

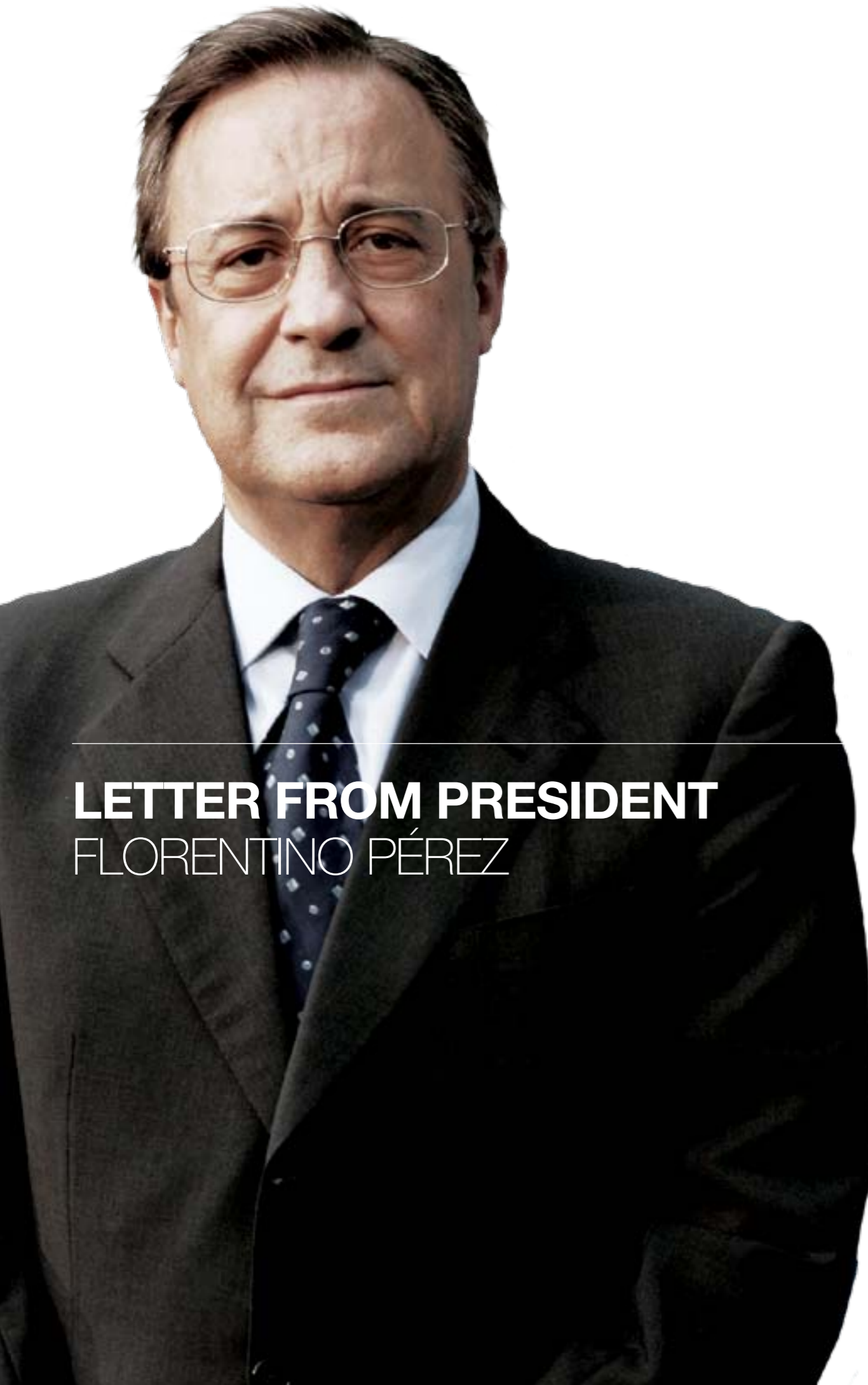


Real Madrid C. F. Annual Report
2011 · 2012



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LETTER FROM PRESIDENT FLORENTINO PÉREZ

D

ear Members,

Our club still writes history. 110 years after our beloved Real Madrid was founded, it still meets the challenges it has always faced. We aspire to being leaders in our sport, financially, socially, institutionally and in helping others. We learn from our forbearers and the Board of Management strives constantly to achieve its objectives.

As you know, we are immersed in a highly competitive and complex environment, in addition to the extremely difficult financial situation our country is suffering.

Nevertheless, we have again made Real Madrid a financial and, of course, sporting success. This Annual Report confirms that we have consolidated our financial leadership, which will enable us to continue building a team capable of making the dreams of millions of people come true.

We continue to be an extremely stable institution based on unity, respect, honesty and defence of the indestructible values that have made Real Madrid the greatest legend in football history. As a result and in spite of the difficulties, Real Madrid faces the future with the maximum guarantee of solvency in all fields.

We also continue to promote the name of our club throughout the entire world and develop a strategy to ensure that our installations and equity will be the pride of all Real Madrid followers.

We obviously have reasons to continue dreaming. Our football team has won the best league championship in history, breaking all records. Our players and our coach have achieved a feat that will be difficult to exceed and all of them are fully aware that at Real Madrid, the desire to succeed and to win are constants.

Our mission is to please our followers. I believe that together we have placed Real Madrid in a privileged position to meet the demands of the owners of the club, its members.

Talent, hard work and values. The formula for success. The Board of Management I have the honour to preside will continue striving to make the dreams and desires of all Real Madrid fans the soul and driving force behind a club that continues to be the greatest in the history of football.

Thank you.



BOARD OF MANAGEMENT

Honorary President

Alfredo Di Stéfano

President

Florentino Pérez

First Vice-president

Fernando Fernández Tapias

Second Vice-president

Eduardo Fernández de Blas

Third Vice-president

Pedro López Jiménez

Secretary

Enrique Sánchez González

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Santiago Aguado García
Luis Gómez-Montejano y Arroyo
Jerónimo Farré Muncharaz
Enrique Pérez Rodríguez
Manuel Cerezo Velázquez
José Sánchez Bernal
Luis Blasco Bosqued
Gumersindo Santamaría Gil
Raúl Ronda Ortiz
José Manuel Otero Lastres
Nicolás Martín-Sanz García

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Football



Real Madrid C. F.

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COACHES



José Mourinho
Head Coach



Aitor Karanka
Assistant Coach



Rui Faria
Assistant Coach



Silvino Louro
Assistant Coach



José Morais
Assistant Coach



Miguel Porlan 'Chendo'
Delegate



Santiago Lozano
Physical Trainer



Carlos Lalín
Physical Trainer

GOALKEEPERS



Iker Casillas



Antonio Adán

DEFENDERS



Ricardo Carvalho



Sergio Ramos



Álvaro Arbeloa



Raphaël Varane



Képler Laveran 'Pepe'



Marcelo Vieira



Raúl Albiol

2011·2012

MIDFIELDERS



Nuri Sahin



Mesut Özil



Fábio Coentrão



Ángel di María



Sami Khedira



Esteban Granero



Hamit Altintop



Lassana Diarra 'Lass'



Ricardo Kaká



Xabi Alonso



José Callejón

FORWARDS



Cristiano Ronaldo



Gonzalo Higuain



Karim Benzema

2011 · 2012 SEASON



REAL MADRID, WINNER OF THE BEST LEAGUE CHAMPIONSHIP IN HISTORY

Once again, Real Madrid has written its name in gold letters in the history of football. The Whites became League Champions two weeks before recording figures that had never been reached in the history of the competition: 121 goals in one season, breaking its own record of 107 set in 1989-1990; 100 points for the first time in the history of the league; record number of wins away in the same season: 16 and Cristiano Ronaldo leading goal scorer with 46 goals, becoming the first player ever in the history of the League to score more than 40 goals in two consecutive seasons.



The 2011-2012 season began for Real Madrid with the same basic squad that had achieved such good results the previous season. José Mourinho faced his second year as coach. The team was strengthened with the signings of Fabio Coentrão, Raphaël Varane, José Callejón, Nuri Sahin and Hamit Altintop.

The season began with a brilliant 0-6 win away at the Romareda Stadium against Zaragoza, which placed the team in top position on the table. After losing away to Levante and drawing in Santander, the whites had 21 victories in the following 22 matches, again gaining top position firstly in round 11 and again in round 17 until the end of the season. Ronaldo, Benzema and Higuaín were the main scorers.

Real Madrid reached a 10 point advantage over its closest rival, Barcelona in round 27. It was unbeaten in the second half of the season and for 20 consecutive games. In the key duel away at Camp Nou against its arch rival for the

title, the team culminated an amazing performance winning 1-2, to put it seven points ahead and take a giant step towards winning the best league championship in history. Real Madrid fans were to taste victory two weeks before the end of the season in San Mamés against Athletic de Bilbao and reached 100 points against Mallorca in the last round to continue making history.

The ability of the team led by Jose Mourinho to score was demonstrated by big wins during the year: 20 in total, another record. 7-1 against Osasuna, Sevilla 2-6, 5-1 against Granada and the 5-0 against Espanyol, amongst others, enabled Real Madrid to beat the record for the highest number of goals scored in one season, which it had held since 1989-90.



The team also broke the record for the most number of wins away in one season (32); most number of goals away (51), points (50) and wins away (16); comebacks (9) and was also able to beat all its rivals.

In the Champions League, Real Madrid had the best group phase in the history of the competition, reaching the semi-final for the second year in a row. In the group phase, it was placed in group D, with Ajax, Olympique de Lyon and Dinamo of Zagreb. Six wins in six games, 19 goals scored and only two against were the figures, before the

0-2, only to come back and win. In the quarter final, last year's champion came up against Barcelona, in what were to be emotional home and away encounters. The away match resulted in a 1-2 victory for the "blaugranas" and Real Madrid went to Barcelona with the obvious objective of turning things around, and almost did. The whites went into the match from the beginning with the intention of winning, putting Barça straight on the back foot. Although it had numerous opportunities to increase the score, the final 2-2 result on the scoreboard ended the competition for Real Madrid.

REAL MADRID HAS BEEN THE FIRST TEAM IN THE HISTORY OF THE LEAGUE COMPETITION TO REACH 100 POINTS, WIN 32 GAMES AND SCORE 121 GOALS

knock out rounds began. CSKA of Moscow was the rival in the last sixteen and APOEL of Nicosia, the revelation team of the competition, the team to beat in the Quarter finals.

Bayern de Múnich was next in the fight for a spot in the final, to be played at the Allianz Arena, the German team's home ground. In the away match, a goal by Mario Gómez in the last minute had given the Germans the advantage (2-1), but two goals by Cristiano Ronaldo tied the semi-final. But the penalties were to be undoing of Real Madrid and the Whites missed the final.

In the Copa del Rey, José Mourinho's team began the competition strongly against Ponferradina, winning the away and home matches. Málaga was the next team to beat in the last sixteen, a match in which the whites began losing

The team had officially commenced the season by playing the Supercopa de España against Barcelona. Real Madrid dominated both matches, offering a fine performance, despite going down in extra time in Camp Nou (3-2) after tying the away match (2-2).



AT THE END OF THE MATCH AGAINST ATHLETIC CLUB IN SAN MAMÉS, THE PLAYERS LAUNCH JOSE MOURINHO INTO THE AIR TO CELEBRATE THEIR VICTORIOUS LEAGUE CHAMPIONSHIP





Celebrations of

Champions



THOUSANDS OF REAL MADRID FANS ACCLAIM THE CHAMPIONS IN CIBELES, TO CELEBRATE WINNING THE BEST LEAGUE IN HISTORY

Real Madrid was proclaimed League Champion in San Mamés, a stadium at which no team had ever celebrated winning the competition in advance. In a superb performance, the Whites culminated one of the most emotional and intense championships in history.

The pitch was the first scene of the celebrations, which were to continue into the changing rooms and even on the flight back home to Madrid. Very few remained in their seats on a very special night at the "Cathedral".

The next day, Cibeles received thousands of Real Madrid fans to celebrate league victory no. 32. The champions arrived in an open-roof bus along the "Paseo de la Castellana. Acclaimed at the tune of "Campeones, campeones!", the players and coaches were cheered on by their fans. The most awaited moment came when Captain Casillas rose to the top of the Goddess of Real Madrid with a team scarf and flag to crown the league of records, to the sound of "We are the Champions".

In the last match of the season, against Mallorca, the Santiago Bernabéu dressed up in white to put on a spectacular celebration. The fans did not want to miss their chance to thank the players for their efforts during the entire season and celebrate the title with the players and coaches. Plácido Domingo gave a performance and sang the Centenary Hymn.

From an institutional point of view, the team visited the Town Council, Regional Government and Almudena Cathedral.



SANTIAGO BERNABÉU WAS A FIESTA OF LIGHT, COLOUR AND FIREWORKS. THE HOME OF REAL MADRID VIBRATING TO CELEBRATION OF ITS RECORD-BREAKING TEAM



FACTS AND FIGURES

BBVA League Competition

ROUND	DATE	MATCH	RESULTS	SCORERS
1	22/01/2012	Real Madrid - Athletic	4-1	Marcelo, Cristiano Ronaldo (2) y Callejón
2	28/08/2011	Zaragoza - Real Madrid	0-6	Cristiano Ronaldo (3), Marcelo, Xabi Alonso y Kaká
3	10/09/2011	Real Madrid - Getafe	4-2	Benzema (2), Cristiano Ronaldo e Higuaín
4	18/09/2011	Levante - Real Madrid	1-0	
5	21/09/2011	Racing - Real Madrid	0-0	
6	24/09/2011	Real Madrid - Rayo	6-2	Cristiano Ronaldo (3), Higuaín, Varane y Benzema
7	02/10/2011	Espanyol - Real Madrid	0-4	Higuaín (3) y Callejón
8	15/10/2011	Real Madrid - Betis	4-1	Higuaín (3) y Kaká
9	22/10/2011	Málaga - Real Madrid	0-4	Higuaín y Cristiano Ronaldo (3)
10	26/10/2011	Real Madrid - Villarreal	3-0	Benzema, Kaká y Di María
11	29/10/2011	R. Sociedad - Real Madrid	0-1	Higuaín
12	06/11/2011	Real Madrid - Osasuna	7-1	Cristiano Ronaldo (3), Pepe, Higuaín y Benzema (2)
13	19/11/2011	Valencia - Real Madrid	2-3	Benzema, Sergio Ramos y Cristiano Ronaldo
14	26/11/2011	Real Madrid - Atlético	4-1	Cristiano Ronaldo (2), Di María e Higuaín
15	03/12/2011	Sporting - Real Madrid	0-3	Di María, Cristiano Ronaldo y Marcelo
16	10/12/2011	Real Madrid - Barcelona	1-3	Benzema
17	17/12/2011	Sevilla - Real Madrid	2-6	Cristiano Ronaldo (3), Callejón, Di María y Altintop
18	07/01/2012	Real Madrid - Granada	5-1	Benzema (2), Higuaín, Sergio Ramos y Cristiano Ronaldo
19	14/01/2012	Mallorca - Real Madrid	1-2	Higuaín y Callejón
20	02/05/2012	Athletic - Real Madrid	0-3	Higuaín, Özil y Cristiano Ronaldo
21	28/01/2012	Real Madrid - Zaragoza	3-1	Kaká, Ronaldo y Özil
22	04/02/2012	Getafe - Real Madrid	0-1	Sergio Ramos
23	12/02/2012	Real Madrid - Levante	4-2	Cristiano Ronaldo (3) y Benzema
24	18/02/2012	Real Madrid - Racing	4-0	Cristiano Ronaldo, Benzema (2) y Di María
25	26/02/2012	Rayo - Real Madrid	0-1	Cristiano Ronaldo
26	04/03/2012	Real Madrid - Espanyol	5-0	Cristiano Ronaldo, Khedira, Higuaín (2) y Kaká
27	10/03/2012	Betis - Real Madrid	2-3	Higuaín y Cristiano Ronaldo (2)
28	18/03/2012	Real Madrid - Málaga	1-1	Benzema
29	21/03/2012	Villarreal - Real Madrid	1-1	Cristiano Ronaldo
30	24/03/2012	Real Madrid - Real Sociedad	5-1	Higuaín, Cristiano Ronaldo (2) y Benzema (2)
31	31/03/2012	Osasuna - Real Madrid	1-5	Benzema, Cristiano Ronaldo (2) e Higuaín (2)
32	08/04/2012	Real Madrid - Valencia	0-0	
33	11/04/2012	Atlético - Real Madrid	1-4	Cristiano Ronaldo (3) y Callejón
34	14/04/2012	Real Madrid - Sporting	3-1	Higuaín, Cristiano Ronaldo y Benzema
35	21/04/2012	Barcelona - Real Madrid	1-2	Khedira y Cristiano Ronaldo
36	29/04/2012	Real Madrid - Sevilla	3-0	Cristiano Ronaldo y Benzema (2)
37	05/05/2012	Granada - Real Madrid	1-2	Cristiano Ronaldo y Cortés (p.p.)
38	13/05/2012	Real Madrid - Mallorca	4-1	Cristiano Ronaldo (2), Benzema y Özil

Scorers:
Cristiano Ronaldo 46, Higuaín 22, Benzema 21, Kaká, Callejón y Di María 5, Özil 4, Marcelo y Sergio Ramos 3, Khedira 2, Xabi Alonso, Pepe, Varane y Altintop 1.

UEFA Champions League

PHASE	DATE	MATCH	RESULTS	SCORERS
Group Phase	14/09/2011	Dinamo Zagreb - Real Madrid	0-1	Di María
Group Phase	27/09/2011	Real Madrid - Ajax	3-0	Cristiano Ronaldo, Kaká y Benzema
Group Phase	18/10/2011	Real Madrid - O. Lyon	4-0	Benzema, Khedira, Lloris (p.p.) y Sergio Ramos
Group Phase	02/11/2011	O. Lyon - Real Madrid	0-2	Cristiano Ronaldo (2)
Group Phase	22/11/2011	Real Madrid - Dinamo Zagreb	6-2	Benzema (2), Callejón (2), Higuaín y Özil
Group Phase	07/12/2011	Ajax - Real Madrid	0-3	Callejón (2) e Higuaín
Last 16	21/02/2012	CSKA Moscú - Real Madrid	1-1	Cristiano Ronaldo
Last 16	14/03/2012	Real Madrid - CSKA Moscú	4-1	Higuaín, Cristiano Ronaldo (2) y Benzema
Quarter Finals	27/03/2012	APOEL Nicosia - Real Madrid	0-3	Benzema (2) y Kaká
Quarter Finals	04/04/2012	Real Madrid - APOEL Nicosia	5-2	Cristiano Ronaldo (2), Kaká, Callejón y Di María
Semi-finals	17/04/2012	Bayern Múnich - Real Madrid	2-1	Özil
Semi-finals	25/04/2012	Real Madrid - Bayern Múnich	2-1	Cristiano Ronaldo (2)

Scorers:
Cristiano Ronaldo 10, Benzema 7, Callejón 5, Higuaín y Kaká 3, Di María y Özil 2, Sergio Ramos y Khedira 1.

Copa del Rey

PHASE	DATE	MATCH	RESULT	SCORERS
Last 32	13/12/2011	Ponferradina - Real Madrid	0-2	Callejón y Cristiano Ronaldo
Last 32	20/12/2011	Real Madrid - Ponferradina	5-1	Callejón (2), Sahin, Varane y Joselu
Last 16	03/01/2012	Real Madrid - Málaga	3-2	Khedira, Higuaín y Benzema
Last 16	10/01/2012	Málaga - Real Madrid	0-1	Benzema
Quarter Finals	18/01/2012	Real Madrid - Barcelona	1-2	Cristiano Ronaldo
Quarter Finals	25/01/2012	Barcelona - Real Madrid	2-2	Cristiano Ronaldo y Benzema

Scorers:
Cristiano Ronaldo, Benzema y Callejón 3, Higuaín, Khedira, Sahin, Varane y Joselu 1.

Santiago Bernabéu Trophy

EDITION	DATE	MATCH	RESULT	SCORERS
XXXIII	24/08/2011	Real Madrid - Galatasaray	2-1	Sergio Ramos y Benzema

Pre-season and Friendlies

DATE	STADIUM	MATCH	RESULT	SCORERS
17/07/2011	L. A. Memorial Coliseum	Los Angeles Galaxy - Real Madrid	1-4	Callejón, Joselu, Cristiano Ronaldo y Benzema
21/07/2011	Qualcomm Stadium	Chivas de Guadalajara - Real Madrid	0-3	Cristiano Ronaldo (3)
24/07/2011	Lincoln Financial Field	Philadelphia Union - Real Madrid	1-2	Callejón y Özil
27/07/2011	Olimpico de Berlín	Hertha Berlín - Real Madrid	1-3	Benzema (2) y Cristiano Ronaldo
30/07/2011	King Power Stadium	Leicester City - Real Madrid	1-2	Callejón y Benzema
03/08/2011	Tianhe	Guangzhou Evergrande - Real Madrid	1-7	Khedira, Özil, Benzema (2), Jesé, Di María y Yang Yihu (p.p.)
06/08/2011	Tianjin Olympic Stadium	Tianjin Teda - Real Madrid	0-6	Kaká, Di María, Higuaín, Cristiano Ronaldo y Benzema (2)
16/05/2012	Kaifan Stadium	Selección nacional de Kuwait - Real Madrid	0-2	Di María y Cristiano Ronaldo



THE REAL MADRID
PLAYERS, WITH
THEIR CAPTAIN,
IKER CASILLAS
LIFTING THE TROPHY
TO CELEBRATE
AN HISTORICAL
LEAGUE, BREAKING
ALL RECORDS



PRE-SEASON



REAL MADRID PASSION IN THE UNITED STATES AND CHINA

The passion for Real Madrid continues growing throughout the world. This was made clear on the pre-season tour to the United States and China, where it received a warm welcome from thousands of followers who are now ardent fans of our club. Since 1927, on its first tour to America, Real Madrid has gradually become the reference in soccer. It is also a reference in China, where Real Madrid is still the best-loved team by fans, who enjoyed the two matches played against Guangzhou Evergrande and Tianjin Teda. The stadiums of the two major world powers vibrated with the goals of Real Madrid.



The 2011 Real Madrid tour began on 11 July. The squad passed their medical at Valdebebas just before getting on a plane to Los Angeles. Once in LA, they trained at the UCLA campus. 13 days of hard training, with morning and afternoon sessions on most days.

The first game of the pre-season took place on 17 July against Los Angeles Galaxy, former player David Beckham's team, with a 1-4 victory to the whites.

Chivas Guadalajara (0-3) in San Diego and Philadelphia Union (1-2) in Philadelphia, were the next to fall. Cristiano Ronaldo put in a memorable performance against the Mexicans, with a hat-trick. A victory against Philadelphia Union in the next match earned Real Madrid the title of the World Football Challenge 2011.

Mourinho did not overlook the Academy for the American experience. Six Real Madrid Castilla players shared training sessions and games with the first team: Casado, Joselu, Jesé, Nacho, Jesús and Tomás Mejías.

Europe

On 24 July, Real Madrid returned home and on the 27th played Hertha Berlin (1-3) at the Olympic Stadium in the German

Capital. The enormous expectation surrounding the match resulted in a sell-out of the 75,000 seats. With only standing room available, Benzema again led the way in attack with two goals.

The Frenchman was to score again three days later in a friendly against Leicester City in England(1-2). Callejón was the other scorer for the Whites and as soon as the match was over, the team flew to Asia.

China

On 30 July, Real Madrid arrived in Guangzhou, where it was received by a multitude of fans. China went crazy with the Real Madrid Tour from the very first day and the team responded with the same passion. The inauguration of the Realmadrid Foundation school in the country, opening of the Emilio Butragueño fan club in Guangzhou, the gala at the installations in Evergrande and the open training sessions in Guangzhou and Tianjin in front of thousands of fans were just some of the highlights of the Real Madrid tour.

One of the most exciting of such moments was the game against the leader of the Chinese Super League, Guang-

zhou Evergrande, held on 3 August, which was easily won by the Whites (1-7), in an unforgettable performance. Benzema again scored twice and was instrumental in the goal by Khedira. Ronaldo scored one and gave a great pass to Benzema.

On 6 August, the rival was Tianjin Teda and Real Madrid said farewell to China with (0-6) win. The Whites again showed their complete supremacy over the Chinese team.

THE ACADEMY

2011 · 2012



REAL MADRID CASTILLA, SECOND DIVISION WITH FULL HONOURS

Real Madrid Castilla gained promotion to the Second Division after one of the best seasons in its history. The team managed by Alberto Toril was proclaimed Champion of Group I of the Second Division B, in front of historical teams like Tenerife, Oviedo and Albacete. In the play-off for the title, it overcame the strong Cádiz, in an extremely one-sided match dominated by the Castilla Whites, which beat the team from Andalusia by a total 8-1 (0-3 at home and 5-1 away).



Second Division and winners of Second Division B.

To top off a superb season, Real Madrid Castilla won Second Division B by beating Mirandés, the revelation team of the Copa del Rey and was also promoted to the second division.

The Whites won 3-0 in Madrid and 0-3 in Miranda de Ebro: a 6-0 aggregate. The Alfredo Di Stéfano Stadium is to be witness this season to exciting matches against top teams, such as the recently relegated Villarreal, Sporting de Gijón or Racing de Santander.

Following in the footsteps of the the B Team, Real Madrid C had an excellent season and were also rewarded by promotion to Second Division B, as a result of the administrative relegation of Ceuta, Badajoz, Palencia, Puertollano and Denia. The team managed by José Manuel Díaz took part in the play-offs, after finishing in second position in Group VII of the Third Division. Although winning against Villaralbo and Marbella, the team finally lost to Binissalem.

Real Madrid Under 18 A finished in third place in Group V of the National Youth League, unable to win the title it had won in Under 18 B, as Group XII Champion of the National Under 18 League; and Under 18 C won the League Title in the District Under 18 First Division Group A. As far as personal performance goes, the top scorers of the three Under 18 teams were Raúl de Tomás (31 goals), Marcos Legaz (25) and Agoney (31).

In the Under 16, Team B, led by Santiago Sánchez won Group I of the Under 16 State Championship, with Álvaro Rivero topping the list of goal scorers. Under 16 C finished in second position in Group I of District Division 1, with Gonzalo Merchan being the leading scorer with 22 goals. The Team also won the central region of the Nike Cup.

The two Under 12 teams, managed by Roberto Rojas and Sebas Parrilla, finished in second and third place in their respective groups. Dani Gómez, with 18 goals in Under 12 A and the Captain of Under 12 B, Ismael Álvarez, with 20, were the top scorers for their teams.

The two Under 12 teams compete in the same division, but in different groups. Under 12 A, coached by Alberto Garrido, ended its season in second place in Group I. Diego García scored 19 goals. Under 12 B, coached by Iñaki Beni, competed in Group II and finished fifth in its first year of 11 a side competition. Sergio Navarro scored 20 goals for his team.

