



PARIS SAINT-GERMAIN
ANNUAL REPORT 2018



A word from the President

**WINNING AND ENTERTAINING: THESE TWO WORDS
DRIVE OUR PROGRAMME AND OUR AMBITION.**

Together they guide the actions of every Paris Saint-Germain stakeholder, from the football pitch to the handball court, from the tatami to the Esports arena, from the youngest of all to the most experienced. We are all of us committed to winning and entertaining, day after day, at the club's head offices, from marketing to events, from merchandising to finance, and from social media to sponsorship.

2018 proved to be a great year in every arena, where our teams continue to pursue their dreams of European glory. Though we still have some way to go, the path we have taken so far - one of perseverance - has only strengthened our already firm belief that our efforts will one day be rewarded.

New players have joined us, while others continue to make spectacular progress in teams in which they rub shoulders with some of the biggest international stars in their sport. In each of our sections, new coaches and their back-up teams offer a fresh approach based on tactical expertise and excellent interpersonal skills. It is assets such as these that are firing our belief that we can keep moving forward. Paris Saint-Germain's winning culture is developing with every passing season and has become the defining feature of a club that is like no other.

Our desire to win is only matched by our desire to entertain: to entertain our fans, our partners, our customers, our friends and our followers around the world, whose numbers and whose passion continue to grow. From China to the USA, and from Brazil to Africa and the Middle East, the Rouge et Bleu community is casting a light that is ever brighter and which shines brightest on the hearts of young people.

In seeking to entertain them, Paris Saint-Germain draws on the power of its sporting project and on its desire to explore new avenues where fashion designers and artists put their talent and inspiration at the service of the club from the world's most beautiful city.

Our 2018 report reveals the latest news and activities of Paris Saint-Germain in all its dimensions. It showcases our ambitions, our creations and all the energy that goes into making the Paris Saint-Germain project the most innovative and most engaging in modern football. In browsing these pages, you will take a behind-the-scenes look at a club that is determined to win and to entertain you.

Nasser Al-Khelaïfi
Chairman and Chief Executive Officer



Men's football

A DOMINANT FORCE

Staying at the top is harder than getting there, a challenge Paris Saint-Germain is meeting with panache. After winning every domestic competition going in 2017/18, the sky seems to be the only limit for the Parisians.

THE RECORD BREAKERS

The Rouge et Bleu cemented its dominance of French football by sweeping the board last season. In winning its seventh French title, a 12th Coupe de France (thanks to a 2-0 defeat of Les Herbiers in the final) and an eighth Coupe de la Ligue crown (secured with a 3-0 win over Monaco), Paris Saint-Germain continued to rack the trophies up.

13

points clear of runners-up Monaco in Ligue 1

108

goals scored (the best attack in the league)

29

goals scored (the best defence in the league)

170

goals in 246 matches for Edinson Cavani (a new club record)

Few teams have achieved the kind of supremacy Paris Saint-Germain enjoyed in the 2017/18 campaign. Inspired by the iconic Thiago Motta, who retired at the end of the season to coach the club's U-19 side, the Rouge et Bleu won every domestic trophy on offer and did so in style. Its haul of 108 goals is the second-highest in Ligue 1 history, bettered only by the 118 scored by Racing Club de Paris in the 1959/60 season.

4 wins

consecutive Coupe de France wins (a run unprecedented in French football)

01. Men's football

THE INVINCIBLES

Under the tutelage of new coach Thomas Tuchel, The Parisians were simply flawless in the first half of the league season, going undefeated and putting together a record-breaking run of wins in the process. In the meantime, the club has continued to set its sights high in Europe.

Tuchel has concocted a winning blend in successfully perming established stars such as Neymar Jr, Kylian Mbappé, Cavani, Thiago Silva and Marco Verratti with the likes of youth academy products Colin Dagba, Stanley N'Soki and Moussa Diaby. While the club's leading players bring skill and experience to the side, its homegrown talents offer youthful energy and a burning will to win.

14

wins out of 14 at the start of the league season

114

homegrown players, out of the 445 to have played for the club since 1970

18

games without defeat (15 wins and three draws) against Marseille, and counting

176

international caps for Italian keeper Gianluigi Buffon, a record for a European player

Paris Saint-Germain continues to ride the wave of euphoria created by France's World Cup win. Boasting three players who contributed to that success (Mbappé, Presnel Kimpembe and Alphonse Areola, who showed the trophy off to an ecstatic Parc des Princes), and new recruits such as young German defender Thilo Kehrer, Spanish defender Juan Bernat and Cameroonian international Eric-Maxim Choupo-Moting, the Parisian club has maintained the Russia 2018 feelgood factor by racking up win after win.

In beating Lille 2-1, Paris Saint-Germain set a new record for a winning start in Europe's top five leagues, chalking up a 12th straight victory to eclipse Tottenham's 11-match run in the 1960/61 season. The Parisians extended that sequence to 14 before drawing 2-2 with Bordeaux on 2 December. In a class of its own in France, PSG is also gunning for the biggest prize in European football.

01. Men's football

Having won through to the last 16 from a tough group that also featured Liverpool, Napoli, Red Star Belgrade, Paris Saint-Germain is as determined as ever to upset the continent's old order.

30

Kylian Mbappé is the first player aged under 20 to score 30 Ligue 1 goals in the last 45 seasons.

02.

Women's football

WINNERS AT LAST!

After many near-misses over the years, Paris Saint-Germain's women's team finally got its hands on some silverware after lifting the Coupe de France at the expense of eternal rivals Olympique Lyonnais. Could that trophy win trigger a shift in the balance of power in French women's football?

GOLDEN GIRLS

The Parisiennes were rewarded for their persistence when they beat Lyon 1-0 in the Coupe de France final in Strasbourg on 31 May 2018. It was their first trophy of the QSI era, with many more sure to come in the years ahead.

2nd

Coupe de France for the club, the first having come in 2010

2nd

place in the French women's first division (for the sixth time in the last eight seasons)

21

goals scored by Marie-Antoinette Katoto, the second-highest scorer in the league

02. Women's football

1

goal conceded in six matches en route to the Coupe de France title

With just a few months to go before the Women's World Cup, which kicks off at the Parc des Princes on 7 June 2019, Paris Saint-Germain's women's team is continuing to play a leading role on the domestic scene. Fighting its rivals Olympique Lyonnais every inch of the way, the team finished runners-up in the league, earning an eagerly awaited return to the UEFA Women's Champions League in the process.

Women's football is very much on the up and so is the Paris Saint-Germain team, who embarked on a major tour of the USA last summer. That move into the international arena spoke volumes of the stature now enjoyed by the Parisiennes.

225

appearances made by the legendary Laure Boulleau for PSG.

