1. REAL MADRID C. F.

1.1 Institutional Profile
1.2 Sustainability at Real Madrid
1.3 Real Madrid Corporate Governance and Transparency Policy

2. CORPORATE SOCIAL RESPONSIBILITY AT REAL MADRID

2.1 Stakeholders served by Real Madrid
2.2 Real Madrid’s commitment to its stakeholders

3. FULFILMENT OF COMMITMENTS IN 2015/2016

3.1 Members
3.2 Players
3.3 Employees
3.4 Sports and public administrations
3.5 Other clubs
3.6 Clients
3.7 Fans
3.8 Suppliers
3.9 Society
3.10 The Media
1. Real Madrid C. F.

1.1 Institutional profile
Real Madrid Football Club is a sporting entity whose objective and purpose is primarily that of dedicating its activity and assets to the promotion of football in all its different categories and age groups and, generally, the practice of all the sports specified by its governing bodies. Likewise, as a complementary activity, it may promote the development of the physical, moral and intellectual culture of its affiliates by facilitating social relations and a spirit of unity amongst them.

Real Madrid Football Club, which was founded in March 1902 and whose first foundation charter is dated 18 April of the same year, has full legal capacity in accordance with the legislation currently in effect and is registered with the Spanish Football Federation, as well as with those federations required for the different sports in which the club competes throughout any given season.

1.1.1 Mission
To be an open and multicultural club that is both appreciated and respected throughout the world both for its sporting successes and for the values it disseminates which, based on the search for excellence both on and off the field of play, contribute towards fulfilling the expectations of its members and followers.

1.1.2 Vision
A leading football and basketball club which, by way of its sporting triumphs, fulfils the hopes and expectations of all of its followers in Spain and abroad, sustains its significant historical legacy, manages its assets rigorously and transparently to the benefit of its members and acts in accordance with social responsibility and good corporate governance criteria.

1.1.3 Values

WILL TO WIN Real Madrid’s main objective is to strive, to the best of its abilities, to win all of the competitions it enters while showing its commitment, its belief in hard work and its loyalty to its supporters at all times.

SPORTSMANSHIP Real Madrid is a worthy and fair opponent on the field of play, upon which it competes with goodwill and respect towards all rival teams and their respective supporters. Away from the field of play it is Real Madrid’s overriding desire to maintain relations with other clubs based on fraternity and solidarity and to collaborate with them and with the Spanish and international sports authorities on a permanently on-going basis.

EXCELLENCE AND QUALITY Real Madrid aspires to have the best Spanish and foreign players within its ranks, to imbue them with the values to which the club aspires, and to repay the support of its fans with a sporting project based on quality, discipline and sacrifice for the common cause. With respect to the management of its activities, the club adheres to the principles of good governance and transparency and strives for excellence at all times.

TEAM PHILOSOPHY All those who form part of Real Madrid, be they sportspeople or other professionals, make a commitment to working as part of a team and to give the best they have to offer for the good of the whole without putting their personal or professional aspirations first.

TRAINING Real Madrid constantly devotes a great deal of effort to the discovery and instilling of new sporting values. This involves channelling the necessary attention and resources into the youth teams of all its sporting disciplines and nurturing not only the sporting development of its youth players, but also their social, ethical and civic education.

SOCIAL RESPONSIBILITY Real Madrid is aware of the high social repercussion of its activities and it is for this reason that it dedicates all the resources within its power to complying with the very highest standards of good corporate governance and the promotion of the best sporting values, to strengthening its relations with its members, former players, fan clubs and supporters, and to the development and implementation of solidarity projects in favour of the needy both within Spain and beyond its borders.

ECONOMIC RESPONSIBILITY Real Madrid is aware that it manages tangible and intangible assets of exceptional value and importance, and it is for this reason that it pledges to administer them responsibly, transparently, efficiently and honestly in benefit of its members.
1.1.4 Real Madrid Foundation

The Real Madrid Foundation is the instrument via which Real Madrid exercises its social responsibility and implements its social and educational activities. In order to enable it to do so, every year Real Madrid makes a donation to the Foundation.

The Foundation’s primary purpose is to promote, both in Spain and abroad, basic sporting values and the practice of sport itself to serve not only as an educational instrument capable of contributing towards the full development of the personality of those who practice it, but also as a social integration tool in benefit of those who are in any way marginalised and to promote and disseminate all the cultural aspects linked with sport.

The Real Madrid Foundation is made possible by the collaboration, in addition to Real Madrid C. F., of the different Public Administration Bodies and thanks to the generous support which, in the form of patronage and sponsorships, it receives from the relevant Spanish and foreign companies and, above all, thanks to the individual contributions of thousands of Real Madrid supporters who choose this way to express and strengthen their association with the club.

The Foundation implements its activities’ programmes within five major areas, namely the promotion of sport as a whole, the development of values through sports education, social projects, international cooperation and institutional activities, in addition to the documentation centre.

The Foundation is audited on an annual basis and presents the results of the audit to its Board, to the Foundations Commission of the Ministry for Education and Sport and, furthermore, they are published in both the Foundation’s Report and Magazine.

1.1.5 Real Madrid Graduate School

Following a period of in-depth internal reflection regarding the way in which the world of sports was developing, the club decided to extend its experience and knowledge to the higher education sector, and with this purpose in mind, in 2005 Real Madrid Football Club reached an agreement with the European University of Madrid to set up the Real Madrid Graduate School. The School offers, both here in Spain and overseas, higher education courses designed to provide students with specialist sports management training of the highest quality, not only with respect to sporting facilities and equipment, but also to the training and practice of the sport or the conversion thereof into a spectator event, and including every aspect related with communication, health and leisure, and all with official university qualifications. This makes Real Madrid the first club of its kind anywhere in the world to be involved in the creation of a graduate school for transmitting the legacy of knowledge accumulated over its 114 years of history to future generations of sports managers.

1.2 Sustainability at Real Madrid

Founded in 1902, the Real Madrid Football Club is an institution with over one hundred years of history. Its corporate purpose and the unerring will of its membership endow it with a permanent and perpetual character. It is for this reason that sustainability with respect to all of its decision-taking processes is considered with a view to the long-term future. This sustainability manifests itself in the strict compliance with the principles of good governance and transparency, in a responsible economic management process that enables the indefinite continuity of its activities, in minimising the environmental impact thereof and in maximising the contribution made by the club to society in economic terms and as regards employment, sports development and community activities.

1.3 Real Madrid Corporate Governance and Transparency Policy

1.3.1 Corporate Structure

Real Madrid Football Club is a non for profit private sports entity formed by its members in order to promote and practice the sports established in its Articles of Association.

1.3.2 Administration of the club

The management and representation of the entity corresponds to the General Assembly, the President and the Board of Directors. These three bodies are democratically elected by the members, whose wishes are represented in the way that the club is administered. The principles of accountability and transparency are systematically applied in all the areas of the club in accordance with the standards of good governance.

Good corporate governance manifests itself in the administration of the club by way of
cross-cutting policies and procedures that ensure the control of key decisions such as appointments, remunerations, purchases and investments.

As far as all critical processes are concerned, the procedures to be followed have been defined in such a way that their implementation is fully verifiable, traceable and auditable. The application of good corporate governance principles ensures that key decisions are endorsed and are firstly subjected to the scrutiny of the director of the corresponding area, secondly to the validation of the operational management structure that acts across the entire organisation (Human Resources, Legal Services, Procurement, Expenditure Control, etc.), and thirdly to the approval of committees formed by senior club executives and members of the Board of Directors. A Procurement Committee and an Economic Committee have been established and meet periodically to decisions regarding the purchases of goods and services, investments, remaining within budget, and risk minimisation actions. Decisions regarding the recruitment or promotion of staff and appointments, staff redundancies and remunerations are taken by the Executive Committee, which is made up of the club’s senior executives and of members of the Board of Directors. Likewise, the Executive Committee receives periodic reports from the Procurement Committee and the Economic Committee, draws up the action plans and implements the operating decisions in order to meet the objectives established by the Board of Directors and supervises and heads up the administration and management of the club in the broadest sense of the word by taking the ordinary decisions that do not require the approval of the Board of Directors. Finally, the correct implementation of all the processes is supervised by the Department of Control and Internal Auditing. All these steps ensure that the correct decisions are taken, that these concur with the strategy and do not exceed the approved budget.

Mandatory and auditable procedures exist with the same objective as regards the approval of invoices received, the settlement of expenses and attentions to protocol so as to prevent abuses from occurring in sensitive areas.

This exhaustive operational control is not limited to expenditure. The progressing of the collection of invoices issued is also systemised in order to keep arrears and non-payments under strict control in all of the club’s revenue areas, with this being initially supervised by administration and, ultimately, by the Economic Committee.

1.3.3 The Real Madrid transparency policy

Real Madrid fully assumes its obligations of accountability, publication of relevant data and disclosure of its corporate activities. It has therefore implemented an Integrated policy of transparency in recent years that culminated in the website: http://www.realmadrid.com/sobre-el-real-madrid/el-club/transparencia which publishes all institutional, financial, organisational and contractual data according to national and international standards, such as Transparency Act 19/2013, public information and good governance, as well as the International Transparency INFUT indicators. The transparency policy forms part of the broader obligations of corporate responsibility and good governance, is supplemented by the Code of Ethics and control programs that guarantee the prevention of non-compliance and culminates in the quality and stakeholder participation systems.

1.3.4 Members’ Rights

All members have the right to enjoy the club’s activities in accordance with the rules established for doing so, and to choose not only the bodies that represent and govern the club, but also the most senior bodies which monitor and control the corporate governance of Real Madrid in a democratic manner.

1.3.5 General Assembly

The General Assembly is the most senior of the club’s governance bodies and its duties include the approval and ratification or the censure of the President and of the Board of Directors.

The General Assembly consists of all the members who are eligible to vote in accordance with the system of democratic representation established in the club’s bylaws.

The General Assembly examines and, where appropriate, approves the Management Report, Balance Sheet and Profit and Loss Account of each financial year, as well as the following year’s budget.

The General Assembly is the utmost institutional instrument through which the principle of accountability that guarantees good governance with respect to how Real Madrid is managed is systematically applied.

