



Passion and drive: Improving together.

Sustainability Report for the 2018/2019 season

Echte Liebe.





"Real love is not a tagline but a bond."

Carsten Cramer

BORUSSIA DORTMUND GMBH & CO. KGAA AT A GLANCE

BVB disclosure |

Athletic development			2018/2019 table						
			Played	W	D	L	GF/GA	Diff.	Pts.
1.		FC Bayern München	34	24	6	4	88:32	+56	78
2.		Borussia Dortmund	34	23	7	4	81:44	+37	76
3.		RB Leipzig	34	19	9	6	63:29	+34	66
4.		Bayer 04 Leverkusen	34	18	4	12	69:52	+17	58
5.		Borussia M'Gladbach	34	16	7	11	55:42	+13	55
6.		VfL Wolfsburg	34	16	7	11	62:50	+12	55
7.		Eintracht Frankfurt	34	15	9	10	60:48	+12	54
8.		Werder Bremen	34	14	11	9	58:49	+9	53
9.		TSG 1899 Hoffenheim	34	13	12	9	70:52	+18	51
10.		Fortuna Düsseldorf	34	13	5	16	49:65	-16	44
11.		Herta BSC	34	11	10	13	49:57	-8	43
12.		1. FSV Mainz 05	34	12	7	15	46:57	-11	43
13.		SC Freiburg	34	8	12	14	46:61	-15	36
14.		FC Schalke 04	34	8	9	17	37:55	-18	33
15.		FC Augsburg	34	8	8	18	51:71	-20	32
16.		VfB Stuttgart	34	7	7	20	32:70	-38	28
17.		Hannover 96	34	5	6	23	31:71	-40	21
18.		1. FC Nürnberg	34	3	10	21	26:68	-42	19

Performance of the Borussia Dortmund Group (IFRS)		
Financial performance indicators (in EUR '000):	2018/2019	2017/2018*
Revenue	489,542	536,043
Operating result (EBITDA)	115,983	137,306
Result from operating activities (EBIT)	23,501	38,974
Net profit/net loss for the year	17,391	31,705
Cash flows from operating activities	144,525	170,361
Free cash flow	5,201	27,635
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	0.19	0.34

* Change in prior-year items. See also notes to consolidated financial statements. Restatements in accordance with IAS 8

Environmental responsibility

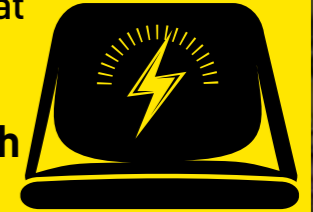
Total energy consumption in 2018

20.8 GWh



Energy used per stadium seat in 2018

256 kWh



GHG emissions per stadium seat

45.0 kg CO₂



Total waste generated (excl. food waste) in 2018

498 tonnes



Food waste in 2018

172.0 m³



Social responsibility

Fan clubs

862



Club members

> 151,000



Employees

849

as at 30 June 2019



Spectator safety

720 stewards



"leuchte auf" foundation donations in 2018/2019

Approx.

471,000 €



201-1 |

102-7 |

102-7 |

203-2

Borussia unites!

Always has, always will.

102-14



Hans-Joachim Watzke



Thomas Trefß



Carsten Cramer

Dear reader,

Borussia Dortmund unites – it always has, and it always will. We put everything into delivering on this promise, and have made dramatic progress in many areas. This report documents the steps we have taken to improve our athletic development, our economic performance and our social and environmental responsibility. It presents an overall picture of our work in these fields and highlights how these efforts are often interconnected.

Let's begin with football: we can confidently state that Borussia Dortmund has once again won the hearts of its fans. It was a delight to see how our team's performance in 2018/2019 improved compared to the previous season. The team's mentality, creativity and ability to dictate play earned them the acclaim of their fans on the last match day to cap off an outstanding season in which they finished in second place.

We will aim even higher in the coming season and set our sights on winning the Bundesliga. On the one hand, we are already reaping rewards from the rebuild. On the other, we did not hesitate to take the next step in the current summer transfer window: after all, investing upwards of 100 million in the squad was a considerable, yet economically sound decision.