WARRIORS

The Paris Saint-Germain women's team is continuing its long-running fight to reach the very top. Better placed than ever for league glory, the Rouge et Bleu has also been in explosive form in the Champions League, where it takes on English club Chelsea in the quarter-finals in March 2019.

5

current first-team players have represented France at senior level
(26 in total since 2011)

4th

appearance in the quarter-finals of the Women's Champions League in the last five seasons

17

goal scored by Marie-Antoinette Katoto in the first 15 matches of the season (1.13 goals per match)

86

international caps and 25 goals for the 23-year-old Wang Shuang

02. *Women's football*

Hot on the heels of Lyon in the league, the Parisiennes marked their return to Champions League action in the best possible way, winning all their matches in this season's competition to date.

Now coached by Olivier Echouafni, the Paris Saint-Germain women's team is aiming at the very least to match its achievements of last season. In signing international stars such as Brazil's Daiane, Denmark's Signe Bruun and China's Wang Shuang – voted Asian Women's Player of the Year in 2018 – the club has once again shown the extent of its ambitions.

Those ambitions are backed up by its growing popularity, with viewing figures for the league meeting with Olympique Lyonnais on 18 November peaking at 836,000 and a crowd of 8,700 attending the game, held at the Stade Jean Bouin. Those figures reflect the increasing exposure of and interest in women's football.

1st

The 18 November clash was the first French women's first division match to be shown on prime time (on Canal +)

03.

Handball

SIMPLY THE BEST

Paris Saint-Germain Handball saw triple in 2017/18. Winners of the league, Coupe de France and the Coupe de la Ligue, Nikola Karabatic and his cohorts were in red (and blue) hot form throughout the season.

A PARISIAN DYNASTY

The treble, a feat achieved only by Montpellier in the past, is the latest giant stride taken by a team destined to make handball history. With its global stars (Thierry Omeyer, Henrik Toft Hansen, Luc Abalo, and Uwe Gensheimer) and exciting new talent such as Nedim Remili and Sander Sagosen, Paris Saint-Germain is hitting new heights on the courts.

03. *Handball*

2nd

Coupe de la Ligue win (beat Toulouse 40-30 in the final)

4th

Coupe de France triumph (beat Nîmes 32-26 in the final)

5th

French league title (fourth in a row)

0

Home defeat, in all competitions

Though the club fell short in its bid to win a coveted Champions League title, it did reach the Final Four for the third time in a row, something only four other clubs have done before.

That eye-catching consistency at the very highest level shows the ability of the Rouge et Bleu to deliver time and again, from the opening match of the season to the last.

84%

of matches won last season, in all competitions

PUSHING THE BOUNDARIES

Never carried away by its own success, Paris Saint-Germain has set the bar very high for itself this season, in both France and Europe.

9

wins in a row out of 10 Champions League matches

0

defeats at home all competitions included

408 / 326

Best championship attack and defence

03. *Handball*

Unbeaten in the league and virtually flawless in the Champions League, Abalo and his team-mates are achieving a level of excellence rarely seen before, with PSG's virtuosos playing the same tune and hitting every note.

Despite the retirement of Daniel "Air France" Narcisse, who has taken up an executive position with the club, Paris Saint-Germain has every intention of continuing to excel in the Starligue and Europe. Now coached by former Spain international Raul Gonzalez Gutierrez, the Rouge et Bleu also boasts a clutch of exciting homegrown players.

And what better way to bid farewell to the legendary Omeyer, who is retiring at the end of the season, than by winning the Champions League? But before he takes up a coaching position at the club, the goalkeeper will be doing his utmost to blunt the best attacks in Europe and help his team-mates fulfil the ultimate dream.

34

home matches without defeat in the Champions League, and counting

04.

Judo

PARIS SAINT-GERMAIN, MASTERS OF THE DISCIPLINE

A year on from its return to the judo arena, the Parisian club has made its considerable presence felt on the tatami. With the iconic Teddy Riner – a colossus of 21st-century judo – still leading the way, Paris Saint-Germain is laying the foundations for its future success.

A DOUBLE OBJECTIVE

In setting up a judo academy in the French capital's 13th arrondissement, Paris Saint-Germain has made its intentions very clear and has a very ambitious objective in its sights: to prepare the sport's brightest hopes for the Paris 2024 Olympic Games. The presence of Riner, a gold medallist at both the London 2012 and Rio 2016 Games, will only inspire these young hopefuls.

04. Judo

The club is looking to do more than just train elite judokas however, as it has proved by opening its doors once more and making its new dojo open to everyone. Women, seniors and children (especially those from disadvantaged areas) are all welcome to come along and try their hand at judo.

In reviving its judo section, which enjoyed great success under the leadership of Olympic champions Djamel Bouras and David Douillet between 1992 and 2002, Paris Saint-Germain has restated its ambition to become one of the world's greatest multi-sports clubs. Its bid to achieve that goal has seen it uncover its latest gem.

Aged 17, Faïza Mokdar represents the future of women's judo. This season has seen her achieve the unique feat of winning every national title in three different categories. While it is too early to say if she is the heir to Riner's crown, Paris Saint-Germain can be relied upon to take great care of its latest star in the making, just as it does with its entire stable of talent.

05. Esport

GAMES MASTERS

A winner on the football pitch, handball court and judo mat, Paris Saint-Germain is also in a class of its own when it comes to online gaming. Since launching its eSports section, the Parisian club has assembled a dream team of gamers that is flying the Rouge et Bleu flag high in competitions around the world.

DOTA 2: A WINNING MOVE

In recruiting some of eSports' leading Asian gamers (Wang "Ame" Chunyu, Lu "Maybe" Yao, Yang "Chalice" Shenyi, and Xu "Fy" Linsen of China, and Malaysia's Jian Wei "xNova" Yap), Paris Saint-Germain made clear its intention to reign supreme in Dota 2, one of the most popular of all eSports games, particularly in Asia.

To make that goal a reality, the club teamed up with Chinese eSports giants LGD Gaming, forging an alliance that will allow it to continue its international expansion in a region vital to its strategic development.

With an average of more than 500,000 players connected at any one time, Dota 2 is one of the most popular games among eSports fans, which is why Paris Saint-Germain saw fit to take on this challenge.

05. *Esport*

Success has come quickly, with the PSG.LGD team picking up its first international title at Epicenter XL – one of nine Majors with a \$1 million prize pool – in Moscow on 6 May 2018. Two weeks later, the team came out on top again in Changsha, China.

Those back-to-back wins secured the club's place at The International, the Dota 2 world championships, where the Rouge et Bleu came a notable second place in a competition offering a prize pool of \$25 million, the biggest in eSports history. During the course of 2018, PSG.LGD recorded 23 victories in 32 competitive matches, a win percentage of 72%.