Other exclusive powers of the General Assembly include the amendment of articles of association, taking the most important economic decisions, passing a motion of no confidence in the president or in the Board of Directors, and the calling of a referendum among the members in order to decide upon matters of extreme importance. All the foregoing endows the General Assembly with an extremely wide range of powers, all of which go towards guaranteeing the sound corporate governance of the club.
1.3.6 Election of the President and Board of Directors

The Board of Directors is the body directly responsible for the administration, governance, management and representation of the club. The Board of Directors oversees the actions of the club’s executive managers and in turn reports its findings to the General Assembly, thereby ensuring the principles of good corporate governance are applied to the management of Real Madrid at all times.

The President and the Board of Directors are democratically voted in as a result of the corresponding elections for which those members who are in compliance with that established in the articles of association put themselves forward as candidates.

Elections to choose a new President and Board of Directors are called under the following circumstances:

A. Due to the term of office of the former President and Board of Directors having expired.

B. Upon the decision of the President or of the Board of Directors.

C. When so agreed by the General Assembly due to the resignation or disqualification of the Board of Directors, or whenever the number of Board members falls below a total of five due to resignations, abandonments, deaths or physical disabilities.

D. Due to a vote of no confidence approved in accordance with that stipulated in the articles of association - bodies, and with the control procedures implemented by the General Assembly to ensure the good governance practices of the Club.

The Board of Directors remains in office for a period of four years as of its announcement, and its members can put themselves forward for re-election, either as a single unit or separately as parts of other candidacies.

The Board of Directors is endowed with the widest range of powers with which to govern, administrate and represent the entity as the maximum body for expressing the will of its members, with the only limit upon these being those matters that can only be decided upon by the General Assembly.

1.3.7 Control Systems

As mentioned above, Real Madrid is a transparent institution that is committed to the principles of good corporate governance and, above all, with the principle of accountability being systematically applied at all levels of club management. The control activity is the result of the workings of the club coming under constant scrutiny by its internal executive bodies, by all of its members, by the authorities, and even by public opinion via the communication media. The internal executive body is the Department of Control and Internal Auditing which, reporting directly to the President of the club, defines and audits the control procedures and systems necessary for ensuring a maximum degree of institutional rigor. The membership exercises control via the Delegate Members’ Meeting and the Board of Directors. The sports authorities (national and international federations, national leagues and the (Spanish) National Sports Council) also permanently supervise the club’s activities, which are also under the constant scrutiny of the different communication media, further proof of the club’s transparency with respect to the management of all its activities.

As a whole, the control systems implemented by Real Madrid ensure that the way in which it is run is permanently adapted to the principles of good governance and transparency to which the club unreservedly adheres. The control, the degree of consultation with respect to decision taking and the policy of accountability are rigorously applied to prevent the taking of arbitrary decisions and ensure that nobody can take decisions that compromise the good name and administration of the Club.

Real Madrid implemented an Organisation and Management Model to Prevent Criminal Activities on 1 April 2014, which is shown on the club’s intranet and is therefore known by all the club’s employees.


The Organisation and Management Model includes a system of decision-making and delegating of powers under the principles of good corporate governance, control procedures and surveillance bodies which, together with its Code of Ethics and reporting mechanisms provide the club with the necessary means to suitably prevent and sanction its responsibility in the fight against all types of irregularities, both of a generic nature such as fraud and embezzlement, as well as specific types in the area of sport, such as illegal betting, rigging of games, doping, competition fraud, racism, xenophobia, harassment and violence in sport. Real Madrid maintains a firm position in the fight against all such burdens that threaten sport.

The Organisation and Management Model defines how the Club reaches and makes its decisions through its collegiate bodies to ensure analysis, debate and consideration as part of a team before the decisions are made. Management processes are meticulously defined, with explanations on the necessary steps and authorisation by the managers involved. These processes are also present in the computerised workflows that include final authorisation and approval for each type of task, meaning that decisions are validated at different authorised levels of management.
and that the processes are fully traceable and documented for the purposes of registry, control and auditing. Similarly, the signing of documents follows strict procedures of validation and registration to ensure permanent compliance with the club’s authorisation policy and the traceability of all transactions.

An essential part of the Real Madrid Organisation and Management Model is the identification of the club’s risk of criminal liability which, in addition to the analysis of the likelihood of occurrence and impact of each such risk and the relevant prevention and action plans, constitute the Real Madrid Criminal Activities Risk Matrix. Said analysis also gives rise to the club’s Criminal Activities Risk Map in which each risk is measured by its probability of occurring (high, medium, low) and its impact (slight, moderate, high). The Control and Internal Auditing Department systematically monitors the established action plans to minimise the probability of occurrence and impact of each risk identified.

Last season, Real Madrid began a project with the Deloitte firm to implement a new data security project and establish clear policies on how to handle data and the necessary security controls, as an efficient preventive measure to facilitate the reduction of risks for the Club.

The project will increase the efficiency of the prevention/detection of possible computer crime, as well as incorporate new mechanisms of compliance with the data security policy.

Another significant step forward in relation to control systems has been the culmination of the transparency policy, which has aimed at going further than the legal requirements established by the Transparency Act 19/2013, by publishing all the data and indicators required by INFUT, the index established by International Transparency Spain. This enables and activates an on-going corporate control based on the permanent and updated publication of the club’s relevant information, increasing its own level of demands and promoting the excellence of its control systems.

2. Real Madrid Corporate Social Responsibility

2.1 Real Madrid Stakeholders

2.1.1 Members

The Members of Real Madrid Football Club are individuals who, upon meeting the regulations approved by the General Assembly, join the entity and are bestowed with the rights and obligations contained in the statutes. The members are the owners of the club and, as such, its most important stakeholders.

2.1.2 Players and referees

Real Madrid’s corporate purpose is to promote sport. Therefore, all the players and referees are a group of great importance to the club.

2.1.3 Employees

In order to carry out its various activities, Real Madrid not only depends on its athletes, but also the other employees that offer the entity their professional services.

2.1.4 Sporting and public administrations

Our sporting activity entails a continuous relationship with sporting administrations: national and international federations, the professional leagues in which we participate and the National Sports Council. Our economic activity also entails a continuous relationship with Public Administrations, both state (Inland Revenue, Social Security), regional (Region of Madrid) and municipal (Madrid City Council).

2.1.5 Other clubs

Real Madrid’s sporting activity inevitably entails participation in local, national and international competitions. The other clubs we compete with are another of our priority interest groups with whom we aim to establish and fulfil firm commitments.

2.1.6 Clients

Our activity requires economic income that originates from our clients. Our clients are both companies and individuals. These companies include television channels, sponsors, licensees, and lessors that rent out boxes and facilities for all kinds of events. The club’s individual clients are those that purchase a ticket for any of the sporting events that we organise, a ticket to visit our facilities and exhibitions or buy the products with our brand.

2.1.7 Fans

The fans are those that support our teams in the various competitions in which we participate. Real Madrid is a club that is open to everyone. Among fans, fans club members and those that maintain a direct relationship with the club through the Madridistas loyalty programme are groups of particular interest to Real Madrid.

2.1.8 Suppliers

Suppliers are also a group of strategic interest in our value chain, as essential partners in order to offer goods and services that comply with set parameters and assist in achieving the club’s overall objectives.
Procurement management and service contracting are regulated by internal rules, control systems and procedures in order to achieve the best possible supply option, optimising the investment made.

2.1.9 Society

We also feel a great responsibility that we look to articulate in the form of commitments made with society at large. Real Madrid is the institution it is because of the community it belongs to, which offers it considerable support. In response, Real Madrid commits itself to helping the needy and assisting community projects in which its values and sporting experience may be useful.

Real Madrid is also committed to training new generations of sports managers that will contribute to improving their communities’ health, recreation and economies.

Our present and future vocation leads us to work with youngsters and commit ourselves to their future. We are therefore careful that our impact on the environment does not compromise its enjoyment by future generations.

2.1.10 The media

The club is aware of the interest it attracts from society and public opinion and, therefore, of the essential role fulfilled by the media. It is committed to them as a relevant stakeholder that carries out social communications.

2.2 Real Madrid’s commitments to its stakeholders

2.2.1 Members

Real Madrid promises its members that it will maintain and foster the club’s values, fulfill the strictest standards of good corporate governance and transparency, encourage members’ participation through the means established in the statutes and, above all, strive constantly for sporting achievements. The club commits to maintaining healthy finances with on-going supervision in a transparent process of auditory systems and controls under the general principle of continuous and systematic accountability.

2.2.2 Athletes

Real Madrid promises athletes and referees that it will embrace the sporting values of fair play, respect and competition. The club maintains the on-going commitment with its players of all levels to develop the academy, foster athletes’ physical well-being, adhere strictly to their contracts, maintain competitiveness in order to aspire to the highest sporting achievements, offer the athletes good facilities, excellent coaching professionals and visibility through media presence. These commitments extend to those who have left professional competitive sport at the club and belong to its Veterans Association.

2.2.3 Employees

Real Madrid aspires to be an excellent place to work, offering its workers permanent paid employment at market conditions, adherence to the strictest principles of equality and the promotion of diversity, opportunities to reconcile their professional and personal lives, training opportunities and emphasis on work health and safety.

2.2.4 Sporting and Public Administrations

Real Madrid promises sporting administrations that it will adhere strictly to the principles of fair play, institutional cooperation, respect for authority and participation in all sports organisation authorities. With regards to public administrations, Real Madrid’s commitment is to fulfill its fiscal, social, good corporate governance and transparency and environmental obligations, working closely with authorities on community projects and especially with respect to order and security at the sporting events we organise.

2.2.5 Other clubs

As a sports competitor, Real Madrid upholds fair play, competitive spirit and respect in all its performances, and participates in common initiatives and projects for good causes.

2.2.6 Clients

Real Madrid promises its clients that it will maintain and promote high standards in quality and innovation, promote customer satisfaction and maintain professional processes of claims management and the assessment on on-going improvement of its services.

