



Real Madrid

Annual Report

2021-2022














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2021-2022

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Real Madrid

Annual Report 2021-2022

LETTER FROM THE PRESIDENT



DEAR MEMBERS,

My first words in this Annual Report for the club are of enormous personal gratitude for the support and affection that I have received from all of you, which inspires me to continue working with passion, dedication and responsibility for the present and future of Real Madrid.

Our club has been in existence for 120 years. During this time, the myth of Real Madrid has spread to all corners of the world, supported by the values that have been transmitted from generation to generation.

An epic story that all of us members of the Real Madrid family are proud of and, that has been written by great legends like the ones who have left us this year. We will never forget our honorary president, Paco Gento, or our legendary basketball coach, Pedro Ferrándiz. Their legacy contributes to elevating the glory of Real Madrid.

We will also always remember all those Real Madrid fans who left us this past season. Above all, after a very difficult time in which we have had to slowly overcome a pandemic that has caused us great pain due to the loss of many loved ones.

We have started to get back to a long-awaited normality and we have finally been able to return to the Santiago Bernabéu and the WiZink Center, to experience together the emotions that unite us and that we share with millions of people who sustain the myth and legend that is Real Madrid, every day.

The homecoming of our members and supporters, and of all those who love Real Madrid, in combination with our firm conviction that together we are capable of overcoming anything seemingly impossible, have been decisive in helping our team win our fourteenth European Cup, our 35th League, our fifth European Super Cup and our twelfth Spanish Super Cup. The 14th European Cup is Real Madrid's fifth Champions League in the last nine seasons.

And in basketball we have won our 36th League and our eighth Spanish Super Cup. Real Madrid's basketball team has won 22 trophies in the last 11 years.

We have enjoyed a historic season and the road to the Fourteenth may well be remembered forever as one of the greatest feats in the history of Real Madrid and world football.

Being a madridista is an attitude towards life, it is fighting until the last breath and giving the best of oneself always and in any circumstance. It means never giving up no matter how great the adversity. This, which is our essence and which we have inherited from our parents and our elders, helps us to understand what Real Madrid has been capable of doing and to explain what may seem impossible.

Everything that Real Madrid is and what it represents is the result of hard work, sacrifice, team spirit, humility, respect, solidarity and the ability to continually improve. This is the strength of Real Madrid family.

Our united efforts, as members of Real Madrid, is what allows us to continue being the best club in the world, the most successful and the most loved and admired. Your commitment and your loyalty guarantee us a future in which we are capable of overcoming any major challenges that may arise.

Among these, the ever closer dream of a Santiago Bernabéu stadium transformed for the 21st century, which will be the pride of all Real Madrid fans and one of the leading avant-garde icons of the city of Madrid and world sport.

The Bernabéu will also become a unique year-round leisure and entertainment centre in Europe and will be one of the main tourist attractions in Madrid. Its completion will be a watershed moment in the history of our club.

A strategic stadium that will allow us to continue strengthening our economic solidity in these complex and difficult times for everyone. Its transformation will be decisive

in maintaining our leadership in sporting, financial and social matters.

We want to continue to enjoy one of the most successful cycles in football and basketball, and for this, we must continue to be an example of institutional stability. A stability that emanates from the unity of our members, the sole owners of Real Madrid.

A Real Madrid with a universal vocation and with a commitment to solidarity that we will never renounce. Our Foundation has just turned 25 and its priority has always been to look out for the most vulnerable, especially children at risk of social exclusion.

The pandemic has led to a time of suffering in which the Foundation has been vital in mitigating its effects on the most vulnerable individuals and families, and we have dedicated all possible resources to be by their side. As we are, at present, with the victims and those affected by what is happening in Ukraine. At the Real Madrid Foundation we will never abandon those who need us most.

My dear members, you know very well what Real Madrid represents. A feeling that excites and unites millions of people, regardless of where they are from, their origins, their cultures, languages, ideologies or religious beliefs.

Your loyalty and your passion make us grow every day and enable us to resist through all kinds of situations, however difficult they may be. This badge and this shirt represent never giving up.

My commitment is to continue working for a Real Madrid where our values continue to be the fundamental pillars of our club.

Florentino Pérez
President of Real Madrid C.F.

BOARD OF DIRECTORS

PRESIDENT

Florentino Pérez

VICE PRESIDENTS

Fernando Fernández Tapias
Eduardo Fernández de Blas
Pedro López Jiménez

SECRETARY

Enrique Sánchez González

VOTING MEMBERS

Santiago Aguado García
Jerónimo Farré Muncharaz
Enrique Pérez Rodríguez
Manuel Cerezo Velázquez
José Sánchez Bernal
Manuel Torres Gómez
Gumersindo Santamaría Gil
Raúl Ronda Ortiz
José Manuel Otero Lastres
Nicolás Martín-Sanz García
José Luis del Valle Pérez
Catalina Miñarro Brugarolas





THANK YOU, FRANCISCO GENTO



FAREWELL, PACO GENTO

FRANCISCO GENTO, OUR BELOVED HONORARY PRESIDENT AND THE ONLY PLAYER IN HISTORY WITH 6 EUROPEAN CUPS, DIED ON 18 JANUARY 2022

Francisco Gento passed away in Madrid, on 18 January 2022. He was 88 years old. He spent most of these linked to the club he arrived at when he was 19 and where he proudly held the honorary presidency. The Real Madrid family has felt a profound sadness at the loss of one of its greatest legends. The greatest left winger of all time, the unforgettable number 11 for Real Madrid and the only player in history with 6 European Cups.

Paco Gento, the only player in history with 6 European Cups.



Institutional statement by
President Florentino Pérez after
the death of Paco Gento.

“GENTO IS ONE OF THE GREAT LEGENDS OF OUR CLUB AND OF WORLD FOOTBALL”

I want to offer, first of all, on behalf of Real Madrid and myself personally, the deepest condolences for the death of our beloved honorary president, Francisco Gento. All our love and affection for his wife Mari Luz, his sons Francisco and Julio, his granddaughters Aitana and Candela, and also for his entire family, for all his colleagues and loved ones.

Francisco Gento arrived at Real Madrid at just 19 years of age from his beloved Racing de Santander and defended the Real Madrid shirt for 18 years. Here he became one of the greatest legends of our club of world football. He was part of a generation of legendary players who changed the history of Real Madrid, turning it into the most prestigious and admired club in the world.

*Francisco Gento was the beloved
honorary president of Real Madrid.*

*“Francisco Gento made the values of
Real Madrid and of sport his way of life.”*

"Thank you, dear Francisco Gento. Thank you, honorary president of Real Madrid for everything you did for our club".

Managed by Santiago Bernabéu and alongside Di Stéfano, Puskas, Kopa, Rial, Santamaría, Santisteban, Amancio, Pirri and Araquistain, among other legends, Francisco Gento was part of a mythical and unforgettable team for all of us fans who love football.

Francisco Gento is one of our great legends and we will all remember him as one of the best players in our 119-year history.

He represented all our values: humility, respect, camaraderie, talent, work and sacrifice.

Francisco Gento achieved a record that, today, is almost unrepeatable. He is the only player who has won 6 European Cups in the entire history of football. Six European Cups with a single club: Real Madrid. The club of his life. The one he represented and carried in his heart until the very end.

Thank you, dear Paco. Thank you, dear Francisco Gento. Thank you, honorary president of Real Madrid for everything you did for our club. We will never forget you and we will always hold you in our hearts.

These 6 European Cups (5 of them consecutive) and 12 Leagues are a mark of the importance of this player in the 600 games he played, wearing the Real Madrid shirt. He scored 182 goals and was an international for Spain on 43 occasions. He was also awarded the Grand Cross of the Royal Order of Sports Merit, among other distinctions.

But beyond his trophies and what he achieved on the pitch, Francisco Gento won the affection of all Madrid fans and also of his sporting rivals for the exemplary character and behaviour he showed throughout his life.

I am passionate about football and Real Madrid because of players like Francisco Gento, whom I have seen since I was a child when my father took me at four years of age to the Santiago Bernabéu stadium.

But I have also been lucky enough to maintain a great friendship with Francisco Gento, who made the values of Real Madrid and of sport his way of life. Real Madrid fans and football fans in general should feel proud of a player who has contributed to making the name of Real Madrid known on every continent.



"He won 6 European Cups with only one club: Real Madrid, the club of his life".



Emotional farewell to Gento lying in repose at the Santiago Bernabéu: hundreds of fans said goodbye to the honorary president of Real Madrid.



A wide representation of the club, personalities and representatives of numerous institutions and hundreds of fans accompanied the family of the honorary president of Real Madrid.



FINAL FAREWELL TO GENTO



Florentino Pérez attended the funeral in Guarnizo, Gento's hometown.



EMOTIONAL TRIBUTE AT THE SANTIAGO BERNABÉU TO PACO GENTO

Real Madrid remembered the club's former honorary president and a legend of world football.



The Real Madrid players posed with the trophies won by Gento, wearing the number 11 shirt.



Florentino Pérez with Mari Luz, Gento's wife, in the stadium's presidential box.



GENTO, 18 YEARS AT REAL MADRID, WHERE HE BECAME THE BEST LEFT WINGER OF ALL TIME



HONORARY PRESIDENT OF REAL MADRID SINCE 2016



Paco Gento was appointed honorary president of Real Madrid at the Extraordinary General Assembly held on 23 October 2016.

Recognition worldwide for Paco Gento: Real Madrid fans, institutions, personalities, clubs and athletes sent their condolences after the death of the legend from Cantabria.

"It is with great sadness that we have learned about the death of Paco Gento and we want to send our condolences and support to his wife Mari Luz, his children Francisco and Julio and his entire family, as well as to convey our support for the club of which he was honorary president since 2016. His professional career and unrivalled track record made him worthy of the Grand Cross of the Royal Order of Sports Merit and will ensure he is remembered as a legendary and leading figure in world football".

King Felipe VI and Queen Letizia



TROPHIES WON BY PACO GENTO



600
OFFICIAL MATCHES
182
GOALS
43
INTERNATIONAL APPEARANCES FOR SPAIN



FOOTBALL



FIRST TEAM

2021-2022 SQUAD

COACHES



CARLO ANCELOTTI
COACH



DAVIDE ANCELOTTI
FIRST ASSISTANT



FRANCESCO MAURI
TECHNICAL ASSISTANT



ANTONIO PINTUS
HEAD PHYSIO



BENIAMINO FULCO
TECHNICAL AND PHYSIO ASSISTANT



LUIS LLOPIS
GOALKEEPING COACH



SIMONE MONTANARO
TECHNICAL ANALYST



JOSÉ CARLOS G. PARRALES
RETRAINING COACH

GOALKEEPERS



1
COURTOIS



13
LUNIN

DEFENDERS



2
CARVAJAL



3
E. MILITÃO



4
ALABA



5
VALLEJO



6
NACHO



12
MARCELO



23
F. MENDY

MIDFIELDERS



8
KROOS



10
MODRIĆ



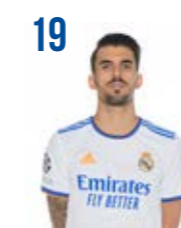
14
CASEMIRO



15
VALVERDE



17
LUCAS V.



19
D. CEBALLOS



22
ISCO

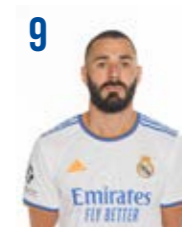


25
CAMAVINGA

FORWARDS



7
HAZARD



9
BENZEMA



11
ASENSIO



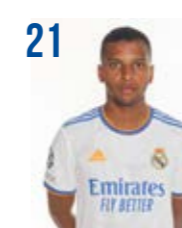
16
JOVIĆ



18
BALE



20
VINI JR.



21
RODRYGO



24
MARIANO

Brahim was sent on loan to AC Milan on 19 July 2021.
Kubo was sent on loan to RCD Mallorca on 11 August 2021.
Odriozola was sent on loan to ACF Fiorentina on 28 August 2021.

2022, A HISTORIC YEAR FOR REAL MADRID

The team is completing an unforgettable 2022, adding four titles to its trophy haul: the European Cup, the League, the Spanish Super Cup and the European Super Cup.

Real Madrid has had a sensational year in 2022, with four more trophies to its name. The team won the 14th European Cup, the 35th League and the 12th Spanish Super Cup after a brilliant campaign in which Ancelotti's men dominated the domestic championship from start to finish and secured some astonishing comebacks to end up adding to their legend in the European Cup against Liverpool at the

Stade de France. And at the start of the 2022-23 season, they won the European Super Cup played in Helsinki, the fifth in the team's history.

This was the season in which Benzema beat his personal goal tally, with 44 goals among all the competitions. Thanks to his spectacular scoring rate, Benzema was the top scorer in the Champions League and the League, and

became the second highest scorer in Real Madrid's history, tied with Raúl. Meanwhile, last season Ancelotti became the coach with the most European Cups (4) and the only one to have won the five major European leagues. Spain, Italy, Germany, England and France. Also, after holding up the three trophies, captain Marcelo became the player with the most titles in the history of our club (25).

Fourteenth European Cup
Stade de France, Paris (France)
28 May 2022



35th League title
Santiago Bernabéu Stadium, Madrid (Spain)
30 April 2022



Twelfth Spanish Super Cup
King Fahd Stadium, Riyadh (Saudi Arabia)
16 January 2022



Fifth European Super Cup
Olympic Stadium, Helsinki (Finland)
10 August 2022





THE FOURTEENTH!

Champions League winners

Real Madrid beat Liverpool in Paris (0-1), to win the most difficult and exciting Champions League in history.



14

Real Madrid
Champions
Champions League

WINNERS

UEFA CHAMPIONS LEAGUE 2021/2022



REAL MADRID'S
14 EUROPEAN CUPS

1956 | 1957 | 1958 | 1959 | 1960 | 1966 | 1998
2000 | 2002 | 2014 | 2016 | 2017 | 2018 | 2022



HASTA EL FIN
IVAMOS REAL!



0	FINAL	1
	Stadium: Stade de France (Paris France) 28 May 2022	
LIVERPOOL F. C.		REAL MADRID C.F.
Alisson Alexander-Arnold Van Dijk Konaté Roberston Fabinho Henderson (Keita, 77') Thiago (Firmino, 77') Mané Salah Luis Díaz (Diogo Jota, 65')		Courtois Carvajal Militão Alaba Mendy Casemiro Kroos Modrić (Ceballos, 90') Benzema Valverde (Camavinga, 85') Vini Jr. (Rodrygo, 90+3')
COACH Jürgen Klopp		COACH Carlo Ancelotti
GOAL 0-1: Vini Jr. (59')		

Real Madrid won its fifth Champions League in the last nine seasons, in Paris.

In the final in Paris, Vini Jr. and Courtois emerged as the star players to beat Liverpool 0-1 and round off a memorable edition, in which Ancelotti's men finished first in the Group Stage and overcame unforgettable ties against PSG, Chelsea and Manchester City.

Karim Benzema was chosen as best player in the Champions League. With 15 goals, he

was the edition's top scorer. His first goal at Stamford Bridge was chosen as the best of the Champions League by UEFA. In the individual awards, Vini Jr. also stood out, named best young player. Both were part of the team of the season, along with Courtois (MVP of the final), Modrić and the recently signed Rüdiger.



0-1

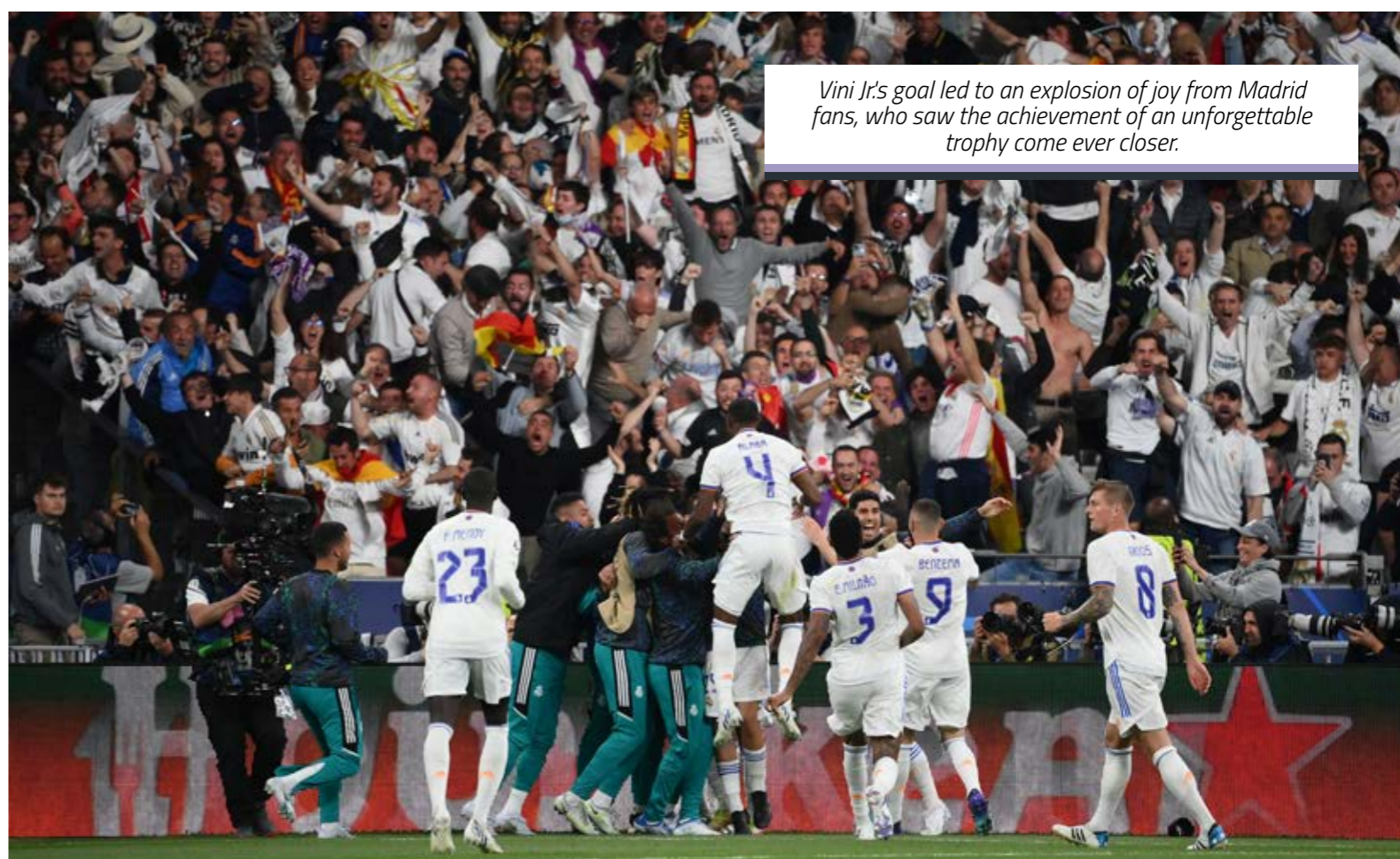
A great team move ended with a shot by Valverde and a strike by Vini Jr, a goal that was worth a Champions League.



Courtois made several decisive saves and was chosen MVP of the Champions League final.



The team's spirit of togetherness was key to winning the Fourteenth.



Vini Jr's goal led to an explosion of joy from Madrid fans, who saw the achievement of an unforgettable trophy come ever closer.



Florentino Pérez congratulated the team members one by one.







THANK YOU,
FANS!



Benzema applauds the Madrid fans who supported the team in Paris.



Modrić offers the trophy to Real Madrid fans in front of the media.



Florentino Pérez:
"This is all down to the players, the coach and the fans."



Real Madrid legends showed their support for the team.



The team thanked the fans for their, as ever, exemplary support.

CELEBRATION IN THE DRESSING ROOM



The players celebrated the title in the dressing room and posed for photos with the Fourteenth.

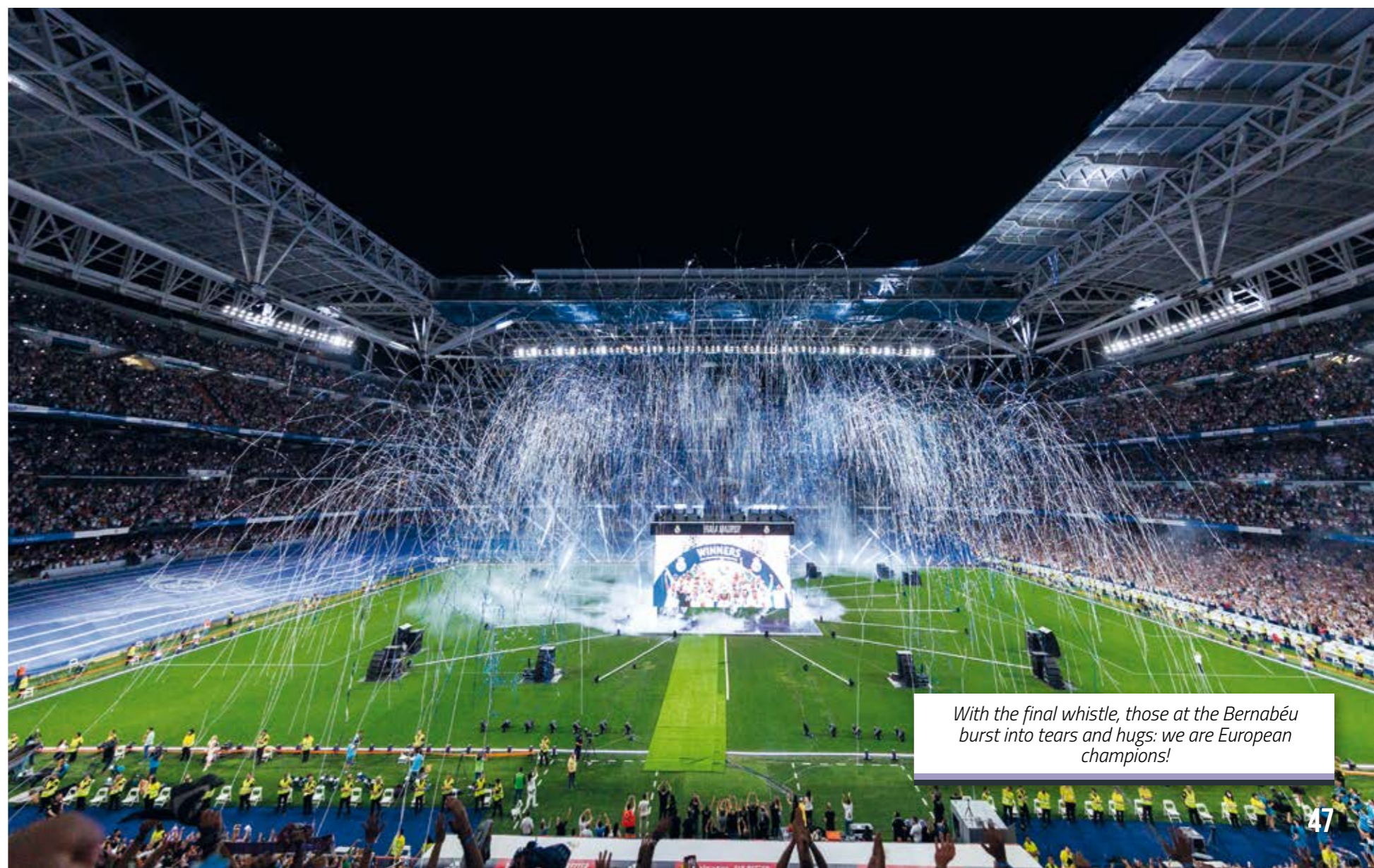


ALL THE PASSION AND EMOTION OF THE CHAMPIONS LEAGUE AT THE BERNABÉU





The stands of the stadium were filled with thousands of tireless fans who followed the final with the same passion and intensity as those in Paris.



With the final whistle, those at the Bernabéu burst into tears and hugs: we are European champions!

BENZEMA, BEST PLAYER IN THE CHAMPIONS LEAGUE AND TOP SCORER IN THE COMPETITION



TOP SCORERS IN THE 2021/22 CHAMPIONS LEAGUE

1		Benzema	15
2		Lewandowski	13
3		Haller	11
4		Salah	8
5		Nkunku	7
-		Mahrez	7



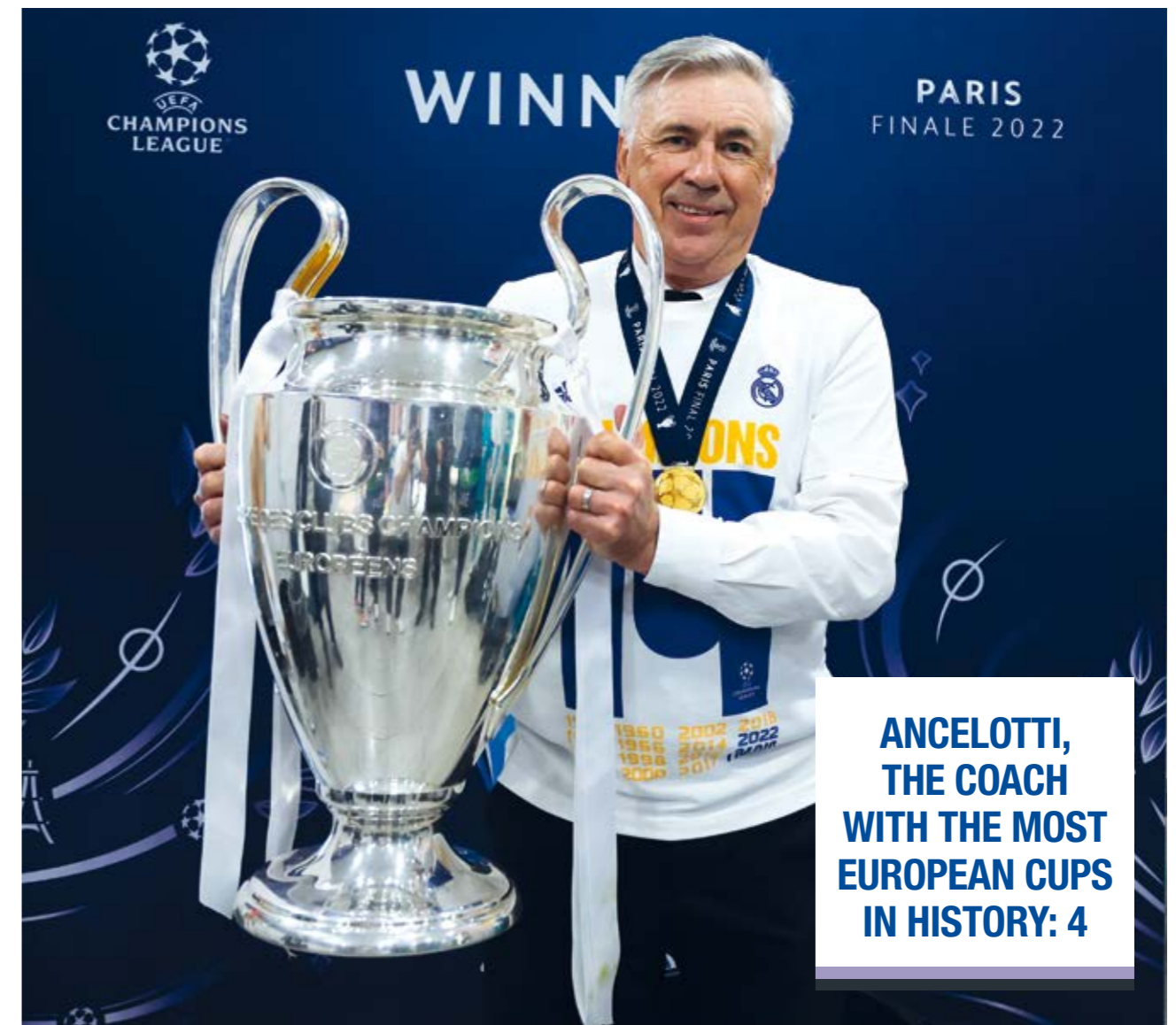
COURTOIS, MVP OF THE CHAMPIONS LEAGUE FINAL



VINI JR., BEST YOUNG PLAYER OF THE CHAMPIONS LEAGUE



MARCELO, THE FOOTBALL PLAYER WITH THE MOST TROPHIES IN THE HISTORY OF REAL MADRID: 25



ANCELOTTI, THE COACH WITH THE MOST EUROPEAN CUPS IN HISTORY: 4

COURTOIS, VINI JR., BENZEMA, MODRI AND RÜDIGER, IN THE CHAMPIONS LEAGUE TEAM OF THE SEASON



BENZEMA, SCORER OF THE BEST GOAL IN THE CHAMPIONS LEAGUE ACCORDING TO UEFA

THE FOURTEENTH AT CIBELES



Thousands of fans gathered at Cibeles to celebrate the fourteenth European Cup.

Captain Marcelo wrapped a scarf and a Real Madrid flag around the statue of the goddess.



Thousands of Real Madrid fans accompanied the players on their route.



THE EUROPEAN CHAMPIONS' CELEBRATION



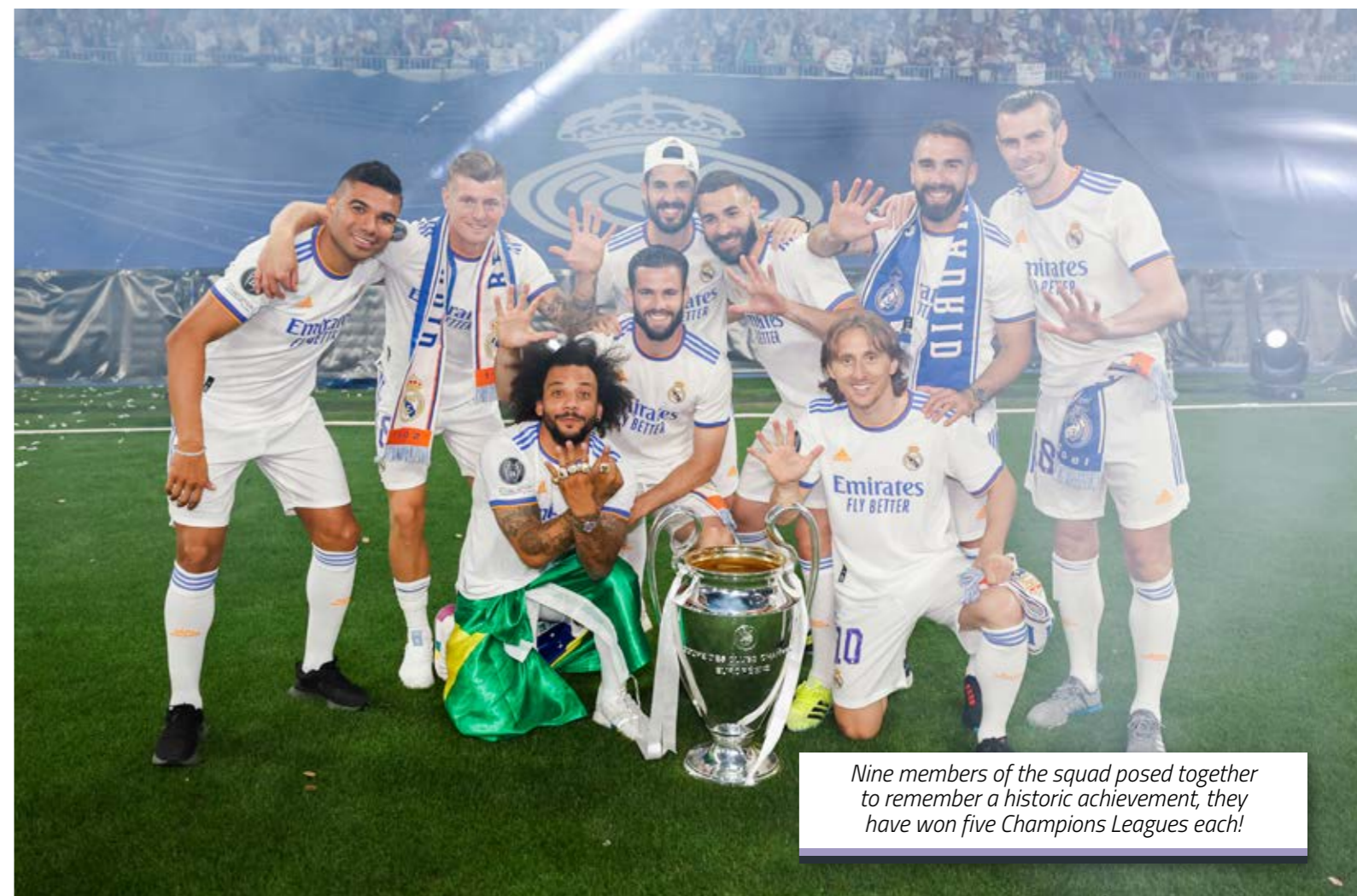
The fans filled the stadium to celebrate the Fourteenth with the team.



The members of the squad were announced one by one, and they received a standing ovation from the fans as they jumped onto the pitch.



All together they gave a lap of honour and lifted up the trophy to offer it to the fans.



Nine members of the squad posed together to remember a historic achievement, they have won five Champions Leagues each!

REAL MADRID FANS PAYING HOMAGE TO THE CHAMPIONS



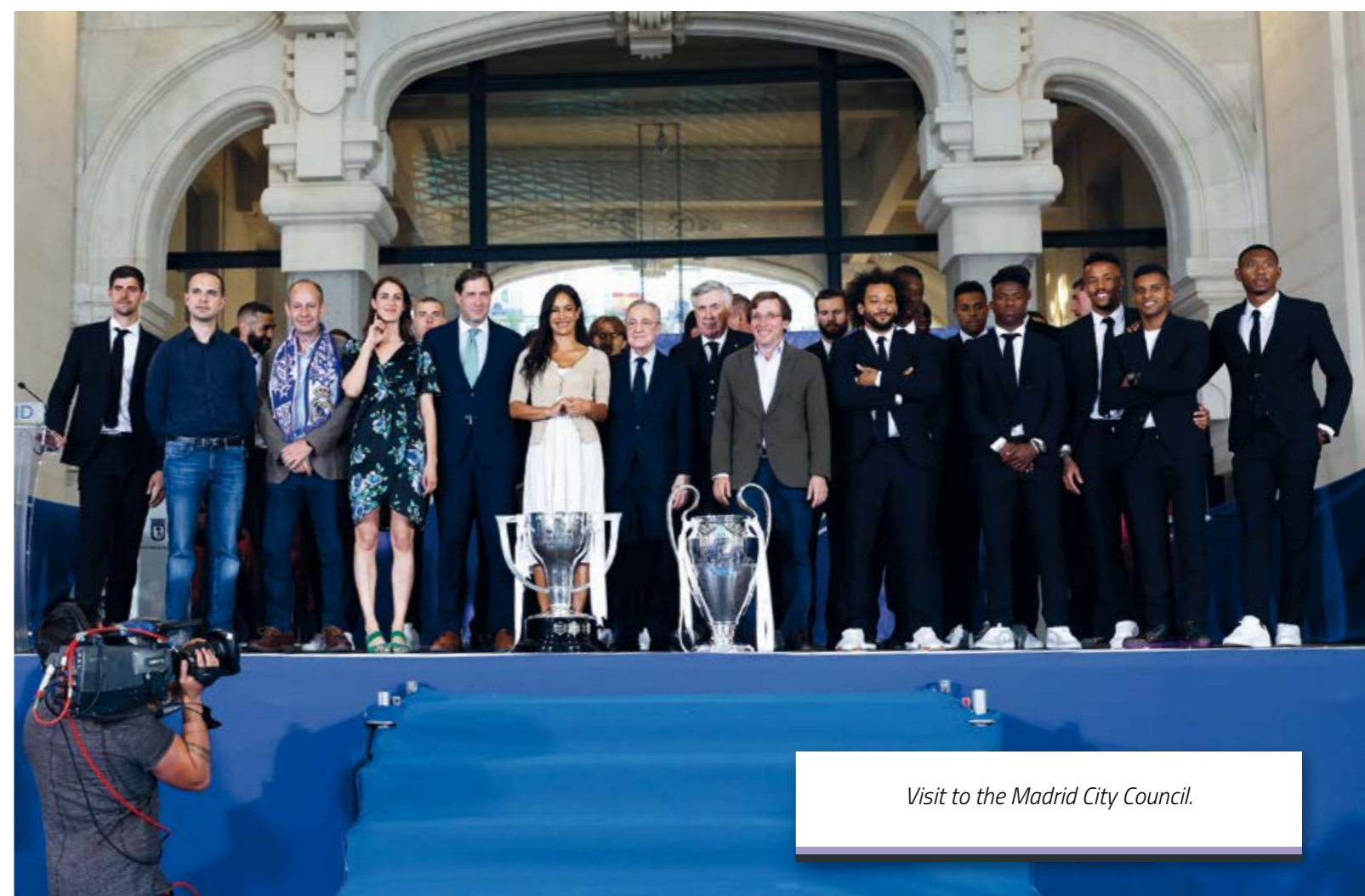
Real Madrid offered the Champions League and the 35th League to Real Madrid fans during the visit to Almudena Cathedral, the Madrid Regional Council and the Madrid City Council.



Visit to the Madrid Regional Council.



Visit to Almudena Cathedral.



Visit to the Madrid City Council.

THE FOURTEENTH, AROUND THE WORLD



Mexico



China



El Salvador



Saudi Arabia



Guatemala



Argentina



Canada



Nicaragua



Panama



India



USA



Bangladesh



Costa Rica



Senegal



Vietnam

FINAL CHAMPIONS LEAGUE 2022
#APORLA14
May 28th 2022 - Ho Chi Minh City
VIETNAM

THIS IS REAL MADRID

The
unforgettable
path
to glory.



THE JOURNEY TO PARIS

TOP AFTER THE GROUP PHASE

Real Madrid led this phase with 5 wins in 6 games, followed by Inter, the Italian champions, whom they defeated in both games (0-1 and 2-0).



GROUP D CLASSIFICATION

	Pts.	GP	GW	GD	GL
FOUNDATION	15	6	5	0	1
INTER	10	6	3	1	2
SHERIFF	7	6	2	1	3
SHAKHTAR	2	6	0	2	4

ROUND OF 16: PSG, FRENCH CHAMPIONS

1-0 3-1

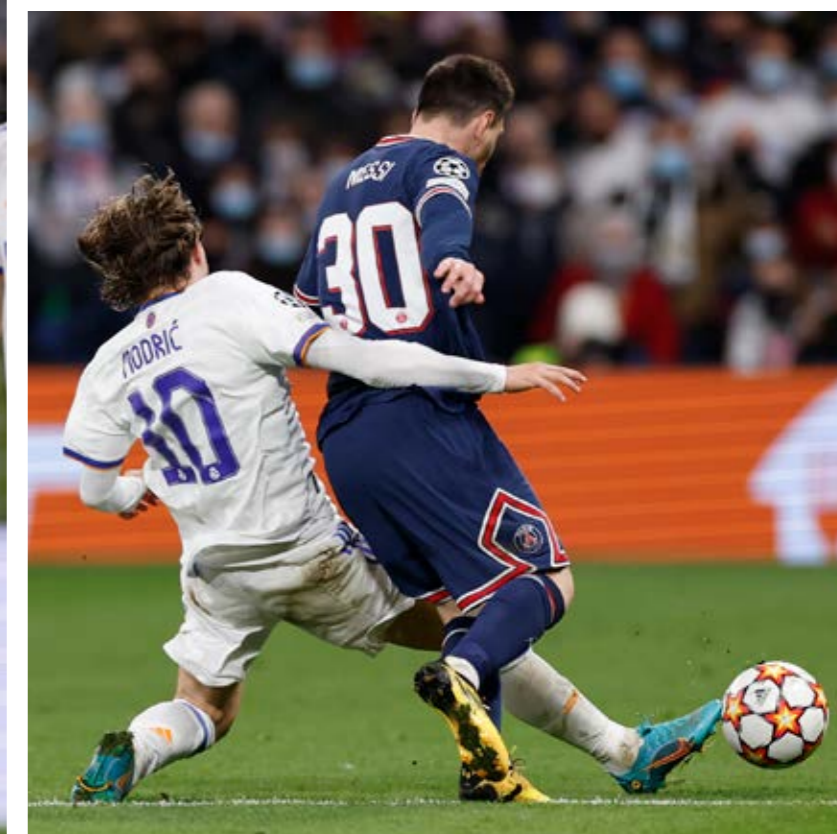
QUARTER-FINALS: CHELSEA, EUROPEAN CHAMPION

1-3 2-3

SEMI-FINALS: MANCHESTER CITY, PREMIER LEAGUE CHAMPIONS

4-3 3-1

THE 2021/22 CHAMPIONS LEAGUE,
ONE OF THE MOST DIFFICULT IN HISTORY,
HAS LEFT US COUNTLESS IMAGES THAT
WILL ALWAYS REMAIN IN OUR MEMORIES.



THE KING OF EUROPE ADDS TO ITS LEGEND

EUROPEAN CUP WINNERS

14	REAL MADRID
7	AC MILAN
6	BAYERN MUNICH LIVERPOOL
5	BARCELONA
4	AJAX
3	INTER MILAN MANCHESTER UNITED
2	BENFICA JUVENTUS NOTTINGHAM FOREST OPORTO CHELSEA
1	BORUSSIA DORTMUND CELTIC HAMBURG STEUAU BUCHAREST OLYMPIQUE DE MARSEILLE FEYNORD ASTON VILLA PSV EINDHOVEN RED STAR



FIVE CHAMPIONS LEAGUES IN THE LAST NINE SEASONS

FOUR TROPHIES IN 2022: CHAMPIONS LEAGUE, LEAGUE, SPANISH SUPER CUP AND EUROPEAN SUPER CUP



THE FOURTEENTH, HOME AT LAST



President Florentino Pérez placed the trophy alongside the other 13 European Cups won by our club.



WINNERS OF OUR 35TH LEAGUE TITLE!

Real Madrid won their second title of the season after completing a brilliant season.



35

Real Madrid
Champions
of the League



REAL MADRID'S 35 LEAGUE TITLES

- 1932 | 1933 | 1954 | 1955 | 1957 | 1958 | 1961 | 1962 | 1963 | 1964
- 1965 | 1967 | 1968 | 1969 | 1972 | 1975 | 1976 | 1978 | 1979 | 1980
- 1986 | 1987 | 1988 | 1989 | 1990 | 1995 | 1997 | 2001 | 2003 | 2007
- 2008 | 2012 | 2017 | 2020 | 2022

Real Madrid proclaimed itself champion, with four games to go before the end of the League.



In the League, Ancelotti's men were proclaimed champions with four games to go thanks to victories in key matches such as the one at Camp Nou, against Sevilla with a great goal by Vini Jr. in the 87th minute, the derby against Atlético at the Bernabéu and the spectacular comeback at the Sánchez-Pizjuán. Real

Madrid was the most consistent team and was top every week of the season, except for matchday two. Benzema led the team with 27 goals that made him the top scorer in the championship for the first time, while Vini Jr. stepped up and scored 17 goals and provided 10 assists. Courtois, with 29 goals conceded

in 36 games (0.81 per game), was very close to becoming the goalkeeper who conceded the fewest goals in the competition. In addition, this season saw the return of football to the Santiago Bernabéu 560 days later. It was against Celta on matchday four and the team managed to achieve a fantastic 5-2 win.



The captains, Marcelo and Benzema, received the League trophy in the presidential box.



**FLORENTINO PÉREZ:
"IT HAS BEEN A VERY DESERVED AND
HARD-WON LEAGUE FROM THE BEGINNING"**





ANCELOTTI IS THE FIRST COACH TO WIN THE 5 BIG LEAGUES

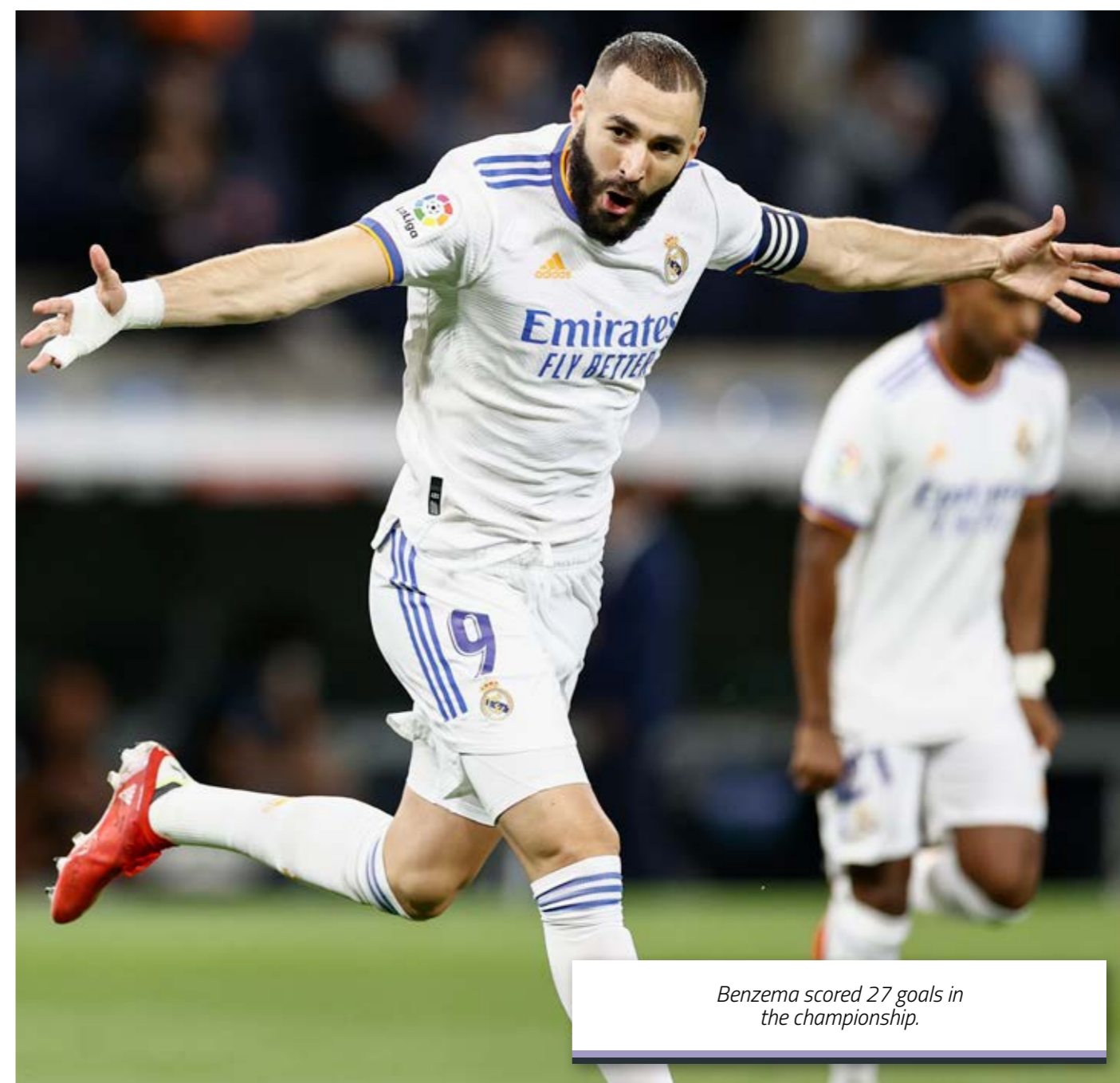
	Foundation League 2021/22
	Bayern Munich Bundesliga 2016/17
	PSG Ligue 1 2012/13
	Chelsea Premier League 2009/10
	AC Milan Serie A 2003/04

BENZEMA, TOP SCORER IN THE 2021/22 LEAGUE

With 27 goals, the Frenchman was the top scorer in the championship for the first time and has also had his best scoring season among all the competitions.

Benzema won his first Pichichi Trophy after scoring 27 goals last season. The Frenchman ended above Aspas (18 goals), Vini Jr. (17) and De Tomás (17).

This past season, Benzema beat his personal tally with 44 goals in all competitions.



Benzema scored 27 goals in the championship.

35TH LEAGUE TITLE, AT CIBELES



Thousands of fans celebrated the League championship at Cibeles with the players.



The League champions felt the warmth of an enthusiastic crowd that filled the streets of the city.





LEAGUE TITLES

1		Real Madrid C.F.	35
2		F.C. Barcelona	26
3		Atlético de Madrid	11
4		Athletic Club	8
5		Valencia C.F.	6
6		Real Sociedad	2
7		R. C. Deportivo	1
8		Sevilla F. C.	1
9		Real Betis	1



TWELFTH SPANISH SUPER CUP

Real Madrid lifted their twelfth Spanish Super Cup in Riyadh after beating Barcelona in the semi-finals (2-3) and Athletic in the final (0-2).



