets FC Bayern apart.

Our understanding of diversity and inclusion and what we create from it

In favour of diversity and inclusion, against discrimination and exclusion. As a sports club, we want to offer a home for all FC Bayern fans. Regardless of nationality, religion, gender, social background, age, sexual identity or disability, all members, fans, employees, partners and friends are part of the FC Bayern family. We want to welcome all dimensions of diversity among these stakeholder groups through the inclusive nature of our programmes and activities. That's because we see diversity as a success factor. As a sports club, diversity has always come naturally to us. However, our responsibility does not end just because we realise this ourselves. We strive to act as role models to promote positive changes in society and highlight negative developments. We do this by trying to set a good example within the club so that we can have an impact on society from within the club.

The club is dedicated more than ever to the issues of our time, such as memory work, or commitments to diversity and inclusion.

That has always been at the heart of the club; even in its early days, the club was open to the world and forward looking, and Kurt Landauer's history speaks for itself anyway. Unfortunately, we see that people are still being marginalised in sport and in everyday life because of their religion, origin, sexuality or even because they are handicapped – there can be no excuses for this. Our goal is to work together to build a lasting awareness of diversity. We strongly believe in adopting a united stance against right-wing extremism – for example, we are represented at demonstrations with our "Red against Racism" campaign and are involved in the "Dialogue for Democracy" initiated by Munich's Lord Mayor Dieter Reiter.

How can FC Bayern have an impact in general?

Charisma comes with responsibilities. As a society, but also here at FC Bayern, we still have many opportunities to do more. But we are active – for example, with regard to inclusion, where we worked with our "Red Deaf FC Bayern Fan Club" last season to develop a sign language for our players. Diversity and inclusion are powerful concepts that we must live up to. Kim Krämer, our disability access officer, once told me that he often feels that everyone is talking about inclusion because it's trendy at the moment – but that FC Bayern has been leading by example in this area for a long time. After all, accessibility begins in the mind. We want to be one big family – not just for those who can run fast or head the ball well, but for everyone who is connected through sport and a club



HERBERT HAINER

President of FC Bayern Munich eV

like FC Bayern. We want everyone to have the chance to pursue their passion and experience the solidarity that comes from that.

What does the subject of social sustainability mean to the club?

That we will not let up. And that what we do has an impact on people. We put a lot of thought into ensuring that our social campaigns are not a flash in the pan. And with such a sensitive topic, being the first every time is also not what actually counts. Social involvement is not a race. It's much more important to do it well and, above all, to set an example. At the end of the day, we don't just want to be successful on the pitch. It's also about gaining experience collectively, and when it comes to the area of diversity, the fight against racism, homophobia and marginalisation of any kind, FC Bayern continues to build everything on a very stable foundation.



TAKE A STAND!

Within three years, the campaign for diversity and tolerance, against exclusion and discrimination, has become an important project with a wide variety of formats - across all departments, among the footballers and basketball players and in the club's youth and popular sports departments.

In March 2020, FC Bayern Munich launched the "Red against racism" campaign, which saw footballers, basketball players, managers and fans - the entire Bayern family - take a stand against violence and marginalisation. "In a functioning society, you can't always talk about an open world and wonderful values when they only benefit you. It's about sensible cooperation, mutual dialogue, showing mutual respect and tolerance", said Bayern player Thomas Müller. "We will never tire of raising people's awareness of the issue of racism".

A lot has happened since the launch. The campaign was driven forward under the leadership of President Herbert Hainer - in all departments of the club, among the footballers and basketball players. A team of 20 people from a wide range of departments at the club now work as volunteers for "Red against Racism". Current campaigns and everything associated with the initiative are planned and discussed at regular meetings.

The campaign has set itself the objective of having an impact both internally and externally and of demonstrating, applying and anchoring a clear stance in favour of diversity. This includes recognising our social responsibility, adopting a clear position in the public eye and reaching as many people as possible across different target groups. As a result, we have established an umbrella brand for diversity and against all forms of discrimination.

An equally important part of the campaign for us is to reflect self-critically and to develop further as part of an ongoing internal dialogue on the subject between athletes, employees, members, fans and partners.

This takes place, for example, during panel discussions and workshops with external experts, through targeted joint campaigns undertaken by all departments and regular consultations on how the content of the campaign can be embedded in people's minds in the most enduring way.



Red against Racism 2022/2023 SEASON OVERVIEW

PROMOTING DIVERSITY AND EQUAL OPPORTUNITIES



EMPLOYEES	PLAYERS, COACHES	GENERAL PUBLIC	FANS
After-work workshop on everyday racism	Anti-racism workshops	Diversity Mountain	Sign language
Anti-racism workshops	World squad	Anti-racism weekend	Remembrance day/synagogue visit
Remembrance day/synagogue visit	Red Line - child protection	Branding	Delivery app
Employee photo shoots	Meetings with contemporary witnesses	Special Olympics	Autograph card photo shoots
Meetings with contemporary witnesses		"buntkickgut" festival	

IMPACT

ALL YEAR ROUND

With "Red against Racism", it is important for FC Bayern "not just to stick a slogan onto a T-shirt or on the wall once a year, but to have an impact throughout the year – both internally and externally", explain Benny Folkmann and Andreas Werner, the heads of the club-wide campaign. "Red against Racism" sent a clear signal of the club's attitude to diversity and its commitment to combating discrimination of all kinds. This stance is set out in the club statutes and an action guideline. "We question ourselves critically, exchange ideas with experts on the topic and want to raise social awareness through events and our reach as FC Bayern", says Folkmann, outlining the approach and objectives.

With a core team of around 20 volunteers from different parts of the FC Bayern organisation who define the focal points of projects at regular meetings and workshops, ideas are developed, their implementation is organised and the campaign is continuously developed in consultation with experts, partners and associations. The network is growing steadily: from contacts involved in the culture of remembrance to the queer scene and the area of inclusion. Longer-term formats or those designed to react to current events are created through a process of ongoing dialogue.

Stand-out events over the past twelve months include the "Verein(t) für Vielfalt" (club united for diversity) after-work event with over 120 employees or the "Diversity Mountain" event that attracted over 800 visitors. According to the two managers, the momentum that this campaign has created within the club is generally strong – as is the extent to which "Red against Racism" is now applied within FC Bayern, be it through photo shoots with employees, the integration on jerseys or autograph cards or the growing interest in participation in events such as the Superbloom Festival in the Olympic Park in September 2023.

Folkmann cites the joint Shabbat celebrations with FCB members and the Jewish Community of Munich and Upper Bavaria (IKGM) to mark International Holocaust Remembrance Day as a personal highlight: "That really touched us all. In 2024, we also expanded the programme with the support of our FC Bayern Museum to include guided tours of the city retracing the years of the Nazi dictatorship. One of the board members of the IKGM told us we couldn't imagine how much it meant to the members of the Jewish community that FC Bayern organises these kinds of bridge-building events". Werner also has particularly fond memories of "how we organised a panel discussion at the National Museum of African American Culture & History as part of the 2022 US tour in Washington. Afterwards, the curator guided a delegation led by President Herbert Hainer through the museum and repeatedly remarked on how extraordinary the request from FC Bayern had been – and how important it was for a global club to engage so intensively with the issue of racism". Another important project he mentions in the area of inclusion involved the development of sign language for the players together with the Red Deaf FC Bayern Fan Club: "Since this project came from the heart of our fans, it will definitely have a lasting impact".



THREE SPECIAL MOMENTS OF THE "RED AGAINST RACISM" CAMPAIGN IN THE 2022/2023 SEASON

Highlights during the 2022/2023 season of "Red against Racism": memorial weekends held as part of the active culture of remembrance with the Jewish Community, an internal event for employees around the International Weeks against Racism, the Diversity Mountain festival in the heart of Munich with over 800 visitors, involvement in the Superbloom Festival in Munich's Olympic Park with top international stars, the development of sign language for players in the professional teams and the reception of the teams from Canada and Mauritius at the Special Olympics.



Joint Shabbat celebration: "It is not enough simply to remember!"

To mark the international Day of Remembrance for the Victims of National Socialism, FC Bayern and its members have on two previous occasions jointly organised a weekend dedicated to the culture of remembrance with the Jewish Community of Munich and Upper Bavaria (IKG). "Our basic motto is: 'Remembering together – shaping the future together'", explained President Herbert Hainer during a round table discussion with Dr h.c. mult. Charlotte Knobloch, Jewish community president in Munich and Upper Bavaria, in front of 180 invited guests, including long-serving Bavarian Minister-President Dr Edmund Stoiber. "Because it is not enough simply to remember!"

Against everyday racism. "Verein(t) für Vielfalt"

Together with educational scientist Jennifer Danquah from the University of Würzburg, FC Bayern organised internal workshops and keynote speeches for employees on the topic of everyday racism. We also hosted the internal event "Verein(t) für Vielfalt" (club united for diversity) to address the topics of anti-Semitism, homophobia and inclusion. In addition, we presented a guideline on racism to the club's employees and made it available to them.

Diversity day at "Diversity Mountain"

FC Bayern invited fans, members and interested parties in general to a day of diversity at the Sugar Mountain cultural centre in Munich. Under the slogan "Diversity Mountain", attendees were offered a choice of football, basketball, table tennis, chess, circus acrobatics and skateboarding, as well as the opportunity to gain experience playing blind football. The "Red Deaf" fan club also introduced club president Herbert Hainer to their project in which deaf fans have developed sign language for the FC Bayern players. The event concluded with a panel discussion with experts on the topic of diversity.



ARENA OF CHANGE

“LEARNING, LIVING AND LAUGHING TOGETHER”

Through the innovative educational initiative of our club and the SOS Children's Villages around the world, we bring 60 kids from Munich schools together on the Campus each year.

Not every child feels at home in the classroom, but we want every child to feel at home, at least in the Arena of Change. The Arena of Change is an educational format that has never been used before in Germany – and provides a creative space in which children can try things out individually every week. In summer 2022, the innovative educational concept that combines sport and the process of teaching values

entered its second round. The idea is to bring together 60 children aged between 8 and 14 from five different Munich schools in four groups one afternoon a week to experience and practise values such as community spirit, solidarity and tolerance. Girls and boys from different social backgrounds challenge themselves, grow together and develop their personalities. Change is all about being introduced to new perspectives – about oneself and one's environment – as well about one's personal development. Each meeting begins with the participant sharing a healthy lunch together. Two teachers organise the weekly programme, which includes occasional support from external experts and FC Bayern sports stars. As well as providing the

financing, we also contribute with rooms on the Campus that were specially designed for the project. Our employees also support the project with their specialist expertise as well as their skills and experience in training science. Working together with SOS Children's Villages worldwide, this project also sees us meet our responsibility to inspire children beyond sport and offer them a comprehensive programme that incorporates sport, art, science and social issues. Our club is involved on an ongoing basis in the development of the Arena of Change.



This is what our Arena of Change achieved in the 2022/2023 season

- Around 60 workshops dedicated to “Change”, “Health, Society and Environment”, “Technology”, “Creativity and Media” and “Growth Mindset” for each year
- Some 75% of the participating children reported an improvement in their personal well-being during their participation (e.g. self-acceptance, ability to accept praise, less worried about the future)
- A total of 88% of the participating children showed an improvement in the skills of the renowned German motor skills test (organised by the German Association for Sports Science and the Karlsruhe Institute of Technology) compared to the test conducted at the start of the year
- According to the parents, 66% of the participating children improved their social skills (e.g. ability to work in a team, dependability, sense of responsibility)
- focus on healthy eating in everyday life
- Weekly joint exercise sessions help reduce stress, develop an interest in sport and an enjoyment of exercise

CULTURE OF REMEMBRANCE



CHARLOTTE KNOBLOCH

“EVERYTHING IS AT STAKE FOR A SOCIETY IF HISTORY REPEATS ITSELF”

Memory work, diversity and equality – we set an example both on and off the pitch. We did so most recently with a project about club life during the Nazi dictatorship.

A culture of remembrance creates an awareness of the mistakes of the past, strengthens the sense of responsibility for the future and aims to ensure that there is nothing ambiguous about the statement: “Never again!” This message cannot be reiterated often enough – which is why we take the “Day to remember the crimes of National Socialism and send out a signal against all current forms of racism and any kind of discrimination in German football” as an occasion for special campaigns, special tours, specially organised exhibitions and readings year after year. The culture of remembrance is an important part of our historical work.

Here at FC Bayern, we have been dealing with our own history for the past twenty years – especially club life during the era of National Socialism. We display what our team has discovered in permanent and special exhibitions in the club museum, which has served as more than just a venue in which to

display trophies and present sporting successes and defeats since it was founded in 2012. They commemorate the lives of Jewish club members who were expelled, arrested and, in some cases, murdered by the Nazis. The focus of these investigations was and is on the extensively documented life of former FC Bayern president Kurt Landauer, who survived the Holocaust as an emigrant. Four years later, the touring exhibition “Venerated – Persecuted – Forgotten: Victims of National Socialism at FC Bayern Munich” was set up in collaboration with the Dachau Concentration Camp Memorial. This exhibition has visited numerous museums, clubs and schools in Germany and even the Museum of Holocaust in Los Angeles, Penn State University (Pennsylvania) and the Capitol in Washington in the US.