Real Madrid shield at the Santiago Bernabéu stadium Presidential box.
2.2.7 Fans

Real Madrid promises all sports fans that it will adhere to the principles of fair play, always endeavour to promote sporting values, reporting transparency, respect and maximum safety at the events it organises. Real Madrid maintains a closer relationship with those fans signed up to the Madridista programme, offering them first-hand information, advantages in purchasing the club’s products and services as well as various promotions with recreation companies. Real Madrid has agreements with. The club also commits to maintaining a close relationship with the Real Madrid fans clubs set up around the world, in their shared objective of defending the Real Madrid colours and supporting the entity.

2.2.8 Suppliers

Real Madrid is firmly committed to developing responsible procurement policies that include suppliers in compliance with applicable standards of human rights, ethics and environmental care. The policy overseeing supplier selection and the assigning of orders and contracts is based on the principles of professional ethics, advertising and competition and is carried out in a transparent, fair and responsible manner under the supervision of the Procurement Committee. Collaborative relationships are established with suppliers, avoiding payment conditions that put their solvency at risk. Communication channels are set up that favour transparent commercial relations and the understanding of mutual needs. The purpose of this policy to comply with the club’s objectives, in accordance with established rules and procedures. Furthermore, purchasing from local suppliers is encouraged as far as is possible, fostering the creation of wealth in the surroundings.

2.2.9 Society

Real Madrid effects its social commitment through the activity undertaken by the Real Madrid Foundation, especially in the creation and management of integration academies and sporting academies, as well as its support of charity initiatives, dedicated in particular to children, active and veteran athletes, and disadvantaged groups. The Real Madrid Graduate School is another vehicle of social action through its work training future sports managers.

Real Madrid is also committed to environmental issues in order to achieve resources by recycling materials and waste, using energy efficiently and saving water, as well as applying ecological and sustainable principles to the care of lawns and garden areas. The club gives an account of its compliance, amongst other means, via its Transparency Portal which, in addition to a great deal of other information, reports on its ethical commitments and values and how they are managed.

2.2.10 The Media

Real Madrid responsible undertakes a relationship of collaboration based on the professionalism and reporting transparency with the social Media, notwithstanding its compliance with data and information protection regulations and the recognition of the important work carried out by media organisations.
3. Fulfilment of commitments in 2015/2016

3.1 Members

The membership of Real Madrid is made up of a total 91,671 members, of which 66,560 are adults, 19,764 junior members and 5,347 are persons aged more than 65 or with more than 50 years of membership. Of these members 73,143 are men and 18,528 women.

The number of football season ticket holders amounts to 62,388, all of them members, and there are 7,714 season ticket holders for basketball, of which 3,894 are members, 2,287 holders of the Madrid Supporters Card or Carnet Madridista and 1,533 are members of the general public.

The delegate members are those that make up the General Assembly, which is the supreme governing body of the club. This currently comprises 2,103 members, among them the Board of Directors, honorary members and the first hundred members of the club.

The delegate members are those that make up the General Assembly, which is the supreme governing body of the club. This currently comprises 2,103 members, among them the Board of Directors, honorary members and the first hundred members of the club.

The Membership Disciplinary Commission is elected by the General Assembly of Members, in response to proposals by the Board and is in charge of studying and qualifying any acts committed by club members or attitudes adopted by them that are reported and referred to it for consideration. The commission meets twice a week to study and decide on matters inherent to its functions. During the 2015-2016 season, 664 disciplinary proceedings were initiated and a total of 299 cases ratified. In addition, there were 797 disciplinary proceedings for organised re-sale of tickets that are pending a decision.

3.1.1. Institutional acts with Members

Ordinary and Extraordinary General Assembly of Delegate Members:

The Ordinary and Extraordinary General Assemblies were held on 19 September 2015 and included approval of the following:

The Budget, Annual Report, Balance Sheet and Profit and Loss Accounts of Real Madrid Football Club, as well as the Annual Consolidated Accounts with companies in which the club has a holding, all the above corresponding to Financial Year 2015/2016.


Taxable base of membership fees for the 2016/2017 season.

Ratification, as the case may be, of the appointment made by the Board of a member of the Electoral Board (chosen from the substitutes ratified at the General Assembly of Member Delegates held on 30 September 2012 until 28 March 2017, for the purpose of covering the vacancy produced.

Awarding of Insignias

On 19 December 2014, an event was held to award insignia to all those celebrating 25, 50 and 60 years as club members. A total 835 insignias were awarded, of which 128 were of the gold and diamond, 289 gold and 418 silver.

The president of the club, Florentino Pérez, presided the event along with representatives of the Board of Directors, accompanied by the club’s living legends.

Elections of Delegate Members

On 22 February 2016, elections were called for Delegate Members at the General Assemblies for the period 1 July 2016 to 30 June 2020.

Given that for the majority of the groups of thousands, there were more than 29 candidates, for which there were 21, on 24 April 2016, a vote universal and direct took place to elect the delegates required for such thousands.

The total number of members thus elected was 1,993.

3.1.2. Activities relating to corporate governance and transparency

Real Madrid is firmly committed to the highest and most demanding standards of good corporate governance and transparency. The Board of Directors is the body directly responsible for the administration, governance, management and representation of the club. The Board of Directors held eight meetings during the 2015-2016 season.

The Executive Committee, comprising the President, Members of the Board of Directors and executives of the club, draws up the action plans and executes operational decisions with a view to achieving the objectives mapped out by the Board. During the 2015-2016 season, the Executive Committee held 14 meetings. The Executive Committee is assisted by an Economic Committee and a Procurement Committee, both made up of members of the Board and executives of the club. The Economic Committee held five meetings to monitor economic progress during the year, introduce corrective measures and perform a quarterly review of partial closures of accounts and updating of the year on year forecasts regarding compliance with the club’s annual budget. The Procurement Committee held five meetings to supervise and, where appropriate, approve the acquisition of the goods and services required for the performance of the activities described in the club’s annual budget.

All the different stages of the budgeting cycle fulfil the strictest standards of good corporate governance. The annual budget is drawn up with the participation of all the club’s divisions, with strategic guidance from the
The annual accounts of the club for the 2015-2016 season were audited externally by the firm Ernst & Young and its report, without reservations, is attached to the Economic Report of the club for the year. Once approved by the Board, the annual accounts of the club are subjected to scrutiny and final approval by the General Assembly Meeting.

Further, the auditing function is strengthened within Real Madrid by the Department of Control and Internal Auditing, which reports directly to the president and the Board and is independent from the other club divisions. As a result of the efforts of the division, a Procedures Manual was established with currently 54 internal procedures that determine the operations of the club in relation to its most important internal processes. Compliance with these procedures is ensured by the supervision of the Department of Control and Internal Auditing, which every season draws up an audit plan contemplating the work to be performed during the season.

Specifically, during the 2015-2016 season, the auditing of several club divisions was completed (Football Management, Procurement and General Services and the VIP Area) and as a result of the Audits and the club’s activities, three procedures of the Procedures Manual were updated. In addition to the audits mentioned above, the Department of Control and Internal Auditing carried out other tasks, such as the developing and implementing of new procedures, control of defaulting debts and measures to be taken, the study of new information systems to facilitate the management of different processes, as well as special reports relating to internal organisation, the code of ethics, inventories of sports apparel, corporate responsibility, etc.

This season the LOPD Data Protection Constitutional Act Compliance Office set up in 2012/2013, continued its on-going monitoring, follow up, maintaining and upgrading of LOPD compliance. In addition, the Deloitte firm carried out the mandatory bi-annual audit of the security measures applicable to the files containing personal data, with satisfactory results.

With regard to the Organisation and Management Model to Prevent Crime (MPD) implemented in the 2013/14 season, the Department of Control and Internal Auditing again audited all the club’s departments to verify the efficiency of the MPD, with satisfactory results. In addition, at the request of the Department of Control and Internal Auditing, the club approved the outsourcing of the function of On-going Supervision and Evaluation of the MPD to comply with the principles of objectivity and independence.

With respect to compliance with the Transparency Act, during the season the club continued with the initiative implemented last season to permanently update its transparency website to enable accountability in the most sensitive areas of public scrutiny, as determined by the Transparency Act and international standards. The website provides extensive and detailed economic and financial information, as well as data on transactions, remuneration, ethical commitments and values and management and services, going much further than the legal provisions and requirements.

Real Madrid reached top position, with a maximum score of 100 from 100 points in the audit performed in July 2015 by the entity International Transparency Spain of the 42 clubs in the First and Second Divisions, which is based on 60 indicators assessing the publication of the club’s most relevant data on organisation, corporate management, relations with members and fans, finances and contracts.

3.1.3. Member services and information

Member Services Office
The Office provides an integrated customised attention service and has attended to more than 14,000 visits and more than 13,000 telephone calls; more than 14,000 requests for information and miscellaneous arrangements, which are performed and resolved by e-mail. Likewise, more than 4,000 telephone calls were made to delegate members and others in relation to different events, such as the presentation of insignia, signings, etc.

The Members Service Office houses the Delegate Members’ Office, which deals with requests by representative members: information, ticket requests, attendance to institutional events, Basketball and Real Madrid Castilla tickets, documentation for the General Assembly, office matters, etc.

On-line Member Services Offices
The on-line Member Services Office enables members to make enquiries and perform transactions without having to visit the club and at any time, with total security and confidentiality.
During the 2015/16 season, the on-line office recorded more than 380,000 visits by members who were able to comfortably resolve their arrangements with the office.

**Real Madrid City**

All Real Madrid members and fans can visit the Real Madrid City facilities, upon request. In the 2015-2016 season, it was host to more than 3,000 people.

**Ticket incident office**

This service is provided on match days, mainly to assist members who have forgotten or lost their season card or had it stolen. Once the member has been duly identified, the ticket assigned to the season ticket is issued. During the 2015/2016 season, the office dealt with 5,200 incidents.

**Member Hot Line: 902 21 2002**

This line is exclusively for members and its use requires identification by means of a membership number and PIN. 36,190 calls were handled.