Our PSG.LGD team is widely supported in Asia and elsewhere, with nearly 20,000 fans turning up to cheer it on at The International, one of the majors on the circuit. PSG.LGD also has a notable presence on Asian social media such as Weibo, building up a thriving community of more than a million subscribers.

GROWTH THE NAME OF THE GAME ELSEWHERE

In the meantime, Paris Saint-Germain has enjoyed success on other prestigious fronts, such as Rocket League – the team triumphed at the 2018 DreamHack Open Leipzig – and FIFA. The Parisian club's chances of scoring more FIFA glory have been boosted by the fact that it is now represented by several players across the world, among them 2017 and 2018 ESWC champion Lucas 'DaXe' Cuillierier. DaXe has made a very promising start to 2019, qualifying for competitions in Paris, London and Bucharest.

15

millions viewers watched the live stream of The International 2018 final

2

major Dota 2 trophies won this year: Epicenter Moscow and MDL Changsha

1st

major tournament Rocket League win: DreamHack Leipzig

PSG ESPORTS boasts nearly 150,000 followers on social media and the club from the French capital enjoys support around the world and on every continent. Its players are hugely popular too, from Asia and Qatar to Brazil: Corentin 'Rocky' Chevrey has 60,000 followers on Twitter, while our Qatari gamer Ahmed 'Aameghessib' Al-Meghessib has nearly 13,000 followers.

05. *Esport*

1st
football club to invest in Dota 2



Training

PERFORMANCE THROUGH SUPPORT

The Paris Saint-Germain youth academy does more than just train players; it nurtures fully rounded individuals by offering them the very best academic support and an education based on the values lead by the club.

PASSION PAYS DIVIDENDS

Paris Saint-Germain's team of coaches can be proud of their young charges. The Parisian club has excelled in youth competitions for many years now, thanks to the preparatory work carried out by Rouge et Bleu coaches. A growing number of its young players are now breaking into the first-team squad.

70
players at the youth academy this season.

17
Youth academy players with a professional contract this season.

114
Youth academy footballers have now played for the club's first team.
Twelve of them have also played for France.

24
players from the Youth Academy are playing in Europe's top five leagues
this season

When it comes to training, the Paris Saint-Germain method is tried and tested. A benchmark on the domestic scene, the club is now up there with the best in Europe, with the CIES Football Observatory recently ranking its youth academy the fifth best in Europe.

06. Training

The CIES ranking takes into account the number of players developed by clubs currently competing in the continent's five major leagues.

This ranking position and the performances of the club's youth teams since 2016 (two French U17 league titles, one French U19 league title, and a runners-up spot in the UEFA Youth League) are but the tip of the pyramid. The club's success at youth level is founded on its passionate, devoted, motivated and skilled coaches, who work tirelessly behind the scenes to enable its talented youngsters to excel in the spotlight.

11

of the 28 players who make up the Paris Saint-Germain squad this season have come through the youth academy.



The Paris Saint-Germain Association

EMBODYING THE VALUES OF AMATEUR FOOTBALL

The Paris Saint-Germain Association recruits and trains the best male and female amateur players in the Paris area. In total, 557 of them played for 37 teams from youth to senior level.

A BROAD PRESENCE

Boasting successful teams in every age category, the Association flies the PSG colours every weekend. Season in season out, its sides feature prominently in the top leagues in Paris and its suburbs, regarded as being the most competitive in France every season.

715

Members 45 more than in 2015/16

557

players men and women

49

Qualified instructors

07. *The Paris Saint-Germain Association*

76

Volunteer managers

56

National and international tournaments played in

The Association has long been an integral part of the club and seeks to encourage people of all ages and backgrounds to play football. No fewer than 37 teams make up this large family of Rouge et Bleu enthusiasts, from U7 to veteran level. In its quest for excellence, not least in coaching the U13 players who play in the club's youngest teams, the Paris Saint-Germain Association develops its organisational capabilities and technological resources on an annual basis, all in an effort to perfect its training methods.

4

Young players from the association have joined the club's pre-youth academy

Coupled with the expertise of the club's instructors, these ongoing technical improvements have brought nothing but success. In total, 26 youth teams (from U7 to U13 level) have received the highest quality labels from the French Football Association: seven for the girls' academies (Gold Label) and 19 for the boys' (Elite Label). This broad recognition of the quality of training provided by Paris Saint-Germain is underlined by the fact that some of Europe's top clubs (Juventus, Chelsea and Atletico Madrid) take part in the annual tournament organised by the Paris Saint-Germain Association.

1 World Champion

Presnel KIMPEMBE joined the PSG Association as a young boy and has since gone on to lift the FIFA World Cup trophy.

08.

Training Centre

A MASTERPIECE

Like the Parc des Princes, a flagship of Paris Saint-Germain identity, the new PSG Training Center will be a cornerstone of the club.

08. *Training Centre*

GEARED TOWARDS EXCELLENCE

Occupying a 74-hectare site in Poissy, the PSG Training Center will provide a springboard for the club's future successes. Paris Saint-Germain is striving to become one of the greatest multi-sports clubs in the world, and this vast centre of excellence will help make that goal a reality.

1,000

jobs created during the centre's construction

180

sportspeople will use its facilities every year

17

football pitches

1

5,000-seater stadium

Working in tandem with partner local authorities, among them the Department of Les Yvelines, Greater Paris Seine & Oise, and Poissy Town Council, Paris Saint-Germain has made the training centre a launch pad for the creation of new projects and development plans across the region. Job creation, the involvement of local companies, and shared plans: the quest for mutual benefits is one of the keys to the training centre's success.

The Rouge et Bleu club will have use of innovative infrastructures offering the best possible training facilities for its first teams and also giving its talented youngsters every opportunity to flourish. The club's male footballers, handball players and judokas will share the centre in perfect harmony, while its female footballers will have access to the Ooredoo Centre, which will become the finest women's football training and coaching facility in the world.

30

hectares at the complex will be given over to green spaces



The spectators

BIGGER CROWDS, THE SAME PASSION

Larger in number, increasingly passionate and increasingly loyal, Paris Saint-Germain supporters sing in unison, no matter whether they come with friends or family, visit the Junior Club with their children, take a seat in the VIP boxes or come along as part of the most faithful supporters' clubs.

THE PARC DES PRINCES: PACKED AND BOUNCING

It is hard to see how this season can be bettered. Having grown steadily over the years, attendances at the Rouge et Bleu stadium reached record levels, with Paris Saint-Germain playing all their home matches in front of capacity crowds. And the increasingly unconditional support of the fans can also be seen at the team's away games.