Finally, the two youngest teams in the Academy, the Under 10 teams, played in the same group in the football competition. Under 10 A finished as unbeaten group champions and its leading scorer, Richi, was the highest scorer in all Academy categories, with 44 goals. Under 10 B, with players in their first year of competition, finished third behind Under 10 A and Canillas. The leading scorer was Carlos López, with 21 goals.

Academy players in the First Team celebrations

Nine Academy players were invited to participate in the "fiesta" to celebrate Real Madrid's League victory after the last match against Mallorca. All the players that had been called up by Mourinho: Tomás Mejías, Jesús, Pacheco, Jesé, Morata, Joselu, Mandi, Nacho and Andy ran out on to the field at the Santiago Bernabéu and were cheered by fans in appreciation of their contribution and hard work with the First Team.

Real Madrid Academy Internationals

The following Academy players were chosen to represent their countries this season: Omar (Guinea Senior Team); Nacho (Under-21), Denis (Russia Under-21) and Mendes (Portugal Under-21); Pacheco (Under-20); the following players were selected for the Spain Under-19 squad: Jesé, Derik (European Under-19 Champions, a title also won by Morata, Carvajal and Álex the previous year), Raúl de Tomás, Omar and Noblejas; Raúl de Tomás was also selected for the Spain Under-18; Iván Sáez, Marcos Legaz, Fran Rodríguez Gaitán and Agoney (Under-17); Craninx was chosen for the Belgium Under-17 team and Babunski for the Macedonia Under-17 squad. Manresa, Febas, Carlos Parra and Sergio Molina were called up to play for the Under-16 Spain team and the list of internationals ends with Rivero and Rubén Ualoloca, with the Under-15 team.



Real Madrid Castilla

Winner of Second Division B Group I.
Second Division B Champion.
Promoted to Second Division.

Real Madrid C

Runner-up Group VII Third Division.
Qualified for play-offs for promotion to
Second Division B.
Promoted to Second Division B.

Under 18 A

3rd place Group V National Youth
League.

Under 16C

Group I Under 16 State League
Champion.
Central Region Champion Nike Cup.

Under 14 A

2nd place National League.

Under 14 B

3rd place Division 1 Regional Under 14
Group I.

Under 18 B

Group XII League Champion National
Under 18.

Under 18 C

1st Division Regional League Champion
Regional Youth League.

Under 16 A

Runner-up 1st Regional U/16 Division
Group I.

Under 12 A

Runner-up Regional Division Group 1.
Winner of Algarve Tournament.

Under 12 B

5th place Regional Division Group II.

Under 10 A

Champion Football 7, Group 26.
Final phase Madrid Under 10.

Under 10 B

3rd place Football 7 Under 10,
Group 26.

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Basketball



Real Madrid C. F.

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First Team: Players

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Basketball Academy



First Team

2011 · 2012

COACHES



Pablo Laso
Head Coach



Hugo López
Assistant Coach



José Ramón Cuspinera
Assistant Coach



Juan Jesús Trapero
Physical Trainer

PLAYERS



Ante TOMIĆ
Center



Rudy FERNÁNDEZ *
Forward



Jorge SANZ ***
Point Guard



Martynas POCIUS
Forward



Carlos SUÁREZ
Forward



Felipe REYES
Center



Daniel DÍEZ ***
Forward



Nikola MIROTIĆ
Power Forward



Sergio RODRÍGUEZ
Point Guard



Novica VELICKOVIĆ
Power Forward



Mirza BEGIĆ
Center



Jaycee CARROLL
Shooting Guard



Kyle SINGLER **
Forward



Sergio LLULL
Point Guard



Serge IBAKA *
Center

* Until December 2011
** As from December 2011
*** EBA Player

2011 · 2012 SEASON



REAL MADRID BASKETBALL, WINNER OF THE COPA DEL REY

The Real Madrid Basketball Team put in a sensational season, winning the Copa del Rey. The victory over Barcelona at the Palau Sant Jordi was the climax to a perfect match. Pablo Laso, a former Real Madrid player, had his debut in charge of a team temporarily comprised of Rudy Fernández and Serge Ibaka and with the signings of Martynas, Jaycee Carroll and Kyle Singler, who arrived after the departure of Rudy. Fans were able to enjoy the return of its team to the Madrid Sports Palace, with fast and precise basketball played by a young team with a great future.



Real Madrid brilliantly won the Copa del Rey held in Barcelona from the 16th to 19th February, probably the best in history, breaking a dry run of 19-years at the Palau, after having won the title for the last time in 1993 against Joventut de Badalona.

The Team came up against Mad-Croc Fuenlabrada in the quarter finals, winning a tight encounter by 75-66 and, in semi-finals beat Banca Cívica 92-84 to reach the final for the third consecutive year.

As in the two previous years, Real Madrid's rival was F. C. Barcelona Regal. On 19 February, the team coached by Pablo Laso played one of its best games of the season at the Palau Sant Jordi, against favorite Barcelona, that could do nothing against the fierce scoring pace set by the intimidating Real Madrid, with best players being Sergio Llull and Jaycee Carroll.

The final 74-91 result left no room for doubt as to which was the best team, with Real Madrid winning its 23rd Copa.

Exciting new project

The Copa del Rey was the first title of a new project that had commenced months before, with the return of the team to the Madrid Sports Palace and a new coach: Pablo Laso. A former Real Madrid player and therefore completely familiar with the Club, the coach from Vitoria took over an ambitious initiative, highlighted by the signings of Rudy Fernández and Serge Ibaka, under contract from NBA teams that took advantage of the lockout in the U.S. to sign for Real Madrid.

Also to join Real Madrid was Lithuanian forward, Martynas Pocius, a former Zalgiris player, and Jaycee Carroll, top scorer in the ACB League in 2009/10 and 2010/11 for Gran Canaria 2014.

After the return of Fernández and Ibaka to the NBA in December, the Club signed Kyle Singler, an American forward who had been sensational in the Endesa League in the first third of the competition for Lucentum Alicante.

Real Madrid played the fast and furious basketball that it was to continue throughout the season in the XVIII Edition of the Community of Madrid Basketball Tournament held at the Europa Sports Centre in Leganés. After easily overcoming Baloncesto Fuenlabrada by 81-62 and Asefa Estudiantes by 79-68, the Whites won their 19th regional title.

In the Endesa League, the Team led by Pablo Laso put in a fine season, in a hard-fought duel with F. C. Barcelona Regal for top position. In the end, with 26 wins and eight losses, Real Madrid finished in second place.

In the play-offs for the title, the Whites came up against Banca Cívica in the quarter finals, winning 2-0. In semi-finals, the team coached by Pablo Laso met the strong Caja Laboral, winning an exciting fifth match with the full support of its fans at the Sports Palace.



Awaiting Real Madrid in the final was F. C. Barcelona Regal, who won the first match in the last second with a lucky triple by Marcelinho Huertas. Nevertheless, the Whites came back to beat Barcelona in the second game at the Palau Sant Jordi, breaking the Catalan team's run in the final minutes, with a spectacular performance by Sergio Rodríguez.

The competition travelled to Madrid with an aggregate 1-1 and a home stadium advantage. Real Madrid played its best game in several years against F. C. Barcelona Regal, winning 85-59, which gave it the chance to clinch the title in the fourth. Unfortunately, the Whites did not take advantage of their opportunity and went down in a close contest by 73-69.

Awards for Lull and Mirotic

From an individual perspective, Sergio Lull added to his MVP in the Copa del Rey 2012 by being named the best point guard in the Endesa league, ahead of Marcelinho Huertas, thanks to his 10.4 points, 2.1 rebounds, 4.2 assists and a 12.4 per game. Team mate Nikola Mirotic was named 'Rising Star' by the Euro League, as the best young player in Europe. The Spanish- Montenegrin has won the award for the second year running, being the only player to do so in the history of the competition.

THE TEAM COACHED BY PABLO LASO PLAYED ONE OF ITS BEST MATCHES IN THE HISTORY OF THE COPA DEL REY

In the Euro League, Real Madrid played in Group C for the qualifying round, called "do or die" because of the excellent level of the teams: EA7 Emporio Armani, Partizán mt:s, Maccabi Electra, Anadolu Efes and Belgacom Spirou.

With high scores and great play, the Whites went brilliantly into the Top 16 in first position with eight wins and only two defeats.

In the Top 16, Real Madrid was placed in Group F, together with Montepaschi Siena, Gescrap Bizkaia and Unicaja. Despite playing as brilliantly as in the first phase, a defeat against Gescrap Bizkaia cost Real Madrid dearly and led it to a triple tie with the Basque team and Montepaschi Siena, which resulted in elimination due to its lowest basket average.

FACTS AND FIGURES

Endesa League

ROUND	MATCH	RESULT
1	Real Madrid - Baloncesto Fuenlabrada	88 - 74
2	Gescrap Bizkaia - Real Madrid	86 - 82
3	Blancos de Rueda Valladolid - Real Madrid	72 - 84
4	Real Madrid - Blu:sens Mombus	81 - 67
5	Gran Canaria 2014 - Real Madrid	60 - 68
6	Real Madrid - Cajasol Banca Cívica	78 - 65
7	Unicaja - Real Madrid	80 - 96
8	Real Madrid - Lagun Aro GBC	82 - 74
9	CAI Zaragoza - Real Madrid	67 - 84
10	Real Madrid - Valencia Basket	81 - 64
11	Asefa Estudiantes - Real Madrid	90 - 85
12	Real Madrid - Assignia Manresa	83 - 61
13	FIATC Mutua Joventut - Real Madrid	78 - 75
14	Real Madrid - F. C. Barcelona Regal	78 - 74
15	UCAM Murcia - Real Madrid	60 - 91
16	Lucentum Alicante - Real Madrid	86 - 92
17	Real Madrid - Caja Laboral	84 - 73
18	Baloncesto Fuenlabrada - Real Madrid	57 - 79
19	Real Madrid - Gescrap Bizkaia	90 - 93
20	Banca Cívica - Real Madrid	63 - 98
21	Real Madrid - Gran Canaria 2014	90 - 72
22	Blu:sens Mombus - Real Madrid	69 - 83
23	Real Madrid - Blancos de Rueda Valladolid	76 - 55
24	Valencia Basket - Real Madrid	83 - 66
25	Real Madrid - CAI Zaragoza	85 - 71
26	Lagun Aro GBC - Real Madrid	98 - 90
27	Real Madrid - Unicaja	64 - 51
28	Caja Laboral - Real Madrid	67 - 66
29	Real Madrid - Lucentum Alicante	91 - 87
30	Real Madrid - Asefa Estudiantes	85 - 80
31	Assignia Manresa - Real Madrid	93 - 96
32	Real Madrid - UCAM Murcia	80 - 79
33	F. C. Barcelona Regal - Real Madrid	86 - 83
34	Real Madrid - FIATC Mutua Joventut	95 - 82

Endesa League *Play-off*

PHASE	GAME	RESULT
Cuartos de final	Real Madrid - Banca Cívica	82 - 68
Cuartos de final	Banca Cívica - Real Madrid	55 - 82
Semifinal	Real Madrid - Caja Laboral	71 - 81
Semifinal	Real Madrid - Caja Laboral	73 - 64
Semifinal	Caja Laboral - Real Madrid	82 - 79
Semifinal	Caja Laboral - Real Madrid	66 - 76
Semifinal	Real Madrid - Caja Laboral	76 - 69
Final	F. C. Barcelona Regal - Real Madrid	81 - 80
Final	F. C. Barcelona Regal - Real Madrid	69 - 75
Final	Real Madrid - F. C. Barcelona Regal	85 - 59
Final	Real Madrid - F. C. Barcelona Regal	75 - 81
Final	F. C. Barcelona Regal - Real Madrid	73 - 69

Euro League

PHASE	ROUND	MATCH	RESULT
Qualifying Phase	1	Belgacom Spirou - Real Madrid	76 - 100
Qualifying Phase	2	Real Madrid - EA7 Emporio Armani	85 - 78
Qualifying Phase	3	Maccabi Electra - Real Madrid	88 - 82
Qualifying Phase	4	Partizan mt:s - Real Madrid	80 - 79
Qualifying Phase	5	Real Madrid - Anadolu Efes	104 - 84
Qualifying Phase	6	Real Madrid - Belgacom Spirou	93 - 89
Qualifying Phase	7	EA7 Emporio Armani - Real Madrid	65 - 72
Qualifying Phase	8	Real Madrid - Maccabi Electra	88 - 64
Qualifying Phase	9	Real Madrid - Partizan mt:s	101 - 83
Qualifying Phase	10	Anadolu Efes - Real Madrid	66 - 75
Top 16	1	Unicaja - Real Madrid	80 - 81
Top 16	2	Real Madrid - Montepaschi Siena	69 - 88
Top 16	3	Real Madrid - Gescrap Bizkaia	89 - 73
Top 16	4	Gescrap Bizkaia - Real Madrid	93 - 69
Top 16	5	Real Madrid - Unicaja	89 - 65
Top 16	6	Montepaschi Siena - Real Madrid	90 - 102

Copa del Rey

PHASE	MATCH	RESULT
Quarter Final	Real Madrid - Mad-Croc Fuenlabrada	75 - 66
Semi-final	Real Madrid - Banca Cívica	92 - 84
Final	F. C. Barcelona Regal - Real Madrid	74 - 91

XVIII Edition of the Community of Madrid Tournament

MATCH	RESULT
Real Madrid - Baloncesto Fuenlabrada	81 - 62
Real Madrid - Asefa Estudiantes	79 - 68

BASKETBALL ACADEMY



HARD WORK THAT PAYS OFF

Real Madrid was rewarded for its work with the basketball Academy with two titles in Madrid. The Junior Division and Under-16 A teams dominated regional competition and raised their trophies after a season in which they were far superior to their rivals. In the Spanish Championship, the Junior Team came third and Real Madrid center Nadjikim was the highest scorer in the tournament. The EBA team had a good season, finishing fourth in its group, only one win away from the play-offs.



In the Spanish Championship, the Under-16 A team finished in seventh place. Under-14 B came ninth in the same division, which is a good result for a team of players that are one year younger than those of the Under-16 A Team.

The Under-14 A Team was third in the League and qualified for the Spanish Championships, finishing in the Group Phase. The Under-14 B team was ninth, also with a team of players that are one year younger.

On the individual side, Academy players Jorge Sanz and Dani Díez trained regularly with the First Team and even played for some minutes in the team coached by Pablo Laso. Both played for the Spain Under-20 Team that won a bronze medal. Guillermo Hernangómez won the prestigious Under-18 Manheim Tournament and was chosen amongst the five best players in the competition. Alberto Martín finished fourth with the Spain Under-17 Team in the World Championships in Lithuania.

EBA

EBA League. Group B.
Fourth place.

Junior Division

Madrid Regional Champion.
Spanish Championship.
Third place.

Under-16 A

Madrid A1 League Championship.
Winning Team.
Spanish Championship.
Seventh place.

Under-16 B

Madrid A1 League Championship.
Ninth place.

Under-14 A

Madrid A1 League Championship.
Third place.
Spanish Championship. Eliminated in qualifying phase.

Under-14 B

Madrid A1 League Championship.
Ninth place.

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Members



Real Madrid C. F.

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General Assembly of Member Representatives

Awarding of Insignias

Member Service Department

On-line Member Service Office

Written Publications and communications

SMS to Members

Visits to Real Madrid City

Electoral Board - Member Representative Elections

Player autograph sessions

Members' Disciplinary Committee

Member Details

In Memory of Members that have passed way

MEMBERS



REAL MADRID UNITED AT GENERAL ASSEMBLIES

The 2011 Ordinary and Extraordinary Assemblies were held on 25 September 2011 and practically the entire Agenda was passed unanimously: 2010/2011 season report, balance sheet and financial report, 2011/2012 season budget and taxable base of membership fees for 2012/2013.

Under 11 years of age	Exempt
From 11 to 14 years of age	€ 42,20
Reduced Fee	€ 61,60
Adults	€ 123,30
Members for more than 50 years	Exempt



Fees were increased by VAT at the time payment was due, from 1 July 2012 to 30 June 2013.

At the Extraordinary General Meeting, the Members ratified the agreement with the Madrid Town Council and Real Madrid C.F. dated 29 July 2011, updating the agreements between the Madrid Town Council and Real Madrid C. F. that were signed on 29 May 1998 and 20 December 1991, jointly and severally authorising the President of Real Madrid C. F. and the Board of Management to amend it as required, in order to enter into all the public and private agreements necessary or convenient to implement it; the President and the Board are also jointly and severally authorised to redefine the limits of the land currently available at API.05.12 Santiago Bernabéu, re-locating tertiary and compatible use to private sports use and determining all other urban planning conditions deemed appropriate,

in addition and as the case may be, to proceed to dispose of all or part of the property that is legally required or convenient, for the purpose of allowing the locating of mandatory assigned free surface area, delegating the signing of all the public and private documents necessary or convenient for the management, development and performance thereof to the Board of Management.

Awarding of Insignias

On 17 December 2011, a presentation was held to award insignias to all members who have been a Real Madrid Member for 25, 50 and 60 years. A total of 1,440 insignias were presented, of which 193 were made of gold and cut diamonds, 94 of gold and 1,153 of silver.

The Club President Florentino Pérez, presided the act, together with representatives from the Board and Real Madrid legends, led by the Honorary

President Alfredo Di Stéfano, who presented insignias to the President for his 50 years as a Member.

The presentation was attended by singer and also Member, José Mercé, who sings the Real Madrid anthem. All attending Members received a special video of the event, thanking them for their loyalty to the Club.

Member Services Office

The Member Services office continues to provide integrated personal services to our Members and Fans. The Office entrance is at Door 55 of the Santiago Bernabéu stadium and opening hours are from 9:00 a.m. to 7:00 p.m., Monday to Friday. The office received more than 12,000 visits last year and attended over 20,000 calls. In addition, since the official e-mail address, the Members' Service Office has replied to and resolved more than 13,000 requests for information and queries.



Furthermore, Member Representatives and the 100 Club, comprised of our first 100 Members, receive special attention, in appreciation of their loyalty and service to the Club.

On-line Members' Service Office

The On-line Members' Service Office (<https://socios.realmadrid.com>) is a web site enabling enquiries and operations by Members, without the need to personally visit the Office at the Club and no office-hour restrictions and in total confidence.

During the 2011/2012 season, the On-line Office registered more than

Fans in a range of campaigns to collect membership information.

It has also contacted over 70,419 Fans requesting information on different issues relating to the Club.

Written publications and communications

Corporate Bylaws. The official document containing the regulations governing the Club. The current Bylaws were passed at the extraordinary General Assembly held on 29 March 2009.

Member Newsletter. Official publication of institutional information on

e-mails to members at regular intervals, depending on the Club and its Members' needs. Over 454,000 e-mails have been sent with highly useful and interesting information for Members, making communications easier and more efficient.

SMS to Members

The Club has sent 1,241,000 sms messages to its Members, containing information of interest: ticket sale schedules, how to buy tickets for matches, reminders on how to assign seats, etc.

THE MEMBERS' SERVICES DEPARTMENT ORGANISED REGULAR GUIDED VISITS TO REAL MADRID CITY

196,000 visits by Members, who were able to solve their queries by e-mail. The number of visits since March 2011 has been 286,000.

The web site currently has permanent services that enable Members to change their personal details (address, telephone number, electronic mail address, etc.), check their bank payment details and change them if necessary, change their PIN number or access the allocation of seats. Temporary services are also provided, such as those implemented to apply for finance to pay fees in 2012/2013, order tickets for the return match of the Champions League Semi-final and first Castilla *play-off* match, or to monitor the entire Member Representatives Elections process.

Members' Hotline (902 21 20 02) and Real Madrid line (902 32 18 09).

The Members' Hotline allows all Members to be personally attended by an operator who identifies him/herself using a PIN number. A total of 46,113 calls confirm the success of this exclusive information channel. The Members' Hotline has also contacted over 7,776

the Club, as well as news of interest to Members.

Annual Report. Official document covering all the activities promoted by Real Madrid: institutional, sporting, social, business, financial and communication events, in addition to the financial report.

"Hala Madrid" and "Hala Madrid Junior" magazines. Quarterly publications with all the latest information on the Club, news, reports, interviews, offers and promotions. Last season there were four issues sent to Real Madrid Members and Fans.

Exclusive On-line Newsletter for Members. On-line weekly magazine offering

Real Madrid Members the latest news on the Club, exclusive videos, dates of ticket sales, weekend football and basketball match results ... in addition to recalling legendary players that have made our Club famous. Over 50,000 Members currently receive the On-line Newsletter by e-mail, which meant approximately 1,677,000 electronic mails sent last year.

Member notifications. As a supplement to electronic newsletters, the Members' Services Office also sends

Visits to Real Madrid City

During the 2011/2012 Season, the Members' Services Department organised regular visits to Real Madrid City with the aim of showing its Members and Fan Clubs its facilities, the philosophy of its values relating to the Academy and to involve Real Madrid fans in our corporate and sporting project.

The visits covered the Real Madrid installations, moving from the scale model located in the Academy Reception area, to the First Team training pitches.

Requests for guided tours were made through the On-line Members' Service from the month of March 2011 until the summer of 2012.



Electoral Board - Election of Member Representatives

On 30 June 2012, the mandate of the Member Representatives elected in 2008 expired. The Electoral Board therefore called new elections of Member Representatives for the period of 1 July 2012 to 30 June 2016, based on the following schedule:

- On 22 February 2012, the electoral roll of the 70,514 Members with voting rights was published (eligible to vote and take part in General Assemblies).
- As art. 25, section 3 of the Club's Bylaws states that "[...] In no event shall the total number of Member Representatives exceed two thousand", 1,974 Representatives were required for the 70,514 current Members, 28 Members per thousand, except in the fraction, where there were 14.
- The period for presenting candidatures was 12 to 27 March 2012.
- 3,053 candidatures were received, of which 2,992 were valid.
- The provisional list of candidates was published on 6 April 2012.
- On 5 May 2012, the elections were held at the Santiago Bernabéu stadium and votes cast by the candidate and valid members, whose thousands, or fractions (65) had exceeded the required number. On the same day, the official draw was held before a Notary Public of those that had not exceeded the minimum number (3).
- Three thousand member votes did not go to elections or the draw, as 28 valid candidates had already been chosen.
- 2,948 members voted in person, the result being 2,886 valid votes, 54 invalid votes and 8 abstentions.
- Through the On-line Office, 630 voting applications were processed and 483 voting envelopes were received by the Electoral Board, of which 26 did not fulfil the requirements and were invalid and 37 were received late.
- The final announcement of the Member Representatives resulting from the voting process was made on Monday, 7 May 2012.

All Members were able to monitor the elections process and progress of candidates personally through the On-line Members' Service.

Those entitled to attend a General Assembly are therefore as follows:

President	1
Board of Management	16
Former Presidents	2
Honorary Members	5
First One Hundred Members	100
Elected and eligible	1.974
TOTAL	2.098

Player autograph sessions

As in previous seasons, at all games played outside the Community of Madrid, player autograph sessions were organised and rival club members invited.

Members' Disciplinary Committee

In the 2011-2012 season, the Members' Disciplinary Committee continued to be the governing body of Member disciplinary issues, in accordance with the Club Bylaws, as follows: 15 Members were not penalised, 139 private reprimands were proposed and penalties ranging from one month to two years of suspension of membership rights were proposed for 171 Members. 10 Members forfeited their membership.

Member Details

Real Madrid membership is comprised of a total of 93,267 Members, of which 68,486 are adult Members, 19,731 children and 5,050 Members over the age of 65 or have been a Member for more than 50 years. Of all our Members, 75,964 are men and 17,303 women.

- 67,005 adult Members paid a fee of €143.
- 4,910 Child Members aged from 11 to 14 paid a fee of €49.
- 3,229 members over the age of 65 years of age, retired Members and Members for more than 25 years paid a reduced fee of €71.50.
- 3,297 Members for more than 50 years were exempt.
- 14,826 Child Members under the age of 11 were also exempt.
- Possibility of financing annual membership fees through Banesto, by paying in instalments of up to 6 months without interest.
- Preference in the purchase of tickets and discounts for Members without season tickets.
- Free Tours of the Santiago Bernabéu stadium and entry to Real Madrid City to watch Real Madrid Castilla and Academy games.

In Memory of Members that have passed away

Real Madrid C. F. wishes to give special mention to its Members and fans that have passed away during the season. According to tradition, a minute's silence will be kept for them at the opening of the Club's Ordinary General Assembly.

Real Madrid C. F. is grateful for all the messages of condolence received after the passing away of María Ángeles Sandoval *Pitina*, the wife of President Florentino Pérez.