In 2017, FC Bayern finally awarded an independent research contract to the Institute for Contemporary History in Munich to conduct in-depth research into the history of FC Bayern during the National Socialist era. This led to the first detailed documentation of the history of a German football club during the years of the Nazi dictatorship. For three and a half years, historian Gregor Hofmann from the Institute of Contemporary History carried out and

wrote up his research in the form of a doctoral thesis. He analysed 15,000 file scans, records and notes from almost 60 archives in Germany, Poland, the Czech Republic, Austria, Switzerland, France, Israel and the US. The study reveals that between 1933 and 1945, more than half of the officials in the club management of FC Bayern were also members of the NSDAP. On the other hand, FC Bayern retained its Jewish members for a long time, a fact that was also publicly known at the time. President Herbert Hainer: “With this study, we are contributing further to the culture of remembrance – and to ensuring that history does not repeat itself”. Jewish people are still in the cross-hairs of hatred today, warned Charlotte Knobloch, President of the Jewish Community of Munich and Upper Bavaria, during the opening ceremony for the updated touring exhibition on 29 January 2023. However, she went on to mention that the foundation on which FC Bayern was also rebuilt after 1945 is: Never again! “Everything is at stake for a society if history repeats itself. So, I am grateful to FC Bayern for its commitment. Kurt Landauer would be very proud of his club”.



OUR COMMITMENT AGAINST FORGETTING, DISCRIMINATION AND EXCLUSION AND IN FAVOUR OF DIVERSITY AND INCLUSION

2022

JUNE

Teacher training course "FC Bayern and its Jewish history" in cooperation with the Bavarian Museum Academy (BMA), the Chair of Jewish History and Culture at LMU Munich, the Munich Museum Education Centre (MPZ) and the Academy for Teacher Training and Personnel Management in Dillingen

JULY

Touring exhibition "Venerated - Persecuted - Forgotten" at the US Capitol in Washington D.C. during the Audi Summer Tour, presentation with FC Bayern board members

SEPTEMBER

Publication of Gregor Hofmann's book, "Mitspieler der 'Volksgemeinschaft'. Der FC Bayern und der Nationalsozialismus", Göttingen 2022
Commemorative bicycle tour to mark the 1972 Olympic attack with president Herbert Hainer and around 100 fans in cooperation with the Israeli Consulate General in Munich

OCTOBER

Contemporary witness talk with Holocaust survivor Abba Naor for members and fans (30 May) and for FC Bayern young talent on the Campus



2023

JANUARY

Holocaust Remembrance Day / communal Shabbat celebration in the Jewish community (27 January)
Presentation of the touring exhibition "Venerated - Persecuted - Forgotten" at Columbia University, New York, US
Holocaust Memorial Day / Remembrance Day in German Football: presentation of the updated touring exhibition at the IKG Munich with Charlotte Knobloch and Herbert Hainer as patrons

FEBRUARY

Presentation of the touring exhibition "Venerated - Persecuted - Forgotten" at the Jewish History Department of Penn State University, Pennsylvania, US

JUNE

Official book launch of the Nazi study by Gregor Hofmann, "Mitspieler der 'Volksgemeinschaft'. Der Nationalsozialismus und der FC Bayern" followed by a panel discussion at the Institute of Contemporary History, Munich; accompanied by the touring exhibition "Venerated - Persecuted - Forgotten"
Presentation of the touring exhibition "Venerated - Persecuted - Forgotten" by Karl-Heinz Rummenigge at Grünwald Grammar School, with 100 pupils from year 9

"EVERY CENT COUNTS, HELPS AND DOES GOOD"

The tsunami disaster in Asia at the end of December 2004 provided the impetus to establish FC Bayern Hilfe eV. "Back then, when over 230,000 people lost their lives and entire villages were destroyed, we said to ourselves: we have to help", explains CEO Karl Hopfner. The donations were used specifically to fund reconstruction work in Sri Lanka. Once the situation there had been stabilised, Hilfe eV turned its attention to new projects.

Since then, the purpose of the club has been to offer financial backing to persons who are in need through no fault of their own, to procure funds as a sponsoring entity to promote learning and education, to help both the young and the elderly as well as to promote sport and support the needy through another tax-deductible body or a corporation under public law.

The executive board led by chairman Hopfner as well as the two founding members Uli Hoeneß and Karl-Heinz Rummenigge coordinate the use of donations with managing director Elke Keller. Since everything operates on a voluntary basis, 100% of every cent goes to the people and institutions that need assistance.

Interview with Karl Hopfner, chairman of FC Bayern Hilfe eV

Mr Hopfner, FC Bayern Hilfe eV will celebrate its 20th anniversary in 2025. What does that mean to you?

"Throughout almost 20 years of our existence, we have been able to help a great many people and institutions – and we cannot thank all those who have sent us their donations enough. Every cent counts, every cent helps, and every cent does good: that's our motto. The fact that we operate Hilfe eV on a voluntary basis allows us to pass on all the money to those in need. When I think about how it all began: in 2004, entire existences were wiped out in Asia, and we were able to contribute to the reconstruction work through the aid organisations that were on the ground. We still operate like this today: FC Bayern Hilfe eV creates opportunities for people to build a new life. And everyone who donates is making a valuable contribution".

What do you remember most from all these years?

"It's difficult to pick out one thing in particular: every project is important, both large and small. I believe that our scope sets us apart – and the fact that we can cut through red tape if necessary to deliver aid at short notice. I only have to think back to 2023, after the severe earthquakes in the Syrian region that borders Turkey when support was urgently required – we managed to raise EUR 100,000. During the year, we also provided assistance closer to home by supporting the sports club SpVgg Unterhaching with its social initiative "Haching schaut hin" for people in need in the region. For decades, we have also maintained a close relationship with the State School for the Physically Disabled in Munich, which is very important to us. In addition to providing financial support, we also make the children happy with visits from our FC Bayern legends, for example. FC Bayern Hilfe eV is there when people need it."

What are the goals for the future?

"FC Bayern Hilfe eV is a lively, active initiative that has accumulated vast experience over almost 20 years – yet has managed to remain fresh and dynamic thanks to its infrastructure. A sports club like FC Bayern brings people together, it is a home for everyone and should always provide direction. The teamwork with our fans, fan clubs, members and supporters has been extremely successful so far – and we hope it remains that way. Sporting success is important; we all strive to achieve it. But at the end of the day, it's the people who really matter".



Donation account:

FC Bayern Hilfe eV
 HypoVereinsbank/UniCredit Bank GmbH
 IBAN: DE80 7002 0270 0667 9019 01
 BIC: HYVEDEMMXXX

HELPSIDE

A HUGE HELP



The club's HELPSIDE charity programme allows our FC Bayern basketball players to pool their social and community involvement in the Munich Metropolitan Region - for the sake of inclusion, for young talent, for those in need and for a diverse, colourful Munich.

It goes without saying that the FC Bayern basketball players are involved in all club-wide campaigns to promote diversity and inclusion. In 2019, they went one step further and launched their own charity programme: HELPSIDE.

"Helpside" is a standard term in basketball and is the be-all and end-all in defence: helping your teammate when they need support.

Helping when support is needed is a desirable quality for FC Bayern Basketball, and not just on the court. Away from the court, we also take responsibility for the people in the Munich Metropolitan Region. Since then, and even before that, partnerships and collaborations have been established with organisations that operate in and around Munich. This also includes the "Stiftung Ambulantes Kinderhospiz München" (Munich Outpatient Children's Hospice Foundation), which looks after families with children and young adults with life-threatening illnesses, and the "Offene Behindertenarbeit OBA" (Open Work for the Disabled) in Munich. On match days at BMW Park, there are also regular collection campaigns for the homeless aid organisation "Bahnhofsmission München", the Diakonia Munich charitable organisation and the social project "Christmas on the street". In addition, there are regular appeals for blood type donations in the fight against blood cancer in cooperation with the German bone marrow donor centre (DKMS) or the German aid and welfare organisation "Arbeiter Samariter Bund (ASB)". Our FCBB also regularly organises various charity events to collect donations for organisations such as the Kinderhaus Atemreich children's home.

"A project such as HELPSIDE is important because our role is not only to delight people with basketball and results but also to get involved in society and bring our social responsibility to life".

Marko Pešić,
Managing Director of the FCBB



HELPSIDE SEASON HIGHLIGHTS

2022/2023



"Dunk Dein Pfand"

Under this slogan, visitors to BMW Park have the opportunity to donate their cup deposit of two euros at all home games to support the work of the Munich Outpatient Children's Hospice Foundation (AKM).

HELPSIDE match day

The "HELPSIDE match day" last year served as a showcase for various aid organisations to draw attention to their work and sell goods for charitable causes at their stalls.

Wishing tree campaign for children in Ukraine

Fans, the FCBB office and players fulfilled wish lists from children in Kharkiv via HELPSIDE.





SOCIAL AFFAIRS

ANOTHER VISIT ... TO FC BAYERN

Our social affairs team has been fulfilling the dreams of our seriously ill fans for over 30 years.

Be it in the stadium, at the FC Bayern Museum or public training sessions, a meeting with Manuel Neuer and friends or running onto the pitch at the Allianz Arena with their idol – FC Bayern’s mission is to make dreams come true for seriously ill fans. This type of help has a long tradition in our club, which has been fulfilling wishes – sometimes last wishes – for decades. Our employees maintain direct contact with fans and

their relatives, hospices, hospitals and palliative care units. Our Social Affairs team and FC Bayern Hilfe eV frequently coordinate their efforts and work together. In cooperation with the merchandising team, we also support charitable associations and organisations with raffle and auction gifts, donations and special events. We receive over 2,500 enquiries every season.

FC Bayern visits fans in hospitals, hospices and retirement homes – and not just at Christmas. We are frequently accompanied by our athletes from the football and basketball teams and our popular mascots Berni, Ben and Mia. The gifts we bring and, most importantly, the moments we spend with our fans in good times and bad are what defined us as a club.



INCLUSION AND ACCESSIBILITY

FC BAYERN FOR ALL

There is a regular dialogue with the club that aims to consider and further develop the needs and ideas of our fans with disabilities.

“18 years after it opened, the Allianz Arena remains one of the best stadiums in Europe when it comes to the inclusion of people with disabilities”.

So says Kim Krämer. The 47-year-old Bayern fan from the district of Schweinfurt has been wheelchair bound since 1996. As FC Bayern’s disability access officer, he has been making sure that fans with disabilities have an unforgettable time at the stadium since 2010. He is also the spokesperson for the disabled fan representatives from clubs in the Bundesliga and 2. Bundesliga. Kim Krämer is also chairman of the FC Bayern fan club “Rollwagerl 93”, the largest independent inclusive fan club in Europe. As an expert with relevant specialist knowledge, he also provides our club with general and holistic advice on removing barriers to access in the fields of communication and mobility.

What is the difference between barrier-free and low-barrier access?

The term “barrier-free” means that access to buildings, products or services is guaranteed without restrictions for everyone, including people with disabilities. On the other hand, the term “low-barrier” refers to buildings, products and services that are not fully accessible. “Barrier-free access” is thus more comprehensive, while “low-barrier access” only indicates that efforts have been made to improve accessibility.



Accessibility in the Allianz Arena: 227 seats offering an excellent view of the pitch are available for wheelchair users, which is also comparatively more than in most other Bundesliga stadiums. In addition, there are 20 seats for fans with visual impairments. Services at the Allianz Arena also include a comprehensive accessible ordering app for deaf and wheelchair-bound visitors, audio description via headphones for visually impaired visitors, generously sized lifts and a sufficient number of toilets for people with disabilities. The Allianz Arena also offers accessible dining facilities, special guided tours outside of match days for wheelchair users and 130 disabled parking spaces. Naturally, the FC Bayern Museum in the Allianz Arena, Germany’s largest club museum, is also fully accessible. “Inclusion is firmly enshrined in FC Bayern’s values,” says Jürgen Muth, managing director of the Allianz Arena. The needs of fans with disabilities were incorporated into the earliest stages of planning, long before the stadium opened in 2005.

Most importantly, the people directly affected by these measures also had a seat at the table along with the architects and engineers. “Back then, the foundations were laid for a fantastic infrastructure that we can expand today”, says Kim Krämer. Technical developments and potential improvements are regularly discussed with the club. In the old Olympic Stadium, Kim Krämer used to get himself an electric wheelchair so that he could reach his place at the top of the scoreboard on his own. Thankfully, that’s all in the distant past. Kim Krämer: “I would almost say that our seats today are better than the VIP seats”.