Real Madrid
Champions
Spanish Super Cup



REAL MADRID'S
12 SPANISH SUPER CUPS

1988 | 1989 | 1990 | 1993 | 1997 | 2001
2003 | 2008 | 2012 | 2017 | 2020 | 2022



0	FINAL	2
	Stadium: King Fahd (Riyadh, Saudi Arabia) 16 January 2022	
ATHLETIC CLUB		REAL MADRID C.F.
Unai Simón De Marcos Balenziaga (Yuri, 58') Yeray Iñigo Martínez Zarraza (Raúl García, 58') Berenguer (Nico Williams, 45') Dani García Muniain (Nicolás Serrano, 81') Sancet (Vesga, 58') Iñaki Williams		Courtois Lucas Vázquez (Nacho, 90+1') Mendy Militão Alaba Casemiro Modrić Kroos Benzema Rodrygo (Valverde, 64') Vini Jr. (Marcelo, 86')
COACH Marcelino		COACH Carlo Ancelotti
GOALS 0-1: Modrić (38') 0-2: Benzema (p) (52')		

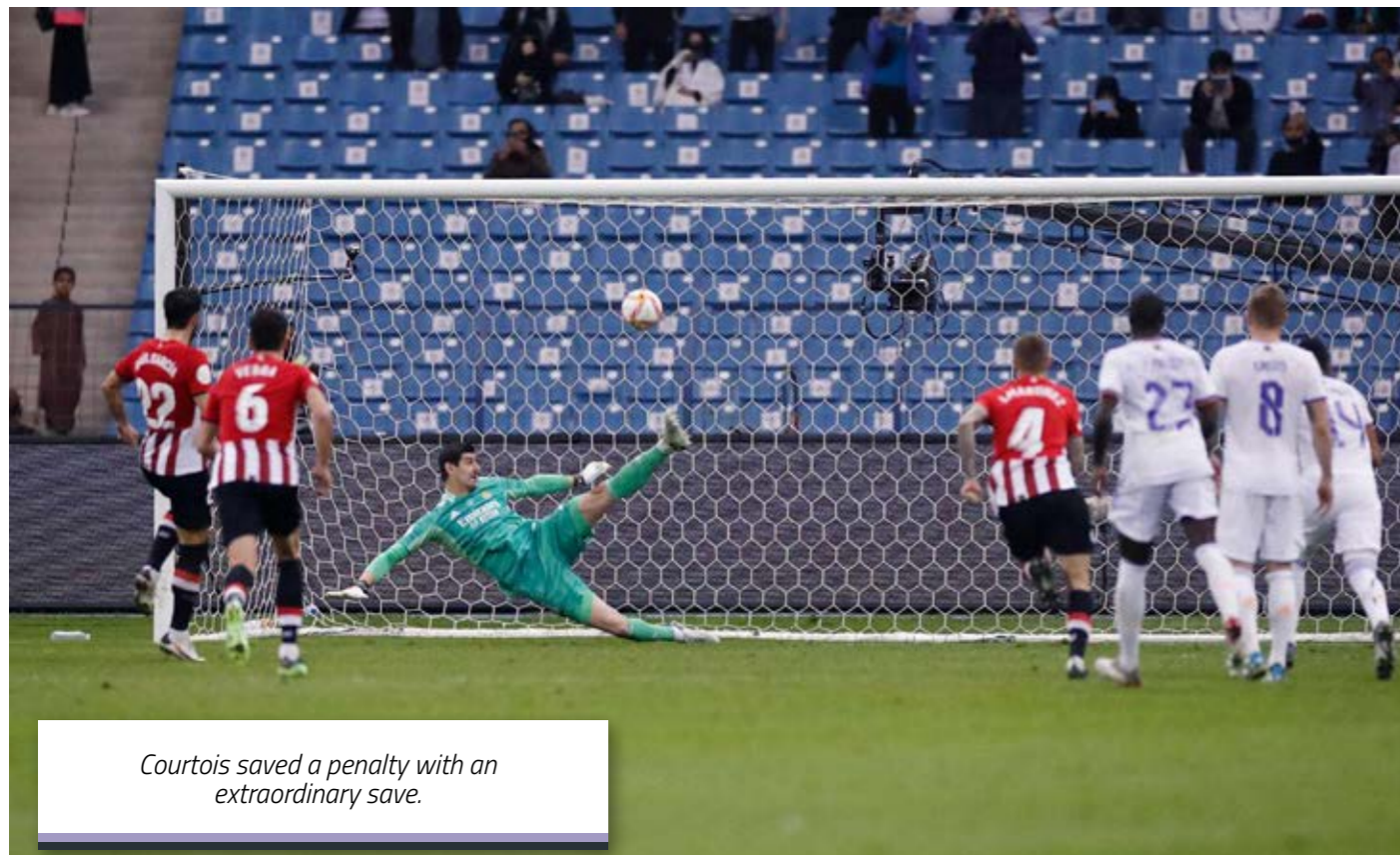
Real Madrid won the first title of the 2021-22 season, in Riyadh.

On 16 January 2022, Real Madrid won the twelfth Spanish Super Cup in its history. Our team lifted the title in the final, played in Riyadh (Saudi Arabia). After beating Barcelona in the semi-finals (2-3), Ancelotti's men became

champions by beating Athletic (0-2) with a great goal from Modrić and another goal from Benzema, in a game in which Courtois saved a penalty. Modrić was chosen as the MVP of the final.

VICTORY AGAINST ATHLETIC IN THE FINAL

Real Madrid was very solid in the final match to overcome their opponents.



Courtois saved a penalty with an extraordinary save.

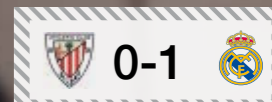
Real Madrid won the first title of the season against Athletic, in Riyadh. The first half was played at a very high pace, and Modrić set the Whites on course for victory with a superb goal. In the second came the goal by Benzema that settled the nerves, against an opposing team that caused problems in the final minutes, in which Courtois saved a penalty. Real Madrid has won both editions of the Spanish Super Cup played in Arabia.



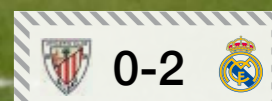
The team rounded off a superb competition and deservedly took the title.



Modrić opened the scoring in the final with a sensational goal.

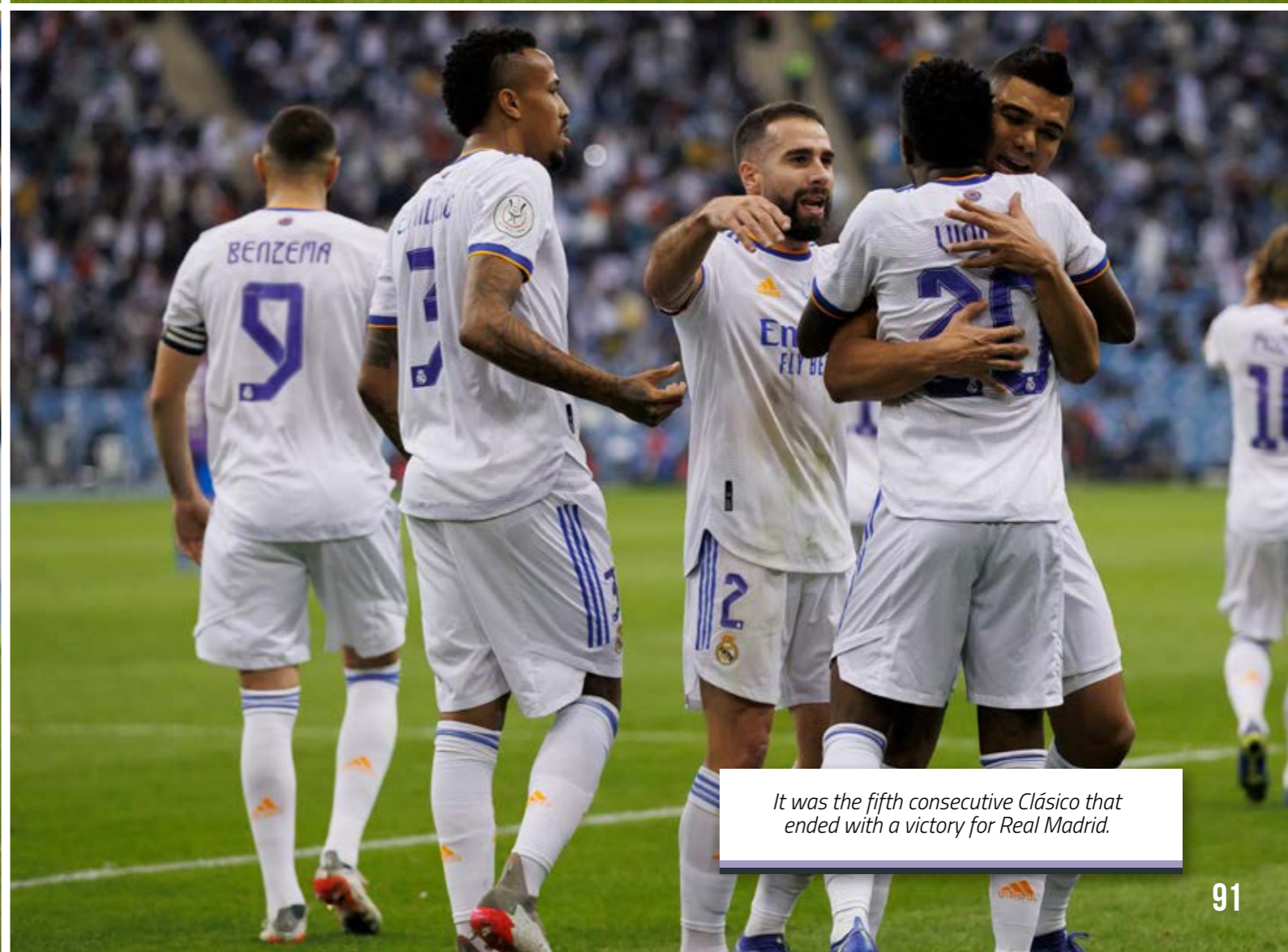
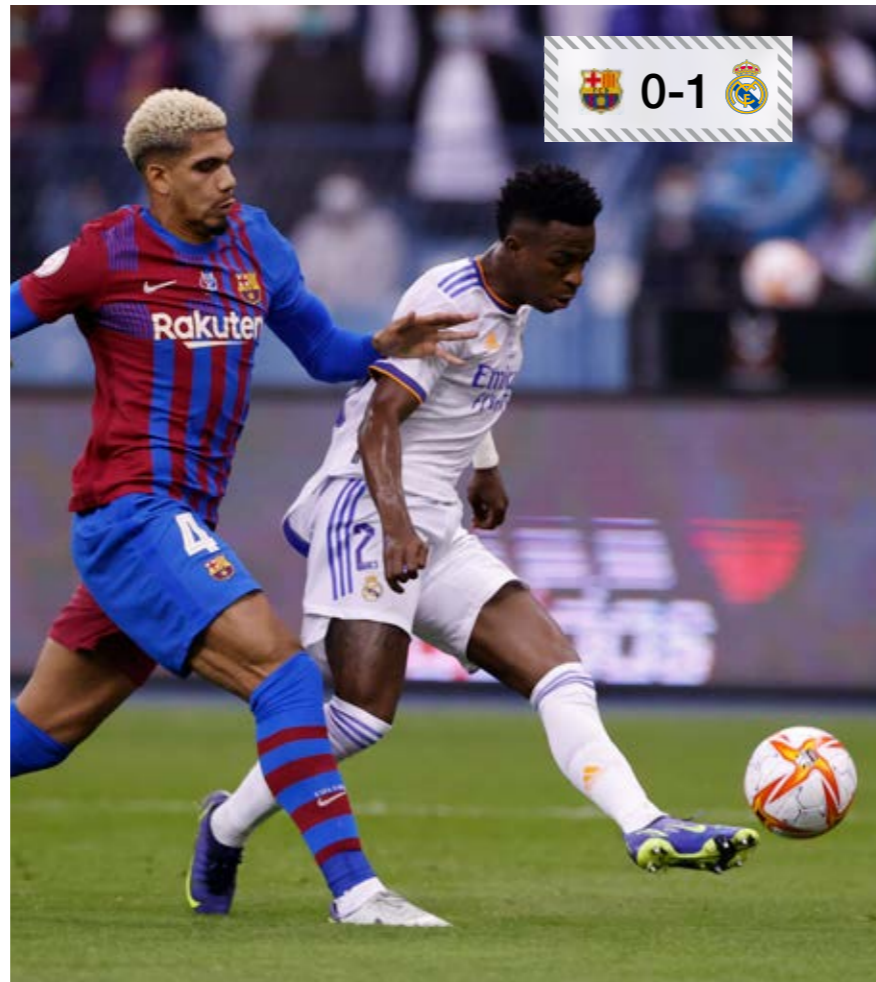


Benzema, with a penalty, secured the win.



THE CLÁSICO IN SEMI-FINAL BELONGED TO THE WHITES

Real Madrid beat Barcelona in the semi-final of the competition. Vini Jr. opened the scoring (25'). Luuk de Jong equalized (41'). In the second half, Benzema put the Whites ahead again (72'), Ansu Fati equalized (83') and Valverde scored the winning goal (98').



It was the fifth consecutive Clásico that ended with a victory for Real Madrid.

CELEBRATION OF THE SUPERCHAMPIONS



Benzema was the top scorer in the Super Cup and was once again decisive in winning the title.



MODRIĆ, MVP OF THE SPANISH SUPER CUP FINAL



The Saudi public cheered Real Madrid tirelessly, demonstrating the club's universal appeal.



THE FIFTH EUROPEAN SUPER CUP!

European Super cup champions

Real Madrid beat Eintracht Frankfurt (2-0) at the Helsinki Olympic Stadium and to win its fourth trophy of 2022.



Real Madrid

Champions
European Super Cup

WINNERS

UEFA SUPER CUP 2022



REAL MADRID'S
5 EUROPEAN SUPER CUPS

2002 | 2014 | 2016 | 2017 | 2022



2	FINAL	0
	Stadium: Helsinki Olympic Stadium (Finland) 10 August 2022	
REAL MADRID C.F.	EINTRACHT FRANKFURT	
Courtois Carvajal (Rüdiger, 85') Militão Alaba Mendy Casemiro Kroos (Tchoaumeni, 85) Modrić (Rodrygo, 66') Valverde (Camavinga, 76') Benzema Vini Jr. (Ceballos, 85')	Trapp Touré (Alario, 70') Tuta N'Dicka Sow Rode (Götze, 58') Knauff Lenz Kamada Lindstrøm (Kolo Muani, 58') Borré	
COACH Carlo Ancelotti		COACH Oliver Glasner
GOALS 1-0: Alaba (37') 2-0: Benzema (65')		

Real Madrid now has five European Super Cups in its trophy room.

On 10 August 2022, Real Madrid was once again crowned European Super Cup Champion by defeating Eintracht Frankfurt 2-0. The final was held at the Olympic stadium in Helsinki (Finland), where our team had never played

before. A goal from Alaba in the first half and another from Benzema in the second decided the match. Casemiro, who provided the assist for the first goal, was chosen MVP of this edition.

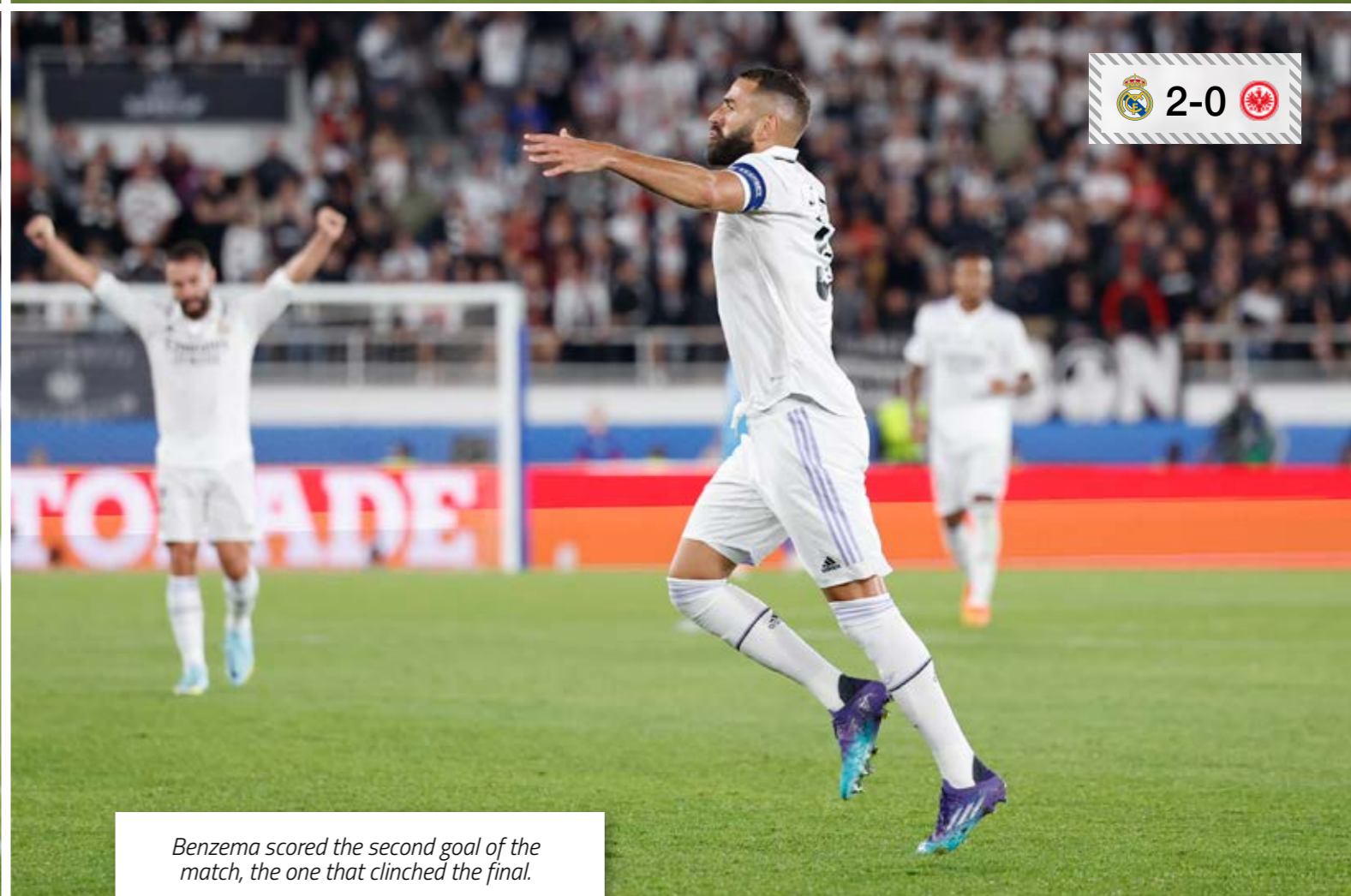
Real Madrid's fifth European Super Cup increased the legendary status of Ancelotti and Benzema. The Italian became the only coach to have won this competition four times (two of them with Milan and the other two with Real Madrid). For his part, the French striker scored his 324th goal and is already the club's second all-time top scorer after overtaking Raúl. The two new signings for the 2022/23 season made their official debuts for Real Madrid in the match: Rüdiger and Tchouameni. Both won their first trophy as players of our club, in Finland.



Alaba opened the scoring in the first half.



Vini Jr. was decisive in attack and created numerous scoring chances.



Benzema scored the second goal of the match, the one that clinched the final.



ANCELOTTI, THE COACH WITH THE MOST EUROPEAN SUPER CUPS (4)



Florentino Pérez congratulated the champions one by one.



Tchouameni and Rüdiger, with their first trophy for Real Madrid.



CASEMIRO, MVP OF THE EUROPEAN SUPER CUP



Benzema and Vini Jr. received their awards from the last Champions League: best player and best young player, respectively.

REAL MADRID'S 5 EUROPEAN SUPER CUPS

2002



2014



2016



2017



2022



2021-2022 SEASON

LEAGUE

MATCHDAY	DATE	MATCH	RESULT	GOAL SCORERS
1	14/08/2021	Alavés-Real Madrid	1-4	Benzema (2), Nacho and Vini Jr.
2	22/08/2021	Levante-Real Madrid	3-3	Bale and Vini Jr. (2)
3	28/08/2021	Betis-Real Madrid	0-1	Carvajal
4	12/09/2021	Real Madrid-Celta	5-2	Benzema (3), Vini Jr. and Camavinga
5	19/09/2021	Valencia-Real Madrid	1-2	Vini Jr. and Benzema
6	22/09/2021	Real Madrid-Mallorca	6-1	Asensio (3), Benzema (2) and Isco
7	25/09/2021	Real Madrid-Villarreal	0-0	
8	03/10/2021	Espanyol-Real Madrid	2-1	Benzema
9	01/12/2021	Real Madrid-Athletic	1-0 (postponed)	Benzema
10	24/10/2021	Barcelona-Real Madrid	1-2	Alaba and Lucas V.
11	27/10/2021	Real Madrid-Osasuna	0-0	
12	30/10/2021	Elche-Real Madrid	1-2	Vini Jr. (2)
13	06/11/2021	Real Madrid-Rayo Vallecano	2-1	Kroos and Benzema
14	21/11/2021	Granada-Real Madrid	1-4	Asensio, Nacho, Vini Jr., and Mendy
15	28/11/2021	Real Madrid-Sevilla	2-1	Benzema and Vini Jr.
16	04/12/2021	R. Sociedad-Real Madrid	0-2	Vini Jr. and Jovi
17	12/12/2021	Real Madrid-Atlético	2-0	Benzema and Asensio
18	19/12/2021	Real Madrid-Cádiz	0-0	
19	02/01/2022	Getafe-Real Madrid	1-0	
20	08/01/2022	Real Madrid-Valencia	4-1	Benzema (2) and Vini Jr. (2)
21	22/12/2021	Athletic Club-Real Madrid	1-2 (brought forward)	Benzema (2)
22	23/01/2022	Real Madrid-Elche	2-2	Modri and Militao
23	06/02/2022	Real Madrid-Granada	1-0	Asensio
24	12/02/2022	Villarreal-Real Madrid	0-0	
25	19/02/2022	Real Madrid-Alavés	3-0	Asensio, Vini Jr. and Benzema
26	26/02/2022	Rayo Vallecano-Real Madrid	0-1	Benzema
27	05/03/2022	Real Madrid-R. Sociedad	4-1	Camavinga, Modri, Benzema and Asensio
28	14/03/2022	Mallorca-Real Madrid	0-3	Benzema (2) and Vini Jr.
29	20/03/2022	Real Madrid-Barcelona	0-4	
30	02/04/2022	Celta-Real Madrid	1-2	Benzema (2)
31	09/04/2022	Real Madrid-Getafe	2-0	Casemiro and Lucas V.
32	17/04/2022	Sevilla-Real Madrid	2-3	Rodrygo, Nacho and Benzema
33	20/04/2022	Osasuna-Real Madrid	1-3	Alaba, Asensio and Lucas V.
34	30/04/2022	Real Madrid - Espanyol	4-0	Rodrygo (2), Asensio and Benzema
35	08/05/2022	Atlético-Real Madrid	1-0	
36	12/05/2022	Real Madrid-Levante	6-0	Vini Jr. (3), Benzema, Mendy and Rodrygo
37	15/05/2022	Cádiz-Real Madrid	1-1	Mariano
38	20/05/2022	Real Madrid-Betis	0-0	

Goal scorers: Benzema 27, Vini Jr. 17, Asensio 10, Rodrygo 4, Lucas V. and Nacho 3, Modri, Mendy, Alaba and Camavinga 2, Carvajal, Militao, Mariano, Casemiro, Kroos, Jovi, Bale and Isco 1.

UEFA CHAMPIONS LEAGUE

ROUND	DATE	MATCH	RESULT	GOAL SCORERS
Group Stage	15/09/2021	Inter de Milan-Real Madrid	0-1	Rodrygo
Group Stage	28/09/2021	Real Madrid-Sheriff Tiraspol	1-2	Benzema
Group Stage	19/10/2021	Shakhtar Donetsk-Real Madrid	0-5	Vini Jr. (2), Benzema, Rodrygo, Kryvtsov (og)
Group Stage	03/11/2021	Real Madrid-Shakhtar Donetsk	2-1	Benzema (2)
Group Stage	24/11/2021	Sheriff Tiraspol-Real Madrid	0-3	Alaba, Kroos and Benzema
Group Stage	07/12/2021	Real Madrid-Inter de Milan	2-0	Kroos and Asensio
Round of 16	15/02/2022	PSG-Real Madrid	1-0	
Round of 16	09/03/2022	Real Madrid-PSG	3-1	Benzema (3)
Quarter-finals	06/04/2022	Chelsea-Real Madrid	1-3	Benzema (3)
Quarter-finals	12/04/2022	Real Madrid-Chelsea	2-3	Rodrygo and Benzema
Semi-finals	26/04/2022	Manchester City-Real Madrid	4-3	Benzema (2) and Vini Jr.
Semi-finals	04/05/2022	Real Madrid-Manchester City	3-1	Rodrygo (2) and Benzema
Final	28/05/2022	Liverpool-Real Madrid	0-1	Vini Jr.

Goal scorers: Benzema 15, Rodrygo 5, Vini Jr. 4, Kroos 2, Alaba and Asensio 1. Own goals, 1.

SPANISH SUPER CUP

ROUND	DATE	MATCH	RESULT	SCORER
Semi-final	12/01/2022	Barcelona-Real Madrid	2-3	Vini Jr., Benzema and Valverde
Final	16/01/2022	Athletic-Real Madrid	0-2	Modri and Benzema

Goal scorers: Benzema 2, Vini Jr., Modri and Valverde 1.

COPA DEL REY

ROUND	DATE	MATCH	RESULT	SCORER
Round of 32	05/01/2022	CD Alcoyano-Real Madrid	1-3	Militao, Asensio and Figueras (og)
Round of 16	20/01/2022	Elche-Real Madrid	1-2	Isco and Hazard
Quarter-finals	03/02/2022	Athletic-Real Madrid	1-0	

Goal scorers: Militao, Asensio, Isco and Hazard 1. Own goals 1.

BENZEMA, UEFA PLAYER OF THE SEASON



Karim Benzema received the 2021/22 UEFA Player of the Year trophy at the awards gala in Istanbul. The Real Madrid captain won ahead of his teammate Courtois, and Kevin de Bruyne, and completed an unforgettable campaign in which he won the Fourteenth, the League, the Spanish Super Cup and scored 44 goals. In addition, he finished as top scorer in the last edition of the Champions League, with 15 goals, for which he was named player of the season in this competition.

In addition to Benzema and Courtois, who finished third, two other Real Madrid players received votes in this classification that includes the 15 most outstanding players. Modrić came fifth and Vini. Jr., ninth.

BENZEMA: “THE MOST IMPORTANT THING FOR ME IS TO WIN TITLES WITH MY TEAM”

“I want to thank my teammates, my coach and my president. Thanks to the support of our people, we were able to turn these games around. The best day of the Champions League was the second leg against PSG. That comeback was thanks to the support of our fans. I'm very happy. It's the first time I've won this trophy, but the most important thing for me is to win titles with my team”.

ANCELOTTI, UEFA COACH OF THE SEASON



Carlo Ancelotti won the UEFA Coach of the Year Award after winning the Fourteenth, the League and the Spanish Super Cup with our team. The Italian, who obtained the most votes ahead of Klopp and Guardiola, became the first coach in history to win the European Cup four times, and the only one to have won the League in all five major championships: Spain, Germany, France, England and Italy.

These awards are voted by a jury made up of the clubs that participated in the last Group Stage of the Champions League, the UEFA Europa League and the UEFA Europa Conference League 2021/22, and a group of journalists selected by the European Sports Mean (ESM).

ANCELOTTI: “THANK YOU TO OUR FANS FOR THOSE GREAT NIGHTS AT THE BERNABÉU”

“Thank you for this award. Thanks to Arrigo Sacchi, who was a great mentor for me. I have to thank my players, my club, my coaching staff. Also, I wish to thank our fans for those great nights at the Santiago Bernabéu, of which there were many. And to my president, who has given me the opportunity to return to Real Madrid. To all my family too, which allow me the space to do my job”.



BENZEMA AND ANCELOTTI, THE BEST OF THE YEAR IN EUROPE



Benzema and Ancelotti shared the awards received at the UEFA gala with the squad at Real Madrid City.



BENZEMA, MODRIĆ, COURTOIS, VINI JR., CASEMIRO AND RÜDIGER, SHORTLISTED FOR THE 2022 BALLON D'OR

Benzema, Modrić, Courtois, Vini Jr., Casemiro and Rüdiger have been included in the list of 30 candidates for the 2022 Ballon d'Or, which will be awarded by *France Football* on 17 October, at the Théâtre du Châtelet in Paris. The nominees are chosen by 180 international journalists, who decide based on the merits of each player in the 2021/22 season.

These five players won three titles with Real Madrid last season: Champions League, League and Spanish Super Cup. Benzema scored 44 goals and was the top scorer in the three competitions won by the team (15, 27 and 2 goals respectively). Modrić, winner of the Ballon d'Or in 2018, and Casemiro shone in midfield.

Vini Jr. and Courtois also completed a season to remember. The performance of both in the Champions League final was decisive for Real Madrid to win the Fourteenth. The Brazilian scored the winning goal (22 in the season as a whole) and the goalkeeper was chosen MVP of the match. Rüdiger, who is in his first season as a Real Madrid player, won the Club World Cup and the European Super Cup with Chelsea. The rest of the nominees are: Rafael Leão, Nkunku, Salah, Kimmich, Alexander-Arnold, Lewandowski, Bernardo Silva, Luis Díaz, Mahrez, Heung-Min Son, Fabinho, Maignan, Harry Kane, Darwin Núñez, Foden, Mané, Haller, Cristiano Ronaldo, De Bruyne, Vlahovic, Van Dijk, Cancelo, Mbappé and Haaland.





COURTOIS, IN THE RUNNING FOR THE 2022 YASHIN TROPHY FOR BEST GOALKEEPER

Thibaut Courtois is one of the candidates to win the Yashin Trophy for the best goalkeeper of 2022, awarded by the magazine *France Football*. The goalkeeper is among the 10 nominees for the award. The winner will be announced at the Ballon d'Or gala that will take place on 17 October, at the Théâtre du Châtelet in Paris. The Belgian goalkeeper's exceptional season, MVP of the Champions League final, has also ensured his inclusion in the 30 nominees for the Ballon d'Or. The other goalkeepers in contention for the Yashin Trophy are: Bounou, Alisson, Ederson, Maignan, Mendy, Neuer, Oblak, Trapp, and Lloris.

CAMAVINGA, NOMINATED FOR THE KOPA TROPHY

Camavinga is one of the candidates to win the Kopa Trophy awarded by *France Football*. This award recognizes the best player under 21 years of age, and the Frenchman aspires to achieve it after a great debut season at Real Madrid. Camavinga participated in 40 games and helped win the treble of the Champions League, the League and the Spanish Super Cup. The winner of the Kopa Trophy will be announced during the Ballon d'Or gala, to be held in Paris on 17 October. The other nominees are Adeyemi, Bellingham, Gavi, Gravenberch, Nuno Mendes, Musiala, Gvardiol, Wirtz and Saka.





BENZEMA, NOMINATED FOR THE BEST FIFA MEN'S PLAYER 2021

Karim Benzema was one of the candidates to win The Best FIFA Men's Player 2021 award. A jury of FIFA experts included him in the list of 11 nominees to win the award, which was finally won by Lewandowski. The Real Madrid

striker finished fourth in the voting. The other nominees were: Cristiano Ronaldo, De Bruyne, Haaland, Jorginho, Kanté, Mbappé, Messi, Neymar and Salah.

BENZEMA GRABS ALL THE AWARDS

MAHOU FIVE STAR PLAYER OF THE SEASON

VOTED BEST FRENCH PLAYER OF 2021



VOTED BEST FRENCH PLAYER ABROAD

ONZE D'OR FOR BEST PLAYER OF THE SEASON

AS NEWSPAPER SPORTS AWARD 2021



ALABA IN THE 2021 FIFA/FIFPRO WORLD XI

David Alaba was included in the 2021 FIFA/FIFPro World XI. It is the first time that the Austrian defender has been included in this team of the year after a season in which he won the Club World Cup, the European Super Cup, the Bundesliga and the German Super Cup with Bayern Munich. He also played for Austria in the European Championship before joining Real Madrid.

The FIFA/FIFPro Men's World XI was voted by thousands of professional footballers from around the world, and announced at The Best Awards gala. Along with Alaba, the best eleven of the year was made up of Donnarumma, Ruben Dias, Bonucci, Jorginho, Kanté, De Bruyne, Cristiano Ronaldo, Haaland, Lewandowski and Messi.



ALABA, VOTED BEST AUSTRIAN FOOTBALLER OF 2021

David Alaba was voted the best Austrian footballer of 2021. The Real Madrid defender received this recognition granted by the Austrian Press Agency (APA), based on the votes of the coaches of the Austrian Bundesliga. Alaba won this award for the eighth time in his career after the 2011, 2012, 2013, 2014, 2015, 2016 and 2020 editions.

ANCELOTTI WINS THE ONZE D'OR FOR BEST COACH OF THE SEASON



The French magazine, *Onze Mondial*, recognized Carlo Ancelotti as the best coach of the 2021/22 season. The prize is awarded by the readers of the publication through a vote in which the Italian, who this season lifted the Champions League, the League and the Spanish Super Cup, obtained 33.5% of the votes, beating Klopp (28.5%) and Guardiola (22.8%).



MODRIĆ RECEIVES THE MARCA LEGEND AWARD

Luka Modrić received the Marca Legend Award in recognition of his brilliant career, in which he has become a key player in one of

the most successful periods in Real Madrid's history. The Croatian received the award at an event that took place at the Madrid Casino.



BENZEMA AND COURTOIS, FINALISTS FOR THE 2021 GLOBE SOCCER AWARDS



Benzema and Courtois were among the finalists for the 2021 Globe Soccer Awards, chosen by fans, at a ceremony held in December in Dubai. The striker was a finalist for player of the year, while Courtois was one of five contenders for goalkeeper of the year. Lewandowski and Donnarumma took home the awards.

CAMAVINGA AND RODRYGO, SHORTLISTED FOR THE 2021 GOLDEN BOY

Camavinga and Rodrygo were among the 20 nominees in the running for the 2021 Golden Boy Award, presented by *Tuttosport* to the best Under-21 player in European football, on 13 December. This award is granted with the votes of 40 sports journalists from the continent to the best footballer registered in a European club and born after 1 January 2001.



CAMAVINGA Y REINIER, NOMINATED FOR THE 2022 GOLDEN BOY

Camavinga and Rodrygo were among the 60 nominees for the 2022 Golden Boy Award, presented by *Tuttosport* to the best Under-21 player in European football. This award is granted with the votes of 40 sports journalists from the continent to the best footballer registered in a European club and born after 1 January 2002.



RODRYGO AND CAMAVINGA, IN THE IFFHS UNDER-20 TEAM OF THE YEAR 2021

The International Federation of Football History and Statistics (IFFHS) included Camavinga and Rodrygo in the best under-20 eleven of 2021. In addition to the two Real Madrid players, the team was made up of Anatoliy Trubin, Benoît Badiashilem, Eric García, Nuno Mendes, Jude Bellingham, Pedri, Bukayo Saka, Mason Greenwood and Jamal Musiala.

MARCELO, 7 SPORTS STARS AWARD OF THE COMMUNITY OF MADRID

Marcelo Vieira was granted the 7 Sports Stars Award from the Community of Madrid, which is awarded by the regional government in recognition of the work of sportspeople who have achieved great success and the organizations that have contributed the most each year to the

promotion of sport in the region. The Brazilian won in the category of Best Male Sportsman.

In addition, Marcelo and David Alaba were recognized by GQ magazine at the 2021 edition gala, which took place at the Hotel Palace in Madrid.



BENZEMA, LEGENDARY NUMBERS



TOP TEN SCORERS IN REAL MADRID HISTORY

1	C. RONALDO	451
2	BENZEMA	324
3	RAÚL	323
4	DI STÉFANO	308
5	SANTILLANA	290
6	PUSKAS	242
7	HUGO SÁNCHEZ	208
8	GENTO	182
9	PIRRI	172
10	BUTRAGUEÑO	171

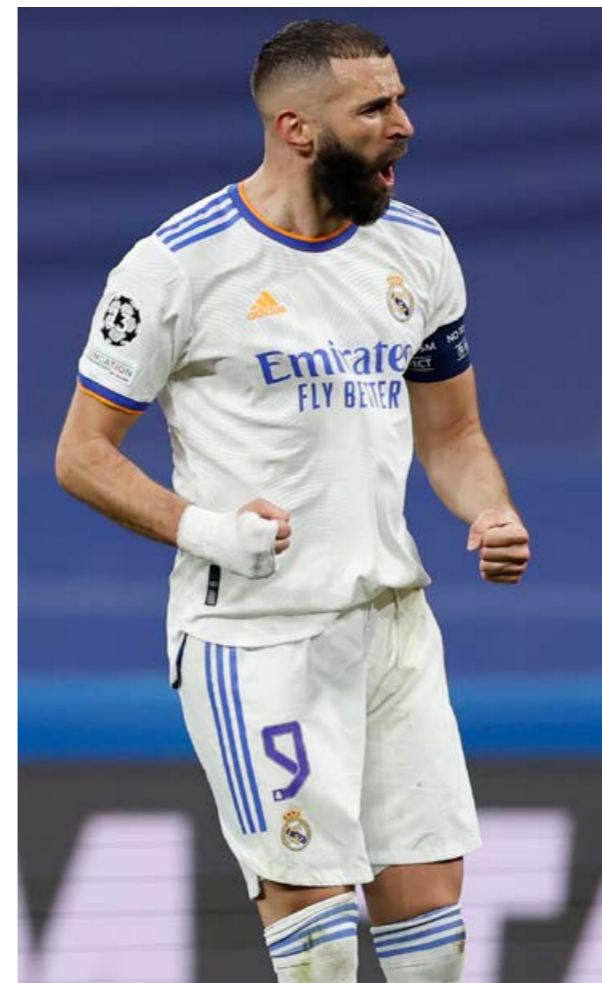
HE IS NOW THE SECOND HIGHEST SCORER IN REAL MADRID HISTORY

His goal in the final of the European Super Cup sent his tally up to 324, overtaking Raúl.

Karim Benzema became the second highest scorer in the history of Real Madrid against Eintracht Frankfurt. The Frenchman has now scored 324 goals for our club and surpasses the record Raúl's figure of 323, achieved between 1994 and 2010. In the list of Real Madrid scorers, only Cristiano Ronaldo is ahead, with 451 goals.



Ronaldo, Benzema and Raúl, the three all-time top scorers for Real Madrid.



THIRD TOP SCORER OF THE EUROPEAN CUP

Karim Benzema continues to make history in the European Cup. With his goal at the Bernabéu against Manchester City, he equalled Lewandowski's record of 86 goals. The Real Madrid is tied with the Polish striker as the third top scorer in the history of the European Cup. Ahead of these in the list are Cristiano Ronaldo (141) and Messi (125).

400 WINS FOR REAL MADRID

Benzema claimed his 400th victory with Real Madrid in the match against Rayo Vallecano on matchday 26, in which he also scored the decisive goal. The striker was involved in the best move of the match with Vini Jr. The two combined with a one-two inside the area and the Frenchman made it 0-1. Benzema, who has been at the club for 13 seasons, achieved his 400th win in 590 games with our team. His first victory came on his debut: on 29 August 2009 against Deportivo de La Coruña at the Santiago Bernabéu.



TOP FRENCH SCORER IN HISTORY

Karim Benzema became the top French scorer in history, with his brace against Mallorca. The Madrid striker has scored a total of 413 goals in all the competitions in which he has participated, overtaking Thierry Henry's record of 411 goals.

BENZEMA, OVER 300 GOALS FOR REAL MADRID

Karim Benzema continued to add to his spectacular numbers at Real Madrid. With the brace against Valencia on 8 January, he surpassed 300 goals with our team. The striker reached the figure of 301 goals in 584 games. At the end of the match, he received a commemorative shirt from President Florentino Pérez.



AND 200 GOALS IN THE LEAGUE

With his brace against Mallorca on matchday 28, Benzema reached 200 goals in the League, a figure that had previously only been reached by three other Madrid legends: Cristiano Ronaldo (312), Raúl (228) and Di Stéfano (216). At the end of the match, President Florentino Pérez presented him with a commemorative shirt.



THIRD TOP SCORER FOR REAL MADRID IN THE LEAGUE

Karim Benzema scored at the Sánchez-Pizjuán on 17 April and is now Real Madrid's third all-time top scorer in the League. The Frenchman has scored 217 goals in the championship and surpasses the 216 goals scored by Alfredo Di Stéfano. Ahead he only has Raúl, who scored 228, and Cristiano Ronaldo, who scored 312.



600 GAMES WITH REAL MADRID

At Real Madrid City, President Florentino Pérez presented Benzema with a commemorative shirt for the 600 games he has played with our club. The striker reached this figure against Manchester City at the Etihad Stadium, where he scored the first and third Real Madrid goals. Benzema equalled Gento and was only one match away from those played by Hierro (601). The Frenchman is the eighth player to reach this figure. Raúl (741), Casillas (725), Sanchís (710), Sergio Ramos (671) and Santillana (645) are the players with the most appearances in the history of our club.



400 GAMES OF THE LEAGUE

At Real Madrid City, President Florentino Pérez presented Karim Benzema with a commemorative shirt for his 400th League game. The striker reached this figure against Cádiz at the Santiago Bernabéu in his thirteenth season at Real Madrid.



KROOS, 350 GAMES FOR REAL MADRID

Toni Kroos received a commemorative shirt from President Florentino Pérez at Real Madrid City for his 350th game with Real Madrid. The German reached this figure in the victory against PSG, which put our team through to the quarter-finals of the Champions League.



NACHO, 250 GAMES FOR REAL MADRID

Nacho Fernández played his 250th game for Real Madrid against Cádiz. The defender, who received a commemorative shirt from the president after the match, reached this figure in his tenth season in the first team, with which he has achieved 176 victories. He has 19 titles to his name: 5 Champions League titles, 4 Club World Cups, 3 European Super Cups, 3 Spanish Super Cups, 3 Leagues and 1 Copa del Rey. Nacho is the first team player who has been at the club the longest.

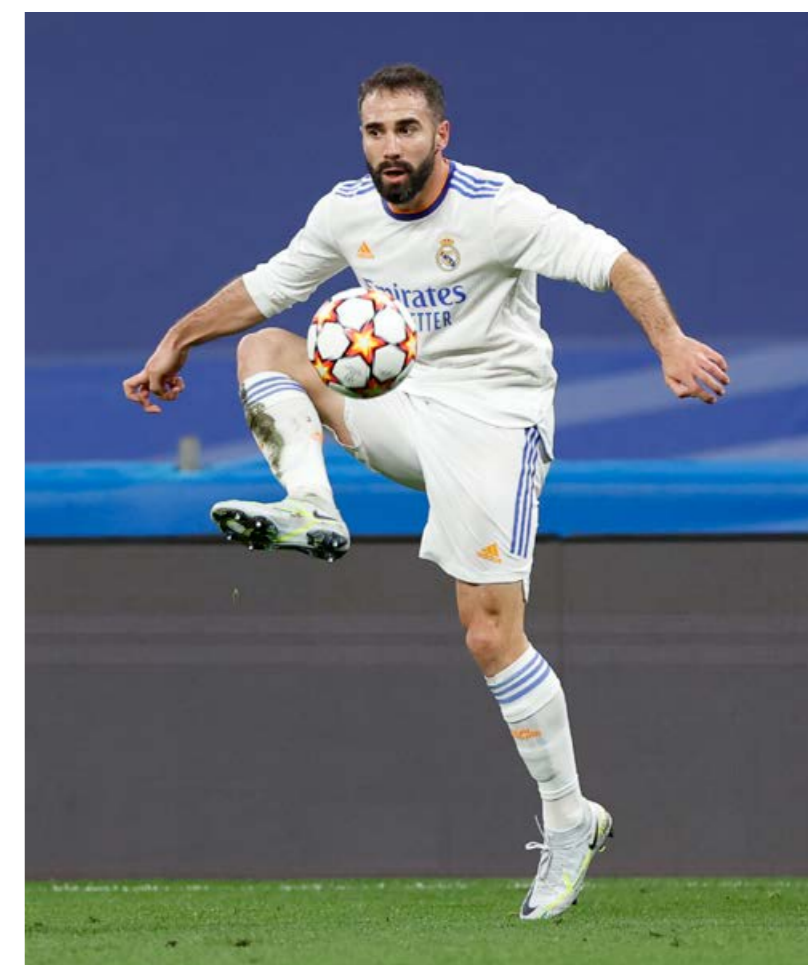
ISCO, 350 GAMES FOR REAL MADRID

Isco played his 350th match in a Real Madrid shirt against Granada at the Santiago Bernabéu. At the end of the match, President Florentino Pérez presented him with a commemorative shirt. The midfielder, who started and played 65 minutes against Granada, reached this figure in his ninth season at the club.



CARVAJAL, 150 LA LIGA VICTORIES WITH REAL MADRID

Real Madrid beat Sevilla at the Sánchez-Pizjuán stadium and Carvajal, who provided two assists in the match, reached 150 league wins. The homegrown player reached this figure in his 220th match in the League (46 draws and 24 losses), in which he has scored 5 goals. He has won the competition three times (2017, 2020 and 2022).





CASEMIRO, 150 WINS IN THE LEAGUE FOR REAL MADRID

Casemiro chalked up his 150th win in the League for Real Madrid. The central midfielder reached this figure in 214 games in the competition, in which he has scored 23 goals. Casemiro has won the League title three times (2017, 2020 and 2022).



ASENSIO, 150 LIGA MATCHES WITH REAL MADRID

Real Madrid beat Rayo Vallecano on the day that Marco Asensio played his 150th league game and claimed his 100th victory as a Real Madrid player in this competition. The player from the Balearic Islands, who received a commemorative shirt from President Florentino Pérez, reached this figure in his sixth season at the club with whom he has been crowned league champion three times.

AND 150 WINS FOR REAL MADRID

Asensio chalked up his 150th win for Real Madrid at the Sánchez-Pizjuán.

MARCELO, 100 CHAMPIONS LEAGUE MATCHES WITH REAL MADRID

Marcelo reached 100 Champions League matches for Real Madrid in the win over Shakhtar at the Olympic Stadium in Kiev. The Brazilian, who came on in the 69th minute in place of Mendy, reached this milestone in his 16th season with the club, with whom he has 66 wins and nine goals in this competition.



COURTOIS, 150 GAMES FOR REAL MADRID

Thibaut Courtois played his 150th match for Real Madrid in San Sebastian and at the end of the match, he received a commemorative shirt from President Florentino Pérez. The Belgian, who played his fourth season as a Real Madrid player, reached this figure in the victory against Real Sociedad at the Reale Arena.

AND 100 WINS WITH REAL MADRID

He celebrated his 100th win for Real Madrid in the match against Granada at the Santiago Bernabéu.



VINI JR., 150 GAMES FOR REAL MADRID

Vini Jr. played his 150th game against Villarreal in his fourth season with Real Madrid, with a record of 92 wins and 30 goals.

100 LIGA MATCHES WITH REAL MADRID

Against Cádiz at the Bernabéu.

AND 100 WINS FOR REAL MADRID

He reached this figure against Getafe at the Santiago Bernabéu stadium.



MENDY, 100 GAMES WITH REAL MADRID

President Florentino Pérez presented Ferland Mendy with a commemorative shirt for the 100th game for Real Madrid, against Manchester City at the Etihad Stadium. The defender, who made his official debut with our team on 1 September 2019 in a visit to Villarreal (2-2), reached this figure in his third season at the club. His one hundred games are divided into four competitions: League (70), Champions League (24), Spanish Super Cup (5) and Copa del Rey (1).



VALVERDE, 150 GAMES WITH REAL MADRID

Valverde reached 150 games for Real Madrid in the away win against Almería on the first day of the 22-23 season. The midfielder reached this milestone at the start of his fifth season in the first team, with whom he has won 98 games and scored 6 goals.

RODRYGO, 100 GAMES WITH REAL MADRID

Rodrygo received a commemorative shirt from President Florentino Pérez at Real Madrid City after playing his 100th match with our team in Pamplona. The striker, who was the star in provoking two penalties in that match, reached this figure after three seasons at the club. The match in the Champions League against City was his 101st appearance in four different competitions: League (69), Champions League (25), Copa del Rey (4) and Spanish Super Cup (3).



ANCELOTTI HAS WON EVERY POSSIBLE TROPHY WITH REAL MADRID

After being proclaimed League champion, Carlo Ancelotti has won every possible trophy as manager of Real Madrid: Champions League, Club World Cup, European Super Cup, League, Copa del Rey and Spanish Super Cup.

ANCELOTTI, THE THIRD COACH WITH THE MOST VICTORIES IN THE HISTORY OF THE CLUB

After the victory against Celtic on 6 September in the first match of the 2022/23 Champions League, Carlo Ancelotti became the third coach with the most wins in Real Madrid history. The Italian now has 134 wins and has overtaken Vicente Del Bosque (133) in the rankings. He only has Zidane (172) and Miguel Muñoz (357) ahead of him.

Thanks to these victories, Ancelotti has won eight titles as Real Madrid coach: 2 Champions Leagues, 1 Club World Cup, 2 European Super Cups, 1 League, 1 Copa del Rey and 1 Spanish Super Cup. The Italian is also the sixth coach with the most matches under his belt at Real Madrid (181).

OVER 400 GOALS

Real Madrid surpassed 400 official goals with Carlo Ancelotti as coach (402) against Real Sociedad at the Santiago Bernabéu on 5 March. He achieved this figure after 158 games as coach, with an average of 2.5 goals per game. Ancelotti becomes the sixth coach in history to achieve this milestone after Miguel Muñoz, Zidane, Del Bosque, Mourinho, Beenhakker and Molowny.



ANCELOTTI. 150 GAMES FOR REAL MADRID

Carlo Ancelotti reached 150 games with Real Madrid at the Martínez Valero stadium. The Italian coach, who has a record of 113 wins, 18 draws and 19 losses, reached this figure beating Elche and qualifying for the Copa del Rey quarter-finals. He is also the coach in the history of the club with the most victories in his first hundred official matches (78).

Ancelotti has become the seventh coach to reach 150 games at Real Madrid. Only Miguel Muñoz (605), Zidane (263), Del Bosque (246), Beenhakker (197), Molowny (183) and Mourinho (178) have been coach for longer.



100 LEAGUE MATCHES WITH REAL MADRID

Carlo Ancelotti reached 100 league games with Real Madrid at the Cerámica stadium. He has a record of 73 wins, 14 draws and 13 defeats.

100 WINS AS COACH OF REAL MADRID

He achieved his 100th win as Real Madrid coach in the match against Rayo Vallecano at the Santiago Bernabéu stadium.

100 WINS AS MANAGER IN THE EUROPEAN CUP

He reached 100 victories as coach in the European Cup against Inter Milan at the Santiago Bernabéu.



Marcelo greets the Madrid fans during the celebration of the fourteenth European Cup.



THANK YOU, MARCELO!

An emotional tribute to Marcelo, a legend who said farewell after winning 25 trophies in 16 seasons with Real Madrid. Florentino Pérez presented him with the club's gold and diamond insignia.

Real Madrid City hosted the tribute to Marcelo, a club legend who bids farewell after winning 25 trophies (a club record), playing 546 matches and scoring 38 goals. The event began with an emotional video with images of the captain followed by a few words from Florentino Pérez. The President,

who presented Marcelo with the Real Madrid's gold and diamond insignia, said: "Today is a day full of emotions for all of Real Madrid fans. It is the moment to express our deepest gratitude. Here on Real Madrid soil, we want to pay a heartfelt tribute to our great captain. A tribute to the youngster who became a man at the Santiago Bernabéu stadium. A tribute to the player who has become one of our greatest legends. Because we are talking about the player with the most trophies in the history of Real Madrid. Because we are talking about Marcelo".

MARCELO: "IT IS A DAY OF JOY, NOT OF SADNESS"

"It is a day of joy, I'm crying because of the emotion and the memories. I am very happy, I leave with my head held high. My family is proud of me, I have been so lucky. I have been lucky to have people who have been able to help me along the way. Thank you very much. This is not goodbye, I don't feel like I'm leaving Madrid. If one day I come to the stadium and

ask for a ticket and you can't give me one, there'll be trouble... When I said at the Bernabéu that we should feel secure about the future of Madrid, it's because it's very promising, as it always has been, and I include my son who's in the academy. It is a day of joy, not sadness. I arrived as a boy and I leave as a man".