You can see how important tomorrow is for us from the ongoing success of our Youth Academy: the U19 team again won the league, while the U17 lads were only narrowly defeated in the final. We are also investing approximately EUR 20 million to expand our training ground by 2021 and to continue to provide our lads with first-rate athletic and professional training conditions.

Implementing these long-term measures requires a basis that is both financially sound and geared for the future. Where personnel is concerned, Borussia Dortmund has already laid the groundwork for the future. A team of dynamic and highly competent employees and leaders is well prepared to face the challenges that lie ahead. We have formulated a sound growth strategy with the aim of generating EUR 500 million in revenue (excluding transfers) by 2025 in order to ensure the club remains competitive. Sponsorships, internationalisation and digitalisation are to be the driving forces.

With all we are doing to achieve economic success, it is particularly important to avoid losing sight of our roots. We have to be keenly aware of when we've reached the limits of commercialisation. Borussia Dortmund is expressly against

raising ticket prices by more than the rate of inflation and is aware of the importance of the club's actions for society at large.

Our work is thus more than a mere response to multi-faceted societal issues. Together with its fans, partners and staff, Borussia Dortmund has adopted an attitude and approach that leverages the club's appeal and popularity to effect lasting change in our society.

More than six years ago, Borussia Dortmund made the decision to consciously promote a culture of remembrance and to make the fight against right-wing extremism and discrimination a mainstay of its work. In light of the club's own past, which also included BVB officials supporting Nazi authorities, and the current challenges arising from the potential for right-wing extremism in Dortmund, we feel obligated to do our part to fight every form of discrimination. We want to promote and defend our democratic way of life.

This culminated with our trip to Israel in early 2019 and the special recognition we received for our wide-ranging efforts. A Borussia Dortmund delegation was invited to attend the Holocaust Remembrance Day commemorations in Israel

and the cornerstone laying ceremony for the new Shoah Heritage Campus at the Yad Vashem Holocaust Remembrance Center.

We are planning a BVB fan and youth centre in Dortmund so that we can consolidate our civic engagement activities and efforts to connect the past, present and future all under one roof.

Last but not least, we also have to and want to tackle ecological issues. Be it the switch to reusable cups which we implemented together with outside experts, or matters concerning mobility, the use of resources and environmental protection: We take pride in the fact that we began addressing key sustainability issues even before the "Fridays for Future" movement took hold.

Our dialogue with our various stakeholder groups was and is extremely helpful in this regard. We have set ourselves an initial three-year planning and implementation period in order to further drive forward Borussia Dortmund's sustainable development as a whole.

We hope you enjoy reading this report and we look forward to hearing your comments.

Hans-Joachim Watzke
Chairman of the Management

Thomas Trefß
Managing Director

Carsten Cramer
Managing Director

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CELEBRATE MATCH DAY!

Everything leads up to this day.

The complete football experience: taking responsibility.

It's match day and Adi Preissler said it best: "What counts is on the pitch." But match day is also the product of meticulous preparation, hard work and a real love of BVB. That's the story we want to tell.

This Sustainability Report aims to help readers understand Borussia Dortmund as a whole: its footballing development, its business relationships and its social and ecological responsibility. The following six stories represent the six focal points of BVB's sustainability work: our fans and the region, the stadium, our employees, service and quality, the youth squads and, of course, football.

BVB stands for a sense of community. Be it the players, the team officials, the club members, the fans in the stadium or watching at home, the support staff, or the stewards. The six stories underscore just how special this community is!

You can find an overview of the 25 material topics concerning sustainability at BVB on page 33. You can find more detailed information on each of these topics starting on page 84.

Echte Liebe.



YOU KIND OF GROW INTO IT.

Dortmund, life, BVB.

From "Uns verbindet Borussia", "Ballspiel vereint", "Fanprojekt" or "Borussentreff" to "The Unity" – BVB offers a huge variety of groups and initiatives. A veritable hive of activity. Breaking up this close-knit community is out of the question. And why would you? Everyone knows, appreciates and helps one another. "That's BVB: You grew up with and think you understand the club. Then a door opens and you see another world," says Beatrix Schleiken, one of the Department of Fan Affairs' five board members. And she should know. After all, she's one of approximately three hundred well-connected volunteers. She's all in: Heinrich-Czerkus fan club, the Fan Council, women's issues...