**e-newsletter exclusively for members**

Weekly electronic magazine for Real Madrid members, offering the latest news on the club, exclusive videos, ticket sales dates and the results of the weekend’s football and basketball matches, etc. More than 73,000 members currently receive the electronic newsletter by e-mail, making a total volume of approximately 2,350,000 e-mails sent.

**Member Notifications**

As a supplement to the e-newsletter, the Members Department also sends notifications to the members by e-mail, the frequency of which depends on the information needs of the club and its members. This season, more than 5,750,000 e-mails were sent with information of great use and interest to the members, making communications more agile and efficient.

**SMS**

Also last year, the club intensified the sending of SMS to mobile telephones with the latest club news relating to ticket sale dates, assignment of seats and other relevant information. In total, more than 441,000 SMS were sent to our members throughout the season.

**Halamadrid Magazine**

The Halamadrid magazine is sent to members and contains all the news on the club.

**3.2 Players**

**Football**

The 2015-2016 season will go down in the history of the club. Real Madrid won its eleventh European Cup and continued the legend of the most successful club in Europe. An amazing performance in the competition, in which it only had 6 goals scored against in 13 games and scored 28, saw the team in the final in Milan in a repeat of the clash two years before in Lisbon. Led by Zidane, the team again beat Atlético de Madrid, this year on penalties, to place another Champions League Cup in the club’s trophy room.

Cristiano Ronaldo was again fundamental in winning the title, by scoring 16 goals and being the top scorer in the Champions League for the fifth time and the fourth in a row. In the overall season results, the Portuguese player scored 51 goals in 48 games, exceeding 50 goals in one season for the sixth year in a row and reaching 350 goals in 349 games for Real Madrid. The team was runner-up in the League, after a sensational end of season performance, in which it almost won the title. In the Copa del Rey, it reached the last 16.

Real Madrid Castilla won Group I in the Second Division B, after achieving the best results of the 80 teams in the entire division. In the playoff, it was unable to complete the season, losing to UCAM Murcia and Lleida in the two games for promotion to the second division.

The Under-18 A team won the Copa del Rey in its category, in its fourth final of the competition. In the UEFA Youth League, the team qualified for its second Final Four of the three editions played, with an excellent tour-

nament in which it reached the semi-final. In the national championship, it was third in Group V of the Division of Honour. The Under-18 B and C teams won their respective national competitions. Under 18 C also won the Under-17 Mini-Club World Title.

The Under-16 A and B, as well as Under-14 A teams were also champions of their respective leagues.

The Under-10 A, Under-10 B and Under-8 teams were champions in their respective groups in Football 7. The Under-8 team also won the Final Phase of the Madrid Under-8 Championship for the fourth consecutive year.

During the season, 65 players joined the club, of which 15 were Under-8.
Under its policy of cooperation with other clubs, Real Madrid has promoted the development of the sport, with the number of cooperation agreements signed now reaching 39.

In its third year, the Academy residence increased from 73 to 86 players that stay in the facilities every day, 68 in football and 18 in basketball.

Under the agreement between Real Madrid and Sanitas, during the 2015-16 season, besides the attention provided to our injured players (first-aid, diagnosis, treatment, etc.), a specific plan was developed for injury prevention and dietary and nutritional control at the Real Madrid Academy.

There were also cine-anthropometric controls in higher divisions, such as Real Madrid Castilla and the Under-18 A team. With this information and daily monitoring of eating habits and certain individual ergogenic aids, the club attempts to provide its players with optimum conditions for performance.

With the aim of promoting fair play and the fight against all types of fraud, Real Madrid gave the LFP course on integrity to its Academy and related staff, also providing course content on its corporate intranet for all personnel. Posters and brochures were also printed to support football without violence and fair play.

Players from Real Madrid’s Youth Academy

In the 2015-16 season, there were 92 players trained by the Real Madrid Academy playing in the First and Second Division of the League, 44 in the First Division, belonging to 16 clubs: Real Madrid CF (9), Rayo Vallecano (5), Sporting de Gijón and Granada (4), Atlético de Madrid, Deportivo and Valencia (3), Elbar, Español, Getafe and Málaga (2), Barcelona, Betis, Las Palmas, Real Sociedad and Villareal (1).

In the Second Division, 48 players from Real Madrid’s Youth Academy played for 20 clubs: Ponferradina (6), Girona and Zaragoza (5) Álava and Alcorcón (4), Huesca (3), Almeria, Lugo, Mallorca, Nàstic de Tarragona and Numancia (2), Albacete, Elche, Leganés, Mirandés, Osasuna, Oviedo, Tenerife and Valladolid (1).

In addition, outside Spain, there were 57 players trained at the club playing for foreign league teams.

Our outstanding contribution to national teams continues: Under-21 (1), Under-19 (7), Under-17 (6) and Under-16 (9). We also contributed players from our Academy to other national teams like Austria, Norway, France, China, Holland, Morocco, Argentina and Mexico, etc.

Basketball

Real Madrid began the 2015-2016 season by playing 4 friendly pre-season games.

As Euroleague Champion, the team played for the Intercontinental Cup against the Brazilian team Bauru, which it defeated on points, after two games in Sao Paulo, to win the title.

The Endesa Super Cup was first competition of the season. It was played in Málaga and Real Madrid was eliminated in the semi-finals after losing to Unicaja.

The second title of the season came with the Copa del Rey played in la Coruña. Real Madrid’s first opponent was Montakit Fuenlabrada, in the semi-finals Laboral Kutxa Baskonia and Herbalife Gran Canaria in the final. Gustavo Ayón was named MVP of this year’s Copa del Rey.

In the Endesa League, Real Madrid ended the regular season in second position, with 29 wins and five losses.

In the quarter-finals of the playoffs for the title, Real Madrid beat UCAM Murcia CB 2-1 and in the semi-final Valencia Basket 3-1. In the final, Real Madrid came up against Barcelona Lassa for the fifth consecutive time, which it defeated 1-3. With this victory, the team claimed its 33rd League title. Sergio Llull was also named MVP of the final.
In the Euroleague, Real Madrid finished fourth in Group A in the first phase, with five wins and five losses. In the Top 16, our team was fourth in Group F, with seven wins and seven losses.

Fenerbahce, winner of Group E, was our first rival in the playoffs of the competition, won by Real Madrid 3-0.

After a season in which Real Madrid played the finals of the Copa del Rey and the Endesa League, several members of the first team received individual awards:

- Sergio Rodríguez was included in the Spanish team (Sergio Llull, Rudy Fernández and Willy Hernangómez, one in the Lithuanian team (Jonas Maciulis), one in the team from Senegal (Maurice Ndour), two in the Argentinean team (Andrés Nocioni and the player on loan to UCAM Murcia Facundo Campazzo) and one in the Brazilian team (Augusto Lima)).

This season, Real Madrid acquired the rights to five players for the first team (Jeffrey Taylor, Trey Thompkins, Maurice Ndour, K. C. Rivers and Lima). Hernangómez returned to Real Madrid after being on loan for two seasons to Baloncesto Sevilla and Luka Doncic became a full-time member of the first team. The following senior players remained on loan to other clubs: Fernando Campazzo to UCAM Murcia C.B.; Álex Suárez to Dominio Bilbao Basket; Emanuel Cate to Baloncesto Sevilla and Jonathan Barreiro to Club Ourense Baloncesto.

In the Academy, rights were acquired for 20 players, distributed as follows: 12 players in Under-14 B team, 2 in Under-14 A, 2 in Under-16 B, 3 in Under 16 A and 1 in the Junior team.

The second basketball team playing in the EBA League finished sixth in Group B of the regular league.

The Junior team were Champions of the L’Hospitalet Junior Tournament, played the final of the Spanish Championship, was runner-up in the Community of Madrid and played in the Euroleague International Junior Tournament, in which it finished third. Felipe Dos Anjos was named MVP of the L’Hospitalet Tournament and also included in the competition’s all-star team.

The Under-16 A team was champion of the Community of Madrid and finished fifth in the Spanish Championship. The team also won the VIII Villa de la Orotava Basketball Tournament, the 2016 Under-16 Szent István Basketball Cup in Hungary, the XIII National Under-16 Basketball Tournament in Genova, the IV Adif Mezquita Tournament, the Noviplù Europe Cup 2016 in Torino and the 2016 Zenjanin Basketball Cup played in Serbia. Usman Garuba was named MVP in the Madrid Final Four.

The Under-14 A team was champion of the Community of Madrid, the Endesa Mini-Cup played in La Coruña and won the Spanish Club Championship. The team also won the XXVI Under-14 Ciutat de L’Hospitalet Tournament. Boris Tisma was named MVP of the Mini-cup, Pablo Rodrígigo MVP of the Madrid Final Four and Usman Garuba again MVP of the Spanish Championship, best rebounder and also the MVP of the overall Spanish Championship.

The Under-16 B and Under-14 B teams reached their objectives established at the beginning of the season.

Under-16 B finished top of the A2, completing the season 17th, the best possible result in this category. In addition, the team won the V Leukemia and Lymphoma Foundation Basketball Tournament and the Gúdar-Jayalambre Regional Tournament.

The Under-14 B team also finished in top position in the A2 division, finishing the season in the same way as the Under-16 B team in seventeenth position. The team also won the II Pre-Under-14 Castelldefels Tournament and the 2016 Ciutat de Viladecans Tournament.

Players from the Real Madrid Youth Academy

Special mention must go the participation in the Basketball First Team, in both training and matches, of Dino Radoncic, Daniel de la Rúa and Samba Ndiaye (Junior - EBA).

In addition, 20 players from the Real Madrid Academy were chosen to play for their national teams:


Special mention must go the participation in the Basketball First Team, in both training and matches, of Dino Radoncic, Daniel de la Rúa and Samba Ndiaye (Junior - EBA).

In addition, 20 players from the Real Madrid Academy were chosen to play for their national teams:

The club continued another season with its policy of commitment towards young talent from the Community of Madrid, as training, adaptation and assimilation of the Real Madrid values is easier.

In the 2015-2016 season, the Real Madrid Academy initiated a collaboration agreement with C.B. Las Rozas, the results of which have been highly satisfactory to date.

During the 2015-2016 season, the Real Madrid Academy awarded 17 scholarships to players from other communities and countries. All of them were provided boarding at Real Madrid City and education at SEK, one of the most prestigious education centres in Spain.