ACCESS TO FOOTBALL FOR ALL. AT FC BAYERN AND IN THE ALLIANZ ARENA

2005

- Construction of the arena in close consultation with Rollwagerl eV to create a future-proof infrastructure and ensure accessibility in the Allianz Arena

2012

- The number of spaces for wheelchair users is increased from 169 to 227

2014

- Installation of a toilet for all people with severe and multiple disabilities

2015

- Installation of a drinks and food counter beside the wheelchair spaces

- The Allianz Arena is recognised as the most accessible stadium in Germany. The social organisation VdK Bayern honoured the management of Allianz Arena München Stadion GmbH for taking into account the needs of people with disabilities in the planning and construction of the Allianz Arena.

2019

- Launch of the "Plain Language" project on the FC Bayern website

2022

- Provision of an ordering and delivery service to the area for people with disabilities in conjunction with HypoVereinsbank
- Inclusion of Rollwagerl 93 eV in the fan dialogue working group

2023

- Certification of the FC Bayern Museum with Germany's nationwide "Reisen für alle" (travel for all) identification system
- Project launch of the "Names in sign language" for the players on the football teams
- Première of the "memory case" for dementia sufferers
- Provision of match coverage for people with visual impairments via a streaming app throughout the stadium
- Provision of information via speech-to-text reporters on smartphones for people with hearing impairments at the stadium
- Provision of approx. 15 parking spaces for people with disabilities in the guest car park
- Shuttle service established for special visitor groups

OUTLOOK FOR 2024

- Further development of "plain language" on the Allianz Arena website
- Development of a concept for holistic digital accessibility across all FC Bayern websites



The FC Bayern "Red Deaf" fan club has developed special names in sign language for the stars of FC Bayern as part of the "Red against Racism" campaign. As a result, deaf people now no longer have to spell out the names word for word. With this campaign, FC Bayern wants to contribute further to raising awareness of the topic of inclusion of people with disabilities.

Equal participation beyond the Allianz Arena

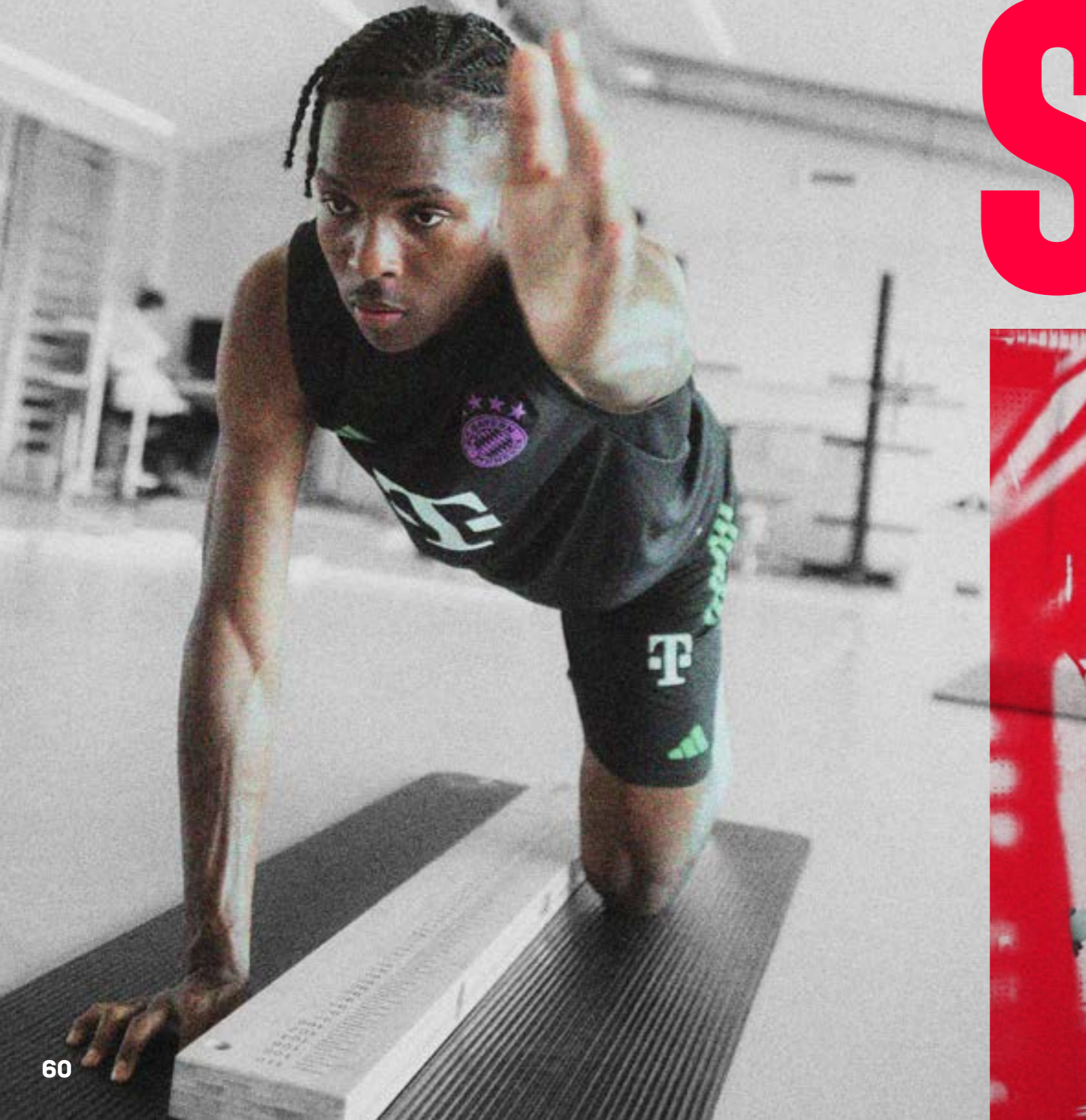
On every match day, the Allianz Arena attracts the highest number of visitors, and we want to ensure that everyone can enjoy the action on the pitch on an equal footing. However, we have also set ourselves this goal for all other situations in which we need to enable participation. This applies to the games and events at BMW Park, visits to the FC Bayern Museum or the ability to access our website. Future reports will also include detailed descriptions of these developments, which have already begun, for example, with

guided tours for deaf visitors to the FC Bayern Museum.

We regularly engage with representatives of various organisations that are committed to helping people with disabilities and try to understand the needs, challenges and ideas that those affected have - including those that change over time - for memorable experiences at FC Bayern.



HEALTH & SAFETY



"HEALTH IS NOT EVERYTHING, BUT WITHOUT HEALTH, EVERYTHING IS NOTHING".

(cited from Arthur Schopenhauer, philosopher)

In line with our holistic sustainability concept, health as the basis of human existence is the focus of our second area of action. We also attach the same priority to the basic human need for safety in the health and safety field of action.



FC Bayern attaches great importance to ensuring that all members of the FC Bayern family are happy and healthy, that their physical and mental integrity and well-being are protected and that everyone is given the space to develop their individuality within the FC Bayern family. We pay special attention to vulnerable groups. In this context, we work closely with experts from various specialist areas to identify these groups and provide them with the best possible protection. It is therefore no coincidence that we have launched an awareness concept aimed at ensuring greater safety for visitors to our stadium ("OBACHT") and further expanded our child protection concept ("Red Line"). At the same time, these two projects exemplify another special feature of our health and safety concepts: we involved those affected in the development of the concept. OBACHT is the result of an extensive consultation process with our fans while the "Rote Linie" initiative was developed together with children.

The health and safety of our employees is also of great importance to us. They are the foundation of the club and deserve a work environment in which they feel comfortable, stay healthy and are safe.

Last but not least, one of our priorities as a sports club is to promote exercise, a healthy lifestyle and nutrition.

Our goals:

- **ENSURING THE HEALTH AND SAFETY OF DIFFERENT STAKEHOLDERS – ESPECIALLY VULNERABLE GROUPS**
- **PROTECTING THE HEALTH AND SAFETY OF CHILDREN AND YOUNG PEOPLE, FANS VISITING THE STADIUM, EMPLOYEES**
- **IMPROVING PHYSICAL CONDITION AND FITNESS**
- **PROMOTING HEALTHY LIVING, ESPECIALLY GOOD PHYSICAL CONDITION AND FITNESS AS WELL AS PHYSICAL PERFORMANCE**
- **TEACHING A HEALTHY LIFESTYLE**
- **PROMOTING A HEALTHY LIFESTYLE THAT REDUCES THE RISK OF SERIOUS ILLNESS OR PREMATURE MORTALITY**
- **ADVOCATING FOR MENTAL HEALTH, PROMOTING A HOLISTIC UNDERSTANDING OF MENTAL HEALTH AND ITS EFFECTS ON PEOPLE; REMOVING THE STIGMA OF MENTAL ILLNESSES**

OBACHT

WORKING TOGETHER TO CREATE A CULTURE OF AWARENESS

Together with our fans, we have developed a concept to create a culture of watchfulness in the Allianz Arena and make attending the home games of our teams even safer.

Our fans are the soul of the club. To guarantee their safety when they visit the stadium, we regularly undertake evaluations together with them to identify additional adjustments that we can make. Once again, our fans have demonstrated their incredible potential as creators, as stakeholders and activists. As a result, we were able to jointly develop the "OBACHT" awareness concept, which aims to ensure safety in the stadium – especially for vulnerable groups such as women and children – by raising awareness of and providing help in cases of harassment, offensive behaviour and other safety-related and unacceptable incidents.

term "Obacht" (watch out) used in this initiative stands for watching out for one another, supporting one another – and ensuring that help is available should visitors need it. The concept will also be rolled out at other FC Bayern venues.

FC Bayern does not tolerate unacceptable, abusive and discriminatory behaviour. We want to empower our members, fans and employees to watch out and listen, to take a stand, discuss and contradict – to help and stand up for each other. We promote and advocate for respect and tolerance as important values in sport.

Together with representatives of the Südkurve as well as the Munich Fan Project, which is run by the non-profit organisation AWO München Stadt, we have developed an awareness concept to promote a culture of watchfulness in the Allianz Arena and to make attending the home games of our teams even safer. The Bavarian

During home matches, an awareness team consisting of two psychologically trained specialists from KIT-München of the ASB, or Arbeiter-Samariter-Bund München/Oberbayern e.V. (Workers' Samaritan Foundation of Munich/Upper Bavaria) is on standby throughout the opening hours of the Allianz Arena. Anyone in need of assistance can call for help by scanning QR codes, which are displayed in visible locations throughout the stadium. Any assistance is provided in consultation with the person concerned. However, ad hoc security staff may also be called in depending on the individual case.

The active fan scene had already engaged with the topic of awareness and approached FC Bayern with a request to establish a concept for the stadium as well. Representatives of the "Südkurve" fan scene were involved in the creation of the concept in an advisory capacity and contributed ideas and requests from their perspective. Furthermore, the resulting working group on awareness meets once a month to discuss the further development of the concept.

Awareness

Awareness is a way to draw attention to safety-related incidents, harassment, distress, discrimination and oppression and to support people who have experienced violations of the law or unacceptable behaviour in coming to terms with these events.

The Südkurve and its awareness concept

Bayern fans have been standing in the "Südkurve" (South Curve) since 2 August 1972, when the club played a League Cup match against local rival TSV 1860 München. Initially, they did so for many years under the scoreboard in the Olympic Stadium, and since 2005 in a new "Südkurve" in the Allianz Arena. "Südkurve München" is an association of the various organised groups from the "Südkurve".

The Südkurve and its awareness concept (in German only): <https://suedkurve-muenchen.org/awareness/>

Munich Fan Project

The Munich Fan Project team is the point of contact for all young and young adult football fans of FC Bayern Munich and TSV München 1860 aged up to 27 years. The fan project aims to promote a peaceful sports culture and to mediate between the football-mad youth scene and the clubs, the regulatory and control authorities, the media and the general public.



RED LINE

The protection of children and young people has been a top priority at FC Bayern Munich for many years. With the child protection concept "Red Line - protecting and empowering children", we set clear standards across all clubs and provide recommendations for action and assistance in the area of prevention and intervention.

Children and young people at FC Bayern are protected across all clubs. Due to its high relevance, the executive committee of FC Bayern München eV is responsible for this topic.

A five-strong "specialist child protection group" is responsible for implementing all measures and comprises the club's two child protection officers, a member of the management, the club's spokesperson and the educational director of the FC Bayern Campus. In addition, Eric Mbarga has been the child protection and prevention officer at FC Bayern Campus since October 2022. As well as acting as a point of contact, he works proactively to improve prevention measures.

Prevention

To offer children and adolescents an environment in which they can grow up safely, we have implemented various measures to prevent and avoid interpersonal violence. To this end, the focus is on the use of workshops to empower children and young people. These are based on the UN Convention on the Rights of the Child and are intended to encourage strong participation of young people in this area.

PROTECTING AND EMPOWERING CHILDREN

"Our objective is to ensure the best possible protection for children and young people, which is why everyone involved in working with our young talent is made aware of these issues in order to establish a culture of watchfulness in our club".

This is the view of Benny Folkmann, managing director of FC Bayern München eV. In order to apply the above-mentioned culture of watchfulness and to communicate the club's attitude, the protection of children and young people is also anchored in the statutes.