She's always been a BVB supporter and is a proud season ticket owner. But there are many ways to pick up the BVB cause and help: you can read stories at the children's hospital, volunteer at the Zehnthof nursing home's Christmas parties or at the "Gasthaus" homeless shelter, or donate Christmas gifts at city hall or to "Projekt Ankommen", a non-profit organisation helping refugees. After all, Borussia unites!

"Football – it's a woman's world (too)" was the title of BVB's most recent day of action in May 2019. The purpose of these events is to take a stand against discrimination. "Discrimination also takes place in stadiums, every stadium for that matter. That's why volunteers from other clubs also like to attend these events. I believe we're pretty good at this." Ever count the number of hours you've volunteered? "I have better things to do!"



Benedikt Strobel, Ulrike Thurau and Beatrix Schleiken in their element at the Department of Fan Affairs' information desk below the south terrace.



WORLD-CLASS LIGHTING.

Energy, climate, resources.

"14.3 GWh is how much electricity we used at SIGNAL IDUNA PARK (SIP) last year. There's room for improvement, and we want to unlock that potential," says André Neuhaus, one of BVB's commercial facility managers. The new, highly efficient, state-of-the-art, directional LED flood lights will improve the viewing experience both in the stadium and at home. "Faded images are a thing of the past, BVB isn't."

Much is being done to raise awareness about sustainability at the stadium. "I don't need a lecture with every bratwurst. But I think it's good if waste is properly sorted. For example, this season we began separating plastic cups from cardboard packaging," says Merlin Zepter, head of public catering at SIP.

No easy task, as BVB found out with its reusable cups. Aside from environmental aspects, safety and hygiene considerations also have to be taken into account. By introducing the new reusable cups we have cut down on waste.

We are currently conducting a study of the material flows at the stadium, i.e., what is brought to the stadium, what items does BVB provide in the stadium, what is disposed of and how, and what can be improved? We will take further action on the basis of the study's findings. "That means re-thinking and re-organising in a very confined space. We're constantly making changes so that we can improve," say Zepter and Neuhaus.



State-of-the-art LED technology: precise, bright and environmentally-friendly lighting.
Right: Specialists properly dispose of the old flood lights.



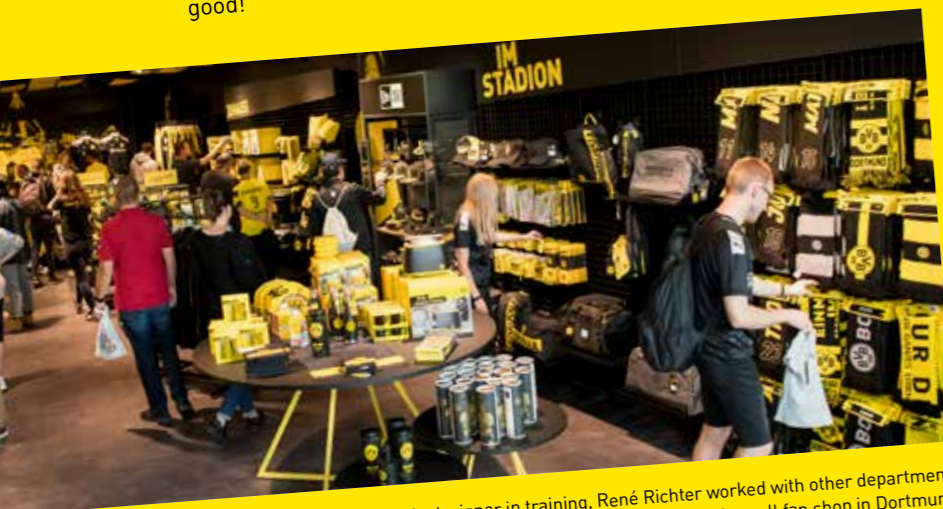
PICKING THE RIGHT TONE.