MARCELO, A REAL MADRID LEGEND

Marcelo, the captain who lifted the Fourteenth European Cup, and who also starred in the Tenth, the Eleventh, the Twelfth and the Thirteenth, ended his magical journey of 16 seasons with a spectacular haul of 25 trophies. Marcelo is now a part of the club's history after becoming the Real Madrid player with the most trophies, surpassing Gento and Sergio Ramos. The Brazilian brought his time with our club to an end with 5 Champions Leagues, 4 Club World Cups, 3 European Super Cups, 6 Leagues, 2 Copas del Rey and 5 Spanish Supercups. He is also the second foreigner with the most appearances in the history of Real Madrid (546), only behind Benzema, and has scored 38 goals. Some of those goals are etched in the memory of Real Madrid fans, such as the one in the final of the Tenth European Cup.



Marcelo poses with Florentino Pérez next to the 25 trophies he won with Real Madrid.

THE 25 TROPHIES WON BY MARCELO WITH REAL MADRID



Casemiro has won five Champions Leagues with Real Madrid.



THANK YOU, CASEMIRO!

An emotional tribute to Casemiro, a club legend who said farewell after winning 18 trophies in 336 matches with Real Madrid. Florentino Pérez presented him with the club's gold and diamond insignia.

Real Madrid City hosted the tribute and farewell to Casemiro, who bids farewell after winning 18 titles as a Real Madrid player in his 336 official games played. The event, which was attended by the members of the Board of Directors,

began with an emotional video with images of the captain followed by a few words from Florentino Pérez. The president, who presented the Real Madrid gold and diamond insignia to Casemiro, said: "Today is a day to pay tribute to one of the great figures in this magical time that Real Madrid is enjoying. During this emotional farewell I want to thank you for what you have done for Real Madrid. For being an example of commitment and values and for giving everything until the end with the utmost dedication".

CASEMIRO: "THIS CLUB WILL CONTINUE TO WIN BECAUSE THAT IS PART OF ITS IDENTITY"

"I have been lucky to win titles thanks to God, but also with the help of my mother, my brothers, my dear wife, who has given me two beautiful children, my family. I am eternally grateful to you, President, to José Ángel and to Ramón Martínez, who came to sign me in São Paulo. Many thanks to the Board of Directors who have always been very kind to me. To my coaches because I learned a lot here, and to my teammates, without whom it would be impossible because football is played by a whole squad of 25. But speaking of my teammates, there are two in particular I must

thank, Luka Modrić and Toni Kroos. Together we have achieved a lot of things and I have enjoyed playing with them immensely".

"I'd like to thank Real Madrid, which shaped me as a person and a player. Thank you to the fans, who have enjoyed magical nights here, the image of the last Champions League that we won and what we have experienced is incredible. Many thanks to the club for making me great, it is always nurturing players and always has the best; that's why it's the best club in the world. This club will continue to win because that is part of the identity of Real Madrid, and of the city itself".



CASEMIRO, A REAL MADRID LEGEND

Casemiro brought his unforgettable time with the club to an end after 336 games, in which he won 18 trophies, including five European Cups.

Casemiro left the club in style after being chosen the Best Player of the 2022 European Super Cup final. The Brazilian has won 5 Champions Leagues, 3 Club World Cups, 3 European Super Cup, 3 Leagues, 1 Copa del Rey and 3 Spanish Super Cups. The midfielder scored 31 goals during his career as a Real Madrid player. His goal in the final of the Twelfth European Cup against Juventus and his determination will live long in the memory.

Casemiro poses with Florentino Pérez next to the 18 trophies he won with Real Madrid.

THE 18 TROPHIES WON BY CASEMIRO WITH REAL MADRID





¡THANK YOU, BALE, ISCO, MAYORAL AND JOVIĆ!

GARETH BALE

Real Madrid would like to express its gratitude and affection for Gareth Bale, a player who is already part of our legend. On 2 September 2013, he arrived at Real Madrid at the age of 24, and in these nine years he has lived through one of the most brilliant periods in our history. In addition to his trophy haul, Bale has scored marvellous and decisive goals that will live on in the memory of everyone at Real Madrid. Real Madrid is and will always be his home, and we wish him and his whole family the best of luck.



ISCO

Real Madrid would like to express its gratitude and affection for Francisco Alarcón Isco, who in these nine years defending our badge and our shirt has become a legend of the club. He arrived at Real Madrid when he was only 21 years old and in these years he has lived through a time that will live long in the memory of all Madrid fans and all fans of this sport. His football has left its mark on all the Real Madrid fans who have shared with him this long road full of success and unforgettable moments. Real Madrid is and will always be his home, and we wish him and his whole family the best of luck.



BORJA MAYORAL

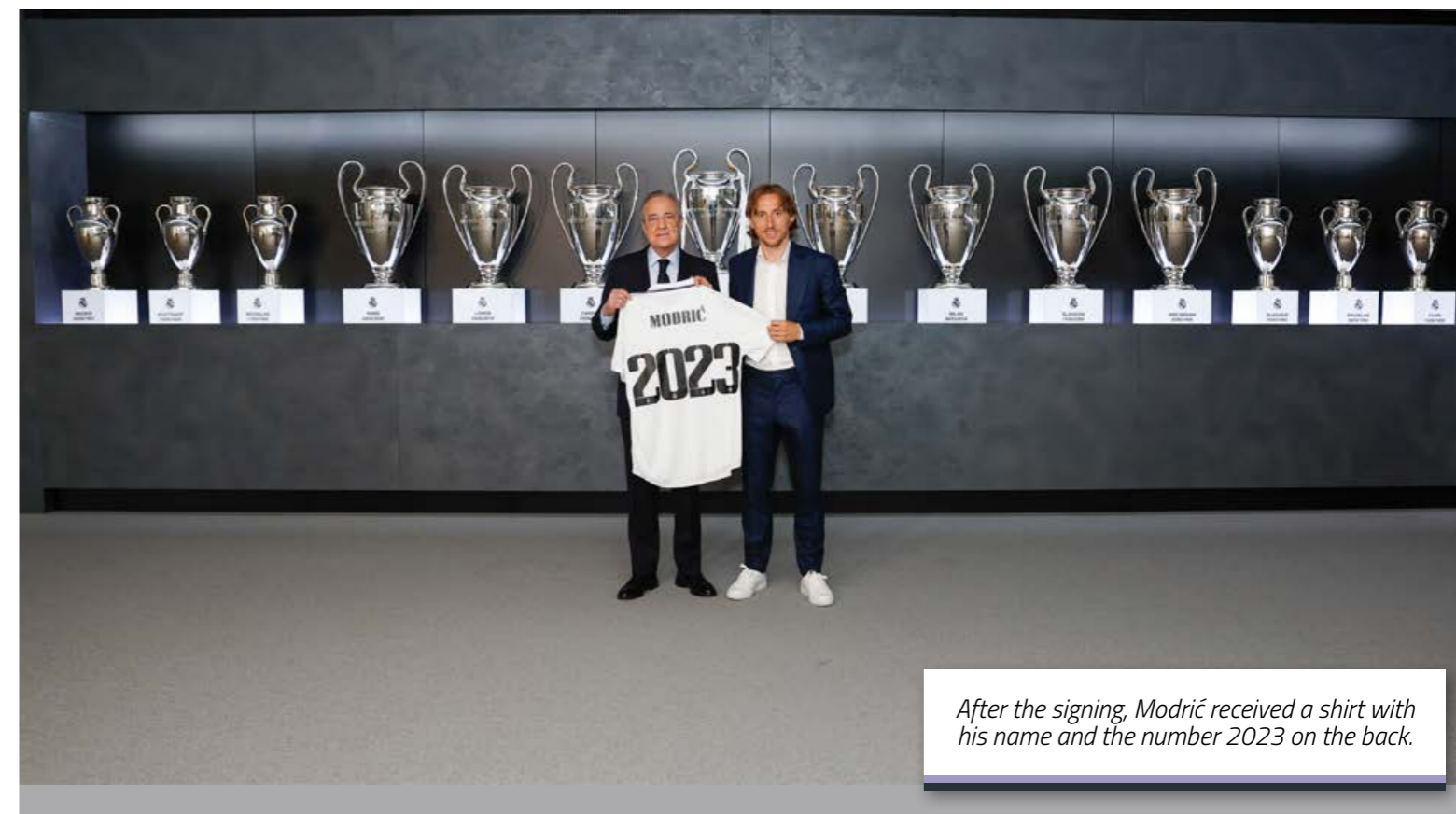
Borja Mayoral arrived at our academy in 2007 and has been part of Real Madrid since, winning 4 trophies. The club thanks him for his work and dedication during the time he has been with Real Madrid.



JOVIĆ

Real Madrid C. F. and ACF Fiorentina have agreed on the transfer of Luka Jović. Our club thanks him for his work and dedication during the time he has been part of Real Madrid, in which he has won 1 Champions League, 2 Leagues and 2 Spanish Super Cups. Real Madrid wishes him and his whole family all the best in this new chapter of his life.





After the signing, Modrić received a shirt with his name and the number 2023 on the back.

MODRIĆ

The midfielder renewed until 2023 accompanied by president Florentino Pérez.

His fantastic performances have earned him a place in the history of Real Madrid. Among his main awards is the 2018 Ballon d'Or. The Croatian expressed his delight at renewing his contract "I am very happy to continue wearing the shirt of the best club in the world. I am very excited to continue competing at the highest level. Real Madrid is my club and my only desire was to continue here. It is the best club in the world, with an incredible history and millions of fans around the world. There is nothing bigger than Real Madrid".

21 TROPHIES IN 10 SEASONS AT REAL MADRID

Luka Modrić will extend his legendary career at Real Madrid. The Croatian midfielder has once again been key in another historic season for our team. After winning the Fourteenth, the League and the Spanish Super Cup, Modrić has now won 20 trophies in his spectacular career as a Real Madrid player: 5 Champions League titles, 4 Club World Cups, 4 European Super cups (after the victory in the 2022 edition), 3 League titles, 1 Copa del Rey title and 4 Spanish Super Cups.

THE 21 TROPHIES WON BY MODRIĆ WITH REAL MADRID





TCHOUAMENI

"REAL MADRID IS THE BEST TEAM IN THE HISTORY AND THE BEST PLAYERS PLAY HERE"

Aurelien Tchouameni was presented as a new Real Madrid player. The event took place at Real Madrid City and began with the screening of a video with highlights of the player. The president Florentino Pérez then said a few words: "Here we are already thinking about winning the Fifteenth. This is the biggest dream now for all of us who are united by this universal bond that is Real Madrid. Today we are convinced that we are being joined by one of those great players who will help us move forward, a young footballer who is already one of the best midfielders in the world. Congratulations on fulfilling your great dream of playing for Real Madrid. At just 22 years old you had the opportunity to choose and you have chosen this badge and this shirt with which we have won 14 European Cups".

"IT'S A DREAM TO SIGN FOR REAL MADRID"

"I'm so happy to be here. It's a dream to sign for Real Madrid. We are going to work hard to win more titles and continue to write the history of the club. I had the opportunity to choose other teams but as soon as I found out that Real Madrid was interested in me, I didn't hesitate for a second. I want to leave a mark on football history and the best team to achieve this is Real Madrid. It is the best team in history and has the best players".

SIGNING THE CONTRACT

Before the presentation ceremony, Tchouameni signed his new 6-season contract in the Real Madrid City boardroom, accompanied by Florentino Pérez. After the signing, he received a watch, a replica Santiago Bernabéu and a shirt with his name and the number 18 on the back.



RÜDIGER

"THIS CLUB IS THE BIGGEST THERE IS AND I LIKE TO FEEL THAT PRESSURE"

Antonio Rüdiger was presented as a new Real Madrid player. The event took place at Real Madrid City and began with the screening of a video with highlights of the player. The president Florentino Pérez then said a few words: "Today one of those great players has arrived at Real Madrid who will help us to be stronger and much more competitive. Today a magnificent footballer is joining us, a man who will give his everything in each game to help us achieve our objectives this season. And once again, this year we will continue to fight for every possible trophy with humility, dedication and that immense desire and ambition which have always characterized the spirit of Real Madrid since the club was founded. From now on, you are part of a unique family and club, the club that has won 14 European Cups".

"IT'S A VERY SPECIAL DAY FOR ME"

"I want to thank the president for giving me the opportunity to play for this great club. It's a very special day for my family and for me. I feel very lucky to be here and do what I do. I like to feel this kind of pressure. Here the most important thing is to win, the club has demonstrated this over the years, winning lots of titles and Champions Leagues. I can promise you that I will give everything for Real Madrid. Hala Madrid and nothing else!".

SIGNING THE CONTRACT

Before the presentation ceremony, Rüdiger signed his new 4-season contract in the Real Madrid City boardroom accompanied by Florentino Pérez. After the signing, he received a watch, a replica Santiago Bernabéu and a shirt with his name and the number 22 on the back.

BASKETBALL



FIRST TEAM

2021-2022 SQUAD

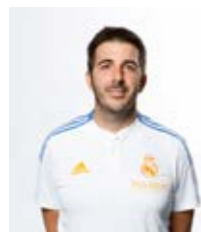
COACHES



PABLO LASO
COACH



JESÚS MATEO
ASSISTANT COACH



FRANCISCO REDONDO
ASSISTANT COACH



ISIDORO CALÍN
ASSISTANT COACH



JUAN TRAPERO
PHYSICAL TRAINER

POINT GUARDS



WILLIAMS-GOSS



NUÑEZ



HEURTEL



ALOCÉN

POINT GUARD-SHOOTING GUARD



LLULL

FORWARDS



CAUSEUR



RUDY



ABALDE



HANGA



DECK



TAYLOR

POWER FORWARDS



RANDOLPH



TRISTAN*



YABUSELE



THOMPKINS

CENTRES



POIRIER



TAVARES

* Tristan was transferred to KK Partizan NIS on 27 January 2022.



ENDESA LEAGUE CHAMPIONS

Real Madrid won its 36th League title after beating Barcelona 1-3 in a final in which the team didn't have home court advantage.

36



Real Madrid
Champions
Endesa League



REAL MADRID'S 36 LEAGUE TITLES

1956-57 | 1957-58 | 1959-60 | 1960-61 | 1961-62 | 1962-63 | 1963-64 | 1964-65 | 1965-66
1967-68 | 1968-69 | 1969-70 | 1970-71 | 1971-72 | 1972-73 | 1973-74 | 1974-75 | 1975-76
1976-77 | 1978-79 | 1979-80 | 1981-82 | 1983-84 | 1984-85 | 1985-86 | 1992-93 | 1993-94
1999-00 | 2004-05 | 2006-07 | 2012-13 | 2014-15 | 2015-16 | 2017-18 | 2018-19 | 2021-22



LEAGUE CHAMPIONS FOR 36TH TIME

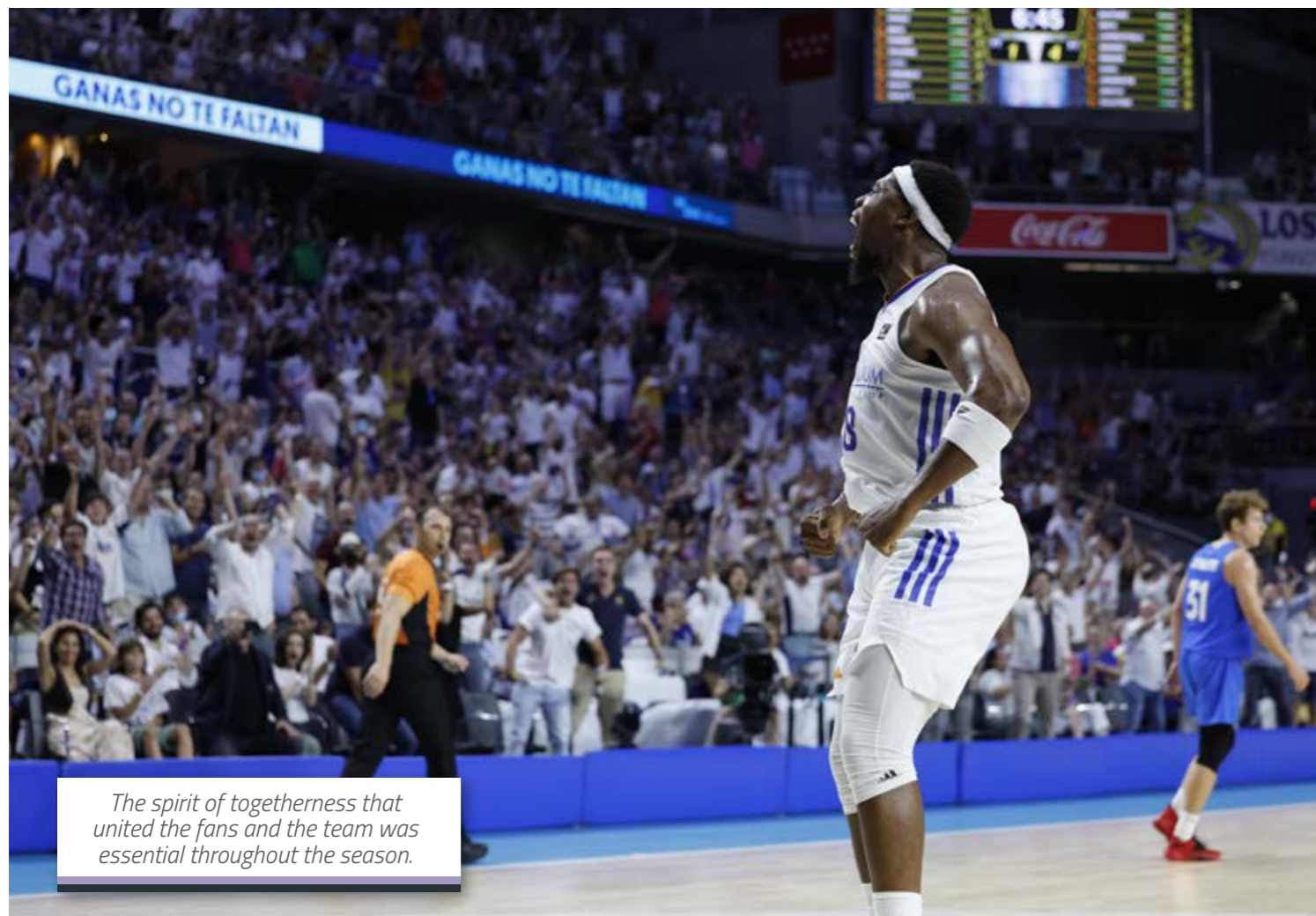
Real Madrid won its 36th League title after beating Barcelona in the fourth game to leave the overall score at 1-3 in a final in which the team didn't have home court advantage. In a season plagued with adversity, our team lifted the 36th League in their history and the second trophy this year after the Spanish Super Cup. Moreover, they reached all four possible finals. The WiZink Center, with an incredible crowd, was once again decisive with its support for the team, which made one last effort to win a very close match and where Tavares made the difference with an impressive performance: a PIR of 41 in 30 minutes for which he was named MVP of the final. Great work also by Causeur and Chus Mateo, and their coaching staff in a win, with a special dedication to Pablo Laso.

LEAGUE TITLES

TEAM	TITLES
 REAL MADRID	36
 BARÇA	19
 JOVENTUT	4
 BASKONIA	4
 VALENCIA BASKET	1
 UNICAJA DE MÁLAGA	1
 MANRESA	1



Real Madrid clinched the final in front of their fans after an excellent game.



The spirit of togetherness that united the fans and the team was essential throughout the season.



Real Madrid, who regained home court advantage in Barcelona, clinched the final in front of their fans.

The players celebrated the title with the fans who came to the WiZink Center.



TAVARES, MVP OF THE LEAGUE FINAL, BEST DEFENDER IN THE LEAGUE AND SELECTED IN THE ALL-EUROLEAGUE FIRST TEAM



Another iconic selfie of Llull with the president, players, coaching staff and the entire section.



The celebration continued in the dressing room.



Tribute to Randolph, who was unable to participate in the final part of the season due to injury.

THE CHAMPIONS OFFERED THE 36TH LEAGUE TROPHY TO THE REAL MADRID FANS

THE SQUAD, THE COACHING STAFF AND THE BOARD OF DIRECTORS VISITED THE HEADQUARTERS OF THE COMMUNITY OF MADRID AND MADRID CITY COUNCIL



The captains offered the trophy to the fans.



The mayor, José Luis Martínez-Almeida, received the champions at the Palacio de Cibeles.



The champions went to the Real Casa de Correos, where they were received by the president, Isabel Díaz Ayuso.



2021 SPANISH SUPER CUP CHAMPIONS

Real Madrid continued to reign over this competition after defeating Barça in the final and winning its eighth title.

8



Real Madrid
Champions
of the Super Cup



REAL MADRID'S
8 SPANISH SUPER CUPS

1984-85 | 2012-13 | 2013-14 | 2014-15 | 2018-19 | 2019-20 | 2020-21 | 2021-22

2021 SUPER CUP CHAMPIONS

Real Madrid won the Spanish Super Cup for the eighth time in their history after beating Barça in the final in Tenerife, thus extending their dominance in this tournament. Our team has won every edition since 2018. Down by 19 in the 25th minute, the team once again pulled off some heroics. In the next 15 minutes, they made a spectacular comeback with a 20-44 run, led by the incredible Llull, MVP of the tournament, who finished with 24 points and ranking of 27. Poirier (16 points and 11 rebounds) and Alocén (11 points) were also decisive in a win that clinched the season's first title.



The team then posed in the locker room for the menorcan's traditional selfie—taken after every title win.



Tavares helps Llull cut the net from the basket.



Tavares, Yabusele and Poirier celebrating the title.



It is Lull's third MVP in the Super Cup.

**LLULL,
2021 SUPER CUP MVP**



It is Yabusele's first title as a madridista.



Hanga wins his first title with Real Madrid.



Happiness broke out at the end of the match.

REAL MADRID LEADS IN SPANISH EIGHT SUPER CUP VICTORIES



SUPER CUP CHAMPIONS



TEAM	TITLES
REAL MADRID	8
1984, 2012, 2013, 2014, 2018, 2019, 2020 and 2021	
BARÇA	6
BASKONIA	4
JOVENTUT	2
GRAN CANARIA	1
VALENCIA BASKET	1

THE TEAM TOOK THE TITLE FOR THE FOURTH TIME IN A ROW

By beating Barça in the 2021 edition, replaying the title against the same opponents in 2020, Real Madrid have now won eight Spanish Super Cups and continue to lead the list of winners in the competition. Our team has won the last four editions: Santiago 2018, Madrid 2019, Tenerife 2020 and Tenerife 2021.

SEVEN SUPERCOPAS IN THE LAST NINE YEARS

REAL MADRID HAS NOW CAPTURED THE TITLES IN 2012, 2013, 2014, 2018, 2019, 2020 AND 2021.

22 TROPHIES IN THE LAST 11 YEARS

Real Madrid has won two EuroLeagues, one Intercontinental Cup, six league titles, six Copa del Rey titles and seven Spanish Super Cups.

AN AVERAGE OF TWO TROPHIES PER SEASON



EUROLEAGUE

In the EuroLeague, Real Madrid qualified for the playoffs in fourth with a record of 18 wins and 10 losses. Their rival in the best-of-five quarter-final series was Maccabi Tel Aviv. Our team took the fast track to the next round (3-0). The first two games were won at the WiZink and, qualification for the Final Four—the eighth since 2011—was secured in Israel (76-87).

In Belgrade, Real Madrid defeated Barça in the semi-finals (83-86), after going down 13 points and embarking on a spectacular comeback.

In the grand final, the reigning champion of the competition awaited them, Anadolu Efes, who had beaten Olympiacos in the other semi-final. In a tremendously even match, Real Madrid was unable to snatch a win (57-58).

COPA DEL REY

After winning the Super Cup and a brilliant start to the Liga Regular, Real Madrid secured the top seed for the Copa del Rey tournament. The team beat Río Breogán (73-67) in the quarter-finals and Lenovo Tenerife (94-74) in the semi-finals. Real Madrid were unable to win against Barça (59-64) in the 2022 Copa del Rey final played at the Palacio de los Deportes in Granada.



Real Madrid qualified for the Final Four, the eighth time since 2011.



Pablo Laso and Florentino Pérez pose with the EuroLeague won in 2018, the tenth in the history of the section.

THANK YOU, LASO!

REAL MADRID EXPRESSES ITS GRATITUDE AND AFFECTION TO A LEGENDARY COACH WHO HAS MANAGED OUR TEAM DURING ONE OF THE MOST SUCCESSFUL PERIODS IN OUR HISTORY.

Real Madrid C. F. and Pablo Laso have decided by mutual consent to end his relationship as coach of the basketball first team. Real Madrid would like to express its gratitude and affection to him for leading the team in one of the most successful periods in our history.

During the 11 seasons, he has been in charge of our basketball first team, Pablo Laso has won 22 trophies: 2 EuroLeague titles, 1 Intercontinental



He is the coach with the most matches and most victories in the history of the club.

TROPHIES WON BY PABLO LASO FOR REAL MADRID



title, 6 League titles, 6 Copa del Rey titles and 7 Spanish Super Cups. With this haul, Pablo Laso has become one of the greatest and most loved legends of the club, matching the record of 22 trophies won by Lolo Sainz, and only behind Pedro Ferrándiz, with 27 trophies.

There is no season in which he has not won at least one trophy, leaving behind a historic record set between 2014 and 2015. His trophy haul also includes two awards for best EuroLeague

coach (2015 and 2018) and seven AEEB coach of the year awards (2013, 2015, 2016, 2018, 2019, 2020 and 2021).

Pablo Laso ends his time with Real Madrid as the coach with the most games in charge (860) and the most victories achieved (659).

Real Madrid wishes him and his whole family all the best in this new stage of his life. Real Madrid will always be his home.

CHUS MATEO, NEW REAL MADRID COACH

“IT IS A CHALLENGE, FOR WHICH I FEEL A SENSE OF PRIDE AND GREAT RESPONSIBILITY”

Chus Mateo will be the coach of the basketball first team for the next two seasons, until 30 June 2024. Chus Mateo has been associated with Real Madrid as coach of the academy and as assistant coach from 1990 to 2004 and, from 2014 to the present, as Pablo Laso's assistant coach.

Mateo gave his first interview as the new Real Madrid coach to the club's official media: “Belonging to Real Madrid means being at the best club in the world. It is source of pride and joy, an ability to aspire to compete until the last moment for any title, to fight until the end and overcome any adversity. It is a challenge, a great responsibility. The aim of making a lot of people who support us happy, who suffer and stand alongside us in defeat, and who are ecstatic when we win. I want to be part of all those moments of success that the fans crave”.

OBJECTIVES

“From the moment you join this club, they teach you that you have to always

fight to win and try to compete every day. There is one thing that the fans don't tolerate: not giving your everything. And at Madrid you always have to give it your all”.

KNOWING THE SQUAD

“It is an advantage. The role changes and the important thing is to ensure the chemistry remains intact. We have to create a good group, one that helps each other and where the egos play second fiddle to the collective spirit, and in which we all pull in the same direction”.

DID YOU IMAGINE BEING THE COACH OF REAL MADRID?

“You always have that dream. I started at Colegio Agustiniano and never imagined what life had in store for me. I've always been a big Real Madrid fan, I liked watching all the Real Madrid basketball games and I've been hooked since I was very young. It's a dream to be part of all this right now”.



2021-2022 SEASON

PRE-SEASON

COMPETITION	MATCH
Friendly match (Albacete)	Real Madrid 80 – UCAM Murcia 84
10th Costa del Sol Tournament	Unicaja 88 – Real Madrid 75 Real Madrid 80 – UCAM Murcia 65

ENDESA SUPER CUP

ROUND	MATCH
Semi-finals	Lenovo Tenerife 70 – Real Madrid 72
Final	Real Madrid 88 – Barça 83

COPA DEL REY

ROUND	MATCH
Quarter-finals	Real Madrid 73 – Río Breogán 67
Semi-final	Real Madrid 94 – Lenovo Tenerife 74
Final	Real Madrid 59 – Barça 64

ENDESA LEAGUE

MATCHDAY	MATCH
1	Real Madrid 70 – Hereda San Pablo Burgos 63
2	MoraBanc Andorra 58 – Real Madrid 86
3	Real Madrid 78 – Monbus Obradoiro 68
4	Real Madrid 86 – Lenovo Tenerife 77
5	Valencia Basket 79 – Real Madrid 93
6	Río Breogán 71 – Real Madrid 79
7	Real Madrid 70 – Gran Canaria 75
8	Bitci Baskonia 65 – Real Madrid 83
9	Real Madrid 95 – Surne Bilbao Basket 61
10	Urbas Fuenlabrada 85 – Real Madrid 88
11	Real Madrid 71 – Coosur Real Betis 48
12	Casademont Zaragoza 65 – Real Madrid 86
13	Real Madrid 79 – Unicaja 74
14	UCAM Murcia 71 – Real Madrid 80
15	Joventut Badalona 71 – Real Madrid 90
16	Real Madrid 75 – Barça 85
17	Baxi Manresa 87 – Real Madrid 92
18	Real Madrid 94 – Casademont Zaragoza 69
19	Surne Bilbao Basket 79 – Real Madrid 67
20	Real Madrid 83 – MoraBanc Andorra 88
21	Real Madrid 93 – Valencia Basket 94
22	Unicaja 91 – Real Madrid 92
23	Real Madrid 72 – Bitci Baskonia 80
24	Hereda San Pablo Burgos 70 – Real Madrid 85
25	Real Madrid 75 – BAXI Manresa 86
26	Real Madrid 92 – Urbas Fuenlabrada 77
27	Lenovo Tenerife 72 – Real Madrid 59
28	Barça 108 – Real Madrid 97
29	Real Madrid 90 – Río Breogán 65
30	Coosur Real Betis 69 – Real Madrid 71
31	Real Madrid 99 – Joventut Badalona 89
32	Monbus Obradoiro 88 – Real Madrid 89
33	Real Madrid 90 – UCAM Murcia 69
34	Gran Canaria 83 – Real Madrid 91

PLAYOFFS

MATCHDAY	MATCH
QUARTER-FINALS	
1st match	Real Madrid 93 – BAXI Manresa 76
2nd match	BAXI Manresa 74 – Real Madrid 83
SEMI-FINALS	
1st match	Real Madrid 94 – Bitci Baskonia 84
2nd match	Real Madrid 83 – Bitci Baskonia 71
3rd match	Bitci Baskonia 77 – Real Madrid 85
FINAL	
1st match	FC Barcelona 75 – Real Madrid 88
2nd match	FC Barcelona 71 – Real Madrid 69
3rd match	Real Madrid 81 – FC Barcelona 66
4th match	Real Madrid 81 – FC Barcelona 74

EUROLEAGUE

MATCHDAY	MATCH
1	Real Madrid 82 – Anadolu Efes 69
2	Olympiacos 74 – Real Madrid 68
3	Real Madrid 94 – AS Monaco 86
4	Real Madrid 88 – Panathinaikos 65
5	Real Madrid 70 – Fenerbahçe 69
6	Zenit St. Petersburg 68 – Real Madrid 75
7	UNICS Kazan 65 – Real Madrid 58
8	FC Bayern Munich 76 – Real Madrid 80
9	Real Madrid 95 – Zalgiris 82
10	LDLC Asvel Villeurbanne 74 – Real Madrid 87
11	Real Madrid 79 – Red Star 67
12	Bitci Baskonia 60 – Real Madrid 88
13	Real Madrid 72 – Maccabi 70
14	Barça 93 – Real Madrid 80
15	Real Madrid 87 – Alba Berlin 64
16	AX Armani Exchange Milan 73 – Real Madrid 75
17	Real Madrid 71 – CSKA Moscú 65
18	Fenerbahçe 66 – Real Madrid 51
19	Real Madrid 85 – UNICS Kazan 68
20	Red Star 65 – Real Madrid 62
21	Real Madrid 89 – Bitci Baskonia 74
22	Alba Berlin 74 – Real Madrid 89
23	AS Monaco 84 – Real Madrid 90
24	Real Madrid 75 – Olympiacos 67
25	Real Madrid 85 – Zenit St. Petersburg 64
26	Real Madrid 68 – Barça 86
27	Zalgiris 68 – Real Madrid 47
28	CSKA Moscow – Real Madrid (SUSPENDED)
29	Real Madrid 92 – AX Armani Exchange Milan 88
30	Real Madrid 70 – LDLC Asvel Villeurbanne 58
31	Anadolu Efes 93 – Real Madrid 90
32	Maccabi 75 – Real Madrid 74
33	Panathinaikos 87 – Real Madrid 86
34	Real Madrid 88 – FC Bayern Munich 97

PLAYOFFS

QUARTER-FINALS

1st match	Real Madrid 84 – Maccabi 74
2nd match	Real Madrid 95 – Maccabi 66
3rd match	Maccabi 76 – Real Madrid 87

SEMI-FINALS

Real Madrid 86 – Barça 83

FINAL

Real Madrid 57 – Anadolu Efes 58



SERGIO RODRÍGUEZ, THE POINT GUARD DURING THE RECORD FIVE-TROPHY SEASON

Sergio Rodríguez (Santa Cruz de Tenerife, 12/06/1986) returns to Real Madrid. He led the team in the historic five-trophy haul achieved between 2014 and 2015 and now embarks on his second spell at the club. In the first, which lasted 6 seasons (2010-2016), he played 429 games and won 12 titles: 1 EuroLeague title, 1 Intercontinental title, 3 League titles, 4 Copa del Rey titles and 3 Super Cups.



HEZONJA, GAME-CHANGING SMALL FORWARD AND GREAT POINTS SCORER

Mario Hezonja (Dubrovnik, Croatia, 25/02/1995) is a new Real Madrid player for the next two seasons. At 27 years old, the Croatian forward is one of the most influential players in European basketball. He arrives from Unics Kazan and has experience in the ACB and the NBA.



MUSA, ONE OF THE BIGGEST TALENTS IN EUROPE

Dzanan Musa (Bihac, Bosnia and Herzegovina, 08/05/1999) is a new Real Madrid player for the next two seasons. One of the biggest talents in European basketball arrives at our club. At just 23 years old, the Bosnian international was the MVP and the top scorer in the 2021/22 Endesa League with Río Breogán.



CORNELIE, HIGH REBOUNDING POWER FORWARD

Petr Cornelie (Calais, France, 26/07/1995) is a new Real Madrid player for next season. A power forward standing 2 ft 11 inches tall, he is an excellent rebounder, with a good three-point shot and versatile. The French international arrives from Grand Rapids Gold of the G-League (the League associated with the NBA).



INCLUDED IN THE BEST ALL-EUROLEAGUE FIRST TEAM

Walter Tavares was chosen as one of the members of the All-EuroLeague First Team for the third time, the second in a row. The Real Madrid centre, who received the award from his former teammate Felipe Reyes at the official presentation of the Final Four, averaged 10.9 points, 7.6 rebounds, 1.7 blocks and a Performance Index Rating of 18.5, figures that meant he was one of the most voted players by fans, media, coaches and captains, of the teams that participated in the competition.



BEST DEFENDER IN THE 2021-22 LEAGUE

Walter Tavares received the trophy for the best defender in the League from Felipe Reyes, a Real Madrid legend and former teammate, in the run-up to the first match of the Endesa League quarter-finals between Real Madrid and Baxi Manresa. The centre from Cape Verde dedicated it to the fans present at the WiZink Center, who responded with a standing ovation.



MVP OF THE LEAGUE FINAL

Walter Tavares was voted MVP of the 2021-22 League final. The player from Cape Verde led Real Madrid to their 36th title in this competition with an average in the series against Barça of 13.2 points, 6.2 rebounds and a PIR of 20, and a memorable fourth game, in which he ended with a PIR of 41 (25 points and 13 rebounds). The centre was included in the All-Liga ACB Second Team.



THIRD ALL-TIME TOP BLOCKER IN EUROLEAGUE HISTORY

Walter Tavares became the third highest blocker in EuroLeague history. With the 3 blocks against Olimpia Milan he surpassed Fran Vázquez's 249, and ended the season with 284. The centre, with 1.76 per game, has the highest average of the top-10 players with the most blocks in this competition. He is only behind Anadolu Efes centre Bryant Dunston (309) and Olimpia Milan power forward Kyle Hines (286).



LLULL, 900 GAMES FOR REAL MADRID



The Real Madrid captain continues to achieve milestones with our team. Sergio Llull played his 900th match with the Real Madrid shirt against Alba Berlin and is the second player with the most appearances behind Felipe Reyes (1,046). Throughout his 16 seasons at

the club, he has become a legend and is one of the most iconic players of the basketball section. He has 23 titles to his name: 2 EuroLeague titles, 1 Intercontinental Cup, 7 League titles, 6 Copa del Rey titles and 7 Spanish Super Cups.

LLULL, THE REAL MADRID PLAYER WITH THE MOST VICTORIES IN THE EUROLEAGUE

Sergio Llull chalked up his 227th victory with Real Madrid in the EuroLeague against CSKA Moscow at the WiZink Center and surpassed Felipe Reyes as the Real Madrid player who has won the most games in this competition. The captain has played 325 games in his 15 seasons, with a 69.7% win rate.



RUDY, 600 GAMES WITH REAL MADRID



Rudy Fernández played his 600th game for Real Madrid against Rio Breogán. A historic figure within the reach of very few and which the Spaniard has achieved in his eleventh

season with the team, with which he has won 21 titles: 2 EuroLeague titles, 1 Intercontinental title, 6 League titles, 5 Copa del Rey titles and 7 Super Cups.



CAUSEUR, 300 GAMES FOR REAL MADRID

Fabien Causeur played his 300th match for Real Madrid, against Red Star. In his fifth season since joining the team in 2017-18, the French forward has won 9 titles as a Real Madrid player: 1 EuroLeague title, 3 League titles, 1 Copa del Rey title and 4 Spanish Super Cups. He is the eighth foreign player with the most appearances for Real Madrid.



DECK, 200 GAMES FOR REAL MADRID

Gabriel Deck played his 200th game in the Real Madrid shirt, against Urbas Fuenlabrada. The forward, who reached this figure in his second spell with the team after returning from the NBA at the beginning of the year, is in his fourth season at Real Madrid and has accumulated 6 titles: 2 League titles, 1 Copa del Rey title and 3 Spanish Super Cups.



RANDOLPH, 300 GAMES FOR REAL MADRID

Anthony Randolph played his 300th match in a Real Madrid shirt, against Baxi Manresa. The power forward, in his sixth season at the club, is the ninth foreign player with the most appearances in the history of the basketball section. He has 10 titles to his name as a Real Madrid player: 1 EuroLeague title, 3 League titles, 2 Copa del Rey titles and 4 Spanish Super Cups.



ABALDE, 100 GAMES FOR REAL MADRID

Alberto Abalde played his 100th game for Real Madrid in the team's victory against Maccabi, on matchday thirteen of the EuroLeague. The forward celebrated his one hundred appearances as a Real Madrid player in his second season with our team, with which he has won 1 League and 2 Spanish Super Cups (2020 and 2021).



EMILIANO RODRÍGUEZ AND LOLO SAINZ RECEIVE THE FRANCISCO FERNÁNDEZ OCHOA NATIONAL SPORTS AWARD



Emiliano Rodríguez and Lolo Sainz received the Francisco Fernández Ochoa National Award of the Spanish National Sports Council (CSD). The award ceremony took place at the Royal Palace of El Pardo and was presided over by the King and Queen of Spain. This award, corresponding to the 2019 edition, recognizes both Real Madrid basketball legends equally for "a life dedicated, especially, to the practice; organization; management; promotion and development of sport".

Emiliano won 4 European Cups, 12 Leagues and 9 Spanish Cups as a Real Madrid player. Lolo Sainz won 4 European Cups, 7 Leagues and 5 Spanish Cups as a Real Madrid player, and during his time as coach of our team, he won 2 European Cups, 8 Leagues, 4 Spanish Cups, 4 Intercontinental Cups, 2 European Cup Winners' Cups, 1 Korac Cup and 1 Spanish Super Cup.

RUDY RECEIVES THE BARÓN GÜELL CUP NATIONAL SPORTS AWARD AS CAPTAIN OF THE SPANISH BASKETBALL TEAM



The men's and women's basketball teams received the Barón de Güell National Sports Award, granted by the Spanish National Sports Council (CSD), in a ceremony that took place at the Royal Palace of El Pardo and was

presided over by the King and Queen of Spain. This award, corresponding to the 2019 edition, recognizes "the team or national team that has stood out the most for its sporting performance during the year".

500 GAMES FOR REAL MADRID IN THE EUROLEAGUE

Real Madrid played their 500th match in the EuroLeague, against Baskonia. A figure achieved in the club's twentieth participation in the top European club competition since it was renamed in 2000. In this period, our team has won 2 EuroLeagues (2015 and 2018), has been a finalist on another 3 occasions (2013, 2014 and 2022) and has been present in 8 Final Fours and 14 playoffs. It has been one of the most dominant clubs in the competition over the last decade.

The win against Baskonia was the 330th for Real Madrid in 500 games. A record of 66% of matches won. The club's best consecutive win streak is 13, achieved in 2013-14 and 2019-20, and the most wins in a season stands at 26 games in 2016-17 and 2018-19. The biggest win was by 49 points against Spirou Charleroi (94-45) in 2010-11. The club also produced its best defensive performance to date, in that game. The highest scoring game was against Ovarense in 2000-01 (116 points).



DONČIĆ, IN THE ALL-TIME NBA EUROPEAN FIRST TEAM

Luka Dončić has been included in the All-Time NBA European First Team. The former Real Madrid academy player received the votes of a committee of European experts and fans, as part of the NBA 75 Euro Vote, an initiative to

celebrate the 75th anniversary of the birth of the American basketball league. As well as the former Real Madrid player, the team included Giannis Antetokounmpo, Pau Gasol, Dirk Nowitzki and Tony Parker.



LLULL AND RUDY, WINNERS AT THE 3RD SPANISH BASKETBALL GALA

Sergio Llull and Rudy Fernández were recognized by the jury of the 3rd Spanish Basketball Gala, which was held on 14 August in Gran Canaria. The captain of Real

Madrid won Best National Player and the forward, won one of the Special Awards for equalling the 5 Olympic Games record of participation.



NÚÑEZ, EUROPEAN UNDER-20 CHAMPION WITH SPAIN

Juan Núñez was proclaimed champion of the U20 European Championship with Spain. The national team beat Lithuania 61-69 in the final of the tournament, which was held in Podgorica (Montenegro). The Real Madrid point guard put in great performances during the competition, in which he averaged 11.6 points, 3.9 rebounds and 4.9 assists to be chosen MVP. In the game for the title he racked up 11 points, 3 assists and 5 rebounds in his 23 minutes on the court.



REAL MADRID PAYS TRIBUTE TO FELIPE REYES

Felipe Reyes bade farewell to the fans at the WiZink Center in an emotional tribute organized by Real Madrid during the Clásico.

In the 9th minute of the game, coinciding with the number he wore during his 17 seasons at the club, the game was stopped and he walked out with his children to the centre of the court, where he received a spectacular ovation.

“I wanted to thank you for your support and affection during these 17 years. We have fulfilled our dreams of the Real Madrid family and nothing would have been possible without all of you”.



FELIPE REYES, RECOGNIZED AS A EUROLEAGUE LEGEND

The power forward received this recognition in an act that took place before the match between Real Madrid and Barça at the WiZink Center. The CEO of the competition, Jordi Bertomeu, presented him with the award while the Madrid fans gave him a standing ovation. His retirement last summer marked the end of a spectacular professional career in which he won 23 titles with our club. He debuted at the age of 20 in the EuroLeague, a competition he won twice as captain of Real Madrid (2015 and 2018).

In addition to being the player with the most games in the history of our section (1,046), Felipe Reyes retired as the leader in offensive rebounds in the EuroLeague (705); second in total rebounds (1,799), free throws made (967), and fouls drawn (1,308); third in games played (357); sixth in PIR (3,775); and eighth in points scored (3,029). In the 2014-15 season he was part of the All-EuroLeague First



Team. He becomes the seventh player in history to receive this distinction, after Siskauskas, Papaloukas, Diamantidis, Turkcan, Navarro and Jasikevicius.



**FELIPE REYES,
MEDAL OF HONOUR OF
THE MADRID CITY COUNCIL**



**FELIPE REYES,
LIFETIME ACHIEVEMENT
AS NEWSPAPER SPORTS AWARD 2021**



**FELIPE REYES,
RECOGNIZED BY THE MADRID SPORTS
PRESS ASSOCIATION**



**PABLO LASO AND FELIPE REYES,
WINNERS AT THE GIANTS
OF BASKETBALL GALA**

REAL MADRID PAYS TRIBUTE TO JAYCEE CARROLL



Jaycee Carroll is the foreign player with the most appearances for Real Madrid (709).



THE PRESIDENT GREETED CARROLL AT THE WIZINK CENTER

The president spoke with the American shooting guard and his family during the emotional tribute received by Jaycee Carroll, the foreign player with the most appearances for Real Madrid.

Jaycee Carroll, the foreign player with the most games played for Real Madrid (709) received an emotional tribute before the second game of the League semi-final playoffs against Baskonia. After the presentation of the team, the shooting guard walked out to the centre of the court with his family and after a video was displayed showing his best moments, Felipe Reyes presented him with a commemorative shirt.

Carroll addressed the fans: "I wanted to come back to say thanks to all of you, to Real Madrid for giving me the opportunity to fulfil my dreams. A decade I could never have imagined. Thanks to the club, to the president. I was lucky to be here with many colleagues". I want to thank my family because without them I would not have been here for so many years. Thank you from the bottom of my heart and I will be eternally grateful. I love you very much."

TROPHIES WON BY JAYCEE CARROLL FOR REAL MADRID



LLULL, UNTIL 2024

Sergio Llull will play for a seventeenth season at Real Madrid after renewing his contract. An icon and legend of our club, the point guard-shooting guard has an incredible trophy haul of 23 titles: 2 European Cups 1 Intercontinental title, 7 League titles, 6 Copa del Rey titles and 7 Spanish Super Cups.



RUDY, UNTIL 2023

This season will be Rudy Fernández's twelfth at Real Madrid. The Mallorcan, who is the fourth player with the most appearances in the history of the basketball section (656), has won 21 trophies as a Real Madrid player: 2 European Cups, 1 Intercontinental Cup, 6 League titles, 5 Copa del Rey titles and 7 Spanish Super Cups.



CAUSEUR, UNTIL 2024

Fabien Causeur will continue for 2 more seasons at Real Madrid. He is the fifth foreigner with the most games played with our basketball team (346) and has accumulated 9 titles in 5 seasons: 1 EuroLeague title, 3 League titles, 1 Copa del Rey title and 4 Super Cups.



TAYLOR

Real Madrid thanks Jeffery Taylor for his exemplary behaviour, dedication and professionalism while playing for the club. In his seven seasons at Real Madrid he has won 13 trophies: 1 EuroLeague, 1 Intercontinental Cup, 4 League titles, 3 Copa del Rey titles and 4 Spanish Super Cups.



HEURTEL

Real Madrid would like to offer its gratitude and affection to Thomas Heurtel for the season in which he played for our club, with which he won the League and the Spanish Super Cup.



THOMPKINS

Real Madrid would like to offer its gratitude and affection to Trey Thompkins for the 7 seasons in which he has played for the club. Thompkins has won 13 trophies with Real Madrid: 1 EuroLeague, 1 Intercontinental Cup, 4 League titles, 3 Copa del Rey titles and 4 Spanish Super Cups.



NÚÑEZ

Real Madrid thanks Juan Núñez for his exemplary behaviour. Trained in the Real Madrid youth academy, last season he joined the first team, with which he won the League and the Spanish Super Cup.



REAL MADRID BASKETBALL, FOURTH-MOST FOLLOWERS ON FACEBOOK WORLDWIDE (INCLUDING THE NBA)

Boasting 14.8 million fans, they trail only the Los Angeles Lakers, Chicago Bulls and Houston Rockets.

For yet another year, Real Madrid remains a world benchmark on social media. Our basketball section's Facebook page has 14.8 million followers and is the fourth largest in the world, behind only the Los Angeles Lakers (21.7), Chicago Bulls (16.8) and Houston Rockets (15.7). Real Madrid is the only European club that competes with the NBA and apart from these three franchises is

ahead of the other 27 teams in the world's top basketball league. The club has more followers than, for example, the G.S. Warriors, the 2021-22 reigning NBA champions (12.4) or the Boston Celtics (8.6). In this ranking, only six entities have more than 10 million followers and one of them is Real Madrid. In the ranking of *likes*, our team is also fourth, with 15 million.

EUROLEAGUE TEAM FACEBOOK FOLLOWER RANKINGS

POSITION	CLUB	FOLLOWERS
1	REAL MADRID	14.8 MILLION
2	Barça	2.2 MILLION
3	Fenerbahçe Beko	1.1 MILLION
4	Red Star	430,000
5	Olympiacos	395,703
6	Panathinaikos	380,431
7	Partizán	339,000
8	FC Bayern Munich	284,181
9	Anadolu Efes	272,670
10	Zalgiris Kaunas	230,540
11	AX Armani Milan	181,552

TEAM FACEBOOK FOLLOWER RANKINGS, INCLUDING NBA TEAMS

POSITION	CLUB	FOLLOWERS
1	L.A. Lakers	21.7 MILLION
2	Chicago Bulls	16.8 MILLION
3	Houston Rockets	15.9 MILLION
4	REAL MADRID	14.8 MILLION
5	Miami Heat	14.3 MILLION
6	G.S. Warriors	12.4 MILLION
7	Boston Celtics	8.6 MILLION
8	Cleveland Cavaliers	8 MILLION
9	Sacramento Kings	7.4 MILLION
10	San Antonio Spurs	6.6 MILLION
11	Oklahoma City Thunder	6.4 MILLION
12	New York Knicks	5.4 MILLION
13	Washington Wizards	5.1 MILLION
14	Dallas Mavericks	4.2 MILLION
15	L.A. Clippers	3.9 MILLION
16	Indiana Pacers	3.1 MILLION
17	Brooklyn Nets	3.1 MILLION
18	Utah Jazz	2.9 MILLION
19	Toronto Raptors	2.6 MILLION
20	Orlando Magic	2.6 MILLION
21	Milwaukee Bucks	2.5 MILLION
22	Portland Trail Blazers	2.4 MILLION
23	Barça Basket	2.2 MILLION
24	Denver Nuggets	2.1 MILLION
25	Phoenix Suns	2 MILLION
26	Detroit Pistons	1.9 MILLION
27	Memphis Grizzlies	1.9 MILLION
28	Philadelphia 76ers	1.8 MILLION
29	Minnesota Timberwolves	1.8 MILLION
30	New Orleans Pelicans	1.8 MILLION
31	Charlotte Hornets	1.7 MILLION
32	Atlanta Hawks	1.6 MILLION
33	Fenerbahçe Beko	1.2 MILLION
34	Red Star	0.8 MILLION
35	Olympiacos	0.4 MILLION
36	Panathinaikos	0.4 MILLION



WOMEN'S FOOTBALL



2021-2022 SQUAD

COACHES



ALBERTO TORIL
COACH



IRENE FERRERAS
ASSISTANT COACH



DANIEL SÁNCHEZ
ASSISTANT COACH



ANTONIO CABALLERO
PHYSICAL TRAINER



OSCAR GASPAR
GOALKEEPER TRAINER

GOALKEEPERS



MISA



GÉRARD

DEFENDERS



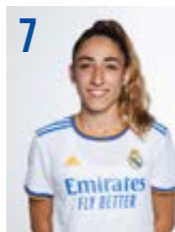
K. ROBLES



PETER



IVANA



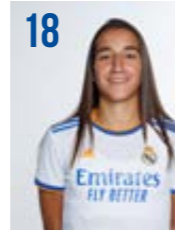
OLGA



CLAUDIA F.