CHILD PROTECTION IS ENSHRINED IN THE STATUTES, UNDER SECTION 2, PARA. 4 PURPOSE, TASKS AND VALUES

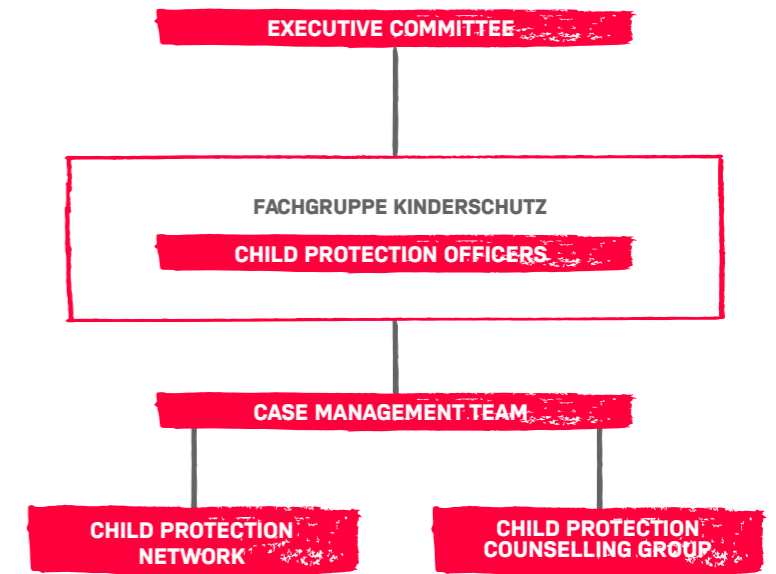
(...)

4. THE CLUB IS COMMITTED TO COMBATING ANY FORM OF ABUSE TOWARDS CHILDREN AND YOUNG PEOPLE, BE IT PHYSICAL OR SEXUAL.

By analysing potential and risk in the sports departments of FC Bayern Munich, we examine and evaluate the points of contact with children and young people together with Kinder-nothilfe eV and make improvements where necessary. Standards in human resources are equally important building blocks for removing taboos and deterring perpetrators. The presentation of enhanced police clearance certificates as well as the signing of a self-commitment declaration and the acceptance of the code of conduct ensures that all persons working with children and adolescents are made aware of and are obligated to commit to the club's values.

Intervention

Intervention plans, various guidelines and discussion templates are used to recognise, prevent or deal with suspected cases at an early stage. In addition to the various contact points at the club for potential victims, external contact and counselling centres are also advertised. To ensure maximum transparency, the child protection concept also outlines the investigative steps for suspected cases in detail.



Credit: Julian Baumann



PSYCHOSOCIAL TEAM

MENTAL HEALTH AND PERSONAL DEVELOPMENT ARE PRIORITIES



Who am I? And what is the true meaning of success? What do I do when I am scared or worried? The Campus places as much emphasis on the important questions of life as it does on learning the perfect free-kick technique. For Dr Eva Zier and Christian Luthardt, who head up the psychosocial team at the Campus, these questions are a key factor, and not just in the search for the next Philipp Lahm, Bastian Schweinsteiger or Thomas Müller.

Youth performance centres are the training grounds for the sporting elite of tomorrow. Places where the great themes of life unfold in concentrated form. Winning and losing, tears and triumphs, recognition and rejection. For the children and adolescents who are laying the foundations for a self-sufficient life during this phase, the roller-coaster of emotions is particularly challenging. All the more so if you are one of around 200 top talents at FC Bayern. The best of the best trying to balance the conflicting priorities of expectation.

To do justice to them, we created what we call a dedicated psychosocial area when we opened the Campus in 2017. It covers the fields of education and sports psychology. Chat with teacher Eva Zier and sports psychologist Christian Luthardt, who developed the concept, and you quickly realise what they are both talking about. They want to create spaces in which the children and young people can reflect and develop at their own pace and in which their mental health is protected. Today, they lead a team of several members. Put simply, the education team focuses on school work, education, managing parents, integration as well as prevention and child protection, while the sports psychology team concentrates on performance development and promoting well-being on a mental and

emotional level with regard to players and coaches. They work together in many areas – always with the goal of safeguarding the players' mental health.

In a society in which young adolescents are coming under increasing pressure, this is an essential step. "According to the Federal Chamber of Psychotherapists in Germany, roughly 20 per cent of them are affected by mental illness in any given year, and up to 23 per cent are in the clinical or sub-clinical range at any given time", says Christian Luthardt, adding that "the figures are probably slightly higher in competitive sport due to the increasing demands and lack of freedom afforded by busy schedules".

There are numerous topics. Listening, finding solutions together, building trust, creating an atmosphere for children and adolescents in which they can talk openly about their fears and worries, but also: preparing children and their families for the move into the academy, managing the expectations of overly ambitious parents, articulating realities such as the fact that, statistically, not even three per cent of young footballers in youth performance centres make it to the professional level, communicating that there is more to life than football and that education is always a good idea.

Here too, FC Bayern sticks to its conviction that education is essential in all areas of life and provides the basis for long-term development – in this case, of young players.

Eva Zier has just learned that a mother has decided that her child will no longer attend technical school. "In these cases, we hold discussions", she explains, "as we want the children to achieve the highest possible school-leaving qualification. It is important to us that people realise that this is what FC Bayern expects". A major achievement for Eva Zier and Christian Luthardt since they started at the Campus is that most of the young players at FC Bayern have successfully completed their schooling, the school network has been expanded, internal vocational training courses are offered while cooperation with educational partners for studies, further training or the federal volunteers service has been steadily intensified. In the newly introduced follow-up support programme, players who do not make it through the performance section receive support in the form of an education credit that they can use to gain corresponding certification from education partners, sports psychology coaching or fitness training in preparation for possible trial training sessions.

Naturally, both of them also want to maximise sporting success. However, they go on to explain that in the performance arena, in particular, it is all too easy to only discuss the athlete and break down their abilities into component parts. It is important to see the person behind it all and to give their physical and mental well-being absolute priority over any sporting success. This is precisely what the psychosocial team works towards every day. In fact, this actually benefits the sporting goals. "Young people who develop and grow as people off the pitch also become better athletes", says Eva Zier.



KIDS CLUB

ENCOURAGING THE YOUNGEST – EXERCISE, EDUCATION AND MUCH MORE



Stronger than the average bear: our KIDS CLUB for FC Bayern fans aged 0 to 13 years. In the exciting surroundings of their favourite club, children and young people can experience a lot – and also learn a lot. Whether it's imparting the club's values or promoting fun and the joy of exercise: the age-appropriate approach to children and the programme of events provide a home for FC Bayern's youngest fans.

Our KIDS CLUB now has 50,000 members. That's a 'beary' big number. And membership is also worthwhile. Children receive a welcome pack when they join and a present every year on their birthday. However, they are not intended as purely material benefits, but rather as reminders to encourage the kids to regularly put into practice the club values that they learn in various formats in the KIDS CLUB. Exercise also plays an important role in the KIDS CLUB – and the small gifts that the children receive on their birthdays and when they join the club are intended to remind them of this.

For example, offers such as the ball schools for 3- to 5-year-olds or the football camps for 6- to 13-year-olds in Germany and Austria are an opportunity for children to keep moving, build team spirit and communication skills and experience the joy of lively interaction. Our KIDS CLUB also includes programmes specially developed for girls.

As always at FC Bayern, we try to combine different goals. That's why we cooperate with our partner the World Wide Fund for Nature (WWF), for example, to organise a camp for the KIDS CLUB where the children get to explore nature alongside football training sessions. These formats are part of our educational concept for sustainable development and are aimed at raising the awareness of even our youngest fans for environmental protection and nature conservation. After all, we play a decisive role in shaping their future through our sustainable actions. We want to continue to develop ideas and measures that will enable us, among other things, to teach the youngest FC Bayern fans about the responsible use of resources or socially relevant topics.

The founding idea of the KIDS CLUB in 2010 was as simple as it was timeless: to convey the joy and passion for sport and exercise to children while at the same time embedding the values of FC Bayern. Incidentally, more than 5,000 children were interested in joining the KIDS CLUB from the outset.

KIDS CLUB



PATHWAY, YOUTH CUP AND WORLD SQUAD

Encouraging talent, teaching exercise and values know no boundaries: with an innovative, holistic concept, we promote talent, exercise and our values worldwide.

The FC Bayern Campus has been home to the record champion's young talent since 2017. All the youth teams, from the Under-9s to Under-19s, as well as the FC Bayern women's and girls' teams, train and play on the 30-hectare site. There is a sports hall for the basketball, handball and table tennis departments, a venue for 2,500 spectators, a 1,000-square-metre athletics and rehabilitation area, 35 apartments for talented athletes – and a training philosophy that involves more than shaping the best possible athlete. This includes imparting basic values such as respect, fair play, discipline, team spirit, a winning mentality and social responsibility, as well as the importance of diversity and inclusion. The goal is to show boys and girls an authentic way to grow as people and players. Naturally, there is also the hope of discovering the next Thomas Müller, David Alaba or Jamal Musiala. However, this is tempered by the reality that most of the supports provided on the Campus – at least as far as football is concerned – does

not benefit FC Bayern, but the players themselves because many talented players do not make the leap to become professionals (at FC Bayern). This is why teaching values and encouraging people to exercise and enjoy movement at the Campus is just as important as the development of young talent.

And it is precisely this dual intention – the joy of exercise and the imparting of values – that characterises FC Bayern's international talent development. With this in mind, we have developed an innovative concept that focuses on a holistic approach to youth football, in contrast to the usual approach at other top clubs. The FC Bayern Pathway exports the training philosophy and values of the FC Bayern Campus around the globe.

The focus on promoting the joy of exercise without necessarily thinking about performance is immediately apparent from the structure of the concept. The concept begins at the grassroots level with training programmes that are offered worldwide, making it accessible to everyone and giving talented athletes an opportunity to develop their skills at various levels. The FC Bayern Pathway includes a total of four levels: the "Grassroots sports" level is all about having fun with exercise and learning basic forms

of practice with the ball. Level two, "Advanced grassroots sports", teaches basic techniques but without focusing on performance. The "Elite" area provides programmes for talented players with potential for international professional football; top talents qualify for the highest level, "FCB Elite". All worldwide programmes are supported by FC Bayern Campus employees, who also train local coaches to use the Pathway concept. This provides opportunities for players to progress and be promoted at all levels. Local coaches also benefit from workshops and can continue to develop along with their players. The aim is for talents and coaches to apply the skills they have acquired in fixed tournaments so that players can be scouted for the next level. The finale of this tournament series is the "FC Bayern Youth Cup", which is held in Munich every autumn.



Youth Cup: board member Andreas Jung cheered on the teams from the stands of the Olympic Stadium: "The Youth Cup and the final in Munich are something special every year. The tournament provides the perfect platform for talented players to be discovered. On the other hand, they also experience a special sense of community because so many young people from different nations meet here to experience the joy of exercise together".

In 2023, the youth football tournament for U16 players was hosted for the tenth time in cooperation with FC Bayern partners. From Nigeria to China, over 100,000 players from more than 15 countries took part in the qualifying tournaments. Participants progress through these local selection tournaments to reach a national final in their home country, where FC Bayern legends and youth coaches scout the best players to form the team for their respective home country, which then competes in the World Final in Munich.

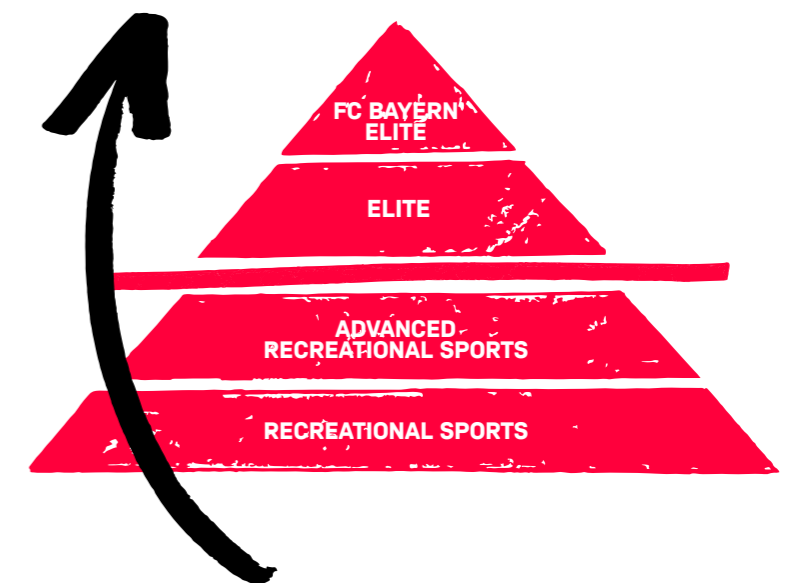
**BE YOUR
BEST SELF
– WITH US!**



Before the final tournament is played in a World Cup format, the players get to experience the philosophy and methodology of the FC Bayern Campus once again in Munich, where they learn more about FC Bayern's values, for example, at the presentation of the "Red against Racism" campaign.