1,200,000

spectators at the Parc des Princes across the season

35,700

season-ticket holders, a club record (compared to 8,500 in 2011)

1,300

companies represented at each match

4,133

members of the Junior Club (aged 7 to 14)

9,780

kilometres travelled by supporters at away matches in 2017/18

47,929 seats – the stadium's capacity – filled all year round, fulfilling of the objectives of Paris Saint-Germain's directors. The club from the French capital has had the "sold out" signs up for an entire season, thanks to performances on the field of play and the values it projects.

09. *The spectators*

Playing a central role among Paris Saint-Germain supporters are the ultras, who have shown their unfailing commitment through their passionate singing, their massive tifos, and their sheer enthusiasm. Recognition now comes their way far away from Paris. On a visit to Anfield, a stadium with one of the best atmospheres in world football, Paris Saint-Germain fans earned the respect of the Liverpool crowd, with 20 Minutes reporting: “The Reds fans hailed their Parisian counterparts, applauding them warmly at the end of the match.”

Fans also turn up in numbers to voice their support for the club’s handball team at the Stade Pierre de Coubertin and for its women’s football team. Now more than ever before, Paris Saint-Germain is one big family. Proving that point are an increasing number of parents in taking their children along to the Parc des Princes, where the Junior Club does everything it can to create a buzz among the club’s youngest supporters, laying on a whole host of games and activities just for them.

10. **Season ticket holders and Hospitality**

TAKING CARE OF ITS OWN

Paris Saint-Germain looks after its season ticket holders and VIP clients with bespoke programmes. New spaces have been opened at the Parc des Princes this season and additional services laid on to meet the needs of the club’s season ticket holders.

NEW SOCIAL SPACES

In addition to a new hospitality lounge in the Tribune Paris (the Salon Monceau), a social area has been opened for Club Premier members, who can now make the most of the free catering service on offer. As for general season ticket holders, the Duplex has been extended to include a social area.

154

seats in the Salon Monceau for B2B clients

5,022

hospitality seats (10% of the total capacity of the Parc des Princes)

10. *Season ticket holders and Hospitality*

160

guests at the inaugural Garden Party at the Parc des Princes

130

clients at the after-work party held in the stadium's Skybar

DIGITAL SERVICES FOR AN ENHANCED CUSTOMER EXPERIENCE

The supporter experience has been enhanced by the creation of new digital tools. An essential app for Parc des Princes season ticket holders, “Mon Abo” allows them to manage every aspect of their season ticket subscription more easily than ever before, and to lend, give away and sell their tickets. Accessibility is also enhanced with real-time notifications.

A dedicated online platform enabling groups and companies to buy tickets has also been introduced, while the club's official app has two new functions for season-ticket holders: chat support, and a Networking tab allowing hospitality users to get in touch with each other.

BESPOKE EVENTS

With a view to nurturing the loyalty of its hospitality users and to allow them to connect with each other outside the matchday environment, the club organises tailor-made events for them all year round.

A gala dinner at Le Pré Catelan, poker tournaments, wine tastings with world-famous sommeliers, business breakfasts with representatives of the club, and film screenings for our customers' children: Paris Saint-Germain is forging some very inventive links with its customers.

This year has also seen a couple of firsts: the club's inaugural after-work party, which was held in the Skybar and gave our hospitality customers the chance to get to know each other; and the end-of-season Garden Party, held pitchside at the Parc des Princes. Featuring a barbecue, DJ and photobooth, this relaxed, informal event had it all.



The stadium

WHERE EVERYTHING HAPPENS

Fully refurbished, the legendary Parc des Princes hosts a wide variety of events, from private functions to major gatherings.

AN UNFORGETTABLE EXPERIENCE IN A DREAM SETTING

From conferences and workshops to cocktail receptions and club functions, Paris Saint-Germain organises and hosts all sorts of events, offering its guests the opportunity to come together in an ideal location and take a look behind the scenes at the Parc des Princes.

20

lounges hosting events of all kinds

50

seminars since January 2018

Situated close to Porte d'Auteuil, the Parc des Princes is the perfect location for hosting all types of corporate and private functions. With the stadium now open for seminars once more following its renovation, it is the ideal place for welcoming guests. Capable of accommodating from ten to 1,000 people, its elegant, comfortable spaces can host any gathering, with services ranging from rental and security to reception, catering and a wide selection of activities.

A DASH OF ADVENTURE

The Parc also takes on an air of mystery and intrigue thanks to Inside PSG, an immersive experience and the first escape game of its kind in the world.

61,000

visitors on 42 Inside PSG dates

Venturing inside alone or in a group, participants have 90 minutes to solve a mystery by roaming the stadium's iconic spaces: the dressing rooms, pitchside, the boxes, mixed zone, tunnel, and press room. This life-size experience has proved a huge hit with every budding Sherlock Holmes.

12. The fans

AN INCREASINGLY ACTIVE COMMUNITY OF FANS

The buzz around Paris Saint-Germain continues to grow, with fan clubs opening all over the world. The Parisian club is doing all it can to forge strong ties with its loyal supporters by organising special occasions for its fan clubs and the members of its loyalty programme.

A SUPPORT THAT KNOWS NO BORDERS

Paris Saint-Germain is a brand that is recognised and celebrated the world over, and the club's members are all doing their bit to extend its international reach. This year alone has seen ten new fan clubs set up in Toronto, Quebec, San Francisco, Singapore, Hong Kong, and elsewhere.

89
fan clubs around the world

24
fan clubs in Africa

18
fan clubs in Europe

14
fan clubs en Asia

The club repays its fans around the world for all their support by organising get-togethers whenever the team goes on tour. On its summer tour of Asia, for example, 150 fan club members from Shenzhen, Canton, Harbin and Shanghai met the players at their hotel and enjoyed the Rouge & Bleu culture.

Distance is no object when it comes to love. A fan club from Reunion crossed oceans to attend a training session, meet some of the players and pay a visit to the world-famous Parc des Princes. Exciting experiences such as these strengthen the bond between players and fans.

1,500
Tickets bought at the Parc des Princes by fan clubs since the start of the season

12. *The fans*

INCREASINGLY COMMITTED FANS

The army of Paris Saint-Germain fans is growing, and so is their commitment through the MyParis Saint-Germain loyalty programme, which lays on special matchday activities, gives members the chance to meet players, and also gives them priority when it comes to buying tickets.

4,133

Junior Club members

42,741

members of the MyParis Saint-Germain programme

136

children took part in the first Junior Club tournament

13.

Social media

A CHAMPION OF DIGITAL GROWTH

Paris Saint-Germain is gaining new ground in the digital world thanks to its positioning as a global brand and its ambitious policy.