M. CORREDERA



LUCÍA RODRÍGUEZ



ROCÍO



SVAVA

MIDFIELDERS



TERESA



KACI



MAITE



ZORNOZA

FORWARDS



ASLLANI



ESTHER



M. CARDONA



LORENA



NAHIKARI



MØLLER



ATHENEA

OUR SECOND SEASON IN HISTORY

Real Madrid qualified for the quarter-finals of the Women's Champions League.

In only the second season in its history, the Real Madrid Women's team established itself as one of the leading teams at the national level and, above all, achieved the historic milestone of qualifying among the eight best in Europe in its first participation in the Women's Champions League.

With a total of nine new faces in the squad for the 2021-2022 season, Real Madrid kicked off the official competition at the end of August with the European qualifying match against Manchester City, the team with the sixth best coefficient in Europe. After drawing at home, a goal from Zornoza sealed the victory away (0-1) and the team went through to play their first edition of the Women's Champions League.

Real Madrid got through a Group Stage in which they faced PSG, Kharkiv from Ukraine and Bredablik from Iceland. With four wins in six games, they reached the quarter-finals of the top European competition for the first time, in which the team led by Alberto Toril competed at a high level against Barcelona.

The accumulation of matches and injuries in the squad meant that the start in the League was not what was expected. After 11 games, Alberto Toril replaced David Aznar as coach. With 9 wins in the first 10 competitive matches under the coach from Córdoba, the team moved up the table to finish with 12 wins and a draw in the last 15 games of the season. This meant the team finished third and, once again, qualified to play in the Preliminary Round of the Women's Champions League.

Meanwhile, in the semi-finals of the Spanish Super Cup, Barcelona was put on the ropes again and could only win the match with a goal in added time (1-0). In the Copa de la Reina, the team first beat Alhama de Murcia, then Levante in the quarter-finals and reached the semi-finals in which, once again, it was unable to beat Barcelona.

The Real Madrid Women's team celebrates qualification for the Preliminary Round of the Women's Champions League at the Alfredo Di Stéfano.



ZORNOZA, MAHOU FIVE STAR PLAYER OF THE SEASON



Claudia Zornoza received the Mahou Five Star Player award from Real Madrid for the 2021/22 season. During the past season the midfielder played 41 games, in which she scored 6 goals and gave 9 assists. The Real Madrid player expressed her joy at this recognition: "It's very nice for me. I would like to thank everyone for their support, we feel it every day. Also that of the fans every weekend. This will encourage me to keep working hard and continue at this level".



Esther has shown her goalscoring qualities this season.

TRIBUTE TO BABETT PETER ON HER FAREWELL TO PROFESSIONAL FOOTBALL



Babett Peter brought an end to her football career this season. The German defender announced her retirement and her teammates paid tribute to her at the end of the match between Real Madrid and Villarreal, in which our team qualified for the Women's Champions League qualifiers. Peter, one of the squad captains, received a commemorative plaque from the director Catalina Miñarro. In addition to Babett Peter, Asllani, Kaci and Marta Cardona also left our club.



Real Madrid 2022/23 qualified for the second phase of the Women's Champions League.



CAROLINE WEIR

A goal-scoring midfielder, she is 27 years old and is an international for Scotland. She began her career at Hibernian and later played for Arsenal, Bristol, Liverpool and Manchester City—her last team before joining our club and where she scored 38 goals in 124 games. Her trophy haul includes 3 FA Cups and 2 English League Cups.



SANDIE TOLETTI

Sandie Toletti has become a new Real Madrid player. The French midfielder is 27 years old and joins the club after playing the last two seasons at Levante. An international for France, she was starter with her team at Euro 2022, where she reached the semi-finals. In the lower categories, she was a World under-17 champion and European under-19 champion with France.

KATHELLEN SOUSA

The Brazilian defender is 26 years old and arrives after playing two seasons at Inter Milan. Her experience in Europe also includes three seasons at Girondins de Bordeaux. With the Brazilian team she won the last Copa América.



FREJA SIRI

The Swedish midfielder is 24 years old and joins after being part of Racing Louisville in the United States for the last two seasons. Before, she played for KIF Örebro in her native country and for Arna-Bjørnar in Norway. An Under-23 international for Sweden, she is a Women's Cup winner.



NAOMIE FELLER

The French striker is 20 years old and joins our club from Stade de Reims. Despite her young age, she won the League with Olympique de Lyon in 2020, and last October she made her debut with the French national team. Feller stands out for her speed as a striker and is a European Under-19 champion with France.



ACADEMY

THE UNDER-18 A TEAM,
WINNERS OF
THE COPA DEL REY



FOOTBALL ACADEMY

In the 2021-22 season, the Real Madrid men's academy was made up of 16 teams after the creation of three new teams: the Under-12 C, Under-8 B and Under-6 teams.

Real Madrid Castilla, trained by Raúl for the third consecutive year, made their debut in the RFEF First Division and, after fighting to the end to qualify for the playoff for promotion to the Second Division, finished in tenth place.

The Under-18 A team won the 14th Copa del Rey in its history after beating Espanyol in the final (1-2). The team led by Hernán Pérez was runner-up in Group V of the División of Honour, while in the UEFA Youth League it reached the round of 16.

Seven teams from the academy were proclaimed champions of their respective competitions and four of them managed to end the domestic calendar undefeated: the Seven-a-side football Under-12 C, Under-10 A, Under-8 A and Under-8 B teams won their titles without being beaten. In addition, the Under-18 C team won the Autonomous Community's First Division Champions Cup while the Under-12 C and Under-10 A teams lifted their respective Madrid Champions Tournament trophies. It is worth mentioning that the Under-6 team, being part of a non-competitive category, does not have results or classifications.

With regards to homegrown players in the first team, during the course of the 2021-22 season, four Real Madrid Castilla players made their debuts in an official match under Carlo Ancelotti: Santos, Peter, Gila and Latasa. Meanwhile, Antonio Blanco and Miguel Gutiérrez, who made their debut in the 2020-21 season, also made appearances with the first team, while goalkeepers Toni Fuidias, Luis López and Diego Piñero were regularly called up to the matchday squads.



Raúl has started the 2022-23 season, at the helm of Castilla, full of enthusiasm.



REAL MADRID CASTILLA

Tenth in Group II of the RFEF First Division.



UNDER-18 A

Winners of the Copa del Rey.
Group V runner-up in the Division of Honour.



UNDER-12 A

League Runners-up.
(Group 1 of the Under-12 Division of Honour).



UNDER-12 B

League Runners-up.
(Group 1 of the Under-12 Division of Honour 7-a-side).



UNDER-18 B

League champions.
(Group 12 of the Under-18 National League).



UNDER-18 C

League champions.
(Group 1 of the Under-18 Autonomous Community's First Division).
Winners of the Champions Cup of the Under-18 Autonomous Community's First Division.



UNDER-12 C

League champions.
(Group 1 of the Under-12 Preferente division 7-a-side).
Winners of the Madrid Champions Tournament.



UNDER-10 A

League champions.
(Group 4 of the Under-10 Autonomous Community's First Division 7-a-side).
Winners of the Madrid Champions Tournament.



UNDER-16 A

League Runners-up.
(Single group of the Under-16 Super League).



UNDER-16 B

League Runners-up.
(Group 1 of the Under-16 Division of Honour).



UNDER-10 B

League Runners-up.
(Group 5 of the Under-10 Autonomous Community's First Division 7-a-side).



UNDER-8 A

League champions.
(Group 5 of the Under-8 Preferente division 7-a-side).



UNDER-14 A

League Runners-up.
(Single group of the Under-14 Super League).



UNDER-14 B

League winners.
(Group 1 of the Under-14 Division of Honour).
Winners of the 25th La Liga Promises International Tournament.



UNDER-8 B

League champions.
(Group 17 of the Under-8 First division 7-a-side).



UNDER-6

Non-competitive category with no results or classifications.

THE UNDER-14 A TEAM, 2022 SPANISH MINI CUP CHAMPIONS

The EBA team ended the season top of the Regular League Group B, with a record of 21 wins and 9 losses.

The Junior team won the Adidas Next Generation in Ljubljana, and was proclaimed champion of the Community of Madrid.

The Under-16 A team won the Madrid Championship and the Spanish Championship held in San Fernando (Cádiz). Hugo González was declared MVP of the final.

The Under-14 A team won the Mini Cup, was crowned champion of the Community of Madrid and won the Spanish Championship of the category held in Marín (Pontevedra).

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

The Under-16 B team finished at the top in group 3 of the First Silver Division phase and won group B of the Second Silver Division phase of the Madrid Men's Special Under-16. In the final group, the team finished 17th in the category, the highest position it was eligible for.

Additionally, the Under-14 B team finished in first place in group 3 of the Second Silver phase of the Under-14 Special Men's League and won group C of the Second Silver phase, reaching 18th place in the final group, the highest position it was eligible for.



Florentino Pérez poses with Under-14 A, 2022 Spanish Mini Cup champions.

BASKETBALL ACADEMY TEAMS 2021-2022



EBA

The EBA team ended the season top of the Regular League Group B, with a record of 21 wins and 9 losses.



UNDER-16 A-B

UNDER-16 A

The Under-16 A team won the Madrid Championship and the Spanish Championship held in San Fernando (Cádiz). Hugo González was declared MVP of the final.

UNDER-16 B

The Under-16 B team finished at the top in group 3 of the First Silver Division phase and won group B of the Second Silver Division phase of the Madrid Men's Special Under-16. In the final group, the team finished 17th in the category, the highest position it was eligible for.



JUNIOR

The Junior team won the Adidas Next Generation in Ljubljana, and was proclaimed champion of the Community of Madrid.



UNDER-14 A

The Under-14 A team won the Mini Cup, was crowned champion of the Community of Madrid and won the Spanish Championship of the category held in Marín (Pontevedra).



UNDER-14 B

Additionally, the Under-14 B team finished in first place in group 3 of the Second Silver phase of the Under-14 Special Men's League and won group C of the Second Silver phase, reaching 18th place in the final group, the highest position it was eligible for.

WOMEN'S FOOTBALL ACADEMY

Two of the three teams that make up the Real Madrid women's academy won their respective league championships during the 2021-2022 season. The Real Madrid B team, coached by David Fernández, completed an excellent season, finishing as National Group V champions and also, achieving promotion to the bronze category: the new competition created by the Spanish Football Federation called the Women's Football Federation Second division. The team was also the top scorer, with 84 goals.

Meanwhile, the Under-18 team was runners-up in the League in the Under-18 Preferente category. The team went on a streak of 21 consecutive victories to end the season as the highest scorer in the entire League (197), with an average of more than 5 goals per game. It also received the fewest goals in the entire competition (18). The Under-16 team came out as league champions in the Under-16 Preferente category and conceded the fewest goals of any team in the entire category (10).

The Real Madrid B team, coached by David Fernández, ended the season as National Group V champions and was promoted to the bronze category.



REAL MADRID B

League champions.
(National Group V).



UNDER-18

League Runners-up.
(Under-18 Women's Preferente division).



UNDER-16

League champions.
(Under-16 Women's Preferente division).

REAL MADRID, A BENCHMARK IN WORLD SPORT



REAL MADRID IS THE MOST VALUABLE FOOTBALL CLUB IN THE WORLD ACCORDING TO 'FORBES'

TOP OF THE RANKING WITH A VALUE OF \$5.1 BILLION

Real Madrid is the most valuable football club in the world in 2022, with a value of 5.1 billion dollars, according to *Forbes*. The prestigious publication highlights in its report the income generated by Real Madrid as a result of its sporting successes and the recent agreement signed with Sixth Street and Legends.

RANKINGS OF THE MOST VALUABLE CLUBS IN THE WORLD

POSITION	CLUB	VALUE IN MILLIONS OF DOLLARS
1	 Real Madrid C.F.	5,100
2	 F. C. Barcelona	5,000
3	 Manchester United	4,600
4	 Liverpool	4,450
5	 Bayern Munich	4,275
6	 Manchester City	4,250
7	 PSG	3,200
8	 Chelsea	3,100
9	 Juventus	2,450
10	 Tottenham	2,350

REAL MADRID IS THE MOST VALUABLE FOOTBALL CLUB IN EUROPE FOR THE FOURTH CONSECUTIVE YEAR

THE 'THE EUROPEAN ELITE 2022' REPORT VALUES IT AT €3.184 BILLION

Real Madrid is the most valuable football club in Europe according to the *The European Elite 2022* report, by the Football Benchmark platform. The club is valued at €3.184 billion and is the only one worth more than 3 billion. It is followed by Manchester United (2.883) and Barcelona (2.814). The report explains that Real Madrid has increased its lead at the top, thanks to its continuous sporting and commercial success. It also highlights that it is one of the few clubs that recorded a net profit in the seasons affected by coronavirus pandemic. The new Bernabéu will provide the club with increased revenue and, potentially, a competitive edge over Europe's top teams.

RANKINGS OF THE MOST VALUABLE CLUBS IN EUROPE

POSITION	CLUB	VALUE IN MILLIONS OF EUROS
1	 Real Madrid C.F.	3,184
2	 Manchester United	2,883
3	 F. C. Barcelona	2,814
4	 Bayern Munich	2,749
5	 Liverpool	2,556
6	 Manchester City	2,483
7	 Chelsea	2,179
8	 PSG	2,132
9	 Tottenham	1,912
10	 Juventus	1,597

REAL MADRID IS THE STRONGEST FOOTBALL BRAND IN THE WORLD ACCORDING TO BRAND FINANCE

THE 'FOOTBALL 50 2022' REPORT ESTABLISHES A BRAND VALUE OF 1.525 BILLION AND EMPHASISES THAT THE CLUB IS TOP OF THIS RANKING FOR THE FOURTH CONSECUTIVE YEAR

For the fourth year running, Real Madrid is the most valuable football brand in the world according to the *Football 50 2022* report, published by the consultancy firm Brand Finance. Our club has increased its brand value to €1.525 billion and leads the ranking ahead of Manchester City (1.327) and Barcelona (1.325). In its report, Brand Finance highlights that “the increase in brand value this year was driven by a combination of improved brand strength and a positive revenue trajectory. The brand has strong opportunities to grow, alongside international transfers and sponsorship opportunities”.

IT IS ALSO THE STRONGEST FOOTBALL BRAND

Brand Finance also determines the strength of brands through metrics that assess marketing investment, stakeholder equity, and business performance. In this area, Real Madrid comes out on top, obtaining a score of 94.0 out of 100 and a brand rating of AAA+, and is ahead of Liverpool (92.9) and Barcelona (92.1).

RANKING OF THE MOST VALUABLE FOOTBALL BRANDS IN 2022

POSITION	CLUB	VALUE IN MILLIONS OF EUROS
1	 Real Madrid C. F.	1,525
2	 Manchester City	1,327
3	 F. C. Barcelona	1,325
4	 Liverpool	1,272
5	 Manchester United	1,250
6	 Bayern Munich	1,109
7	 PSG	1,027
8	 Tottenham	873
9	 Chelsea	855
10	 Arsenal	793

RANKING OF THE STRONGEST FOOTBALL BRANDS IN 2022

POSITION	CLUB	SCORE
1	 Real Madrid C. F.	94.0
2	 Liverpool	92.9
3	 F. C. Barcelona	92.1
4	 Manchester United	92.0
5	 Bayern Munich	88.6
6	 Manchester City	87.7
7	 Juventus	86.1
8	 Arsenal	85.9
9	 Chelsea	84.7
10	 Tottenham	83.1



120 LEGENDARY YEARS

ON 6 MARCH 1902, REAL MADRID, THE CLUB WITH 24 EUROPEAN CUPS, 14 IN FOOTBALL AND 10 IN BASKETBALL, WAS FOUNDED

Real Madrid turned 120 on 6 March. The legend of the best club in the world began on that same date in 1902, when the first Board of Directors of Madrid Foot Ball Club was officially elected. 120 years later, Real Madrid is a world leader and its 24 European Cups (14 in football and 10 in basketball) are a milestone in the history of sport. Chosen by FIFA as the Best Club of the 20th Century, Real Madrid's

track record includes 14 European Cups, as well as 7 Club World Cups, 5 European Super Cups, 2 UEFA Cups, 35 Leagues, 19 Copas del Rey, 12 Spanish Super Cups, 1 League Cup, 2 Latin Cups and 2 Small World Cups. Many of these trophies were won by Gento, honorary president of the club, the only player with 6 European Cups and a world football legend, who died on 18 January 2022.

Since 2020, the women's football team and its academy have also been part of the history of the club, whose basketball section enhances our legend and dominates the sport in terms of trophies with 10 European Cups, 36 Leagues, 28 Copas del Rey, 8 Spanish Super Cups, 5 Intercontinental Cups, 4 European Cup Winners Cups, 1 Korac Cup, 1 ULEB Cup and 1 Latin Cup.

Another source of pride for Real Madrid is the Santiago Bernabéu, which is undergoing a transformation process that will ensure it continues to be a benchmark in sport and a major universal avant-garde icon. In addition, Real Madrid City is the best training complex in the world and continues to grow 16 years after its inauguration. Lastly, the club participates in hundreds of charitable and cultural projects through the Real Madrid Foundation.

REAL MADRID, THE CLUB WITH 24 EUROPEAN CUPS



FOOTBALL TROPHIES



14	EUROPEAN CUPS	7	CLUB WORLD CUPS	5	EUROPEAN SUPER CUPS	2	UEFA CUPS
35	SPANISH LEAGUE TITLES	19	COPA DEL REY TITLES	12	SPANISH SUPER CUPS	1	LEAGUE CUP
2	SMALL CLUB WORLD CUPS	2	LATIN CUPS	18	REGIONAL CHAMPIONSHIPS	5	MANCOMUNADO TROPHIES

BASKETBALL TROPHIES

10	EUROPEAN CUPS	36	SPANISH LEAGUE TITLES	28	COPA DEL REY TITLES	8	SPANISH SUPER CUPS
5	INTERCONTINENTAL CUPS	4	EUROPEAN CUP WINNERS' CUP	1	KORAC CUP	1	ULEB CUP
1	LATIN CUP	25	CHRISTMAS TOURNAMENTS				

MEMBERS





Ordinary and Extraordinary General Assembly of Delegate Members 2021.

GENERAL ASSEMBLY OF DELEGATE MEMBERS

The Ordinary and Extraordinary General Assemblies were held on 20 November 2021, both face-to-face and online.

The Ordinary Assembly approved the annual report, balance sheet and financial statements for the 2020/2021 season, the budget for the 2021/2022 season and to maintain the current membership fees to date as the taxable base:

FEES

Members under 11 years of age	EXEMPT
Members from 11 to 14 years of age	42.20 €
Reduced Fee (retired members over 65 years of age and a member for more than 25 years)	61.60 €
Adults	123.30 €
Members for more than 50 years	EXEMPT

VAT will be added to the fees when they come due.

The Extraordinary Assembly approved:

- The Proposal to extend the authorization for the Club's Board of Directors to borrow money to finance works not initially included in the remodelling of the Santiago Bernabéu Stadium.

VOTING AT THE 2021 EXTRAORDINARY GENERAL ASSEMBLY

SECOND ITEM ON THE AGENDA

Approval of the Annual Report, Budget Settlement, Balance Sheet and Profit and Loss Accounts for the 2020/21 financial year prepared by the Board of Directors on 14 July 2021.

	VOTES	PERCENTAGE
VOTES CAST:	1,677	
YES:	1,673	99.76%
NO:	3	
ABSTENTION:	1	

THIRD ITEM ON THE AGENDA

Approval of the Revenue and Expenses Budget and the Activities Report for 2021/22 prepared by the Board of Directors on 2 November.

	VOTES	PERCENTAGE
VOTES CAST:	1,670	
YES:	1,666	99.76%
NO:	3	
ABSTENTION:	1	

FOURTH ITEM ON THE AGENDA

Approval of the proposed membership fees for the 2022/23 season.

	VOTES	PERCENTAGE
VOTES CAST:	1,671	
YES:	1,661	99.40%
NO:	5	
ABSTENTION:	5	

VOTING AT THE 2021 EXTRAORDINARY GENERAL ASSEMBLY

FIRST ITEM ON THE AGENDA

The Proposal to extend the authorization for the Club's Board of Directors to borrow money to finance works not initially included in the remodelling of the Santiago Bernabéu Stadium.

	VOTES	PERCENTAGE
VOTES CAST:	1,615	
YES:	1,562	96.71%
NO:	16	
ABSTENTION:	37	



Member Services Office in Real Madrid City.

AWARDING OF INSIGNIAS

The exceptional circumstances derived from the pandemic made it impossible to celebrate the ceremony of presentation of insignias to those, who in 2021, have been members of the club for 60, 50 and 25 years.

The insignias were sent to members' homes.

MEMBER SERVICES OFFICE

The new Member Services Office is located in Real Madrid City and has provided services to the club's members since 4 September 2018. The entrance is on Avenida de las Fuerzas Armadas, 402. Public transport options include the Cercanías regional rail (Valdebebas Station) or EMT buses 171 and 174.

NEW FACE-TO-FACE APPOINTMENT SERVICE

In the 2020/2021 season, to resume face-to-face services in compliance with health measures imposed due to the COVID-19 crisis, the club made a prior appointment service available to members, which continues to be provided on the following days and times:

- Tuesdays, from 9 a.m. to 7 p.m.
- Thursdays, from 2 p.m. to 7 p.m.

To book a face-to-face appointment, members must access the online Member Services Office. After booking, the member receives a confirmation e-mail to check the details of the appointment, and also modify or cancel it.

In the 2021/2022 season, the Member Services Office received more than 3,000 requests for appointments, with enquiries and processing handled via the online Member Services Office. Over 12,000 phone calls were handled. Additionally, 166,500 requests for information and various formalities have been answered and resolved through the official Member Services Office e-mail and procedural e-mail service.

Services for delegate members are provided exclusively from the office in Real Madrid City.

Delegates and members of the 100 Club, made up of our 100 most senior members, receive personalized service and special privileges in appreciation for their loyalty and service to the club.

ONLINE MEMBER SERVICES OFFICE

The Online Member Services Office (<https://socios.realmadrid.com>) is a website where members can make queries and conduct transactions related to their membership, without having to visit the club's offices, any time and with guarantee of complete security and confidentiality.

The Online office recorded 724,976 visits from members over the 2021/2022 season. They are now able to conveniently carry out any membership related matters through this office.

The Online Office has permanent procedures for members to modify their personal details (address, telephone, e-mail, etc.), check their direct debit details and change them if they wish or change their PIN code.

MEMBER HOTLINE: 91 344 54 45

Exclusive hotline for members. Accessing it requires prior identification with membership number and PIN code. The club can also be

contacted from anywhere in the world by dialing +34 91 344 54 45, with no restrictions from any telephone company. The 902 21 2002 member hotline is also still available.

In the 2021-2022 season, 78,762 calls have been answered.

WRITTEN PUBLICATIONS

Bylaws. The official document containing the rules governing the club. The current bylaws were passed at the Extraordinary General Assembly held on 30 September 2012.

Annual Report. An official publication listing all Real Madrid activities: institutional, sports, social, business, economic and communications events, together with its financial statements.

Hala Madrid and Hala Madrid Júnior Magazine. Quarterly magazines containing the latest club news, reports, interviews, offers and promotions.



EXCLUSIVE E-NEWSLETTERS FOR MEMBERS

Weekly electronic magazine for Real Madrid members, offering the latest news and information on the club, exclusive videos, ticket-sale dates and the results of the weekend's football and basketball matches. Over 90,000 members now receive the e-Newsletter, for a total volume of 1,980,000 newsletters sent out last season.

MEMBER NOTIFICATIONS

As a supplement to the e-newsletter and taking advantage of new technologies, the Members Department also sends notifications by email, the frequency of which depends on the information needs of the club and its members. During the 2021/2022 season, more than 8,000,000 emails were sent with information of great use and interest to members, making communications with the club faster, more agile and efficient. We, therefore, wish to encourage all Real Madrid members who haven't already done so, to

send their e-mail address to the club, which they can do through a quick and simple step at "<https://socios.realmadrid.com>", by registering their membership number and PIN code using the option "Change my personal data".

NEW SUBSCRIPTION CENTRE

During the 2021/2022 season, the Member Communications Subscription Centre was created, a tool through which members can choose what information they wish to receive from Real Madrid, based on their interests in the different areas of the club. To select the content they wish to be informed of, they must go through the Online Member Services Office from where they can subscribe to the thematic categories of their choice.

SMS MESSAGES

During the 2021-2022 season, 576,238 messages were sent to mobile phones with various items of information.

MEMBERSHIP DISCIPLINARY COMMITTEE

In the 2021/2022 season, the Membership Disciplinary Committee resumed its activity, launching a total of 65 disciplinary proceedings.

MEMBERSHIP DETAILS

The membership of Real Madrid is made up of a total 92,480 members, of which 72,226 are men and 20,254 are women. The average age of members is 41 years.

- 65,306 adult members pay a fee of €149.19.
- 3,285 adult members over 65 years of age, retired and with 25 years of membership, pay a reduced membership fee of €74.54.
- 6,358 adult members with more than 50 years of membership are exempt from payment of the membership fee.
- 5,811 junior members from 11 to 14 years of age pay a fee of €51.06.
- 11,720 junior members under 11 years of age are exempt from payment of the membership fee.

- Priority in the purchase of tickets and discounts for members without season passes.

- Free access to the Bernabéu Tour and Real Madrid City to watch Real Madrid Castilla and academy games.

FINANCING OF SEASON PASSES

Thanks to an agreement with Unicaja Banco, our season ticket holders can request financing over 3, 3 or 6 months, interest-free. In the 2021-2022 season, 1,860 members financed their fees.

TICKET INCIDENT OFFICE

Club members have a ticket incident office available on match days, at which they can solve problems relating to lost tickets or if they have forgotten their season pass and have their tickets issued. In the 2021-2022 season, 2,873 incidences have been resolved.

ALEJANDRO SANZ, NEW HONORARY MEMBER OF REAL MADRID



ALEJANDRO SANZ, HONORARY MEMBER OF REAL MADRID

At a meeting held on 2 November, chaired by Florentino Pérez, the Real Madrid C.F. Board of Directors resolved to confer the title of honorary member, the highest distinction awarded by our club, on Alejandro Sanz.

Real Madrid C.F. wants to offer public recognition to one of the most successful and extraordinary careers in Spanish and world music, and to a great Real Madrid fan who has represented our values in all corners of the world.

This extraordinary award has been granted to world-famous figures such as our honorary president Paco Gento, Rafa Nadal, Fernando Alonso, Carlos Sainz or Luka Doncic, among other notable personalities.

Alejandro took the honorary kick-off for the Real Madrid-Betis match, corresponding to matchday 38 of the League, which was played at the Bernabéu. The musician has been an honorary member of our club since 2021. He is one of the most influential artists in the world, with more than 25 million records sold throughout his career.





2,466 REAL MADRID FAN CLUBS WORLDWIDE

AMERICA 55

- | | |
|-----------------------|----------------|
| BRAZIL: 1 | GUATEMALA: 6 |
| CANADA: 1 | MEXICO: 7 |
| CHILE: 2 | NICARAGUA: 2 |
| COLOMBIA: 2 | PANAMA: 2 |
| COSTA RICA: 2 | PERU: 2 |
| CUBA: 2 | PUERTO RICO: 1 |
| DOMINICAN REPUBLIC: 2 | USA: 17 |
| EL SALVADOR: 1 | VENEZUELA: 5 |

AFRICA 36

- | | |
|----------------------|--------------------------|
| ALGERIA: 1 | MOROCCO: 13 |
| ECUATORIAL GUINEA: 5 | NIGERIA: 2 |
| EGYPT: 1 | REPUBLIC OF THE CONGO: 1 |
| GABON: 1 | SENEGAL: 2 |
| GHANA: 1 | SIERRA LEONE: 2 |
| IVORY COAST: 1 | SUDAN: 1 |
| LIBERIA: 1 | TUNISIA: 2 |
| LIBYA: 1 | |
| MAURITANIA: 1 | |

SPAIN 2,231

EUROPE 78

- | | |
|---------------|--------------------|
| ALBANIA: 1 | ITALY: 1 |
| ANDORRA: 1 | LUXEMBOURG: 1 |
| AZERBAIJAN: 2 | MACEDONIA: 1 |
| BELARUS: 1 | NORWAY: 1 |
| BELGIUM: 9 | POLAND: 1 |
| BULGARIA: 2 | PORTUGAL: 1 |
| CROATIA: 1 | ROMANIA: 1 |
| CYPRUS: 1 | RUSSIA: 3 |
| DENMARK: 1 | SLOVAKIA: 1 |
| ESTONIA: 1 | SLOVENIA: 2 |
| FINLAND: 1 | SWEDEN: 2 |
| FRANCE: 7 | SWITZERLAND: 15 |
| GERMANY: 6 | THE NETHERLANDS: 2 |
| GIBRALTAR: 1 | TURKEY: 1 |
| GREECE: 1 | UKRAINE: 1 |
| HUNGARY: 2 | UNITED KINGDOM: 4 |
| IRELAND: 2 | |

ASIA 63

- | | |
|---------------|-------------------------|
| ARMENIA: 1 | LEBANON: 2 |
| BAHRAIN: 1 | MALAYSIA: 1 |
| BANGLADESH: 1 | NEPAL: 2 |
| CHINA: 6 | OMAN: 1 |
| HONG KONG: 3 | PALESTINE: 3 |
| INDIA: 10 | PHILIPPINES: 2 |
| INDONESIA: 3 | QATAR: 1 |
| IRAN: 1 | SAUDI ARABIA: 2 |
| IRAQ: 3 | SYRIA: 3 |
| ISRAEL: 3 | UNITED ARAB EMIRATES: 5 |
| JAPAN: 1 | VIETNAM: 1 |
| JORDAN: 3 | YEMEN: 1 |
| KUWAIT: 3 | |

OCEANIA 3

- | |
|----------------|
| AUSTRALIA: 2 |
| NEW ZEALAND: 1 |



48 national and international fan clubs are currently being set up.
 11 fan clubs celebrated their 25th anniversary.
 4 fan clubs celebrated their 50th anniversary.
 1 fan club celebrated its 68th anniversary.
 1 fan club celebrated its 70th anniversary.
 The Mariano Real Madrid Fan Club celebrated its centenary.

2,466 REAL MADRID FAN CLUBS WORLDWIDE



NATIONAL FAN CLUBS

ANDALUSIA	468	CASTILLA Y LEÓN	177
Almería	59	Ávila	34
Cádiz	44	Burgos	20
Córdoba	81	León	26
Granada	86	Palencia	12
Huelva	43	Salamanca	23
Jaén	73	Segovia	20
Málaga	56	Soria	5
Seville	26	Valladolid	21
ARAGON	44	Zamora	16
Zaragoza	21	CATALONIA	131
Huesca	12	Barcelona	78
Teruel	11	Tarragona	20
ASTURIAS	49	Lleida	14
BALEARIC ISLANDS	44	Girona	19
CANARY ISLANDS	31	CEUTA	1
CANTABRIA	27	VALENCIAN COMMUNITY	202
CASTILLA LA MANCHA	292	Alicante	82
Albacete	55	Valencia	62
Ciudad Real	81	Castellón	58
Cuenca	49	EXTREMADURA	257
Guadalajara	30	Cáceres	106
Toledo	77	Badajoz	151
GALICIA	132	LA RIOJA	30
La Coruña	41	MADRID	221
Lugo	29	MELILLA	2
Orense	26	BASQUE COUNTRY	20
Pontevedra	36	Álava	4
MURCIA	78	Guipúzcoa	9
NAVARRRE	25	Vizcaya	7
NATIONAL TOTAL	2,231		

FAN CLUBS OUTSIDE SPAIN

ALBANIA	1	KUWAIT	3
ALGERIA	1	LEBANON	2
ANDORRA	1	LIBERIA	1
ARMENIA	1	LIBYA	1
AUSTRALIA	2	LUXEMBOURG	1
AZERBAIJAN	2	MACEDONIA	1
Bahrain	1	MALAYSIA	1
BANGLADESH	1	MAURITANIA	1
BELARUS	1	MEXICO	7
BELGIUM	9	MOROCCO	13
BRAZIL	1	NEPAL	2
BULGARIA	2	NEW ZEALAND	1
CANADA	1	NICARAGUA	2
CHILE	2	NIGERIA	2
CHINA	6	NORWAY	1
COLOMBIA	2	OMAN	1
COSTA RICA	2	PALESTINE	3
CROATIA	1	PANAMA	2
CUBA	2	PERU	2
CYPRUS	1	POLAND	1
DENMARK	1	PORTUGAL	1
DOMINICAN REPUBLIC	2	PUERTO RICO	1
EGYPT	1	QATAR	1
EL SALVADOR	1	REPUBLIC OF THE CONGO	1
EQUATORIAL GUINEA	5	ROMANIA	1
ESTONIA	1	RUSSIA	3
FINLAND	1	SAUDI ARABIA	2
FRANCE	7	SENEGAL	2
GABON	1	SIERRA LEONE	2
GERMANY	6	SLOVAKIA	1
GHANA	1	SLOVENIA	2
GIBRALTAR	1	SUDAN	1
GREECE	1	SWEDEN	2
GUATEMALA	6	SWITZERLAND	15
HONG KONG	3	SYRIA	3
HUNGARY	2	THE NETHERLANDS	2
INDIA	10	THE PHILIPPINES	2
INDONESIA	3	TUNISIA	2
IRAN	1	TURKEY	1
IRAQ	3	UKRAINE	1
IRELAND	2	UNITED ARAB EMIRATES	5
ISRAEL	3	UNITED KINGDOM	4
ITALY	1	USA	17
IVORY COAST	1	VENEZUELA	5
JAPAN	1	VIETNAM	1
JORDAN	3	YEMEN	1
TOTAL OUTSIDE SPAIN	235		
TOTAL FAN CLUBS AROUND THE WORLD	2,466		

EQUITY





THE IMPRESSIVE REMODELLING WORKS OF THE SANTIAGO BERNABEU STADIUM ADVANCE TOWARDS THE FINAL PHASE



More than 1,200 workers each day with 400 different lines of execution are carrying out the largest building project, and one of the most complex, in Europe.



THE LATEST DEVELOPMENTS FROM A DRONE'S EYE VIEW



The works have been carried out in parallel with the celebration of 27 events: 19 League matches, 6 European matches, the broadcasting of the Champions League final and the celebration of the Fourteenth.

The structural works, both exterior and interior, are being completed and the assembly of the nearly 20,000 slats of the façade and roof has already begun.

Along with the initially planned remodelling of the façade and the roof, work is now being carried out on the installation of the automated pitch system. The construction of the underground greenhouse and assembly of the 6 trays of the playing field have been completed.

STRUCTURAL RECONFIGURATION: NEW WEST AND EAST TOWERS

The new B and C towers located on the west side, and the new towers on the east side, which are the new structural supports of the Santiago Bernabéu stadium that complement and replace the original structure from 1947, have been completed and are fully operational. The work on the inside of the towers is ongoing.



122 ribs make up the metal substructure of the new stadium façade.



NEW ROOF

The assembly of the sheet metal covering on the short and long side stands has been completed, and the areas above the four towers are under construction. The assembly of the stainless steel slats on the north and south roofs has begun.



In the retractable roof, progress has mainly been carried out in the workshop and ten of the twelve lattices that make up its structure have already been manufactured. In parallel, all the detailed engineering work and the manufacturing of its functional elements have been carried out: cushions, geared trolleys, hoisting elements, etc.

On site, the anchors have been set and the rails, along which the lattices will move, have been welded. It will start to be placed during the last quarter of 2022.

The crown has been completed, both on its west side and in the northeast, southeast corners and short sides; moreover, the structure of the eastern crown is being completed.



After the completion of the beams and the covering elements, stainless steel slats are now being placed on the roof.



ICONIC WRAP-AROUND FAÇADE

During the last few months, significant progress has been made with the execution of the grey metal substructure of the façade along both short sides, to which the already manufactured and piled slats have already begun to be attached, in order for the assembly to be carried out continuously.







Nearly 20,000 different slats for the façade and roof will continue to be assembled on the short sides, and will be extended at the end of 2022, along the façade on the west side and lastly, on the east side.



WEST SIDE MUSEUM BEAM

On the west side, the metal skeleton structure of the museum beam has been hoisted. With this new space on the west side, the stadium will be expanded on levels 5, 6 and 7, by means of tilting floors.



The museum beam weighs 530 tonnes and is 106 metres long.



NEW BUILDING ON THE EAST SIDE

The progress made during the 2021/22 season makes it possible to visualize the metal structure of the new east building up to level 07, which will support the new stand of the fourth amphitheatre with more than 3,000 seats.

UNDERGROUND CAR PARK AND NEW SQUARE NEXT TO THE PLAZA DE LOS SAGRADOS CORAZONES

The work on basements 4 and 5 has been completed, with only the painting of the paving left to do. The rest of the basements are in the finishing and installation phase.

The pedestrian square, created after the demolition of the shopping centre that was

located at the corner of Avenida Concha Espina with Calle Padre Damián, is complete with all the planned construction elements. The only part missing is the granite paving, which in order to prevent deterioration due to the ongoing works, will be put down during the last phase scheduled for 2023.



LOGISTICS RING

After the completion of the concrete structure and the lining of the lateral micropile screens, the walls of the west, south and north galleries of the logistics ring have been painted and

all the installations have been put in place, which run attached to the ceiling and the side wall. The finishing phase has begun.



NEW PITCH ENTRANCE

The new pitch entrance, completed last year, allows lorries, including trailers, to enter the pitch from the east side, via floors 1 and 2 of the new car park.



NEW 3RD AND 4TH EAST SIDE TIER



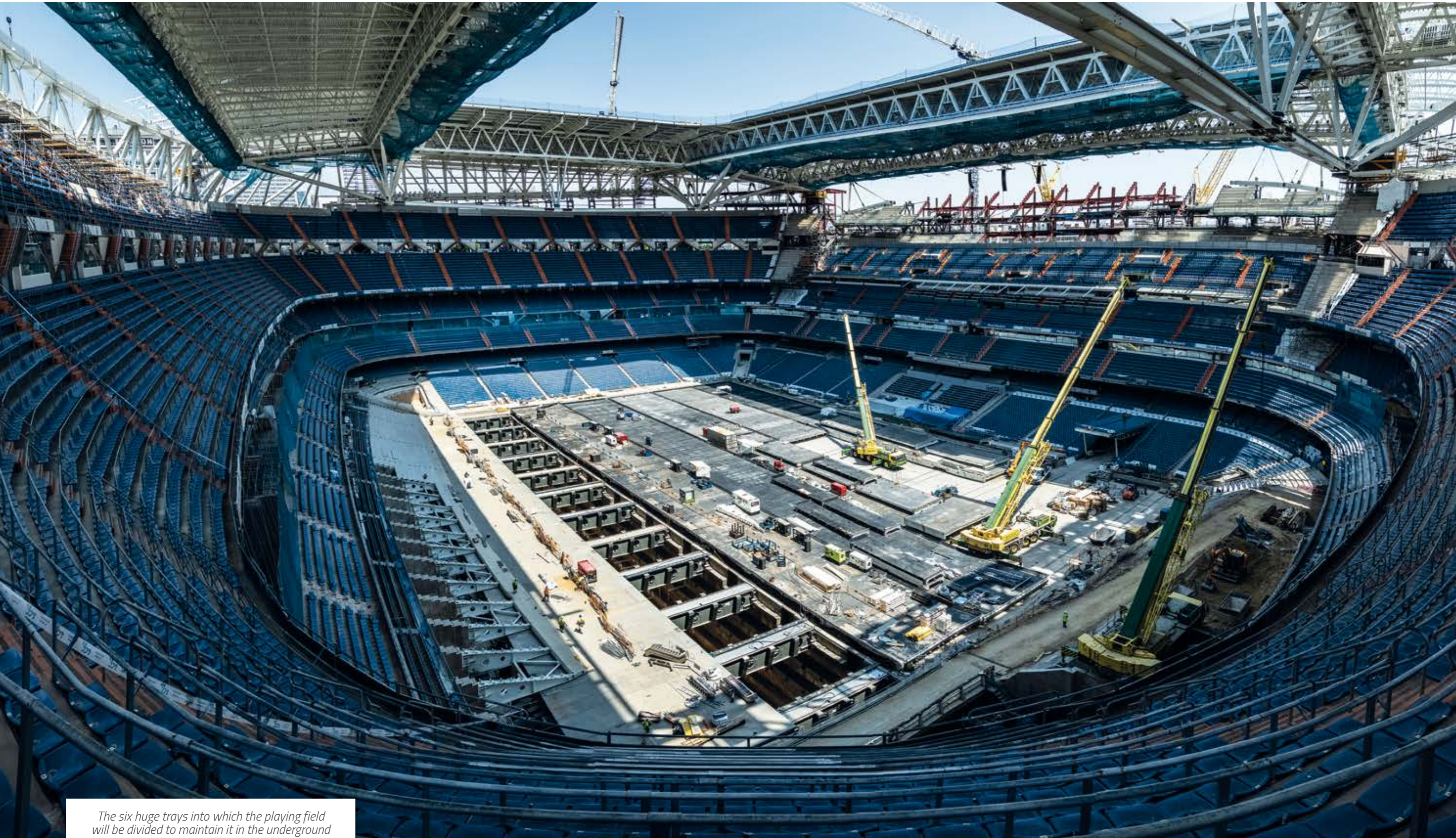
AUTOMATED PITCH SYSTEM

As a final complement to the remodelling works of the Santiago Bernabéu stadium, a unique and innovative system has been designed to automate the pitch, consisting of a unique robot-greenhouse that will allow the stadium to be transformed into a first-rate multifunctional facility by automatically removing the pitch of the Santiago Bernabéu stadium and storing it in a "large underground greenhouse" under the west stand of the stadium.

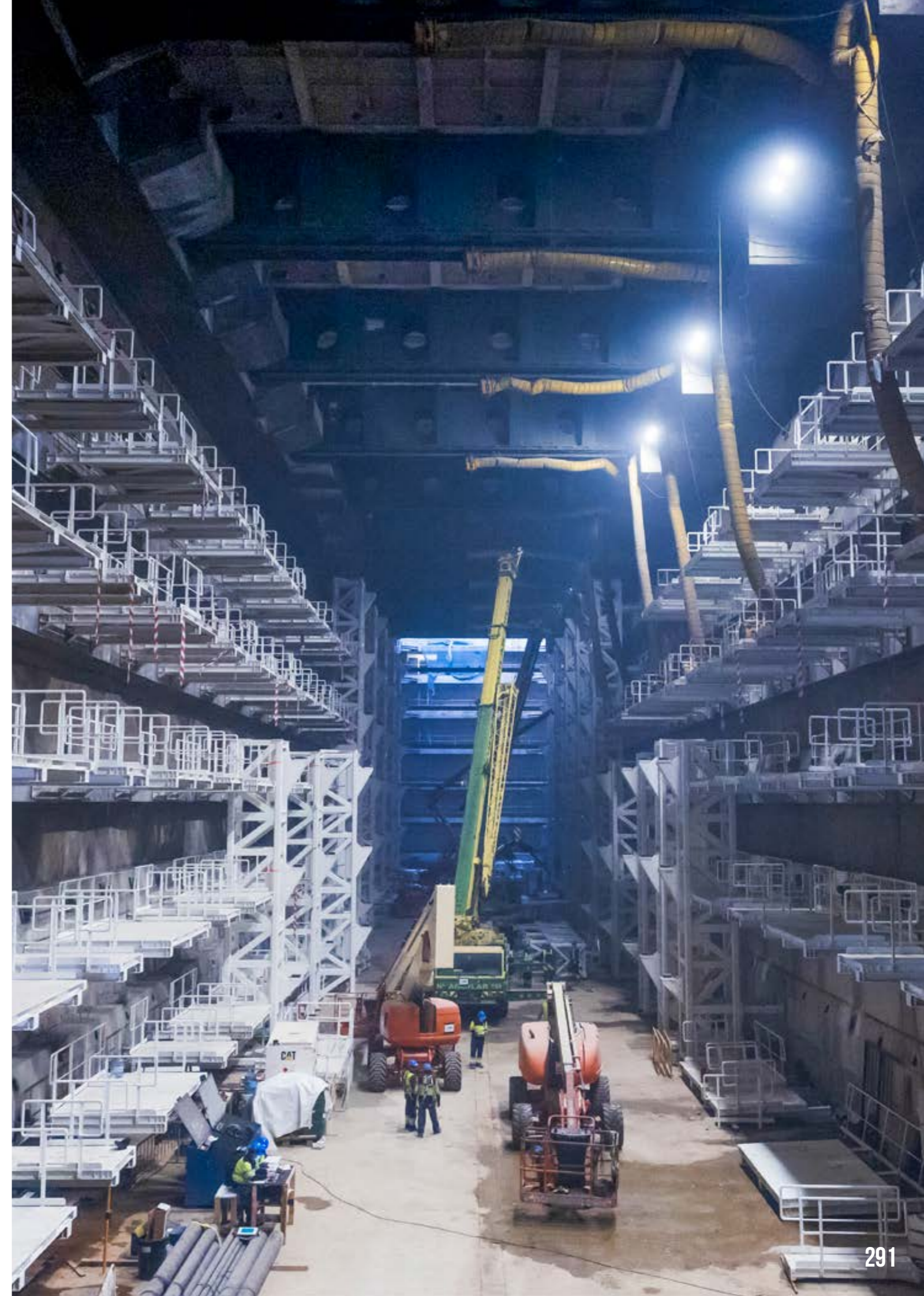
This transformation is achieved through the use of a set of systems and mechanisms that can remove the pitch from the playing area in a short period of time, between 6 and 10 hours, together with state-of-the-art technology for maintaining the turf in perfect condition under completely controlled environmental conditions. The redundancy of the essential elements, both for pitch maintenance and the elements for moving and lifting the playing field, will ensure the system is 99.9% reliable.

The Santiago Bernabéu stadium pitch has already been laid out on a concrete slab on which six transportable trays measuring 107 x 12 metres rest, each weighing 1,500 tonnes, that move slowly horizontally from their position on the playing area to below the lower stand on the west side, where they are vertically positioned in the large underground greenhouse. There they are stored in a temperature-controlled space, like no other in the world, with the latest technologies for maintaining the turf. These six metal trays have already been assembled on the pitch during June and July 2022, and each one houses a portion of the topsoil with its corresponding grass, along with all the necessary equipment for its perfect maintenance from an agronomic point of view (irrigation, heating, drainage, etc.).





The six huge trays into which the playing field will be divided to maintain it in the underground greenhouse are already in place.




Depending on what the stadium is being used for, an event or a match, the trays will be transported in a synchronized manner, by means of 12 trolleys, to the large underground greenhouse, where they will be stacked vertically one on top of the other thanks to a hydraulic lifting system. There they will be treated in optimal conditions for the growth of the grass, with lighting for growth, leaving the playing field free to host fairs, sporting events, conferences, concerts or any type of act, while preserving the integrity of the natural grass on which football matches will be played.

To achieve all these movements, the rail system has a tractor subsystem for transfer, a hydraulic subsystem for lifting trays

and a joint closing subsystem, capable of supporting and moving in all directions the six trays containing the pitch and one cover tray, which has already been executed, weighing 2,600 tonnes and in which more than 30 pieces have been assembled. The cars move on 12 pairs of rails spaced along the concrete slab built on the playing field, which will subsequently move along tracks, put down in June 2022, on top of each of the twelve retractable lattices, whose purpose is to allow the trolleys to travel the full length and be placed in the underground box from which they will be raised or lowered.

The lattice installation work has also been completed, including its necessary positioning.





The space built under the stands on the west side is impressive in size. 25 metres deep, which is equivalent to a building with 7 floors below ground, 120 metres long, and 19.4 metres wide, requiring the extraction of more than 100,000 m³ of earth.

Next to this large greenhouse, two buildings are being added, five metres deeper, one at each end, which will house all the facilities and technical rooms necessary for the operation of the new system.

The excavation carried out in a way that is compatible with the hosting of matches in the stadium has been possible thanks to the use of the most advanced construction of civil engineering methods, using continuous walls of reinforced concrete 1 metre thick, and more than 34 metres deep, executed from the surface. Significant construction figures:

- 25,000 m³ of concrete.
- 4,100 tonnes of reinforcing steel.
- 1,000 tonnes of rolled steel.
- 13,500 metres of anchors with lengths of up to 32.5 metres.
- Extraction of 100,000 m³ of earth.