The best player honoured after the Youth Cup progresses further by getting the chance to be called up to the U19s of the FC Bayern World Squad, the world selection - and move one step closer to making the leap into professional football.

Although this final step is limited to a single player, the FC Bayern World Squad once again exemplifies the dual function of FC Bayern's international talent development programme. The purpose of the World Squad selection is to give young talents from around the world the opportunity to apply via video for training under professional guidance - currently provided by World Squad head coach Roy Makaay - and to train with young talents from all over the world. Regardless of where they come from, they will spend the six-week programme learning all about football, exercise and imparting values. The aim is to enable players from all regions of the world to realise the dream of becoming a professional player. At the same time, the World Squad also exposes them to campaigns such as "Red against Racism", teaches them values and how to deal with injuries. In line with the philosophy at our Campus, these players should also be able to live the dream of becoming a professional but without jeopardising their mental health. We also want them to remain active in the event that they do not end up pursuing a professional career. In this way, it is hoped that the young talents will also set a good example in their local communities because the need for people and children to exercise applies worldwide. From the Campus to the world - the Pathway, Youth Cup and World Squad illustrate how it's done.



GETTING CHILDREN AND YOUNG PEOPLE TO EXERCISE

ENERGISING, INSPIRING AND PROMOTING HEALTH

To assume responsibility in the city, FC Bayern taps into its appeal, offers various sports and exercise programmes and motivates children and young people to get active.

The World Health Organisation (WHO) recommends that children should get a minimum of 60 minutes of exercise a day. However, the reality is often different, as only one in four girls and one in three boys in Germany meet this recommendation (from the KiGGS study, Finger et al. 2018 p. 27). And this is precisely where we come in.

In addition to the regular sports programmes in the handball, chess, table tennis, basketball, bowling, refereeing and senior football departments, the club operates various exercise, games and sports programmes at over 50 schools across the city.

Our club covers a broad spectrum, from promoting basic exercise and all-day supervision through to sports-specific working groups and talent scouts. We systematically encourage physical activity for children with regular

programmes organised at the city's daycare centres and primary schools. They learn how to integrate exercise into their everyday lives and are encouraged to participate in sport. In the future, we want to recruit partner clubs that can provide children with access to sports facilities in their locality. We are also planning action days and exercise festivals to inspire even more children.

Through these programmes, we make a positive contribution to the holistic development of children - in physical, motor, emotional, social and cognitive terms. After all, exercise not only promotes health but it also improves well-being and helps prevent illness.

WHO study on physical activity in children and adolescents

Only around a third of children (27 to 33%) achieve the World Health Organisation's (WHO) recommended level of physical activity. Boys tend to exercise slightly more than girls. In some cases, children and adolescents in other countries are much more active. Slovenia and Finland achieved the highest scores, followed by Japan, South Africa and the US. However, many other European countries such as Croatia, Spain and Slovakia also perform better. The results are based on a worldwide study conducted by the Active Healthy Kids Global Alliance, which analysed the physical activity of children and adolescents in 57 countries and published them in the 2022 physical activity report card.

Source "Kinder brauchen Bewegung" (children need exercise): www.dsj.de/kinderwelt

Children need exercise

Exercise is a basic prerequisite for a wide range of developmental areas.

EXERCISE SUPPORTS...



...MOTOR DEVELOPMENT

- Physical development and the sense of how one's own body moves
- Improved coordination and the ability to react
- Promoting self-efficacy
- Improving the ability to plan, control and monitor actions



...PHYSICAL DEVELOPMENT

- Strengthening the cardiovascular system
- Improving the musculature, movement and posture
- Promoting blood circulation and metabolic activity
- Fortifying the immune system



...COGNITIVE DEVELOPMENT

- Building self-esteem
- Expanding the imagination and muscle memory
- Improving creativity and dexterity
- Promoting abstract thinking, mathematical competence and the faculty of speech



...SOCIAL DEVELOPMENT

- Intensifying contact with others
- Support in recognising, asserting and suppressing one's own needs
- Promoting cooperation skills and helpfulness
- Increasing consideration and the understanding of rules
- Improving conflict resolution and social stability



...EMOTIONAL DEVELOPMENT

- Increasing self-confidence, independence and self-esteem
- Increasing the joy of exercise and motivation
- Mood stabilisation and promoting well-being
- Increasing resilience



...SENSORY DEVELOPMENT

- Increasing the cerebral blood flow and the capacity of the brain
- Increasing receptiveness and concentration
- Promoting learning speed
- Reducing stress





HEALTH AND SAFETY - EMPLOYEES

OPTIMUM WORKING CONDITIONS – ON AND OFF THE PITCH

Occupational safety and promoting the health of all employees are extremely relevant for FC Bayern. With this in mind, our primary goal remains to carry out preventive work through a range of measures and a comprehensive service offering.

FC Bayern employs more than 1,000 people across numerous departments, locations and functions. Alongside our players and fans, they are another vital component of the club's success. It is essential that we prioritise the health and safety of our employees.

This includes having occupational safety at our various locations regularly audited by experts, evaluating the results and using them to make improvements. The provision of regular training with regard to fire safety and other safety-relevant incidents at the workplace is as much a part of safety as the appointment of internal health and safety officers. At present (2023/2024 season), inspections taking place at the club's locations again as part of the regular audits of occupational safety. Our primary goal remains to carry out preventive work and avoid hazards caused by accidents, infections, etc.

Prevention is also a key factor in the area of health: for example, every employee is entitled to request an ergonomic workstation and FC Bayern has implemented a company medical concept in accordance with the legal requirements for occupational health-care. During the COVID-19 pandemic, for example, we arranged vaccination appointments for employees that could be carried out within the club or on the club's premises. Employees can also receive their vaccinations against seasonal illnesses here. In the

2024/2025 season, we plan to conduct anonymous surveys of employees to gain a better insight into their satisfaction, mental health and overall well-being at work.

Naturally, the provision of adequate sport and exercise programmes is a particular concern for us as a sports club. Our range of offerings for employees includes the "Monday Kick", a joint running group, yoga at the Campus, a beach volleyball court and a Padel-tennis court on Säbener Straße. All of these offers can be used free of charge.

We believe it is also important to offer our employees a healthy diet, just as we do for our players. This includes a substantial lunch menu free of charge that includes plant-based dishes. At the various club canteens, we take care to source ingredients from controlled and regional cultivation. Here at FC Bayern, we go to great lengths to regularly raise awareness of the importance of a healthy diet and incorporate new findings into the range of food we offer our employees.



CLIMATE & ENVIRONMENT

We see climate and environmental protection as a central global challenge and want to contribute to solving it. We know that we must implement climate and environmental protection at FC Bayern but also that we can spread this message through the club to bring about changes in society.

Footprint and handprint

By our footprint, we mean the emissions that we cause.

Our handprint refers to our efforts to influence the climate- and eco-friendly behaviour of our various stakeholders.

FC Bayern in the overall climate context

As a result of our business activities as a sports club, we consume energy, for example for heat, electricity and mobility, or other resources such as water for irrigating our grass pitches. Over the course of a season, this can have negative impacts on the climate and the environment - due to factors such as CO₂ emissions and other greenhouse gases and the additional consumption of resources.

Although we cannot stop man-made global warming on our own, we firmly believe that everyone must do their bit to help. That's why we want to take responsibility at least for our own footprint but ideally also leave a positive handprint that will inspire and influence our fans around the world.

Our goals:

CLIMATE AND ENVIRONMENTAL PROTECTION AT FC BAYERN – FOOTPRINT

Reporting, reducing and taking responsibility for our own CO₂ footprint:

- Creating a climate assessment
- Reducing greenhouse gas emissions
- Science-based environmental projects
- Using the Allianz Arena as a beacon for our other locations
- Outlook: biodiversity, waste management, resource conservation, food & nutrition

CLIMATE AND ENVIRONMENTAL PROTECTION BY FC BAYERN – HANDPRINT

Promoting more climate-friendly behaviour:

- Raising the awareness of climate and environmental protection among the different stakeholder groups at FC Bayern through participation and education



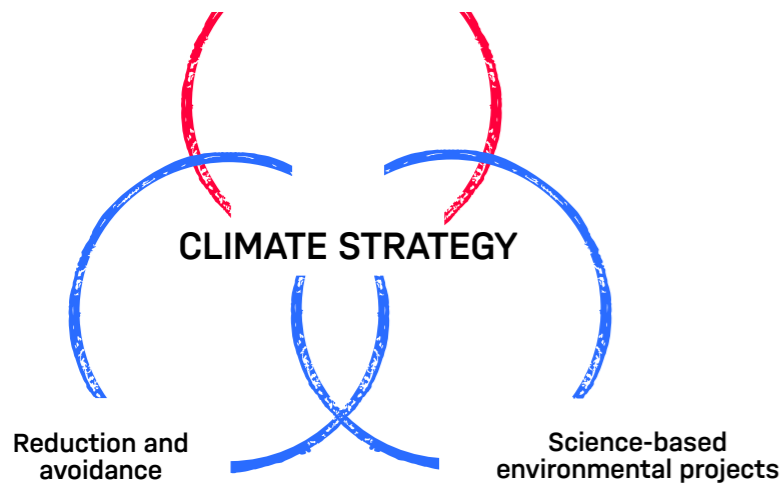
CLIMATE AND ENVIRONMENTAL PROTECTION - CLIMATE STRATEGY

OUR APPROACH TO CLIMATE AND ENVIRONMENTAL PROTECTION



Our strategy for climate and environmental protection has two focal points: climate and environmental protection at FC Bayern and climate and environmental protection by FC Bayern.

Handprint (including educational work; measures to raise awareness)



Climate and environmental protection at FC Bayern

By climate and environmental protection at FC Bayern, we mean above all – and in phase 1 of the implementation of our sustainability strategy (for details, turn to page 20 ff.) – reducing the greenhouse gas emissions for which we are responsible.

To determine which greenhouse gas emissions we are responsible for, we prepared our CO₂e assessment for the 2021/2022 season in the 2022/2023 season. The aim of this assessment is to identify areas in which relevant emissions can be reduced and to develop specific measures to bring about such a reduction. We repeat the assessment of our emissions annually to evaluate whether and how effective our reduction measures are. The objective behind all these endeavours is to achieve a calculated balance of net-zero emissions by 2040 at the latest. In doing so, we are aligning our climate targets with the climate strategy of the Free State of Bavaria. The methodology used for this assessment is described in detail starting on page 84.



Of course, we are not in a position to reduce all emissions to such an extent that we will achieve our net zero target by 2040 through savings alone. We must therefore offset the unavoidable emissions, which means taking steps to counteract the release of CO₂ into the atmosphere and the resulting global warming. These can include investments in climate projects that can mathematically offset our CO₂ emissions through agricultural and forestry measures. The primary concerns for us are to have our compensation measures scientifically tested and to ensure that we only invest in reliable and credible projects. Our vision involves developing our own scientifically supported environmental protection projects that are supported by fans, partners and employees – that is, the entire FC Bayern family. Corresponding projects will be developed in the course of the 2023/2024 season and presented in detail in the next report. With these environmental protection projects, we will focus on ensuring that they have a demonstrably positive impact on the climate and biodiversity.

How FC Bayern views net zero emissions

The “net zero” total refers to the mathematically balanced carbon footprint achieved through reduction and offsetting. This means that residual emissions that cannot be avoided despite reduction measures should be offset by compensation measures (e.g. investments in projects that counteract the release of CO₂ into the atmosphere or specially developed projects).

Biodiversity

The terms biological diversity, or biodiversity, describe the variety of living organisms on our planet. Biodiversity describes both the diversity of species and organisms as well as the diversity of habitats and ecosystems in which they live.



THE FC BAYERN ENVIRONMENTAL POLICY

We want to be role models who set a good example. Through our actions, we want to inspire and move our fans and society.



Climate and environmental protection by FC Bayern

We are aware of our responsibility and our reach, but also of the great interest, skills and knowledge of FC Bayern's various stakeholder groups – from fans to employees and our partners all the way to our players on the professional teams. We want to use this combination of reach – our renowned charisma – and diverse stakeholder groups to raise awareness of the topics of climate and environmental protection, educate people and, above all, recruit fellow campaigners in the fight against global warming. Most of all, we look forward to the dialogue with our fans and partners, which has already yielded promising results and ideas. The more successful we are in persuading the various interest groups at FC Bayern to integrate climate and environmental protection into their everyday professional and personal lives, the more we will be able to meet the global challenge posed by the climate and biodiversity crisis.

To leverage our reach as effectively as possible, we have developed an environmental policy that is aimed primarily at FC Bayern internally but is also intended to make all of our club's stakeholder groups aware of what we are doing and expect to do to protect the environment and climate:

LEGAL SITUATION AND CONTINUOUS FURTHER DEVELOPMENT

- We comply with the legal requirements regarding climate and environmental protection and strive to achieve continuous further development.