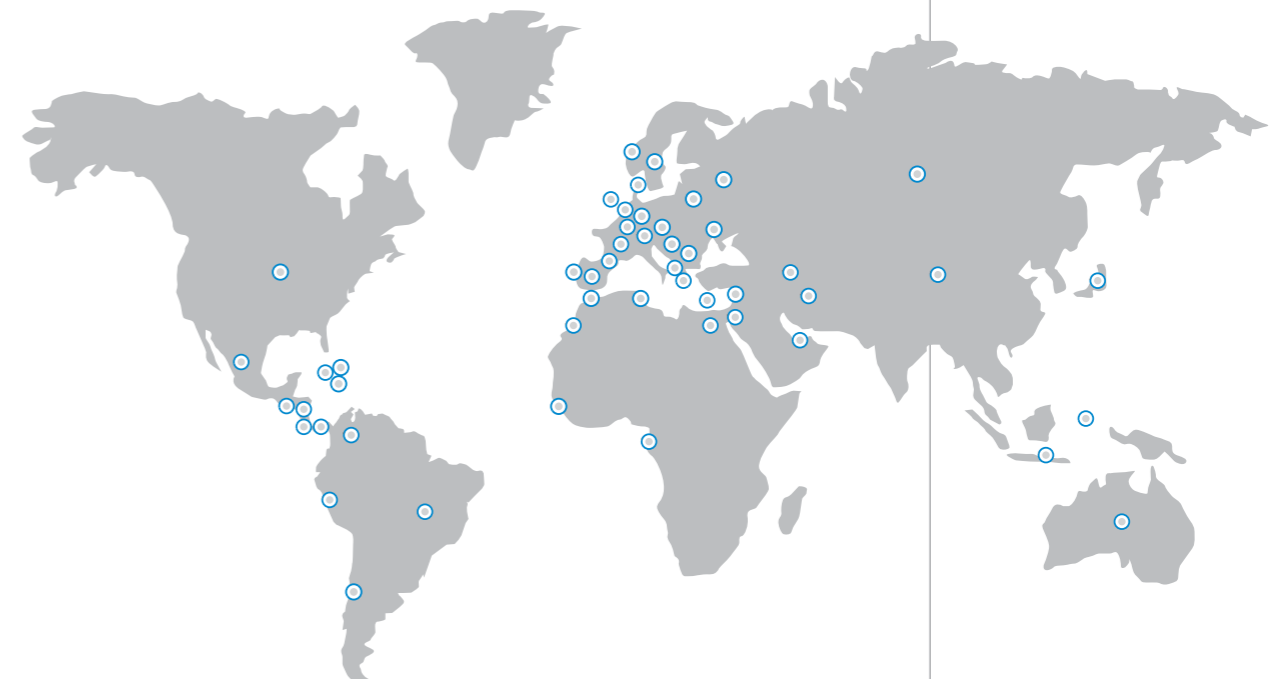
Fan Clubs in Spain

1. ANDALUCÍA	445	11. COMUNIDAD VALENCIANA	193
Almería	53	Alicante	80
Cádiz	43	Valencia	58
Córdoba	80	Castellón	55
Granada	81		
Huelva	41	12. EXTREMADURA	237
Jaén	69	Cáceres	92
Málaga	54	Badajoz	145
Sevilla	24		
		13. GALICIA	128
2. ARAGÓN	40	La Coruña	38
Zaragoza	17	Lugo	29
Huesca	12	Orense	26
Teruel	11	Pontevedra	35
3. ASTURIAS	49	14. LA RIOJA	30
4. BALEARES	43	15. MADRID	197
5. CANARIAS	30	16. MELILLA	2
6. CANTABRIA	26	17. MURCIA	75
7. CASTILLA LA MANCHA	274	18. NAVARRA	20
Albacete	54		
Ciudad Real	75	19. PAÍS VASCO	16
Cuenca	44	Álava	4
Guadalajara	30	Guipúzcoa	7
Toledo	71	Vizcaya	5
8. CASTILLA LEÓN	153	NACIONAL TOTAL	2082
Ávila	31		
Burgos	15		
León	26		
Palencia	9		
Salamanca	22		
Segovia	19		
Soria	3		
Valladolid	15		
Zamora	13		
9. CATALUÑA	123		
Barcelona	73		
Tarragona	17		
Lérida	14		
Gerona	19		
10. CEUTA	1		

Overseas Fan Clubs

OVERSEAS FAN CLUBS			
ALBANIA	1	KUWAIT	1
GERMANY	4	MOROCCO	7
ANDORRA	1	MEXICO	1
AUSTRALIA	1	NORWAY	1
AZERBAIJAN	1	PANAMA	1
BELGIUM	6	PERU	1
BELARUS	1	POLAND	1
BRAZIL	1	PORTUGAL	1
BULGARIA	1	PUERTO RICO	1
CHILE	1	DOMINICAN REPUBLIC	1
CHINA	4	RUSSIA	3
CYPRUS	1	SENEGAL	1
COSTA RICA	1	SYRIA	2
CUBA	1	SWEDEN	2
DENMARK	1	SWITZERLAND	12
EGYPT	1	TUNISIA	1
UNITED ARAB EMIRATES	3	THE UKRAINE	1
SLOVENIA	1	USA	4
THE PHILIPPINES	1	VENEZUELA	3
FRANCE	4		
GIBRALTAR	1		
GREECE	1	TOTAL OVERSEAS FAN CLUBS	96
GUATEMALA	2		
EQUATORIAL GUINEA	2		
THE NETHERLANDS	2		
HUNGARY	1		
INDONESIA	1		
ENGLAND	1		
IRAN	1		
JAPAN	2		
JORDAN	1		

- Meetings with Fan Clubs on all trips made by the Team in national competition: 580 Clubs.
- Lunches with rival team fan clubs:
Over 180 Real Madrid C. F. and rival team fan clubs have met at friendlies.
- Attendance in representation of the Club to events organised by Real Madrid Fan Clubs:
398 events, highlighting 18 Clubs celebrating their 25th Anniversary, one its 50th and one its 60th Anniversary.
- Fan Clubs being created:
121 Clubs.
- 2012 Meeting of Fan Clubs:
On 3 June 2012 Meeting of Fan Clubs was held at Valdebebas. Over 1,100 Fan Clubs were re-presented and more than 4,000 people present.



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Equity



Real Madrid C. F.

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Equity Agreement with the Madrid Town Council

Modification of the Santiago Bernabéu Stadium General Plan

International Tender for Architectural Design for the Re-modelling of the Santiago Bernabéu Stadium

Renovation of Stadium Infrastructure

Phase 3 of Real Madrid City

The Future of Real Madrid City

Collaboration with the Madrid 2020 Olympic Candidature

EQUITY



HISTORICAL TRANSFORMATION PROJECTS

This year's sporting achievements have coincided with extraordinary progress in the consolidation and upgrading of the Club's equity and the facilities enjoyed by all its Members. At the same as the ongoing improvement of the comfort and safety of facilities, the necessary work was successfully performed to achieve two historical challenges in the Club's history in coming years: to convert the Santiago Bernabéu stadium into an architectural icon in Madrid, contributing value not only to the Club, but also to the City itself and making it the most prestigious stadium in the world. Secondly, to continue promoting Real Madrid City as a reference for sports facilities, recreation and entertainment for the 250 million Real Madrid fans throughout the world.



Equity Agreement with the Madrid Town Council dated 29 July 2011

Under the Agreement, Real Madrid firstly acquires full ownership of the three metres of area bordering the Santiago Bernabéu stadium and the land currently housing the exit towers, which results in an increase in our biggest asset, in addition to significant savings in the cost of the royalties we are currently paying for the use of the land. Secondly, a buildable area of 8,654 m² has been received in the central area of Valdebebas, next to Sports City, strengthening the strategic objective we are pursuing for Real Madrid City in this new area of development in Madrid, just ten minutes from the centre of the City. The Club has also obtained four plots measuring 7,966 m² in the "Mercedes Arteaga-Jacinto Verdaguer" area, which will enable the legally required assignments for public networks resulting from the Santiago Bernabéu General Plan and thus contribute to

increasing public property and parklands in the Carabanchel area.

Modification of the Santiago Bernabéu General Plan

In order to implement the second resolution passed at the Extraordinary General Assembly held on 25 September 2011, the 1997 Madrid Town Planning Development Plan has been amended with the aim of achieving an historical remodelling of the Santiago Bernabéu stadium and make it a modern icon of Madrid and a reference for sports facilities throughout the world:

- All seats in the stadium are to be covered in order to improve spectator comfort.
- Renovations will also result in an increase in seating capacity.
- The stadium is to be re-covered to fully integrate it into its urban surroundings, with environmental sustainability systems.

- The façade facing the Paseo de la Castellana is to again house institutional areas (changing rooms, press area, VIP Box, etc...) and the associated and commercial use currently made of the "Esquina" shopping centre is to be changed, moving it to the extended area of the stadium in the Castellana area.
- The current "Esquina" Shopping Centre is to be replaced by a pedestrian square, to merge urban zones and improve mobility in the area.

The Madrid Town Council initially passed the modification on 23 November 2011 and after studying the relevant sectorial reports and providing information to the general public, the Madrid Town Council Assembly provisionally passed the project on 25 July 2012. Final approval is only pending a decision by the Regional Board of Government.



International Tender for Architectural Design for the Re-modelling of the Santiago Bernabéu Stadium

At the same time as the required urban planning amendments, the Club has called for tenders for the architectural design of the re-modelling of the Santiago Bernabéu stadium. Real Madrid has called upon the most prestigious firms of architects in the world that specialise in sports and urban facilities to provide innovating and unique proposals.

The firms are:

drid and specialises in the managing of corporate technological projects, such as Telefonica's District C or the Head Offices of Endesa.

- **Populous / Lamela.**
One of the leading architecture firms - having won the American Institute of Architects National Honor Award three times - specialising in sporting facilities, such as Aviva in Dublin, the O2 World Arena in Berlin, Hong Kong Stadium and numerous other facilities for the London Olympic Games. Lamela, in addition to being con-

Renovation of Stadium Infrastructure

In line with its exciting development projects in the future, the Club successfully completed the renovation of the first level stand before the first match in 2011-2012, with the adding of 860 new seats at the front, thus increasing the stadium's capacity in response to the constant demand for tickets.

REAL MADRID HAS CALLED FOR TENDERS FROM THE MOST PRESTIGIOUS FIRMS OF ARCHITECTS IN THE WORLD

- **Herzog & de Meuron / Rafael Moneo.**
The Pritzker Prize - the equivalent of the Nobel Prize for architecture, an unbeatable achievement. Herzog & de Meuron is one of the most important architecture firms in the world, with an outstanding reputation, which has recently become highly specialised in sports architecture, with references such as the Allianz Arena in Munich and the National stadium in Beijing. Rafael Moneo, apart from winning the most recent Prince of Asturias Award, is a Spanish architect that is highly acclaimed internationally for his work in urban projects and in our City: extension of the El Prado Museum and Atocha AVE Station.
- **Norman Foster / Rafael de la Hoz.**
Norman Foster, also a Pritzker and Prince of Asturias Prize winner, is world-renowned for architectural design and famous for his ability to integrate environments and the use of symbologies in the formalising of ideas, such as the new Wembley Stadium. The Rafael de la Hoz Firm is one of the most active firms in Ma-

red one of the leading Spanish firms, also has a great deal of knowledge of our stadium, having taken part in the last two renovations, and of our Club, after having designed Real Madrid City in Valdebebas.

- **GMP Architekten / L35 / Ribas.**
GMP is an international team specialising in football stadiums, having designed the stadiums for the recent European Cup in the Ukraine and Poland - Olympic Stadium in Kiev, Baku Cristal Hall, and Sportpark in Taschkent... - and for the World Cup in South Africa - Port Elisabeth, Cape Town... -. L35 and Ribas are Spanish firms that will provide experience in large and complex projects.

The deadline for submitting bids expires on 14 September 2012 and the successful bidder will be entrusted with the project of re-modelling the Santiago Bernabéu Stadium.



Current stage of the First Team residence.



Info graph of the Academy residence.

Phase 3 of Real Madrid City

The ambitious challenge of re-modelling the Stadium is supplemented by the commencement of work on Phase 3 of Real Madrid City.

Throughout last season, work was carried out on defining the building projects of two residential centres, one for the first team and the other for the Academy. Both projects were designed and prepared by the Lamela Team of Architects, in conjunction with other engineering consulting firms specialising in this type of development.

- The construction of the First team residence began this year in the month of June and is due to finish in the first quarter of 2013. It will have 60 rooms for the players and coaching staff and has been designed for use during training sessions, pre-match team camps and even for extended stays. The new facilities are believed to be necessary to continue improving the First Teams competitive edge. With a surface area of 7,284 m², in addition to the individual rooms with balconies, the facilities will be equipped with a reception area, living rooms, a dining area, audiovisual room, library, etc.
- The construction of the Academy residence has already commenced and is foreseen to be finished in the summer of 2013, coinciding with the beginning of the 2013-2014 season. The residence occupies 9,258 m², with 56 double rooms, study areas, living rooms, games rooms and a dining room, etc. It will be a home away from home for players from other provinces and a permanent training camp for youth divisions.

These two important projects at Real Madrid City have been accompanied by others this season, including:

- Upgrading of football training pitches.
 - New network of recycled water and water tanks. The work is the result of the Club's environmental commitment and recycled water is to be used to water all training pitches and garden areas.
 - Heating of pitches 1 and 2. After detecting changes in the First team's training pitch soil behaviour (hardening and freezing) during the winter, the problem was solved by planting radiant heat soil to ensure temperatures that prevent such

hardening and freezing and achieve an ongoing solution without the risk of injury during training sessions.

- Extension of the Alfredo Di Stéfano stadium. The provisional solution of the stands was programmed and built to be able to accommodate the reasonable increase in demand for capacity, as a result of the success of Real Madrid Castilla and its qualifying for the promotion playoffs.
- New urban infrastructure for Real Madrid City. Coinciding with the Valdebebas urban development projects, Real Madrid is currently carrying out the necessary infrastructure, such as new road access to the Valdebebas area, new gas connections, construction of a new sectioning control centre, as well as other services and connections.

The Real Madrid City of the Future

At the same time as the work and projects undertaken, the Club has begun work on the Real Madrid City of the future, with a strategic objective to create a unique theme park which, apart from being a destination for Real Madrid fans from all over the world to be able to experience Madrid in a special way, will also generate business opportunities to develop the Club, in addition to those resulting from the re-modelling of the Santiago Bernabéu stadium.

With the approval of the 3rd Amendment of the Valdebebas Partial Plan on 27 April 2011 and the recent approval of the Special Plan for Improved Use of Sports Facilities, passed on 27 June 2012, the urban consolidation of our land has been achieved, from both a construction as well as use perspective.

At the same time, work is being carried out on the conceptual design of the future Real Madrid Theme Park, which will provide an exceptional environment, only ten minutes from the centre of the City, with unique experiences and attractions.

Collaboration with the Madrid 2020

Real Madrid C. F. continues to fully support Madrid's vocation to be an Olympic city and, at the request of Madrid 2020, the dossier provided to the International Olympic Committee included the following Olympic sports that could be played at our installations:

- Football at the Santiago Bernabéu stadium.

- Rugby at the Alfredo Di Stéfano stadium.
- Hockey at Real Madrid City.

All these facilities are located within the Olympic ring and their subsequent use is guaranteed, thus significantly contributing to the IOC standards.



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Revenue



Real Madrid C. F.

Annual Report · 2011 / 2012

Seating Management and VIP Area

Sponsorship and Advertising

Facilities Management

Real Madrid Resort Island

Marketing

News and Media

SEATING MANAGEMENT AND VIP AREA



TWO MILLION, MAKING HISTORY

In the 2011-2012 season, attendance to the Santiago Bernabéu stadium increased to two million spectators in all competitions, a figure that has never been reached in one season in the history of the Club. It represents an increase of 11% with respect to last season.

Number of tickets sold

This season, over 560,000 tickets were sold through all channels (ticket offices, the Internet, exceeding the half million sold the year before. Fans can currently buy tickets on our official web site Realmadrid.com or at central ticket offices at the Stadium, which open from 10:00 a.m. Monday to Sunday.

Assigning of Seats

The assigning of seats service also showed an increase of 3% with respect to the 2010-2011 season, rising from 115,000 seats to 119,000, with 77% of seats sold, meaning substantial discounts for Members on season tickets.

Basketball

The number of spectators at the Sports Palace increased to 267,000. Ticket sales at the new venue were almost 54,000, through ticket offices and on-line services.



VIP AREA

The VIP Area currently has 4,837 seats throughout the Santiago Bernabéu Stadium and 500 at the Sports Palace.

Boxes

The number of boxes increased to 245, totalling 3,059 seats.

Armchairs

The number of armchairs rose to 1,778, located in different areas inside and outside the Stadium, including the four restaurants: Puerta 57, Real Café, Asador de la Esquina and Zen Market.

Clients

The VIP Areas cater for over 400 clients from all kinds of companies, ranging from small and medium sized enterprises to multinationals and Ibx 35 companies, in all kinds of industries.

Ticket Sales

Last season, 14,700 VIP Area tickets were sold. Special mention should be made of the fact that the sale of VIP Area tickets is becoming more and more popular and represents 12% of the Area's total revenue.

During the season, certain areas were optimised, resulting in new boxes and the re-modelling of many of the existing ones. The VIP Area is also focusing on the modernisation of all our areas.

In addition, the VIP Area is still being managed using the system implemented in past seasons, based on a price per seat and area policy. The CRM information system tool, which is still being developed, has resulted in a significant improvement in the management, organisation and control of the department.

SPONSORSHIP AND ADVERTISING



A UNIVERSAL BRAND

As a globally renowned and acknowledged entity, Real Madrid C. F. benefits from sponsorship by leading multinationals in their respective areas of business, who share the same values as our Club. The trust that our partners have placed in our brand and commercial management has enabled us to close the year with almost a 30% increase, putting Real Madrid again in top position in the worldwide ranking of club revenue.

International Sponsorship

Real Madrid's ongoing efforts in the Search and achievement of common targets with our sponsors has resulted in internationally renowned brands such as Bwin, Adidas, Audi and Telefónica reinstating their trust in the Real Madrid platform as a means of expanding and consolidating their image internationally, through a range of different marketing communications campaigns.

The Mahou-San Miguel Group, the leading beer producer in Spain has once again chosen Real Madrid as its perfect Partner to increase its national leadership and continue its international strategy, as its priority focus for group development.

A decade of consolidated and satisfactory relations between our institutions is reflected in the ongoing design of unique and exclusive experiences for Real Madrid fans, with highly successful campaigns such as "We are Authentic Stars", in which over 800 Real Madrid Fans were able to have their dream come true by playing on Santiago Bernabéu pitch.

In expanding the presence of the Group overseas, joint campaigns and promotions are undertaken, in which the brand and Real Madrid players are strategically adapted *ad hoc* to the destination country, with the aim of maximising the emotive links that facilitate and optimise advertising efforts.



Emirates and BBVA, new worldwide sponsors of Real Madrid

For the current season, Real Madrid has reached a key sponsoring agreement in the airlines industry with Emirates for the next three seasons.

Emirates is one of the leading airlines in the world, operating in over 66 countries, with more than 1,100 flights per week from Dubai and moving over 31.4 million passengers per year.

The agreement will help Real Madrid to come closer to all its fans throughout the world, especially in the 66 countries in which our new partner operates.

Similarly, BBVA and Real Madrid have entered into a strategic agreement to make the bank a global sponsor of the Club. BBVA, whose medium and long-term objectives are to support Spa-

nish sport with greater repercussion and impact in both national and international communications, has added the most acclaimed club in the world, as a reference in its support of football.

The regional agreements signed by the club with international sponsors this year include the Thai Group Thaibev, a leader in the South East Asian food industry. Thaibev is to sponsor Real Madrid in Thailand during the next two Years, allowing the use and exploitation of Real Madrid image rights and promotion in the Asian country.

Companies involved in the same form of sponsorship include Empresas Polar, a leading company in the food and mass consumption markets in Venezuela; Dua Kelinci, a household name in the snacks industry in Indonesia; and

STC, the leading Telephone operator in Saudi Arabia and the Middle East. All have consolidated their position as strategic partners to continue developing the Real Madrid brand throughout the world.



casillas is all in

National Sponsorship

National sponsors trust Real Madrid as their strategic local partner in the development of exclusive activities and promotional projects adapted to the specific needs of their industries, in order to set them aside from their competitors.

Activating of the acquired promotional rights and public relations, together with the continued expansion of our communications support systems, consolidate our Club as an excellent and flexible platform through which our sponsors are able to build integrated marketing campaigns that have a substantial impact on the market and are well received by consumers.

Real Madrid's visibility and media impact were key factors in our sponsor

Solán de Cabras identifying a premium platform to expose its brand, having become one of the leaders in the national market.

Leadership, passion and quality are the values that Coca-Cola shares with Real Madrid and are portrayed in all the inspiring communications and promotions the multinational develops for Real Madrid supporters.

Real Madrid's alliance with Sanitas, the private medical and health insurance company with the largest number of members in Spain, gives the Club direct access to the Company's best medical specialists and advanced technological equipment throughout the world, placing both organisations at the forefront of sports medicine. As part of the promotions and special projects covered by the agreement, fans are this year again able to choose the "Healthiest Real Madrid Player", in line with Sanita's commitment to healthy sport.

The Leche Pascual Group, official sponsor of Real Madrid's junior divisions, launched its campaign "Pascual alimenta tu sueño" on-line, as a communications vehicle and link between the Academy and all its supporters, bringing them all the great moments experienced this year, such as Castilla's promotion.

Large multinationals, leaders in their respective fields, have once again this year placed their trust in Real Madrid's advertising support. Samsung, Iberdrola and Electronic Arts continue to enhance their reputations as globally recognised brands, with our most representative: the advertising around the Santiago Bernabéu stadium. The international presence of our First Team games, with

media exposure in 180 countries and the qualitative management model we make of the support itself has resulted in the advertising support around the stadium being at maximum levels.

Player Publicity

Some years ago, as part of our corporate market strategy, a new type of sponsorship began, known as *endorsement*. Endorsement means the associating of the company's brand image with a player and the values he represents, to strengthen the emotive links with consumers. The Real Madrid First Team players have become first choice in the integrated development of joint strategic endorsement programs.

Adidas made the star signing of the year by adding Iker Casillas to its large family of sports players. After 10 successful years with Reebok, Adidas made a sure bet in the world of football with the Real Madrid captain. Iker Casillas was chosen by Adidas as its new symbol, for his personality, humility, values, effort and trust in achieving his goals.

In his first worldwide campaign, Iker shared the brand with legendary names in the world of sport, such as Jesse Owens, Dick Fosbury, Gerd Müller, Franz Beckenbauer, Ilie Nastasse, Rod Laver, Steffi Graf, Nadia Comaneci or, more recently, Haile Gebrselassie, Derrick Rose and Zinedine Zidane.

"Adidas is all in. Casillas is all in!". In addition, the German multinational renewed its trust in two other First Team players, Ángel di María and Karim Benzema, by extending the contracts that unite them with the company and its global image.

The Mahou-San Miguel Group continues with its emotive messages used last year with Iker and friends. On this occasion, the Captain joins other players and their brothers and sisters in a commercial in which the values of football go much further than just on the pitch. Mahou has been able to portray the fans' emotions and the fact that they want to be with their friends after a match, which also forms part of the essence of what many call the king of sports.

BBVA is today a global provider of financial services offering the full range of products and services to its clients - both individuals and companies. It has a sound leadership position in the Spanish market and a strong international presence, therefore placing its trust in Iker

Casillas as its corporate image, due to the media impact and recognition in the main countries in which it operates.

Philips, the global leader in health care, consumer goods and lifestyle, this year showed the personal side of Iker Casillas, in a campaign that united him with his brother Unai in an extraordinarily successful spot relating to Father's Day.

Hyundai, the Korean manufacturer associated with the world of football through the European and World Cups, has taken another step forward by creating Team Hyundai. Each one of the members of Team Hyundai has reached the top, thanks to their determination and continued improvement, values that are in line with those pursued by Hyundai in the motor vehicle market in Europe. Of the five players chosen, two belong to our Club: Iker Casillas and Karim Benzema; who constantly remind fans of the enthusiasm, action and passion that inspires football.

Gillette, leader in the personal body care market and accustomed to working with sports stars, produced a special ad with Álvaro Arbeloa, who saw himself involved in the crusade by the Foundation against the Man with the Sandpaper Face (FMSF) and three-day growth.

Aguinaga, with over 30 years' experience in the food sector and multiple awards won in recent years, brought us Xabi Alonso at Christmas time 70 Real Madrid C. F. Annual Report · 2011 / 2012 to promote one of its leading products, baby eels.

Xabi Alonso was also the image for the new Hugo Boss fragrances marketed under the logo *Success beyond the game*. The Real Madrid player represents the Boss male fragrances in Spain and therefore forms part of the global campaign, together with another five players, chosen for their personal balance of success, elegance and trust.

After the success achieved by Electronic Arts last year with its FIFA 11 product, strongly assisted by four Real Madrid players, the firm has this year continued with endorsement, involving Benzema and Xabi Alonso to represent the FIFA 12 licence in its respective countries.

Direct TV also joins the list of companies that have this year chosen Gonzalo Higuaín to internationally endorse their brands.

Yet another season, the coach of the First Team has been chosen to represent



leading company brands. Henderson and Sinpas join Adidas, Saudi Telecom Company, Banco Milenium, Delacour and Braun as the group of brands that have trusted in José Mourinho as the principal asset in their global campaigns.

Friendlies

The importance of friendly matches in the preparation of our First Team is still essential and the choice of destinations and rivals in accordance with sporting commitments has therefore enabled us to take the team to a total of eight friendly matches during the pre-season.

North America, Europe and Asia were the continents chosen for the Real Madrid pre-season and once again our fans continued to unconditionally support the team from the very beginning. In addition to sporting commitments, the team took part in an agenda of different promotional and commercial activities that contributed to the international development of the Real Madrid brand.

The 2011/2012 pre-season began with the team camp stage in Los Angeles (United States) from the 12th to 24th July, with the fantastic UCLA installations at our disposal. During the stay, the Whites played three preparation games. The first game took place on 16 July in Los Angeles against L. A. Galaxy, the second against Chivas de Guadalajara in San Diego and the third encounter took us to Philadelphia, where Real Madrid played Philadelphia Union FC.

The team then returned to Spain to continue with its preparation at Real Madrid City, although with four more commitments on the agenda. On 27 July, we travelled to Berlin (Germany) for a game against Hertha Berlin at the spectacular new Olympic stadium.

On 30 July, the team travelled to British soil, where it played a match against Leicester City Football Club in the city of Leicester and straight after the match, left for China to finish its pre-season with two friendlies, the first in the city of Guangzhou against FC Guangzhou Evergrande and the second in Tianjin with Tianjin Teda FC.

On 15 May, to close a brilliant pre-season after winning the League, Real Madrid visited Kuwait for the first time, amidst the enormous expectation of the thousands of fans at the Kaifan Stadium to witness the game against the national team.

Pre-season Games in the USA, Europe and Asia

DATE	MATCH	VENUE
16/07/2011	Los Angeles Galaxy - Real Madrid	L. A. Memorial Coliseum (Los Angeles)
20/07/2011	Club Deportivo Guadalajara Chivas - Real Madrid	Qualcomm Stadium (San Diego)
23/07/2011	Philadelphia Union - Real Madrid	Lincoln Financial Field (Philadelphia)
27/07/2011	Hertha de Berlín - Real Madrid	Olympia Stadium (Berlín)
30/07/2011	Leicester City FC - Real Madrid	King Power Stadium (Leicester)
03/08/2011	Guangzhou Evergrande FC - Real Madrid	Guangzhou (China)
06/08/2011	Tianjin Teda - Real Madrid	Tianjing (China)
24/08/2011	Trofeo Santiago Bernabéu: Real Madrid - Galatasaray	Santiago Bernabéu

FACILITIES MANAGEMENT



MERCHANDISING AND DISTRIBUTION

During the 2011/2012 season, Real Madrid extended its alliance with the Adidas company until 2019/2020. The renewal establishes the foundations for an unprecedented collaboration between the two entities in world football. Our links have been extended to more than two decades of uninterrupted cooperation with the German Group, which will enable us to strengthen our international leadership, increase the presence of the Real Madrid brand throughout the world and maximise the Club's revenue both now and in the future.



Thanks to the excellent results achieved by the team, the presence of outstanding national and international players and the attractive design of the Adidas-Real Madrid sportswear collection, this year the sales of the collection were outstanding. What is interesting is the fact that overseas sales easily exceed national figures; in a ratio of 60% to 40%.

Our products are currently sold in over 90 countries throughout the world, thus giving an idea of the importance of the Real Madrid brand internationally. The most important markets have been Spain, Portugal, the United Kingdom, France, China, USA, Japan and Latin America.