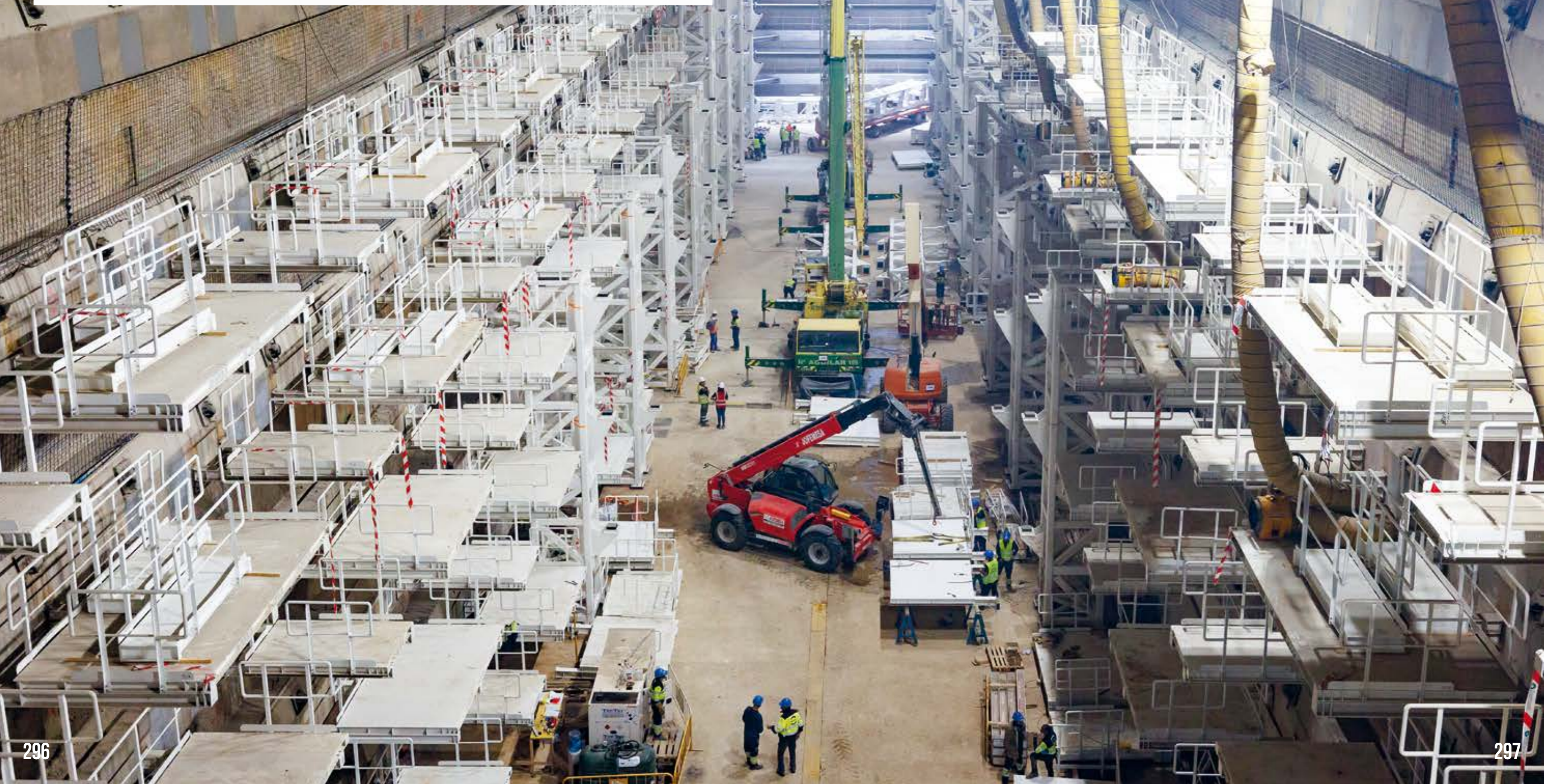
The largest underground greenhouse in the world is already built, and the assembly of the storage and lifting facilities for the trays has begun.

It is worth highlighting the complexity of the earthworks executed from the platform placed in the South End, for which a long-reach backhoe has been used for depths of up to 15 metres, and for deeper levels a clamshell telescopic arm excavator with a reach of up to 25 metres, supplemented by the extraction of earth using crane-lifted containers.

With the six aforementioned levels completed, the bottom slab of the hypogeum will be installed, as well as the pocket structures that will house the retractable latticework and

the complex framework for the hypogeum's ventilation (galleries, wells, etc.). All these civil engineering works carried out last season have enabled the installation of the planned industrial equipment inside the large underground greenhouse, requiring maximum precision for the correct operation of this system, which is unique around the world.

The completion of all these actions has made it possible to recover the more than 4,000 seats in the stands on the west side, for the 2022-23 season.







STRATEGIC AGREEMENT BETWEEN REAL MADRID, SIXTH STREET AND LEGENDS

The Real Madrid C.F. Board of Directors, during the meeting on 19 May 2022, ratified an agreement with Sixth Street, an investment firm, and Legends, a company specializing in stadium management and Premium experiences for sports organizations and the organization of major events, with the aim of turning the Santiago Bernabéu stadium into a unique space and, at the same time, a global benchmark for leisure and entertainment.

This long-term strategic agreement will mean a contribution of approximately €360 million for Real Madrid, which the club may allocate to any of its activities. Through this partnership, Sixth Street acquires the right to participate in the operation of certain new businesses in the Santiago Bernabéu stadium for a period of twenty years. Likewise, Legends will contribute its experience and knowledge in the operation of large stadiums and entertainment centres, optimizing the management of the Santiago Bernabéu stadium.

The transformation of the Santiago Bernabéu stadium will be a watershed moment in the history of Real Madrid. This partnership with Sixth Street and Legends, world leaders in their respective activities, will be essential to provide unique experiences in a stadium where multiple events can be organized throughout the year. This agreement strengthens us in our goal of continuing to significantly increase the stadium's revenue from both sporting and other kinds of events.



HERE'S WHAT THE WORLD'S GREATEST STADIUM WILL LOOK LIKE



THIS IS WHAT
THE SANTIAGO
BERNABÉU STADIUM
WILL LOOK LIKE



SANTIAGO BERNABÉU
OF THE 21ST CENTURY:
THE IMPRESSIVE
RETRACTING AND GRASS
MAINTENANCE SYSTEM

The Santiago Bernabéu of the 21st century will have an impressive system for retracting and maintaining the pitch.



The 21ST-CENTURY stadium will be one of the most appealing sights for anyone visiting Madrid.



Rendering of the new private square for public use on the corner of Padre Damián.



The new Bernabéu Tour will be extended with the creation of a panoramic perimeter route around the stadium.





There will be a greater commercial offer. The new Bernabéu will also have unique spaces for events and meetings.



The new Bernabéu will be a great technological platform, the digital stadium of the future.





REAL MADRID CITY

THIS IS WHAT THE WORLD'S BEST
TRAINING COMPLEX IS LIKE





First team area at Real Madrid City.



Residence of the football and basketball first teams.



Residence of the football and basketball academy.



The Real Madrid City basketball pavilion.



Inside the basketball pavilion.



The Club's corporate offices building.



REAL MADRID CITY



Real Madrid is building an agronomic laboratory at Real Madrid City to study, test and adjust the innovative automated system for the pitch at the Santiago Bernabéu.

Given that the automation system for the pitch at the Santiago Bernabéu stadium is a singular, unique and innovative prototype, prior verification of the agronomic conditions to which the turf is going to be subjected is required. This will allow the necessary prior tests and trials to study, understand and adjust the system, checking and calibrating the cultivation facilities before their final implementation in the stadium, thus providing full assurances.



The laboratory is located inside a 900m² building, which stands out for its artificial grass roof.



An agronomic laboratory has been built for this purpose at Real Madrid City, which is made up of a 900m² building and, stands out for its artificial grass roof. This building has perfect thermal insulation from the outside and is equipped with air conditioning and ventilation systems with the necessary power and distribution to emulate the humidity and temperature conditions of the large underground greenhouse of the Santiago Bernabéu stadium, as well as the agronomic facilities necessary for the maintenance of the turf, such as lighting for growth, irrigation using

a mobile truss, CO₂ injection, fertigation and grass quality control chambers.

It also has 2 trays, which although smaller, are similar to those installed in the Santiago Bernabéu stadium, so their movements and also the behaviour of the grass being tested can be checked. These trays are movable to an outside slab by means of a system of port-type transport cars guided by rails, in order to check the reactions of the grass when changing from greenhouse conditions to outside conditions.



The conclusions of the laboratory will be applied in the Santiago Bernabéu stadium.



The main objectives of the tests to be carried out in the agronomic laboratory include:

- The identification of the optimal calibration points of the different agronomic systems in order to accelerate plant growth to the maximum and, thus, the recovery from damage caused by sports activity.
- Reducing the risk of fungal attacks.
- Identifying the best practices for the maintenance of grass joints between trays and developing an optimal programme for the maintenance tasks to be carried out in the stadium's underground greenhouse.

To this end, the laboratory has a wide range of sensors for environmental control, lighting, the state of the grass and the operation of the different agronomic systems. The information collected by these sensors is centralized and processed by software developed *ad-hoc*, for the purpose of the laboratory, which enables the control of all the facilities, also providing analyses and conclusions of an agronomic nature with the aforementioned objectives in mind that will be subsequently applied at the Santiago Bernabéu stadium.

REVENUE



CAPACITY MANAGEMENT

Attendance at the Santiago Bernabéu stadium in the 2021/2022 season stood at 1.15 million spectators, with over 345,000 tickets sold. 80% of the tickets were purchased through online channels.

There was a 23% growth in sales on computer devices compared with the previous 2019/20 season, with 274,000 seats sold.





ASSIGNMENT OF SEATS

In the 2021/22 season, the seat assignment service allocated over 92,000 seats, representing 27% of all seats sold, with the consequent benefit for season ticket holders in the renewal of their passes.

BASKETBALL

Attendance at the Palacio de los Deportes totalled over 236,000 between season ticket holders and the general public.

89% of the 55,000 seats sold were purchased through online channels.

FOOTBALL AND BASKETBALL SEASON TICKET HOLDERS

FOOTBALL

Total number of season passes: 60,127 (all members)
13,911 season passes
46,216 Euro-season passes

BASKETBALL

Total number of season passes: 6,813
3,558 members
1,583 Madridistas
1,672 general public

REAL MADRID VIP AREA

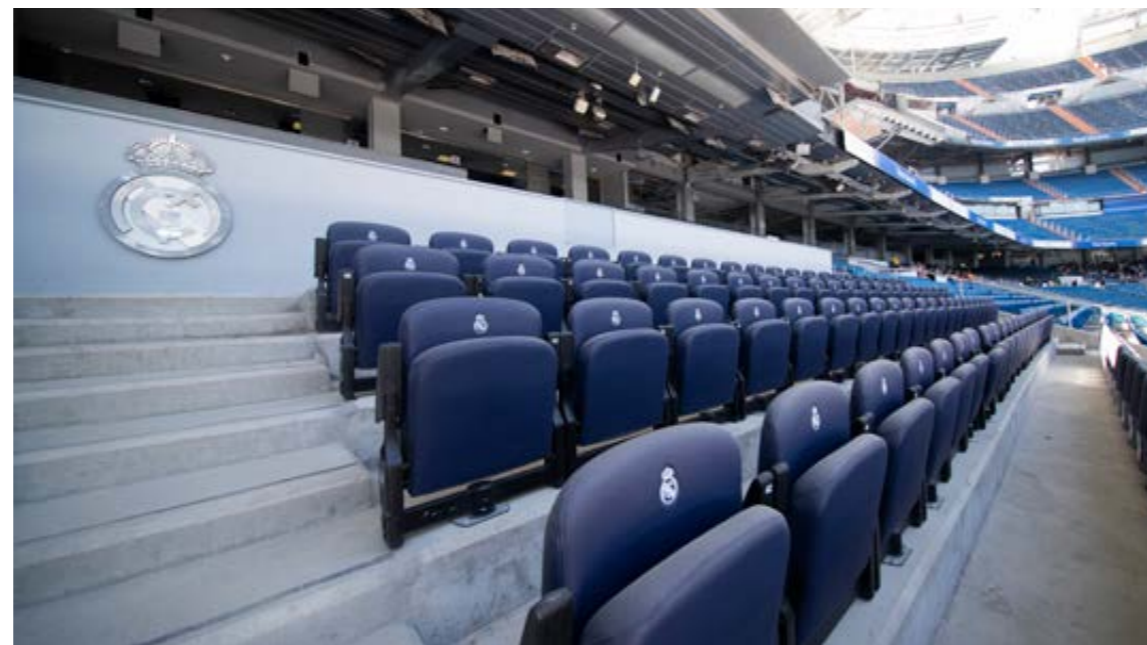
The Real Madrid VIP area has 3,465 seats in the Santiago Bernabéu stadium and 594 basketball seats in the WiZink Center. VIP capacity was affected in the 2021/22 season by the renovation of the stadium, with the number of boxes reduced to 50 (575 seats) and the number of seats in the stands to 2,924.

The Real Madrid VIP-Corporate Hospitality Area management model remains the same as in previous seasons, based on a policy of price per seat and zone.

To meet the high demand and maintain the revenue from previous seasons, an innovative initiative was launched to rent out spaces in restaurants and hotels in the vicinity of the Santiago Bernabéu stadium. They were thus transformed into hospitality areas exclusively for Real Madrid fans on a par with those offered at the stadium, with gourmet catering and musical entertainment, which were very well received by customers and a huge success. This allowed the VIP-Corporate Hospitality Area to meet its budgets despite the major challenge of staying operational during the renovation of the stadium. Additionally, work has continued on customer acquisition as part of the department's future plans within the renovated stadium.

The 274 VIP Area clients for the season are companies from a wide range of sectors—multinationals, IBEX 35 companies, SMEs and private individuals. The percentage of occupancy of boxes during the 2021/22 season reached 94% and sales of the VIP Match product amounted to 8,253 tickets in 25 matches.

Just as before the start of the pandemic, the VIP-Corporate Hospitality Area was once again present on a permanent basis at IFEMA, and it also participated in the major national and international trade fairs to publicize its products internationally and thus expand market share.



As in previous seasons, an advertising campaign was conducted in major national online and offline media specializing in business management, finance and premium lifestyle. The aim was not to lose the ground gained in previous seasons and continue with a certain presence to maintain the interest of the target audience.

Each year, the Real Madrid VIP-Corporate Hospitality Area's objective is to improve the satisfaction of both its clients and of the fans attending the matches: carrying out independent continuous evaluations over the last nine seasons. The annual survey carried out for this season reported that 90% of customers rated their satisfaction above 8 and an NPS (recommendation rate) of 74.4 was obtained. According to industry parameters for these studies, a result greater than 50 is considered excellent.



SPONSORSHIP

Normal service this season, as with last seasons could not be resumed at the beginning, given the pandemic and other factors of instability. Despite this, the trust of the Real Madrid family of sponsors has continued and agreements have been signed with new brands. For example, in the United States four collaboration agreements have been finalized.

Abbott, the American multinational nutrition and medical care company, has associated itself with football for the first time in its history, with Real Madrid. It is an ambitious and innovative project with the club, which combines a sponsorship agreement and a unique collaboration with the Real Madrid Foundation.

Adobe is one of the most important software companies in the world and this past season it signed a strategic agreement with Real Madrid to give visibility to the unique transformation project that it has been developing with the club's digital team. The American company Cisco has also signed a partnership agreement with the club, allowing the new Santiago Bernabéu stadium to be used as a global showcase for its latest technology. For this purpose it will rely on the help of our partner Telefónica as a technological integrator.

The latest addition to the portfolio of American partners is Daktronics, a leader in audiovisual systems, which will become the supplier of the impressive 360-degree video scoreboard that will wrap around the stadium's first tier.



Florentino Pérez and Daniel Salvadori, Executive Vice-President of the Abbott Nutrition Area, during the signing of the sponsorship agreement.



Real Madrid players going in for their medical exams at the Sanitas La Moraleja University Hospital-Ana de Austria Building.



BMW, a new Real Madrid sponsor with an agreement that focuses on sustainability.

Global campaign of the Nivea Men Sensitive range.



This season, the club has added a new partner from Africa, after the incorporation of the bookmaker Sportybet, a leader in markets such as Ghana, Nigeria and Tanzania.

extraordinary partner who has been a huge support for the club for many years, in which our players have driven its models, and to whom we will always be grateful for its collaboration.

Real Madrid and BMW have reached a pioneering agreement focused on sustainability. And for the first time, incorporating the vehicles of the women's team with those of the men's team and the basketball team. Audi says goodbye to Real Madrid after 19 seasons together. An

The 21/22 season was also the last for Hugo Boss, who up to now had elegantly dressed our players, coaching staff and club staff for several years and during two different periods. This last spell with us comprised the last 6 seasons.

Nivea Men, the German body care company of the Beiersdorf group, has extended its collaboration with the club for three more seasons. By the end of the contract extension, it will have been a very close relationship of these past 13 years. This company is not the only one that makes the most of the club's publicity value. With more than 360 million followers on our social media, we are one of the main marketing tools for promoting the products of our strategic partners. We have set up a creative team within

the department that allows us to produce and tell stories specific to each *partner*.



Palladium Rewards advertising in the stands of the WiZink Center.



Movistar Clinic at Real Madrid City.

With the help of the Digital Department, we maximize the impact of this content on our channels and also outside the Real Madrid universe, thus achieving a greater reach for our collaborators. We have once again resumed the experiences around the teams this season. Travelling with the players, clinics in Valdebebas, public relations actions with

our legends... Activities that are of great value to our sponsors because they can share them with their users. The campaign concluded with the grand finale of the Champions League

final, in which we organized an unforgettable experience for 150 of our main clients.

TOURS AND FRIENDLIES

In the summer of 2021, still with some restrictions in place due to the pandemic, the first team played two games outside our facilities to complete the preparation carried out at Real Madrid City.

The first of these was played at Ibrox Stadium (Glasgow) on the occasion of the 150th anniversary of Glasgow Rangers. The second was against AC Milan in Klagenfurt (Austria), for which tickets were sold out.



Real Madrid and Milan filled the stands of the stadium in Klagenfurt, Austria, in a friendly played in August.



Benzema, in an advertising campaign for Jean Paul Gaultier.



David Alaba poses for adidas in collaboration with Y3 in a campaign that commemorates the 120th anniversary of our club as well as 20 years of collaboration between adidas and designer Yohji Yamamoto.

INDIVIDUAL PLAYER IMAGE

In the 2021/22 season, most of the global activity that had been lost as a result of the pandemic was resumed. Brands, both club sponsors and external ones, have regained the lost momentum and the Player Image Rights department ended the year with 65 active contracts (almost three times more than the previous season).

Of these, 49 are new and there are 32 club players with individual image agreements, which represents an increase of 78%. In this area, of note was the brand repositioning campaign by Hugo Boss, which had the support of Nacho, Lucas Vázquez and Marco Asensio as protagonists.

Electronic Arts joined Thibaut Courtois together with the F1 driver Carlos Sainz for a promotional campaign of its famous video game FIFA 22. Sanitas reinforced its commitment to individual talent by extending its relationship with Sergio Lull for another three years. The Real Madrid basketball captain will be accompanied by Misa Rodríguez, who joins the Sanitas team of athletes for the same number of seasons.

As for non-sponsor brands, of note was the collaboration between Benzema and the luxury firm Jean Paul Gaultier, who joined forces to create a limited collection of KB9 sunglasses. The player himself participated in the design of the product and the promotional campaign.

The Taiwanese consumer electronics firm MSI collaborated with Dani Carvajal to connect *gaming* and sports through a relevant figure in both worlds such as Carvajal, thus increasing the target audience and relevance of the brand in sports media.

For the fourth consecutive year, the energy drinks company Red Bull used Lull as its brand image and a key figure to connect the firm with basketball fans inside and outside of Spain.

The production company Sony Pictures added Lucas Vázquez as the image of the promotional campaign for *Spiderman, no way home*, in which

our football player contributed to increasing the scope of the target audience, especially on social networks. Some of our players made the leap into the world of their own NFTs. This is the case of Toni Kroos, together with the Binance platform, who connected with his fans to allow them to collect unique digital pieces based on his image.

Misa Rodríguez collaborated with DAZN to promote women's football and specifically, the matches offered by this sports content platform. Finally, we must also mention the campaign involving Asllani and the beauty brand Clarins.

MERCHANDISING, LICENSING & INTERNATIONAL RETAIL

Real Madrid and adidas launched this season, the second since the renewal of our partnership, a collection in which the textile line stands out, including playing, training, travel and leisure shirts, as well as sports accessories, which generate a catalogue of more than 1,000 items per season. The agreement with the German brand, which is the most important in the football industry, allows fans to access the best official products in more than 100 countries.

Given the global reach of the Real Madrid brand and adidas' exceptional distribution, international sales exceed domestic sales by a ratio of 75% to 25%. The most relevant markets in the adidas-Real Madrid textile product and sports accessories line are Spain, United Kingdom, France, China, USA, Japan and Latin America. The titles won by our football and basketball teams have been key to maintaining a very high

level of demand for items marketed under the Real Madrid brand throughout the world.

On the occasion of the club's 120th anniversary, Real Madrid extended its collaboration with Y-3 to create a commemorative collection that included a limited edition game shirt and a series of sportswear and accessories. Sales of this kit broke a record in the club's distribution channels and in those of adidas, selling out in a few days.

Real Madrid manages a significant portfolio of licensing contracts with leading industry specialists worldwide, allowing fans to access to the main ranges of items. The club's portfolio of products marketed worldwide exceeds 12,000 items in multiple categories, including yet not restricted to textiles, technology products, school supplies, household goods, toys and jewellery.

Activity in this line of business focuses on intensifying sales actions and promoting the internationalization of the brand, thus contributing to the expansion of the club's brand on a global scale.

In recognition of all of the above, Real Madrid has been awarded the Best Sports Property Award for the 2021/2022 season by the magazine *Licencias Actualidad*, a physical and digital publication with widespread coverage of all the relevant players in the brand licensing industry (licensees, brands, trademarks, agencies, intermediaries, manufacturers, etc.).





Ivana and Misa, during the presentation of the kits for the 2021-22 season.



Valverde, Rodrygo, Asensio and Vini Jr., during the presentation of the first team kit for the 2021-22 season.

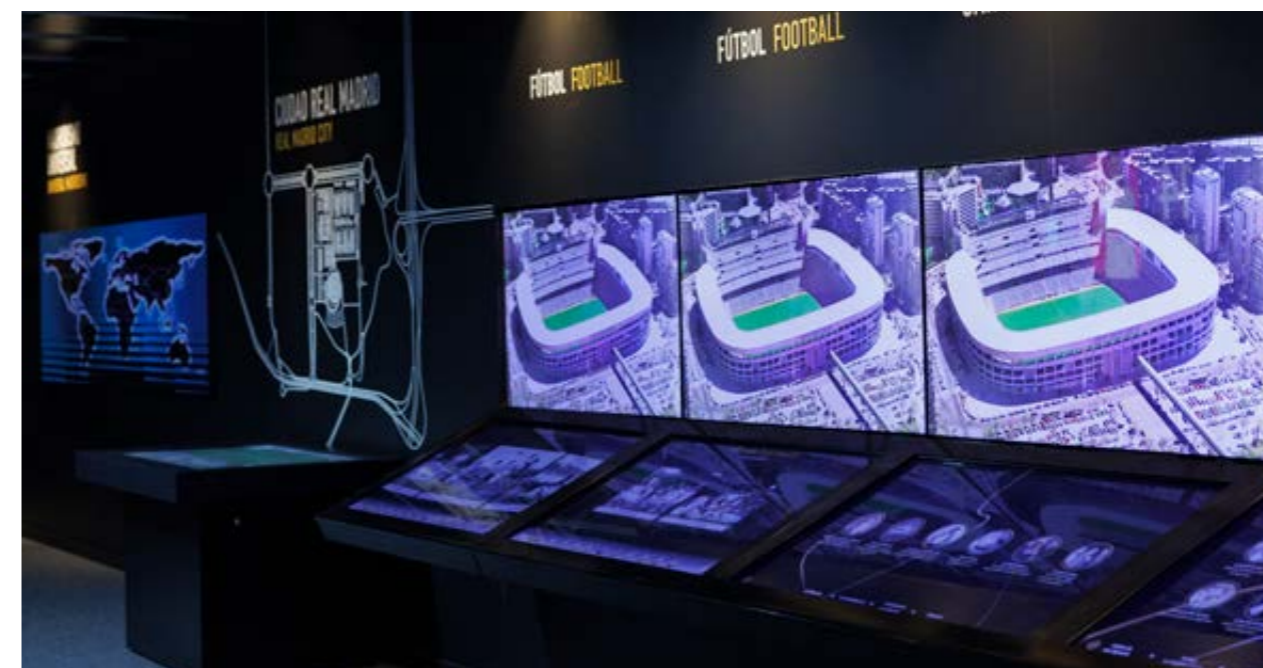
BERNABÉU TOUR

The Bernabéu Tour began to recover its pre-pandemic levels of visits this season. The revival of tourism in Madrid led to an increase in the number of visitors to the stadium. By nationalities, the most represented countries on the Tour were France, the United Kingdom, Italy, the United States and Mexico. For students, the combined ticket was once again available for purchase allowing entry to other leisure and cultural venues in Madrid such as the Thyssen-Bornemisza National Museum, Parque Warner Madrid, Madrid Zoo, Faunia, Madrid Amusement Park, the Wax Museum and Atlantis Aquarium.

In order to adapt the Tour to the works at the stadium, several changes were made to its route and content to continue offering a safe and accessible visit. During the season, the entrance was changed to the new Tower C on Paseo de la Castellana, improving access and eliminating waiting times. A new access control and ticket distribution system was also installed that has allowed visitors to plan their visit in advance by choosing between different time slots.

Fans were able to admire the trophies won in the last season: the Fourteenth European Cup, the 35th League and the 12th Spanish Super Cup in football; and the 36th League and the 8th Super Cup in basketball. And they continued to enjoy the panoramic view located in the first tier, from which the remodelling works can be followed. The visit also included an audiovisual show depicting the transformation of the stadium into the Santiago Bernabéu of the 21st century on a scale model of more than 5 metres in diameter.

On the occasion of the death of Paco Gento, the Historical Heritage Centre of the Real Madrid Foundation organized a temporary exhibition dedicated to the honorary president, with miniature replicas of his trophies, commemorative medals, shirts and photographs.



OFFICIAL STORES

The comprehensive omnichannel retail programme that Real Madrid launched with Legends, a North American company that provides premium merchandising, retail, technology and hospitality experiences, continues to strengthen the relationship between the club and its fans and plays a crucial role in commercial growth and development strategy of our brand.

The Santiago Bernabéu megastore, which has been open continuously since November 2020, has recovered in recent months sales levels similar to those of pre-pandemic seasons. The other official stores have also posted record sales. Having kept the establishments in the centre of Madrid (on streets: Carmen, Gran Vía and Arenal), Barcelona and Mexico City open to the public throughout this past year, the objective of Real Madrid and Legends is to continue with international expansion and open new points of sale to the public throughout the next season.

Real Madrid's e-commerce, which was revamped last season, plays an important role in this, available throughout its digital environment (web, social networks and app). It has a high strategic value for the club and has registered a very relevant growth rate. As a whole, the vertical distribution channels have accounted for nearly 20% of the global sales of Real Madrid's official products.

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RESTAURANTS

The American group Aramark, leader in its sector with more than 270,000 employees, manages the restaurant services at the Santiago Bernabéu stadium and Real Madrid City, providing a wide range of products and a modern vision of the business.

In the international arena, the club offers two concepts of themed restaurants with different positioning:

- UNO by Real Madrid offers a *fast casual* type of themed restaurant. An agreement has been reached to carry out a test in a selected market and expand it to third countries based on the results obtained.
- MYTH by Real Madrid is a *casual dining* concept developed by the best companies in the sector, with an offering of Mediterranean cuisine. An agreement has been reached with a top-level French company, with more than 20 years of experience and more than 25 Michelin stars in its 17 restaurants around the world, which foresees two openings at the end of 2023.



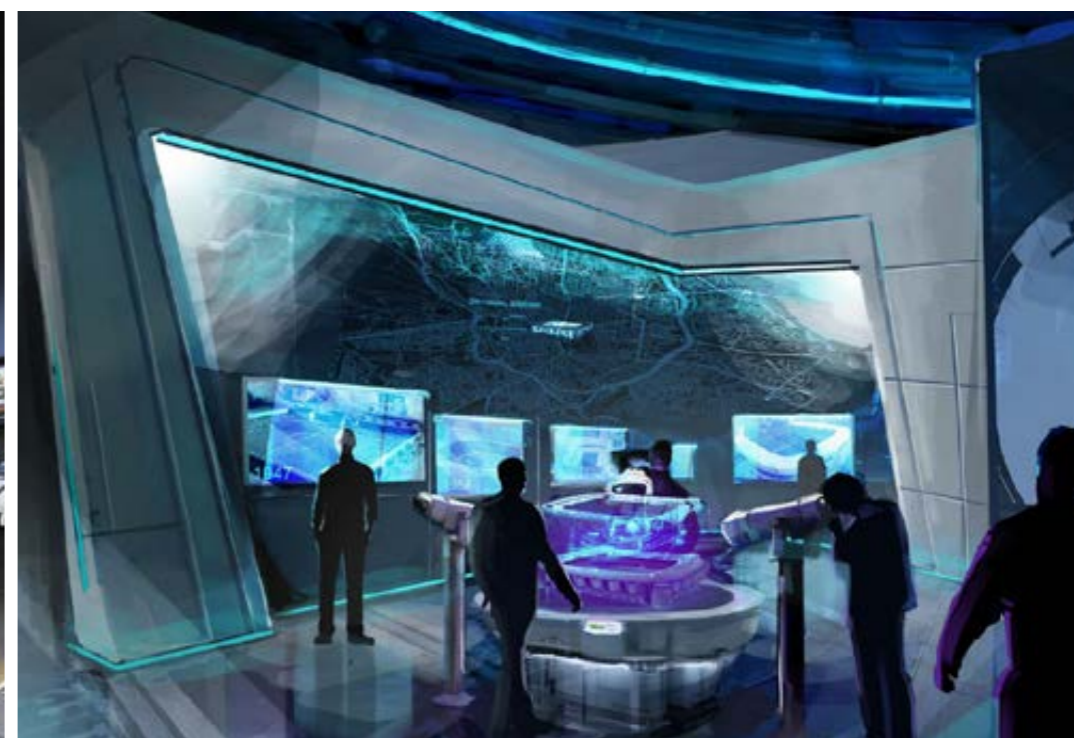
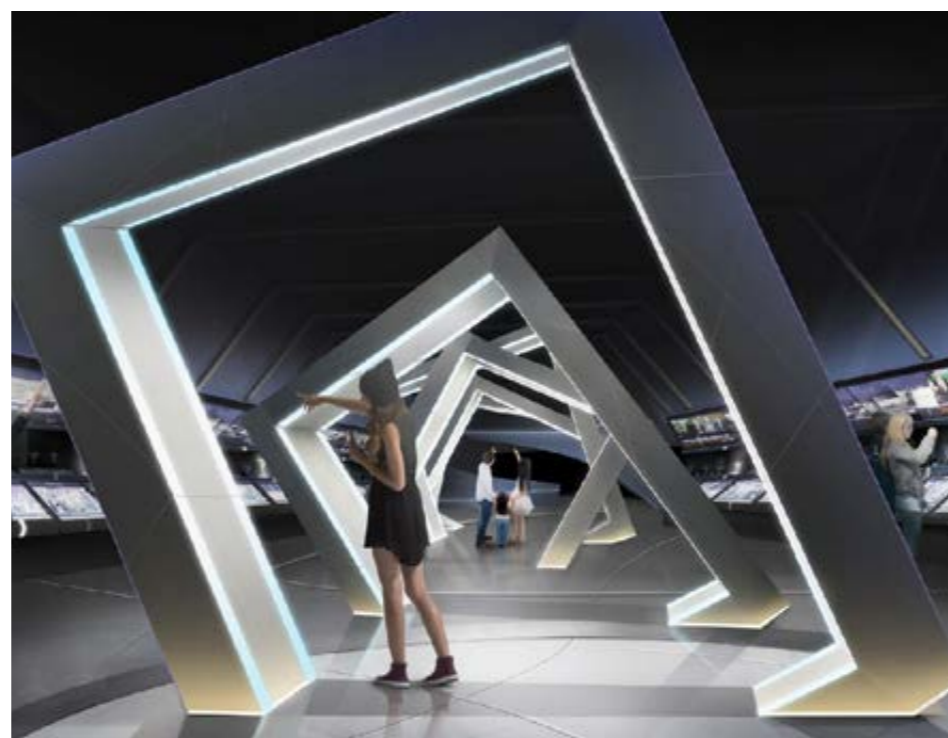
MYTH

by Real Madrid 

MYTH is a unique gastronomic experience inspired by the values and philosophy of Real Madrid.



REAL MADRID WORLD



Real Madrid World, the interactive experience which will feature rides, food and merchandising, is scheduled to open at the end of 2023 in Dubai, UAE.

An agreement has recently been reached with the leading leisure and entertainment company in the Middle East for the development of an entertainment centre in the United Arab Emirates. It will be a unique and singular project that will bring the values, brand, attractions and content of Real Madrid closer to all fans in the region.

Likewise, negotiations are taking place with top level partners from the entertainment and leisure sector to sign commercial agreements and put various plans in place in different regions around the world. From a temporary and travelling exhibition that tours the main cities of the world, to other projects in the US, South America and China.

MADRIDISTAS LOYALTY PROGRAMME

The Madridistas Loyalty Programme has registered 123,196 new followers this season, bringing the number of cards issued since its launch in 2001 September to 1,121,750. In view of these results, the programme continues to be a world leader in the sports sector.

In one season, the number of subscriptions lost during the pandemic has been recovered, reducing the impact of the temporary closure of some of the facilities such as the Bernabéu Tour or the stadium works, which represents the main source of attracting new Madridistas, accounting for almost 75% of registrations.

The digital acquisition, which represents 51.45% of the total, and the adaptation of the promotional campaigns to the great moments that our football and basketball teams have given us have contributed to achieving this record figure of more than 100,000 new Madridistas. As an example, as soon as the club won the Fourteenth European Cup, it launched a 72-hour recruitment campaign. At the end of the first 24 hours, 5,347 Madridistas had signed up out of a total of 10,752 by the end of the promotion. The month closed with 31,662 registrations, more than a thousand a day.

In terms of the advantages related to the Loyalty Programme, of note was the new birthday greeting received by Members and Madridistas on the occasion of Real Madrid's 120th anniversary. In it, historical moments of the club were remembered, personalized with milestones related to the fan's date of birth, and players from the squad such as Benzema, Vini Jr., Carvajal, Courtois, Kroos and Lucas Vázquez, and legends such as Butragueño, Arbeloa, Roberto Carlos and Casillas took part. Madridistas residing outside of Spain were sent a personalized message from Roberto Carlos, thanking them for renewing their subscription and a commemorative patch with a digital connectivity option through which they could listen to the club's anthem on their mobile by reading it via NFC.

The Loyalty Programme continues to bring Members and Madridistas closer to the club and its players. During the season, more than 21.5 million email newsletters were sent, corresponding to 589 campaigns; more than 129,800 calls and 190,500 SMS messages were sent and received through the Madridista Helpline; and the contact centre managed more than 36,000 emails and answered 12,200 chats.



ONLINE SHOP

The record for sales on digital channels in the history of the club was broken this season, exceeding the previous figure by 20%.

Since the internalization of the online store in 2020, its performance has continued to rise, breaking sales records with the launch of new kits and special collections such as Y-3, which have resulted in an 89% growth in total turnover and a 13% increase in the average order value.

The optimization work undertaken in collaboration with the Digital Strategy team has led to advances that have an impact on the turnover of key markets such as the US, which has grown by 128% over the last season, and resulted in a 20% improvement in search engine rankings.



The programme continues to be a world leader in the sports sector.

INSIGHTS & BUSINESS INTELLIGENCE AREA

From the Insights department, continuous monitoring of the audience and user behaviour has been carried out, which has contributed to the record figures for this season. Data science in the club is increasingly important to map out strategies that affect all business units.

This season, prediction algorithms have been used that have been key to improving everything from the influx of people to the Tour, to the optimization of campaigns to attract Madridistas, as the most important examples.

The club has created a new department this season that will be in charge of listening to the target audience to offer a better experience on digital channels.

In addition, its mission will also be to grow all business units and increase audience acquisition. Some of the initial projects that have been carried out by this new department have generated an impact on online store of over a million euros.

COMMUNICATION, MEDIA AND CONTENT



REALMADRID TV

Real Madrid TV ended the year with its best result ever, a screen share of 0.50%, and achieved growth of 66% compared to the previous season.

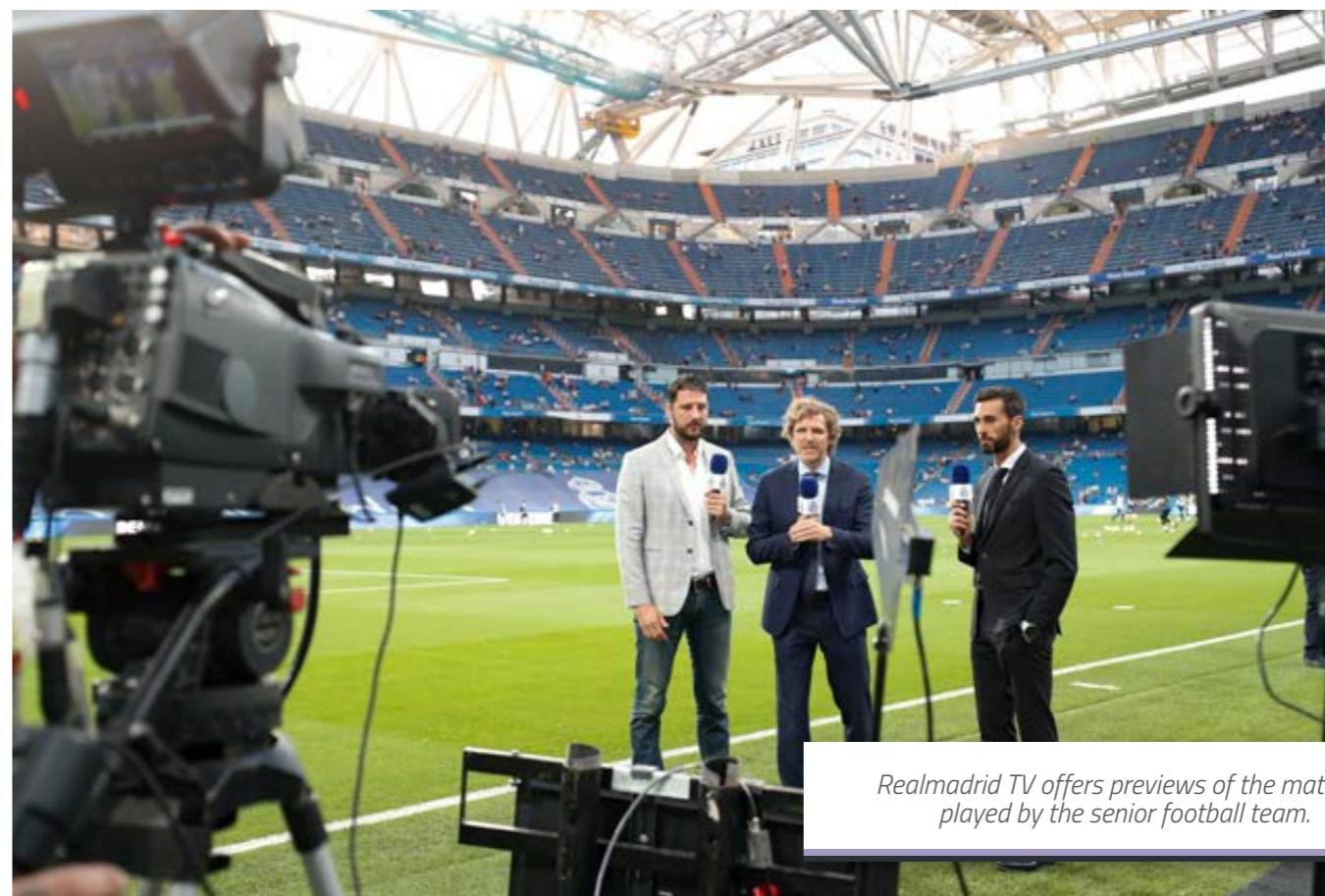
The channel recorded its best-ever 12-month cumulative audience figures for the third consecutive season, reaching 26,881,000 viewers.

Real Madrid TV ended the season with its best figure ever in the prime time slot, with a share of 0.66%. This is a growth of 0.28 points in relation to the previous year.

The broadcasting of films in prime time resulted in its best ever figures: an average of 126,000 viewers and a 0.87% share from Monday to Friday; and 92,000 viewers and a 0.66% share at weekends. In both cases, this represents an increase of more than 50% with respect to the previous season.

After-dinner cinema also posted its best ever figure: an average of 50,000 viewers and 0.47% from Monday to Friday; and 48,000 viewers and 0.46% at weekends.

Real Madrid Conecta, the afternoon talk show, had its best season in history with an average audience of 25,000 viewers and a share of 0.22%



Real Madrid TV offers previews of the matches played by the senior football team.



Real Madrid TV covers all first team football training sessions.

THE MOST VIEWED BROADCASTS

The Fourteenth European Cup celebrations were the most watched broadcasts of the season on RealMadridTV. **#CHAMP14NS: la celebración en Cibeles** became the most watched programme on the channel, gathering an average of 618,000 viewers and 4.66% screen share. It was the most watched thematic broadcast on Sunday 29 May on television.

After the celebrations at Cibeles, the second and third most watched programmes on the channel were **#CHAMP14NS: la fiesta del Bernabéu**, with 513,000 viewers and a share of 4.10%, and **#CHAMP14NS: la celebración en Madrid** with an average of 474,000 viewers and 4.64% share.

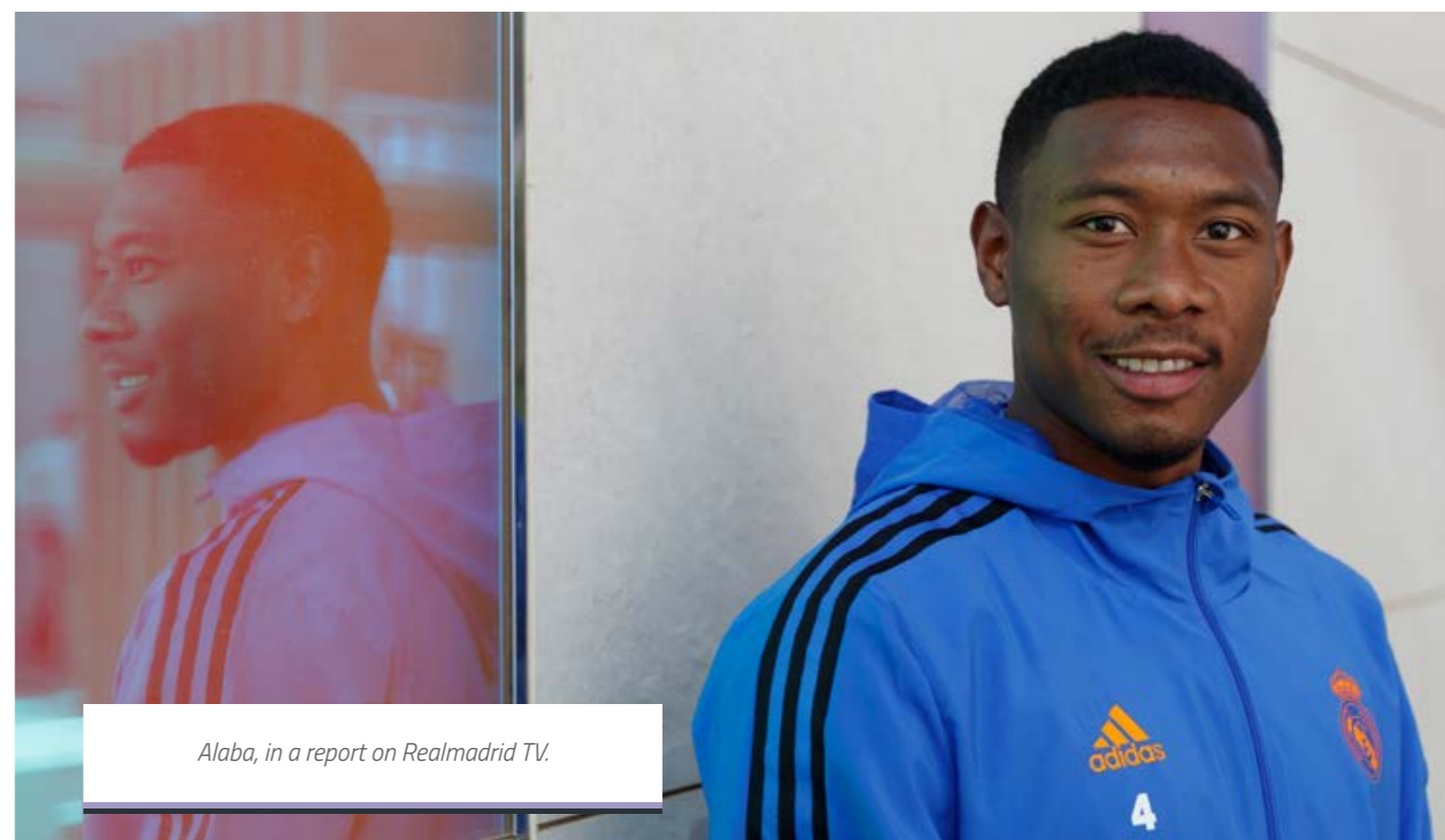
That Sunday, 29 May, with a 3.16% screen share, RealMadrid TV became the leader among the DTT thematic channels.

#CAMPEON35, the special programme celebrating the 35th Spanish League trophy, was the fourth most watched broadcast of the season with an average of 297,000 viewers and a 3.09% share. **Hoy Jugamos. Minute by Minute: Real Madrid-Manchester City** was watched by an average of 237,000 viewers, with a 1.66% share, and was the fifth most watched broadcast.

Post-match interviews with Real Madrid players.



Kroos, interviewed by RealMadrid TV.



Alaba, in a report on RealMadrid TV.

PUBLICATIONS

The club has 12 publications throughout the season headed by the magazine *Hala Madrid*, one of the most widely distributed football club magazines in the world. Issued quarterly, it has a circulation of more than 200,000 copies and publishes articles on the club's most important news. It is known for its carefully selected content and high-quality photos. The version of this magazine for kids and teenagers, *Hala Madrid Júnior*, with a circulation of 63,000 copies, is sent to members and Madridistas aged between 7 and 14. We've had a special

poster celebrating the titles of our football and basketball teams since 2011 as an extra feature.

Hala Madrid online, was sent by email to about 250,000 members and Madridistas outside of Spain. It is published in two languages: Spanish and English.

Grada Blanca magazine, which was previously distributed at La Liga matches held at Santiago Bernabéu before the pandemic, has become

Grada Blanca Online magazine as of the 2021-22 season. When entering the stadium, fans can download this revamped publication free of charge, which includes all the news and statistics related to the match, now expanded with additional photo galleries and videos. *Grada Blanca Online* is a much more dynamic and interactive publication.

Every week, the club launches a Members Newsletter containing the latest Real Madrid news and any information of interest for our members.

An overview of the club's season is covered in the reports published for the General Assembly of Delegate Members. The Annual Report, Annual Report Summary, Financial Report and Corporate Social Responsibility Report make up the package of four reports published for the most important event of our membership during the season.

The Real Madrid Foundation also publishes an Annual Report and an Annual Report Summary.

THE CLUB'S 12 PUBLICATIONS

Hala Madrid

Hala Madrid Júnior

Hala Madrid online

Grada Blanca online

Online Members Newsletter

Real Madrid Foundation magazine

Club Annual Report

Summary of the Annual Report

Club Financial Statements

Corporate Social Responsibility and Sustainability Report

Real Madrid Foundation Annual Report

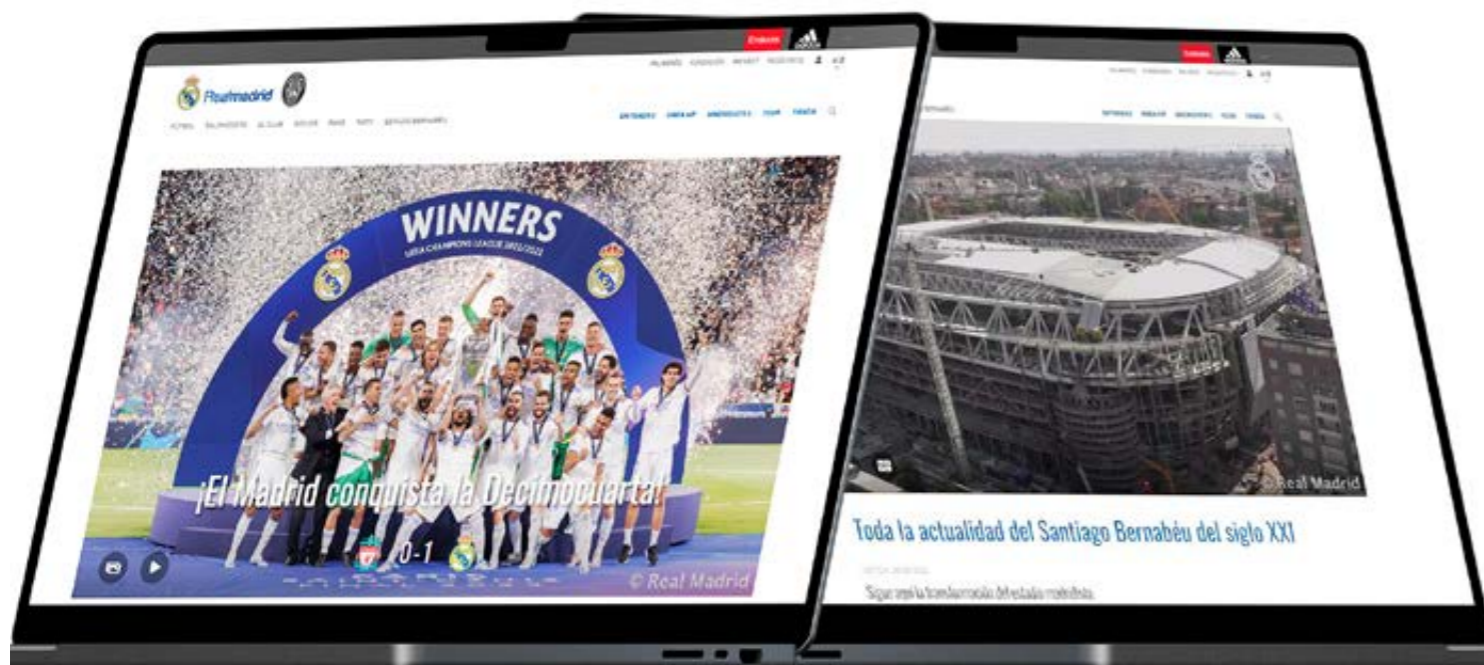
Real Madrid Foundation Annual Report Summary



**REALMADRID.COM
THE MOST VIEWED FOOTBALL
CLUB WEBSITE IN THE WORLD
FOR THE SIXTH YEAR IN A ROW**

1		Real Madrid C.F.	8.4 million views*
2		Liverpool	6.4
3		Manchester United	4.7
4		Arsenal	3.9
5		F. C. Barcelona	3.1
6		Chelsea	2.8
7		Bayern de Munich	2.4
8		Manchester City	2.1
9		PSG	1.4
10		Juventus	0.9

*Average monthly visits received by the website according to the digital analysis company SimilarWeb.