Fan, trainee, part of the team.

"You don't have to be a fan, but isn't it great if you love your job?" That's at least how René Richter, a trainee at BVB, sees it. Successfully navigating the online application process, interview, assessment centre and final interview is no small feat, so take pride in being a high-flyer! René successfully completed his apprenticeship as a retail sales agent and is now also training to become a media designer. BVB values such commitment and in addition to modern workplaces offers exciting jobs. Everyone says that, but who can claim to be one of Germany's biggest promoters, a system cater and top chef, a producer and retailer, an online shop and social media star, a place of learning and a travel service provider, humble yet bold, all in one? Exactly!

"Working at the FanWelt service centre, you see a lot of players come in. With family and friends, totally casual and discreet. Mum's the word! I could tell so many other cool stories about my job. But there are strict rules on that."

BVB is a training centre at heart – training is the key to success! It's all about staying grounded and structuring and giving ideas a chance in a flat organisation. That's what counts when managing growth like BVB is. We are shaping the foundation for this by providing training in 11 career fields. Taking responsibility counts: "As media designer, I'm responsible for selecting the right shade of BVB yellow. The tone has to be right." René flashes a grin, adding, "That also applies to us. Looks good!"



As a media designer in training, René Richter worked with other departments to design the new Königswall fan shop in Dortmund.



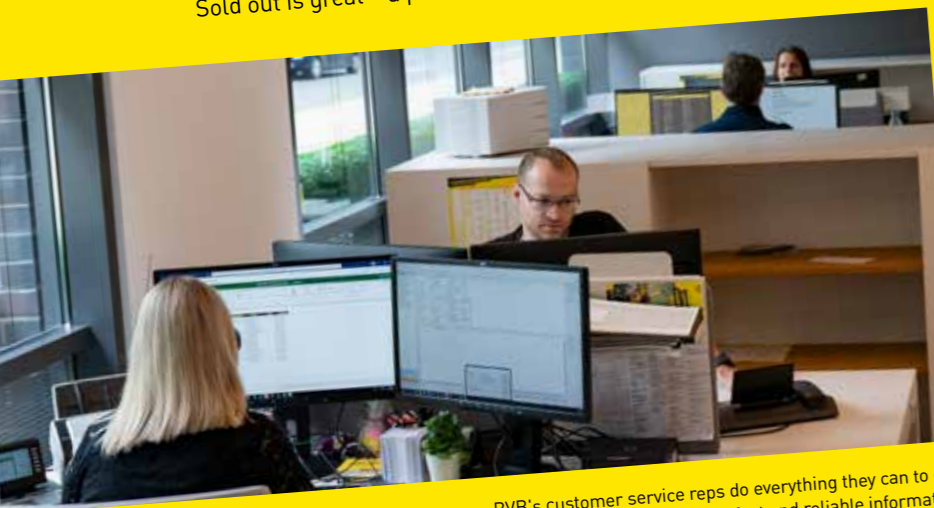
WE'RE ALL EARS!

Ready, willing, always available.

"Always staying informed, being experienced and showing compassion are essential. You have to be born for this job," says Nico Miscione. "The customer service hotline is how we talk directly to our fans. When the fans call us, they're calling home." These aren't always easy conversations to have – you don't mince words in Dortmund. Fans call about season tickets, incorrect kit sizes, or to let off steam after a home loss. Or after a win. "There's always something," says Nico, grinning.

"We're here for our fans, try to find solutions and in most cases can help them directly. About 150,000 times a year." If it's more complicated, we follow up internally and get back to the customer. "We almost always have an answer within 48 hours." The customer service rep is a fan advocate. And sometimes we're just there to listen. "People share a lot of personal details, and if they feel the need to talk, we'll listen." This is where modern technology steps in to help, letting the customer service reps know on the monitor when there's a backlog of calls.

Away fans routinely ask for directions. Dealing with lads dreaming of a professional career requires considerably more tact. "After some conversations you need time to recharge." But you also look forward to senior citizens calling to ask about BVB TV because they can't travel to the stadium any more. The customer service reps often pass on information. "We want to get better. If there's an issue, you have to take a closer look." Product ideas for the fan shop, app improvements or sticking points on match days. "We were very interested in the feedback about the 500 season tickets that had been terminated due to no-shows. The ticket holders were upset, but many fans congratulated us. Sold out is great – a packed house is even better!"