STUNNING BREAKTHROUGH

Since its buyout in 2011, at which point it had fewer than a million followers, Paris Saint-Germain has made the digital scene its own. The figures are simply incredible; among the most revealing is the fact that it has attracted nearly 13 million new fans in the last three years, making it the fastest-growing sports franchise in the world's top ten.

62.8

million followers on Facebook, Instagram, Twitter and YouTube

13. *Social media*

35.6

million fans on Facebook

109%

more followers on Instagram since August 2017

X2

the number of subscribers to the PSG YouTube channel has doubled since last year

Paris Saint-Germain has a very clear goal: to become the world's leading football club on social media. Aware of the significant economic leverage provided by the digital environment, the Rouge et Bleu pulled off a major coup with the arrival of Neymar Jr, a global icon in his own right and a prolific user of the latest digital platforms.

There is more to Paris Saint-Germain's lightning-fast growth, however, than the Brazilian's signing. Its success is the result of a perfectly targeted strategy. Available in seven languages, the club's social media accounts stand out from the crowd by offering increasingly creative and engaging content for fans.

5.2

million fans of the club on Facebook in Indonesia, more than any other country, ahead of Brazil (3.9m)

CREATIVITY THAT KNOWS NO BOUNDS

When it comes to social media, Paris Saint-Germain is nothing if not inventive in developing its image around the world.

FUN AND GLAMOUR

Hidden cameras, behind-the-scenes content at matches and training sessions, themed Christmas and Halloween videos, skills compilation videos, and the shooting of a Hugo Boss advertisement to announce the arrival of the ever stylish Gianluigi Buffon: everything is undertaken with the aim of creating the highest level of interaction with internet users, while also appealing to the club's partners.

14.

Audiences in France

A DRIVING FORCE IN FRENCH

Not surprisingly, Paris Saint-Germain attracts larger TV audiences than any other club in France. In both Ligue 1 and the Champions League the Rouge et Bleu always delivers.

2,5 Million viewers for OM/PSG

Best audience for a Ligue 1 match in the 2017-2018 season

2,1 Million viewers for PSG/BAYERN

Best audience for a UEFA Champions League match in the 2017-2018 season

Paris Saint-Germain's appeal can also be measured through the TV audiences it attracts. And in that respect, France's favourite club** is in a league of its own.

4

of Ligue 1's five biggest TV audiences have come in matches involving Paris Saint-Germain*

Paris Saint-Germain's influence can be felt throughout French football, as reflected by the excellent viewing figures its matches attracted in the 2017/18 season. The presence in the side of Brazilian star Neymar Jr and the sudden emergence of Kylian Mbappé as the new darling of French football have had a big part to play in the club's huge popularity.

Paris Saint-Germain has been the pre-eminent force in the French league for several seasons now, and also attracts a larger following than any other French side in the Champions League.

*Source: Nielsen Sports

**Satista report, November 2018



Jordan

PARIS AND JORDAN: A STYLISH COLLABORATION

This ground-breaking partnership cements the unique place the Paris Saint-Germain brand occupies at the point where sport meets lifestyle.

STYLE AND FOOTBALL COMBINED TO PERFECTION

Two iconic brands coming together to inspire the trends of tomorrow.

40,000

items from the collection sold on the first weekend following the announcement of the partnership between Paris Saint-Germain and Jordan

+ 90

products available in three ranges: performance, training and lifestyle

100

exclusive cases containing samples from the collection sent to leading figures in the entertainment and fashion worlds

The famous Jumpman is now sporting the Parisian jersey. As well as being symbolically significant, the partnership between Paris Saint-Germain and Jordan is a football first and has propelled the Parisian brand into a select band of trendsetting lifestyle labels. The alliance has led to the creation of a collection of more than 90 pieces, the most complete and innovative ever launched by a football club.

150,000

items sold in just a month (online and stores)

Athletes, supporters and the leading cultural icons of the day have been won over already. The partnership has helped Paris Saint-Germain consolidate its position in North America and Asia, where the Nike and Jordan networks have a very strong presence. These points of sale enhance a global retail network superbly structured already around premium stores, such as the new Tokyo outlet.

With four official shirts – including a ground-breaking third jersey – and a lifestyle collection, Paris Saint-Germain has established itself as an iconic and cutting-edge brand that transcends the sport's boundaries.



Lifestyle

TRENDS MADE IN PARIS

Paris Saint-Germain is a source of inspiration for designers and celebrities, who embrace its identity and make it shine.

A LIFESTYLE LEADER

The Parisian brand has a presence around the world: on the catwalks, on TV screens and in magazines. Fashion occupies a prominent place among the new avenues being explored by Paris Saint-Germain. Aside from Jordan, a number of labels embodying the shared values of style, elegance and coolness have worked with the Parisian brand.

10%

of the club's income comes from merchandising

80%

increase in sales of tie-ins in two years

100

official licences, 50 of them abroad

55.3 million euros

record merchandising revenue in the 2017/18 season

For the second year running, Paris Saint-Germain has graced the catwalks of Paris Fashion Week. Following on from Koché – whose creations last year made the covers of several lifestyle magazines around the world – the Indian designer Manish Arora came up with a special collection that went on sale in China and India in early 2019. In another notable global collaboration, Japanese streetwear brand Bape designed a limited-edition capsule collection of street clothing in the Parisian club's colours. The line was previewed to the world on 1 December 2018.

16. Lifestyle

Three exclusive pieces co-designed with the Club 75 supporters brand were also unveiled at New York's Hypefest festival, a reminder, if it were needed, that the club now encapsulates Paris and its values for a global audience.

A perfect illustration of the common ground shared by fashion and football, the FANATIC FEELINGS – Fashion Plays Football exhibition was held in the margins of the Pitti Uomo fashion fair in Florence in June 2018 and featured previously unseen photographs by Marco Verratti along with depictions of shirts by the designers Christelle Kocher (Koché) and Pierre Kaczmarek (Afterhomework). The artist Cyril Kongo also brought his arty touch to the shirt by designing a limited-edition version with colour-printed names and numbers to celebrate the club's latest league title win.

As well as inspiring designers, the Paris Saint-Germain brand is also captivating the stars, who wear the club's colours on social media (Beyoncé, Rita Ora, LeBron James, etc) and flock to the Parc des Princes.

17. E-commerce & Retail

MERCHANDISING SHOWS EASTERN PROMISE

The growth in merchandising revenue and in Paris Saint-Germain's international standing are founded on an upsurge in online sales and the opening of new stores, particularly in Asia.