**101 MILLION
VISITS TO THE WEBSITE
AND MORE THAN 473 MILLION PAGE VIEWS**

**AVAILABLE IN NINE LANGUAGES:
SPANISH, ENGLISH, FRENCH,
GERMAN, PORTUGUESE, JAPANESE,
CHINESE, HINDI AND ARABIC**

**THE SECTION DEDICATED TO THE
STADIUM REDEVELOPMENT WORKS
TALLIED 1,350,000 VISITS DURING
THE SEASON**

Realmadrid.com was the world's most visited football club website for the sixth year running, with an average of 8.4 million visits per month (according to data provided by the digital analysis company SimilarWeb). Our site ended the season by launching its first major redesign since 2014, which offers a better experience on mobile

devices and is the first step in our new process of continuous improvement of the products that are part of the club's digital ecosystem.

The main objective is to offer the most outstanding experience possible to members and fans both on the website and the app.

With versions in Spanish, English, French, German, Portuguese, Japanese, Chinese, Hindi and Arabic, Realmadrid.com totalled 101 million visits this season and more than 473 million page views. The average user consumes almost 5 different content items on average per visit and 78% of the total traffic is carried out through mobile devices.

The users of Realmadrid.com are primarily from 25-34 age group, who visit to consult all the news generated by the club and special content such as those related to the remodelling works of the Santiago Bernabéu. During the course of last season, the section dedicated to the new stadium received more than 1.35 million visits.

PRESS DEPARTMENT

In the 2021-22 season, requests for press passes for Champions League and LaLiga matches were no longer as affected by the health measures adopted by the pandemic, as was the case in the previous season. Certain press activities and requests for passes were reduced due to the health measures still in force, which meant that

there were no face-to-face press conferences or mixed zones after matches, for example.

Media activity for Champions League matches resulted in an average of 700 press passes per match, some 3,900 for the competition as a whole.

An average of 400 accreditations were processed per match during the league, some 7,600 during the competition.

Roughly 2,000 accreditations were made in basketball.

The stars of our football and basketball teams appeared more than 2,156 times in interviews, mixed zones and press conferences.

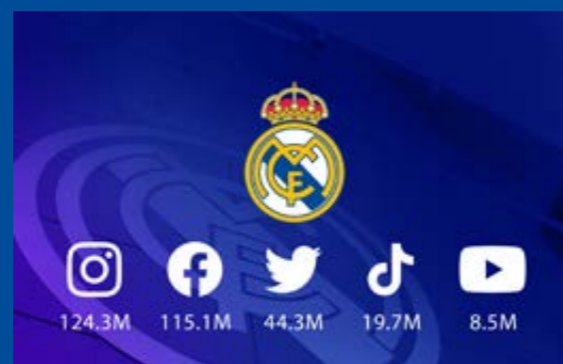


DIGITAL AREA

424 MILLION FOLLOWERS

REAL MADRID IS THE SPORTS CLUB WITH THE MOST FOLLOWERS ON ITS MAIN SOCIAL MEDIA ACCOUNTS

ACCORDING TO BLINKFIRE ANALYTICS DATA PLATFORM



*Data as of 31 August 2022.

SOCIAL NETWORKS

Real Madrid's social networks ended the 2021/22 season with the best numbers in their history. Our club has established itself as the sports institution with the largest number of followers on social networks, with a total of 424 million as of 31 August 2022, across all the sections' accounts on Facebook, Instagram, Twitter, YouTube, Tiktok, Snapchat, Twitch, Weibo, Line, Douyin, Wechat and Toutiao. Together these networks constitute the channel with the largest audience for the club, and the perfect platform for the different business units such as sponsorship, the online shop, the website or ticketing, as well as keeping fans informed of the club's day-to-day activities and increasing their emotional bond with Real Madrid.

This past season we exceeded 120 million followers on Instagram. It is club's account, indeed the account of any sports entity, with the largest number of followers in the world, a title previously held by our Facebook account. In February, we reached 40 million followers on Twitter through our Spanish account @realmadrid, thus becoming the first profile of a sports institution in the world to reach this figure. A new milestone for the social networks of the club, which was already the first to exceed 100 million on Instagram and Facebook.

In May, after winning the Fourteenth European Cup, monthly historical records were broken on practically all platforms, with figures doubling and even tripling in some cases those previously achieved.

In overall terms, we finished the season again as the absolute leader on the most popular platforms: 121 million followers on Instagram, 114 million on Facebook, 43 on Twitter, 2.6 million on Snapchat and 318,000 on Twitch (data as of 31 June 2022). During this past campaign we published more than 63,000 items of content, 37% more than in the previous season, and almost 20% more video content. Since July 2021, we have surpassed 9.12 billion video views. Instagram stands out in this regard, where a 66% increase put us at 6 billion video views.

In terms of total engagement, we set a new record with a 67% improvement and a total of 2.3 billion interactions generated with fans. Women's football accounts, launched in the 2020-21 season, recorded a growth of 1.5 million new followers. This represents growth of over 90% since the start of the 2021/22 season.+90%.

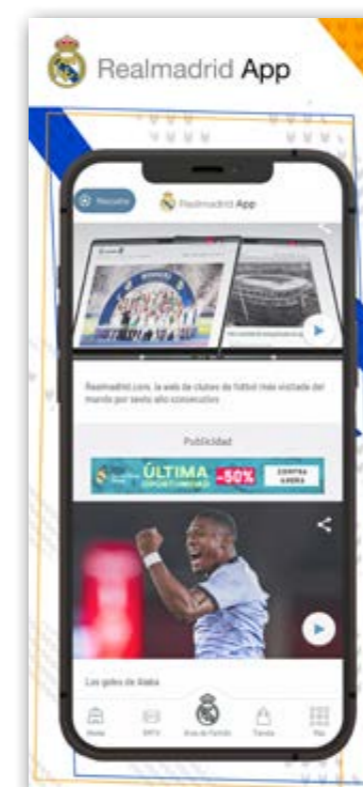


FIRST SPORTS INSTITUTION IN THE WORLD TO REACH 40 MILLION FOLLOWERS ON TWITTER

REAL MADRID APP



The club's official app is available from the main mobile stores (iOS, Android and Huawei) and during the 2021/22 season it was downloaded almost 1.5 million times. Android is the most common operating system with 81.5% of the share.



The official Real Madrid application has already reached 15 million downloads since its launch.

Two seasons ago, the development of mobile applications migrated from Microsoft's professional services to the technology and digital strategy teams, which allowed for more specific modifications aimed at the needs of our users: usability improvements, reduction of loading times, improvement in user acquisition through well-targeted digital campaigns and enriched content.

These strategic and content changes during the 2021/22 season enabled this digital asset to grow considerably in terms of downloads, user interactions and sales conversions. Thanks to the general improvements and segmentation optimization processes and campaigns carried out, monthly active users of the mobile app grew by 25% compared to last season, with the international user base accounting for 80% of the total. The sum of all these factors enabled the Real Madrid app to generate almost double the revenue it achieved in the 2019/20 financial year. International fans were responsible for 85% of said revenue, proof that the app has established itself worldwide.

**REAL MADRID
NEXT**



next

EXPANSION OF REAL MADRID NEXT



This past season Real Madrid Next launched innovative projects in the world of technology associated with sport.



Real Madrid Next is the brand for Real Madrid's innovation projects with the collaboration of *startups* and companies aiming to improve the performance, benefits and sporting and economic strength of Real Madrid, while bolstering the contribution of all its members.

Real Madrid Next focuses on six work areas: e-health, performance, fan engagement, generation of audiovisual content, cybersecurity and technological and social infrastructures. We strive for excellence and the greatest possible technological advances in all of them, which enable us to create our own exclusive tools adapted to our way of doing things. We thus strive to further enhance the results of all the areas that make up the club and, in particular, the sports area, the digital transformation and the globalisation of the entire organisation.

This past season Real Madrid Next launched innovative projects in various areas of interest and implemented cutting-edge concepts in the world of technology associated with sport. These include the launch of high-level connected insoles with the Spanish company Podoactiva and a study on decision-making using virtual reality headsets to improve scanning skills during a football match for youth players, with the Norwegian company Be Your Best. Both examples have been selected in the first edition of the Score programme with European funding.

In the area of cybersecurity and infrastructure, Real Madrid Next is participating in a

pioneering European programme to define an efficient protocol against potential CBRN (Chemical, Bacteriological, Radiological and Nuclear) threats. Real Madrid is one of the partners in this 2-year project and works with European experts from Poland, Germany, Slovakia, Italy and Spain. The Santiago Bernabéu is one of the pilot stadiums of this initiative and will contribute to evaluating and analysing the operation of a high-capacity football ground and the safety standards applied.

We have participated in international conferences in LATAM, the US and Europe to present Real Madrid Next and its projects. Several international magazines have selected us as an innovative entity in the world of the sports industry.

Real Madrid Next is also involved in the international expansion of the *Master's programme in Digitalization and Sports Tech* of the Real Madrid Graduate School, associating itself with universities in the United States including Virginia Tech, Stevens Institute and Florida International University. Several students were able to join our teams to work on *Sport Performance* and *Fan engagement* projects.

Real Madrid Next will continue its growth next season collaboration agreements and with new projects, including the launch of the second edition of its Score programme that will allow 10 new European companies to enter the Real Madrid ecosystem, developing concept tests in the Real Madrid Next divisions. Its launch is planned for the second half of 2022.



Real Madrid City hosted a work session on the Safe Stadium project, an initiative that seeks to improve safety in stadiums.

FOUNDATION REAL MADRID



THE REAL MADRID FOUNDATION RECEIVES THE LAUREUS SPORT FOR GOOD SOCIETY AWARD

Florentino Pérez: "This recognition is a great honour for our club and for the millions of Real Madrid fans who are proud of the huge amount of charitable work we do"



Rafa Nadal was in charge of handing over this prestigious award that recognizes the extraordinary work of the Foundation.

The Real Madrid Foundation was one of the winners at the 2022 Laureus Awards. The Sport for Good Society award is recognition for the work of the Real Madrid Foundation which, since 1997, has been contributing to the development of society and young people around the world through sport. The Real Madrid Foundation is the first winner in this category.

Florentino Pérez, president of Real Madrid, expressed his gratitude for the award: "This recognition of the Real Madrid Foundation is a great honour for our club and the millions of Real Madrid fans who are proud of the huge amount of charitable work we do, which is capable of reaching every corner of the globe. This award represents a great boost for all those who work tirelessly on a daily basis with the sole purpose of improving the quality of life of the most disadvantaged in our society, especially children who are at risk of social exclusion".

"I always say that the Real Madrid Foundation is the soul of our club, it represents all the values that have made Real Madrid the most beloved and admired institution in the world. It is the first time that a Laureus Prize has been awarded to an entity that is recognized for its work in improving society through the values of sport. You know that this badge never gives up and will continue to be there where we are most needed".

FLORENTINO PÉREZ:

“THE REAL MADRID FOUNDATION IS THE SOUL OF OUR CLUB, IT REPRESENTS ALL THE VALUES THAT HAVE MADE REAL MADRID THE MOST BELOVED AND ADMIRED INSTITUTION IN THE WORLD”.





THE FOUNDATION HELPS TO IMPROVE SOCIETY

During the virtual gala, Rafa Nadal was in charge of presenting the award to the Real Madrid Foundation. The honorary member of Real Madrid explained: "This award is for an organization that uses the values of sport to help improve society. They believe that sport is more than just physical exercise. I am delighted that the winners are not only from Spain, but are associated to a club that I love." Butragueño, Raúl, Casillas and Figo accompanied Florentino Pérez at the event.



Florentino Pérez was accompanied at the Laureus Award ceremony by Real Madrid legends Figo, Butragueño, Raúl and Casillas.

OTHER AWARDS AND RECOGNITION

The Real Madrid Foundation carries out activities, programmes and projects in the fields of education, integration of vulnerable groups and development cooperation, while promoting the playing of sport in more than 90 countries on five continents.

The Foundation's mission, both inside and outside of Spain, is to use sport to improve people's lives, prioritizing support for children, the inclusion of minorities and refugees, people with disabilities, hospitalized children, the homeless, the unemployed and inmates, among others.

In addition to the Laureus Award, this work has been recognized through other accolades including the 8th Mental Health Award from the Padre Menni hospital, institutional recognition from the ConectaTEA Foundation during the 1st Charity Gala

#JuntosenelAutismo; the 2021 Children's Award from the Community of Madrid in the category of Outstanding Individual to Julio González Ronco, managing director of the Foundation; and the Top Developer Awards 2021 for the Sports Values Academy TV e-learning platform. Added to this is the brain-protected space certification of the Freno al Ictus (Stop Strokes) foundation that was awarded to Real Madrid thanks to the collaboration agreement signed with the Foundation.

This season, and in line with the United Nations Sustainable Development Goals (SDGs), the Foundation has undergone its EFQM quality audit and become a member of Club Excelencia en Gestión, and has also registered its Equality Plan and the protocols for both the prevention of workplace harassment and the prevention of abuse and harassment in social-sports schools.

THE REAL MADRID FOUNDATION RECEIVES RECOGNITION FROM THE CONECTEA FOUNDATION



Roberto Carlos represented the club at the 1st Charity Gala #JuntosenelAutismo, which was held in Alcobendas.

BRAIN-PROTECTED SPACE CERTIFICATION FROM THE FRENO AL ICTUS (STOP STROKES) FOUNDATION.



Real Madrid received the brain-protected space certification from the Freno al Ictus (Stop Strokes) foundation.

PADRE MENNI MENTAL HEALTH AWARD



Emilio Butragueño received the Mental Health Award from the Padre Menni hospital in Santander.

TOP DEVELOPER AWARDS 2021



The Sport Values Academy TV content platform, winner at the Top Developer Awards 2021.

JULIO GONZÁLEZ RONCO, MANAGING DIRECTOR OF THE FOUNDATION, RECOGNIZED BY THE COMMUNITY OF MADRID



Julio González Ronco received the Outstanding Individual award during the 2021 Children's Awards ceremony of the Community of Madrid.



THE REAL MADRID FOUNDATION, IN SUPPORT OF UKRAINE



The Real Madrid and Real Sociedad players showed their support for Ukraine on 5 March 2022 at the Santiago Bernabéu by posing with a banner that read: "Everyone with Ukraine".

The Real Madrid Foundation has offered its overwhelming support for those affected by the invasion of Ukraine through the "Everyone with Ukraine" campaign.

The campaign was launched by the Real Madrid Foundation on 4 March and was supported by Real Madrid with a donation of one million euros, as well as 13,300 items of clothing and sports equipment. The campaign was adapted to the everchanging needs over the months, including other actions both in Spain and in Ukraine and its bordering countries.

An online channel and a bank account were set up to receive donations in support of the Ukrainian people and help alleviate the immediate and devastating effects of the war. The funds were distributed among the entities with which the Real Madrid Foundation collaborates that have sent teams to the conflict zone, such as Acnur, Red Cross, Cesal, Salesian Missions and Epicentr for Children.

Two of the Foundation's schools and Epicentr for Children were transformed into a food collection and distribution centre to help families in Ukraine.



Epicentr for Children, a partner of the Foundation in Ukraine, organized a summer camp for children from Ukrainian social-sports schools in Lviv.

SUPPORT FOR UKRAINIAN REFUGEES

The Foundation's social-sports schools in Ukraine, together with Epicentr for Children and with the support of Epicentr K, began their fourth season full of enthusiasm with the visit of Roberto Carlos to inaugurate new schools, and they were the first to resume face-to-face training after the pandemic with a trainer who travelled to the city of Irpin in October. A few weeks later, in November, a group of 25 beneficiaries visited Madrid and attended the

Real Madrid match against Shakhtar Donetsk. All this was cut short by the beginning of the Russian invasion. Through their social networks, the Real Madrid ambassadors wanted to show their support and during the Alma Cup Europe, which took place at Real Madrid City, the absent schools were honoured.



Roberto Carlos travelled to Kyiv in September to inaugurate two new schools.



Ukrainian schools were the first to resume face-to-face training after the pandemic.



Arbeloa represented Real Madrid at the Cooking for Ukraine charity dinner organized by Cesal, which was attended by Reyes Maroto, Minister of Industry, Commerce and Tourism of the Government of Spain.



Donation of material to the Red Cross coordination centre for Ukrainian refugees in Madrid.

ALLOCATION OF CAMPAIGN FUNDS

The Red Cross has deployed a huge team of people at the Ukrainian border. Part of the funds raised by the Real Madrid Foundation campaign went to the Spanish Red Cross, which works in close coordination with the national organizations in the region and focuses its support, among other things, on integrated assistance and psychosocial support in Ukraine, in collaboration with the Danish Red Cross, in the southwestern region of Ukraine and on the border with Romania, through the distribution of essential goods and psychosocial care, with the city of Chernivtsi as its centre. In Spain, the Red Cross attends in its primary care centres the first refugees to arrive from Ukraine for whom the Real Madrid Foundation has donated sports and recreational equipment for the children.

For its part, UNHCR in Ukraine is delivering blankets, sleeping mats and other essential items to Kryvyi Rig in central Ukraine. It also monitors the social emergency at Ukraine's borders with Poland, Romania, Moldova and Hungary, providing support in the reception of refugees in these neighbouring countries.

The work of the Salesian Missions in Ukraine is to welcome in its facilities children, women and elderly people who, due to the bombings, in many areas of the east, north and south of the country, lack fuel and do not have electricity or heating. It is housing displaced Ukrainians in its centres in Lviv, Novosilka, Kyiv, Dnipro, Bibrka, Peremyshlyany, Zhytomyr, Korostyshiv and Odessa. Meanwhile, outside of Ukraine, refugees are being cared for in Poland and Slovakia.

Meanwhile, the NGO Cesal is working to offer emergency support to vulnerable families and internally displaced people in the Lviv area and the Polish border. On the other side of these borders, work is being carried out in Poland in collaboration with AVSI Polska, the Italian Chamber of Commerce in Poland and Caritas Leopoli, which collects and buys medicines and sends them through a solid logistics system to the border between Poland and Ukraine. The Foundation also collaborated in the charity dinner organized by Cesal to raise funds, which was attended by the Real Madrid ambassador, Álvaro Arbeloa.

Finally, Epicentr for Children, the NGO with which the Real Madrid Foundation has been working since 2018 in seven social-sports schools in the cities of Ternopil, Irpin, Khmelnytsky and Kyiv, in Ukraine, with 800 beneficiaries, also received part of the campaign funds which it uses to help the beneficiaries of the social-sports schools and their families, offering support at the facilities of the social-sports school of Ternopil, where food is collected and distributed and from

where its staff help in arranging the logistics to move people from the evacuation area to the border with Poland. A summer camp has also been organized for children from the schools who have not been displaced.

The Real Madrid Foundation's "Everyone with Ukraine" campaign will remain open for as long as necessary to facilitate a direct donation channel that helps alleviate the needs of the displaced population both in Ukraine and in bordering countries or in the reception of refugees in Spain. During the summer, scholarships have been set up for Campuses in Spain at the request of the different authorities (financed by Saint Gobain Isover) and for programmes in juvenile centres with the support of HSBC and the UEFA Foundation for Children. Aid continues to arrive with the support of the Foundation's local partners, who implement social-sports schools in different countries, as happened in Romania. The Real Madrid Foundation social-sports school in Milan, Italy, in collaboration with the Portofranco and Fatima Traccia association, is already working with young Ukrainian migrants.



Red Cross shelter on the Ukrainian-Polish border.

MESSAGES OF SUPPORT FOR UKRAINE

All the Real Madrid teams showed their support for the people of Ukraine with T-shirts that read "Everyone with Ukraine" and posed with a banner bearing the same message of support.

The Real Madrid women's team and the basketball team posed with banners in support of Ukraine at Real Madrid City and at the WiZink Center, respectively.





Felipe Reyes with the students from the adapted basketball social-sports school in Barajas, Madrid.

NATIONAL AREA

In Spain, the Real Madrid Foundation has kept 144 social-sports projects and schools active, serving 10,666 people, almost 20% more than in the previous season. It is worth noting the opening of new schools for people with different abilities in Móstoles, the implementation of a programme for remote cardiac monitoring and the new basketball programme for adolescents with mental health problems.

SOCIAL-SPORTS SCHOOLS IN SPAIN

The 43 football and basketball social-sports schools of the Real Madrid Foundation in Spain, together with the 24 adapted and inclusive schools, were attended by more than 4,300 boys, girls and young people. Of these, 777 took part in basketball, adapted and inclusive basketball projects and 3,581 in social-sports football, adapted or inclusive football projects. The sports coaches follow the methodology *For a REAL education: Values and Sport*, in which they are trained by the Training Division of the Real Madrid Foundation. Thanks to the full and partial scholarship system, each of the schools has at least 15% and up to 100% of the spots reserved for socially disadvantaged young people or at risk of social exclusion. The objective is for these young people to fully develop their potential, providing them with an all-round education.

The Real Madrid Foundation has collaborated with the Mutua Madrileña Foundation in the *Compañer@s* programme for children who are victims of domestic violence; with the Victims of Terrorism Foundation and the Ministry of Justice of the Community of Madrid for the care of children who come from families of victims of terrorism; and with the Spanish Red

Cross in Seville, together with Ecopilas, in a school that received a visit from Ambassador Álvaro Arbeloa. It is also worth highlighting the Foundation's permanent collaboration with the departments of social services of the Municipalities where schools are carried out, to guarantee equal opportunities in access to quality educational sport.

Children participating in an Ecopilas activity at Real Madrid City.



Training session for the students of the social-sports school in La Chopera, Madrid.

The beneficiaries of the schools in Madrid (El Pozo), Jerez de la Frontera, Tarancón and San Fernando de Henares received a visit from Arbeloa accompanying the partners of these projects, the "la Caixa" Foundation and Exolum. Iker Casillas, deputy to the General Manager of the Foundation, accompanied by Banco Santander, visited the Pozuelo de Alarcón school (Madrid). The beneficiaries of the centres outside the capital attended regional social cooperation days in Murcia and Andalusia. And the children participating in the social-sports tournament at Real Madrid

City were able to participate in the World Challenge and the Alma Cup, which brought together young people from different types of educational projects of the Foundation from all over the world.

The schools are supported by entities such as the "La Caixa" Foundation, Endesa, Banco Santander, Ecopilas, Exolum and Unicaja Banco. New partnerships were signed this past season with the Nemesio Fernández Díaz Foundation, thus guaranteeing the sustainability of the scholarship system.

ADAPTED AND INCLUSIVE SCHOOLS IN SPAIN

A total of 17 inclusive and adapted basketball schools and 7 inclusive adapted football schools have been implemented, after the opening of two schools of this type in Móstoles, in collaboration with the Iker Casillas Foundation. In total, 422 beneficiaries with different abilities have been able to enjoy these programmes, with an additional cardiac monitoring programme in collaboration with Idovent and its "Donate your heartbeat" campaign.

The inclusive, adapted and wheelchair football and basketball social-sports schools are carried out in collaboration with disability organizations, including: ConectaTEA Foundation, Down Madrid, A la Par Foundation, Ana Carolina Díez-Mahou Foundation and Atades. The projects are aimed at children with Down syndrome, pervasive developmental disorders (PDD), intellectual disability and autism spectrum disorders (ASD). Their purpose is to bring quality sport and value-based sport closer to these disadvantaged groups and,

whenever possible, try to integrate them into a social-sports school with colleagues without disabilities.

This past season, wheelchair basketball schools continued to operate, with a new location for the Getafe school, with the aim of improving the quality of life of the participants, increasing their personal development and autonomy. These projects are also sponsored by GSK, Endesa, UPS and Signus. Casillas presented the new inclusive schools in Móstoles.

The students of the wheelchair basketball school in Getafe and those of the adapted basketball school in Barajas received a visit from Felipe Reyes.

Felipe Reyes visited the students from the basketball social-sports school at the Jorge Guillén primary school in Getafe, Madrid.



Students from the social-sports basketball schools put on an exhibition during the Real Madrid-Bayern Munich match at the WiZink Center in Madrid.



PROGRAMMES IN JUVENILE CENTRES

The Foundation coordinates 25 social-sports programmes in children's shelters and detention centres, in collaboration with the Ministry of Family and Social Affairs of the Community of Madrid, the Agency for Re-education and Reinsertion of Juvenile Offenders and the Diagrama Foundation. These supported 1,261 children and adolescents, who were able to enjoy value-based sports activities with the coaches of the Real Madrid Foundation in different autonomous communities. In the case of Madrid, these children were also beneficiaries of the "At Christmas, no child without a gift" campaign, which this year served 1,647 children in centres and hospitals. The Real Madrid ambassador Roberto Carlos visited the Picón del Jarama juvenile centre, and Noble Arts became a new collaborating partner in this project.

THE BASKETBALL AND VALUES PROGRAMME IN HOSPITALS

Throughout the past year, face-to-face activities were resumed in all hospitals- The number of projects in the basketball line in hospitals grew with the incorporation of the Pradera de San Isidro therapeutic day care centre, a unit dependent on Hospital 12 de Octubre, for children and adolescents with mental health problems. The public health authorities have detected a considerable increase in these pathologies in young people since lockdown. For this reason, during the season work has been carried out on this type of social-sports project.



Children hospitalized at Hospital 12 de Octubre in Madrid participating in a basketball session.



Children at the Casa de Campo Children's Home in Madrid.



Roberto Carlos visited the Picón de Jarama juvenile centre in Madrid.

PROJECTS FOR HOMELESS PEOPLE

These projects have provided support for 90 people weekly in collaboration with the Madrid City Council, the Spanish Red Cross and the Padre Garralda-Horizontes Abiertos Foundation. The goal is to increase the general well-being of homeless people and promote their integration into the workplace and society through physical exercise. In addition to the sport/physical exercise sessions, the beneficiaries are encouraged to participate in sports events such as the Foundation's popular charity race or the Spartan Race. The sustainability of this programme relies on part of the proceedings obtained from the Red Cross Gold Draw.

DETENTION CENTRE PROGRAMME

The work to promote social inclusion through sport and its values continued with 30 football

and basketball projects in prisons which benefited 2,200 inmates in prisons throughout Spain. Guaranteeing access to quality educational sport for the inmate population has been one of the Real Madrid Foundation's most important lines of action for more than 15 years.

"EMPRENDEPORTE" PROGRAMME FOR THE UNEMPLOYED

This programme, which was launched in 2017, is an initiative of the Real Madrid Foundation to collaborate with the Municipal Employment Agency of the Madrid City Council. Its objective is to promote the mental and social activation of the long-term unemployed over 35 years of age, combining physical exercise with psychology and job search workshops. Fifty have participated this past season.



The beneficiaries of the Empreendeporte programme participated in a hiking activity in Madrid.



Participants in the social-sports programme supported by the Red Cross at the San Blas Temporary Shelter for Immigrants in Madrid.



For the first time, participants in the physical exercise programme for the elderly in the Real Madrid City auditorium.

PHYSICAL EXERCISE PROGRAMMES FOR THE ELDERLY

More than 314 people over 65 years of age in three locations in the Community of Madrid and Extremadura attended these programmes. This

season included the promotion of the "Don't get caught offside" campaign, which supports the prevention of prostate cancer. These elderly participants visited the Real Madrid City auditorium and received a talk from the Ipsen and Janssen laboratories about this disease.



78,920 BENEFICIARIES IN **94** COUNTRIES
938 PROJECTS AND ACTIVITIES

AMERICA

169
SCHOOLS
22,517
BENEFICIARIES

79
ACTIVITIES PROMOTING
EDUCATIONAL SPORTS
5,854
BENEFICIARIES

- ARGENTINA
- BOLIVIA
- BRAZIL
- CHILE
- COLOMBIA
- COSTA RICA
- DOMINICAN REPUBLIC
- ECUADOR
- EL SALVADOR
- GUATEMALA
- HAITI
- CANADA
- FRENCH ANTILLES
- NETHERLANDS ANTILLES
- HONDURAS
- JAMAICA
- MEXICO
- NICARAGUA
- PANAMA
- PARAGUAY
- PERU
- TRINIDAD AND TOBAGO
- URUGUAY
- USA
- VENEZUELA

AFRICA

52
SCHOOLS
10,341
BENEFICIARIES

3
ACTIVITIES PROMOTING
EDUCATIONAL SPORTS
580
BENEFICIARIES

- ANGOLA
- BENIN
- BURUNDI
- CAMEROON
- CAPE VERDE
- CHAD
- D.R. CONGO
- EGYPT
- EQUATORIAL GUINEA
- GABON
- IVORY COAST
- KENYA
- MADAGASCAR
- MAURITANIA
- MOROCCO
- MOZAMBIQUE
- NIGERIA
- REPUBLIC OF THE CONGO
- RWANDA
- SAO TOME AND PRINCIPE
- SENEGAL
- SIERRA LEONE
- TANZANIA
- TOGO
- UGANDA

EUROPE

20
SCHOOLS
1,708
BENEFICIARIES

323
ACTIVITIES PROMOTING
EDUCATIONAL SPORTS
13,014
BENEFICIARIES

- BULGARIA
- HUNGARY
- ITALY
- PORTUGAL
- ROMANIA
- RUSSIA
- UKRAINE
- UNITED KINGDOM
- AUSTRIA
- BELGIUM
- CROATIA
- FINLANDIA
- FRANCE
- GERMANY
- GREECE
- ICELAND
- KOSOVO
- NETHERLANDS
- SERBIA
- SWEDEN
- SWITZERLAND
- TURKEY

ASIA-PACIFIC

24
SCHOOLS
2,457
BENEFICIARIES

12
ACTIVITIES PROMOTING
EDUCATIONAL SPORTS
1,913
BENEFICIARIES

- AUSTRALIA
- BHUTAN
- CAMBODIA
- CHINA
- INDIA
- INDONESIA
- PHILIPPINES
- JAPAN
- KAZAKHSTAN
- SINGAPORE
- SOUTH KOREA
- UZBEKISTAN

MIDDLE EAST

55
SCHOOLS
4,414
BENEFICIARIES

1
ACTIVITY PROMOTING
EDUCATIONAL SPORTS
36
BENEFICIARIES

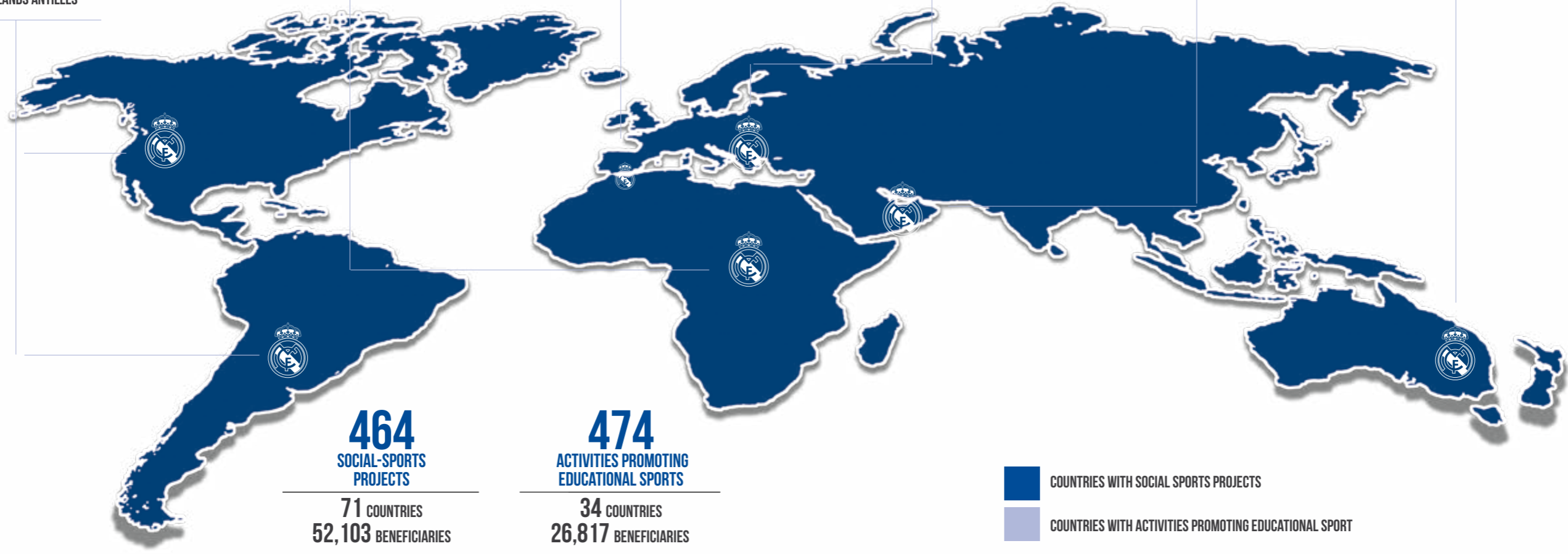
- BAHRAIN
- ISRAEL
- JORDAN
- KUWAIT
- LEBANON
- PALESTINE
- SAUDI ARABIA
- UNITED ARAB EMIRATES
- QATAR

SPAIN

144
PROYECTOS
10,666
BENEFICIARIOS

56
ACTIVIDADES PROMOTING
EDUCATIONAL SPORTS
5,420
BENEFICIARIOS

- SPAIN



464
SOCIAL-SPORTS
PROJECTS
71 COUNTRIES
52,103 BENEFICIARIES

474
ACTIVITIES PROMOTING
EDUCATIONAL SPORTS
34 COUNTRIES
26,817 BENEFICIARIES

■ COUNTRIES WITH SOCIAL SPORTS PROJECTS
■ COUNTRIES WITH ACTIVITIES PROMOTING EDUCATIONAL SPORT



INTERNATIONAL AREA

In the 2021/22 season, with the end of the pandemic, face-to-face sports activity was resumed in projects and schools. Since February, the news has been dominated by the war in Ukraine, a country where the Foundation implements seven social-sports schools supporting 800 children in conjunction with Epicentr for Children. The year ended with 320 schools and social-sports projects active in 70 countries with 41,437 direct beneficiaries (29% of whom are girls), with the support of 872 coaches-educators (15% of whom are women)

Also very significant is the global partnership signed with Abbott to fight malnutrition in children around the world. New collaborations have been signed, including an agreement with Kontiki Expeditions, which will support seven social-sports schools in Ecuador, and with Xcalibur for centres in Uganda, as well as with the Doctor Palomo Foundation.

Florentino Pérez received the CEO of the Millicom-TIGO corporation, Mauricio Ramos, at Real Madrid City.



The partnership between Abbott and the Real Madrid Foundation was celebrated with the traditional ringing of the bell that marks the opening of the session of the New York Stock Exchange.



The beneficiaries of the activities and schools of the Real Madrid Foundation in the US held an exhibition on Wall Street.





Training at the social-sports school in San Pedro, Costa Rica.

AMERICA

In the Americas, the Foundation has promoted education and social integration among 22,517 girls and boys across 169 schools in 22 countries. In Argentina, Colombia and Ecuador, three new projects were opened in collaboration with the organization Pequeños Pasos, in Buenos Aires (Argentina); he Camillian Religious, in Barranquilla (Colombia), with the support of the IDB; and in the town of Montecristi, Manabí, (Ecuador) thanks to the collaboration between Kontiki Experiences and CAF Núñez. They serve a total of more than 500 children in situations of risk and vulnerability.

Throughout the season, high-level meetings were held with the Inter-American Development Bank (IDB) – a partner of the Real Madrid Foundation since 2017. The Foundation plays an important role as a member of the Private Sector Coalition for the recovery of Latin America and the Caribbean and of the 21st Century Skills Coalition.



Thanks to the support of Kontiki Experiences and CAF Núñez, a new school was inaugurated in Manabi, Ecuador.

The partnership with Abbott, presented at the New York Stock Exchange, started its activity in Brazil, Colombia, the US and Mexico with sessions on nutrition and healthy habits in the Foundation's schools. The implementation of the agreement with Millicom also began with IT training sessions for the beneficiaries of 70 projects in Bolivia, Colombia, Costa Rica, the US, El Salvador, Guatemala, Honduras, Nicaragua, Panama and Paraguay. The objective is to promote access to the labour market through this training in the responsible use of the Internet and to prevent cyberbullying. The Foundation has maintained its partnerships with the Mapfre Foundation, AT&T and Globalvia, which are highly committed to supporting education, development cooperation and social inclusion using sport as a tool.



The Secretary of State José Manuel Franco and the CEO of Mapfre in the Dominican Republic, Pierina Pumarol, visited one of the Foundation's schools in Santo Domingo, Dominican Republic.



Training session for the students of the social-sports school in Maputo, Mozambique.

AFRICA

With the firm support of Interact Sport of Nigeria and other major partnerships, the Foundation is consolidating its presence in 25 countries on the African continent with 52 social-sports schools and humanitarian aid projects that support more than 10,340 boys and girls in need.

This season new projects have been inaugurated in Equatorial Guinea in

collaboration with the Piarists and thanks to the Dr Palomo Foundation, which implements a specific sexual and reproductive education programme for young people; with the Xcalibur Foundation in Uganda, which has the support of the company MTN and the Ministry of Youth and Sports; and a social-sports school has also been launched in Egypt with FAME and the support of Mohammed bin Rashid Al Maktoum Global Initiatives (MBRGI). In

addition, thanks to the latter organization, the projects implemented in conjunction with the Fatema Foundation have resumed and those supported by the Paideia Association, which participated in the 2022 Alma Cup, have been reinforced.

Also of note is Abbott's nutritional support in projects such as the one carried out by the Real Madrid Foundation with Anidan in Kenya, as

well as the resumption of face-to-face training sessions. For example, the one that took place in Mozambique, with a very significant social impact thanks to the presence of a female trainer to encourage the participation of girls and female coaches. The year ended with the 2nd International Charity Marathon in São Tomé, organized by the Foundation's partner Filhos de Sto. Tomé and Príncipe, for the benefit of the joint projects.

ASIA-PACIFIC

The season concluded with 24 projects in 7 countries and the possibility of expansion in Australia and Indonesia, where projects with new vulnerable groups have been identified. Of note was the opening of the school in Bhutan (the Foundation will be working for the first time with child Buddhist monks in a monastery); as well as the incorporation of new projects in Australia, with the Warrangong Institute; and in China, with the China Youth Development Foundation, which are added to the previous initiatives in these countries.



Emilio Butragueño and Kike Figaredo participated in the presentation of the renewal agreement with Sauce for the social-sports schools in Battambang, Cambodia.



A student from the social-sports school in Davao del Sur, Philippines, participates in a training activity.



Girls from the social-sports school in Trichy, India.

Training session for students from the social-sports school in Battambang, Cambodia.



Students from the new social-sports school in Bhutan.

The evaluation of the international projects that has been carried out yields important conclusions on the suitability of supporting actions that promote not only the well-being of children, but also that of their families, as an element that enhances the impact of each project. And also the need to train field staff in regulatory issues regarding child protection

and the gender perspective. This season the partnerships with Sauce in Cambodia, the Hope and Joy Foundation in India, the Roxas Foundation and the Santiago Foundation in the Philippines and Wellington HS in Australia have been renewed, while the existing ones with the Mapfre Foundation, Roadis and Global Football Management continue.

EUROPE

The year kicked off with the opening of a new school in Romania with the FDP-protagonistas en Educación Foundation and with the support of the UEFA Foundation for Children. In Europe, the Real Madrid Foundation has 20 social-sports centres in eight countries, where face-to-face activity was resumed for the benefit of 1,708 children who are socially disadvantaged or at risk of exclusion. The economic sustainability of the projects is guaranteed thanks to the support of the UEFA Foundation for Children, Endesa and Epicentr for Children, with the UPS Foundation

set to become a new partner in the near future. The Real Madrid Foundation school in Manique (Portugal) won the "la Caixa" Foundation Award for Children.

Since mid-February the main concern has been the situation in Ukraine. Real Madrid donated one million euros as part of the "Everyone with Ukraine" campaign to assist the displaced population. This initiative has been executed on the ground in collaboration with the Red Cross, Acnur, Cesal, Salesian Missions and Epicentr for Children.



Participants in the eighth edition of the Alma Cup at Real Madrid City.



The Real Tanoda social-sports school in Felcsút, Hungary, celebrated its 10th anniversary.

The International Area of the Real Madrid Foundation has activated contacts with governments and entities from bordering countries such as Moldova and Poland to carry out actions aimed at the integration of refugees, as well as with the European Union delegation in Ukraine and with the Madrid City Council.

The season culminated with the celebration of the 2022 Alma Europa Cup at Real Madrid City. It was supported by the UEFA Foundation for Children and 80 beneficiaries took part from schools in Bulgaria, Hungary, Morocco, Portugal and Romania, as well as Spain.

MIDDLE EAST

The Foundation deploys 55 social-sports schools in eight countries in this part of the world, benefiting 4,414 children and young people at risk of social exclusion. This year marked the tenth anniversary of the collaboration with Baniyas Sport. Moreover, the partnership with the Royal Humanitarian Foundation of Bahrain, which is dedicated to the integration of orphans in that country, was renewed. Also of note was the unconditional support offered by the Alyousifi Charity Institution of Kuwait and the renewal of cooperation agreement with Riyadh Schools, an educational entity of the Saudi Royal House, with the aim of strengthening equality in male and female football schools.

On the occasion of the collaboration between the Real Madrid Foundation and the Spanish Pavilion at Expo Dubai 2020 (held a year later than planned due to the pandemic), partners in the region were invited to attend, including Mohamed Bin Rashid Al Maktoum Global Initiatives which remains a strategic ally in Morocco, Egypt and Jordan. Meanwhile, the Foundation reinforced its social-sports activity in the UNRWA refugee camps in Jordan and continued with its work with the Fratelli project in Lebanon, with the mission of guaranteeing an education for Syrian refugees. Collaboration also continued with the Latin Patriarchate of Jerusalem on projects in Palestine, Israel and Jordan.



Training with female students at the social-sports school in Baqa'a, Jordan.



Children from social-sports schools in Marrakech, Morocco.

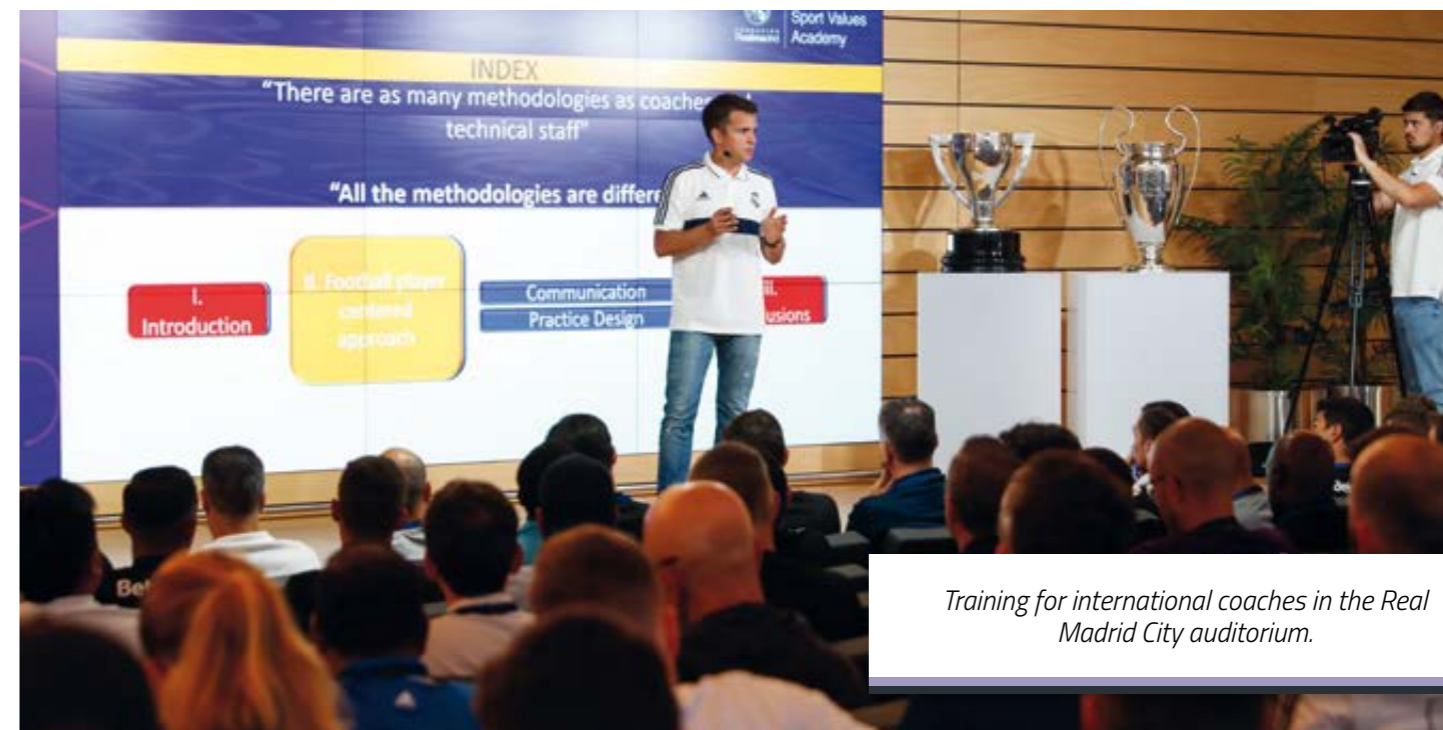
TRAINING

The educational activity of the Real Madrid Foundation is based on the methodology *For a Real Education: Values and Sport*, updated each year with the accumulated experience of more than a thousand coaches-educators in projects around the world. The Training Division carries out specific face-to-face and online courses and uses the OTT platform Sport Values Academy TV, as well as the Yunbit tool to reach the greatest number of people.

The Foundation's omnichannel platform, which has barely been in existence for a year, has received the Top Development Award granted by Samsung and already has more than 25,000 registered users. The Training Division was responsible for coordinating training days in the Spanish Pavilion of the Expo 2020 Dubai.

During this season, the Training Division has imparted 1,104 online and offline training

activities along 8 programme lines with 4,364 participants. It is worth mentioning the opening of training programmes for companies and individuals not related to the Foundation's projects. Moreover, the road safety programme has continued in collaboration with Gonvarri and new collaboration agreements have been reached with Adidas and Interactivy, partners of the platform, as well as with the National Education Service of Colombia and the audiovisual employers' association, Egeda, among others. Finally, the 2nd International Online Conference "For a real education: values and sport" for coaches was held.



Training for international coaches in the Real Madrid City auditorium.

Online training with coaches from the Inner Mongolia social-sports school.



Coaches from the school in Gorongosa, Mozambique, with their diplomas.

CAMPUS, CLINICS AND THE ANNUAL FOOTBALL PROGRAMME

The Foundation's second major line of educational action is the promotion of value-based sport to encourage the proper use of leisure time, the improvement of sports skills and training. This involves campus programmes, clinics and the Annual Football educational advisory programme, which in addition to working in the field of education, also contribute to the sustainability of projects for children in need.



Arbeloa greeted the participants of the Campus Experience held at Real Madrid City.



Participants at the 12th socio-sports basketball campus in July 2021.



Militão and Rodrygo greeted the Brazilian participants at the Real Madrid City clinics.

This season, Campus Experiences were resumed in locations outside Real Madrid City. Between July and August 2021, these took place, in addition to in Valdebebas (which included 2,738 participants of 66 nationalities), in Benidorm, Lanzarote, Toledo, Cartagena, Tenerife, Puertollano, Guadalajara, Azuqueca de Henares, Torre del Campo and Quesada (Jaén), as well as in Greece. The Foundation also organized the 12th social-sports Basketball Campus, the 7th Adapted Basketball Campus, the 12th Inclusive Basketball Campus and the basketball campus in Toledo in collaboration

with the San Patricio school. In total, the football and basketball summer camps in their different modalities were attended by 3,895 participants. The boys and girls were visited by Felipe Reyes at the basketball campuses and by Roberto Carlos, Álvaro Arbeloa and Iker Casillas at Real Madrid City, and by Emilio Butragueño in Cartagena and Palencia.

The Clinics programme experienced exponential growth, with 480 held in 26 different countries (in 18 of which this is the only presence of the Real Madrid Foundation),

in which a total of 20,203 boys and girls took part. Of these, 1,553 girls and boys from 18 different nationalities visited Real Madrid City. The participants in Valdebebas had the opportunity to meet the Real Madrid first team players (in the cases of the clinics supported by Caioba and Avanza Sports), and Casillas (those from the Kaptiva and SEK clinics). The participants of a training clinic with Abbott were able to meet Emilio Butragueño. The World Challenge friendly tournament was held for the first time, in which more than 400 players from six countries took part.

In the line of promoting educational sport at school age, it is worth noting the growth of the Annual Football Programme, with 19 venues in 9 countries (5 of which do not have another Foundation programme: Japan, South Korea, Qatar, Singapore and Uzbekistan) and 2,719 participants, in addition to the signing of new partnerships for next season.

EVENTS

The Real Madrid Foundation organizes charity events open to all fans to raise funds that contribute to the sustainability of its projects. This is the case of the Charity Fun Run Tour, which brought together 4,000 participants in Madrid and Alhaurín de la Torre (Málaga).

The Real Madrid City auditorium has hosted 54 events and, as a novelty, the 1st 3x3 Charity Basketball Tournament was launched. The Padel Tour brought together more than 1,400 players in Madrid, Córdoba, Mijas (Málaga), Almería and at the Rafa Nadal Academy, in Manacor, where it was attended by the tennis player and honorary member of Real Madrid. This season the Foundation's Charity Golf Tour was also revived. It is comprised of five venues and is held during the summer. The presentation took place at the Golf Santander in Boadilla, Madrid.

The Foundation organized, in collaboration with the Real Madrid Historical Heritage Centre, sports-themed events such as the Luis de Carlos Forum entitled *120 Legendary Years. Sport for all*. In March, the conference *Sponsorship and Sport, opportunities and needs*, was held in collaboration with Servimedia.



Luis de Carlos Forum: 120 legendary years. Sport for all, held at the Duques de Pastrana Complex, Madrid.



Visit by the Real Madrid ambassadors to Expo 2020 Dubai to present the Sport Values Academy online platform.

At the institutional level, of note were the conferences in collaboration with the Spanish Pavilion at Expo 2020 Dubai; the visit of the president of Colombia, Iván Duque, to Real Madrid City; the visit of the Secretary of State for Sport to the Foundation's projects in the Dominican Republic; the trips of Real Madrid

ambassadors Álvaro Arbeloa and Roberto Carlos to Ukraine and Uzbekistan; and those of Iker Casillas, Deputy to the General Manager of the Foundation, to Jerusalem, Mexico and Colombia. The three legends also represented the club at Expo 2020 Dubai.