BVB's customer service reps do everything they can to give fans fast and reliable information.



ALWAYS PART OF THE SOLUTION!

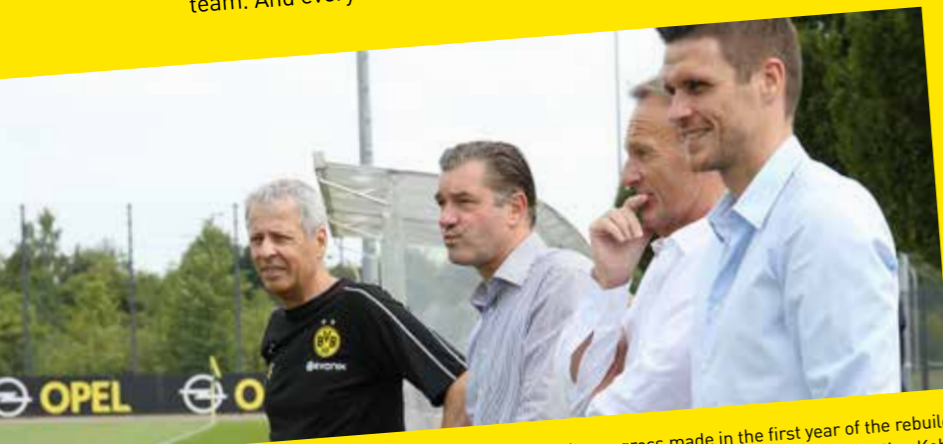
Mentality, identity, rebuild.

Sebastian Kehl returned to Borussia Dortmund after the club recognised in early 2018 that the squad was lacking the right mentality. "The time away from BVB was good for me. After gaining new experiences, learning new things, and making decisions without added pressure, I was ready to return to Borussia."

A stroke of luck, as it turned out, because the team were nearly crowned champions. "I don't deserve the credit," says Sebastian immediately. He's a team player through and through. Nevertheless, he still knows where he can lend his expertise to help fine-tune the squad. "Mentality was never my problem. Neither was identity. And thus I was able to use my own experience to reinforce the goals of the management and the coach within the squad. It helps if you know your way around and stand for important values. Self-confidence and humility should go hand-in-hand, especially in the case of young players."

BVB wanted a rebuild after the rocky 2017/2018 season. "We focussed on experience and from the very first match day things went much better than expected. We were cautious, maybe too cautious. Because if you have a lead of 9 points and can win the title, you don't want to finish second in the end."

"I was very disappointed after Gladbach. But we soon realised that we were right: the first year was just the beginning. Aki, Michael and Matthias are brilliant! We're devising solutions with the coach and the team. And everyone has something to learn, including me!"



Not at all unhappy with the progress made in the first year of the rebuild: Lucien Favre, Michael Zorc, Hans-Joachim Watzke, Sebastian Kehl.



DUAL PATHS TO SUCCESS.

Talent, school, pro sports.

Venue: the Geschwister-Scholl-Gesamtschule (GSG) school in Dortmund: "BVB's talented youngsters wouldn't be as successful on the pitch without the assistance of the three partner schools." That hits home. Such confident assertions are made by the headmasters and their teachers: professionals when it comes to teaching and developing personalities.

Matthias Röben, the Youth Academy's educational director, understands the practical challenges all too well. "Adding the stress of school to an already full schedule can have a negative impact on the pitch. Parents nowadays are looking for the complete package, and BVB is a good partner in this respect. That's why we get one or two more talented youngsters than other clubs."