In line with this international business expansion, a range of European markets have seen the commercial launching of the product 'Hala Madrid', thus increasing the distribution network of our products and the ability of our fans to acquire them. This represents a key step towards the battle against counterfeit products and a promotional vehicle for mass consumption companies.

The Bernabéu Store was opened in December 2006. During the last six years,

the Store has experienced a staggering increase in sales, becoming a worldwide reference. This has been possible thanks to the unique location of the Store, at the Santiago Bernabéu stadium.

Almost two million people visit the Store every year, as a result of three important factors: it is included at the end of the Santiago Bernabéu Stadium Tour, match days and the area of influence.

The Store has a wide range of products covering many different sports (tennis, football, swimming, basketball, athletics, etc.), as well as a full collection of official Real Madrid brands (playing attire, training equipment, leisure wear, accessories, toys, watches, electronic goods, etc.).

For all these reasons, it is a management model of success for the future international expansion of the business.

Real Madrid has another official store located in the surroundings of the Puerta del Sol (calle del Carmen) which also sells a wide range of official Real Madrid brand products. The Store receives more than 400,000 visits a year, the majority of which are from tourists. Given

its special location and the large crowds in the area, its turnover is substantial, acting as the perfect supplement to the Store at the Stadium.

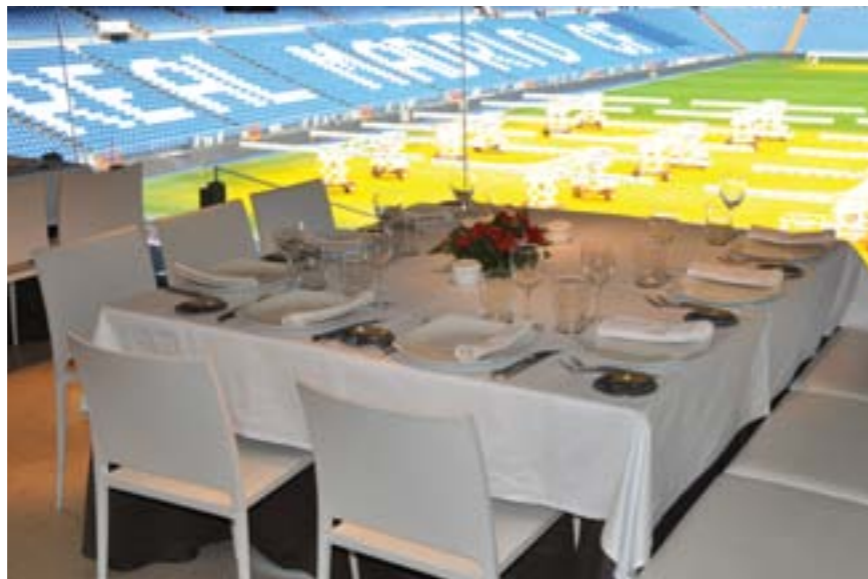
Santiago Bernabéu Stadium Tour

The Bernabéu Tour takes us on a long and detailed visit to the Santiago Bernabéu Stadium facilities, with all its history, tradition and Real Madrid values.

Starting with a panoramic view of the Stadium from the fourth level stand, we continue to the Trophy Room, Museum, playing pitch, changing room tunnel, press room, to finish at the Bernabéu Store.

Given its attractive and unique location, during the 2011/2012 season, 850,000 visitors took the Tour. 48% of them were from Spain, with a special mention going to Mexico, USA, Brazil, Portugal, France, the United Kingdom, China and Japan. These figures give us an idea of the international importance of the Tour and prove that it is a tourist attraction in the City of Madrid.

As part of the growth and internationalisation strategy relating to the Bernabéu Tour, plans are going forward



to increase the number of commercial agreements with hotel chains, travel agencies and national and international tour operators to extend package tours to include the main leisure centres of the City (Fun Fair, Warner Park, Madrid Zoo, Faunia, Imax Cinemas), as well as web sites for ticket sales through the internet. We have also joined the tourist circuits in the City of Madrid and are present in the main Tourist Offices.

Special mention should be made of the school initiatives for groups of school children. This season, we have contacted 18,000 Spanish schools by mail, resulting in over 30,000 visits.

The products and services included in the Tour have been extremely successful. The digital photograph has now been consolidated after several years, constituting an exceptional source of income, with more than 200,000 photos taken with players from the First Football Team and the major trophies in the Museum.

In its commitment to constantly renew and improve, the Bernabéu Tour has undertaken to update its content to make it more and more attractive for visitors.

In this respect, at the beginning of June 2012, work began to partly renovate the exhibition section of the Bernabéu Tour, with the aim of incorporating the latest technology, display the values of Real Madrid, include the most advanced interactive elements in the world and be able to provide all the figures (goals, players, titles, etc.) on the history of Real Madrid.

All this will help us to take an important qualitative step forward, increase the number of visitors and gain more revenue from this type of business.

The Bernabéu Tour will therefore become a state of the art business initiative, equipped with the latest technology and a worldwide leader in its field.

Events

Linked to our strategy to diversify into different lines of business and generate revenue for the Club, commercial events have been consolidated as an ongoing commercial activity at the Real Madrid facilities. This area of business involves making use of the Santiago Bernabéu Stadium, as well as Real Madrid City, when not used for sporting events.

In the 2010-2011 season, almost 200 commercial events of different formats were held at the installations.

This was made possible by the enormous commercial deployment that took place, with more than 1,300 estimates given.

Together with agencies specialising in the sector (over 100), we are still working with end clients, including leading national and international companies from a wide range of sectors: automotive, telecommunications, pharmaceutical, food, banking and tourism industries.

With the aim of making the activity more international, we have established the ongoing target of being present at the principal international trade fairs in the tourism industry:

- IMEX
- IBTM

We continue to increase the product range, adapting it to financial needs and sector trends. In addition to standard products like gala dinners, company competitions, product presentations, conventions and training activities, we have added meetings packages with different associated activities offered as small format events.

With the aim of maximising income and the seasonal use of the facilities, the Santiago Bernabéu stadium is also fastly becoming the chosen venue for large format events.

On Sunday 17 June 2012, Bruce Springsteen & The E Street Band gave the longest concert in their 40 year professional career, as part of the European Tour, which provided 3 hours and 48 minutes of uninterrupted music. They played 32 songs for the almost 60,000 fans at the Santiago Bernabéu Stadium.

This line of business, apart from generating substantial revenue from non-football related events, positions our stadium as an internationally renowned venue.

Restaurants

Included in the strategy of entering medium and long term agreements for managing the facilities, the Santiago Bernabéu Stadium currently houses four well-known restaurants on the Madrid culinary scene.

We refer to *Puerta 57*, located in calle Padre Damián; *RealCafé Bernabéu* and *El Asador de la Esquina*, located in calle Concha Espina; and the Asian restaurant *Zen Market*, on the corner of Concha Espina and the Paseo de la Castellana.

This line of business, all the premises included, occupies an area of around 4,000 square metres of the Stadium. It is the result of the diversification of business and complements different corporate and specific events designed to take advantage of the Stadium's capacity.

The Club has assigned the management and operating of the bars at in the Stadium and at Real Madrid City.

Real Madrid Resort Island



A PIONEER PROJECT IN THE
WORLD OF ENTERTAINMENT
THAT UNIQUELY COMBINES
TOURISM AND FOOTBALL

Located on the artificial island of Al Marjan in the United Arab Emirates, Real Madrid Resort Island has been designed as a tourist resort focusing on sport and Real Madrid. Real Madrid Resort Island is a pioneer project under the concept of *Sportainment* and plans to open to the public in 2015 and become the leading sports tourism destination in Asia.

With the support of the Ras Al Kahimah Government and His Highness Sheik Saud Bin Saqr Al Qassimi, the complex intends to open its doors in 2015.

Real Madrid Resort Island is to be built on the artificial island called Al Marjan, in the Arab Emirate of Ras Al Khaima, a strategic setting only 45 minutes from the Dubai Airport, the fourth busiest in the world. Less than a four-hour flight

for almost 2,000,000,000 people, the resort complex has been designed to attract families, the sporting community, Real Madrid supporters and, in general, anyone wanting to enjoy an unequalled sporting and entertainment experience.

With an investment of \$1 billion, Real Madrid Resort Island has been conceived under the Real Madrid trademark and will house a theme park, Real Madrid Museum, numerous sports facilities, a Marina, luxury hotels and the first football stadium in the world that opens on to the sea.

Real Madrid Resort Island is a pioneer and exceptional project that lives up to the most successful club in the world, having led the ranking of all sports club earnings for the last seven years.

The project will give rise to the first theme park on an artificial island and

combine tourism and sport, as the first tourism and recreational development under the Real Madrid trademark.

With its project, Real Madrid has taken a decisive step forward in its international development and trademark assets, its history and the ability to bring the Real Madrid experience to the Middle East and Asia, a region of maximum interest, due to its vitality, financial potential and interest in football and in Real Madrid.

Some of the services to be provided by Real Madrid Resort Island are:

Theme Park: occupying a surface area of 12 ha, the theme park will take advantage of the extraordinary panoramic location and include: a roller coaster containing sections over the sea, submarine circuit, recreating of football with holograms, robot area, etc.

Stadium: the first football stadium ever with one of its sites opening onto the sea and a capacity for 10,000 people. The stadium has been designed to house different events, ranging from football matches to cultural events and concerts.

Real Madrid Museum: one of the main features of the complex, which will offer visitors an unprecedented vision of the club's heritage and its trophies, by means of an entertaining and interactive experience using the latest technology.

Sports installations: numerous facilities including football training pitches, swimming pools, a gymnasium and sports clinics. Real Madrid Resort Island will also have a Marina for boats and a Marine Club.

Hotels

There will be two hotels:

- A five-star luxury hotel with 450 rooms and views of the sea or the

stadium. The Hotel will have VIP rooms looking onto the stadium.

- Resort beach: with 60 bungalows and exclusive access to a private beach.
- Residential area: with 400 apartments and 48 villas, with a garden, swimming pool and private beach.



MARKETING AREA



Licenses

As the owner of Its Trademark, Real Madrid carries out licensing activities through the Consumer Product and Promotion department, whose purpose is to create a portfolio of products capable of attracting the club's numerous fans.

The Department has a portfolio of more than 130 licensees throughout the world, which is still being developed. Growth has been particularly relevant overseas, highlighting special activity in areas such as the Middle East, Latin America, China, Japan, Turkey, Scandinavia and Eastern Europe.

Product categories are highlighted by the success of a new line of technological products, such as MP3 headphones and the USB bracelet, a complete range of children bedroom furniture and highly innovative products, such as ceramic tiles for home

decoration or gold and silver ingots engraved with the club shield.

During the 2011-2012 season, a new platform of licenses associated with the Santiago Bernabéu Stadium was developed and very favourable results are expected, given the international recognition of our stadium, which is considered by the entire world as one of the great icons of international football. Children are able to play with all the details of the stadium using their 3-D jigsaw puzzle and fans of all ages can take home a small piece of the Bernabéu grass pitch, on which some of the most memorable moments of the season took place.



Continuing with the adapting of the program to new technologies, special mention should be made of the birthday congratulations received this year by Real Madrid members and fans. On this occasion, as a novelty with respect to other years, supporters received an e-mail at the electronic mail address they had provided the club, in which Captain Iker Casillas "personally" congratulated them by telephone.

Along the same lines, for fans that still do not know the advantages of belonging to the Loyalty Program, an original commercial was made and located on the Madrid Supporter microsite, in which Emilio Butragueño explains the product in Spanish and English to fans all over the world, in both national and international versions of the website.

The club's target is still to bring together, meet and put in contact Real Madrid fans from all over the world. It currently and regularly contacts more than 1 million supporters throughout the world, by means of its Loyalty Program, by sending newsletters containing the most important football and basketball news on the club, as well as its new products and products and services.

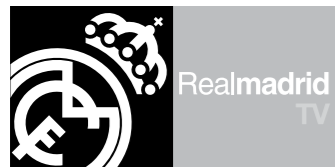
Over 17 million newsletters were sent to fans during the season.

Real Madrid Fans

The Real Madrid Loyalty Program, designed to manage many of the benefits and promotions for members and fans, celebrated its 10th anniversary last year, by adding more than 35,000 new Real Madrid supporters to the Club's group, reaching the figure of 181,000 Real Madrid supporter cards at the end of the season.

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NEW MEDIA



A UNIVERSAL CHANNEL

A pioneer in broadcasting 24 hours a day, 7 days a week, over 85 countries still enjoy our television channel. With its two versions, in Spanish and English, RMTV reaches the homes of more than 20 million Real Madrid fans, bringing them all the news, a variety of the best content and inside information on the club, its essence and values. RMTV has also become the perfect support to provide the best possible exposure of the club's other activities.



Mobile Marketing

For yet another year, Real Madrid continues to be at the forefront of the Mobile Marketing sector. During the last season, the channel maintained its growth and development, enabling all Real Madrid fans access to the club's most exclusive content in real time.

MyMadrid, the club's official mobile application, took another step forward in its strategy to consolidate, with the launching in February 2012 of its version for iPad and tablets. The application is internationally available and has already broken an important record, by reaching 1,500,000 downloads since it was launched, which makes it the leading application in the world of football.

It is the first sports application to have a direct connection to the club's official channel: Real Madrid Television. It also has an innovative section on e-commerce.

MyMadrid has been designed as the first football club mobile platform that allows users to buy t-shirts, training kits and tickets, or to become official Real Madrid supporters directly on their smartphones. This enables the club to directly offer its fans all its official services on any screen throughout the entire planet.

With the launching of the Grada Blanca application in September 2011, Real Madrid has made the magazine digital, meaning that any supporter can enjoy the publication using a mobile phone.

For Real Madrid, its aim is always to be at the forefront of new technology and maintain its leading position in the New

Media market. We are therefore extremely interested in the developments of multi-platform applications and products (smartphones, tablets, smart tv, social networks, websites...). Evidence of this is the social game Real Madrid Fantasy Manager 12, which is again a worldwide reference in manager games in the entertainment industry, being one of the most downloaded games on the world scene. Not only available on Facebook, but also iPhone and Android (shortly on iPad), it has been a huge success, with over two million downloads and an average of more than 40,000 users every day.

Together with Fantasy Manager, Real Madrid has offered its fans two new games, Talking Players and StarsCup.

Special initiatives include the integration of mobile phones as a communications tool between the different club groups, using 3G technology to send Christmas messages or news on special events to national fans.

Real Madrid will continue next season to develop the mobile channel to transmit information and content, strengthening its international presence and launching official products.

Realmadrid.com and Internationalisation

If 2011 was the year of the Arab (www.realmadrid-arabia.com) and Japanes (www.realmadrid.jp) versions of the club's web site, in 2012 there has been an extension of different language versions, with the launching of the new local version in Indonesian (<http://www.realmadrid.co.id>). The agreement signed with the Mahaka Media Group has again enabled the club to obtain a valuable profit from communications and publicity, as well as in business, from the large number of hits received, mainly in Indonesia, on the new web site in the Indonesian language.



Communications, Media and Content



Real Madrid C. F.

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The Press

Realmadrid.com

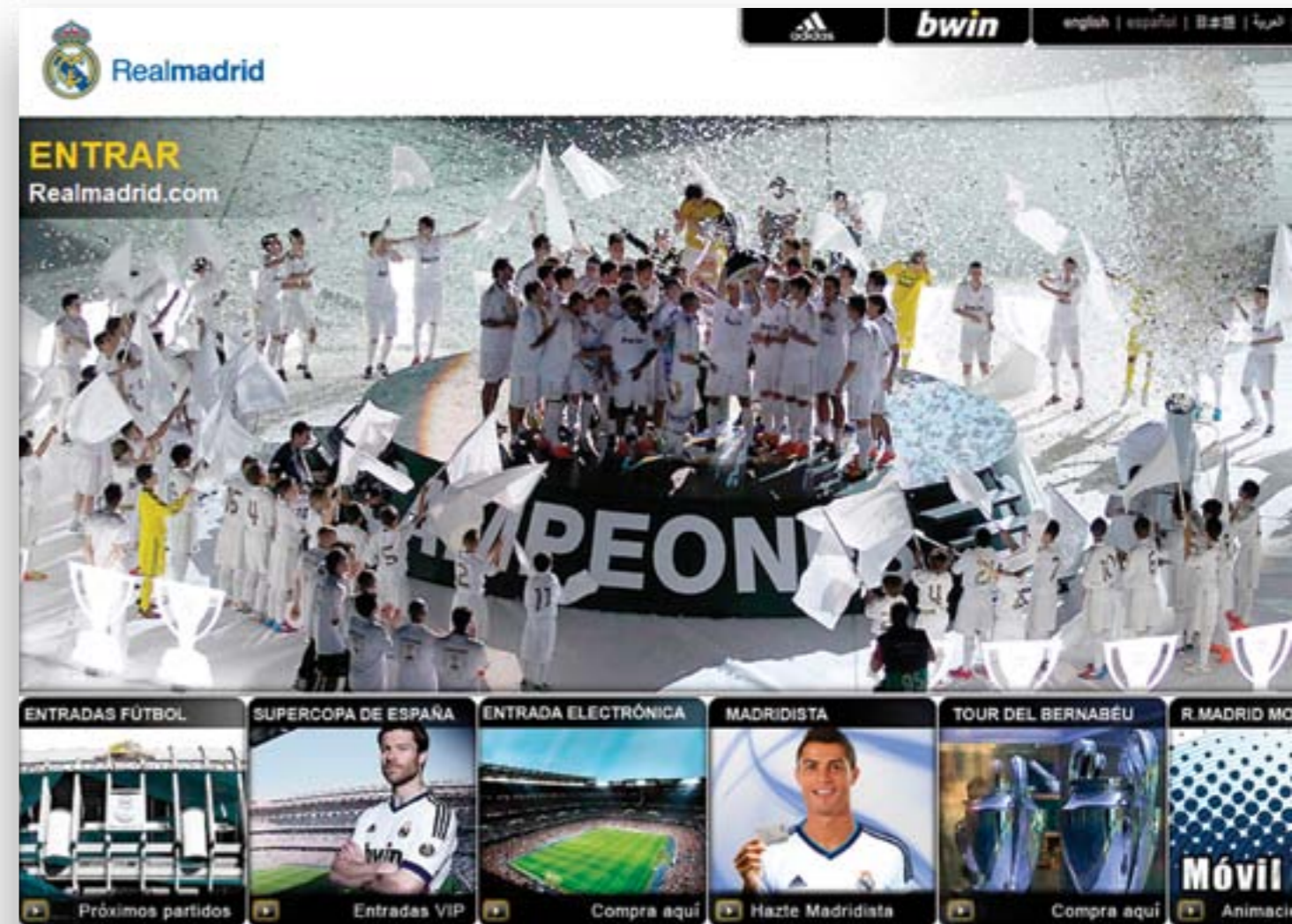
Publications

Realmadrid TV

COMMUNICATIONS, MEDIA AND CONTENT



More than 1,200 professionals were accredited for the return match of the Champions League Semi-final, played at the Santiago Bernabéu Stadium. The Club's Communications Department managed over 1,800 interviews with the Coaching Staff and First Team and Academy football and basketball players during the 2011-2012 season. The Real Madrid web site received over 118 million visits and Real Madrid TV sent a live broadcast of the celebrations of the League Title to the rest of the world. Record figures that show the impact that the news on our Club has on the entire world.



Press

During the 2011-2012 season, an average of 250 journalists were accredited per league match and 400 for Champions League games. The semi-final of the Champions League played at the Santiago Bernabéu broke the record, except for finals, with 1,200 accredited professionals, 500 of which were journalists, from 132 foreign and 50 Spanish media companies.

Realmadrid.com

[Realmadrid.com](http://realmadrid.com) grows at an amazing rate year after year. In 2011-2012, it had 18,347,846 visits, a record increase in a web site that has consolidated in recent years. In 2009-2010, there were 48,454,130 visits, meaning that in three seasons, the number of visits has tripled (+144.27%).

This year, we have continued upgrading many of the features of [Real-madrid.com](http://realmadrid.com).

- Live broadcasts via RMTV of press

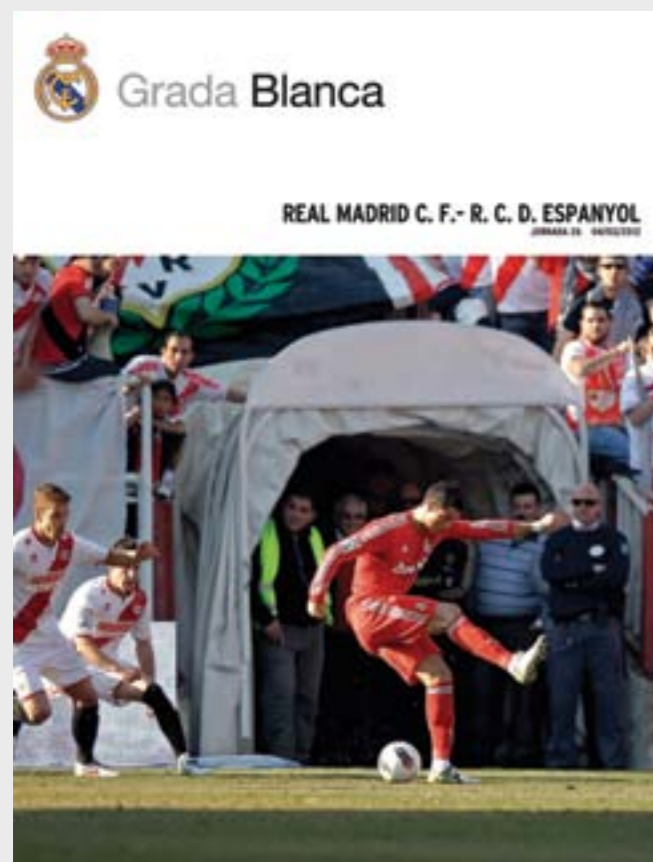
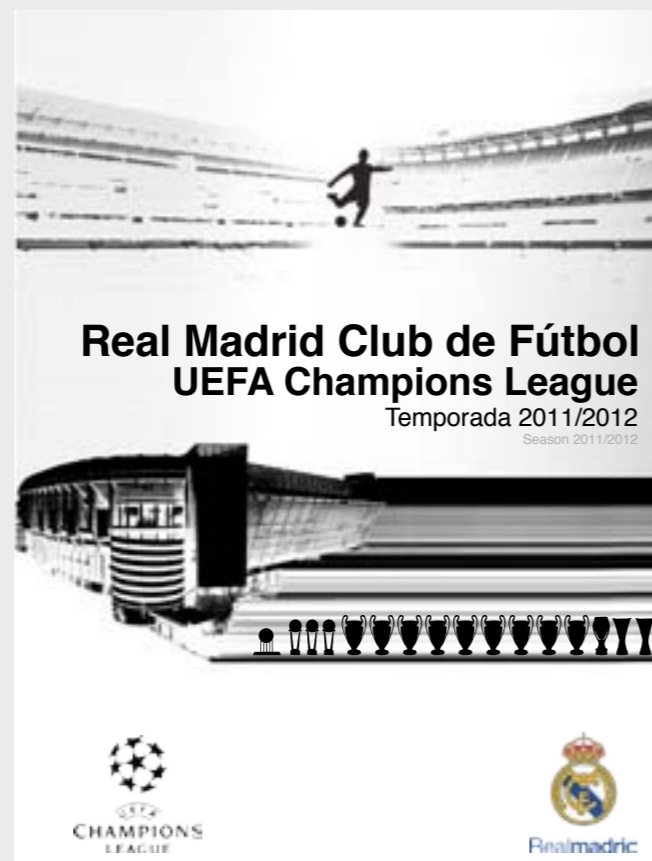
conferences and the club's most important events.

- Implementing of the minute by minute action in football and basketball matches.
- Constant updates on football, the Academy, basketball, the Foundation, University College, RMTV...
- The quantity of exclusive content has increased substantially: interviews, reports..., often shown as exclusive [Realmadrid.com](http://realmadrid.com) productions in the global media.
- Bringing the publication of Grada Blanca forward to the day before the match.
- Immediate publication of confirmed fixtures.
- Greater coordination and synergies with RMTV.
- Agreement with the Getty Agency to commercialise official Real Madrid photos outside Spain.

Social networks supplement the publication of realmadrid.com content.

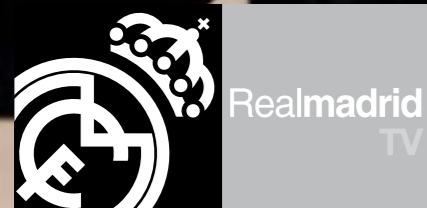
We currently have 31.5 million users on Facebook, 7 million on Twitter (accounts in Spanish, English, Arabic, Japanese and on the Academy), 1.6 million users on Google+, 323,444 followers on Tuenti, 215,847 subscribers and 81,575,645 reproductions on Youtube, 1.8 million on QQ Tencent and 137,000 on Ren Ren (the last two Chinese).

Quality goes with numbers, but not only do the figures place Real Madrid at the top of social media. A recent study by the renowned agency Lewis PR concluded that Real Madrid has "the greatest presence on the Internet and in social media of all First and Second Division Spanish Clubs". The study analysed the network presence of 42 clubs and highlighted Real Madrid as "the club that has developed the greatest presence on-line and generated the most communications on social networks".



Publications

- **Press Dossier.** In the last three seasons, the Press Dossier has been the most innovative of all Real Madrid publications. Since 2009-2010, a press dossier has been printed in full-colour and also distributed in the President's Box, due to its match format.
- **Champions League Draw Dossier.** Since the draw held in August 2009, a dossier has been printed in full-colour for Champions League visitors, containing all the information they need after arriving in Madrid (for fans, the press, teams, club officials and executives ...).
- **Grada Blanca.** The match program was transformed in the 2009-2010 season, in addition to a gradual decrease in costs. It is now a more visual publication.
- **Hala Madrid.** The club's most important periodical publication underwent a publishing transformation of its inside design and a renewal of content. Exclusive interviews and reports have meant a boost in quality and excellence.
- **Hala Madrid Júnior.** Hala Madrid for our younger fans has also developed along the same lines as its older brother. Changes have also been made to achieve cost efficiency.
- **Basketball Guide.** A comprehensive guide to all the information on our Basketball division.
- **Foundation Annual Report.** The Real Madrid Foundation is currently published in conjunction with the Communications Department, to provide a summary of the year, in line with the Club's Annual Report.
- **Foundation Magazine.** Quarterly publication containing information on the Real Madrid Foundation.
- **Members Newsletter.** For the last three years, the Members of Real Madrid have been receiving the publication, in a modern and manageable format for delivery by mail. Content and graphics have become more institutional and the number of pages increased to include current club issues.
- **The Annual Report and Annual Financial Report.** The two annual reports are published every year before the Member Representative Assembly.
- **Everest Collection.** Monographic publication that comes out every six months. The last issue, dedicated to the 32nd League Title in the Club's 110 years of history.
- **The Club publishes two quarterly magazines on-line:** Hala Madrid *on-line*, received by 7,566 International Real Madrid Fans and eMadridista News, sent to 584,686 eMadridistas. The magazines are sent every quarter to e-mail addresses.