3.3 Employees

During the 2015/16 season, Real Madrid had an average staff of 695 contributors to the social security system, of which 322 were athletes. Of the club’s employees, 0.33% have temporary contracts and 99.67% indefinite-term contracts.

It should be highlighted that the club complies strictly with the Public Administration criteria on Social Security Contribution by players receiving remuneration and all football players over the age of 16 that play in Real Madrid teams are registered with the Social Security.

37% of the club’s CBA employees are female. Of these, 45 hold positions of responsibility.

The agreement between the club and Sanitas developed satisfactorily.

The non-athlete staff members include workers of nine different nationalities, which gives an idea of the internationalization of the club’s activities. During the season, three female and seven male employees took maternity/paternity leave. One employee took leave of absence to care for an under-age child and 16 employees reduced their working hours as legal guardians of under-age children or dependent family members. There were also two retirements and one worker took voluntary leave.

In the month of December 2015, elections for permanent intermittent worker representatives took place, due to the fact that the term of the previous company works council had expired. The elections were carried out normally and according to the regulations governing trade union elections.

In the 2015/16 season, action has continued in the area of good corporate governance and transparency, aimed at employees. As a result of new legislation introducing the criminal liability of legal entities for the irregularities committed by their employees in performing their professional duties, the club has designed and put in place preventive action defined by experts, such as best practice to prevent criminal liability in any possible situation. An analysis was therefore carried out on the potential risks to the club in this regard, action plans being assigned to teams in order to maintain the highest standards of prevention. Similarly, following recommendations by experts in the prevention of such risks, the club has designed and implemented the Real Madrid Model of Organization and Management, a guide for employees, as well as implementing control mechanisms to prevent irregular activity, such as the whistleblowing system and corporate portal.

Real Madrid has also continued to invest in the on-going training of its staff. This investment has surpassed €200,000, divided into 135 training programs. As a whole, this represents more than 12,000 on-going education hours in the season. The two major strategic areas in which internal training is based are the globalisation and digitalisation of the club’s business and operations.

Special mention must also go to the training programs on integrity, good practice and the prevention of fraud in sports competition, given in partnership with the Professional Football League to spread the code conduct developed for sporting bodies to all levels of the club.

Other important training initiatives focused on the handling of claims, dispute resolution and customer service, as well as occupational hazard prevention and the advanced courses on resuscitation. The Academy players that live at Real Madrid City received training on the Real Madrid values from the best communicators of the first team that also formed part of the Academy. Academy players at the residence also took part in qualification tests and professional guidance and, in addition to their academic education, English classes focused on football and training in Psychology and Communications in sports competition were also provided.
In addition to training activities, mention should be made of the internal communications campaigns to teach the club’s values in the fight against violence and all forms of intolerance or discrimination against respect in sport. The Youth Academy coaches also received training on the identification and prevention of situations relating to mobbing, as well as coaching courses.

Occupational hazard prevention plans have also been continued. This season, they were strengthened by the implementation of a club prevention service, which included a full-time professional as well as the on-going external prevention services contracted by the club for its different areas. Prevention in the area of occupational medicine included employee medical examinations, enhanced by new diagnostic techniques for early detection of diseases, of a total of 204 employees. We also carried out a voluntary flu vaccine campaign, in which 66 employees were vaccinated.

The Health and Safety Committee, comprised of club worker and management representatives, continued its activities, making notable progress in the occupational hazard prevention plans for all areas. With regard to the coordination of the business activities carried out at our facilities, in the 2015/16 season, there were 261 coordinated occupational hazard preventions.

As part of the digital transformation of the club’s organization to obtain all the benefits of information and communications technology, a pilot employment virtualization project was designed and implemented to enable the optimization of our contingency and on-going business plans in the event of an emergency. The project provides us with a tool that allows each employee remote access from any location and terminal to a corporate desktop in order to operate the same applications and resources as if they were at the club. In this way, both in cases of mobility as well as in any emergency situation that prevents employees from being present at the club offices, they can continue working from any location with Internet access and the club can continue to function. In addition, the club is able to obtain immediate response from its employees, wherever they are located, if required urgently outside business hours, without them having to travel to its facilities. The use of this new environment will also enable us to provide the benefits of working from home, with respect to modernization, efficiency, productivity and conciliation between work and family life, as well as to society by reducing travel.

3.4 Sports and public administrations

This season, Real Madrid continued to adhere to its policy of timely compliance with tax obligations and social security contributions and at all times has been up to date in its payments to the public administrations, as shown in the Transparency Portal. Likewise, it has continued its institutional collaboration with the local and autonomous community administrations.

Football

Real Madrid has a presence in the most important football national and international organizations. Hereinbelow are highlighted the participation in different organization:

- **FIFA**: our club is represented at the highest tier of football by the president on the Football Committee and by the vice-president on the FIFA Player’s Status Committee.
- **RFEF**: this season, the club had a very active presence, most notably the president’s participation on the Board of Directors.
- **FFM**: this season, the club had a very active presence in the Madrid Football Federation.
- **LNFP**: the club is represented in this organization by our General Manager. This season it has been very active in the organization’s activities, highlighting the General Assembly and Delegate Committee.

The Santiago Bernabeu was the scene of an unforgettable celebration of the Eleventh.
Basketball

Real Madrid is present in all the major national and international basketball bodies.

**ACB:** In 2015/16, the ACB held Extraordinary (6), Ordinary (5) and Delegate Committee (3) Meetings, at which Real Madrid was present. There were also several competition work group meetings (4).

**EUROLEAGUE:** the 2015/16 season, Real Madrid attended the annual General Assembly and five ECA meetings of the competition member clubs.

**COMMUNITY OF MADRID**

The club continues to maintain excellent relations with the Community of Madrid. Its collaboration with this institution is more active than ever, as shown by the success of the assignment by the regional government of the Barclaycard Center for Real Madrid’s Endesa league games.

**THE ACADEMY**

The Mangers of Real Madrid’s Academy are present in the Spanish and Madrid Basketball Federations and actively participated in the General Assembly of the Spanish Basketball Federation (FEB) and at several meetings with the Madrid Basketball Association during the course of the year, thus improving communications between the club and such federations, as well as facilitating work.

3.5 Other clubs

Real Madrid’s relations with other clubs is demonstrated by its participation in tournaments and friendly games.

Football

The different club teams took part in a total of 84 tournaments and 172 friendly matches.

The tournaments include the Dinamo Zagreb Tournament (Under-18 B), the Al Kass International Cup in Qatar, the Puskas Cup and the U-17 Mini-World Cup (Under-18 C), the San Bonifacio Tournament (Under-16 A), the Marvel Cup Tournament (U-16 B, Francisco de Goya Tournament, Reino de León Tournament (U-14A and the Bassevelde Tournament (U-14 B), amongst others.

Basketball

Real Madrid’s relations with other clubs is demonstrated by its participation in different tournaments and friendly games.

In the pre-season, the first team played four friendly matches. In the V Edition of the Costa del Sol Tournament, Real Madrid played against BC Khimki and Unicaja before the III City of Córdoba Tournament, in which it came up against Baloncesto Sevilla. The Whites closed the pre-season in Madrid with the NBA Global Games 2015 against the Boston Celtics.

The Basketball Academy teams played several friendly games and took part in prestigious tournaments at a national and international level, playing a total of 29 games.

Highlights were the Real Madrid Junior victory in the L’Hospitalet Tournament, the Under-16A victory in the U16 Szent István Basketball Cup 2016 and the Under-14 team winning the Mini-cup and Spanish Club Championship.

3.6 Clients

During the 2015-2016 season, Real Madrid’s commercial department worked with more than 300 companies that include both national and international companies from different areas of the club, such as sponsors, licensees, events companies and others.

The Consumer Product Licensing Department, managed either directly or through the Master licensee, handled a portfolio of 203 contracts relating to Real Madrid official products for the club’s fans, in particular, replica shirts.

The Sponsorship and Advertising Department this year reached 65 football and basketball clients. Worldwide and regional leaders in their fields placed their trust in Real Madrid through club sponsorship and individual player image agreements. We continued to increase the number of marketing campaigns addressed to consumers, clients and supporters in all territories included in the agreements. New clients, such as the Sigma Group in Mexico, RCN in Colombia, Star Beer (Heineken) in Nigeria and the extension of the agreement with Nivea Men to China and South Africa, which now reaches the 46 countries subject to the agreement, are part of the defined strategy to identify the best partners in each region and extend the scope of existing clients in strategic markets, which helps us to continue developing the Real Madrid brand throughout the world with our clients.

With regard to friendly games, Real Madrid focused its activities on the summer tour. For the first time in history, the team visited Australia, where it competed in and won the International Champions Cup, followed by two games shortly after in China. This
historical tour in three continents concluded in Europe, where the first team also took part in the Audi Cup in Munich and finally in Oslo against the Norwegian team Valerenga.

The Events Department contracted activities with 150 firms for non-match playing days, with events as diverse as product launches, business meetings, conferences, gala dinners, amateur matches, as well as large format events, such as the Bruce Springsteen and the E-Street Band concert. The services offered by the club on non-match days include visits to the stadium, called the Bernabéu Tour, which attracted almost a million visitors in the 2015/2016 season, more than 60% of which were from other countries. More than 220,000 chose to purchase additional products apart from the tour, such as the digital photo that immortalises their visit to our stadium.

Real Madrid develops its official store business through its licensee Adidas which, at the end of the 2015/16 season operated ten official stores in: calles Gran Via; Arenal, Carmen and at the Las Rozas Village Shopping Centre, Barajas Airport terminal 4 and terminal 4 satellite, Palma de Mallorca, Barcelona (Las Ramblas), Mexico D.F. and Doha (Qatar). These outlets are in addition to the store at the Santiago Bernabéu stadium, which has an annual flow of nearly 2.5 million visitors.