PARIS GOES BIG IN JAPAN

1 million +

store checkouts at the Champs-Élysées flagship in 2018

10.1 million euros

in e-commerce revenue

470%

increase in sales in the USA thanks to the Jordan effect

17. *E-commerce & Retail*

80%

increase in sales via mobiles

The move came about when the Parisian club teamed up with Edifice, a major local brand with whom it has worked previously. The opening marked the start of the roll-out of a network of high-end stores, in collaboration with the trendiest concept stores, with Singapore's Dover Street Market providing the location for the unveiling of the club's away shirt for the 2018/19 season. The club also worked on a product range with Singaporean artist Mark Ong.

The growth in global sales is backed by an effective e-commerce strategy. Thanks to a 10% growth in average basket value on last year, online sales figures jumped 68% in 2018. Meanwhile, the 19% increase in unique mobile/tablet visitors shows that Paris Saint-Germain has also adapted to the latest consumer trends.

Paris Saint-Germain has also strengthened its position in the French market by opening a third official licensed store, in Rosny, east Paris, following on the heels of the Bercy Village and Achères outlets. The Rosny store is the latest addition to a thriving national network featuring three Paris Saint-Germain flagships (Megastore, Champs-Élysées and Galeries Lafayette) and five official Go Sport spaces.

18.

Partner renewals

A TALE OF LOYALTY AND PASSION

Paris Saint-Germain's partnership programme continues to appeal to the world's biggest brands, with the club signing yet more renewal agreements this season.

Partners have been striving to touch the hearts of fans around the world, with the high point of the season coming with the tour of Asia, the setting for some first-rate promotional campaigns.

COCA-COLA, AMERICAN EXPRESS, HUGO BOSS: CONFIDENCE RENEWED

Loyalty is a watchword of the Paris Saint-Germain family. Proof of that came when Coca-Cola extended its ongoing 20-year partnership with the club through to 2021. Sharing the same passion, these two iconic brands support fans and innovate to bring them moments of genuine passion and excitement.

18. *Partner renewals*

The #UNISPOURPARIS campaign marked the extension of the partnership. The Parc des Princes' Skybar provided the location for the official renewal of a long-running partnership between the club from the French capital and one of its oldest partners. Situated in the upper reaches of the stadium, this outstanding space was decked out in the brand's colours especially for the occasion.

In the meantime, a clutch of other leading brands have renewed their commitment. American Express will continue to offer supporters premium service thanks to La Conciergerie du Parc, launched in 2015 at the Parc des Princes' hospitality areas.

Hugo Boss remains the club's official tailor. The arrival of Gianluigi Buffon has provided this stylish partnership, which began in 2014, with a suitably elegant new ambassador. An innovative digital campaign entitled Tailored for Paris celebrated the class of the Italian goalkeeper, while a keyshot captured Buffon, wearing a Hugo Boss suit, for posterity on the Asia Summer Tour, with the Singapore skyline providing the backdrop.

December 2018 also saw new ground being broken, as Hugo Boss presented a PSG x BOSS capsule collection with Edinson Cavani playing a leading role. Featuring three items, the collection reworks the club's iconic set of values with the chic, minimalist style of the BOSS line.

GLOBAL FAN CAMPAIGN

EA Sports, another loyal partner, made Neymar Jr the face of its promotional campaign for FIFA 19 Champions Edition, which launched on 25 September 2018. This latest version of the FIFA 19 game has proved a global hit, racking up an estimated one billion impressions.

80

journalists and celebrities invited to attend the Paris Saint-Germain-Toulouse match to celebrate the 20-year partnership with Coca-Cola

1 million views

for partner campaigns on the Asia Summer Tour

2.5 million

organic reach for Instagram stories published during the Asia Summer Tour

3 million

views on the social media accounts of Asian influencers for EA Sports's "Show Your Love to PSG" campaign

17. *Partner renewals*

As part of the Asia Summer Tour, teams headed up by Gianluigi Buffon and Adrien Rabiot played an interactive game of bingo that saw them engage at length with four major influencers from South Korea, China, Thailand and Vietnam. The game marked the end of EA Sports's Show Your Love to PSG campaign.

NEW PARTNERS: AN APPEAL THAT REMAINS INTACT

Paris Saint-Germain continues to attract new partners, who go to great lengths to come up with campaigns that strengthen the ties between the club, brands and supporters.

The most notable of these new recruits is Renault, one of France's biggest advertisers, which is lending its considerable power to Paris Saint-Germain and will get its partnership with the club on the road in 2019.

Unibet has already made its move. One of the pioneers of online sports betting in Europe, the company celebrated its two-year deal as an official supplier of the club with a 360-degree campaign comprising three TV adverts, the longest of which runs for 53 seconds. Entitled Born to Win, it is also going out on posters and online and features Mbappé, Neymar Jr, Cavani, Kimpembe and Marquinhos.

Staying in the online betting industry, the Parisian club has entered into a regional partnership with LoveBet, one of Asia's leading firms in the sector. With a view to offering its partners visibility among its target audiences, PSG has teamed up with AIM Sport to roll out Digital Overlay® at the Parc des Princes. This technology enables the stadium's LED perimeter advertising to be geotargeted and the tailoring of messages to broadcasters' audiences.

ENGAGEMENT BACKED BY INNOVATION

Aside from traditional campaigns, Paris Saint-Germain and its partners are innovating in a bid to bring the fans even closer to the club.

The digital world is at the heart of ground-breaking partnerships designed to build fan engagement. Hubside offers them a turnkey solution for designing their own websites, while the blockchain platform Socios.com has enabled Paris Saint-Germain to develop tokens that allow people to play a part in day-to-day life at the club and access exclusive offers.

18. *Partner renewals*

KEY STATS

25

partners across four categories: top sponsors, official partners, official suppliers and regional partners

10

fold increase in the club's sponsorship revenue between 2011 and 2018

1st

football club in the world to enter into a strategic partnership for the development of a cryptocurrency

19.

International Campaigns and Tours

SUMMER TOURS: FROM MIAMI TO SINGAPORE

Just as it does every close season, the Parisian club has demonstrated its global popularity, while expanding its presence and strengthening its brand in the USA and Asia.

SINGAPORE, THE LATEST LAUNCH PAD

The summer saw the club open two new international offices and sign a regional partnership deal in Asia, while its women's team embarked on their first ever tour.

17 million

Asian fans follow the club on social media

1.3 million

Chinese fans follow it on the WeChat, Weibo and Maopai platforms

1,3 billion

Chinese homes can now watch Paris Saint-Germain matches thanks to the agreement signed by the French Professional Football League (LFP) and the channel CCTV

19. *International Campaigns and Tours*

3

new regional offices to open in Shanghai, Seoul and Tokyo

Following a three-year absence, Paris Saint-Germain made its return to Asia at the International Champions Cup. The club's Summer Tour took in Singapore, with a number of events held over the course of a week bringing all the club's sections – including the eSports team – together with fans and partners. This inaugural tour of Singapore coincided with the opening of Paris Saint-Germain's Asia-Pacific office, a key step in the club's expansion strategy for the region.