Realmadrid TV

This year, Realmadrid TV told the news of the best league in history.

The celebrations were broadcast to the world by RMTV in English and Spanish (*), reinforced by a magnificent production from the Santiago Bernabéu Stadium, with over 20 cameras. However, before the celebrations and thanks to the spectacular goals and records achieved during the season, RMTV had offered a feast of goals, sport profiles and reports in all its programs: "Hoy Jugamos", The news, Top Goals, "Hoy entrenamos con"... , "Tertulias, Real"...

cular, the celebration of the "Corazón Classic Match" and the Alma Gala.

The Member Representatives Assembly, Fans' Day at Real Madrid City, Real Madrid - European University of Madrid University College Graduation, institutional trips and corporate promotion - Kuwait and United Arab Emirates are just some of the club's special social events that are regularly covered by RMTV.

RMTV is present in over 50 countries in all continents in the world (*) and continues expanding. It broadcasts 24 hours in two versions in Spanish and

THE FIRST TEAM'S STRENGTH, CULMINATING IN THE LEAGUE VICTORY CELEBRATIONS, WAS BROADCAST TO THE WORLD BY RMTV IN SPANISH AND ENGLISH

and Realmadrid Life (Spanish version) and Match, Extratime and others (in English), the fans' celebration at the Cibeles Square and the Title won at "La Catedral" in Bilbao.

RMTV was also able to celebrate Real Madrid Castilla's promotion to the Second Division, all their victories offered live, including the celebrations at the Alfredo Di Stéfano Stadium, as well as the promotion phase played by Real Madrid C, in addition to the constant coverage of all Youth Academy divisions.

Special programs broadcast by RMTV, such as "Especial 6.75" and "En el corazón de la Copa" crowned Real Madrid's Basketball victory in the "Copa del Rey" over Barcelona and the celebrations and took Real Madrid fans cheering into the last round of the ACB.

The Foundation has also received constant attention on RMTV: schools, campus, social initiatives and, in parti-

English, each with its own programming. Updated information - News and Hourly Updates, variety programs (Real Madrid Life, Top Goals), talk shows (La Tertulia, Extratime) and special programs (Hoy Jugamos, The Match, 6.75) cover all the sporting, social and institutional areas of the Club.

(*)Sweden, Norway, Finland and Denmark, Hong Kong, Singapore, Thailand, Malaysia, Brunei, India, Pakistan, Vietnam and Cambodia, Algeria, Bahrain, Yemen, UAE, Tunisia, Sudan, Syria, Somalia, Saudi Arabia, Qatar, Morocco, Mauritania, Libya, Palestine, Oman, Djibouti, Comoros, Kuwait, Lebanon, Egypt, Jordan, Iraq, Hungary, Romania, Israel, Russia, Belarus, Latvia, Estonia and Lithuania, Italy, Poland, Angola, Mozambique, Cyprus, France, Malta, Australia, New Zealand, the United States and countries in Latin America.

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Realmadrid Foundation



Real Madrid C. F.

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National

International

Events

Historical Heritage Museum

NATIONAL



THE FOUNDATION'S SPORTS SCHOOLS TEACH VALUES TO 3,000 CHILDREN

Almost 3,000 girls and boys between the ages of 5 and 17 now benefit from the work carried out at the 30 sports schools run by the Realmadrid Foundation throughout Spain. The 22 Football Schools in the Community of Madrid, Arroyo de la Luz, Ceuta, Gran Canaria, Lanzarote, Ledesma, Tarancón and Toledo are joined by eight Basketball schools in the Community of Madrid, one of which has been adapted to the needs of mentally disabled young people in Majadahonda. The aim is the same at all: to teach positive values, create healthy sports environments and help families with the integrated education of their children.



The sports schools have two teacher training programs that have become consolidated processes of education and learning at the schools: 'They Play We Teach' and 'Real Education: Values and Sport'. From the months of February to May, the sports schools hold an internal tournament (at Real Madrid City for football and in Arganzuela for the basketball schools), where the boys and girls put into practice what they have learned during the season at the training sessions and enjoy their favourite sport with their families, friends and colleagues. The basketball training program is completed with the IV "Campus Inclusivo de Baloncesto", where non-disabled children from our schools share five days living and training together with young people in wheelchairs, with a mutual interest, basketball.

This training program also includes the summer and Christmas football, basketball and tennis campuses. The Campus Experience contributes to the players' technique-tactics and also offers a varied, fun and innovating program of educational activities. In the last edition, more than 2,000 young people aged from 7 to 17 and of different nationalities took part. This year, the Campus Experience has been extended and is to be held in five Spanish cities: Madrid, Santander, Cartagena, Cádiz and Plasencia; and in two other European countries: England and Poland.



Social Integration Schools

The social integration schools carry out the Real Madrid Foundation's social work, with the aim of including marginalised groups of people and those at the risk of being socially excluded in sports activities. The schools arise from the desire to provide integrated training and the enjoyment of the sport of football, complementing the education of boys and girls from a technical, tactical, physical, psychological, human and intellectual perspective.

This year, there have been schools at Canal, San Vicente de Paul and

nares Home and the third in Chamberí. Schools at two other correction centres were also opened during the season in Murcia and Alicante.

Children's Hospital Basketball Program

These schools are aimed at providing an environment of well-being and normality for children admitted long-term to hospital for different reasons, as well as for their parents and relatives to spend time during the long waits at hospitals. In 2011/2012, we have had six schools functioning in the Community of Madrid: the Gregorio Marañón Hospital, Hospital

THE SCHOOLS ARISE FROM THE DESIRE TO PROVIDE INTEGRATED TRAINING AND THE ENJOYMENT OF SPORT

Orcasitas in Madrid; in addition to the Schools in Pozuelo de Alarcón, Torrejón de Ardoz, Fuenlabrada, Leganés and Guadalajara, outside Madrid, as well as in Cervera del Pisuerga in Palencia and Baza in Granada. In 2011-2012, schools have also been opened in San Fernando de Henares and Nuevo Baztán in Madrid, Camas (Seville), Alhama de Murcia (Murcia) and Segovia.

Sports schools at prison centres

During the year, the Real Madrid Foundation maintained its presence at 20 prisons in the Iberian Peninsula. It currently has 40 schools at prisons throughout Spain, of which 20 are for football and 20 for basketball.

Shelter Centre Sports Schools

The purpose of the schools is to promote sport and its values as part of social integration. There are currently three of these schools that have been extremely successful in the Community of Madrid; the first is in Picón de Jarama (Paracuellos), the second at the Manza-

Universitario Doce de Octubre, Hospital Universitario La Paz, Hospital Niño Jesús, Hospital Ramón y Cajal and the Hospital Universitario Severo Ochoa in Leganés.

Physical Education Program for the Elderly

This school was created to help keep elderly people over the age of 65 in physical shape and contribute to their self-satisfaction and improve social relations. We have one centre at the Canal de Isabel II installations, in the City of Madrid, serving 250 senior citizens.

INTERNATIONAL



193 SCHOOLS IN 62 COUNTRIES TEACHING REAL MADRID VALUES

33,000 children benefit from the 193 schools spread all over the world, growing up and learning the values that have made Real Madrid what it is today: the will to succeed, respect, brotherhood, solidarity and the rejection of racism. 'Proyecto África' is one of the most successful.



The presence of the Real Madrid Foundation in Latin America continues to be the greatest, with 14,000 boys and girls attending our schools in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, the United States, Guatemala, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Dominican Republic, Trinidad and Tobago, Uruguay and Venezuela.

In Colombia, the number of schools was increased to almost 50, covering a large part of national territory and with substantial growth prospects in coming years. In Mexico, 15 schools were opened, with the possibility of more next season. There are also programs being negotiated in Cuba and Nicaragua to open schools during the forthcoming year. In the United States, initiatives began in Massachusetts, Virginia, California, Florida, Pennsylvania, Arizona and Texas, amongst others.

'Proyecto África' is one of the most exciting initiatives and thanks to the funds raised from the Corazón Classic Match 'Juntos por África' 2011, early objectives have been achieved.

Real Madrid's presence has been consolidated in Angola, Algeria, Benin, Burkina Faso, Burundi, Cameroon, Ethiopia, Ghana, Equatorial Guinea, Kenya, Madagascar, Malawi, Mali, Morocco, Mozambique, Niger, Congo Republic, Central African Republic, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, South Africa, Tanzania and Togo and thanks to the funds raised from the solidarity match in June between the Real Madrid Legends and Manchester United, growth is continuing.

In the Middle East, the Foundation is present in Saudi Arabia, United Arab Emirates, Israel, Palestinian Territories, Jordan, Bahrain, Kuwait, Iraqi Kurdistan and we are to continue extending our presence to Oman, Qatar and Lebanon.

Schools in Europe were warmly received in many countries. Following the inauguration of the first school at the Ferenc Puskas Academy in Felcsút, Hungary in April 2011, our presence in Europe has continued to grow. The project in Portugal, with schools in Vila Real de Santo Antonio and Castro Marim, Vilanova de Gaia and Funchal, was com-

pleted with the opening of other schools in Italy and Poland. Next season will see the inauguration of a new Portuguese social sports school in Manique (Lisbon), in addition to schools in Romania and Russia.

In Asia, where prospects are excellent, work began in the two most populated countries on earth: India and China. In India, the first school opened in 2011 in Calcutta, in conjunction with the Indian Institute of Mothers and Children and next year, there will be a new school in the State of Tamil Nadu, following an agreement signed with the City of Hope and Joy. This season, the Asian adventure has been supplemented by several schools in Indonesia and the Philippines and, for the coming season, a school is to be opened in East Timor.



Foundation Gala Alma Awards

The Real Madrid Foundation organised its Annual Gala with the presentation of the 2012 Alma Awards to illustrious celebrities:

Oscar Pistorius (Sporting Career), Unicef, 'Donate 1 day' campaign (Solidarity), Emergency Military Unit for its work after the Lorca earthquake (Collaboration in National Projects), Misiones Salesiana (International Cooperation) and Plácido Domingo (Special Award).

Luis de Carlos Forum: 'The Fans'

The Luis de Carlos Forum is our tool for debate, which helps us to get to know impact of sport all over the world and more about the history of Real Madrid. This year a tribute was made to Real Madrid supporters, who have made the Club what it is today, with a forum for fans, an essential part of the Club.

Amongst other events and activities, special mention should go to the updating of the Bernabéu Tour content; the Travelling Exhibition "110 years of Real Madrid"; the publishing of books (*Iker Casillas. The Humble Champion and the 110 League*); as well as the service provided by the Historical Heritage Museum to the entities that wish to pay tribute to Real Madrid and its Foundation.



Corazón Classic Match 2012: "África en el alma"

The Real Madrid Foundation organised a solidarity match between many of the legendary players of Real Madrid C. F. and Manchester United F. C. Amongst the stars, Zidane, Figo, Roberto Carlos, Morientes, Butragueño, Redondo, Santillana, Van Der Sar, Dwight Yorke, Andy Cole and Bryan Robson. The funds raised will be used for the second year in a row for 'Proyecto África' in the developing of social sports schools in the African continent by the Real Madrid Foundation.

Since 2009, 42 schools have been opened in 25 countries in Africa, serving over 7,000 young people through projects in Angola, Algeria, Benin, Burkina Faso, Burundi, Cameroon, Ethiopia, Ghana, Equatorial Guinea, Kenya, Madagascar, Malawi, Mali, Morocco, Mozambique, Niger, Congo Republic, Central African Republic, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, South Africa, Tanzania and Togo.

In other countries such as Cabo Verde, Egypt, Liberia, Mauritania, Tunisia, Uganda and Zimbabwe, the Real Madrid Foundation has made initial contacts to identify potential local partners, sponsors and Authorities, that will lead to the opening of new sports schools.

HISTORICAL HERITAGE MUSEUM



MORE THAN 224,000 CATALOGUED ITEMS

One of the Real Madrid Foundation's tasks is to manage the Club's Historical Heritage Museum. Located at Real Madrid City, the Museum receives, stocks, catalogues and digitalises all the objects and documents from the administrative and sports management of the club and the donations or assignments by Real Madrid supporters that generously contribute to extending knowledge on the history of the Club. More than 224,000 items have been catalogued, some of which can be seen on the Real Madrid 110th Anniversary Travelling Exhibition.

This season, the Foundation has added two important collections of Real Madrid objects. The first comes from the Pedro Ferrándiz Foundation: an important collection of basketball images and historical Real Madrid match posters. The second is owned by Antonio Calderón, constituting outstanding objects from the era of President Santiago Bernabéu, such as the book of signatures he received after the opening of the Stadium in 1947, commemorative medallions and watches, etc.

Over 224,000 items have been catalogued to date, including player files and contracts, trophies, gifts, small flags, shirts, match posters, images, audio tapes, video tapes...

Part of this material has been used to update the content of the Bernabéu Tour, to include historic match posters and tickets, old footballs and basketballs, shirts and boots, old sports toys, sporting sculptures, player files, membership cards, etc., objects that bring back memories for the old and never cease to surprise the young.

The images are used to illustrate the club's media: Realmadrid.com, Realmadrid TV, Hala Madrid and Hala Madrid Junior, Grada Blanca magazines, members' Newsletter, the Foundation magazine and the social networks of Real Madrid, as well as its official books: this year, the biography of *Iker Casillas* was published. *The Humble Champion and the 110 League: 100 points, 121 goals*.

The Travelling Exhibition commemorating the 110th Anniversary of Real Madrid has been one of the most important initiatives of the Historical Heritage Museum this year. Thanks to its work, visitors in major cities throughout the country have been able to re-live the history of Real Madrid with the balls, shirts and other objects that have characterised the different eras.

In addition, the legends and current League champions have an honorary place reserved in the exhibition, which will continue throughout the entire year. Through the Luis de Carlos Forum, 'La Afición' (The Fans), the Foundation

organised a small exhibition of historic objects relating to the history of Real Madrid fans, which includes interesting images and objects donated by supporters. Following the success of the exhibition, during the Real Madrid Fan Club Assembly in June, the Foundation organised another exhibition of historical Real Madrid objects at the Alfredo Di Stéfano Stadium.

All the Real Madrid institutions are aware of the importance of the Heritage museum. Proof of this has been the contribution of many objects and documents received during the year, including old images (slides, negatives and photographs), player files and contracts, magazines, posters, maps, videos and recordings...





Real Madrid UEM University College



Real Madrid C. F.

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Activities Report

REAL MADRID UNIVERSITY COLLEGE

EUROPEAN UNIVERSITY OF MADRID



Universidad de Isla (Lisboa)

REAL MADRID CONSOLIDATES ITS PRESENCE IN THE ACADEMIC WORLD

The College is present in twelve countries and offers twelve Masters Degrees in Sport Management, Communications and Sports Journalism, Physical Education and Health, Injury Prevention, Physiotherapy, Training and Sports Nutrition, Talent Hunting, Sports Law and Entertainment + Business. More than 2,000 students have studied at the Colleges, of which in the 2011/2012 school year, 167 students from 31 countries studied in Madrid and 608 at international universities.



Mexico

Universidad del Valle

Costa Rica

Universidad Latina

Ecuador

Universidad de Las Américas

Brazil

Amhemi Morumbi

Peru

Universidad Peruana de las Ciencias Aplicadas

Chile

Universidad de Las Américas

Portugal

Isla

Germany

Business and Information Technology School

Spain

Universidad Europea de Madrid

Morocco

Université Internationale de Casablanca

Turkey

Istanbul Bilgi University

Cyprus

European University of Cyprus

In 2011/2012, the Real Madrid University College completed a range of activities that began last September, in conjunction with its presence at the XIX Edition of the European Association for Sport Management Conference. Madrid hosted the event, which was supported by the Real Madrid University College as the main academic sponsor. Five hundred representatives from the scientific, journalism, academic and business sectors met to share the results of their most recent research and experiences in sport management.

Master Class on Sport and Entertainment. Presentation of MBA in Sport Management and Entertainment. November 2011

Three sports legends: former footballer Emilio Butragueño, Institutional Relations Manager of the Club; former tennis player Manolo Santana; and rally driver Carlos Sainz came together to give lectures on the need for university education in sport in Spain, in order to make sport more professional in our country as an economic force and international reference.

Master Class on Ant-doping and Control. December 2011

In December, the Real Madrid University College brought together experts Javier Martín del Burgo, Director of the National Anti-doping Agency and José

Luis Llorente Gento, Vice-president of the Sports Players Association and President of the Professional Basketball Players Association, who spoke on the fight against doping and the main action being carried out in the field.

Presentation of the IV Grants for Research by the Real Madrid Chair. February 2012

In February, the Real Madrid Chair at the European University of Madrid granted its IV Grants for Research, an initiative aimed at rewarding research in the academic world, which this year went to nine excellent scientific projects based on five theme areas: physical education, competition and sport, sport management, sport and health and communications and sport.



MORE THAN 700 STUDENTS AND PROFESSORS ATTENDED THE GRADUATION OF THE VI PROMOTION OF THE REAL MADRID - EUROPEAN UNIVERSITY OF MADRID - UNIVERSITY COLLEGE

White Week.

February 2012

Over one week, the Real Madrid - European University of Madrid - University College organised a range of Master Classes at the Club's offices, with the aim of showing students the different areas of a football club, in this case Real Madrid.

The idea was to give students a closer look at the professional side of the Club, from 13 to 17 February 2012, enabling them to get to know Real Madrid's loyalty programs, its technological ambitions, the Foundation, relations with members and business strategy, amongst other issues.

Graduation.

July 2012

700 students and professors attended the Graduation of the VI Promotion of the Real Madrid-European University of Madrid - University College, in addition to Real Madrid President Florentino Pérez; Plácido Domingo, patron of the Promotion; Miguel Carmelo, President of the European University of Madrid and European President of Laureate International Universities; Águeda Benito, Dean of the European University of Madrid; Pedro López Jiménez, President College Board and Emilio Butragueño, General Manager of the College.

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Veterans



Real Madrid C. F.

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Association of Former Real Madrid C. F. Players

Association of Real Madrid Basketball Players

VETERANS



ASSOCIATION OF FORMER REAL MADRID C. F. FOOTBALL PLAYERS

In 2011 /2012, the Association undertook a variety of activities. It played games against teams from other associations and groups with similar objectives, in many cases with the aim of helping others and took part in officially organised tournaments in both conventional and indoor football, football seven and futsal. It also helped certain members and their families in need and pursues and defends the publicity rights of its members.

The Association competed in 40 matches and was present at a range of charity events

In the 2011/2012 season, the Association of Former Real Madrid C.F. Football Players competed in 21 football eleven matches, 17 indoor football matches, one in football seven and one in futsal. The veterans represented the Club in numerous institutional and social sports events, both in Spain and overseas and attended events organised by the Foundation, Fan Clubs and members. In order to perform its activities and reach its objectives, the Association is run by governing bodies. On 23 June, the Association held its Ordinary General Assembly to elect the new Management Board. The re-elected were Di Stéfano, Gento, Zoco, Amancio, Miera and Amavisca and the new members elected were Hierro, Sanchís, Martín Vázquez, Sabido and Alfonso.

ASSOCIATION OF REAL MADRID BASKETBALL PLAYERS

Year after year, the Association continues its program to sponsor the junior divisions of the Club. Javier García Coll, José Manuel Beirán, Fernando Romay, Vicente Paniagua and Vicente Ramos are the sponsors of all Academy teams.

Solidarity games and the Fifth Edition of the Campus

One of the principal activities of the Association of Real Madrid Basketball Players consists in taking part in charity matches to raise funds for different solidarity initiatives. The team participated in friendlies for "Stop San Filippo" in Madrid, "Proyecto Hombre" in Burgos and a final match in Daimiel, to help in the fight against multiple sclerosis.

The V Basketball Campus was held in July 2011, in which 39 boys and girls between the ages of 8 and 16 took part at the PDM installations at San Javier in Murcia. The Campus was attended by former players Corbalán (control and leadership), Paniagua (defense), Beirán (shooting) and Arlauckas (pivot plays).

On the social side, the Association continued to support the families of some of its members, such as paying the education expenses for the daughters of the late Carlos García Ribas, who passed away in 2009.

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Financial Report

2011-2012 Management Report
2012-2013 Consolidated Budget



Real Madrid C. F.

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Management Report for the 2011-2012 Financial Year

Financial year ended on 30 June 2012.

The management report for Real Madrid Club de Fútbol and
Subsidiary, including an analysis of its earnings performance in
2011/2012, is presented below.

OPERATING INCOME

(PRIOR TO DISPOSALS OF NON-CURRENT ASSETS)

2011/2012 operating income totaled €514 million, a 7% increase over the previous year, and breaks the barrier of €500 M in income, never before reached by a sporting entity anywhere in the world.

This income comes from the Club's business lines: the stadium, television, and marketing. The income from player transfers is not included; this is reflected in the income statement under "Gains (losses) on disposals and other gains and losses."

The business lines which contributed most to income growth in 2011/2012 were marketing, friendly matches, and international competitions.

Member contributions, from both quotas as well as season passes, represented 9.5% of total income.

Over the 1999-2012 period, income averaged annual growth of 13%.

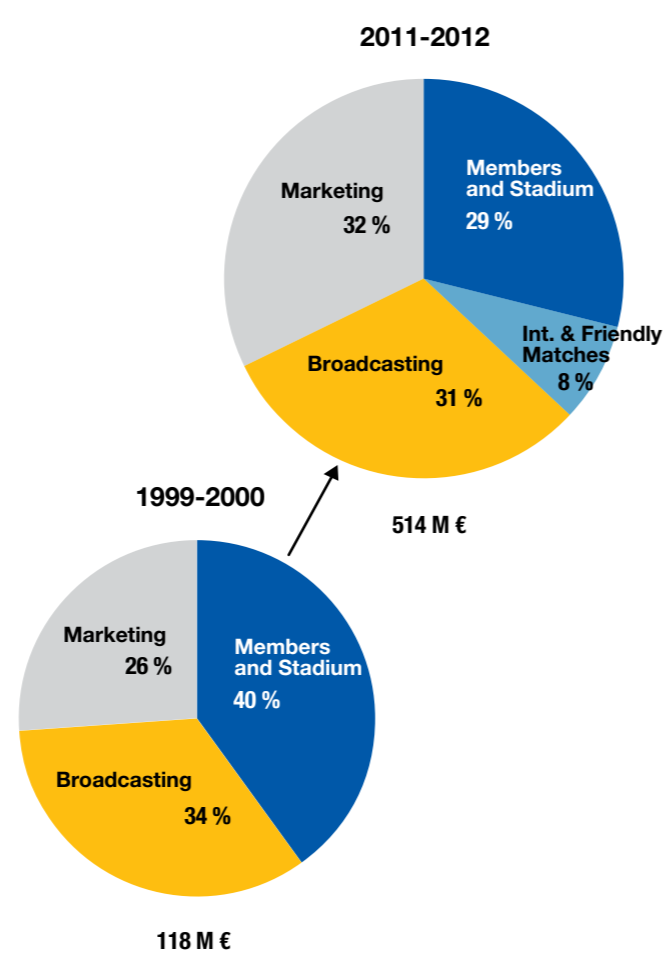
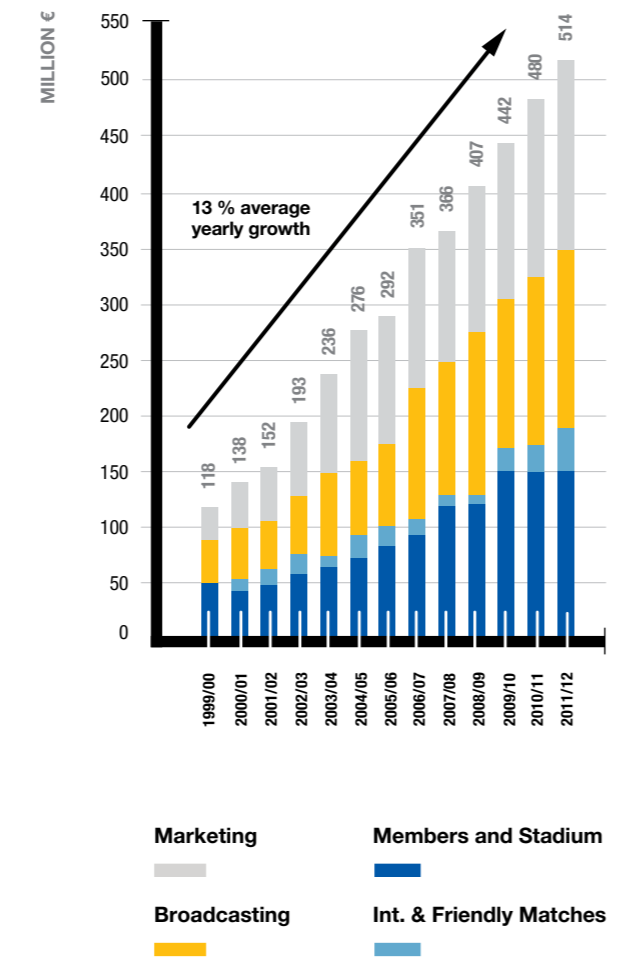
Future projections are based on strengthening the club's image by investing in and commercializing great players, and developing business lines while expanding internationally; these are the Club's main competitive advantages which position it as one of the world's top football clubs.

BREAKDOWN OF OPERATING INCOME

(BEFORE NET GAINS FROM DISPOSALS)

The Club has attained a balanced income structure, with its three main revenue drivers (stadium, broadcasting, and marketing) each contributing around one-third of the total.

The diversification of recurring revenue sources confers financial stability to the Club, cushioning the impact of potential fluctuations in revenue, resulting from its sport activity or the financial situation.



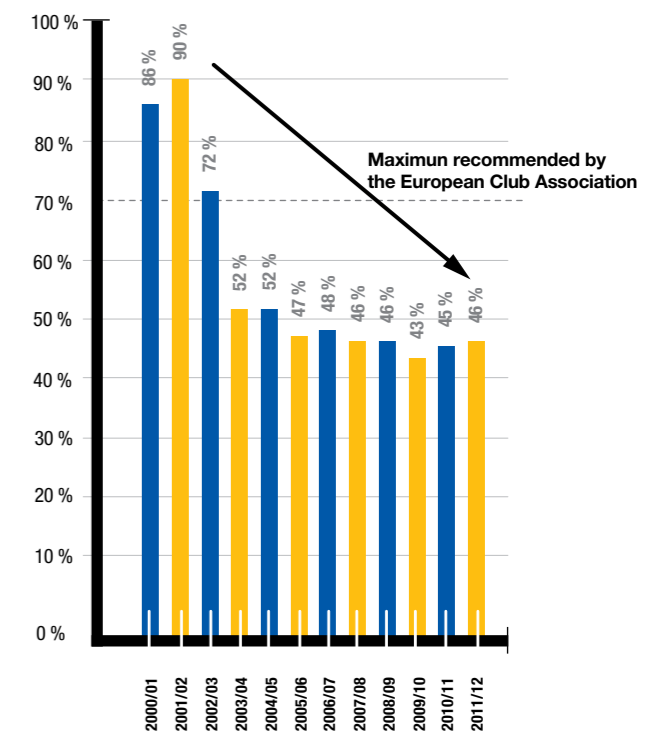
WAGES TO TURNOVER RATIO

This chart depicts the trend in the ratio of the Club's total personnel expenses and operating income (prior to disposals of non-current assets).