Real Madrid offers restaurant services at the stadium through agreements with four top-class restaurant firms, which enables the club to diversify the cuisine and prices on offer. In addition, the Real Madrid Café Dubai was opened as a result of the licensing agreement the club has with 10 leading global TV operators. In line with the aim of promoting contact with the club’s supporters, both the content and the services of the official Real Madrid App for mobile phones have been increased, with more than 5 million downloads worldwide.

The 567 VIP Area clients are companies from a wide range of sectors (multinationals, IBEX-35 firms, SMEs and private individuals. Also during the 2015/16 season, more than 15,600 additional VIP seats were sold for individual games.

Again this season, work was carried out to promote our VIP Products internationally and thus expand market share. To do so, the VIP Area has been permanently present at IFEMA, taking part in the most important national and international trade fairs and agreements have been signed with travel agencies and tour operators. An advertising campaign was also carried out in major national and international online and offline media, with presence in business management, luxury, finance, premium lifestyle, tourism and catering industries. All of this helped the VIP Area to achieve a 94% occupancy rate in 2015/2016.

As a supplement to the activities carried out by the club’s different departments for their clients, RealMadrid TV is broadcasted in more than 50 countries, thanks to collaboration with 10 leading global TV operators. In line with the aim of promoting contact with the club’s supporters, both the content and the services of the official Real Madrid App for mobile phones have been increased, with more than 5 million downloads worldwide.

The services offered by the club on non-match playing days, with events as diverse as product launches, business meetings, conferences, gala dinners, amateur matches, as well as large format events, such as the Bruce Springsteen and the E-Street Band concert. The services offered by the club on non-match days include visits to the stadium, called the Bernabéu Tour, which attracted almost a million visitors in the 2015/2016 season, more than 60% of which were from other countries. More than 220,000 chose to purchase additional products apart from the tour, such as the digital photo that immortalises their visit to our stadium.

The Events Department contracted activities with 150 firms for non-match playing days, with events as diverse as product launches, business meetings, conferences, gala dinners, amateur matches, as well as large format events, such as the Bruce Springsteen and the E-Street Band concert. The services offered by the club on non-match days include visits to the stadium, called the Bernabéu Tour, which attracted almost a million visitors in the 2015/2016 season, more than 60% of which were from other countries. More than 220,000 chose to purchase additional products apart from the tour, such as the digital photo that immortalises their visit to our stadium.

Real Madrid develops its official store business through its licensee Adidas which, at the end of the 2015/16 season operated ten official stores in: calles Gran Via; Arenal, Carmen and at the Las Rozas Village Shopping Centre, Barajas Airport terminal 4 and terminal 4 satellite, Palma de Mallorca, Barcelona (Las Ramblas), Mexico D.F. and Doha (Qatar). These outlets are in addition to the store at the Santiago Bernabéu stadium, which has an annual flow of nearly 2.5 million visitors.

Real Madrid offers restaurant services at the stadium through agreements with four top-class restaurant firms, which enables the club to diversify the cuisine and prices on offer. In addition, the Real Madrid Café Dubai was opened as a result of the licensing agreement the club has with 10 leading global TV operators. In line with the aim of promoting contact with the club’s supporters, both the content and the services of the official Real Madrid App for mobile phones have been increased, with more than 5 million downloads worldwide.

The 567 VIP Area clients are companies from a wide range of sectors (multinationals, IBEX-35 firms, SMEs and private individuals. Also during the 2015/16 season, more than 15,600 additional VIP seats were sold for individual games.

Again this season, work was carried out to promote our VIP Products internationally and thus expand market share. To do so, the VIP Area has been permanently present at IFEMA, taking part in the most important national and international trade fairs and agreements have been signed with travel agencies and tour operators. An advertising campaign was also carried out in major national and international online and offline media, with presence in business management, luxury, finance, premium lifestyle, tourism and catering industries. All of this helped the VIP Area to achieve a 94% occupancy rate in 2015/2016.

As a supplement to the activities carried out by the club’s different departments for their clients, RealMadrid TV is broadcasted in more than 50 countries, thanks to collaboration with 10 leading global TV operators. In line with the aim of promoting contact with the club’s supporters, both the content and the services of the official Real Madrid App for mobile phones have been increased, with more than 5 million downloads worldwide.

The 567 VIP Area clients are companies from a wide range of sectors (multinationals, IBEX-35 firms, SMEs and private individuals. Also during the 2015/16 season, more than 15,600 additional VIP seats were sold for individual games.

Again this season, work was carried out to promote our VIP Products internationally and thus expand market share. To do so, the VIP Area has been permanently present at IFEMA, taking part in the most important national and international trade fairs and agreements have been signed with travel agencies and tour operators. An advertising campaign was also carried out in major national and international online and offline media, with presence in business management, luxury, finance, premium lifestyle, tourism and catering industries. All of this helped the VIP Area to achieve a 94% occupancy rate in 2015/2016.

As a supplement to the activities carried out by the club’s different departments for their clients, RealMadrid TV is broadcasted in more than 50 countries, thanks to collaboration with 10 leading global TV operators. In line with the aim of promoting contact with the club’s supporters, both the content and the services of the official Real Madrid App for mobile phones have been increased, with more than 5 million downloads worldwide.

The 567 VIP Area clients are companies from a wide range of sectors (multinationals, IBEX-35 firms, SMEs and private individuals. Also during the 2015/16 season, more than 15,600 additional VIP seats were sold for individual games.

Again this season, work was carried out to promote our VIP Products internationally and thus expand market share. To do so, the VIP Area has been permanently present at IFEMA, taking part in the most important national and international trade fairs and agreements have been signed with travel agencies and tour operators. An advertising campaign was also carried out in major national and international online and offline media, with presence in business management, luxury, finance, premium lifestyle, tourism and catering industries. All of this helped the VIP Area to achieve a 94% occupancy rate in 2015/2016.

As a supplement to the activities carried out by the club’s different departments for their clients, RealMadrid TV is broadcasted in more than 50 countries, thanks to collaboration with 10 leading global TV operators. In line with the aim of promoting contact with the club’s supporters, both the content and the services of the official Real Madrid App for mobile phones have been increased, with more than 5 million downloads worldwide.
Throughout the 2015/2016 season, the fan clubs throughout the world, of which 165 are international. At present, we have more than 77 (national and international) fan clubs that are in the process of creation and we hope will shortly belong to the Real Madrid family. A highlight of last season were the 11 new fan clubs celebrated anniversaries, at which the club was present and sent institutional representatives. We attended 260 acts, almost all those held. Eight clubs celebrated their 25th anniversary, two their 50th and one its 60th anniversary.

In addition, at each first team away match, we call the local fan clubs to meetings to discuss the club and how it functions. At the end of the season, 630 fan clubs attended the meetings. This season, all the clubs that so requested, were also able to visit Real Madrid City and get to know its facilities.

Fan clubs

Real Madrid C. F. currently has 2,339 fan clubs throughout the world, of which 165 are international. At present, we have more than 77 (national and international) fan clubs that are in the process of creation and we hope will shortly belong to the Real Madrid family. A highlight of last season were the 11 new fan clubs that beyond our borders.

At the end of the season, the Fan Club Department organised a football 7 tournament for the Under-8, Under-10 and Under-12 divisions. More than 10,000 supporters belonging to 143 teams representing over 100 Real Madrid fan clubs took part at Real Madrid City to enjoy a true Real Madrid experience. The elimination phase was played on the first day and the finals on the second. The trophies were presented at Real Madrid City in the presence of president Florentino Pérez. Just like last year, the trophies for the winners were presented at the Santiago Bernabéu stadium before the Corazón Classic Match. Roberto Carlos and Clarence Seedorf presented the trophies to the winners.

With regard to games played at the Bernabéu, the Fan Club Department works in conjunction with the Members Department of the visiting team to invite a group of its fans to a lunch to promote relations between the fans. The trophies were presented at Real Madrid City in the presence of president Florentino Pérez. Just like last year, the trophies for the winners were presented at the Santiago Bernabéu stadium before the Corazón Classic Match. Roberto Carlos and Clarence Seedorf presented the trophies to the winners.

3.8 Suppliers

During the 2015/2016 season, 3,400 goods and service purchases took place, including those listed under operating and investment costs. Total supplier turnover was spread amongst approximately 900 different suppliers.

The Procurement Committee held five meetings, which approved and supervised major purchases of the goods and services and investments made by the club during the season, as well as checking the evolution of the budget and its compliance by the different departments.

During the 2015-2016 season, as a summary of the coordination of risk prevention activities, the following activities took place: a legal audit of the occupational hazard prevention system, 194 coordinated business activities, an emergency simulation at Real Madrid City, completion of the design of risk profiles for all Real Madrid staff positions, a risk evaluation of the Alfredo Di Stéfano stadium; drafting of the emergency measures for the Bernabéu Tour; hygiene measurements at the Santiago Bernabéu and Alfredo Di Stéfano stadiums, Real Madrid City, the Valle de las Cañas Pavilion and the Barclaycard Center and a study and placement of foundations for the maintenance of the Santiago Bernabéu stadium. Advice was also given on occupational risk prevention to the different club departments. All these activities are intended to ensure that the employees and suppliers of Real Madrid meet the occupational health & safety policies laid out in the Workers’ Statute and, basically, the Occupational Hazard Prevention Act 31/1995 and Royal Decree 171/2004.

A significant highlight was the commencement of new projects in La Cartuja, Jaén, Albacete and Madrid city (Aravaca and Mon te Carmelo) and, especially, those addressed to young people with different abilities. The football and autism project was consolidated with the inauguration of the second school in Córdoba for the group, as well as the special collaboration with the U.S. Embassy Access program, in which a group of 15 adolescents from families at a risk of exclusion benefit from a scholarship in the USA and are previously trained in Spain. Worthy of highlight is also the growth in Basketball, with new social sports school projects in (Las Tablas and Aravaca) and adapted basketball projects.
at the H. San Rafael school, the Fernando Martín school with the Osiris Foundation and the transformation of the Alfredo Goyeneche school into a pilot basketball school.

From November 2015 to June 2016, students from the schools in Madrid and surroundings were able to enjoy social school tournaments held on 14 weekends at Real Madrid City, for football, and at the Arganzuela Facilities Centre for basketball. Also in June, the national game for students from detention centres was held. It should be highlighted that the tournaments had inclusive days, for students with and without a disability, without distinction. The basketball social sports school tournament also included inclusive wheelchair basketball days.