The president of the Community of Madrid, Isabel Díaz Ayuso, and the first deputy vice-president of Real Madrid, Eduardo Fernández de Blas, attended a race that brought together thousands of runners.



Rafa Nadal and Álvaro Arbeloa participated in the closing ceremony of the Real Madrid Foundation by Santander's 2nd Padel Charity Circuit.



Basketball veterans Felipe Reyes, Álex Luyk, García Coll and Lorenzo Sanz Jr. participated in the Real Madrid Foundation's 1st 3x3 Charity Basketball Cup.

REAL MADRID'S HISTORICAL HERITAGE CENTRE

The Historical Heritage Centre has catalogued more than 4,000 objects and documents this season and managed the transfer of 3,551 items in 201 operations. Since its creation, it has catalogued more than 273,000 objects and digitalized more than 206,000 collections, a fundamental task both for the Bernabéu Tour Museum and for collaborations with researchers, documentalists and other museums.

On the occasion of the death of honorary president Francisco Gento, the Real Madrid Historical Heritage Centre organized a monographic exhibition on his figure that showcased 138 pieces. It also carried out the collection, control, digitalization and curation of the *Real Madrid World of Football* exhibition. And for the third consecutive season, it has given support to the Real Madrid Foundation with the selection and certification of pieces for 14 charity auctions.

Ricardo Gallego participated in the presentation of the exhibition 'Football in black and white. Madrid, beyond colours,' at the exhibition hall of the Regional Archive of Madrid.



The exhibition at the Luis de Carlos Forum showcased 90 pieces from the Real Madrid collection.



The MatchWorn Shirt platform auctioned off jerseys worn by players and signed jerseys from historic matches.



**REAL MADRID GRADUATE SCHOOL
REAL MADRID
EUROPEAN UNIVERSITY**

REAL MADRID GRADUATE SCHOOL EUROPEAN UNIVERSITY ACTIVITIES

The school offers 25 sports-related postgraduate programmes in four major areas of knowledge: Management, Social Sciences, Health and Football.

The offer of courses in Spanish includes a University MBA in Sports Organizations Management, classroom-based and online; University Master's Degree in Sports Law; University Master's Degree in Sports Marketing, classroom-based and online; University Master's Degree in Sports Communications and Journalism; Master's Degree in Football Management; University Master's Degree in Sports Coaching and Nutrition, classroom-based and blended learning, University Master's Degree in Physical Education and Health, classroom-based and blended learning, and a Master's Degree in Sports Psychology and Coaching.

Reflecting the international outlook of the school, the offer is complemented with the programmes taught in English: Master's Degree in Sports Management; Executive MBA in Sports Management; International Master's in Sports Law-LLM; Master's Degree in Sports Marketing; Master's in Communication and Sports Journalism; International Master's in Football Coaching and Management, classroom-based and online; and a Master's Degree in Sports Training and Nutrition.

The academic offer is topped off with four new programmes focusing on technology and data science in each of the areas of knowledge with the Master's in Sports Technologies and Digital Transformation, Master's in Big Data in Sport and Football Scouting, Master's in High Performance Training and Master's in Sports Nutrition (online).



Ancelotti inaugurated the 2021/22 academic year of the Real Madrid Graduate School European University

Forbes names Real Madrid Graduate School European University as one of the three best business schools in the MBA category

Online continuing education courses lasting ten weeks have also been successfully imparted. These especially focused on updating knowledge for professionals in the sector in the latest trends in each area through big data, artificial intelligence, new technologies, digital marketing, coaching or sports mediation.

True to our commitment to the school, each of the programmes has had a club executive as co-director and more than 80 Real Madrid professionals have formed part of the teaching staff of the different master's degrees.

Students have had access to more than 1,000 internships and 160 of them have carried out their internships in the different departments of Real Madrid this academic year.

Since we began this exciting academic project in 2006, more than 14,000 students have graduated from the school.

During the 2021-2022 academic year, the school has taught the different programmes to 710 students at its headquarters in Madrid and 433 at its international locations.

Some 75% of our students come from more than 60 countries and 70% of our programmes are also taught in English, demonstrating our clear international vocation. We are also present, through various agreements, in the United States, Mexico, Portugal, Saudi Arabia, India and Australia.

Continuing with the international expansion in the United States, two new agreements have

been signed with Temple University and the University of Georgia.

We have received more than 150 international students from our joint programmes with Torrens University in Australia, from the Universidad del Valle de México and the first cohorts of students from recent agreements with Florida International University, Stevens Institute of Technology, Virginia Commonwealth University and University of Georgia.

White Week is one of the main activities of the academic year and was attended by various sports personalities, including legends, coaches and club players such as Raúl, Casillas, Roberto Carlos, Arbeloa, Ivana Andrés, Felipe Reyes and Laso. We were also accompanied by Teresa Perales, Paralympic medallist; Tony Nadal; Ana Rossell, sporting director of Women's Football at Real Madrid; and Alberto Toril, the Real Madrid women's team coach. Students had the opportunity to tap into the knowledge and experience of great professionals from different sectors of the world of sport, such as Chus Bueno, NBA vice-president for Europe, Africa and the Middle East; Víctor Alfaro, general manager of Podoactiva and podiatrist for the Real Madrid first team; José López Chicharro, Professor of Exercise Physiology at the Complutense University of Madrid and head of the Nutrition Department of Real Madrid's Medical Services; Eduardo Mulet, managing director of Abbott Spain and Portugal; Mattias Grafström, FIFA's Deputy Secretary General; and Alejandra Lucía, professor of Exercise Physiology.



The students of the Real Madrid Graduate School European University Activities are given the opportunity to do their internships at the club's facilities.

This academic year we were able to resume student trips to complete their training and expand their international outlook by visiting top-level sports facilities and having meetings with the major executives in New York, London, Portugal, Germany, Holland and Switzerland.

This year we held the *5th International Seminar on Training and Sports Nutrition*, an event that has become an unmissable event for sharing and disseminating the latest trends and tools in the profession.

We also enjoyed the *3rd International Meeting of Sports Injury Professionals*, where we were able to count on the presence of some of the most prestigious professionals in the treatment of sports injuries from all over the world. In addition, this year the conference was held under a hybrid format. As well as being streamed live, people were once again able to attend in person, providing a space for the students to create a professional network of contacts and participate in exclusive practical workshops.

In line with the development of events that allow our students and our community to share a space with the main professionals in the sector, this year we celebrated the first edition of the *International Meeting of Sports Lawyers*, which was held in a blended format with face-to-face attendance at Real Madrid City as well as live streaming.

In 2022, we also contributed to the dissemination of the e-sports sector with several training events in this field and by being academic partners of the *Global Esports Summit*, the largest professional industry congress in Spain.

AMONG THE THREE BEST BUSINESS SCHOOLS

Forbes magazine has named the Real Madrid Graduate School European University as one of the three best business schools in Spain in the MBA category. The prestigious publication highlights the fact that the MBA in Sport Organization Management is full-time and lasts nine months.

In addition, it also emphasizes the many different nationalities of students who participate, the professional experience of the professors in the sector, the high job prospects and the large number of partnerships that this university maintains.



Florentino Pérez presided over the graduation ceremony of the last three yeargroups.



The Master's Degree in Sports Law was recognized as the best programme. Javier López Farré and Alberto Ruiz, directors of the master's degree, collected the special award.

WHITE WEEK IS ONE OF THE MAIN ACTIVITIES OF THE ACADEMIC YEAR. A NUMBER OF GREAT ATHLETES WERE AND FIGURES FROM THE WORLD OF SPORT ONCE AGAIN GRACED THE EVENTS



Teresa Perales.



Pablo Laso and Felipe Reyes.



Toni Nadal



Arbeloa and Roberto Carlos with Butragueño.



Ana Rosell, Ivana Andrés and Alberto Toril.



Raúl at the close of White Week.

VETERANS



ASSOCIATION OF FORMER REAL MADRID FOOTBALL PLAYERS



The Association of Former Real Madrid Football Players has resumed its sports activity after the forced hiatus due to the pandemic. Former Real Madrid legends participated in a match organized in Tenerife with the proceeds going to those affected by the volcano on the island of La Palma. In addition, the Charity Golf Tournament, now a well-established event, celebrated its eighth edition. A particular source of pride for the

veterans was the awarding of the Association's gold and diamond insignia to Carlo Ancelotti, a ceremony in which the Real Madrid coach was accompanied by some club legends. In the social section, the General Assembly of the Association of Former Players met once again after three years without doing so. At this meeting, the new Board of Directors was elected to govern the fortunes of the Association for the next four years.



Santamaría, with Eintracht legends at the Helsinki Olympic Stadium.



Pirri with Ancelotti at Celtic Park in Glasgow.



THE QUINTA DEL BUITRE, INTERNATIONAL SPORTS AWARD OF THE COMMUNITY OF MADRID

The Quinta del Buitre received the 2021 International Sports Award, granted by the Community of Madrid, in a ceremony that took

place at the Royal Post Office. Butragueño, Michel, Martín Vázquez, Pardeza and Sanchís received the award from Isabel Díaz Ayuso, president of the Community.

ANCELOTTI RECEIVED THE GOLD AND DIAMOND INSIGNIA FROM THE ASSOCIATION OF FORMER REAL MADRID PLAYERS



REAL MADRID BASKETBALL PLAYERS ASSOCIATION



The Real Madrid Basketball Players Association was finally able to play its first matches since the pandemic and won the Charity Legends Tournament, whose objective was to help those affected by the La Palma volcano. In other news, the centre Cristóbal Rodríguez from Tenerife, who played for Real

Madrid for 13 seasons (1966-79), was elected as the new president of the Association in the Ordinary Assembly. Felipe Reyes becomes a member of the Board of Directors as first vice-president. Rodríguez takes over from Rafael Rullán, who has been in the position for the last eight years.



The Basketball Players Association team played its first matches since the pandemic.



PEDRO FERRANDIZ

He was an honorary member of Real Madrid and one of the greatest legends of our club and of world basketball.

Pedro Ferrándiz, the coach with the greatest track record in the history of Real Madrid, died on 7 July 2022 at the age of 93. Real Madrid C.F., its president and its Board of Directors deeply regret the death of Pedro Ferrándiz, an honorary member of Real Madrid and one of the greatest legends of our club and of world basketball.

He coached our basketball team for 13 seasons, during various stages between 1959 and 1975, in which he won 4 European Cups, 12 Leagues and 11 Spanish Cups, over a total of 490 games. He is still today the coach with the most Leagues and Cups in Spain. Pedro Ferrándiz was also coach of the Spanish national team between 1964 and 1965.

Pedro Ferrándiz's name is listed in the Naismith Memorial Basketball Hall of Fame, in the FIBA Hall of Fame and also in the Spanish Basketball Hall of Fame. Pedro Ferrándiz is one of the great legends of Real Madrid and world basketball and his legacy will live on forever, not only because of the trophies he won, but also because of his spirit of innovation and for being a visionary of the game, a unique figure who changed and revolutionized this sport for forever.

HONORARY MEMBER SINCE 2017

After receiving this distinction, he declared: "I could never have imagined receiving the title of honorary member of Real Madrid. Throughout my sporting life I have received many very important honours, but the news of this award struck the very core of my being. It is recognition of 22 years of professional service and 40 of specific services to the club. My entire life has been spent based in and around Real Madrid".



Ferrándiz received numerous tributes and recognitions from the club throughout his career.



The church of the Sacred Hearts in Madrid hosted the funeral mass for Pedro Ferrándiz on 14 July. The religious act was attended, among others, by the president of Real Madrid and several former players such as Lolo Sainz, Emiliano, Luyk, Corbalán or Felipe Reyes.

A REAL MADRID AND EUROPEAN BASKETBALL LEGEND

Pedro Ferrándiz marked an era in Spanish and world basketball. The history of this sport in our country cannot be understood without the enormous figure of the coach from Alicante, who led Real Madrid to 27 titles. Ferrándiz was a genius, an innovator endowed with a unique personality. Between 1959 and 1975 he alternated between the role of coach and technical director of the section, and established records that are unlikely to be beaten. With him, Real Madrid went undefeated in the league for more than three years, with a spectacular run of 88 games without losing. Ferrándiz was a pioneer in making decisions such as going to the United States to sign stars like Hightower or club legends like Clifford Luyk, Brabender or Walter Szczerbiak. And he was involved in moments that have gone down in basketball history such as ordering a basket to be scored in his own teams hoop in a European Cup match in Varese. He was also coach of the Spanish national team (1964/65) and won innumerable awards for his contribution to the development of world basketball, including the Grand Cross of the Royal Order of Sports Merit, the Insignia of the Olympic Order and his inclusion in the Hall of Fame in the United States and in the FIBA Hall of Fame.

MANOLO SANTANA

Manolo Santana, one of the greatest tennis players of all time, as well as a passionate Real Madrid fan and faithful representative of our values throughout his career, passed away on 11 December 2021 at the age of 83. His feelings for the club led him to win Wimbledon in 1966 wearing the Real Madrid shirt, becoming the first Spanish tennis player to win this Grand Slam tournament.

Florentino Pérez went with Emilio Butragueño, director of Institutional Relations of the club, to the lying in repose of Manolo Santana, installed on the central court of the Caja Mágica (Madrid), to bid a final farewell to the one of the great legends of tennis and of Spanish sport.



ANTONIO ESCOHOTADO

Antonio Escohotado, one of the most important intellectual figures in the country, passed away on 21 November 2021 at the age of 80. Escohotado was a huge Real Madrid fan who demonstrated his love and passion for Real Madrid throughout the course of his life. He had recently published the book *La forja de la gloria. Breve historia del Real Madrid contada por un filósofo apasionado del fútbol* (the Forge of Glory. A brief history of Real Madrid told by a philosopher and football fan).



LUIS MARTÍNEZ-LAFORGUE

Luis Martínez-Laforgue, Vice-President of Real Madrid between 1982 and 1985, who died on 22 March 2022 at the age of 84. He was a member of the Board of Directors of Real Madrid from 1979 to 1985 and patron of the Real Madrid Foundation during the presidency of Florentino Pérez since the year 2000.

He had been a member of Real Madrid since 1969 and was currently member number 4,836.



JAVIER MARÍAS

Javier Marías, one of the greatest writers of Spanish and universal literature, passed away on 11 September 2022 at the age of 70. Marías was a huge Real Madrid fan who always lived his love for Real Madrid with passion.

He was a member of the Royal Spanish Academy since 2008.



MADRIDISTAS WHO WILL ALWAYS BE REMEMBERED:



JAVIER IMBRODA

Coach of the basketball team during the 2002/03 season.



SANTIAGO GÓMEZ PINTADO

He was a candidate for the presidency of the club in 1995. He had been a member of Real Madrid since 1991.



FREDDY RINCON

He played between 1995 and 1996 at Real Madrid. He was the first Colombian in the history of the club.



CARLOS SUTTER

Real Madrid defender in the 1956/57 season. Winner of 1 European Cup, 1 league title and 1 Latin Cup.



FERNANDO TÚNEZ

Football player that played for the club between 1960 and 1966.



MIGUEL GONZÁLEZ

Basketball player between 1964 and 1966. Winner of 1 European Cup, 2 league titles and 2 Cups. He was an international for Spain on 70 occasions.



JOSÉ LUIS PÉREZ-PAYÁ

He played between 1953 and 1957. Winner of 2 European Cups, 3 Leagues and 2 Latin Cups. He was international for Spain and president of the Spanish Football Federation.



VILLIAM VECCHI

Real Madrid goalkeeping coach between 2013 and 2015. Winner of 1 European Cup, 1 Club World Cup, 1 European Super Cup and 1 Copa del Rey.



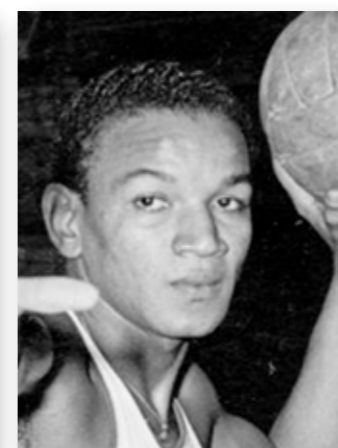
JAVIER BERASALUCE

Real Madrid goalkeeper between 1955 and 1960. Winner of 5 European Cups, 2 Leagues and 1 Latin Cup.



LORENZO ALOCÉN

Basketball player between 1961 and 1963. Winner of 2 League titles and 1 Spanish Cup, and represented the national team 69 times.



JOHNNY BAEZ

Basketball player between 1957 and 1960, during which he won 2 league titles and 1 Spanish Cup.



JOSÉ LUIS LLORENTE GUTIÉRREZ

Father of José Luis, Toñín, Paco and Julio Llorente, former Real Madrid players, and grandfather of our former player Marcos Llorente.



RODOLFO FERNÁNDEZ

Father of our basketball player Rudy Fernández.

A large, illuminated Real Madrid crest is mounted on a modern building facade. The crest features a crown at the top and the letters 'M' and 'F' intertwined within a circular border. The building's facade is composed of vertical panels, and the scene is set against a twilight sky with a sunset or sunrise in the background.

CONSOLIDATED MANAGEMENT REPORT

For the year ended June 30, 2022.

The Consolidated Management Report for Real Madrid Club de Fútbol, including an analysis of its earnings performance in 2021-2022, is presented below.

CORPORATE STRUCTURE

As a result of the Santiago Bernabéu Stadium's remodeling and the new scope for revenue growth it brings, Real Madrid decided to decentralize management and set up a wholly owned subsidiary, Real Madrid Estadio, S.L. to optimize the management of the business entailing the marketing and operation of the VIP area businesses, general seating capacity and the facilities on days when no matches are played. The subsidiary's object entails management of sports venues of any kind and it has been provided with all the material and human resources it needs.

Real Madrid Club de Fútbol, as parent, and Real Madrid Estadio, S.L., as subsidiary, constitute the group (the "Group") referred to in this consolidated management report. Any mention of the Club in this report regarding financial data should be understood as the Group.

PERFORMANCE

The first division football team won the Champions League -its fifth in the last eight years- La Liga and Spain's Super Cup trophies in the 2021/22 season. The first division basketball team won the Spanish Liga ACB, was EuroLeague runner up and Spain's Super Cup champion. These performance resulted in higher revenue, but also higher expenses, especially in terms of bonuses to sports personnel.

Execution of the stadium remodeling project proceeded as scheduled, taking cumulative

investment as at June 30, 2022, to €538 million. In December 2021, expansion of works not included in the original remodeling project was agreed, especially the project for the automatic removal of the pitch, after taking out a 27-year €225 million loan carrying a fixed interest rate of 1.53%. As a result, the loan taken out to finance the stadium's remodeling totals €800 million, with maturity in July 2049 and carrying an average fixed interest rate of 2.23%.

During the current reporting period, an agreement was entered into with US investment firm Sixth Street, and Legends, company specialized in stadium management and premium experiences for sports organizations and organization of major events, with the objective of elevating the Santiago Bernabéu Stadium as a unique venue and a worldwide benchmark for leisure and entertainment. As part of the long-term partnership, Real Madrid will receive approximately €360 million to be invested across any of the Club's activities. Through this alliance, Sixth Street acquires the right to participate in the operation of certain new businesses of the Santiago Bernabéu Stadium for 20 years. In addition, Legends will contribute its experience and knowledge in the operation of large stadiums and leisure centers, allowing for the optimization of the management of the Santiago Bernabéu Stadium. The transformation of the Santiago Bernabéu Stadium will be a turning point in the history of Real Madrid. This alliance with Sixth Street and Legends, world leaders in their respective disciplines, will be fundamental in providing unique experiences in a stadium where multiple events can be hosted throughout the year. This agreement strengthens our goal of continuing to

significantly increase the stadium's revenues from both sporting and other types of events.

The COVID-19-related health crisis continued to have a significant impact on revenue in 2021/22. However, the financial impact is gradually diminishing. Moreover, restrictions caused from remodeling works impacted stadium revenue. While the war in Ukraine has caused inflation to rise, its impact on revenue and expenses so far has been insignificant.

Against this backdrop, Club management remained focused on cost containment and actions to enhance performance and business development in all areas. Highlights include the unbudgeted capital gain realized during the year from the Sixth Street/Legends agreement. After recognizing provisions for liabilities and charges, the Club obtained a profit after tax in FY 2021/22 of €13 million.

With this performance, the Club managed to stay in the black in all three financial years affected by the pandemic, reporting a profit in both FY 2019/20 (€313 thousand after tax) and FY 2020/21 (€874 thousand after tax). It was one of only a handful of Europe's major clubs not to sustain losses in those two financial years; according to a UEFA study, cumulative operating losses of European clubs between FY 2019/20 and FY 2020/21 amounted to nearly €6 billion.

As a result, the Club's net equity as at June 30, 2022 reached €546 million, €14 million higher than at June 30, 2019, before the pandemic.

The Club's net debt excluding the stadium remodeling project at June 30, 2022, amounted to €-263 million. Rather than a

debt, this actually represents net liquidity as the sum of cash and cash equivalents and receivables from transfers, exceeds the amounts payable on investments, bank borrowings, and advances. This net liquidity position is the result of a high cash balance, achieved thanks to investment and cost containment measures, as well as business development actions, the latter including the impact on cash for the year of the capital gain from the Sixth Street/Legends agreement.

FY 2019/20 AND FY 2020/21

The effects of the COVID-19 health crisis, which first cropped up in March 2020 and affected the latter part of FY 2019/20, extended throughout FY 2020/21, causing all matches to be played behind closed doors (i.e. without spectators). This resulted in lost revenue in all business lines. Stadium revenue was hit particularly hard, since there was no revenue from match attendance. Revenue from TV broadcasting rights (the Spanish football league and the UEFA Champions League) and from commercial activities (operation of the facilities, store sales and sponsorship revenue) was also affected.

Compared to pre-pandemic levels, the Club lost close to €300 million of revenue from March 2020 to June 30, 2021, not to mention the loss of any new revenue it could have obtained had there not been a pandemic.

This loss of revenue was only counterbalanced by implementing strict cost-saving measures in all areas: player transfers, wage cuts to first division football and basketball players and key executives, and reduction in operating expenses.

Thanks to these measures, the Club was able to offset the loss of revenue caused by the health crisis and remain profit-making both years.

FY 2021/22

The effects of the COVID-19-related health crisis were still felt in FY 2021/22 (from July 1, 2021, to June 30, 2022), but the financial impact began to gradually diminish.

Sports competitions and, accordingly, televised broadcasts are now proceeding to the established schedules. However, TV revenue from the UEFA and La Liga matches were affected by write-downs.

As of the start of the season, the health authorities allowed people to attend events at both outdoor stadiums and indoor pavilions. However, it imposed certain capacity restrictions, which varied over the course of the season in accordance with developments in the health situation. The season started in August 2021 with a 40% cap on attendance in stadiums, which rose to 100% by October, then fell to 75% in December before increasing again to 85% in February 2022 and finally back to 100% from April through to the end of the season. This enabled the Club to again obtain stadium revenue from season tickets and ticket sales for ordinary attendance and VIP boxes, although because of those restrictions, it was below pre-pandemic levels.

In the summer of 2021, the Club was unable to bring in revenue from the international tour of North America and Asia it held before the pandemic.

Operation of facilities and merchandising activities gradually recovered in line with trends in the health crisis and the economic situation.

For sponsorship revenue, the pandemic led to a decline in contract wins, but this year began with a gradual recovery, although prices and the pace of order intake felt the effects of the economic situation on several economic sectors.

As a result of the above, the economic impact of the COVID-19-induced loss of revenue in FY 2021/22 is estimated at nearly €90 million, which is high but considerably lower than in previous years.

Meanwhile, hefty losses sustained by most European clubs hindered player transfers considerably and caused prices to plunge. As a result, gains on player transfers recognized by the Club in 2021/22 were 40% lower than those of pre-pandemic levels.

Therefore, compared to pre-pandemic levels, the Club lost close to €400 million of revenue from its business lines between the start of the health crisis in March 2020 to June 30, 2022, not to mention the loss of any new revenue it could have obtained had there not been a pandemic and the reduction in capital gains on player transfers.

OPERATING INCOME

(before disposal of non-current assets)

Operating income in FY 2021/22 rose by 10%, or €69 million, from the year before to €722 million, as the economic impacts of the pandemic gradually wore off.

Those impacts were, however, still felt. Revenue in FY 2021/22 was lower than the level obtained four years ago (i.e. FY 2017/18) and €100 million below the pre-pandemic 2019/20 budget. Compared to pre-pandemic levels, the Club lost close to €400 million of revenue from March 2020 to 30 June 2022, not to mention the loss of any new revenue it could have obtained had there not been a pandemic.

This item includes revenue from the various business lines (stadium, international and friendly matches, broadcasting, and marketing), but excludes revenue from player transfers, which is recognized in the income statement under “Gains/ (losses) on disposal of non-current assets”.

Regarding revenue from Club membership fees, ticket sales and season tickets, some revenue from

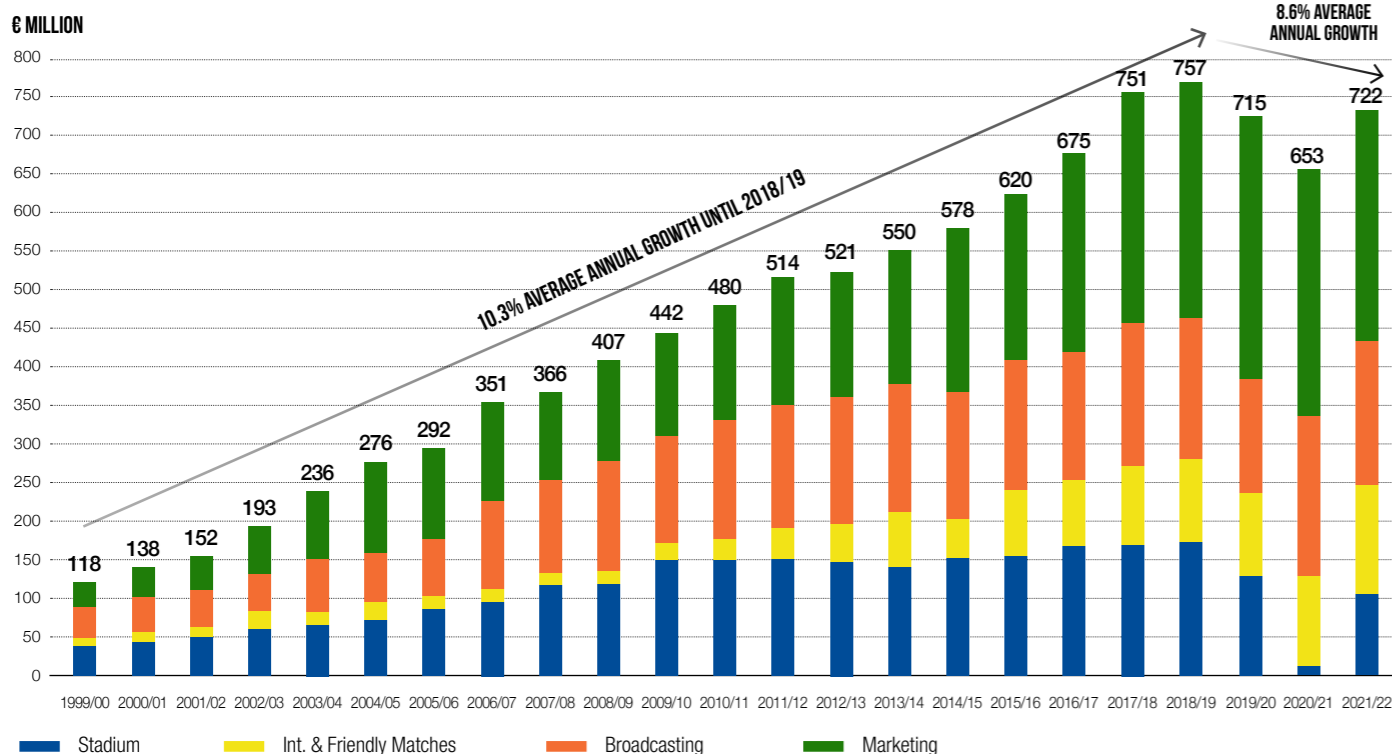
season tickets was obtained in FY 2021/22 with the gradual lifting of restrictions on attendance. There was no revenue from season tickets in FY 2020/21 because spectators were not allowed at any time during the year. In FY 2019/20, the Club reimbursed ticket holders 25% of the annual amount since attendance to stadiums was suspended from mid-March. As a result, Club membership fees, ticket sales and season tickets accounted for 5.2% of total revenue in FY 2021/22 compared to 1.3% in FY 2020/21 and 6.1% in 2019/20 (16.5% in FY 2000, 9.7% in FY 2009 and 7.2% in FY 2018/19).

In the 2000-2019 period, before the pandemic, revenue grew at an average annual rate of 10.3%. Because of the pandemic and the lost revenue caused by the situation in 2019/20, 2020/21 and 2021/22, the pace of average annual growth in 2000-2022 declined to 8.6%.

Going forward, promoting the Club’s brand through investment in top players and international expansion are still the principal ways in which the Club can remain competitive and maintain its status as a global benchmark in football.

OPERATING INCOME

(BEFORE DISPOSAL OF NON-CURRENT ASSETS)



BREAKDOWN OF OPERATING INCOME

(before disposal of non-current assets)

The Club enjoys a balanced revenue mix, barring the atypical situation these last couple of years affected by COVID-19, with the three largest lines (stadium, television and marketing) each making up around a third of the total.

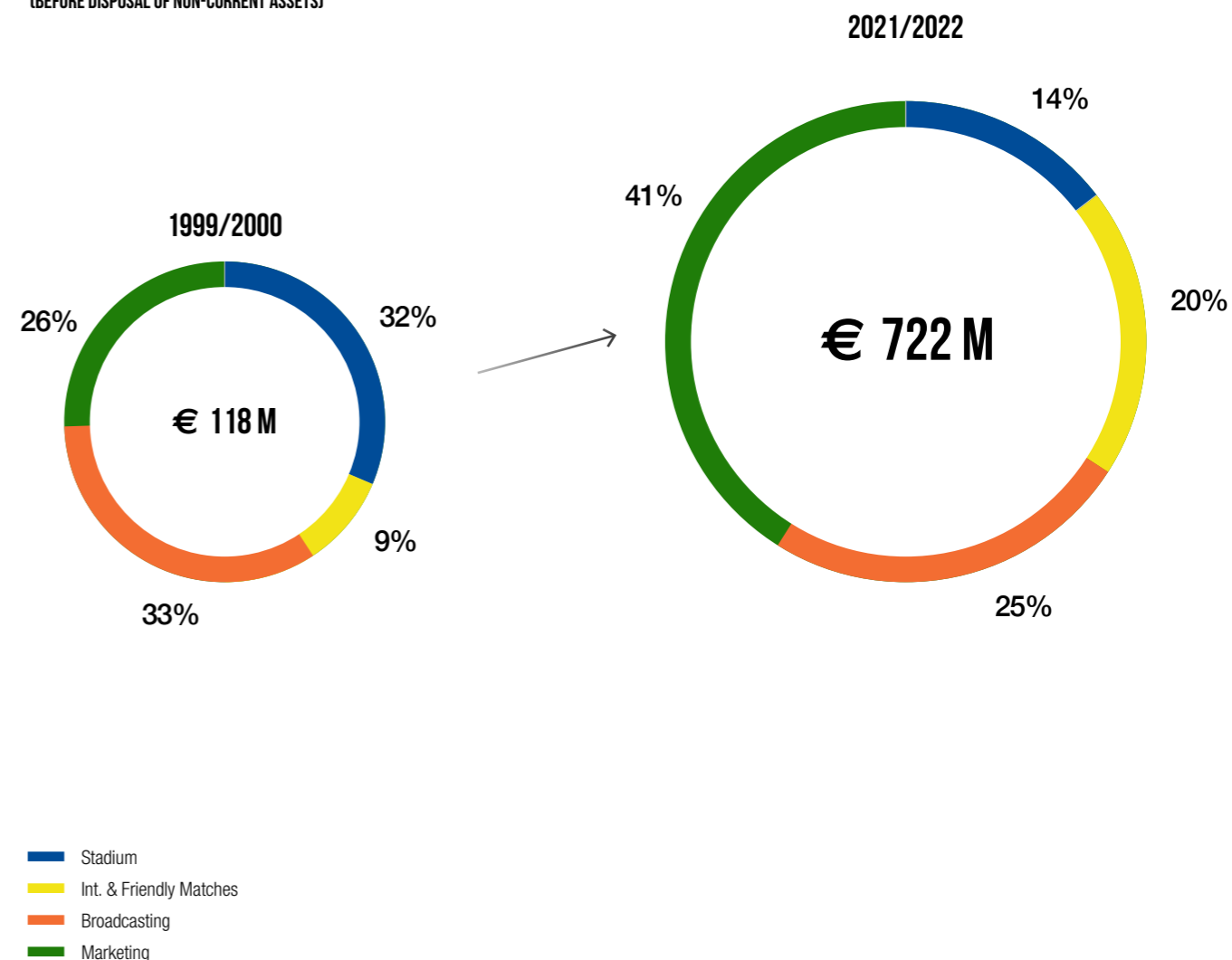
The Club has gradually reduced the weight of television revenue (Spanish League -La Liga-

and Champions League matches) and increased the weight of other revenue sources.

This diversified stream of recurring revenues lends financial stability to the Club, cushioning the impact of potential fluctuations in revenue caused by varying performance on the sporting front or by changes in the economic landscape.

BREAKDOWN OF OPERATING INCOME

(BEFORE DISPOSAL OF NON-CURRENT ASSETS)





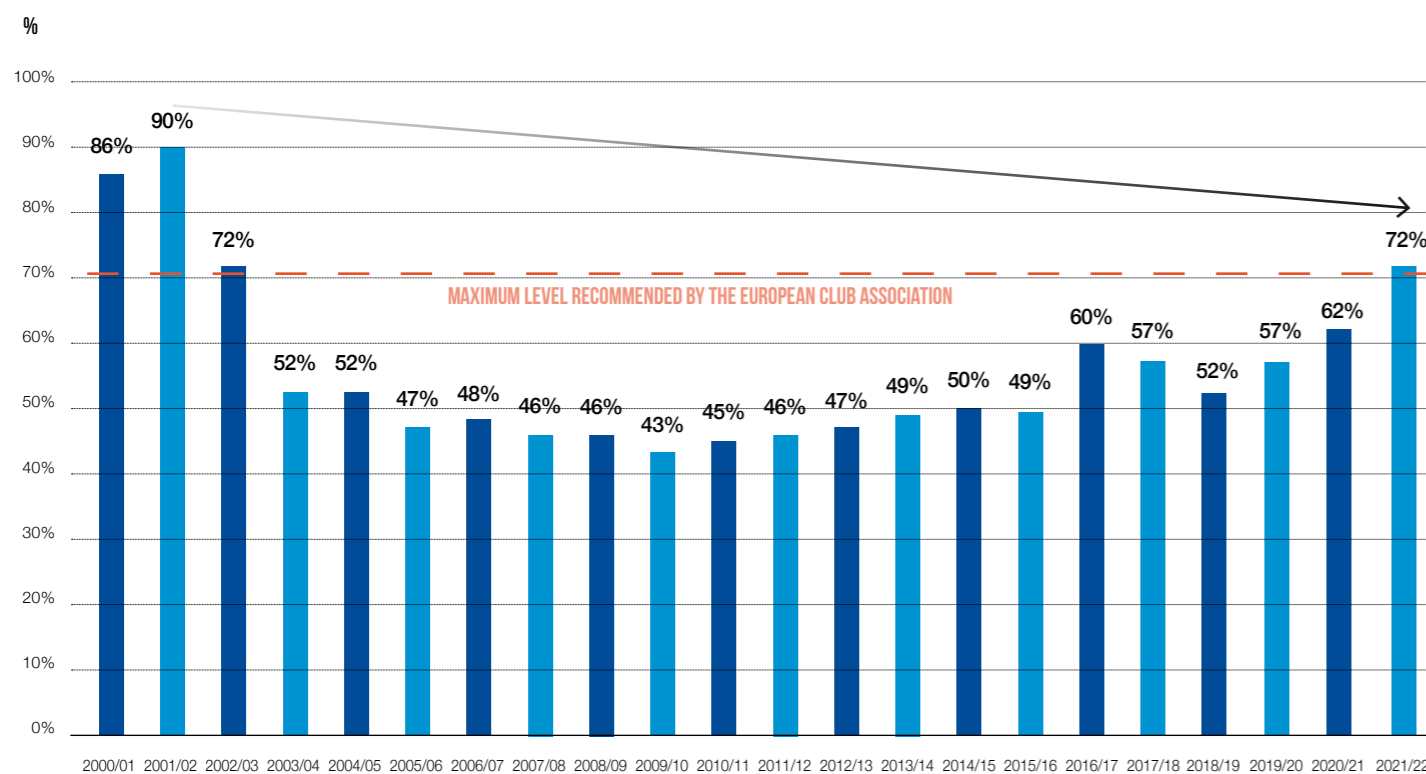
PERSONNEL EXPENSES/OPERATING INCOME: EFFICIENCY RATIO

The efficiency ratio, calculated by dividing the Club's total personnel expenses by operating income (before disposal of non-current assets), is the most widely used indicator internationally to measure a football club's operational efficiency. The lower the ratio, the more efficient the Club.

The Club's efficiency ratio in FY 2021/22 was 72%. Adjusted for lost revenue caused by COVID-19 impacts, it would be 64%, and excluding the impact of sports titles and non-recurring expenses, it would be 59%. The efficiency ratio was 57% in FY 2019/20 and 62% in FY 2020/21, with both years also affected by COVID-19 impacts. This indicates that, despite the effects of COVID-19, the

Club has been able to keep this ratio under control and within levels recommended by the European Club Association.

PERSONNEL EXPENSES/OPERATING INCOME



OPERATING PROFIT BEFORE DEPRECIATION AND AMORTIZATION (EBITDA)

Operating profit before depreciation and amortization, or EBITDA, is the Club's earnings from operating activities after subtracting personnel and other operating expenses from the revenue obtained by the business lines, including gains or losses on player transfers and disposals of other assets.

Player transfers among football clubs is hardly an exception, but rather part of the Club's standard practice so that it can renew staff, generating proceeds that can be used to self-finance part of the cost of new additions. Gains on player transfers before valuation adjustments in FY 2021/2022 amounted to €62 million, compared to an average of €104 million the two previous years; i.e. a 40% decline. This was the result of the hefty losses sustained by most European clubs, which hindered player transfers considerably and caused prices to plunge.

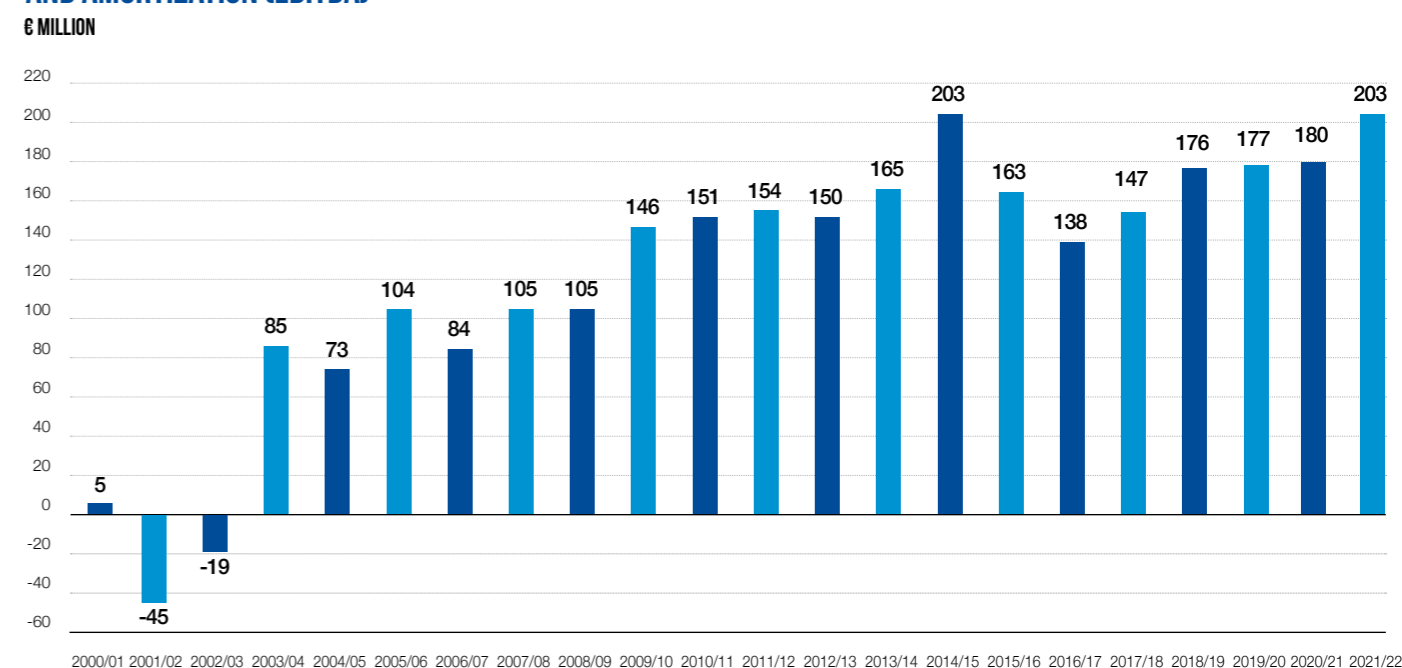
The COVID-19-related health crisis continued to have a significant impact on revenue in FY 2021/22. However, the financial impact is gradually diminishing. Moreover, restrictions caused from

remodeling works impacted stadium revenue. Against this backdrop, Club management remained focused on cost containment and actions to enhance performance and business development in all areas. Highlights include the unbudgeted capital gain realized during the year from the Sixth Street/Legends agreement. After recognizing provisions for liabilities and charges, the Club obtained EBITDA in FY 2021/22 of €203 million (compared to €180 million in FY 2020/21 and €177 million in FY 2019/20).

Therefore, in the three years affected by COVID-19, despite lost revenue of nearly €400 million, EBITDA was higher than in FY 2018/19, before the onset of the pandemic. This is a testament to the Club's operational efficiency and ability to respond by taking measures to mitigate those losses.

The EBITDA performance in recent years is the result of a financial management that pursues profitability by combining efforts to boost revenue and rein in costs.

OPERATING PROFIT BEFORE DEPRECIATION AND AMORTIZATION (EBITDA)





INCOME STATEMENT: KEY HIGHLIGHTS

Operating income in FY 2021/22 rose by 10%, or €69 million, from the year before to €722 million, as the economic impacts of the pandemic gradually wore off.

Those impacts were, however, still felt. Revenue in FY 2021/22 was lower than the level obtained four years ago (i.e. FY 2017/18) and €100 million below the pre-pandemic 2019/20 budget. Compared to pre-pandemic levels, the Club lost close to €400 million of revenue from March 2020 to 30 June 2022, not to mention the loss of any new revenue it could have obtained had there not been a pandemic.

As explained, the COVID-19-related health crisis continued to have a significant impact on revenue during the year. Moreover, restrictions caused from remodeling works impacted stadium revenue. Against this backdrop, Club management remained focused on cost containment and actions to enhance performance and business development in all areas. Highlights include the unbudgeted capital gain realized during the year from the Sixth Street/Legends agreement. After recognizing provisions for liabilities and charges, the Club obtained EBITDA in FY 2021/22 of €203 million (compared to €180 million in FY 2020/21 and €177 million in FY 2019/20). Therefore, in the

three years affected by COVID-19, despite lost revenue EBITDA was higher than in FY 2018/19, before the onset of the pandemic. This is a testament to the Club's operational efficiency and ability to respond by taking measures to mitigate those losses.

Net profit (i.e. after interest, tax, depreciation and amortization) was €13 million. Income tax expense is obtained by applying the nominal 25% tax rate to accounting profit adjusted for non-deductible expenses in accordance with tax legislation less the amount of applicable tax credits.

With this performance, the Club managed to stay in the black in all three financial years affected by the pandemic, reporting a profit in both FY 2019/20 (€313 thousand after tax) and FY 2020/21 (€874 thousand after tax). It was one of only a handful of Europe's major clubs not to sustain losses in those two financial years; according to a UEFA study, cumulative operating losses of European clubs between FY 2019/20 and FY 2020/21 amounted to nearly €6 billion.

The Club has been profit-making in the last 21 years, enabling it to build up equity of €546 million as at June 30, 2022.

INCOME STATEMENT: KEY HIGHLIGHTS

€ MILLION	2020/2021	2021/2022
OPERATING INCOME	653	722
OPERATING PROFIT before depreciation and amortization (EBITDA)	180	203
PROFIT AFTER TAX	0.9	13

TAX BALANCE: CONTRIBUTION BY REAL MADRID TO TAX REVENUE AND SOCIAL SECURITY

Real Madrid contributed €351.2 million directly to state and local taxes, and social security in FY 2021/22. The breakdown by item is as follows:

At June 30, 2022, Real Madrid was current on the payment of all its tax obligations, as always.

- €207.2 million paid in state and local income tax and social security, representing a cost of 29% of the Club's revenue; i.e. for every €100 of income, Real Madrid allocates €29 to tax and social security payments.
- €144.0 million in VAT paid to the tax authorities (difference between output VAT charged to customers and input VAT paid to suppliers), arising from Real Madrid's economic activity.

TAX BALANCE

AMOUNTS PAID DURING THE 2021/2022 FINANCIAL YEAR	€ THOUSAND
Personnel income tax withholding and non-resident income tax (deductions from staff remuneration and image rights)	193,199
INCOME TAX	-697
Property and other local taxes	4,405
SOCIAL SECURITY CONTRIBUTIONS (company)	8,440
SOCIAL SECURITY CONTRIBUTIONS (employee)	1,843
TOTAL COST OF TAXES AND SOCIAL SECURITY	207,190
% OF REVENUE	29%
NET VAT PAID	143,987
TOTAL CONTRIBUTION BY REAL MADRID TO TAX REVENUE AND SOCIAL SECURITY	351,177

INVESTMENTS (EXCLUDING THE STADIUM REMODELING PROJECT)

Excluding the stadium remodeling project, the Club invested €124 million in FY 2021/22, of which €8 million went to the upgrade and development of facilities and the IT platform; and €116 million to sports personnel, which included the cost of new player acquisitions for the first division football team and the accrual of contingent costs arising from acquisitions made in prior periods.

Part of the investment in players was self-financed with proceeds from transfers, which amounted to €67 million. Net investment in sports personnel (acquisitions - transfers) was €48 million in FY 2021/22, compared to €77 the year before (no new acquisitions). Average annual net investment in the 2000-2022 period was €67 million.

In addition to investing in players, the Club allocated a significant amount to building and upgrading its facilities and for technological development. In the 2000-2022 period, Real Madrid invested:

- €257 million on the stadium, modernizing the facilities and enhancing their quality and functionality for spectators, as well as providing the facilities with the resources and services to broaden the stadium's commercial offering and develop the

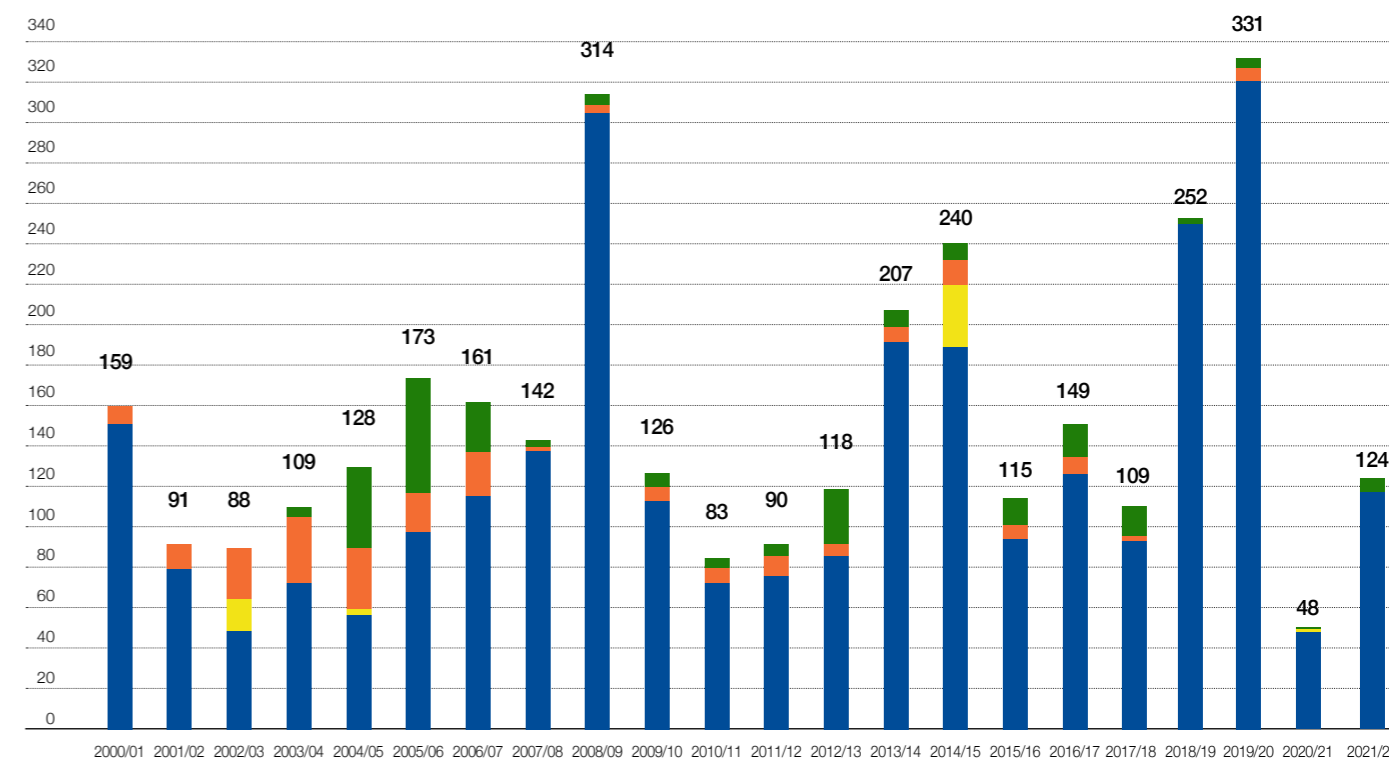
Club's IT platform. All this investment has generated a considerable annual financial return. The amount does not include the stadium remodeling project, which is disclosed separately in another section of this report.