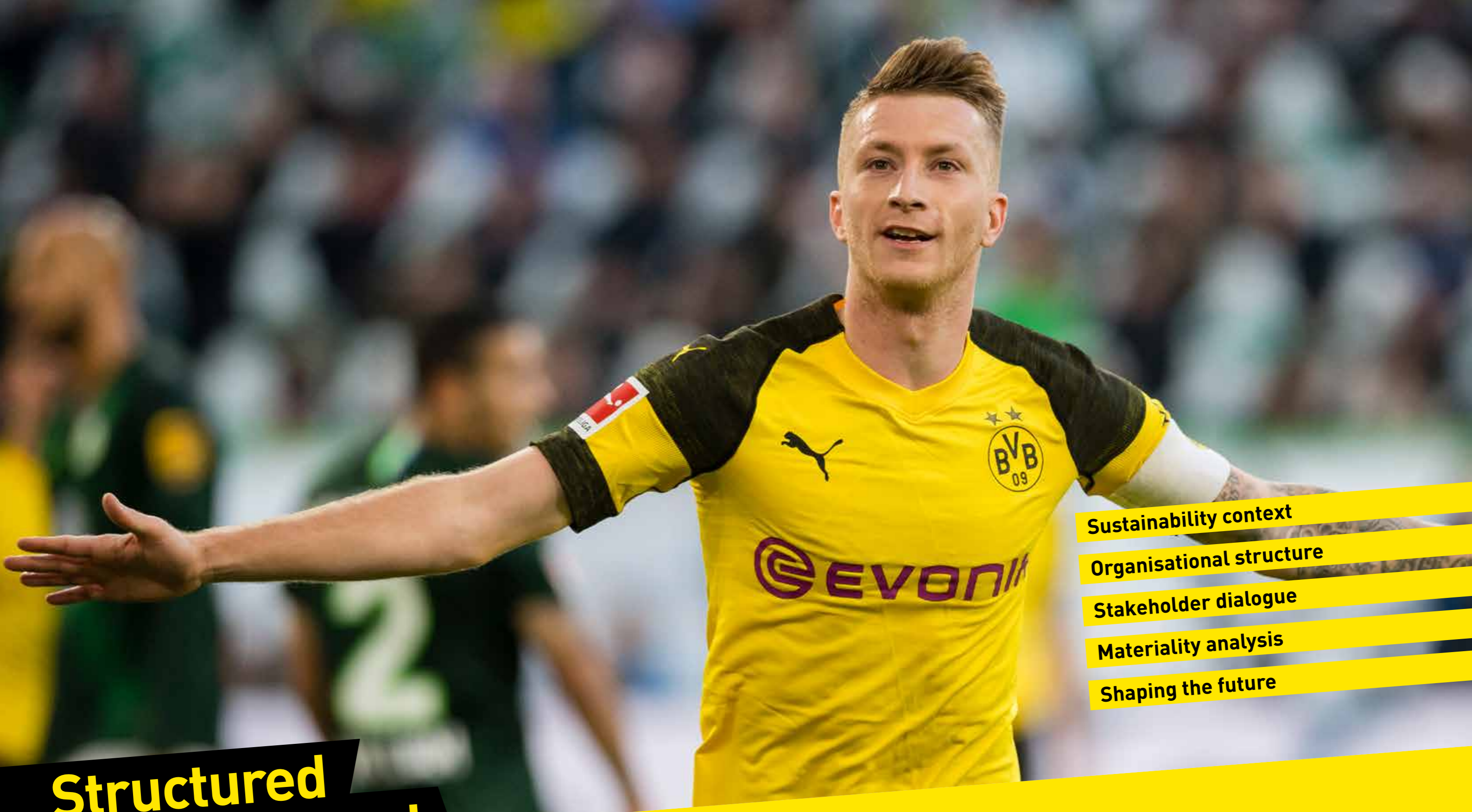
Making up lost classroom time is a priority. "Our talented youngsters have two jobs: school and competitive sports – both are very time consuming. We try to find a strike a good balance for each lad," says Klaus Zielonka, GSG's headmaster.

Röben: "As unique as they are, the kids should experience normal school life. We purposely don't want to go the private school route, because that would prevent the lads from having everyday experiences. Becoming independent and working on projects, both are part of the "Dortmund lads" concept. Finding the motivation to create something special and building character while doing so, benefits all pupils." Achieving this requires a high degree of personal commitment.