At the end of the season, in the months of July and August, the summer campuses took place. For basketball, they were the VIII Inclusive Basketball Campus for boys and girls with and without a wheelchair, the VII Summer Basketball Campus and the II Adapted Basketball Campus for young people with a severe mental disability:

For football, the Campus Experience was held, in which more than 3,000 young people of over 80 nationalities between 7 and 17 years of age took part.

### 3.9.2 Programs for other groups at a risk of exclusion in Spain

The Real Madrid Foundation develops its program in 22 social sports football schools and 21 basketball schools in prisons throughout Spain, with over 2,100 direct beneficiaries.

In addition, the education in values through sport (football and basketball) program was implemented for the third consecutive season in 34 juvenile detention centres and shelters in Madrid (15), Andalusia (5), Alicante, Castilla y León, Castilla-La Mancha, La Rioja, Murcia and Valencia (2), Cantabria and Melilla (1).

The children’s hospital basketball program, which aims to provide an environment of comfort and normal life for children admitted to hospital for long periods of time, was developed at six of the largest hospitals in Madrid La Paz, Niño Jesús, 12 de Octubre, Gregorio Marañón and the Vilanorte-Laguna Palliative General Hospital in Alicante, where more than 2,000 children benefited throughout the season. In 2015/16, the Ronald McDonald House Foundation and the Aladina Foundation programs joined us at the Niño Jesús Hospital. More than a hundred homeless children visited the players at Real Madrid City during the season from foundations such as Make a Wish, Petit Princess, Pequeño Deseo and the Aladina Foundation, amongst others.

Finally, in the area of health, the sports physiotherapy program for rare diseases was dedicated in the 2015/16 season to needy patients with neurological disorders in Madrid, in conjunction with the UEM, Sanitas, COFM and the Madrid Multiple Sclerosis Foundation.

The physical activity program for the elderly has been implemented for over a decade at the open project at the Canal de Isabel II facilities and at the three Sanyres and Sarquavitae homes for the elderly. The program included a pilot project to offer and adapt the Bernabéu Tour to people with a cognitive impairment and Alzheimer’s disease, the results of which are still pending.

The program for the long-term unemployed Empredeporte, in conjunction with the Madrid Town Council, was consolidated, with the aim of improving the lifestyle of the long-term unemployed.

Florentino Pérez, at the presentation of the ‘El Gallinero’ social sports school integration project.
3.9.3 International Area

The Real Madrid Foundation concluded the 2015-2016 season ended with 261 social sports schools in 72 countries, in which 34,000 children and young people took part. There are now 800 teachers that have been trained in the Foundation’s methodology to supplement their daily work with the students.

The season finished with the III Alma Cup Tournament in Vila Real de Santo Antonio (Portugal), which rewards the application of values in competition as an educational tool, while facilitating the co-existence of European students and the exchange of experiences amongst educators.

In Asia, a highlight was the first football social sports school in China, the town of Jinzhai, in conjunction with the Youth Welfare Foundation in China. In Cambodia, a school was created with the For the Smile of a child NGO in Phnom Phen, which has provided the opportunity of a new life to children formerly working in the rubbish dumps.

Education work through football continues in the People’s Republic of China at the Evergrande football school, which has 2,700 students; in Cambodia with the SAUCE NGO in Battambang, where children victims of landmines are now able to enjoy football; in the six schools in the Philippines with Anakk and the Roxas Foundation and the support of Coca Cola, FEMSA and the Mapfre Foundation to ensure sustainability; in India, together with the Indian Institute of Madrid and Children and the Hope and Joy Foundation, we have more than 600 students in the states of Calcutta and Tamil Nadu; and work continues in the complicated areas of Timor-Leste.

In America, a highlight was the commencement of work on the west coast of the United States. Based on the objectives of expanding in the country, two new schools were opened last season in Washington, in conjunction with the Central Washington University. With regard to Latin America, our presence is still very strong and increasing in México, where the Real Madrid Foundation now has 38 social sports schools, close to the 50 that exist in Colombia. Highlights this season were the renewal of alliances Microsoft, the Corporación Andina de Fomento and the Mapfre Foundation, as well as the half-way celebration of the agreement with Globalvia and its continued commitment. They were joined by the US telecommunications company AT&T which will support work in Mexico and other countries in which the Foundation is present.

In Europe, work on the consolidation plan continues at the 10 existing schools from Portugal to Hungary, Romania, Bulgaria, Italy and Russia, with the aim of promoting education in values and the objective is to increase our presence in other European countries. Sponsors beginning work this season have been supported to ensure the financial stability of the projects.

The Champions League Final enabled the 86 students at the school of Borgolombardo in Milan, operating since 2012, to fulfil their dream of watching Real Madrid play live and celebrate its victory with Real Madrid fans.

In the Middle East, we have strengthened our objective of promoting education in citizen values and peace, healthy lifestyles and good use of spare time. The schools currently operating in Saudi Arabia, Kuwait, UAE, Bahrein, Palestine and Israel have been strengthened. The special situation in Palestine and conflict in Syria still makes it a priority to promote Jerusalem has been renewed.

The basketball initiative II Seminar in Values Training was held, under which coaches from the schools of Morocco and Algeria stayed in Madrid for a week to witness the Foundation’s work in the National Area.

The school in New South Wales in Australia stands out due to the quality of the work performed by local partner, the Wellington High School and its commitment towards the indigenous people of Australia.

In Africa, the Foundation maintains its overall objective of promoting the integral development of children and adolescents, as well as their education and vocational training, by reducing dropout rates and educating in values of peace and citizenship through sport. It continues its expansion of social sports school basketball programs. This season saw the commencement of the first social sports school project for the disabled in Africa with the Hanan Foundation in Tetouan (Morocco).
3.9.4. Communications, events and institutional activities

Amongst other events, the highlights were the two editions of the Luis de Carlos Forum: “Health, nutrition and sport” and Gento, the Cantabrian Gale, as well as the outreach golf tournaments, the funds from which went to the adapted and inclusive social sports schools.

In its seventh edition, the 2016 Corazon Classic football match with the motto ‘Our Commitment’ brought together several of the most important players in the recent history of Real Madrid and Aja: Raúl, Butragueño, Roberto Carlos, Solari, Seedorf, Van der Sar and Ronald de Boer. The proceeds were donated to the Cáritas Spain Homeless People Program.

The Plácido en el Alma outreach concert to pay tribute to Plácido Domingo, the proceeds from which went to the Real Madrid Foundation’s social sports schools in Mexico, was held on 29 June at the Santiago Bernabéu stadium. To celebrate his 75th birthday, the famous Spanish tenor gave a unique and unforgettable concert, accompanied by more than 30 international artists.

The commencement of free-to-air broadcasting by Realmadrid TV also included the premiere of the documentary Historias con alma, which travels the world reporting on the Real Madrid Foundation’s activities. El Salvador, Portugal, Mexico and Spain (El Gallinero) were some of the destinations where an education in values through sport has helped the social integration of young people.

3.9.5 Presence of veterans

The presence of veterans in the activities of the Foundation is significant, especially in the outreach 2015 Corazón Classic Match. They also took part in the two editions of the Luis de Carlos Forum and other Foundation institutional events, such as presentations, openings, visits to schools and outreach tournaments.

On 4 December 2015, the veterans played a game at the Baniyas Club in Abu Dhabi (UAE). The veterans were able to visit the social sports school in Abu Dhabi and play a friendly with the students.

3.9.6 Presence of Real Madrid players

The Foundation has organised the presence of players in different events. In addition to visits at Christmas to 11 hospitals in the Community of Madrid by the first football and basketball teams, they have been involved in multiple activities, highlighting the visit by Carvajal to the social sports schools in Leganés and Guadalajara; by Rubén Yañez in Toledo; Kiko Casilla in Majadahonda (Madrid); Keylor Navas in Albacete; Doncic to the basketball school n Leganés (Madrid) and Ayón to the juvenile residence in Leganés Madrid.. Many players also received over 200 students at Real Madrid City, who had travelled from social sports schools from all over the world.

Marcelo took part in different activities under the alliance with Microsoft, both with the boys and girls at social sports schools as well as by teleconference:

Also worthy of special mention is the presence and support of the Foundation programs by the President of the Board and executives such as Emilio Butragueño at social sports schools in Jerez and Tarancón and Roberto Carlos in Jaén.

3.9.7 Real Madrid Graduate School

The School is present in 12 countries: Spain, Cyprus, Costa Rica, Ecuador, Mexico, Chile, Germany, Portugal, the United States, Australia, Honduras and Thailand.

Focused on the areas of health, sport, management and communications, our school offers 11 master’s degrees: a University MBA in Sports Organizations Management, MBA in Sports Management; MBA in Sports Management On-line; University Master’s Degree in Sports Law; University Master’s Degree in Marketing; University Master’s Degree in Sports Communications and Journalism, Master’s Degree in Sports Marketing; Master’s Degree in Football Management; University Master’s Degree in Physical Education and Health and a University Master’s Degree in Sports Physiotherapy. Almost 8,000 students have studied at the school.

There are five values that identify and set the school aside: entrepreneurial spirit, teamwork, integrity, leadership and excellence. Our objective is to transmit and share them with our students, always bearing in mind that our obligation is not only to train students, but also develop them as human beings that behave according to the historic values of Real Madrid.

Our goal of becoming the best international university sports school led us to launch the Sports Trend Lab in December 2015, a long-term initiative that seeks to position the School as a leader in the sports industry, ensuring that the knowledge and professional experience of the entire community of our alumni and associates has an impact on the development and growth of the sector. Subjects such as sports mediation, sport as a medical treatment, the financial effects of amateur sport in recent years, dysfunctionality and sport and the design and use of sports apps, amongst others, has resulted in important conclusions reached by specialised media and the involvement of leading professionals in all these state of the art areas.
During the 2015/2016 academic year, the School taught master’s degrees to 386 students at its headquarters in Madrid and to 883 students at its 11 international locations. At the Madrid School, 62% of students came from 47 different countries, the highest number since the School was founded in 2006.