CLIMATE CHANGE MITIGATION

- We want to minimise our footprint and maximise our positive handprint.
- We measure our CO₂e footprint annually and try to implement

measures on this basis to continuously minimise it. We invest in scientifically supported environmental protection projects.

- We do not view the climate crisis in isolation, but rather as a twin crisis together with the biodiversity crisis.

RAISING AWARENESS AMONG OUR FANS AND EMPLOYEES

- We actively involve our fans and work with them to try and find formats to raise awareness of the essential issues of climate and environmental protection.

- We strive to set a good example, communicate in good faith and reach our fans in this way. We cannot solve all the challenges we face at the same time and must take all perspectives into account.
- We make our employees aware of the topic of climate and environ-

mental protection and encourage them to take action, particularly with regard to their own behaviour, which they can implement in their respective business areas.

RESOURCE CONSERVATION AND WASTE MANAGEMENT

- We use energy, water, materials and space sparingly and in an environmentally friendly manner.
- We continuously determine and monitor consumption and try to reduce it through organisational and technical measures.

- We try to minimise our consumption of resources and use targeted measures to switch to more renewable energy sources.
- We strive to avoid waste and ensure that unavoidable waste is recycled or disposed of in an environmentally friendly manner. Our goal is a circular economy.

- We pay attention to our consumption of fresh water and try to reduce it through appropriate measures.
- Wherever we can see an impact on biodiversity, we use this to protect biodiversity.

SUSTAINABLE PROCUREMENT

- Our goal is to verify the ecological and social standards along the supply chain for all products and to comply with certain minimum criteria when procuring them.

- We prioritise the procurement of products with the most environmentally friendly supply chain possible and do our part to ensure that this supply chain is not impaired by our activities.

- We are committed to continuously improving environmental protection in conjunction with our activities, setting ourselves specific environmental targets and evaluating what we have achieved on a regular basis.

PARTNERS AND SUPPLIERS

- We even pay attention to environmentally relevant criteria when selecting our suppliers and products and communicate these to our partners (including suppliers and service providers).
- Our partners must adhere to a supplier code of conduct in which they undertake to comply with environmental and climate protection standards.

- We communicate our milestones regarding environmental requirements to our partners and encourage them to initiate corresponding developments.
- We involve partners, organisations, institutions, fans and employees closely in the development of concepts and measures for environmental and climate protection. We also search proactively for

additional cooperation partners to maximise the scope and impact of our contribution to climate and environmental protection.

- We want to have an impact on society together with cooperation partners from the world of sport.

TRANSPARENT ACTION AND REACH

- We communicate regularly and credibly about our progress and the road that lies ahead.
- We have defined and prioritised clear areas of action in which we work proactively to make an impact. Clear and measurable objectives are defined and pursued for this purpose.

- We harness the charisma and reach of the FC Bayern brand to maximise the impact of our sustainability campaigns.
- Sustainability is clearly and holistically embedded as an interdisciplinary function in our organisational structure, across all departments and sports. We want to and will

harness the unique power of an outstandingly successful men's and women's football team and equally successful basketball players to deploy our reach.

THE FC Bayern footPRINT

MEASURING, KNOWING, ACTING

Our climate strategy is based on the calculation of our own CO₂e emissions and gaining a precise understanding of the various emission sources - a decisive step in terms of setting reduction targets and evaluating the success of the measures initiated.

For the 2021/2022 season, we measured our CO₂e footprint for the first time to determine how much CO₂e we cause in a season. This figure provides us with an initial guide for our next steps.

In the future, we will record our CO₂e footprint for each season and assess the effectiveness of our measures on this basis. However, since the 2021/2022 season was still partly affected by restrictions due to the COVID-19 pandemic, the results will not be readily comparable with subsequent assessments. Among other things, we therefore also expect to see a sharp increase in the footprint compared to the 2022/2023 season. Added to this is the planned expansion of the existing footprint to include additional Scope 3 categories and the general improvement in data quality, both of which will result in higher levels of recorded emissions.

We calculate the CO₂e footprint for the entire FC Bayern Munich organisation - which therefore includes FC Bayern Munich AG, FC Bayern Munich eV and FC Bayern Munich Basketball GmbH. After all, FC Bayern Munich includes all of these clubs, and we are responsible for the overall footprint of the club.

Our goal of integrating all FC Bayern locations results in significantly higher expenditure on data processing compared with other sports clubs. However, to ensure a transparent presentation of the CO₂ footprint, the publication of the results of our respective seasonal assessment is subject to a time delay.

How much is one metric ton of CO₂?

One metric tonne of CO₂ is roughly equivalent to the volume of a cube around eight metres high.

Greenhouse gas emissions & greenhouse gas effect

Put simply, greenhouse gases are trace gases (such as CO₂) that make it more difficult for heat to escape from the atmosphere, thus contributing to what is known as the greenhouse gas effect or global warming. Emissions into the atmosphere caused by greenhouse gases are referred to as "greenhouse gas emissions".

Scientists distinguish between three categories in which companies (or sports clubs, sports associations) emit greenhouse gases and are therefore responsible for them. These categories are divided into three Scopes in accordance with the Greenhouse Gas Protocol.

The scopes at FC Bayern

- Scope 1 includes the direct release of greenhouse gas emissions from sources directly owned by FC Bayern.
- Scope 2 includes the indirect release of greenhouse gas emissions from purchased energy, for example, purchased electricity and other energy consumption in the Allianz Arena such as heat.
- Scope 3 includes the indirect release of greenhouse gas emissions in connection with all developments, actions and processes that are not directly owned by but are associated with FC Bayern. In particular, this includes various mobility and travel activities, such as business trips by employees as well as fans travelling to the Allianz Arena or BMW Park.

CO₂ FOOTPRINT | Survey of the CO₂ footprint for the 2021/2022 season



SCOPE 1

SCOPE 2

SCOPE 3

6 OUT OF 15 CATEGORIES ASSESSED



CO₂e assessment / CO₂e footprint

The CO₂e footprint is determined by the CO₂e assessment.

A CO₂e assessment is used to present the greenhouse gas emissions of an organisation, a product, a service or an activity within a defined limit. The assessment therefore includes all emissions that are harmful to the climate within a system limit and expresses these as CO₂ equivalents (CO₂e). It is generally created along Scopes 1 to 3.

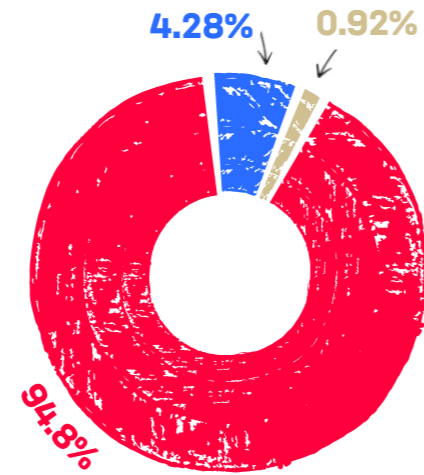


Our CO₂e footprint in 2021/2022

The total greenhouse gas emissions (GHG emissions) caused by FC Bayern Munich in the 2021/2022 season amount to 75,966.26 metric tonnes of CO₂e (market-based method). The Greenhouse Gas Protocol Corporate Accounting and

Reporting Standard (GHG Protocol) serves as the methodological basis for the analysis.

For our 2021/2022 climate assessment, we were able to determine the results presented below and, in some cases, already identify initial potential for reduction and roll out corresponding measures.

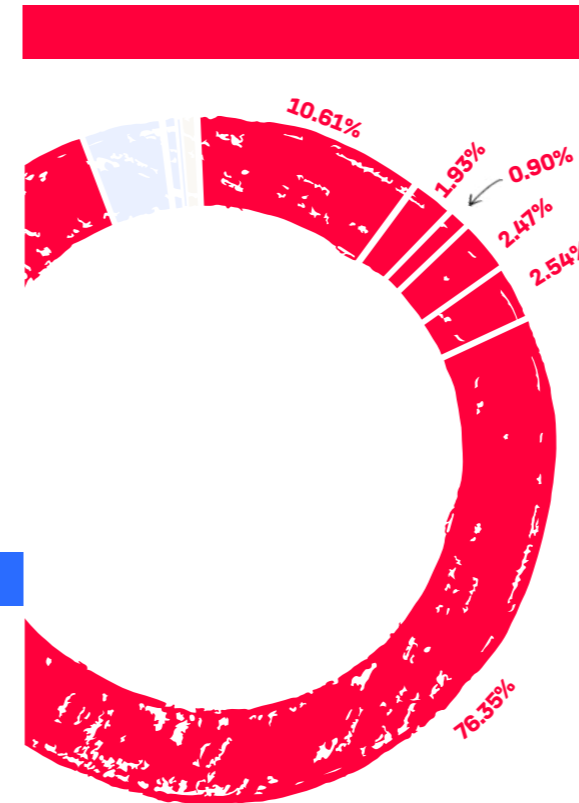


SCOPE 1 3,249.02 t CO₂e (4.28%)

Category & Percentage	Reduction Measure	Note
0.04% Refrigerants		Use of this agent was not planned but necessary due to technical problems.
3.61% Stationary combustion	We plan to completely eliminate the consumption of natural gas at the Allianz Arena in the medium term by installing more Viessmann heat pumps.	
Includes: natural gas		
0.63% Company vehicles	Together with our partner Audi, we are steadily converting our club fleet to electric vehicles.	
Includes: car, bus, van		

SCOPE 2 695.84 t CO₂e (0.92%)

Category & Percentage	Reduction Measure	Note
0.20% Electricity consumption	We are currently working with our energy partners according to the "energy rule of three" (reducing energy consumption, increasing energy efficiency, increasing the proportion of renewable energies) on additional sources of renewable energy.	The FC Bayern Group mostly uses green electricity. The existing percentage relates to non-green electricity and is therefore mainly generated by leased fan shops.
Includes: electricity (non-green electricity)		
0.01% E-mobility	We are gradually increasing the number of e-charging stations at our locations.	
Includes: electricity consumption by hybrid company vehicles		
0.71% Heating media	We are currently working on further measures to reduce our district heating requirements, including changing the temperature of the pitch heating systems.	
Includes: district heat		



76.35% Use of the goods sold (fan mobility)

Includes: fan mobility (professional football and basketball)

Our fans are part of our family, which is why we also take responsibility for their journeys to visit us.

We have made a start here by creating secure bicycle parking spaces and free bus shuttles from selected S-Bahn stations.

In addition, we are currently developing scientific partnerships to enable sustainable travel to our home matches and reduce our Scope 3 emissions.

At present, we are conducting a mobility analysis to determine which means of transport our fans use to travel to home matches, the distance they travel, etc. We will use the results of this analysis to take further measures to encourage sustainable fan mobility.

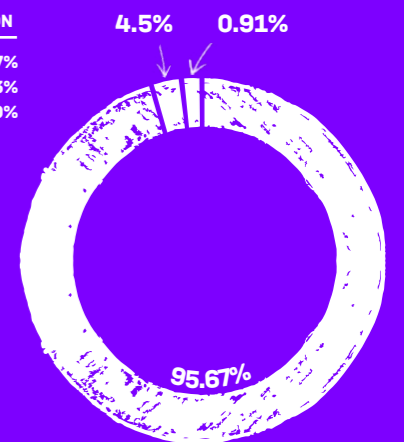
To date, one of the most interesting interim results is the average distance that our fans travel to us. We have to take account of the anomaly that our fans from around the world travel to Munich via Bavaria and cover an average distance of over 250 kilometres per person. Our slogan "From Munich via Bavaria to the world" is therefore reversed for the fans who travel to see us.

SCOPE 3 72,021.39 t CO₂e (94.8%)

Category & Percentage	Reduction Measure	Note
10.61% Purchased goods and services		We are currently developing an improved data basis from which to determine our merchandise footprint.
Includes: merchandise, team equipment, catering, office materials, publications, consumables		
1.93% Fuel and energy-related emissions	We have already reduced our natural gas consumption by installing an additional heat pump.	The transition of our fleet to e-mobility means that this data point will also reduce in the future.
Includes: diesel, petrol, natural gas, heating oil		
0.90% Generated waste	Together with our partner PreZero, we have drawn up a waste assessment and taken initial measures, see page 92 ff. for details.	
Includes: plastic, glass, residual waste, paper and cardboard, metal, bulky waste, organic waste		
2.54% Employee mobility	We create opportunities for our employees to travel more sustainably, for example, through our partnership with JobRad.	
Includes: car, public transport, train, home office (electricity & heat)		
2.47% Business travel	Our updated travel policy encourages our employees to travel by Deutsche Bahn (train) within Germany.	
Includes: taxi, train, aeroplane, overnight stays		

GHG emissions by organisational boundaries

	2021/2022 SEASON
FC Bayern Munich AG	95.67%
FC Bayern Munich eV	1.93%
FC Bayern Munich Basketball GmbH	2.40%



ALLIANZ ARENA - JÜRGEN MUTH

THE APPETITE FOR CHANGE IS PALPABLE



JÜRGEN MUTH

Jürgen Muth, managing director of Allianz Arena München Stadion GmbH, explains the ambitions when it comes to saving energy, water and raw materials as well as avoiding emissions and pollutants, what further improvements are planned - and where the limits apply.