Above: Ceremony naming GSG as one of the elite schools for football clubs.
Right: Headmaster Dr Markus Tendahl (Goethe-Gymnasium), Klaus Zielonka (GSG), Pascal Schäfer (Konrad-Klepping-Berufskolleg).





Sustainability context

Organisational structure

Stakeholder dialogue

Materiality analysis

Shaping the future

Structured development

Managing sustainability

Echte Liebe.





Football: passion and economic factor

102-15 | Football captivates people all over the world and the extensive and continuous news coverage the sport receives across all channels is a testament to this appeal. In Germany, professional football is a major economic factor. Last season, clubs in the first and second Bundesliga divisions again generated record revenue of EUR 4.42 billion and employed more than 55,000 people.

Westphalian roots and internationalisation

BVB is well aware of the challenges posed by rapid developments in professional football. Thanks to its success on the pitch in previous years and by steadily qualifying for international club competitions, Borussia Dortmund has become one of the world's largest football clubs with over 151,000 members and millions of fans. This also means that fans, competitors and various organisations expect the club to be more than a passive participant and instead to adopt a formative and clearly-defined role.

Borussia Dortmund draws its strength from an identity and fan base firmly rooted in Westphalia. Realising our sporting ambitions of achieving peak performance and giving our fans an unparalleled football experience requires planning and leveraging the economic foundation for the necessary team, staff and infrastructure investments, and gearing this foundation for the future.

While being a listed German partnership limited by shares (Kommanditgesellschaft auf Aktien) on the one hand ensures the continuity of the Company's business activities, it is also viewed critically by some of our own fans, meaning that decisions surrounding the internationalisation and commercialisation of club football call for considerable tact.

BVB actively addresses various topics, especially those that have recently attracted interest and attention. For instance, we are in favour of preserving the general principle of competition, including at international competitions, and reject the formation a European Super League comprising only a selection of top clubs in a "closed shop" style competition format. In our opinion, this would undermine the domestic leagues and competitions. Borussia Dortmund stands by the Bundesliga as the primary domestic competition.

The media and football fans alike are increasingly voicing their criticism of the market mechanisms involved in transfer sums and player wages and the associated spiral of commercialisation. If the fans were to start turning their backs on the sport, this could lead to financial losses in the overall market, for example either as a result of declining merchandising revenue or TV subscriptions.

We also value compliance with Financial Fair Play rules as a means of ensuring relatively equal opportunities on the transfer market. It is difficult enough to compensate for the competitive advantages that English clubs enjoy in securing enormous amounts television money. The results of this spring's European club competitions clearly show the relationship between financial performance and sporting success, with four English teams competing in the finals of the Champions League and the Europa League.

Stadium and the digital world

Borussia Dortmund is striving to strike a responsible balance between the interests of spectators and users of new media and digital platforms. A distinction must be made between home-grown measures and superordinate arrangements. Take the generally unpopular Monday-evening Bundesliga matches, for example. Going forward, the league will no longer hold matches on Mondays, a move BVB supports.

The introduction of the video assistant referee also led to some discontent among spectators in the stadium because calls that were reviewed led to considerable in-game delays and the fans – unlike their peers watching at home – often did not readily understand what was being reviewed. The criticism voiced by fans was unmistakable. By contrast, new methods of communicating with and offers providing added value for an increasingly heterogeneous fan base are the responsibility of the clubs themselves.

While some tradition-minded fans have little appreciation for the opportunities presented for digital communication and marketing, younger and more international fan groups very much welcome these possibilities. Finding an appropriate mix and displaying the right amount of tact is a challenge that is closely connected with the trust

and confidence placed in the club by the fans and BVB's own authentic, transparent actions.

Football's significance means taking responsibility

The public interest and enthusiasm for the sport as well as its economic strength mean that clubs have a responsibility to their communities that goes beyond mere footballing and economic success. Sport is more than just a business – sport moves people. Borussia Dortmund takes this responsibility very seriously at various levels. We actively advocate social issues such as diversity, equal opportunity, integration and anti-discrimination and take a stand against right-wing extremism and violence in all its forms, while also promoting various educational and informational opportunities.