Our offer of programs in English is strengthened in the area of management. The growth in the MBA in Sports Management and the Master’s Degree in Sports Marketing has been 30% with respect to the number of students that take our master’s degrees in English.

In this international context, renowned professors from the United States, South Africa, Germany, the United Kingdom, Belgium, Australia and France, amongst others, gave classes this year.

As for academic trips, our MBA in Sport Organization Management students travelled to London and New York, accompanied on this second trip by students from the Football Management Master’s students were met on their trip to the Netherlands by the Directors of the Ajax academy in Amsterdam and the AZ Alkmaar academy in Rotterdam. Students studying the Master’s Degree in Sports Marketing also travelled overseas to Germany, where they were received by the persons in charge of the Bayern Munich and Borussia Dortmund Marketing Departments and had the opportunity of visiting the head office of Adidas and attending the most prestigious sports congress in Europe.

Another activity of great importance is White Week. The event takes place at the Santiago Bernabéu stadium, where this year the program was mainly focused on the development of skills in entrepreneurship, communications and leadership, as well as on the impact of technology on the development of the sector. This year, a highlight was the participation, amongst others of Orlando Ayala, Vice-president of the Emerging Markets Department of Microsoft, Giorgio Marchetti, Director of UEFA Competition; Jesús Bueno, Vice-president of the NBA for Europe, the Middle East and Africa and José Luis López de Ayala, General Manager of Twitter. Also worthy of special mention was the round table including former players Santiago Solari, José María Gutiérrez Guti, Luis Ramis and Álvaro Benito.

Each of the programs had a club executive as co-director and 81 professionals from Real Madrid formed part of the teaching staff of the different master’s degrees, which was highly rated by students as a way of directly facilitating information on the internal management of the club. More than 140 students carried out internships in different departments of the club.

Under our vocation to be at the forefront of education, last September we positioned the School in the segment of MOOC (Massive Open On line Courses), by launching a course on leadership and team management which, in its two editions, has had more than 25,000 students, reaching record levels of satisfaction.

In its eighth edition, the Real Madrid Chair, led by the winner of the Nobel Prize for Literature, Mario Vargas Llosa, awarded nine research grants amounting to 50,000 Euros. Since its inception, the school has contributed 400,000 euros to research.
3.9.8 Environmental Actions

In compliance with its policy of sustainability and energy efficiency, Real Madrid continues to study and implement actions aimed at both reducing consumption and the responsible management of its resources.

Through collaboration agreements with selective waste collection and coordination and the integrated cleaning company, the club fulfils all the requirements for the collection, transport and treatment of both hazardous and non-hazardous waste from its industrial activity.

Since 2007, Real Madrid has an agreement with Ecoembes Spain, S.A. for the implementation of selective collection and recovery of light containers and cardboard at the Santiago Bernabéu Stadium, as well as at Real Madrid City, for which it has created a collection, transport and subsequent treatment system that exceeds the guidelines set by the European Union.

In the 2015-2016 season and under the agreement, 620,230 kg of waste was collected from our facilities at the corner of the Santiago Bernabéu Stadium, which includes “La Esquina del Bernabéu” shopping centre, as well as at Real Madrid City.

Of this amount, 90% constitutes recyclable lightweight containers, paper and cardboard and only 10% unfit waste which, compared to the usual figures throughout the country, shows that waste is being correctly separated.

During the nine years of the Agreement with ECOEMBES, more than 3,949 tons of light containers and 955 tons of paper and cardboard have been recycled, with the resulting environmental benefits in reducing CO2 emissions and consumption of water and electricity.

The financial effort made in recent years in the modernisation and management of facilities has had a dual effect: firstly, it has resulted in the consolidation of the trend in saving electrical energy and, secondly, in the substantial reduction of the investment required to improve the efficiency and sustainability of our buildings. Some of the Energy Savings Means (ESM) established last season were the monitoring of consumption and installation of LED in remaining surveillance circuits and different areas of buildings in and, in particular, in the new constructions, such as the new basketball pavilion.

Similarly, the climate control and efficiency of the installed equipment at both complexes has not only led to greater user comfort, but also resulted in energy savings. The changes in temperature and programming times has resulted in substantial savings in relation to past seasons, not only in the playing field heating system, but also inside the buildings.

With regard to energy consumption, more than 60% of hot water is provided by solar energy, thus saving on fuel.

The new basketball training pavilion has incorporated flat thermal collector facilities that will enable us to save an estimate 53,000 kWh/year and avoid the atmospheric emission of 13 tons of CO2/year.

At the pavilion, we also began an internal energy awareness program addressed to our employees and services companies, with the internal creation and publication of a Manual on the functioning and proper use of the facilities, which summarises a series of habits intended to reduce the consumption of electricity.

Regarding the consumption of water at Real Madrid City a fundamental element for our activities, the club has a separation sewerage system and treatment plant up to tertiary treatment which provides optimum quality for re-use as irrigation water. Furthermore and after the construction of the necessary infrastructure, we are now connected to the recycled water network of the City of Madrid. All these systems of re-used and recycled water consumption, together with efficient management and proper planning of watering schedules, permits optimum utilization of water resources, 98% of total watering being carried out with recycled water.

In compliance with the Ordinance on the Management and Proper Use of Water in the City of Madrid ANM 2006/50, the second Sustainable Water Management Plan was drafted and features our supplies and proposes corrective measures intended to reduce the consumption of water.

Finally, progress has been made in the connection to the so-called CRM water cycle of rainwater in the south of Real Madrid City.

All these activities are intended to make the club a leader in sustainability and environmental awareness.

New Basketball Pavilion at Real Madrid City.
3.10 The Media

The Communications Department has the objective of ensuring ongoing and fluid communications with the members of Real Madrid and acting as a link between the club and the Media. To achieve these objectives, it provides the following communications channels:

3.10.1 Realmadrid.com

Realmadrid.com provides all the club’s institutional, social and sports information in real time. In the 2015/16 season, the club’s official website increased its audio visual content with its own production and the incorporation of a tab for exclusive live 24-hour broadcasting of Realmadrid TV. The website includes an extensive Transparency Portal which well exceeds the requirements of the Transparency Act 19/2013 and even the INFUT international indicators.

3.10.2 Publications

The club currently produces 13 publications in both hard copy and online formats, which include: the Club and Foundation annual reports; quarterly publications Hala Madrid, with a circulation of 831,000 copies and Hala Madrid Junior (213,000); the Hala Madrid on-line magazine which is sent by e-mail to almost 200,000 members and Madrilities; the match day magazine Grada Blanca, with a circulation of 30,000 copies distributed throughout the stadium and 800 press dossiers for accredited professionals.

3.10.3 Realmadrid TV

During the 2015/2016 season Realmadrid TV began broadcasting free to air in Spain, after the club was granted a TDT licence. Amongst other things, free to air broadcasting has resulted in an increase in daily production hours and non-stop broadcasting in HD.

Formats were also diversified with comedy (90 Minuti) an social (Historias con alma) programs, etc.

The club’s official television channel began a new era at the end of 2015-2016 season, when it began broadcasting free to air on TDT and in HD in Spain on 28 April 2015. All the club’s institutional and sports information is now available live for everyone through Realmadrid.com and the Realmadrid App, still in two versions, Spanish and English. Realmadrid TV is also present in more than 50 countries on pay per view platforms under third party operating models.

Last season, the channel increased its content with exclusive videos of the football and basketball teams as the stars, as well as our Academy teams.

3.10.4 Social Networks

The Real Madrid social networks are the communications channels with the largest club audiences. The different Football, Basketball and La Fábrica Accounts on social platforms total more than 220 million users, making Real Madrid the institution and sports club with the highest worldwide audience. Real Madrid is present on Facebook, Twitter, Instagram, Snapchat, Line, Google+, YouTube, Tencent, We-Chat and Weibo. A highlight this year was reaching 1,000 million video replays on Facebook; the growth of 170% in the Instagram account, where the club has increased from 11 million followers in June 2015 to currently exceed 34 million, and the launching of the Snapchat account, which already has 850,000 users.

Casemiro and Arbeloa celebrate the conquest of the Eleventh at Cibeles, broadcasted by the Realmadrid TV cameras.
3.10.5 Realmadrid App

The Real Madrid App is the club’s communications channel with its supporters through mobile devices. It has had more than four million downloads since its complete re-launching in May 2015, which increased and re-designed its content, especially for match days. The months of April and May this year completed a great year, with more than one million downloads. All this success is due to the close collaboration with Apple and Google, good team results and a comprehensive promotions campaign on social networks and on match days.

The Real Madrid App comes as a new digital communications channel, in response to two facts: the extraordinary social dimension of Real Madrid, with more than 450 million supporters throughout the world and the unquestionable global consolidation of mobile phones and tablets, not only as a means of personal communication, but also as entertainment and a way of doing business. The Real Madrid App is intended as a benchmark in the mobile environment, a connection hub for the club’s supporters in different countries that are attracted by the possibility of directly connecting to the club and other Real Madrid supporters. With the Real Madrid App, the Santiago Bernabéu transcends its physical borders to offer the club’s 450 million supporters the unforgettable experience of being in contact with their team wherever they are and at any time share experiences with other supporters around the world.

The application is the perfect way to follow football and basketball and stay up to date on all the areas of the club. It adapts its content and configuration according to whether access is from the stadium or elsewhere, completing the broadcast match with second screen information and exclusive images live, as well as providing the opportunity to watch games with all the information. One of the highlights of the app is its audio visual content, which enables summaries, multi-angle replays, special cameras offering exclusive images, deferred games and the club’s television channel, Realmadrid TV. In addition to this unique content, Real Madrid fans are able to listen to games live in English and Spanish, with full statistics from the world of sport.

The Real Madrid App is available in English, Spanish, Arabic and Indonesian and shortly in French, Japanese and Chinese. Just like last season, the Real Madrid App will complete its services and, in general, its content via the different versions that are planned to be available in coming months, focusing in the 2016/17 season on ranging and social development. It is available for all smartphones, irrespective of the operating system or telephone operator.