You want to make the Allianz Arena a showcase stadium for sustainability. How are you getting on?

Environmental protection is an important part of our corporate philosophy.

The sustainable use of resources has played a major role for us since the start of planning for the Allianz Arena. The stadium has been certified in accordance with the international environmental management system EMAS since 2006. This means that we are committed to continuously improving our environmental performance - a challenge we are meeting through the rigorous implementation of ambitious targets for conserving energy, water and raw materials and avoiding emissions and pollutants.

Naturally, this also includes the exclusive use of 100% green electricity. However, this is only one - albeit essential - component. We also want to increase the generation of renewable electricity on our own premises. To this end, a large rooftop photovoltaic system with an output of 850 kWp has been in operation since 2019 and we are already planning the next system of a similar size, which will begin construction after the EURO 2024 Championship. Furthermore, we have converted our lawn heating system to use heat pumps instead of gas. We currently plan to do the same for the entire heat supply of the Allianz Arena, so that we will no longer use fossil fuels here either.

We have previously realised and are currently realising various additional projects, particularly in the areas of cooling technology and hot water supply, to take account of the fact that only part of the Allianz Arena is used outside of match days.

With regard to waste disposal, there are just two specific measures that need to be explicitly mentioned here. One involves the thoroughly successful switch from disposable to reusable cups while another is the strict separation of waste according to type, once on-site and a second time at external sorting facilities. Here too, there is still potential that we would like to explore further with partners but also with football fans.

VIESSMANN

How does a heat pump work?

A heat pump works in a similar way to a refrigerator. With one difference: a refrigerator extracts heat from a space, whereas a heat pump introduces the heat into the space. It does this by drawing heat from the environment (outside air, soil or groundwater) and raising it to a temperature that can be used for heating with the help of its built-in compressor. The process is similar to that of a bicycle pump in that the air inside it becomes warmer as it is compressed.

How do you compare with other stadiums / league clubs?

It is simply not possible to compare different football stadiums and their resulting environmental impact - for example, the size of the CO₂ footprint.

While operations at some stadiums are concentrated around the club match days, others, such as the Allianz Arena, are in operation almost 365 days a year. The number of spectators alone also tells you nothing about the infrastructure that has to be provided by individual stadiums. What's more, the host football club and public transport connections play a very important role.

Rather than looking at individual stadiums, I think it is much more important to focus on the palpable appetite for change not only among the national and international sports federations, but also among all those responsible on the ground. Sustainability is not just a widely used buzzword but has also become a key aspect in all considerations that can be associated with the further development of sport and the related infrastructure.

For this reason alone, it is extremely useful to exchange ideas intensively across large networks, such as the Association of German Stadium Operators, to support one another and to set aside the sporting rivalry of the home clubs when it comes to this very important topic.

What challenges are you facing?

Our efforts to increase sustainability cannot be seen in isolation from the location and the overall infrastructure, the chosen political direction and the individual interests of the organisers but also and especially of the spectators.

For example, it is only possible to switch from private to public transport if it is perceived to offer an equivalent alternative in terms of performance, convenience and cost.

We are happy to play our part in driving change - whether it's an additional bus shuttle or a greater number of more convenient bicycle parking spaces, we have already implemented all of these things. Here too, we want to develop more measures to reduce Scope 3 emissions. However, we must constantly remind ourselves of the existing limits and look for solutions with external stakeholders such as politicians or the League. We are better able to influence the avoidance of fossil fuels such as gas (Scope 1); the same applies to secondary energy sources such as electricity (Scope 2).

What motivates you to be more sustainable? What do you want to achieve?

For our team and also for me personally, there is always a strong motivation not to rest on our laurels. This is what motivates FC Bayern Munich anew each year, especially in sporting terms - and is reflected by the development of the infrastructure with the Allianz Arena, the youth performance centre at Ingolstädter Straße and the club centre at Säbener Straße.

We want to, can and will also act as a role model when it comes to sustainability, and this is precisely what motivates us to keep developing and implementing new projects.

Allianz  Arena



THE ALLIANZ ARENA IN FIGURES

MOVING FORWARD: SUSTAINABILITY AT THE ALLIANZ ARENA

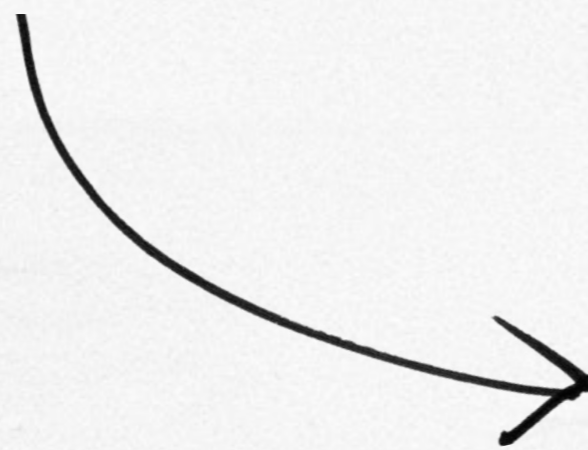
The stadium has had EMAS certification since 2006. As a consequence of this certification, the Allianz Arena is constantly setting new targets in its environmental programme, initiating measures, evaluating their impact and trying to continuously improve its environmental performance. Another important maxim in this context is the 'energy rule of three': energy reduction, energy efficiency and increasing the share of renewable energy. Therefore, this involves a range of initiatives that include saving and conserving resources, such as water, and of course working to (further) reduce greenhouse gas emissions.

The continuity of new objectives and associated measures resulting from EMAS certification has led to a situation that makes the Allianz Arena a beacon (also) for environmental and climate protection, and where its "light that shows the way" is environmentally friendly.

Further information about the key figures relating to the Allianz Arena's environmental and climate protection activities can be found in the Allianz Arena's EMAS environmental statement.

EMAS environmental statement 2022/2023 for the Allianz Arena (fcbayern.com)

ALLIANZ ARENA FACTS



75,024	TOTAL CAPACITY
55,704	SEATS
1,374	BOX SEATS
15,794	STANDING ROOM
2,152	CORPORATE SEATS
227	WHEELCHAIR SPACES
170,000 M³	ALLIANZ ARENA TOTAL FLOOR AREA
287,000 M³	CAR PARKS TOTAL FLOOR AREA
100%	GREEN ELECTRICITY SUPPLY
55	E-CHARGING STATIONS
70%	WASTE MANAGEMENT: RECYCLING RATE (2022/2023)
APPROX. 40%	VEGAN & VEGETARIAN MEALS (2022/2023 SEASON)

- HEAT PUMP FOR PITCH HEATING (10/2022)**
- LED PITCH LIGHTING SYSTEM**
- ROOFTOP PHOTOVOLTAIC SYSTEM ON GUEST CAR PARK (07/2020)**
- RETURNABLE CUP SYSTEM (SINCE 2018)**
- FC BAYERN'S IT SERVERS IN THE ALLIANZ ARENA – INNOVATIVE COOLING SYSTEM**
- POP-UP BICYCLE GARAGES (SINCE 10/2023)**
- BUS TRANSFER ON SELECTED MATCH DAYS FROM PERIPHERAL S-BAHN STATIONS**





ALLIANZ ARENA - SÄBENER STRASSE - FC BAYERN CAMPUS

MOVING FORWARD: ENVIRONMENTAL MANAGEMENT AT FC BAYERN

At present and for the years ahead, our focus in the climate and environment area of action in addition to those mentioned above is increasingly on the topics of biodiversity, waste management, resource conservation as well as food and nutrition. In this context, our different locations represent both a challenge and an opportunity. The greatest challenge is to evaluate the different conditions at each location with regard to an impact-oriented approach, which calls for careful analysis, planning and time. We see the greatest opportunity in the fact that many of our locations have already implemented good solutions for selected aspects of climate and environmental protection, which we can expand and, as far as possible, apply at the other locations.

Biodiversity

Biodiversity, among other things, is as much at risk from the greenhouse gas effect as the climate. On the one hand, the core business of FC Bayern – sport – has a less direct impact on biodiversity than other sectors of the economy. On the other hand, we can also contribute to protecting biodiversity and must not close our eyes to the (albeit smaller) impact we have on this important environmental aspect. We endeavour to contribute to biodiversity protection at each specific site while at the same time looking for ways to apply the knowledge gained to our other sites. For example, the Campus grounds have a biotope. We are currently evaluating how this biotope and the knowledge gained from conserving and maintaining it can be extended to other (adjoining) areas at our locations.

In addition, the fact that we have less of an influence over biodiversity as a sports club gives us all the more freedom to deploy the second component of our climate strategy (sustainability through FC Bayern). We want to make our various stakeholder groups more aware of the importance of biodiversity and the corresponding measures that everyone can take in their everyday lives to protect biodiversity and ecosystems.

Waste management and the circular economy

For the 2022/2023 season, we carried out a detailed analysis of our waste management at our three main locations in Munich – the Allianz Arena, Säbener Straße and Campus – together with our partner PreZero. This produced the following data:

Our stated objective on this basis is to further develop our waste management concept and contribute as far as possible to the circular economy. In this case, our waste management concept can draw on our experience

from the Allianz Arena. We have introduced a system of double waste separation at the Arena despite the large quantities of waste sometimes generated on match days in particular. The different types of waste are separated twice: once in the arena itself, before being transported to recycling plants, and a second time in external sorting facilities away from the arena. As a result, we will endeavour to transfer this concept to our other locations. We are currently conducting internal investigations into the feasibility of these kinds of measures. We are also working with PreZero on further improving our waste management system.

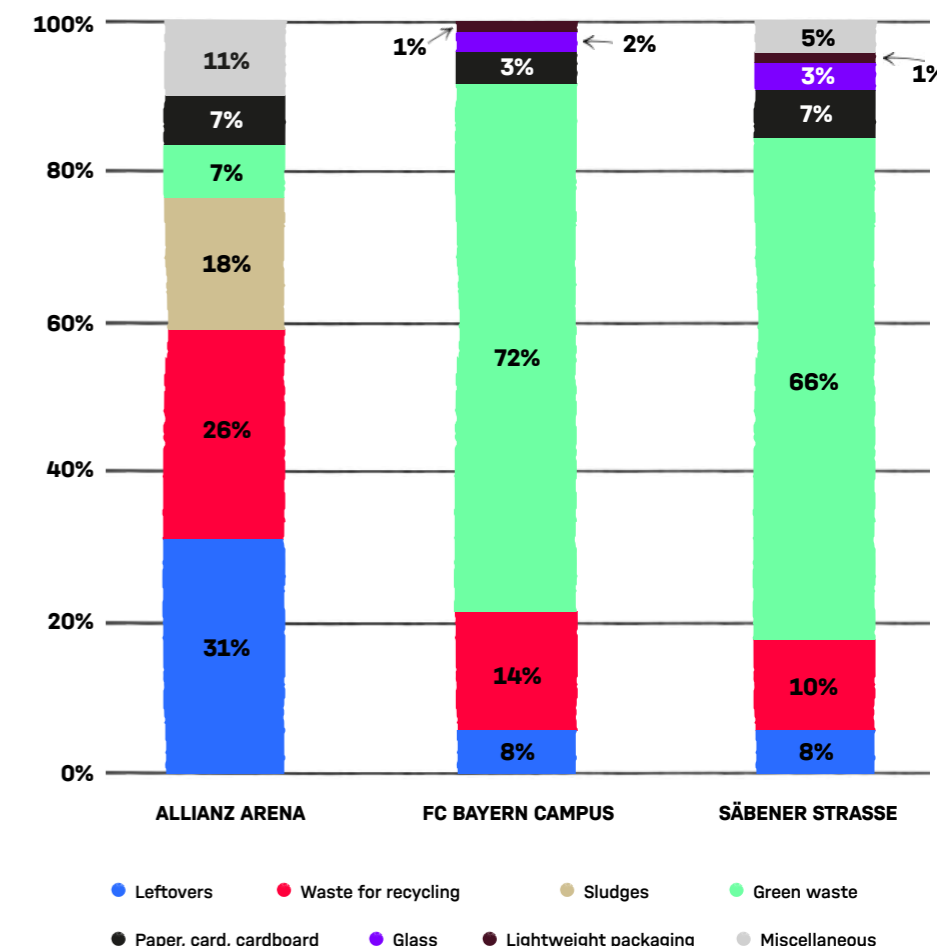
In addition, we will step up our educational work in the area of waste management. We want to continue educating our employees and fans about proper waste disposal and avoidance as well as making them aware of our expectations in this area. We are continually expanding our environmental guideline to include these aspects and specific behavioural guidelines (for example, for the head office).