This is an internationally-used parameter to measure a football club's operating efficiency, necessary to determine its future viability. The lower the ratio, the more efficiently the Club is performing.

Income growth was accompanied by a concerted effort to contain costs and improve efficiency, reflected in a stable ratio of 46% in 2012.

Real Madrid's ratio is well under the 50% standard considered the excellence threshold, and substantially below 70%, which is the maximum level recommended by the European Club Association (ECA).

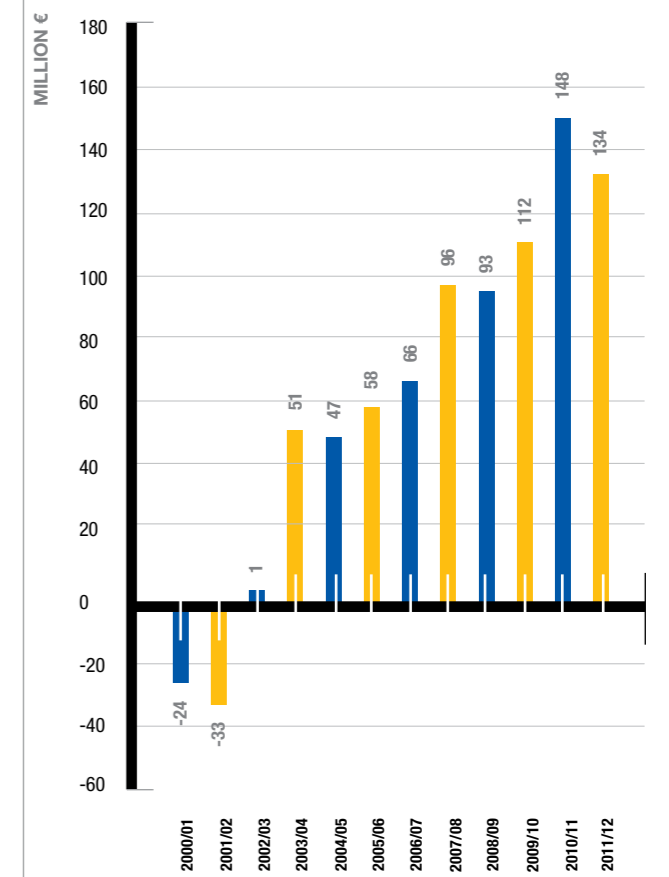


OPERATING PROFIT BEFORE DEPRECIATION AND AMORTIZATION AND GAINS (LOSSES) ON DISPOSALS (EBITDA BEFORE "GAINS (LOSSES) ON DISPOSALS")

The Operating Profit, or EBITDA (before net gains on disposals) is the Club's operating surplus after deducting personnel and other operating expenses from recurring revenue. This is the Club's source of recurring revenue which enables it to invest in the players and facilities set out in its business plan, as well as to meet its financial commitments.

As evident in the reconciliation of this year's income statement to the budget, EBITDA (before net gains on disposals) was €134 million, a drop from the previous year, due to the absorption of cost increments from winning sporting titles and changes to tax law, and likewise to higher provision for liabilities and charges as a result of developments in the business sector. The reported EBITDA figure (€134 million, before net gains on disposals) represents a margin of 26% on the €514 million of operating income, i.e., for every €100 of income, the Club generates a surplus of €26 after meeting its expenses.

Looking back in time, EBITDA (before net gains on disposals) has trended consistently higher, highlighting the priority focus of the Club's financial management on raising profitability by combining topline growth with cost control.



INCOME STATEMENT

In 2011-12 operating income at €514 million was up 7% year-on-year and operating profit before amortization, depreciation, and net gains on disposals was at €134 million, down by €14 million compared with last year due to the absorption of cost increments from winning sporting titles and changes to tax law, and likewise to higher provision for liabilities and charges as a result of developments in the business sector.

EBITDA climbed to €154 million, over €3 million up on last year after including the results from player transfers and other gains from assets, which were over €17 million up on last year.

After deducting amortization/depreciation and finance expenses, this operating surplus represents a pre-tax profit of €32 million, a €15 million decrease over the prior year. This decrease may partly be explained by the increase in depreciation costs on investments and partly by the financial expenses of the prior year which included a very significant non-recurring increase from recovery of settlements to the Club by the tax authorities.

The robust profit obtained in such a challenging economic climate is a clear indication of the Club's profitability and economic potential.

Million €	2010/2011	2011/2012
OPERATING INCOME	480	514
Annual growth	9 %	7 %
OPERATING SURPLUS before net gains on disposals (EBITDA before net gains on disposals)	148	134
% Income	31 %	26 %
EBITDA	151	154
PROFIT BEFORE TAXES	47	32

INVESTMENTS

During the 2011/2012 period, the Club invested €90 million: 16 million euros was spent on improving facilities, while 74 million euros were spent on acquiring new players.

The enormous investment made in prior years enabled the Club to continue this year, as last year, with a cost containment strategy resulting in it continuing to strengthen its team whilst simultaneously limiting its net investment in players (acquisitions-transfers) to €60 million. These achievements were also possible thanks to revenue from the sale of players in the year amounting to €14 million.

An analysis of the performance of investments between 2000 and 2012 reveals that, apart from investing in players, the Club has also earmarked significant amounts for building and upgrading its facilities:

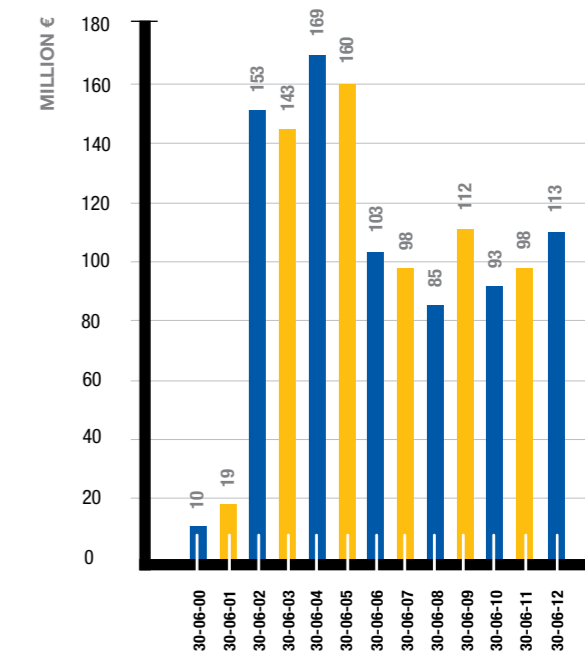
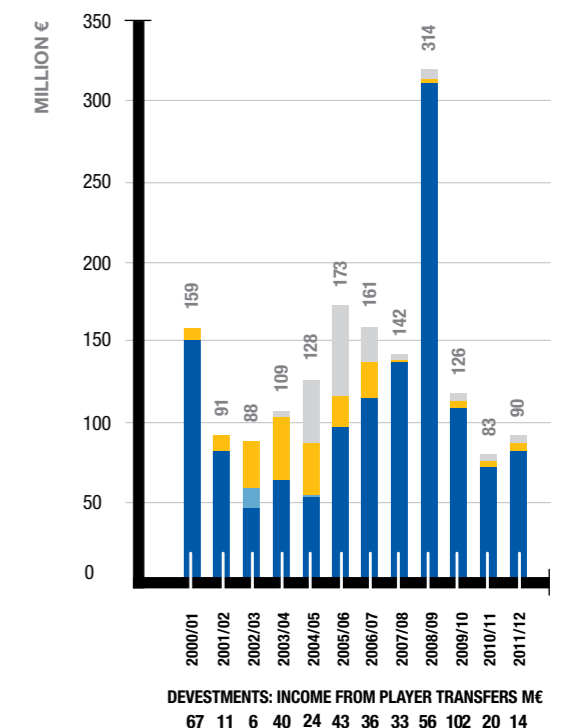
- €202 million were spent on the stadium to modernize the facilities and improve their quality and user-friendliness for spectators, as well as to equip the media and services facilities to further enhance the stadium's marketing potential, generating a very significant annual return.
- €144 million were invested in the building of the Real Madrid City training complex (Ciudad Real Madrid), currently considered the largest sports complex ever built by a football club. Extending 120 hectares, it is 10 times the size of the former sports complex. Due to its ideal location in one of the fastest developing areas of Madrid with excellent public transportation, the Real Madrid City complex is a strategic enclave for a first rate sports and entertainment center.

CASH AND CASH EQUIVALENTS

The Club ended the year with a cash balance of €113 million, up 15% over last year.

In addition, the Club has a €41 million balance in short-term investments.

Along with projected 2012/2013 cash flow, this figure will enable the Club to meet its payment commitments comfortably.

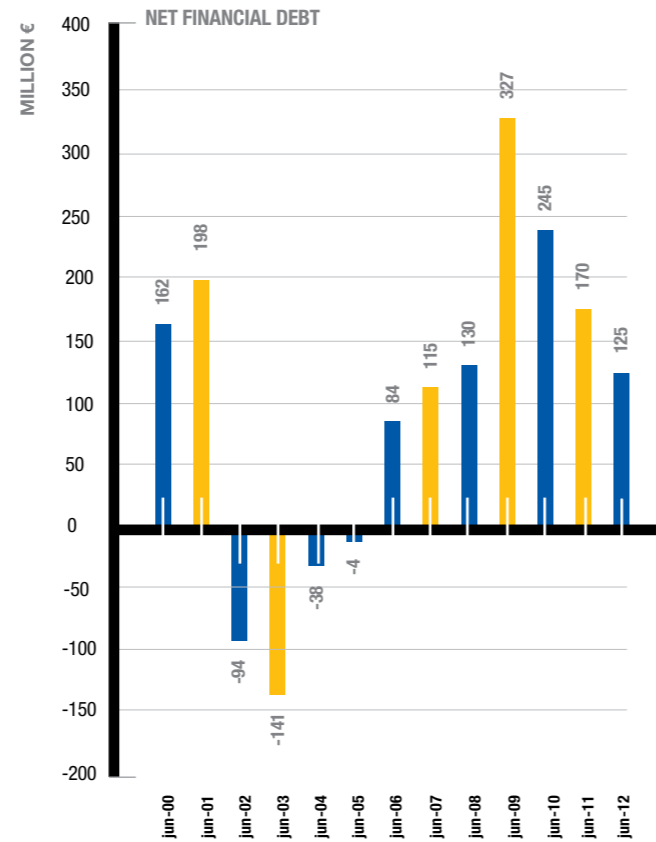


In addition, the Club has a €41 million balance in short-term investments.

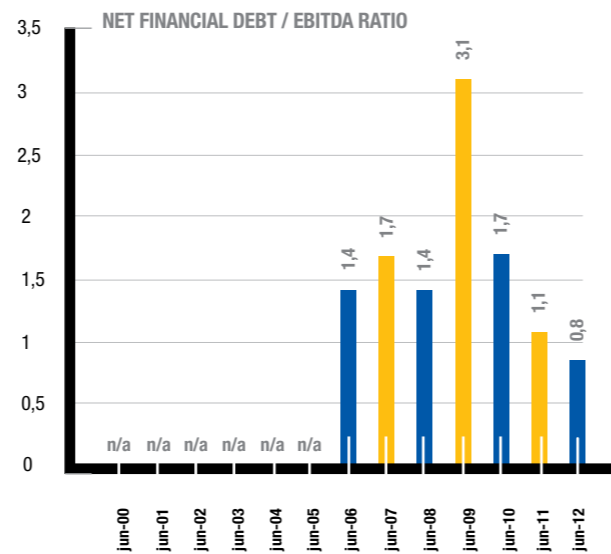
NET FINANCIAL DEBT

During the year, the Club's net financial debt decreased €45 million (26%), totaling €125 million at June 30, 2012.

Relating this debt to the Club's financial wherewithal, as measured by ordinary cash flow (EBITDA:€154 million), yields a debt/EBITDA ratio a commonly-used solvency indicator at June 30, 2012, of 0.8. The reduction of debt, leveraged by the growth of the EBITDA, is reflected in the notable improvement of this ratio, which decreased from 1.1% at the beginning of the year to 0.8% by year end, constituting an excellent credit ranking in the eyes of financial institutions.



Net financial debt: Bank debt + accounts receivable from (payable to) asset acquisition/transfers - cash and cash equivalents. A negative sign represents negative liquidity position.



EBITDA: Operating profit before depreciation and amortization. Due to the application of the new Spanish GAAP, impairment losses and gains (losses) on disposal of non-current are included as of 2008/09.

NET EQUITY

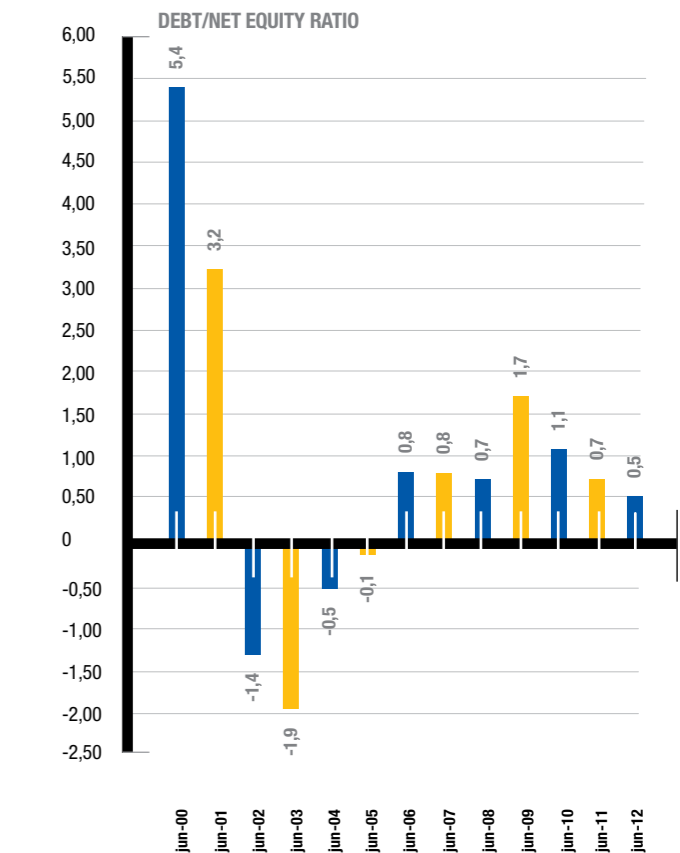
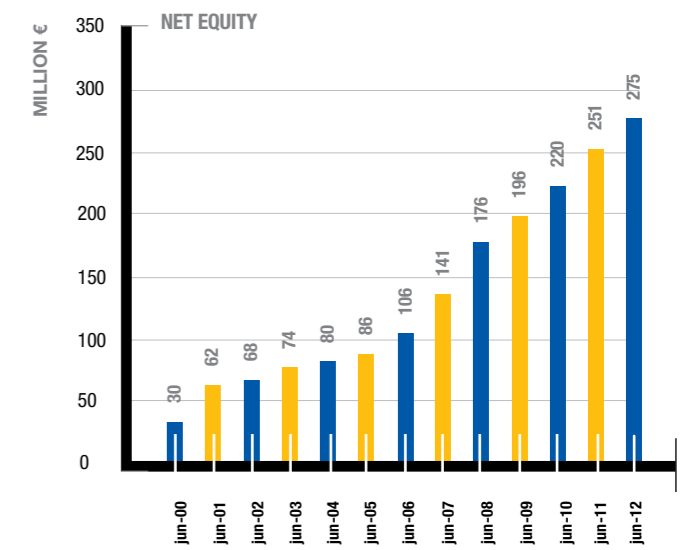
Net equity represents the net worth of the Club: the funds, in addition to borrowed capital, represented by net financial debt, that finance the capital invested by the Club to perform its business.

Net equity is the accounting measure of the value of the company. In an entity like Real Madrid, where there is no payment of dividends, the annual variation of net equity is the amount of after-tax profit obtained during the year.

As a result of the profit obtained, the Club has been increasing its net equity every year, to reach €275 M as at 30 June 2012, +€24 M with respect to last year.

The higher the net equity in relation to debt, the greater the value of the club, its solvency and financial autonomy, given that the capital invested is financed in a higher proportion by net worth. The debt/net equity ratio is therefore used as an indicator of solvency and financial autonomy: the lower the value of this ratio, the more solvent is the club and the greater is its financial autonomy.

The ratio has been decreasing in recent financial years, to reach the figure of 0.5 as at 30 June 2012: the net financial debt figure is half that of net equity, which represents a situation of excellent solvency and financial autonomy.



Net Financial Debt: Bank debts + Creditors/Debtors + acquisition/transfer of assets - Cash. Negative sign means net liquidity position.

BALANCE SHEET

ASSETS	Thousand €		EQUITY AND LIABILITIES	Thousand €	
	30/06/2011	30/06/2012		30/06/2011	30/06/2012
Intangible sporting assets	315.928	283.696	Social fund and reserves	213.954	245.477
Intangible non-sporting assets	6.297	5.312	Profit for the year attributed to the parent company	31.523	24.166
Property, plant and equipment	282.691	290.516	EQUITY	245.477	269.643
Investment property	6.888	19.084	Minority interests	201	247
Financial investments	21.374	13.696	Grants, donations and bequests received	5.429	5.285
Deferred tax assets	4.995	5.529	EQUITY CAPITAL	251.107	275.175
Other financial assets	573	809			
NON-CURRENT ASSETS	638.746	618.642			
			Provisions	8.326	12.223
			Bank borrowings	138.926	100.747
			Player transfer payables	48.849	33.598
			Long term creditors from investments in Stadium and Ciudad Real Madrid	28.537	22.312
			Long term creditors from repurchase of rights	2.277	0
			Deferred tax liabilities	19.505	10.996
			Accruals	0	40.917
			NON CURRENT LIABILITIES	246.420	220.793
			Provisions	755	720
			Bank borrowings	6.836	42.562
Inventories	1.558	1.100	Player transfer payables	76.797	56.756
Player transfer receivables	28.082	21.399	Short term creditors from investments in Stadium and Ciudad Real Madrid	12.446	14.738
Trade receivables	69.823	66.136	Short term creditors from repurchase of rights	2.278	2.277
Current Tax assets	427	415	Trade and other payables	81.874	88.116
Short term financial investments	0	40.585	Current tax liabilities	17.604	309
Cash and cash equivalents	97.769	113.237	Accrued wages and salaries	71.218	92.873
Accruals	4.623	3.290	Accruals	73.692	70.485
CURRENT ASSETS	202.282	246.162	CURRENT LIABILITIES	343.501	368.836
TOTAL ASSETS	841.028	864.804	TOTAL EQUITY AND LIABILITIES	841.028	864.804

At June 30, 2012, assets/liabilities amounted to €865 million, a €24 million increase on last year.

Non-current assets reflect a decline of €20 million, due primarily to the drop in the value of sporting assets (players), since the amount of depreciation charged for these assets exceeded the investment made. Current assets, however, grew by €44 million, due to an increase both in cash and receivables derived from the growth in income.

Liabilities includes a significant decrease in credit balances resulting from outstanding payments on investments, with a total reduced current and non-current balance of 42 million euros; this is the result of a moderation of investment activities during the year as well as payment of a large portion of pending commitments. Total current and non-current borrowings fell €2 million.

Negative working capital (current assets less current liabilities) amounted to a negative €123 million. This negative value has decreased over the preceding years (negative €141 million at June 30, 2011 and negative €182 million at June 30, 2010). The main factor behind negative working capital is intrinsic to the workings of a football club: significant operations-driven accounts payable (purchases and services received, player transfer payments, upfront collection of membership dues/season passes); in other words, the nature of the business means that they are renewed on a yearly basis. At June 30, 2012, the balance of these recurring accounts payable is 251 million euros (€88 million for purchase/services, €93 million in player signings/other personnel, and €70 million in membership and season passes, others), which is yet another factor determining the amount of negative working capital at year end. These balances will be rolled over, and therefore will reflect similar amounts at year end 2010. At June 30, 2012, current balances payable in 2012/2013 correspond to payables related to investments and bank debt which will be paid using cash available in June as well as surplus cash generated on a monthly basis through the Club's transactions, since current operating income is much higher than current expenses.

At year end, equity stood at 275 million euros, which is 24 million euros higher than the preceding year.

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2012-2013 Consolidated Budget



Real Madrid C. F.

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**REAL MADRID CLUB DE FÚTBOL AND SUBSIDIARY 2012/2013
CONSOLIDATED BUDGET**

Thousands	2011/2012	2012/2013
Membership dues, ticketing and stadium revenue	150.382	150.808
Revenues from friendly matches and international competitions	40.049	34.363
Broadcasting	159.192	166.377
Marketing	164.348	165.094
TOTAL OPERATING INCOME (BEFORE NET GAINS ON DISPOSALS)	513.971	516.642
Goods for consumption	(22.596)	(20.009)
Player and staff personnel expenses	(233.946)	(249.267)
Other operating expenses	(113.792)	(117.940)
Losses on, impairment of and change in trade provisions	(9.868)	0
TOTAL OPERATING EXPENSES BEFORE DEPRECIATION AND AMORTIZATION	(380.202)	(387.216)
OPERATING PROFIT BEFORE DEPRECIATION, AMORTIZATION AND NET GAINS ON DISPOSALS	133.769	129.426
Gains (losses) on disposals and other gains and losses	23.470	19.379
Impairment charges and losses	-3.323	0
IMPAIRMENT LOSSES AND GAINS (LOSSES) ON DISPOSAL OF NON-CURRENT ASSETS	20.147	19.379
OPERATING PROFIT BEFORE DEPRECIATION AND AMORTIZATION (EBITDA)	153.916	148.805
Depreciation and amortization	(110.002)	(105.722)
OPERATING PROFIT (EBIT)	43.914	43.083
Finance income	4.554	1.375
Finance cost	(16.206)	(12.052)
NET FINANCE COST	(11.652)	(10.677)
ORDINARY PROFIT	32.262	32.406
PROFIT BEFORE TAX	32.262	32.406
TOTAL INCOME (OPERATING + FINANCE + GAINS ON DISPOSALS)	541.995	537.396
TOTAL EXPENSES (OPERATING + FINANCE + D&A + IMPAIRMENT + LOSSES ON DISPOSALS)	(509.733)	(504.990)
PROFIT BEFORE TAX	32.262	32.406

- Operating income (before disposal of fixed assets) is €517 M, + €3 M above last year. The lower income from the summer tour, largely due to the 2012 European Cup is offset by increases from other sources.
- Personnel expenses are higher in accordance with the contracts and structure of teams. The cost of winning the League has been included.
- All other operating expenses before depreciation (supplies + operations + provisions) have decreased - €8 M - as a result of the growth in business and lower cost per contingency.
- As a result of the growth in income and expenses, the operating profit before depreciation and the disposal of fixed assets was €129 M, - €4 M less than last year.
- Including the €19 M profit from the disposal of fixed assets, (- €1 M less than in the previous year), an EBITDA of €149 M was obtained, - €5 M less than in the previous year.
- An operating profit of €43 M has been budgeted, after absorbing a depreciation expense of €106 M (- €4 M less than in last year).
- The financial profit is €1 M less than in the previous year.
- As a result of the above, a net profit of €32 M is expected in 2012/2013, in line with that of the previous year.

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Corporate Responsibility Report



Real Madrid C. F.

Annual Report · 2011 / 2012

Real Madrid C. F.

Real Madrid Corporate Social Responsibility

Fulfilment of Commitments in 2011/2012

CORPORATE RESPONSABILITY REPORT 2011/2012

REAL MADRID CLUB DE FÚTBOL

1. REAL MADRID C. F.

- 1.1 Institutional Profile
- 1.2 Sustainability at Real Madrid
- 1.3 Real Madrid Corporate Governance

2. REAL MADRID CORPORATE SOCIAL RESPONSIBILITY

- 2.1 Groups of Stakeholders served by Real Madrid
- 2.2 Real Madrid Commitments towards its Groups of Stakeholders

3. FULFILMENT OF COMMITMENTS IN 2011/2012

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- 3.2 Athletes
- 3.3 Employees
- 3.4 Sports Authorities and Public Administrations
- 3.5 Other Clubs
- 3.6 Clients
- 3.7 Supporters
- 3.8 Suppliers
- 3.9 Social Work
- 3.10 The Environment
- 3.11 The Media



1. Real Madrid C. F.

1.1 Institutional Profile

Real Madrid Football Club is a sports club whose purpose, business and assets are primarily devoted to promoting football in its different divisions and age groups and, in general, the practice of all sports determined by its governing bodies. In addition, it may promote the physical, moral and intellectual development of its members by encouraging social relations and the spirit of unity amongst them.

The Real Madrid Football Club, founded in March 1902 and whose first foundational charter took place on April 18 of the same year, is a legal entity under current legislation and a member of the Spanish Football Federation, as well as all the necessary federations governing the sports chosen by the Club each season.

1.1.1 Mission

To be an open and multicultural Club that is valued and respected throughout the world for its sporting achievements and the values it professes which, in the pursuit of excellence on and off the field, help to contribute to the expectations of its members and fans.

1.1.2 Vision

To be a leading football and basketball Club, whose sporting feats respond to the hopes and expectations of all its supporters both in Spain and overseas, preserving its important heritage and managing its assets strictly and transparently, for the benefit of its members and acting according to its social responsibilities and good corporate governance criteria.

1.1.3 Values

WINNING SPIRIT – Real Madrid endeavours to reach the highest levels of performance in all the competitions in

which it participates, never to give in and prove its efforts, consistency and loyalty to its supporters.

SPORTSMANSHIP – Real Madrid strives to be an honest and fair rival on the field that acts in good faith and respects all the teams with which it competes and their respective supporters. Off the pitch, it wishes to maintain fraternal relations and support all other Clubs, offering them and the national and international sports authorities its ongoing collaboration.

EXCELLENCE AND QUALITY – Real Madrid aspires to have the best Spanish and foreign players, instilling the values of the Club and its commitment to its supporters by working in accordance with criteria based on quality, discipline and sacrifice. The management of its activities is inspired by the principles of good governance and the constant pursuit of excellence.

TEAM PHILOSOPHY – Those that form part of Real Madrid, both its athletes and other professionals, are committed to working as a team to deliver their best to the benefit of all, without personal or professional gain.