The partnership with the Desports agency, announced by President Nasser Al-Khelaifi at Soccerex 2018 in Zhuhai, China, has made that strategy a reality. A leader in sports marketing in Asia, Desports now has exclusive management of the club's sponsorship and license rights in China and Hong Kong. This increased presence will allow Paris Saint-Germain to develop regional partnerships of the type signed with Lovebet, while continuing to forge ever closer ties with its community of Chinese fans.

The creation of a Dota 2 eSports team featuring four Chinese players has a large part to play in strengthening those bonds.

U.S. NETWORK GOES FROM STRENGTH TO STRENGTH

Another regional office has been opened on the other side of the globe, in New York to be exact. The occasion was marked by a series of promotional activities, including the opening of a pop-up store in the heart of the Soho district. Showcasing the history of the club, the store sold Jordan-branded shirts to American fans.

Paris Saint-Germain's bid to conquer North America took on a whole new dimension when the women's team went on its first international tour, competing at the Women's International Champions Cup in Miami. As part of their trip, the Parisiennes took part in the presentation of the official team jersey at The Webster clothing store, and visited the Nike Lab, meeting their fans and sharing some special moments with PSG Academy youngsters.

20.

Paris Saint-Germain Academy

EDUCATION AND RESPECT OUT ON THE PITCH

The global success of the Paris Saint-Germain Academy shows the power of the Parisian brand and comes as reward for the expertise of its instructors

MARACANÃ AWASH IN RED AND BLUE HAPPINESS

The inaugural Paris Saint-Germain Academy Cup Brazil reached its conclusion at the legendary stadium in Rio de Janeiro, a perfect form of recognition for this benchmark football academy.

37

cities and 65 sites across the five continents

+ 12,000

young members of the Paris Saint-Germain Academy

+ 470%

increase in youngsters attending the various PSG Academy Brazil centres

13

sites across ten cities in Brazil (Rio, São Paulo, Recife, Salvador, Vitoria, Brasilia, Porto Alegre, Sumaré, Guarulhos and Vale dos Sinos)

Over 700 Brazilian youngsters aged seven to 13 took part in the competition, with the Maracanã hosting the final on 2 November 2018. It was the high point of a year of considerable growth for the Paris Saint-Germain Academy in Brazil, a year in which more than 4,000 children attended the country's eight centres. And the scheduled opening of two new sites in 2019 is proof that the franchise continues to inspire.

The Paris Saint-Germain Academy has now been exported to 14 countries, in the form of both football academies and camps. Their instructors instil the values of the club and its playing philosophy in girls and boys aged five to 16. Pedro Miguel Pauleta is the Academy's official ambassador.

20 Paris Saint-Germain Academy

Another highlight of the season came in France with the staging of the fourth Paris Saint-Germain Academy Cup, which brought 250 participants from ten different countries to Paris and the Parc des Princes. Meanwhile, a one-week training camp was held for 22 talented U14 and U15 players selected from 11 academies, giving them the chance to enjoy a unique immersive experience.

21. The secours populaire

OUR MISSION

Since its inception in 2000, our Foundation aims to support disadvantaged or sick children, as well as young people and communities in difficulty. We develop educational and sports programmes in France and abroad, which use sport and its values as a lever for learning, self-development and solidarity.

Through our social and professional inclusion programme, our RED & BLUE Schools, our support for refugees and our donations to charities, we draw on the educational and psychological benefits of sport to support the socially disadvantaged and people with medical issues.

More than 220 000

In the last 18 years, more than 220,000 children and teenagers have benefited from our programmes

+ 16 000

16,000+ children have benefited from the Foundation and Endowment Fund programmes in 2017/18

More than 260

events organized by the Foundation and Endowment Fund in 2017/18

21. *The secours populaire*

SUPPORTING THE SECOURS POPULAIRE

We partner with associations and NGOs to help disadvantaged groups around the world and to roll out initiatives for people with disabilities.

Since 2016, we have had one clear objective: to support the solidarity-based drive towards refugee and migrant well-being.

11,000

people received food and/or clothing assistance

500

people were able to access sporting activities

Our priority is to help the Secours populaire (a French non-profit organisation) meet migrants' basic needs and to improve the living conditions of their children and families. This includes the distribution of food aid, clothing, hygiene and school kits. A good example of the help we give is the contribution we make to funding and developing the Solidaribus, a mobile unit that distributes food parcels in areas not covered by the Secours Populaire.

We are convinced that sport can play a specific and positive role in helping refugees and migrants. With this in mind, we organise trips and sports activities, and we encourage people to take up sport by helping to pay for licenses and supplying equipment through funding. We also invite the people we help on cultural outings and holidays. Supervised by our educators, these solidarity initiatives aim to improve the daily lives of refugees and migrants, by providing them with comfort and facilitating their social inclusion in France.

"I go to literacy classes twice a week and I have become a Secours populaire français volunteer, helping to sort out clothes. I was worried about playing in the match organized in Clermont-Ferrand because my French is limited, but everything went really well."

Ousmane Mohamed Ahamad, Sudan, 26, a resident at the Saint-Ouen l'Aumône Centre.

22.

Red & blue schools

HELP CHILDREN TO FLOURISH

We support children on the road to success with an innovative “after-school” programme focused on education and sport.. We also use football and harness the commitment of our professional players to give children with social problems and medical issues moments to remember.

A DIFFERENT WAY OF LEARNING

Based on the belief that sport is an effective learning tool that can sustainably guide children to success, we launched ROUGE & BLEU Schools.

64

children registered at each school.

256

children helped since ROUGE & BLEU School was created

4

hours of support a week

40

sessions per child

In these "after-school schools", children aged seven to 11 are cared for by our teachers twice a week. We offer children another way of learning through sports and fun activities, cultural sessions, the transmission of constructive values, and by raising health, nutrition, environmental and disability awareness.

Two years after the first school was opened in the 19th district of Paris, we opened a second school in March 2018 in Mantes-la-Jolie for the schoolchildren from the Val Fourré area. Our programme complements the primary school curriculum and seeks to boost the self-confidence, development and well-being of children and encourage them to learn. The ROUGE & BLEU School is also making an active contribution to community development and allows our young teachers to practice what they have learnt as they lead the schools’ activities.

22. *Red & blue schools*

“For many years, Mantes-la-Jolie has been involved in the fight against academic failure. The ROUGE & BLEU School provides support in the drive to help as many people as possible.” Raphaël Cognet, Mayor of Mantes-la-Jolie.