Resource conservation

The conservation of natural resources is central to maintaining the world's natural and climatic equilibrium. Therefore, we must start by reducing our utilisation of resources at our locations, especially with regard to non-renewable resources (e.g. fossil fuels). There is scope for reduction in the areas of fuel, light, heat, water and electricity, for example. At the same time, we must increase the share of renewable resources (e.g. solar energy).

A first step towards resource-efficient operation is therefore to measure and record our resource consumption and identify the potential to reduce it.

WASTE STRUCTURE 2022/2023



QUANTITY OF WASTE 2022/2023 IN METRIC TONNES

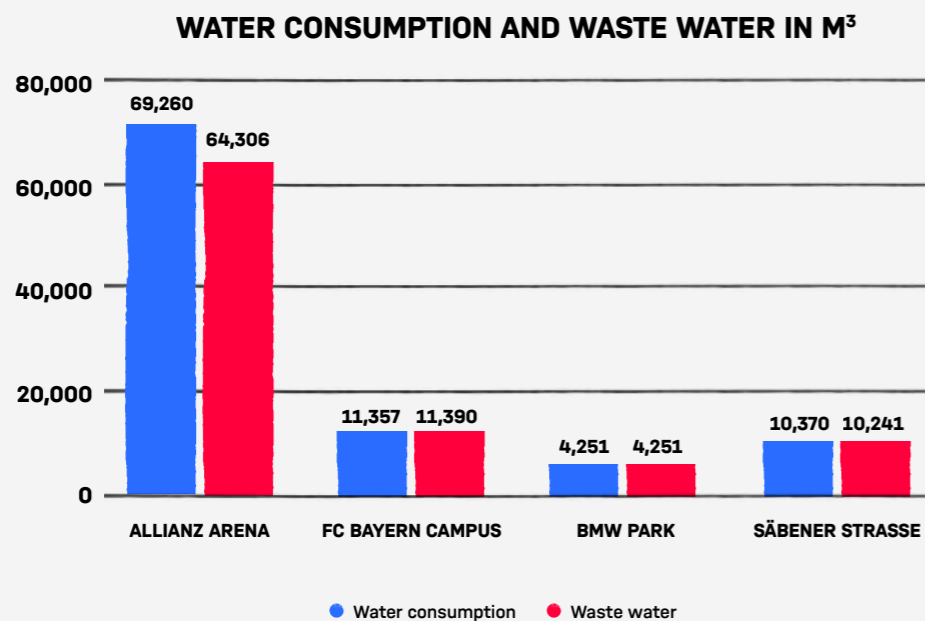
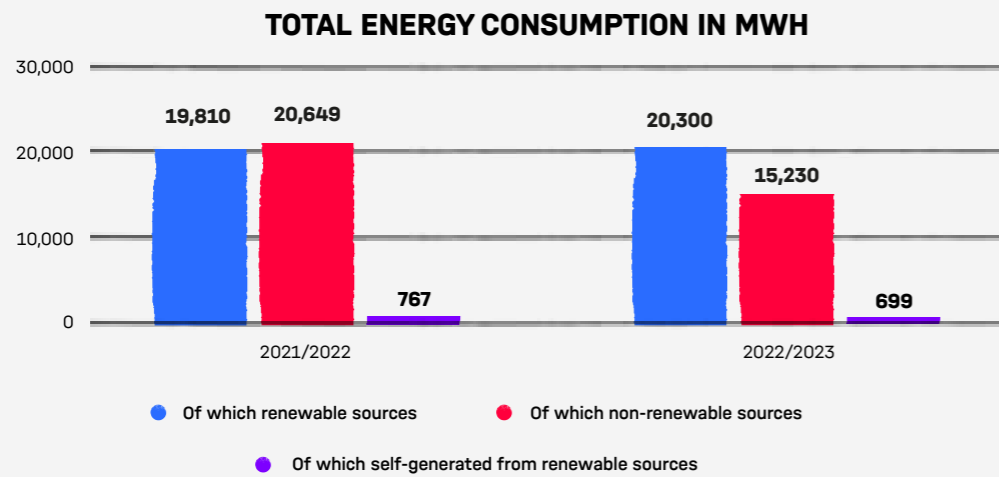
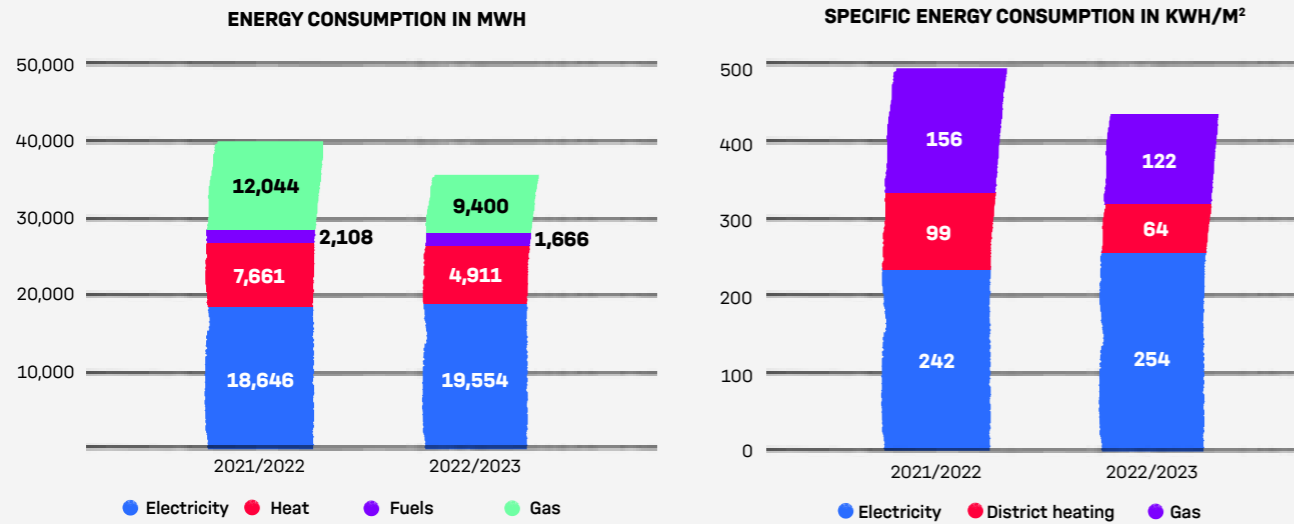
ALLIANZ ARENA	747.1
FC BAYERN CAMPUS	246.6
SÄBENER STRASSE	322.5

RECYCLING RATE

ALLIANZ ARENA	70%
FC BAYERN CAMPUS	85%
SÄBENER STRASSE	87%



FC BAYERN ENERGY CONSUMPTION
(Allianz Arena, Säbener Straße, Campus, BMW Park)



Information about the conversion factors used: electricity = EE certified, heat factor 0.152 according to SWM Correct as of 2021

During the reporting period, we identified the greatest (achievable) reduction potential in the Allianz Arena and at the Campus and implemented the following measures:

2019/2020

Continued optimisation of the pitch heating at the Campus (generating savings of up to 4,173,480 kWh/a.)

02/2022

Deactivation of the air dryers inside the ETFE cushions at the Allianz Arena (detailed analyses revealed that we do not need to use the air dryers inside the foil cushions in the Allianz Arena and can thus save approx. 47,800 kWh/a).

10/2022

Pitch heating in the Allianz Arena is supplied by a heat pump (we achieved savings of around 750,000 kWh/a in the first year alone).

With regard to renewable energies, our three locations already have photovoltaic systems. In keeping with the principle of transferring experience, we have successively applied the insights from one location to the other locations:

03/2008

Säbener Straße photovoltaic system (ServiceCentre)

08/2014

Säbener Straße photovoltaic system (new building)

08/2017

Photovoltaic system at the Campus

07/2020

Photovoltaic system on the guest car park

We plan to install another photovoltaic system at the Allianz Arena in 2024, after the European Football Championships.

FC Bayern's Allianz Arena, Säbener Straße and FC Bayern Campus locations are supplied with 100% green electricity. In 2024, we want to review the few areas where this is not yet the case (e.g. fan shops) with a view to switching to green electricity.

The findings from the measurements and evaluation of the measures introduced will be used to further expand our resource management in the interests of sustainable resource conservation. Naturally, we will also educate fans, employees and other stakeholders and try to encourage resource-conserving behaviour.

Bratwurst | Getränke



Food and nutrition

“You are what you eat.” This has never been more true. That’s because it doesn’t just apply to humans but also to the diverse ecosystems and the planet as a whole.

For FC Bayern as a sports club, nutrition is naturally of paramount importance. That is why there are already comprehensive concepts – supported by science – for the correct nutrition of our athletes at Säbener Straße and on the Campus. However, we want to emphasise nutrition that is not only suitable for athletes but also environmentally and climate friendly. Since the two objectives frequently overlap, for example because shorter transport routes (regional and seasonal diets) also contribute to a higher nutrient content of food, we can draw on established structures to ensure a climate-friendly and environmentally friendly supply of food and nutrition for our employees as well. For example, we offer meals based on regional and seasonal products every day at all our locations. We also make sure not only that the transport routes

of the food are short but also that the food is not highly processed. This resource-saving production protects the climate and the environment, and the unprocessed food retains a high nutrient content.

We also work closely with catering partners at our sports venues to offer alternatives to meat products. For example, the range of vegetarian and vegan dishes offered by our catering partner DO & CO at the Allianz Arena was increased to 40% of the total range. In this area, it is also important for us to educate our fans about the benefits of an environmentally and climate-friendly diet but at the same time without patronising them or restricting their freedom to choose between different options. For the 2024/2025 season, we plan to establish a comprehensive food concept

for all three locations. By including a combination of education and awareness-raising, a corresponding choice of food and an interface with our waste management concept, the concept will also contribute to the circular economy.



PHASE

2

**THE IMPLEMENTATION OF OUR
SUSTAINABILITY STRATEGY
ENTERS THE NEXT PHASE**

MATERIALS & SUPPLY CHAIN



In parallel with regulatory developments, specifically the introduction of the German Act on Corporate Due Diligence Obligations in Supply Chains (LkSG), we want to intensify our focus on due diligence obligations with respect to our supply chains from the 2023/2024 season onwards. Our next report will build on this introduction and go into detail about the concepts and measures we have developed.

The first question we need to ask ourselves if we want to address due diligence obligations in our supply chains is: "What are our supply chains?" The LkSG defines the supply chain as "all steps in Germany and abroad that are necessary for the manufacture of products and the provision of services". Our supply chains therefore differ depending on whether products are to be sold or services provided in the end.

In line with this distinction, we started by analysing the supply chains of our products in the Merchandising division with regard to our due diligence obligations. Further supply chains are gradually being added. When it comes to the scope of our due diligence obligations, we are guided by the requirements of the LkSG. Therefore, we want to meet our human rights and environmental requirements – but also exceed the legal requirements to the extent we feel to be necessary to ensure impact-oriented supply chain management.

With regard to human rights due diligence, we have already initiated a risk analysis and will intensify this measure.



In addition to environmental protection, transparency towards our fans and fan shop customers is also very important to us when it comes to environmental due diligence. FC Bayern has therefore already commissioned a comprehensive review of possible certificates and references to its merchandising products that include claims about the climate and environment. For us, it is essential that the relevant certification provides verifiable and transparent evidence that production is actually environmentally friendly. We also work closely with our merchandising partners to ensure this.

The packaging guidelines for our various FC Bayern merchandising products, which were adapted in the 2022/2023 season, follow a similar objective. Reducing packaging waste and developing innovative packaging solutions are among the priorities here. Our packaging guidelines also define standards for paper packaging, which may only be used if it complies with specific certifications.

It is also important that we take a holistic view of the "materials and supply chain" area of action and therefore consider the shipping of our merchandising products from an environmental perspective, for example. With this in mind, we started sending our parcels to our fans using the DHL GoGreen Plus service in the 2022/2023 season. According to DHL, this shipping method is dedicated to sending parcels in a more climate-friendly way. The company also says that it is promoting the use of electric delivery vehicles within Germany to reduce CO₂ emissions. Over the next few years, we want to expand the climate-friendly shipping of our products.



With this first sustainability report, all of us at FC Bayern not only want to provide information about the path our club is taking. In keeping with our guiding principle of "Mitnand", we also encourage our fans in particular to play an active role in the sustainable development of FC Bayern.

This sustainability report also aims to highlight the fact that many processes relating to sustainability have already been implemented at FC Bayern for a considerable time. In the future, we will focus our resources and capacities even more closely on the areas in which we want to live up to responsibilities.

Due to the diverse nature of the challenges we face, none of the sections in this report claim to be exhaustive. On the contrary, our focus is on continued development in this area. From our perspective, the associated processes are here to stay.

In conclusion, we would like to point out that we will be subject to certain sustainability reporting obligations using specified formats in the future due to various regulatory requirements. Therefore, future sustainability reports may follow a different structure to this report. However, we will always report transparently about sustainable development at FC Bayern: "Mitnand".

Questions and suggestions relating to this report may be submitted to the following e-mail address:

sustainability@fcbayern.com





2022
-2023

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