TRAINING – Real Madrid permanently dedicates its efforts to the educating and discovery of new sporting values, devoting its attention and the necessary resources to all the divisions of its Academy, to ensure not only the sports training of young people, but also their social, ethical and citizenship education.

SOCIAL RESPONSIBILITY

Real Madrid is aware of the social impact of its activities and therefore devotes resources to meet the highest standards of corporate governance and the promotion of the best sporting values, strengthening of its relations with its members, veterans, fan Clubs and supporters, as well as to the development of projects designed to help others in need, both in Spain and other countries.

FINANCIAL RESPONSIBILITY – Real Madrid is aware that it manages tangible and intangible assets of exceptional value and importance and therefore undertakes to do so responsibly, effectively and honestly to the benefit of its members.

1.1.4 Real Madrid Foundation

The Real Madrid Foundation is the

instrument through which Real Madrid effectively implements its corporate social responsibility and develops its social and educational objectives. For such purpose, Real Madrid makes an annual donation to the Foundation for the development of its activities.

The founding purpose is to promote the values inherent to sport in Spain and abroad and promote them as an educational tool capable of contributing to the integrated development of those who practice sport and as a factor of social integration to the benefit of those that suffer from any kind of marginalisation, in addition to promoting and spreading all the cultural aspects relating to sport.

In addition to the patronage of the Real Madrid Football Club, the Real Madrid Foundation is made possible by the support of different Public Administrations and the generous contributions in the form of patronage and sponsorship received from relevant national and international companies and in particular, thanks to the individual contributions of thousands of Real Madrid supporters that wish to express and strengthen their links to Real Madrid in such a way.

The Foundation carries out its programs in five main areas: the promotion of sport, sports training designed to develop values, social projects, international cooperation and institutional activities, in addition to the documentation centre.

The Foundation is audited annually and submits the results to the Board of Trustees and the Protectorate of Foundations belonging to the Ministry of Education and Sport, in addition to publishing its Annual Report and the Foundation Journal.

1.1.5 Real Madrid Rights Management

The Club is the head entity of a group comprised of Real Madrid Gestion de Derchos, S.L., a group company, in which it directly owns 70%. Real Madrid Gestion de Derchos, S. L. was incorporated in Madrid on 10 June 2004 and began operations on 1 July 2004. The company's registered office is in Madrid and its current ownership structure is as follows: 70% Real Madrid Club de Fútbol, 12.5% Accionariado y Gestión S.L., 10% Prisa Televisión, S.A. (previously Sogecable S.A.) and 7.5% Media Cam Producciones Audiovisuales, S.L. Notwithstanding the above and as a result of the agreements between the shareholders,

the holdings of external shareholders in the company are to be eliminated from October 2013 - March 2016, in such a way that Real Madrid's eventual share in the company will be 100%.

Its corporate purpose is to manage the assets and rights owned by its members in the business of jointly operating a part of the Club and player's merchandising and publicity, Internet and distribution rights.

1.1.6 Real Madrid University College

After a great deal of internal analysis on the development of the world of sport, the Club decided to extend its experience and knowledge to university students and in 2005 reached an agreement with the European University of Madrid to launch the Real Madrid University College. The College offers university studies at a Spanish and international level the expertise required for the sport management of both facilities and equipment, as well as the training and practice of sport or its exploitation as a spectacle, including communications and health and leisure, all resulting in official university qualifications. Real Madrid is a world pioneer in creating a college to transfer its legacy of accumulated knowledge over 110 years of history to future generations of managers.

1.2 Sustainability at Real Madrid

Real Madrid Football Club is a centenary institution, founded in 1902. Its aim and the decided will of its members make it permanent and perpetual. The Club therefore looks towards a long-term future, considering sustainability in all its decision processes. This sustainability means strictly complying with specific principles of good governance and responsible financial management that enables the indefinite continuation of its activities, minimising the environmental impact thereof and maximizing the Club's contribution to society, in terms of economic, employment, promotion of sport and community activities.

1.3 Real Madrid Corporate Governance

1.3.1 Corporate Structure

The Real Madrid Football Club is a private

non-profit making sports entity formed by members that pursues the promotion and sporting aims set forth in its bylaws.

1.3.2 Club Administration

The management and representation of the entity lies with the General Assembly, the President and Management Board. These three bodies are elected democratically by the members, whose decisions are represented by the Club Administration. The principle of accountability applies systematically to all areas of the Club, within the rules of good governance.

Good corporate governance is achieved by the Club through general policies and procedures that ensure the control of key decisions, such as appointments, salaries, purchasing and investment. In all critical processes, procedures have been defined to enable completely accountable, traceable and auditable enforcement.

Applying principles of good corporate governance, key decisions are collegial and firstly subject to a proposal by the manager of the relevant area, secondly to the approval of the line management that acts across the organization (Human Resources, Legal Services, Procurement, Expenditure Control, etc.) and thirdly to the approval by committees of senior executives and members of the Club Board. Procurement and Financial Committees have been set up and meet regularly to make decisions on purchases of goods and services, investment, budget control and action to minimise risks. Decisions on hiring or promoting staff and appointments, dismissal and remuneration are made by the Steering Committee, comprised of senior executives of the Club and members of the Board. In addition, the Steering Committee receives regular reports from the Procurement and Financial Committees, develops action plans and implements operational decisions to achieve the goals set by the Board, as well as supervising and controlling the administration and management of the Club in general, taking all the ordinary decisions that do not require Board approval. Finally, the proper execution of all processes is overseen by the Department of Control and Internal Auditing. All these steps ensure sound decision-making and compliance with the Club's strategy and approved budget.

Con el mismo objetivo existen procedimientos obligatorios y auditables

para la conformación de facturas, las liquidaciones de gastos y las atenciones protocolarias, de forma que se eviten abusos en los temas sensibles.

With the same objective, mandatory and audited procedures exist for the approval of invoices, expense statements and protocol expenses, to prevent abuse in sensitive areas. The comprehensive control of operations is not limited to areas of expenditure. Tracking the payment of invoices is also systematic, in order to keep overdue payments and bad debts under strict control in all areas of Club revenue and are supervised by the management and, ultimately, the Financial Committee.

1.3.3 Member Rights

Members are entitled to enjoy the activities of the Club, within the regulations established accordingly, as well as to elect the representative and governing bodies of the Club, in a completely democratic manner, as well as the ultimate bodies of supervision and control of the corporate governance of Real Madrid.

1.3.4 General Assembly

The General Assembly is the supreme governing body of the Club and, amongst other functions, is responsible for the approval and ratification or censure the President and the Board.

The General Assembly is comprised of all members with voting rights through democratic representation, as set forth in the Bylaws.

The General Assembly examines and, if applicable, passes the Annual Report, Balance Sheet and Profit and Loss Account for each financial year and the following year's budget.

The General Assembly is the ultimate expression of the consistent application of the principle of accountability, thus ensuring good governance in the management of Real Madrid.

The General Assembly also has the exclusive power to amend the Bylaws, take the most important financial decisions, consider motions to censure the President or the Board and call referendums of the members to decide on matters of extreme significance. All this grants the General Assembly ample powers and ensures the good corporate governance of the Club.

1.3.5 Election of the President and Board of Management

The Board of Management is the body that is directly responsible for the administration, governing, management and representation of the Club. The Board oversees the activities of the line management of the Club and reports to members, thus ensuring the application of the principles of good corporate governance in the management of Real Madrid. The election of the President and the Board is carried out democratically through voting by Member Representatives that meet the requirements set forth in the Bylaws.

Elections of the President and Board are called in the following cases:

- Upon expiry of the mandate of the former President and Management Board.
- By decision of the President, after consultation with the Board.
- When so resolved by the General Assembly, when resulting from the resignation or disqualification of the Board or when, as a result of resignation, waive, death or physical disability, the Board is reduced to fewer than five members in total.
- By a vote of non-confidence passed in accordance with the provisions of the Bylaws, through the exercising of control procedures by the General Assembly, as part of the good governance of the Club.

La duración del mandato de la Junta The Management Board's term of office is four years, as of appointment and members may stand for re-election, either jointly or separately in other candidatures.

The Board has the broadest powers for the government, administration and representation of the entity, limited only by matters that are specifically reserved for the General Assembly, as the Club's highest decision-making body.

1.3.6 Control Systems

Real Madrid is a transparent institution that is committed to the principles of good corporate governance and especially to the principle of accountability, which is consistently applied throughout all levels of Club management. Such control results from the ongoing scrutiny of its performance by internal executive bodies, its members, Public Authorities and even public opinion through the media. The internal executive body is the De-

partment of Control and Internal Auditing, which reports directly to the President of the Club and defines and audits the procedures and control systems necessary to ensure the highest level of institutional control. The members exercise control through the Assembly of Member Representatives and the Management Board. Sports Authorities (national and international federations, national leagues and the Spanish Sports Council) also permanently monitor the activities of the Club, which also receives the constant attention of the media, as an expression of the transparency in the management of the Club and all its activities.

In all, the Real Madrid control systems ensure its permanent compliance with the principles of good governance, to which it adheres without reservation. Control, democratic decision-making and accountability are strictly enforced to prevent arbitrary decisions and are ultimately intended to prevent decisions that may jeopardize the reputation and management of the Club.

2. Real Madrid Corporate Social Responsibility

2.1 Groups of Stakeholders served by Real Madrid

2.1.1 Members

The Members of the Real Madrid Club de Fútbol are individuals that comply with the regulations passed by the General Assembly and subsequently join the entity, with the rights and obligations set forth in the Bylaws. The members are the owners of the club and, as such, constitute the main group of stakeholders.

2.1.2 Athletes and Referees

The corporate purpose of Real Madrid is to promote sport. Therefore, all athletes, including referees, constitute a group of stakeholders for the Club.

2.1.3 Employees

In performing its activities, Real Madrid not only requires athletes, but also other employees that render their professional services to the entity.

2.1.4 Sport and Public Administrations

Our involvement in sport requires ongoing relations with Sports Authorities: national and international federations and the professional leagues in which we take part, as well as the Spanish Sports Council. Our business activity also involves ongoing relations with Government: State (the Treasury, Social Security), Regional (Comunidad de Madrid) and Local Authorities (Madrid Town Council).

2.1.5 Other Clubs

Real Madrid's involvement in sport necessarily requires participating in local, national and international competition. The other clubs against whom we compete are another of our priority groups of stakeholders, with which we undertake and fulfil commitments.

2.1.6 Clients

Our business requires revenue, which comes from our clients. Our clients are both companies and individuals. The companies include television, sponsors, licensees, renters of boxes and facilities to hold events of all kinds. The individual clients of the Club are the people that buy tickets to a sporting event we organize, visit our facilities and exhibitions and buy our brand products.

2.1.7 The Fans

The Fans are the supporters of our teams in the different competitions in which we participate. Real Madrid is a club open to all. Amongst its fans, groups of special interest to Real Madrid are its Fan Club members and supporters, who maintain a direct relationship with the club through its Madridistas Loyalty Program.

2.1.8 Suppliers

Our suppliers also constitute a strategic group of stakeholders in our chain of value, as essential contributors of the goods and services that meet the defined parameters and help to achieve the Club's objectives.

The management of purchasing and contracting of services is governed by rules and procedures designed to achieve the best possible supply and thus optimise the investment made.

2.1.9 Social Action

The Club also has a responsibility to society in general, which it wishes to instrument through commitment. Real Madrid is an institution that owes its existence to the community of which it forms part and from which it receives a great deal of support. In return, Real Madrid wishes to commit itself to helping the needy and carrying out community projects in which its values and experience in sport may be of use.

Real Madrid is also committed to the training of the new generations of sport administrators that will contribute to the development of health, leisure and the economy in their communities.

2.1.10 The Environment

Our present and future vocation unites us to the young and commits us to their future. To do so, we strive not to damage the environment nor prevent the right to enjoy it by future generations.

2.1.11 The Media

The Club is aware of the interest it arouses in society and the general public. The Media therefore plays an essential role that Real Madrid understands and to which it wishes to make a commitment, as an important stakeholder.

2.2 Real Madrid Commitments towards its Groups of Stakeholders

2.2.1 Members

Real Madrid undertakes a commitment to its members to maintain and enhance the values of Real Madrid, meet the highest standards of corporate governance, encourage the participation of members through its Bylaws and especially to the constant pursuit of sporting achievement, maintaining a sound financial position and constantly supervised transparency through auditing and control systems and under the general principle of permanent and systematic accountability.

2.2.2 Athletes

Real Madrid undertakes a commitment towards athletes and officials to embrace the sporting values of fair play, respect and competitiveness. With respect to its players in all divisions, the Club is committed to continued development of the Academy, enhancing the health of its athletes, maintaining the provisions of their contracts in the strictest confidence, maintaining the highest level of competition for aspiring athletes, offering good facilities and excellent technical professionals and visibility in the media. These commitments extend to those who no longer professionally take part in competitive sport and belong to its Association of Veterans.

2.2.3 Employees

Real Madrid aspires to being an excellent place to work and offers its employees permanent employment and remuneration in line with market conditions, respect for the essential principles of equal opportunity and promotion of diversity, the opportunity to conciliate professional and personal life, training opportunities and, in particular, health and hygiene in the workplace.

2.2.4 Sports Authorities and Public Administrations

Real Madrid undertakes with sports

Authorities to strictly comply with the principles of fair play, institutional collaboration, respect for authority and participation at all levels of sport organization. With regard to Public Administrations, Real Madrid's commitment is that of an institution that fulfils its tax, social and environmental obligations, working closely with the Authorities in community projects and especially to ensure the public order and security of the sports events it organises.

2.2.5 Other Clubs

As a sports competitor, in all its performances, Real Madrid offers fair play, competitive spirit, respect and collaboration in joint initiatives and charity projects.

2.2.6 Clients

Real Madrid is committed to its clients to maintain and promote the highest standards of quality and innovation, promoting customer satisfaction and the maintaining of professional procedures for dealing with claims.

2.2.7 Supporters

Real Madrid undertakes a commitment to all sports fans to adhere to the competitive principles of fair play, always doing its utmost to promote sportsmanship values, transparent information, respect and security at the sports events it organises. With its Madridistas supporters, the Club has a closer relationship by providing first-hand information, benefits when acquiring the products and services of the Club and different promotional opportunities with leisure companies with which Real Madrid has agreements. The Club also undertakes to maintain a close relationship with its Fan Clubs throughout the world, in the shared goal of defending the colours of Real Madrid and supporting the Club.

2.2.8 Suppliers

The policy of choosing suppliers and the awarding of orders and contracts is based on the principles of professional ethics, publicity and the freedom to participate, which is transparent, fair and responsible, under the supervision of the Procurement Committee, establishing cooperative relations with suppliers and avoiding payment conditions that endanger their solvency. Communications systems have been designed to encourage transparency in business relations and a mutual understanding of needs.

In addition and as far as possible, procurement will involve local suppliers, to create wealth in the local community.

2.2.9 Social Action

Real Madrid consolidates its commitment to society through the activities carried out by the Realmadrid Foundation, especially in the creation and management of integrated sports schools and support for charity initiatives, with particular attention given to children, professional athletes and veterans, as well as the needy.

The Real Madrid University College is yet another vehicle for social action, through its training of future sport managers.

2.2.10 The Environment

Real Madrid is committed to doing its utmost to protect the environmental and use its resources to recycle material and waste, saving and efficiently using energy, managing water and caring for gardens and lawns, in accordance with ecological and sustainability criteria.

2.2.11 The Media

Real Madrid undertakes a commitment to the Media based on a policy of mutual respect, transparency of information, notwithstanding compliance with data and information protection regulations and the recognition of the value of the work performed by the mass media.



3. Fulfilment of Commitments in 2011/2012

3.1 Members

Real Madrid is comprised of 93,267 members, of whom 68,486 are adults, 19,731 children and 5,050 over 65 years of age or a member for more than 50 years. Of all members, 75,964 are men and 17,303 women.

The number of football season tickets amounts to 59,643, all belonging to members and 4,427 for basketball, of which 2,065 belong to members, 1,094 to Madridistas and 1,268 to the general public.

Member Representatives comprise the General Assembly, which is the maximum governing body of the Club. The Assembly currently has 2,098 members, including the Board, honorary members and the first one hundred members.

The Disciplinary Committee is elected by the General Assembly, as nominated by the Management Board and is in charge of the assessment and classification of the acts committed and attitudes of Club members that are reported and subject to consideration. The Committee meets twice a week to study and resolve the issues included in its functions. During the 2011-2012 season, 335 disciplinary cases were initiated and studied.

3.1.1. Official Acts with Members

Ordinary and Extraordinary General Assemblies of Member Representatives:

held on 25 September 2011, at which the following was approved:

- Liquidation of the Budget, Annual Report, Balance Sheet and Profit and Loss Account of Real Madrid C.F., as well as of the consolidated annual accounts of its group companies in financial year 2010/2011.

- Consolidated Budget of Revenue and Expenditure and the 2011/2012 Business Plan.
- Taxable income from membership fees for the season 2012/2013.

On 29 July 2011, the Extraordinary General Assembly ratified the agreement signed on 29 July 2011 between the City of Madrid and Real Madrid C.F. to regulate the commitments arising from agreements signed between the City of Madrid and Real Madrid C. F. on 29 May 1998 and 20 December 1991.

Presentation of insignias:

On 17 December 2011, a presentation was held to award insignias to all members who have been a Real Madrid Member for 25, 50 and 60 years. A total of 1,440 insignias were presented, of which 193 were made of gold and cut diamonds, 94 of gold and 1,153 of silver. The Club President Florentino Pérez, presided the act, together with representatives from the Board and Real Madrid legends, led by the Honorary President Alfredo Di Stéfano, who presented the badge to the President for his 50 years as a Member.

Election of Member Representatives:

On 30 June 2012, the mandate of the Member Representatives elected in 2008 expired. The Electoral Board therefore called new elections of Member Representatives for the period of 1 July 2012 to 30 June 2016. The elections were held on Saturday, 5 May and, of the 3,053 nominations, 1,974 Member Representatives were elected, whom, together with the Members of the Board, former presidents, honorary members and the one hundred first members, made up a total of 2,098 General Assembly Member Representatives.

3.1.2. Corporate Governance Acts

Real Madrid maintains a strong commitment to the highest and most demanding standards of good corporate governance. The Board is the body directly responsible for the administration, governance, management and representation of the Club. The Board held six meetings during the 2011/2012 season.

The Steering Committee is comprised of the President, Members of the Board and Club executives. It develops action plans and executes operational decisions to achieve the goals set by the

Board. During the 2011/2012 season, the Steering Committee held 25 meetings. The Steering Committee is assisted by Financial and Procurement Committees, consisting of members of both the Board and Club executives. The Financial Committee held eight meetings to monitor the financial year, introduce corrective measures and review the quarterly closing of accounts and update estimated annual provisions, in compliance with the Club's Annual Budget. The Procurement Committee held nine meetings to monitor and, as appropriate, approve the purchase of the goods and services required to carry out the action included in the Club's annual budget.

All stages of the budget are adjusted according to strict standards of corporate governance. The Annual Budget is drawn up with the participation of all Club departments, under the strategic guidance of the Board, which then approves the final budget for submission for final approval by the Assembly of Member Representative at the beginning of each season.

In the 2011/2012 season, the strict budget cycle was repeated. The degree of fulfilment of the budget has been highly satisfactory, as witnessed by the excellent financial results, aimed at maintaining the long-term financial stability and solvency of the Club, in order to meet all the obligations arising from the development and implementation of its sporting goals, always under strict compliance with applicable regulations. All the above is shown in the Club's Annual Accounts, which provide evidence of the significant growth in turnover and a clear improvement in its efficiency, profitability and solvency.

The Club's annual accounts for the 2011/2012 season were externally audited by Ernst & Young and their unqualified report accompanies the Club's Financial Report for the season. The Annual Accounts of the Club, once approved by the Board, are subject to the scrutiny and final approval of the Assembly of Member Representatives.

In addition, the auditing function is reinforced at Real Madrid by the existence of an Internal Control and Auditing Department, which is independent to the remaining Club Departments and reports directly to the President and Management Board. Thanks to the work of the Department, a Procedures Manual was prepared, consisting of 48 procedures

that determine the Club's operations in its most important internal processes. Compliance with these procedures is ensured through the supervision of the Internal Control and Auditing Department, which drafts an Auditing Plan every season that reflects the work to be done. Specifically, during the 2011/2012 season, a total of 10 procedures were audited. In addition to the auditing of procedures, the Internal Control and Auditing Department carried out other work such as the updating and improving of existing internal procedures, audits of the Real Madrid Foundation procedures, auditing of the compliance with data protection legislation and special reports relating to internal organization, the code of conduct, sportswear inventories, entertainment and travelling expenses, corporate responsibility, ongoing improvement, etc.

3.1.3. Member Services and Information Department

Member Services Department:

The Member Services Department offers integrated personalised services, having attended over 12,000 visits and 20,000 telephone calls, and via e-mail it responded to more than 13,000 requests for information on different issues. The Office also made more than 6,000 calls to Member Representatives and members for different reasons, such as the presentation of insignias, signings, etc.

On-line Members Services Office:

Members can make enquiries and perform transactions, without having to visit the Office personally, without time-table restrictions and in total safety and comfort.

During the 2011/2012 season, the on-line Office registered more than 135,000 visits from members, who were able to comfortably resolve their issues on-line. The number of visits since the Office opened in 2011 has grown to 196,000.

The Exclusive Member

Representative's Office handles requests by Representatives: for information, tickets, attendance to official events, basketball matches and Real Madrid Castilla games, documentation for the General Assembly, office matters, etc.

Ticket Office Incidences:

a service provided on match days mainly to deal with cases of members having

forgotten, misplaced or had their season ticket stolen. After identification, the seat corresponding to the season ticket is issued. During the 2011/2012 season, 5,040 members were assisted.

Members' Hotline 902 212 002:

exclusively for members, who must provide their member and PIN numbers. 46,113 calls were made.

Real Madrid Line 902 32 18 09:

used by 70,419 supporters requesting information relating to the Club.

Exclusive Newsletter for members:

an on-line magazine offering Real Madrid members with all the latest news on the Club, exclusive videos, ticket sale dates, weekend football and basketball results and commemorations of legendary players that made our Club what it is today. Over 50,000 members currently receive the newsletter by e-mail, resulting in a total volume of 1,677,000 e-mails sent.

Letters to Members:

in addition to the on-line Newsletter, the Members Department also sends letters by e-mail, at intervals abased on the Club's information and member needs. This season, a total of 454,000 e-mails have been sent, containing useful information for members and facilitating efficient communications.

Members' Newsletter :

a newsletter was sent in October 2011 with information relating to the 2011 General Assembly of Member Representatives and another in May 2012, with information on the processing, conditions and renewal of season tickets.

Halamadrid Magazine:

quarterly publication with all the latest news on the Club.

3.2 Athletes

Football

During the 2011-2012 season, the football first team won the National League Title with record figures, becoming champions of the best League in history. It was the first time in the history of the competition that a team had achieved 100 points and scored 121 goals in 32 wins.

In the UEFA Champions League, Real

Madrid reached the semi-finals, losing to Bayern Munich, and the quarter finals in the Copa del Rey.

Real Madrid Castilla won Group I of the 2nd Division B, reaching 78 points and only losing six games. The team was promoted and returned to the Second Division A. To culminate a sensational season, Real Madrid Castilla was proclaimed Champion of the Second Division B, after defeating Mirandés.

Real Madrid C was runner up in Group VII of the Third Division and eventually promoted to the Second Division B. In the RFEF Cup, it came third.

In the Under-18 competitions, Real Madrid won the National Championship (Under-18 B) and the Regional First Division (Under-18 C). Under-18 C reached the quarter finals of the Copa de S. M. El Rey.

Under-16 B and Under 10 A won their respective league titles.

These figures demonstrate the dominance by our Academy teams of their respective competitions, in which the search for new players has become increasingly more difficult in a market highlighted not only by the increased number of teams competing for players in recent years, but also by the appearance of new factors and agents.

This year, the Club signed 71 players, the majority in the Under-10 Division, with 17.

Equally ambitious is the policy of collaborating with other clubs. Real Madrid currently has agreements with 32 clubs.

Real Madrid takes special interest in players from other provinces, providing them with residential accommodation at the SEK College, one of the most prestigious colleges in the Region, in addition to travelling allowances for the players and their parents.

Special mention should also be made of the contribution by our Academy to Spanish National Teams, ranging from the Under-21 to the Under-15 Divisions, as well as the Under-19s, Under-18s, Under-17s and Under-16s. The Club also contributes players to international teams, such as Russia, Belarus, Portugal and Macedonia. In all, 29 players represent their national teams.

With the aim of providing suitable medical insurance that guarantees maximum player performance, the Club signed an agreement with Sanitas enabling it to achieve all its objectives in this regard. During the 2011-2012 season, in addition to daily medical assistance

for the players, there were 281 medical tests, 10 operations and 296 medical analyses performed as part of the prevention program, in addition to annual medical check-ups for all players.

Players originating from the Real Madrid C. F. Academy

There are currently 117 players from the Real Madrid C. F. Academy taking part in different divisions, 43 in the Spanish First Division, in different clubs: Real Madrid C. F. (6), Atlético de Madrid (4), R.C.D. Espanyol (1), Getafe C. F. (4), Granada C. F. (2), R.C.D. Mallorca (1), Rayo Vallecano (4), Málaga C. F. (1), C. A. Osasuna (3), Real Racing Club (1), Sevilla F. C. (1), Sporting de Gijón (4), Levante U. D. (1), Valencia C. F. (2), Villarreal C. F. (3) and Real Zaragoza (5).

In the Second Division, there are 49 Real Madrid Academy players in 17 clubs: A.D. Alcorcón (5), Deportivo de la Coruña (3), U.D. Almería (2), F.C. Cartagena (2), Córdoba C. F. (2) Hércules C.F. (5), Elche C.F. (3), Nástic de Tarragona (2), Girona C. F. (2), S. D. Huesca (4), U.D. Las Palmas (3), C. D. Numancia (2), C.D. Guadalajara (4), Real Club Recreativo de Huelva (2), C.E. Sabadell (1), Real Valladolid C. F. (2) and Xerez C. D. (5).

Finally, 25 players from our Academy are playing in top European competitions in Italy, Germany, Portugal, England and Russia.

Basketball

During the 2011-2012 season, the First Team in Basketball came second in the Qualifying Phase of the Endesa League, eventually being runner-up in the competition. The Team also won the Copa del Rey after a drought of 19 years. In the Euroleague, Real Madrid reached the Top 16, in which it came third in Group F.

The First Team also won the XXVIII Edition of the Madrid Regional Championship held at the Europa Pavilion in Leganés.