SUPPORTING CHILDREN FROM WORKING-CLASS NEIGHBOURHOODS

Holidays in the prestigious setting of Clairefontaine, Paris Saint-Germain days and afternoon, the organisation of football tournaments in local neighbourhoods, and Children's Day: we offer a host of sporting and fun activities to children from disadvantaged neighbourhoods.

800

More than 800 children at PSG Days

100

More than 100 children went on PSG Holidays

3,000

Nearly 3,000 invitations to matches each season

600

A presence among 600 sick children in 2017/18

Our goal is multi-faceted: to take children away from their everyday lives by offering them magical moments and, above all, harnessing the power of sport to instil values such as helping one another, respect, setting an example, and personal hygiene. Looking beyond sporting achievement, we encourage children to be supportive and respectful of one another.

23.

Gala dinner & Match

« CHILDREN FIRST »

The annual Children First gala dinner and match brings the entire club community together in support of our social initiatives.

23. *Gala dinner & Match*

A MAJOR ANNUAL EVENT

Every year, we organise the Foundation's Gala Dinner in partnership with the Paris Saint-Germain Endowment Fund. Our players, partners, friends and leaders gather together for this outstanding evening in support of our solidarity actions, our new projects and an auction conducted by Artcurial, with profits dedicated exclusively to the development of our projects.

350
guests

The fifth Gala Dinner was held on 15 May 2018 at the Parc des Princes. Attended by 350 guests, it proved a tremendous success, with 1.6 million euros being raised at the auction, almost a million more than in 2017. That record sum will help us in our efforts to continue supporting young people.

1.6 million
euros raised

"All the funds raised will go to our actions in support of young people and children."

Nasser Al-Khelaifi, President and CEO of Paris Saint-Germain and the President of the Paris Saint-Germain Foundation and the Endowment Fund.

Among the outstanding lots that went up for auction were the chance to donate the honorary kick-off at a Paris Saint-Germain match at the Parc des Princes to the child or association of the bidder's choice, the kit worn by Neymar on his Paris Saint-Germain debut, and an invitation to attend a training session and lunch with the players.

THE "CHILDREN FIRST" MATCH: SECOURS POPULAIRE IN THE SPOTLIGHT

Every Christmas we organise the Foundation Match at the Parc des Princes.

This festive occasion sees the stadium decked out in the Foundation's colours. There are also information stands on our activities, gift discounts, a Christmas meal, and invitations for the children from our partner associations. The fourth Foundation Match, which took place on 22 December, put the Secours Populaire in the spotlight. As well as enjoying a pre-match snack and receiving gifts, the youngsters escorted the players out on to the pitch and shared lots of fun moments with our educators.

24.

Social commitment

A PEACEFUL PARC

Since the 2009/10 season, Paris Saint-Germain has gone to great lengths to create a safe and secure environment for spectators.

INTERVENE AND PREVENT

In joining forces with SOS Racisme, Sportitude France, Licra, and Paris Footgay, the Parisian club has, over the last ten years, brought about a dramatic fall in all forms of anti-social behaviour at its home stadium.

370

matches watched by the COSS

5

stadium bans in 2017/18, as opposed to 20 in 2011/12

5

acts of discrimination in 2017/18, as opposed to 17 in 2009/10

37

police interventions in 2017/18, as opposed to 80 in 2011/12

Paris Saint-Germain strives to ensure the law is respected through the Supporters Observation and Monitoring Commission (COSS), which takes action before, during and after matches to identify anyone engaging in wrongful acts.

The club has also invested greatly in terms of human, financial and material resources to educate fans as best it can, which is why it set up the Place au Respect ("Make Way for Respect) initiative, which aims to ensure a party atmosphere on matchdays.

We are well on the way to making the Parc des Princes a safe and secure place and to creating a great atmosphere in the stands once more. Nevertheless, Paris Saint-Germain is looking to do more to take control of the situation and stamp out anti-social behaviour, hooliganism, racism, antisemitism, homophobia, xenophobia and discrimination once and for all.

24. Social commitment

In its efforts to achieve that goal the club is taking the preventive step of raising awareness among supporters of its values. The Make Way for Respect campaign is central to this objective. Taken up by the French football family as a whole and backed by the public, this week-long initiative featured exhibitions, film screenings and conferences for season-ticket holders, families and children, and reached its conclusion at the match dedicated to the campaign.

11,345,000

spectators monitored by the COSS over the last ten seasons

Key economic indicators

TOTAL NUMBER OF CLUB CONTRACTS

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Permanent contracts	154	206	245	273	312	330	472
Temporary contracts	254	254	242	263	247	245	268

THE CLUB'S SOCIAL SECURITY CONTRIBUTIONS (IN EUR MILLION)

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	44.2	78.1	81.5	88.5	93.2	95.5	134.6

THE CLUB'S CONTRIBUTION TO THE STATE AND LOCAL AUTHORITIES TAXES PAID BY THE CLUB (FIGURES TAKE THE 75% TAX RATE INTO ACCOUNT) (IN EUR MILLION)

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
	13.3	28.2	55.9	24.1	13	14.3	19.1

ESTIMATED TAX PAID BY THE PLAYERS (IN EUR MILLION)

2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
24.2	46.7	53.2	54.2	61.4	59.2	40

THE CLUB'S CONTRIBUTION TO THE ECONOMY INVESTMENT AND OPERATING EXPENSES PAID TO THIRD PARTIES, EXCLUDING EMPLOYEES, AGENTS AND LOCAL AUTHORITIES (IN EUR MILLION)

2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
41.5	65.9	104	138.5	126.4	123.4	120.1

TICKETING

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
# subscribers	18,138	26,137	30,831	31,389	30,429	26,660	29,986
Average season ticket price	507	726	838	938	989	978	1,007
Paying spectators (percentage of capacity)	85%	90%	93%	94%	91%	95%	99%
Total ticketing revenue (in EUR million)	28.3	43.6	47.1	52.7	56.4	52.8	61.2

HOSPITALITY

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
# subscribers	1,451	2,020	2,875	3,311	3,877	4,268	4,449
average season ticket price	4,304	6,257	6,941	9,244	9,181	9,964	10,832
occupancy rate	93%	99%	97%	96%	95%	95%	96%
Total hospitality revenue (In EUR million)	5.5	9.6	16	24.6	35.6	36.7	38.7

SPONSORSHIP

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
# of sponsors visible on the pitch	42	17	18	21	21	21	19
Total Sponsorship revenue (In EUR million)	15.1	18.3	56.3	96.5	105.5	108.1	94.1

MERCHANDISING

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Total Merchandising (In EUR million)	14.6	24.6	28.6	33.8	37.3	36.2	55.3