- €241 million on the construction of Real Madrid City, considered the largest sports complex ever built by a football club, with a total surface area of 120 hectares, 10 times bigger than the former complex. Ideally located in one of the fastest growing areas of Madrid and with excellent public transportation, Real Madrid City is a strategic enclave and a first-rate sports and entertainment center. Noteworthy in recent years is the marked improvement made to the installations, with the construction of the first-team and youth team residences -a Club goal for many years- and a basketball training arena and two new training fields. In 2018, construction was completed on the new office building where the Club's various operating departments work, which will pave the way for a greater integration and free up space in the stadium.

Overall, these investments have helped drive Real Madrid's economic growth, social development and sports successes.

INVESTMENTS (EXCLUDING THE STADIUM REMODELING PROJECT)

€ MILLION



DISPOSALS: INCOME FROM PLAYER TRANSFERS, €M

Fiscal Year	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Income from Player Transfers (€M)	67	11	6	40	24	43	36	33	56	102	20	14	41	102	114	28	54	108	124	139	121	67

■ Players ■ Stadium ■ Repurchase of Rights ■ Real Madrid Sport City

SANTIAGO BERNABÉU STADIUM REMODELING PROJECT

On May 8, 2019, the Board of Directors awarded the remodeling contract to FCC Construcción, with a term of 39 months.

The remodeling work is being carried out without affecting the matches scheduled or the stadium's normal activities, barring the interruption of certain activities spectators caused by the COVID-19 pandemic since March 2020, which led to matches from then until June 30, 2021 being held at the Alfredo Di Stefano Stadium in the Sport City without spectators. In the 2021/22 season, after spectators were allowed back in, the matches were again held at the Santiago Bernabéu Stadium.

The new stadium will present an immersive and avant-garde image thanks to a skin of steel bands and variable lines that will allow it to illuminate and project images. The project includes a fixed and retractable roof over the playing field, protecting all seats.

The shopping center will be torn down and two new towers built on paseo de la Castellana to make the stadium safer and to make access and evacuation easier. Spectator traffic will be safer and smoother, with new ramps, escalators, elevators and more entrance doors. This reform will remove architectural barriers and make room for nearly 1,000 new seats for people with various abilities.

Work will also be carried out to enhance the entire urban surrounding, with a large square on the Castellana of more than 20,000 square meters and another on the corner of Padre Damián of 5,500 square meters. Calle Rafael Salgado Street will be turned into a pedestrian street and the entire surroundings will be improved with a project covering over 66,000 square meters.

All the spaces and galleries inside the stadium will be transformed so spectators can enjoy a new entertainment and service offering. The current museum near the La Castellana will be much bigger, and a new interactive museum will be created and equipped with the latest virtual reality technologies. The experience of the Bernabéu Tour will be extended with the creation of a panoramic tour around the entire stadium and a new entertainment and food service offering, making it one of the main attractions for tourists visiting Madrid. It will be a new stadium, with new, cutting-edge stores and a broader offering and type of restaurants and gastronomic experiences.

Technology will be pioneering and an essential feature of this major reform, with a spectacular video scoreboard that will be one of the most emblematic features of the new Santiago Bernabéu Stadium. It will be a large digital stadium that turns into a large technological platform for interacting with fans, leading a real digital transformation.

In addition, a large underground greenhouse will be built that was not included in the original project due to its complexity, which was technologically resolved subsequently. This greenhouse will allow for the automatic removal of the pitch and its preservation in optimal conditions and in perfect shape to be used when a football match is to be held. In this way, the number of events that can be held without impacting the grass will be maximized. Considering the technical characteristics of executing this project, it is expected to be completed around mid-2023.

The new Santiago Bernabéu Stadium is one of Real Madrid's biggest projects for the future, aiming to become a benchmark for the 21st century and an avant-garde and

universal icon, and marks a major upgrade for the Club, not to mention its surroundings. It will be a modern, cutting-edge stadium, with maximum comfort and safety, using latest generation technology making it a venue where fans can feel one-of-a-kind sensations.

The remodeling will also provide a new and important source of revenue for the Club. Forecasts point to a sharp increase in revenue generation by the stadium on both match days and from the stadium's daily commercial operation. Higher net cash inflows will allow the Club to pay off the remodeling investment, while it continues to grow and remain competitive in an increasingly tough international football environment.

To fund the remodeling project, on April 12, 2019, the Real Madrid Board of Directors, under authorization by the Extraordinary General Assembly of Delegated Members held on September 23, 2018, arranged financing of €575 million for a term of 30 years and a fixed rate of 2.5%. The financing was structured through a loan with three drawdowns, one each in July 2019, July 2020 and July 2021, in line with scheduled payments for the works. The facility also includes a three-year grace period for repayment of principal. Therefore, Real Madrid will pay a fixed annual amount of approximately €29.5 million as from July 30, 2023, until maturity on July 30, 2049.

In addition, pursuant to the authorization received from the Extraordinary General Assembly of Delegated Members held on November 20, 2021, Real Madrid signed at extension of the financing of the works not originally included in the remodeling project on December 7, 2021, via a new 27-year loan facility for up to €225 million, carrying a fixed interest rate of 1.53%. The amount was

drawn down on May 31, 2022. The facility also includes a grace period for repayment of principal, whereby Real Madrid will not begin to repay the financing until July 30, 2024.

As a result, the loan taken out to finance the stadium's remodeling totals €800 million, with maturity in July 2049 and carrying an average fixed interest rate of 2.23%. As at June 30, 2022, the loan had been drawn down in full.

Real Madrid closed these deals without having to provide any mortgage guarantees (only pledges on certain stadium revenue) or accepting any restrictions on the Club's management or debt (only compliance with a certain coverage ratio between the pledged stadium revenue and debt service), so it can carry out its normal activity with no impact from payment of the works.

SANTIAGO BERNABÉU STADIUM REMODELING PROJECT

€ MILLION	AT 06/30/2021	2021/2022
Investments	279	259
Cumulative		538
CASH AT JUNE 30	144	348
NET DEBT AT JUNE 30	279	538

In FY 2021/22, work was carried out according to schedule, while matches were being played in the Santiago Bernabéu Stadium.

Investment recognized in FY 2021/22 totaled €259 million, including the capitalized borrowing costs during the construction period. This took cumulative investment in the project as at June 30, 2022, to €538 million.

Regarding the loan, the year featured the third (€200 million in July 2021) and fourth (€225 million in May 2022) drawdowns. Therefore, as at June 30, 2022, the full €800 million of the loan had been drawn down.

Net debt arising from the stadium remodeling project at June 30, 2022, amounted to €538 million. This is the net balance between payables of €886 million (€800 million long-term loan and €86 million outstanding invoices payable) and the cash available from the project of €348 million.

With the additional works not included originally in the project, the Club will continue to execute works next year that are expected to be completed over the course of 2023.

CASH AND CASH EQUIVALENTS (EXCLUDING THE STADIUM REMODELING PROJECT)

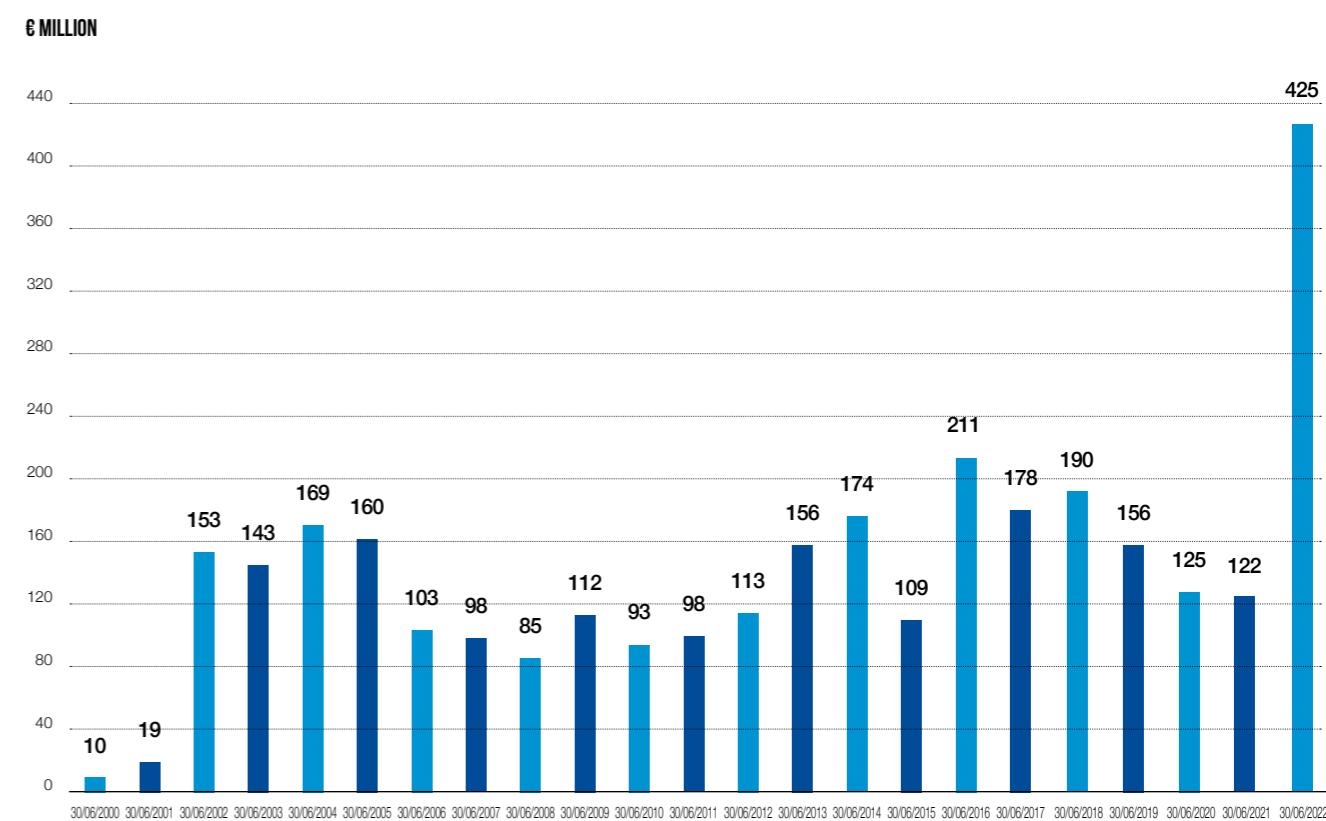
The cash balance as at June 30, 2022, excluding the stadium remodeling project, stood at €425 million.

This high cash balance was achieved thanks to investment and cost containment measures, as well as business development actions, the latter including the impact on cash for the year of the capital gain from the Sixth Street/ Legends agreement.

This shows that the Club managed to offset the impact on cash of the nearly €400 million of lost revenue caused by COVID-19 from March 2020 until now.

In addition to cash, as at June 30, 2022, the Club also had €354 million of undrawn credit facilities, which further strengthens its liquidity to comfortably meet its scheduled payment obligations.

CASH AND CASH EQUIVALENTS (EXCLUDING THE STADIUM REMODELING PROJECT)



WORKING CAPITAL (EXCLUDING THE STADIUM REMODELING PROJECT)

Working capital (i.e. the difference between current assets and current liabilities) at June 30, 2022, excluding the stadium remodeling project, stood at €79 million, be broken down into operating working capital (€-243 million), financial working capital (€389 million) and other working capital (available-for-sale assets, provisions and taxes amounting to €-67 million).

The Club's high cash level resulted in positive working capital. Barring certain moments of especially high cash, like this year, the Club's working capital is inherently negative as the nature of its operations leads to operating working capital with large creditor balances (between €-110 million and €-290 million for player registrations, net trade payables and

upfront collection of membership fees and season tickets).

Significant efforts have been made in recent years to lower its negative working capital, which has gone from €-182 million in 2010 to €-25 million as at June 30, 2021, and finally a positive €79 as at June 30, 2022. The reduction in the working capital/revenue ratio is greater: -41% in 2010 compared to -4% in 2021 and 11% in 2022.

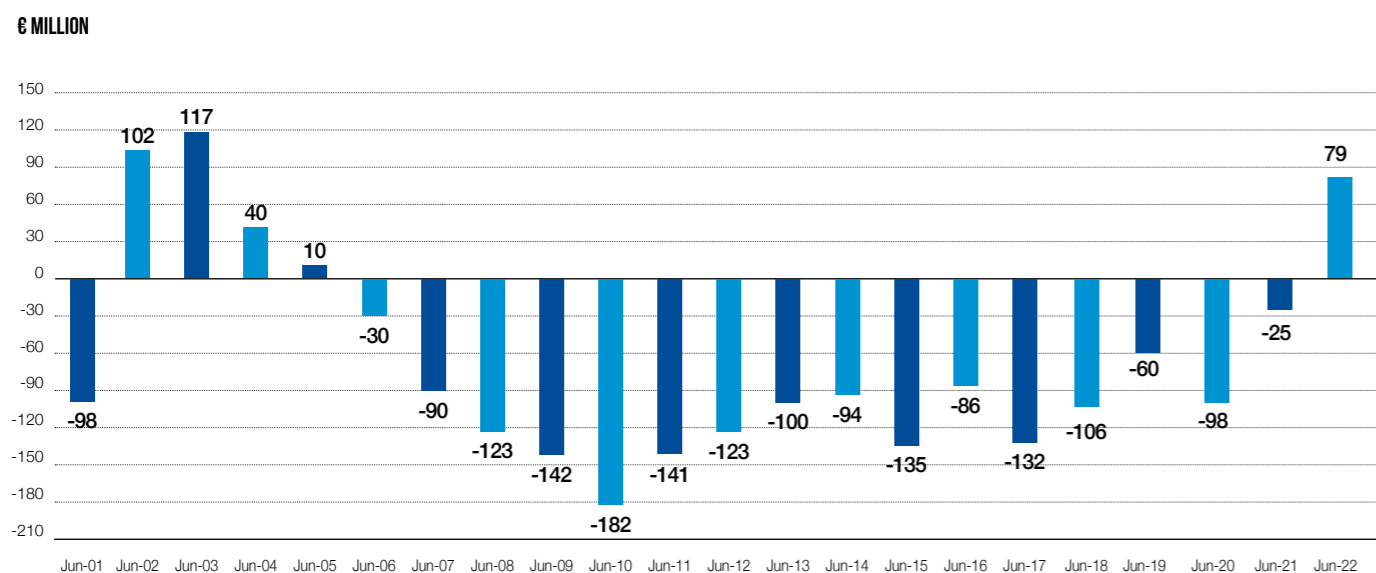
This negative working capital is recurring; i.e. rolled over each year due to the intrinsic nature of operations, as reflected in the trend in balances; figures are broadly similar from year to year, with occasional variations due to operating trends each season (e.g. sport achievement prizes).

These balances are rolled over and, therefore, present similar amounts at each year-end, so they do not represent debt, or a liquidity or business continuity problem.

Due to the large volume of transactions carried out by the Club at present, the only way to offset recurring negative working capital would be to have a large positive financial working capital through an extremely large balance of cash equivalents.

Such high cash balances relative to the size of the Club's balance sheet is not normal. It may occur at some points, like this year, because of certain management actions taken. This high cash balance allows the Club to meet its development requirements.

WORKING CAPITAL



CASH+SHORT TERM INVESTMENTS (€ MILLION)

Year	Cash+Short Term Investments (€ Million)
Jun-01	19
Jun-02	153
Jun-03	143
Jun-04	169
Jun-05	160
Jun-06	103
Jun-07	98
Jun-08	85
Jun-09	112
Jun-10	93
Jun-11	98
Jun-12	154
Jun-13	156
Jun-14	174
Jun-15	109
Jun-16	211
Jun-17	178
Jun-18	190
Jun-19	156
Jun-20	125
Jun-21	122
Jun-22	425

WORKING CAPITAL

€ MILLION	6/30/09	6/30/10	6/30/11	6/30/12	6/30/13	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	6/30/19	6/30/20	6/30/21	6/30/22
OPERATING WORKING CAPITAL														
Trade receivables + Inventories	32	58	71	66	54	46	57	67	108	103	90	163	103	148
Receivables from public administrations	4	1	1	1	1	1	7	0	0	0	0	0	0	0
Trade payables	-47	-74	-67	-75	-73	-63	-64	-66	-63	-63	-58	-35	-38	-62
Payables to public administrations	-7	-11	-15	-13	-15	-15	-22	-15	-27	-23	-26	-15	-23	-36
Salaries and wages payable (50% player registration, bonuses)	-50	-56	-71	-93	-82	-114	-104	-144	-197	-208	-149	-139	-135	-216
Accruals	-48	-66	-69	-67	-60	-58	-62	-64	-85	-96	-124	-80	-57	-79
Subtotal	-116	-149	-151	-181	-176	-202	-189	-222	-265	-287	-267	-106	-150	-243
Financial Working Capital														
Cash	112	93	98	113	156	174	109	211	178	190	156	125	122	425
Current investments	0	0	0	41	0	0	0	0	0	0	0	0	0	0
Player transfer receivables	13	34	28	21	24	36	58	53	20	52	79	44	83	35
Bank borrowings	-24	-48	-7	-43	-26	-16	0	0	0	-10	0	-52	-2	-38
Player transfer and other investments payable	-146	-115	-92	-74	-76	-91	-111	-131	-70	-55	-108	-128	-79	-33
Subtotal	-45	-37	27	59	77	103	56	133	128	177	126	-10	124	389
Other														
Available-for-sale financial assets	29	0	0	0	0	0	0	0	0	0	79	7	0	23
Provisions	-10	-1	-1	-1	-2	-2	-3	-1	-2	-2	-2	-2	-1	-71
Taxes	1	4	-17	0	1	7	1	5	7	6	4	13	2	-19
Subtotal	20	4	-18	-1	-1	5	-2	4	5	4	81	18	1	-67
TOTAL WORKING CAPITAL	-142	-182	-141	-123	-100	-94	-135	-86	-132	-106	-60	-98	-25	79

LIABILITIES AND GROSS DEBT (EXCLUDING THE STADIUM REMODELING PROJECT)

The Club had total liabilities at June 30, 2022, excluding the stadium remodeling project, of €837 million (2021: €628 million). This, in addition to €546 million of equity (2021: €534 million) and the liabilities related to remodeling project of €886 million (2021: €424 million), of which €800 million is long-term finance (2021: €375 million) and €86 million of short and long-term invoices payables (2021: €49 million), gives a total balance sheet value of €2,269 million (2021: €1,585 million).

Liabilities comprise gross debt, trade payables (€277 million as at June 30, 2022, and €174 million as at June 30, 2021) and other liabilities, composed of provisions, accruals, and taxes (€354 million as at June 30, 2022, and €216 million as at June 30, 2021).

The Club's gross debt at June 30, 2022 excluding the stadium remodeling project, in accordance with Spanish GAAP, stood at €206 million,

of which €153 million corresponded to bank borrowings and €53 million to debt relating to investments in players and facilities (2021: €237 million, of which €155 million of bank borrowings and €82 million of investments).

The Club's gross debt decreased by €31 million in FY 2021/22:

-Bank borrowings decreased by €2 million, following the start at the end of the year of repayments of the ICO-backed bank loans after the 2-year grace period. Repayments will be made regularly in coming years to maturity in 2026. These loans were taken out for €155 million in FY 2019/20 to make up for the impact on cash flow of lost income caused by COVID-19.

-Debt from investments decreased by €29 million, as payments made exceeded the addition of new outstanding amounts payable on new acquisitions during the year.

REAL MADRID LIABILITIES AT JUNE 30, 2021

€ MILLION	CURRENT	NON-CURRENT	TOTAL
Borrowings	81	156	237
Trade and other payables	174		174
Financial liabilities	256	156	412
Provisions	1	31	32
Deferred taxes		33	33
Current tax	0		0
Public Administrations	23		23
Accruals	58	70	128
Total other liabilities	82	134	216
TOTAL LIABILITIES	337	290	628

REAL MADRID LIABILITIES AT JUNE 30, 2022

€ MILLION	CURRENT	NON-CURRENT	TOTAL
Borrowings	71	135	206
Trade and other payables	277		277
Financial liabilities	349	135	483
Provisions	71	66	137
Deferred taxes		34	34
Current tax	19		19
Public Administrations	36		36
Accruals	81	47	128
Total other liabilities	206	148	354
TOTAL LIABILITIES	554	283	837

NET DEBT (EXCLUDING THE STADIUM REMODELING PROJECT)

Gross debt was discussed in the previous section.

However, the Club's key metric is its net debt; it does not make sense to discuss what one owes without factoring in what one owns.

Net debt is gross debt minus cash and cash equivalents, of €425 million at June 30, 2022 (2021: €122 million) and receivables from other clubs from player transfers (in keeping with a core principle of consistency, since gross debt includes amounts paid to other clubs for player acquisitions and as player acquisitions/sales are mirror sides of the business), of €91 million at June 30, 2022

(2021: €139 million), recognized in "Financial assets" in the balance sheet.

The Club includes as debt the balance of advances on income accruing in the future, which stood at €47 million at June 30, 2022 (2021: €70 million).

This left the Club's net debt as at June 30, 2022, at €-263 million (2021: €46 million), excluding the stadium remodeling project.

Net debt represents the external resources which, coupled with own funds, are used to fund the capital invested by the Club to carry out its activity.

NET DEBT AT JUNE 30, 2021

€ MILLION	CURRENT	NON-CURRENT	TOTAL
Payables for player transfers, works and repurchase of rights	78	4	82
Player transfer receivables	-83	-56	-139
Net investments/transfers	-5	-52	-57
Bank borrowings	2	153	155
Cash	-122	0	-122
Cash advance	0	70	70
Subtotal other net debt	-120	223	103
TOTAL NET DEBT	-125	171	46

NET DEBT AT JUNE 30, 2022

€ MILLION	CURRENT	NON-CURRENT	TOTAL
Payables for player transfers, works and repurchase of rights	32	20	53
Player transfer receivables	-35	-56	-91
Net investments/transfers	-3	-34	-38
Bank borrowings	38	115	153
Cash	-425	0	-425
Cash advance	0	47	47
Subtotal other net debt	-387	161	-225
TOTAL NET DEBT	-390	127	-263

MANAGEMENT BALANCE

€ MILLION	06/30/2021	06/30/2022
Players, facilities and other property	761	669
Provisions and other	-31	-143
Net operating working capital	-150	-243
TOTAL NET CAPITAL INVESTED	580	283
NET EQUITY	534	546
NET DEBT	46	-263
TOTAL FUNDING SOURCES	580	283

NET DEBT (EXCLUDING THE STADIUM REMODELING PROJECT)

The Club's net debt excluding the stadium remodeling project at June 30, 2022, amounted to €-263 million. Rather than a debt, this actually represents net liquidity as the sum of cash and cash equivalents and receivables from transfers, exceeds the amounts payable on investments, bank borrowings, and advances.

Net debt at June 30, 2021, excluding the stadium remodeling project, stood at €46 million, indicating a reduction in FY 2021/22 by the Club in its net debt of €309 million.

Compared to the situation before the pandemic (June 30, 2019: net liquidity position of €-27 million), net debt at June 30, 2022 was €236 million lower. This illustrates that the Club was able to offset nearly €400 million of lost revenue

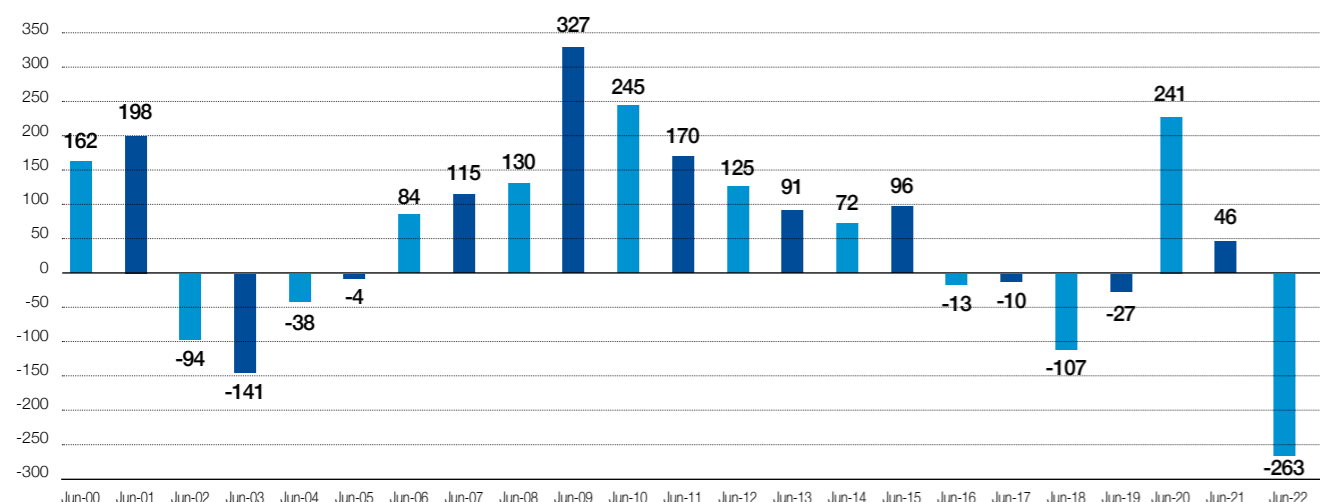
caused by the pandemic, which also decreased cash and increased debt, by implementing cost-saving and other business improvement measures.

Since June 2009, it has made ongoing and considerable efforts to reduce debt.

Comparing debt with the Club's payment capacity represented by ordinary cash flow (measured using EBITDA of €203 million) yields a debt/EBITDA ratio—one of the most commonly used solvency indicators—at June 30, 2022 of 0, since the Club not only was debt-free, but it had a positive net liquidity position. Even despite the pandemic, the Club's debt/EBITDA ratio is commensurate with a maximum credit rating for financial institutions.

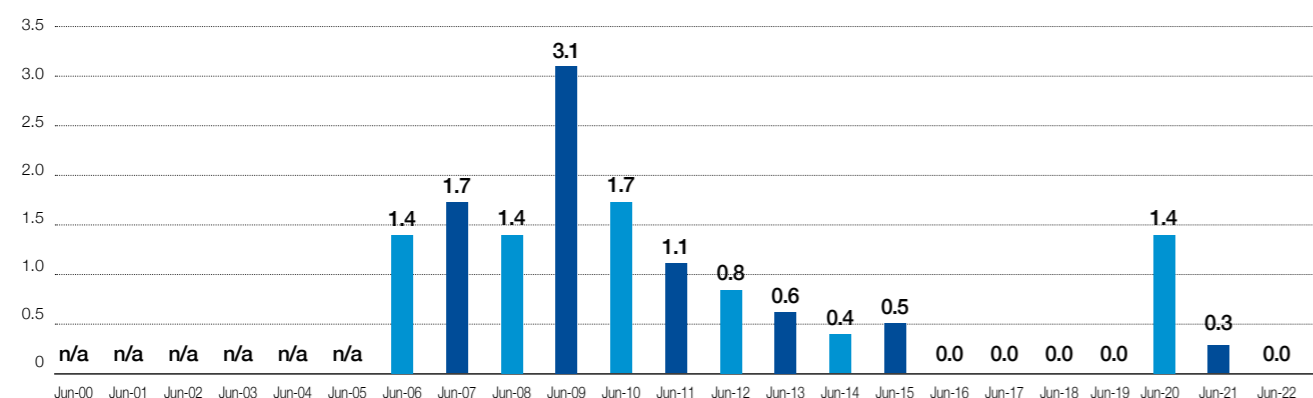
NET DEBT (EXCLUDING THE STADIUM REMODELING PROJECT)

€ MILLION



Net debt: Bank borrowings + Payables/Receivables on acquisition/transfer of assets – Cash. A negative sign means a net liquidity position. Debt also includes the balance of non-current advances.

NET DEBT/EBITDA RATIO



EBITDA: Operating profit before depreciation and amortization. As of 2008/09, with new Spanish GAAP, it includes gains/(losses) on disposals and impairment of non-current assets.

EQUITY

Equity represents the Club's own funds; i.e. the funds which, with borrowings, fund the Club's needs to carry out its activities.

Equity is the accounting measure of enterprise value. For an entity like Real Madrid, which does not distribute dividends, the annual change in equity relates to annual profit after tax (and any balance sheet revaluation).

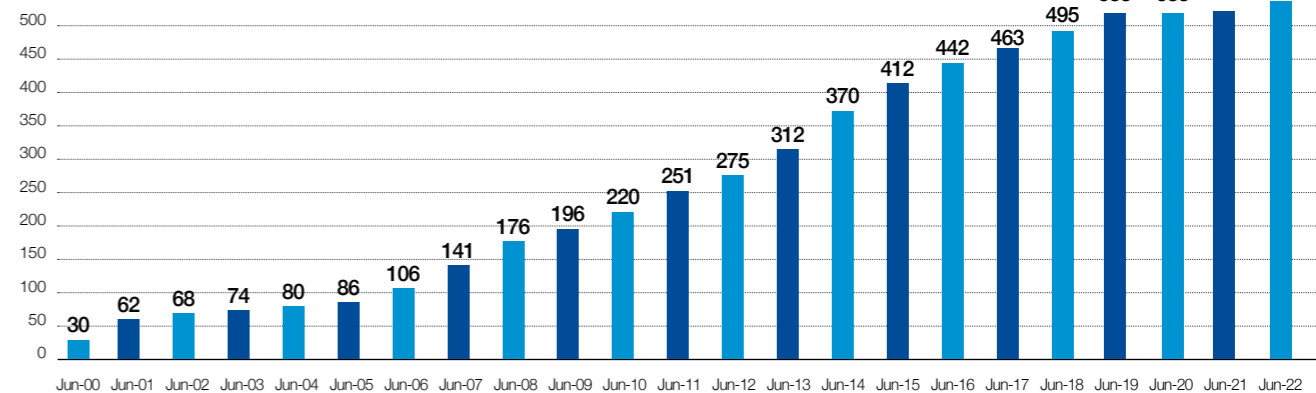
Through the profits it obtains, the Club has increased equity each year, to €546 million at June 30, 2022. By delivering a profit in the three financial years affected by the pandemic -FY 2019/20, FY 2020/21 and FY 2021/22- despite the lost revenue, the Club was able to boost equity by €14 million relative to the level at June 30, 2019, before the pandemic.

The greater the amount of equity relative to debt, the higher the Club's value, solvency and financial autonomy, as capital invested is financed more by equity than debt. The debt/equity ratio is used as an indicator of solvency and financial autonomy: the lower this ratio, the higher the Club's solvency and financial autonomy.

The debt/equity ratio at June 30, 2022, excluding the stadium remodeling project, was 0, since the Club did not have any debt, but rather a net cash position which, despite the effects of the pandemic, indicates maximum solvency and financial autonomy.

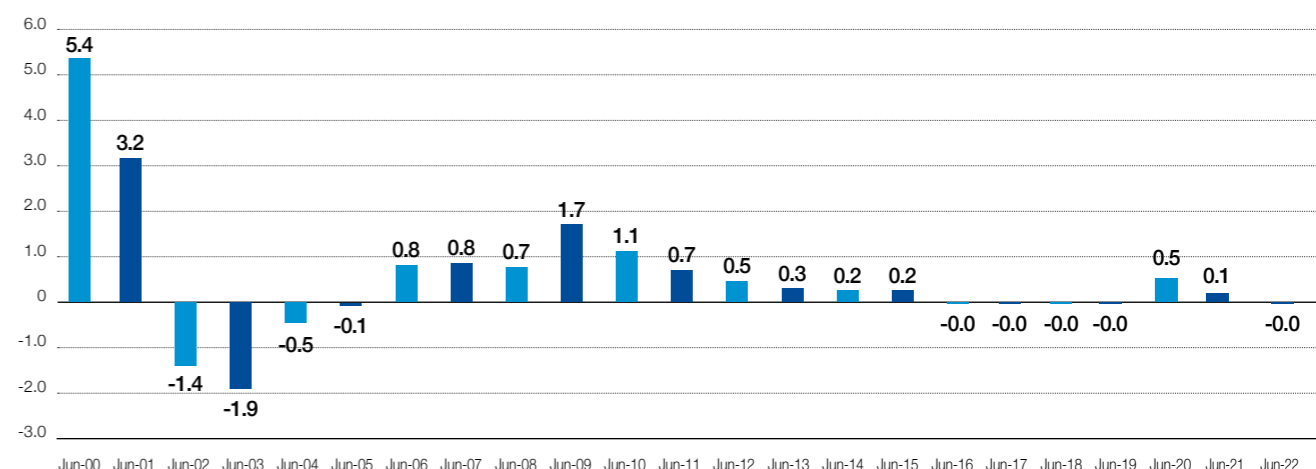
EQUITY

€ MILLION



NET DEBT/EQUITY RATIO

Net debt: Bank borrowings + Payables/Receivables on acquisition/transfer of assets – Cash. A negative sign means a net liquidity position. Debt also includes the balance of non-current advances.



BALANCE SHEET

ASSETS

€ THOUSAND	06/30/2022	06/30/2021	€ THOUSAND	06/30/2022	06/30/2021
Sports intangible assets	293,266	429,184	Social fund and reserves	529,667	528,793
Other intangible assets	6,848	3,177	Profit (loss) for the year	12,936	874
Property, plant and equipment	822,397	575,405	CAPITAL AND RESERVES	542,603	529,667
Investment properties	11,153	11,162	Grants received	3,844	3,988
Non-current player transfers receivable	55,539	55,889	EQUITY	546,447	533,655
Deferred tax assets	47,214	31,816	Provisions for liabilities and charges	66,014	31,243
Other financial assets	51,237	21,420	Bank borrowings	114,789	152,676
Investments in group companies	0	138	Non-current payables for player acquisitions	19,953	3,171
TOTAL NON-CURRENT ASSETS	1,287,654	1,128,191	Non-current payables for stadium and Real Madrid Sport City works	813,266	381,313
Assets held for sale	22,365	0	Payables for Repurchase of rights/other	507	604
Inventories	7,746	5,725	Deferred tax liabilities	34,493	32,621
Current player transfers receivable	35,256	83,160	Accruals	47,024	70,059
Trade receivables	140,667	97,708	TOTAL NON-CURRENT LIABILITIES	1,096,046	671,687
Current tax assets	0	2,085	Provisions for liabilities and charges	70,985	970
Cash and cash equivalents	773,316	266,474	Bank borrowings	38,356	2,299
Accruals	2,219	1,530	Current payables for player acquisitions	30,485	77,125
TOTAL CURRENT ASSETS	981,569	456,682	Current payables for stadium and Real Madrid City works	74,413	43,840
TOTAL ASSETS	2,269,223	1,584,873	Current payables for repurchase of rights/others	0	59
			Trade and other payables	97,294	61,881
			Current tax liabilities	18,594	0
			Wages and salaries payable	215,753	135,172
			Accruals	80,849	58,185
			TOTAL CURRENT LIABILITIES	626,729	379,531
			TOTAL EQUITY AND LIABILITIES	2,269,223	1,584,873

EQUITY AND LIABILITIES

Assets/liabilities at June 30, 2022, amounted to €2,269 million, an increase of €684 million from the year before.

Highlights on the assets side: The carrying amount of sports intangible assets decreased by €136 million due the net result of investment made in the year less amortization, disposals, impairment and transfers to available-for-sale assets. The value of property, plant and equipment increased by €247 million due to the net result of investment made in the year (primarily in the stadium remodeling project) less depreciation. Available-for-sale assets increased by €22 million owing to the reclassification from sports intangible assets. Current and non-current receivables for player transfers decreased by €48 million following receipt of part of the outstanding balance of transfers from prior years which was higher than the outstanding amounts added for transfers during the current year, since revenue from transfers decreased. Trade receivables increased by €43 million on the back of increased business activity and primarily since the part of the revenue accrued during the year from the Sixth Street agreement will be received during the next reporting period. The balance of cash and cash equivalents totaled €773 million, of which: €348 million related to cash from the stadium remodeling project; i.e. an increase of €203 million from the year before after having drawn down the remaining amount of the loan; and €425 million related to the Club's cash excluding the remodeling project; i.e. an increase of €303 million from the year before due almost entirely to the receipt of the bulk of the revenue accrued from the Sixth Street agreement.

Highlights on the liabilities side: The balance of bank borrowings decreased by €2 million due to the start at the beginning of the year of repayment of the ICO-backed bank loan facilities. Outstanding payables on investments were €432 million higher. Of the total, an increase in €462 million was due to the stadium remodeling project (the amount drawn on the long-term loan increased by €425 million and short- and long-term outstanding invoices payable increased by €37 million). Conversely, payables for player acquisitions and other investments decreased by €30 million as payments made outstripped the amounts outstanding on payments for new acquisitions during the year. The balance of non-current and current provisions for liabilities increased by €105 million due to provisions recognized for liabilities and charges. Trade payables rose by €35 million due to increased activity. Current tax liabilities of €19 million relate to income tax for the year payable in January 2023, which arose for the income tax expense plus the tax effect of temporary differences for the adjustment of taxable profit since most of the provisions will be tax deductible when they are realized. The balance of salaries payable increased by €81 million due to bonuses for sports achievements that will be paid next year and because the wage cut the previous year was concentrated mostly in the year's second half, which reduced the amount pending payment. The balance of non-current and current accruals (amounts received which accrue in subsequent periods) were broadly unchanged. Equity at the end of the reporting period amounted to €546 million, up €13 million from the year before, due to the profit obtained in FY 2021/22.

OTHER MANAGEMENT INFORMATION

NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

Real Madrid has established a series of procedures and controls that make it possible to identify, measure, and manage the risks arising from financial instrument activity. Financial instrument activity exposes the Club to credit, market, and liquidity risk.

CREDIT RISK

Credit risk is the risk that a Club counterparty will not meet its contractual obligations, i.e. the possibility that financial assets will not be recovered at their carrying amount within the established time frame.

With regard to trade receivables, the Club has a procedure in place to measure, manage and control the risks arising from each of its loans. The procedure covers risk measurement and the initial authorization, ongoing monitoring of the exposure and subsequent controls. The Club, through its various departments, assesses and monitors these exposures on a monthly basis with a view to identifying risky situations and collection delays, taking the necessary precautions, including legal measures if warranted, to enable recovery of amounts past due as quickly as possible. In many cases, in order to guarantee collection of receivables, the Club often demands suitable collateral and guarantees. As a result of all these measures the Club's losses on uncollectible receivables are insignificant in relation to the its annual revenue.

The Club's investment policies establish that financial investments must be made in accordance with the following guidelines: They must be arranged with financial institutions domiciled in Spain and of renowned solvency and liquidity. Acceptable investment products

include bank deposits, repos, commercial paper issued by highly solvent financial institutions, interest-bearing accounts and other similar financial products. Specifically, investment in speculative financial products or those in which the counterparty is not clearly and explicitly identified are expressly prohibited. Investments should be diversified to ensure that the risk is not significantly concentrated in any one institution. However, temporarily, undrawn facilities may, depending on market conditions, be concentrated in certain highly solvent institutions. Investments in current financial assets must be liquid assets with a maturity of three months or less, with a repurchase commitment or a secondary market that guarantees their immediate liquidity if required. Compliance with these requirements minimizes investment risk and therefore the Club has seen no impairment on any of its financial investments since 2000, the first year for analysis of the Club's economic and financial performance considered in this management report.

MARKET RISK

Interest rate risk

Market risk entails interest rate risk caused by uncertainty over the future performance of the financial markets and interest rates, which can potentially have a negative impact on the Club's results and cash flows. Financing for the stadium project is for 30 years at fixed rates, thereby eliminating any risk since the transaction is for such a long period of time. Almost the entire amount of new long-term (with maturity to 2026) financing raised in FY 2019/20 to cushion the impact of COVID-19 is at fixed rates and, therefore, risk-free. The rest of the Club's financing is composed of short-to-medium term credit facilities at floating rates indexed to the Euribor rate. No

amounts on these had been drawn down as at June 30, 2022, and none are expected to be drawn down in FY 2022/23 given the Club's available cash balance. Therefore, there is no risk of any increase in interest rates. Given its financing mix, the Club does not enter into any derivatives as interest rate hedges.

Inflation

Given its cost structure, the Club has seen only a moderate impact of inflation on its expenses. It does not consume any commodities; energy consumption is largely insignificant; and the portion of expenditure on external services and non-sports personnel linked to short-term inflation represents less than 20% of the Club's total expenses. Moreover, the part of the inflation-induced increase in expenses will be offset by corresponding increases in certain revenue items.

Supply chain disruptions have not had any material impact on either the stadium remodeling project or the Club's operations.

LIQUIDITY RISK

Liquidity risk is the risk that the Club will have a shortage of funds or lack access to sufficient funds at an acceptable cost to meet its payment obligations at all times. To address this risk the Club aims to maintain sufficient available funds to carry out its operating activities and make the investments it requires at any given time. On June 30, 2022, the Club had a cash balance of €425 million (excluding the cash inherent in the stadium remodeling project) and undrawn credit lines amounting to €354 million at a highly competitive floating interest rate.

These funds, plus the cash flows generated regularly by the Club through its operating

activities, allow it to comfortably meet all its payment commitments and have sufficient flexibility to make decisions on potential new investments.

OTHER MANAGEMENT INFORMATION

AVERAGE SUPPLIER PAYMENT PERIOD

The Club's average supplier payment period in FY 2021/22 was 49 days, below the statutory limit stipulated in Law 15/2010 of July 5.

PERSONNEL

In FY 2021/22, the Club had an average of 894 employees, of whom 428 were players and coaches (2021: 819 and 377, respectively).

At June 30, 2022, the Club had 878 employees (2021: 861), of whom 434 (2021: 421) were players and coaches

ENVIRONMENTAL DISCLOSURES

Given the nature of its activities, the Club has no environmental liabilities, expenses, assets, provisions or contingencies that could have a significant effect on its equity, financial position and results.

Real Madrid, in compliance with its sustainability and energy efficiency policy, continues to study and carry out measures to reduce its consumption and ensure the responsible management of resources.

RESEARCH, DEVELOPMENT AND INNOVATION

Given the nature of the Club activities, its most relevant activities in this area are the innovative design of various sections of the stadium remodeling project, and the design and development of the technology platform and other tools to support its digital activities.

Also included are sports health-related activities and the development of new IT tool.

TREASURY SHARES

As the Club is a sports association it has no shares and therefore no treasury shares.

EVENTS AFTER THE REPORTING PERIOD

No significant events occurred between the end of the reporting period and the date of authorization for issue of the financial statements.

OUTLOOK

Looking ahead to FY 2022/23, current forecasts indicate that there will be no restrictions on spectator capacity caused by the pandemic. Some effects, e.g. on TV and commercial revenue, are expected to persist because of the delayed impact of the pandemic-induced economic crisis. However, revenue lost should be much lower than in FY 2021/22. Difficulties realizing capital gains on player transfers are expected to be repeated next year as most clubs' financial situations are still poor, with estimates suggesting that many will report losses in FY 2021/22.

As for the consequences of the war in Ukraine and its impact on rising inflation, we note the following:

- As for economic contraction, the impact on current revenue contracts is unlikely to be material, although the problems and

economic uncertainty caused by the armed conflict could make it more difficult to sign new business agreements.

- As for the impact of inflation, given its cost structure, the Club has seen only a moderate impact on its expenses. It does not consume any commodities; energy consumption is largely insignificant; and the portion of expenditure on external services and non-sports personnel linked to short-term inflation represents less than 20% of the Club's total expenses. Moreover, the part of the inflation-induced increase in expenses will be offset by corresponding increases in certain revenue items.
- As for the potential effect of interest rate hikes being implemented, the impact on the Club's finance costs in FY 2022/23 should be marginal as the loan for stadium remodeling was taken out at a fixed interest rate, as were virtually all the ICO-backed facilities arranged in 2020 to mitigate the effects of the pandemic. The rest of the Club's financing is composed of credit facilities of which, while they are indexed to the Euribor rate, no amounts had been drawn down as at June 30, 2022, and none are expected to be drawn down in FY 2022/23 given the Club's available cash balance.
- As for existing supply chain disruptions, the impact is not expected to be material on either the stadium remodeling project or the Club's operations.

The Club expects to build on the success of its sport model, pursuing further sports successes in football and basketball, which have set the Club apart throughout its history and especially in recent years.

This performance must be supported by an economic model that aims to achieve self-sustaining growth, where, through the combination of diversified revenue and contained costs, a profitability and financial structure are achieved to provide the solvency that enables the Club to make the investments it needs to carry out its business.

Also over the course of FY 2022/23, the Club will continue to perform the works for the stadium remodeling project, which are expected to be completed during 2023.

BUTGET 2022-2023





REAL MADRID CLUB DE FÚTBOL AND SUBSIDIARIES CONSOLIDATED BUDGET FOR THE 2022-2023 SEASON

€ THOUSAND	FY 2021/22	BUDGET 2022/23	VAR.
Membership fees, ticket sales and other stadium revenue	104,497	135,260	30,763
Revenue from international and friendly matches	142,162	112,230	(29,932)
Broadcasting revenue	178,940	182,820	3,880
Marketing revenue	295,929	339,338	43,409
Total operating income (before disposal of non-current assets)	721,528	769,648	48,120
Supplies	(27,778)	(28,465)	(687)
Sports and non-sports personnel expenses	(519,030)	(440,912)	78,118
Operating expenses	(217,180)	(246,350)	(29,170)
Provision for uncollectible receivables, and for liabilities and charges	(72,443)	0	72,443
Gains/(losses) on disposals of non-current assets	378,716	98,110	(280,606)
Impairment/derecognition of non-current assets	(60,814)	0	60,814
Profit/(loss) from operating activities before amortization and depreciation (EBITDA)	202,999	152,031	(50,968)
Depreciation and amortization	(179,702)	(144,070)	35,632
Operating profit/(loss)	23,297	7,961	(15,336)
Finance income	1,148	1,314	166
Capitalisation of finance expenses	14,749	18,128	3,379
Finance expenses arising on implied cost of deferred payment on player acquisitions	(265)	(970)	(705)
Finance expenses arising on interest on loans, guarantee expenses and other financial expenses	(3,981)	(3,336)	645
Capitalisation of finance expenses arising on the stadium loan	(14,749)	(18,128)	(3,379)
Net finance income/(expense)	(3,098)	(2,992)	106
Ordinary profit/(loss)	20,199	4,970	(15,229)
Taxes	(7,263)	(3,242)	4,021
PROFIT/(LOSS) BEFORE TAX	12,936	1,727	(11,209)

In 2022/23, budgeted revenue totals €769.6 million, an increase of €48.1 million (7%) over last year.

Competition revenue decreases due to budgeting Champions League quarter finals (Champion title in 2021/22). Stadium revenue will increase since spectator capacity restrictions established for the pandemic are not foreseen. Marketing revenue will grow thanks to the gradual recovery of business and sponsorship wins.

Despite this upturn, budgeted revenue is still €52 million lower (6%) when compared to 2019/20, prior to the pandemic, when it totaled €822.1 million.

This is due to the fact that some effects are expected to persist because of the delayed impact of the pandemic-induced economic crisis, as well as economic difficulties brought on by the war in the Ukraine.

In addition, over the course of FY 2022/23 the Club will continue to carry out the works for the stadium remodeling project, which will not be in full operation in terms of generating revenue until the project is completed.

Personnel expenses decrease by €78.1 million over last year, due to changes in contracts and the composition of teams, provisions, and sports achievement bonuses accrued last year.

Supplies and provisions increase €29.9 million due to the growth in both revenue and the Club's heightened activities, as well as the impact of inflation on the cost of external services contracted by the Club to carry out its business activities.

Last year the Club set aside provisions for liabilities and charges. The amount recognized in provisions for liabilities and charges and impairment losses on assets totaled €133.3 million. The 2022/23 budget does not envisage the need to record additional allowances, which explains the decrease in these headings over last year.

REAL MADRID CLUB DE FÚTBOL AND SUBSIDIARIES CONSOLIDATED BUDGET BY SPORT SEGMENTS FOR THE 2022-2023 SEASON

The Club's budgeted gains on disposals for 2022/23 is €98.1 million, down €280.6 million, due primarily to the capital gain arising in 2021/22 from the Sixth Street/Legends agreement.

As a result of the above, budgeted EBITDA is €152.0 million (2021/22: €203.0 million).

Budgeted amortization expense is down €35.6 million, due to the evolution in sports personnel.

Financial expenses are budgeted at €3.0 million, in line with last year.

While the works being carried out on the stadium are in their execution phase, the related finance costs are capitalized as an increase in the cost of the investment.

Moreover, the interest rate hikes being implemented have little impact on the Club's finance costs in FY 2022/23 and are expected to be marginal in the future as well, since the loan for stadium remodeling was taken out at a fixed interest rate, as well as practically all the ICO-backed bank loan facilities arranged in 2020 to mitigate the effects of the pandemic. All of this financing is being repaid on schedule.

This left profit before tax at €5.0 million (2019/20: €20.2 million), which, after applying the nominal tax rate of 25% and other tax legislation, reflects after tax profit of €1.7 million (2019/20: 12.9 million).

€ THOUSAND	MEN'S FOOTBALL	WOMEN'S FOOTBALL	BASKETBALL	TOTAL
Membership fees, ticket sales and other stadium revenue	130,612	113	4,535	135,260
Revenue from international and friendly matches	111,046	584	600	112,230
Broadcasting revenue	178,920	188	3,713	182,820
Marketing revenue	329,229	601	9,509	339,338
Total operating income (before disposal of non-current assets)	749,806	1,486	18,357	769,648
Supplies	(27,292)	(453)	(720)	(28,465)
Sports and non-sports personnel expenses	(405,161)	(3,645)	(32,106)	(440,912)
Operating expenses	(235,217)	(2,484)	(8,649)	(246,350)
Provision for uncollectible receivables, and for liabilities and charges	0	0	0	0
Gains/(losses) on disposals of non-current assets	98,116	0	(6)	98,110
Impairment/derecognition of non-current assets	0	0	0	0
Profit/(loss) from operating activities before amortization and depreciation (EBITDA)	180,252	(5,096)	(23,124)	152,031
Depreciation and amortization	(143,454)	(68)	(548)	(144,070)
Operating profit/(loss)	36,798	(5,164)	(23,673)	7,961
Finance income				1,314
Capitalisation of finance expenses				18,128
Finance expenses arising on implied cost of deferred payment on player acquisitions				(970)
Finance expenses arising on interest on loans, guarantee expenses and other financial expenses				(3,336)
Capitalisation of finance expenses arising on the stadium loan				(18,128)
Net finance income/(expense)				(2,992)
Ordinary profit/(loss)				4,970
Taxes				(3,242)
PROFIT/(LOSS) BEFORE TAX				1,727



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