Nikola Mirotic was named the best up and coming player in the Euroleague for the second year in a row and Sergio Llull, in addition to being MVP in the last Copa del Rey, was included in the 2011/12 Endesa League All-Star Team.

The Basketball B Team came fourth in the EBA League, after winning 24 and losing 6 matches and was only one spot away from taking part in the play-offs for promotion to the LEB Second Division.

The Junior Team won the Madrid Title,

finishing in third position in the Spanish Championships held in Zaragoza. Plácido Nadjickim won the award for the most number of rebounds in the tournament. The Junior Team also won the Villaviciosa and Ciudad de Coín Tournaments.

The Under-16 A Team won the Madrid Championship and finished in 19th place at the Spanish Championships held in Marín (Pontevedra), after being eliminated in the Group Phase. The Team won the Tournaments of Villa de la Orotava and Alcalá de Henares.

The Under-12 Team finished in third position in the Madrid Championship and 9th at the Spanish Championships held in Vecindario (Gran Canaria). A special mention must go to the title as Runner-up in the ABC Minicup and its victory in the Olmedo Tournament.

The Under-16 B and Under-12 B Teams completed their education and sport objectives set at the beginning of the season. Worthy of special mention is the victory achieved by the Under-12 B Team in the V Memorial Pablo Barbadillo Tournament in Tres Cantos, considered to be the equivalent of an official Spanish Championship in the pre-Under-12 Division.

During the season, Real Madrid acquired the rights to three First Team players (Jaycee Carroll, Martynas Pocius and Kyle Singler) and 23 Academy players, competing in the EBA League Team (1), Junior Team (1), Under-16 A Team (5), Under 16-B Team (4), Under-12 A Team (2) and the Under-12 B Team (10), being the team with the highest number.

The Club's objective is to continue searching for talented young players in the Community of Madrid, as it facilitates the process of training and adaptation, as well as the assimilation of Real Madrid's values.

In 2011/12, the Real Madrid Academy maintained the agreements signed during the 2010/11 season with

C. B. Torrejón, C. B. Alcobendas and C. B. Pozuelo, the results of which were highly satisfactory.

As in the previous season, the Club granted scholarships to nine players from other provinces and even foreign players, providing them with accommodation at the SEK College, one of the most prestigious educational centres in Spain.

The basketball First Team contributed six players to the Spain (4), Lithuanian (1) and Azerbaijan (1) Teams for the London Olympic Games and the Pre-European Tournament. Our Academy also contribu-

ted three players to the Spain Under-20 Team, one to the Under-18s, two to the Under-17s, three to the Under-15s, one to the Under 14s and five to the Under-13s.

As in football, the Club signed a health insurance agreement with Sanitas, with the aim of guaranteeing maximum player performance. The agreement resulted in Sanitas taking care of player health on a daily basis in 2011/2012, having carried out a total of 158 diagnostic tests, eight operations and 104 analyses under the prevention program, in addition to annual medical check-ups for all teams.

Players from the Real Madrid C. F. Academy

A special mention should go to the participation of the Real Madrid EBA League and Under-20 Spain Team players Jorge Sanz and Dani Díez. Sanz, who had already debuted in the Endesa League the year before, playing in this year's Euroleague. Díez made his debut this year in the Endesa League.

There are also eight players from our Academy that have played in the 2012/13 Endesa League teams: Caja Laboral (1), Gran Canaria (2), Lagun Aro (2), UCAM Murcia (1), Xacobeo Blusens (1) and CAI Zaragoza (1).

3.3 Employees

During the 2011/12 season, Real Madrid maintained an average number of 622 employees that contributed to the Social Security, of which 247 are athletes, 297 structural employees and 78 part-time employees. The temporary employee ratio at Real Madrid is 1.36%, given that 98.64% of employees have permanent agreements.

Of all the Club employees, 39.59% are women. 41 women hold positions of responsibility at the Club.

Non-sport employees include 9 workers of different nationalities, to cater for the international activity of Real Madrid. Two retirements have taken place this year and maternity leave was taken by 12 employees and paternity leave by 9 fathers. Two employees also requested child-care leave and there were twelve requests for reduced working hours for the legal custody of minors.

Real Madrid also continued investing in the ongoing training of its staff. Such an investment now exceeds 160,000 Euros, divided into 75 training programs

for 426 participants who, in all, received 12,900 hours' training during the season. The Club also continued its occupational hazards prevention plan, which this year resulted in 213 employee medical check-ups and training courses on risk prevention, fire extinguishing, first-aid, use of defibrillators and anti-stress techniques in emergencies. The Health and Safety Committee, comprised of worker and Club executive representatives, continued its work and achieved substantial progress in risk prevention in all areas. In the prevention of occupational hazards, Club suppliers provided services at the Club's facilities, involving 73 coordinated interventions, in accordance with current regulations.

During the 2011-12 season, a new collective bargaining agreement was negotiated with intermittent worker representatives, which shall be in force for three seasons, until 30 June 2014. Elections have been held this year to appoint intermittent worker representatives to the Works Council.

Special thanks must go to the workers that rendered their services free of charge for the success of the events organised by the Real Madrid Foundation under its corporate volunteer project.

3.4 Sports Authorities and Public Administrations

This season, Real Madrid has continued its policy of timely meeting its tax and Social Security payment obligations, being up to date at all times with its payments to Public Administrations. Similarly, the Club has continued to collaborate with regional and local Authorities.

Football:

Real Madrid is present in the leading football bodies, both at a national as well as international level. The following can be highlighted:

UEFA:

This season Real Madrid has been active on several UEFA Committees and initiatives, in particular with UEFA Events S.A. and the Professional Football Strategy Council, at which it is represented by the President.

ECA:

A body comprised of the most important European clubs, in which we are repre-

sented at the General Assembly by the President, as well as by other Club executives. The different committees include an Executive Committee, on which the Club is also represented by our President and Vice-president, an Institutional Relations Committee and a Competition Committee.

FIFA:

Our representative with FIFA, the maximum football institution, is the Club President, who is a member of the Football Committee.

RFEF:

This year, Real Madrid has been very active, through our President, on the Executive Board.

FFM:

The Club has worked proactively with the Madrid Football Federation.

LNFP:

Represented by its General Manager, this year the Club has actively participated in all the activities carried out by the LNFP.

Basketball:

Real Madrid is present on all the decision-making bodies in basketball, both at a national as well as international level.

ACB:

In 2011/12, the ACB underwent an important re-structuring process, resulting in a representative committee, to which Real Madrid belongs, and the appointment of a new General Manager with maximum executive and representative powers to manage the Association's main interests.

Our Club played an active role in the negotiations with the different television operators in relation to the television rights for the broadcasting of Endesa League matches in 2012/13, resulting in the principal and secondary operators that will ultimately determine the television schedules.

EUROLEAGUE:

The Club has played an active role at the Euroleague Executive Board meetings, of which it is a member with other clubs, leagues and federations.

Last season, the Executive Board introduced important changes to the Euroleague for the 2012/13 season, concerning match days, and re-structured the

second phase of the competition, known as the Top 16. The aim was to achieve greater club growth through increased television coverage and spectators at matches.

COMMUNITY OF MADRID:

The Club continues to have excellent relations with the Community of Madrid. Its collaboration with the Regional Government body has never been better, as proven by the granting by the Government of the Sports Palace for all Real Madrid matches in the Endesa League and Euroleague. Real Madrid also took part, as always, in the CAM Basketball Tournament, together with Asefa Estudiantes and Baloncesto Fuenlabrada, which it won for the nineteenth time.

THE ACADEMY:

The Real Madrid Academy is actively represented in the Spanish and Madrid Basketball Federations and plays an active role at the General Assemblies of the Spanish Basketball Federation (FEB) and the meetings held with the Madrid Federation throughout the year, thus achieving better communications between the Club and its Federations, as well as facilitating operations.

3.5 Other Clubs

Real Madrid's relations with other clubs are based on its participation in friendly matches and tournaments.

Football:

Our different divisions of football teams played in a range of friendly matches and were invited to take part in prestigious tournaments, both in Spain and overseas, totalling 43 tournaments and 80 friendly matches, including the Calífas de Córdoba (Under-18 A) Tournament, Laredo (Under-18 A) Tournament, Romania Tournament (Under-18 B), Cesaraugusta Tournament in Zaragoza (Under-16 A), López Ufarte Tournament in Irún (Under-16 B), Arnedo Tournament (Under-14 A), BBVA Tournament in Tenerife (Under-14 B), Villagarcía de Arosa Tournament, BBVA Tournament in Benalmádena (Under-12 A) and the Andorra Tournament (Under-10 A).

Basketball:

The Basketball First Team played a total

of four friendlies. Two of them, against the Stanford University and Melilla, were played at the Valle de las Cañas Sports Centre Pavilion in closed door matches; other friendlies were played against CAI in Zaragoza and Caja Laboral in Vitoria. The Team also took part in the Supercopa organised by the ACB that was played in Bilbao from 30 September to 1 October.

The Basketball Academy teams played and were invited to play in a total of 22 friendlies and national and international tournaments.

Worthy of special mention is the participation of the EBA Team in the Community of Madrid Tournament and the Junior team in the L'Hospitalet Tournament, organised by the Euroleague.

3.6 Clients

In the 2011-2012 season, Real Madrid worked with over 700 companies, earning revenue in excess of €360 M. Such clients include sponsors, licensees, manufacturers, television channels, operators, renters of VIP boxes, etc., both in Spain and overseas. Over 800 contracts were managed, of which more than a third constituted new agreements.

With approximately 120 clients and 170 contracts, the licensing and retail market area generates over €70 M. Sponsors and marketing is responsible for almost 50 clients and a turnover of more than €70 M. The events Department has managed 130 clients for other companies at our facilities, with events that range from music concerts to product presentations and corporate meetings, gala dinners and amateur matches, etc.

Real Madrid earned more than €40 M from the products and services it offers directly to its supporters. Special mention goes to the 800,000 visitors that took part in the Bernabéu Tour, rating it with an average 8.8 on a scale of 1 to 10, as well as to the 500,000 clients of the official Real Madrid stores. 50% of the Bernabéu Tour visitors were from overseas. This season, there have been 25 claims filed, almost all of which were resolved. The number of incidences and complaints at stores was 37, of which 80% were resolved.

With regard to the VIP Area, the Stadium now has more than 4,800 armchairs distributed throughout boxes and other areas, including the four restaurants:

Puerta 57, Real Café, Asador de la Esquina and Zen Market, which catered for more than 370 client companies of all kinds, ranging from small and medium enterprises to multinationals. In addition, the VIP Area attended almost 15,000 people with VIP tickets for Real Madrid matches. During the season, the Club optimised the use of certain Stadium areas, creating new boxes and renovating a large part of existing ones.

3.7 Supporters

Madridistas

Real Madrid has over 180,000 active supporters that belong to its Madridistas program. The Madridistas supporters are identified by the Club and maintain a direct relationship with Real Madrid. They receive four quarterly magazines delivered to their homes, in addition to regular offers and promotions through different communications programs, including e-mail. This year, the Club has sent 110 different electronic newsletters. The Madridistas have a call centre to request information or file complaints, which throughout the season received approximately 114,000 calls and 10,000 e-mails from Madridistas, making some 95,000 calls to recruit and recover Madridistas and handle administrative matters.

El club maintains relations with another group of supporters through the e-madridista system, involving 750,000 fans who receive regular communications via e-mail, keeping them up to date on the most important news on the Club, as well as regular offers on official products. This season, more than 13 million e-madridista e-mails have been sent.

Fan Clubs

There are currently 2.178 Real Madrid Fan Clubs, of which 2,082 are located in Spain 96 overseas, in 50 countries.

Activities carried out with Fan Clubs in 2011/2012 include meetings with each club on national trips made by the Team, a total of 580, and 10 events held during international trips made to take part in international competitions. Lunches were also held with rival fan clubs, in which 180 Real Madrid C. F. Fan Clubs took part, together with the fans of rival teams in friendlies. There have been 398 events organised by Fan Clubs, including a 60th Anniversary, 50th Anniversary and 18 Fan Clubs celebrated 25 years of history.

Finally, special mention should go to the 2012 Fan Club Meeting held on 3 June at Valdebebas, at which more than 1,000 Fan Clubs were represented and more than 4,000 people attended.

3.8 Suppliers

The most outstanding development in 2011-12 in the strengthening and control of purchasing from our suppliers has been the integration of the Invoice Approval Process through a website application. Accordingly, one single tool registers the entire invoice approval process, with the relevant authorisation and signing off. It also enables enquiries to be made by authorised people as to the status and history of all invoices in real time.

During the season, 3,600 operations involving the purchase of goods and services were carried out, including those related to operating expenditure and investments. The total invoiced amount managed was around €66 M, divided into some 900 different suppliers.

The purchasing function was successfully audited.

The Procurement Committee held nine meetings, at which it reviewed and authorised the main purchases of goods and services and investments made by the Club during the season, in addition to auditing the budget status and the compliance therewith by the different areas.

During the 2011-2012 season, there were 73 coordinated occupational hazard prevention actions with suppliers providing services, either at our facilities or at others in which Real Madrid acts as a promoter without being the owner (Madrid Caja Mágica, Sports Palace in the Community of Madrid and the Municipal Pavilion in Valle de las Cañas, venues of matches and training sessions held by our Basketball Teams).

All the coordinated action carried out was intended to ensure that the workers employed by Real Madrid suppliers comply with health and safety in the workplace policies, pursuant to the Labour Act and fundamentally with Act 31/1995 on the Prevention of Occupational Hazards and Royal Decree 171/2004.

3.9 Social Work

Real Madrid's social work in the 2011/2012 season focused on the following areas:

3.9.1 Sport

The Real Madrid Foundation Sports Schools continue making football and basketball an excellent tool for transmitting positive values, with the intention of creating healthy sports habits and collaborating with families in the integrated education of almost 3,000 boys and girls aged from 5 to 17, at a total of 22 football schools at different locations. The sports schools have two teacher training programs that have become consolidated processes of education and learning at the schools: 'They Play We Teach' and 'Real Education: Values and Sport'.

From the months of February to May, the sports schools hold an internal tournament (at Real Madrid City for football and in Arganzuela for the basketball schools).

The basketball training program is completed with the IV "Campus Inclusivo de Baloncesto", where non-disabled children from our schools shared five days living and training together with young people in wheelchairs, with a mutual interest: basketball.

The training program also includes the summer and Christmas football, basketball and tennis national and international campuses. In the last edition of the Campus Experience, more than 2,000 young people aged from 7 to 17 and 40 different nationalities took part.

3.9.2 Society

The Real Madrid Foundation social integration schools are aimed at integrating marginalised groups of people and those at the risk of being socially excluded into Society.

This year, in addition to the 10 sports integration schools already functioning in Spain, new schools were opened in San Fernando de Henares and Nuevo Baztán (Madrid), Camas (Sevilla), Alhama de Murcia (Murcia) and Segovia.

The Real Madrid Foundation maintained its presence at 20 Prisons in the Iberian Peninsula. It also has three sports schools in shelter homes located in Picon de Jarama (Paracuellos), at the Manzanares Residence and in Chamberí. In addition, two new detention centres were opened during the season in Murcia and Alicante.

There have also been six basketball schools operating at hospitals in the Community of Madrid: Gregorio Marañón Hospital, Hospital Universitario Doce de Octubre, Hospital Universitario La Paz,

Hospital Niño Jesús, Hospital Ramón y Cajal and Hospital Universitario Severo Ochoa in Leganes. The Real Madrid Foundation also has a physical education program for the elderly at the facilities of Canal de Isabel II (Madrid), which benefits 250 people.

3.9.3 International Cooperation

The Real Madrid Foundation has 193 sports schools in 62 countries, in which 33,000 children take part, enabling them to grow and learn the best of Real Madrid's values: the will to succeed, respect, brotherhood, solidarity and the rejection of racism.

The presence of the Real Madrid Foundation in Latin America continues to be the greatest, with 14,000 boys and girls attending our schools in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, the United States, Guatemala, Haiti, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Dominican Republic, Trinidad and Tobago, Uruguay and Venezuela.

In Colombia, the number of schools was increased to almost 50, covering a large part of national territory and with substantial growth prospects in coming years. In Mexico, 15 schools were opened, with the possibility of more next season. There are also programs being negotiated in Cuba and Nicaragua to open schools during the forthcoming year.

'Proyecto África' is one of the most exciting initiatives and thanks to the funds raised from the Corazón Classic Match 'Juntos por África' 2011, early objectives have been achieved. Real Madrid's presence has been consolidated in Angola, Algeria, Benin, Burkina Faso, Burundi, Cameroon, Ethiopia, Ghana, Equatorial Guinea, Kenya, Madagascar, Malawi, Mali, Morocco, Mozambique, Niger, Congo Republic, Central African Republic, Rwanda, Sao Tome and Principe, Senegal, Sierra Leone, South Africa, Tanzania and Togo and thanks to the funds raised from the solidarity match in June between the Real Madrid Legends and Manchester United, growth is continuing.

In the Middle East, the Foundation is present in Saudi Arabia, United Arab Emirates, Israel, Palestinian Territories, Jordan, Bahrain, Kuwait and Iraqi Kurdistan.

Schools in Europe were warmly received in many countries. Following the inauguration of the first school at the Ferenc Puskas Academy in Felcsút,

Hungary in April 2011, our presence in Europe has continued to grow. The project in Portugal, with schools in Vila Real de Santo Antonio and Castro Marim, Vilanova de Gaia and Funchal, was completed with the opening of other schools in Italy and Poland.

In Asia, work began in India, China, Indonesia and the Philippines.

3.9.4. Cultural and Institutional Events

The Real Madrid Foundation organised its Annual Gala with the presentation of the 2012 Alma Awards to illustrious celebrities: Oscar Pistorius (Sporting Career), Unicef, 'Donate 1 day' campaign (Solidarity), Emergency Military Unit for its work after the Lorca earthquake (Collaboration in National Projects), Misiones Salesiana (International Cooperation) and Plácido Domingo (Special Award).

Other events include the Luis de Carlos Forum 'El deporte inclusivo trasciende fronteras', and 'La Afición'; the II Sport and Development Seminars, organised in conjunction with the AECID, the updating of the Bernabéu Tour content; the Travelling Exhibition "110 years of Real Madrid"; publishing of two books ("*Iker Casillas - La humildad del campeón*" and "*La Liga del 110*"); as well as the services provided by the Historical Heritage Centre to the entire Club and the tributes paid to Real Madrid and its Foundation.

3.9.5 Important Events

The charity football match "Corazón Classic Match 2012: África en el alma" brought together some of the most important players in the history of Real Madrid C.F. and Manchester United F.C., highlighting the names of Zidane, Figo, Roberto Carlos, Morientes, Butragueño, Redondo, Santillana, Van der Sar, Dwight Yorke, Andy Cole and Bryan Robson. For the second year, the funds were used to develop the Real Madrid Foundation sports schools for 'Proyecto África'. Since 2009, 42 sports schools have been established in 25 African countries and are attended by more than 7,000 young people.

The Real Madrid Foundation also organised the Chopard charity street market to help the schools in Israel and the Palestinian Territories, as well as a charity dinner with the slogan 'Haití es Real'.

3.9.6 Presence of Veterans

The presence of veterans in the activities

organised by the Foundation were: the charity football match “Corazón Classic Match 2011 - África en el alma”, with veterans from Real Madrid C.F. and Manchester United F.C.; in basketball, the “Semana del Deporte Inclusivo” to raise funds for the disabled; basketball matches with the physically and mentally disabled; the Padel Group Tournament and III Charity Golf Tournament; football matches at prisons in Murcia and with the Rais Foundation; the Luis de Carlos Forum, with a tribute to the Fans (“La afición”) and the ‘Partido x la ilusión’ in collaboration with the Iker Casillas Foundation.

3.9.7 Presence of Players

The Foundation also organised the presence of players at different institutional events: Granero visited the school he sponsors in Baza (Granada); Marcelo was present at schools in Rio de Janeiro and Sao Paulo in Brazil; Adán and Callejón visited the social sports school at Canal (Madrid) and Real Madrid basketball players Jaycee Carroll and Nikola Mirotic played games with the children at the “Campus Inclusivo de Baloncesto”.

First Team football players Marcelo, Pepe, Varane, Sahin and Altintop, as well as Real Madrid basketball player Carlos Suárez all visited the children at the Summer Campus. At Christmas, First Team players gave presents to children at several hospitals in Madrid.

Special mention should also be made of the Management Board’s presence and support for Foundation programs, as well as that of Club executives, such as Emilio Butragueño and Miguel Pardeza, amongst others.

3.9.8 Real Madrid University College

The College is present in twelve countries - Spain, Brazil, Cyprus, Costa Rica, Ecuador, Mexico, Peru, Chile, Turkey, Germany, Morocco and Portugal – and for the coming course in Japan and the United States.

It currently offers twelve courses: Master Degrees in Sport Management, Communications and Sports Journalism, Physical Education and Health, Injury Prevention, Physiotherapy, Sports entertainment and Nutrition, Talent Hunting, Sports Law and Entertainment Business. More than 2,000 students have studied at the College.

In the 2011/2012 course, the College

in Madrid provided Master Degree courses to 167 students from 31 countries and to 608 international students overseas. Its activities in 2011-2012, in addition to the twelve master courses, involve several innovations, such as the implementing of the Personal University in the Sport Management Master’s Degree, in which students can combine class attendance with on-line attendance, at their choice and Master classes. This year, there have been visits from renowned sports celebrities, such as Manolo Santana, Carlos Sainz, Viviana Ruano, José Luis Llorente, as well as from Jaime Lissavetzky, former Secretary of State for Sport and Javier Martín del Burgo, the Director, during the master class devoted to the State Anti-doping Agency.

In its fourth edition, the Real Madrid Chair gave ten research grants amounting to 50,000 Euros. Since it began, the College has given research grants amounting to 200,000 Euros.

A special mention must go to the internally renowned tenor, Plácido Domingo, as sponsor of the 2011/12 Promotion of students, whose graduation ceremony was held at the Santiago Bernabéu Stadium.

3.10 The Environment

Through its agreements with selective collection entities and coordination with integrated cleaning firms, Real Madrid meets all its needs relating to the collection, transport and treatment of all hazardous and non-hazardous waste resulting from its industrial activities.

Since 2007, Real Madrid has worked under an agreement with Ecoembes España, S.A. to implement selective collection and recovery of light containers and cardboard, both at the Santiago Bernabéu Stadium, as well as at Real Madrid City, creating a system of collection, transport and subsequent treatment that exceeds the guidelines set forth by the European Union.

Last year at the Santiago Bernabéu corner, which houses the “Esquina del Bernabéu” shopping centre, 480,854 kg of waste was collected, resulting in the recycling of 363,854 kg of light containers and 67,140 kg of paper and cardboard, at a rate of 10.4% of foreign material.

At Real Madrid City, the total waste collected amounted to 111,835 kg,

with the recovery of 82,970 kg of light containers and 17,325 kg of cardboard. The percentage of foreign material was 10.3%.

Recent investment in technology and the management of facilities has resulted in considerable savings in electricity, thanks to the automatic programming of lighting both at Real Madrid City and the Stadium. Similarly, climate control at both complexes has resulted not only in increased comfort for users, but also additional savings in energy.

The exchange of information with users and constant advice on the efficient use of electricity, climate control and energy have produced a substantial improvement in our consumption.

With regard to energy consumption, over 60% of hot water comes from solar energy, with the subsequent savings in diesel and natural gas fuel costs. In addition, during the last year, there has been considerable progress in the use of remote control systems and the daily adjusting of temperature readings, thus optimising energy costs.

With regard to the consumption of water at Real Madrid City, essential for our activities, the Club has a separating sewerage system and treatment station up to the tertiary phase, which produces optimum quality for watering. In addition and following the construction of the necessary infrastructure, the Club has a connection to the City of Madrid recycled water. All these re-use systems and the consumption of recycled water, together with efficient management and correct planning of watering schedules has enabled optimum use of our water resources.

All this progress has been designed to make our Club a leader in environmental sustainability and awareness.

3.11 The Media

During the 2011-2012 season, relations between the Media and our Club were managed by the Real Madrid Media Department.

3.11.1 Publications

The RealMadrid.com official website publishes an average of 10-15 news items on non-match days and 15-20 items on the days before, during and after matches.

The Club publishes five quarterly

magazines, including “Hala Madrid”, which reaches 215,000 members and adult Madridistas supporters; the Club has also published “Hala Madrid Júnior”, which is received by 30,000 members and Madridistas between the ages of 7 and 14. The electronic newsletters “Hala Madrid on-line” and “e-Madridistas” are sent every three months to over 600,000 users.

Every week of the BBVA League, the match program “Grada Blanca” is published, with a circulation of 30,000 copies at the Stadium. Similarly, at every BBVA League match, a press dossier is distributed to 700 spectators in VIP boxes and accredited press.

3.11.2 RealMadrid TV

RealMadrid TV has had one of the best sports seasons in its history, thanks to the strength of the Real Madrid teams in all divisions and sports.

The First Team culminated its excellent season by celebrating its League victory, which was shown to the entire world by RMTV in English and Spanish. But even before, the spectacular goals and records during the season were offered by RMTV in a feast of goals, sports profiles and reports on all its programs: “Hoy Jugamos”, “The News”, “Top Goals” Talk Shows, “Real ...” and RealMadrid Life (in Spanish) and “The Match”, “ExtraTime” and others (in English), including the Team’s ambitious challenge in the Champions League and the best goals scored by Real Madrid players in the European Cup, players that were instrumental in Spain’s victory.

RMTV also broadcast Real Madrid Castilla’s promotion to the Second Division and provided live coverage of all the milestones of its success, including the victory celebrations at the Alfredo Di Stéfano Stadium. It also covered the promotion of Real Madrid C and has always been on hand to bring Real Madrid fans the brilliant performances of all divisions of its Academy.

Special RMTV programs were “Especial 6,75” and “En el corazón de la Copa”, following the Real Madrid Basketball victory in the Copa del Rey in Barcelona.

A new program to highlight is “Hoy entrenamos con ...” in which several first team players have participated. With a realistic format, the program brings players closer to fans.

The Foundation has received special

attention from RealMadrid TV: schools, campuses, social initiatives and, in particular, the Corazón Classic Match and Alma Gala Presentation.

The General Assembly of Member Representatives, Fan Club Day at Real Madrid City, Real Madrid University College Graduation Ceremony, official and business promotion trips to Kuwait and the United Arab Emirates are just some of the events covered by RMTV.

RMTV is present in more than 50 countries in all continents and continues to expand. It broadcasts 24 hours a day on two channels, each with its own programming in Spanish and English. Updated “Madridista” information – The News and Hourly Bulletins, variety programs (Real Madrid Life, Top Goals), the talk shows (La Tertulia, ExtraTime) and its special programs (Hoy Jugamos, The Match, 6.75) provide all the sports, social and institutional information on Real Madrid C. F.





Real Madrid C. F.



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