As climate issues are moving into the foreground and resources become increasingly scarce and environmental pollution worsens, it's imperative that we also take stock of and analyse the environmental consequences. The sport of football cannot live up to this responsibility unless each club is aware of and understands these challenges.

Sustainability context

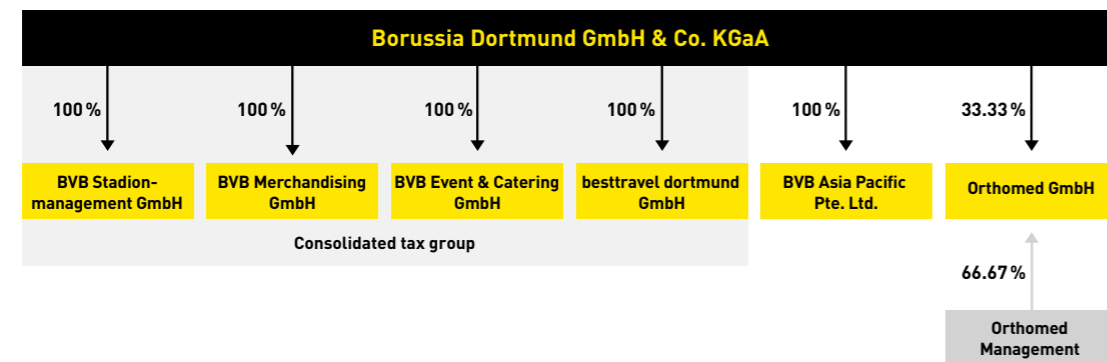
We have come to realise that dissecting the business of football at the athletic and economic levels is not enough to meet the demands of our stakeholders or our own aspirations. We are aware that this overall responsibility is a key factor and driver of success and growth. We live up to this responsibility towards the people who ensure the club's continued existence through their various contributions, our fans, sponsors, members, shareholders as well as our city and the surrounding region.

Part of the Non-financial Statement

Borussia Dortmund GmbH & Co. KGaA

102-2
102-5
102-6

The object of Borussia Dortmund GmbH & Co. KGaA and its Group companies is to operate a professional football club and to leverage the economic benefits of the associated potential streams of revenue, in particular from marketing SIGNAL IDUNA PARK.



102-45 | Borussia Dortmund GmbH & Co. KGaA (hereinafter "Borussia Dortmund" or "BVB") was spun off from Ballspielverein Borussia 09 e.V. Dortmund, which was formed on 19 December 1909. By virtue of the resolutions of the Members' Meeting dated 28 November 1999 and 26 February 2000, all commercial operations of the professional football club were spun off into a separate entity, which made history in October 2000 as the first football club to go public in Germany. Today, Borussia Dortmund is listed in the Prime Standard segment of the Frankfurt Stock Exchange operated by Deutsche Börse AG.

The Company, whose registered office is in Dortmund, focusses primarily on its operations at its headquarters, SIGNAL IDUNA PARK, the FanWelt service centre, BORUSSEUM, training grounds and the BVB Evonik Football Academy. It also operates six fan shops throughout the region. As part of our internationalisation strategy, we opened a representative office in Singapore in 2014 and another office in Shanghai in 2017.

Organisation of management and control

The legal structure of Borussia Dortmund was designed to ensure that close (legal) ties remained between the club and the Company.

Borussia Dortmund Geschäftsführungs-GmbH, the general partner of Borussia Dortmund GmbH & Co. KGaA, is responsible for management and representation of the latter. Borussia Dortmund Geschäftsführungs-GmbH is for its part represented by Managing Directors Hans-Joachim Watzke, Thomas Treß and Carsten Cramer. As chairman of the management, Hans-Joachim Watzke is responsible for setting the Company's strategic course, as well as for the areas of "Sports", "Communications" and "Human Re-

102-4 | In addition to its primary business, Borussia Dortmund also operates in football-related areas. The Company currently holds equity investments in BVB Stadionmanagement GmbH (100%), BVB Merchandising GmbH (100%), BVB Event & Catering GmbH (100%), besttravel dortmund GmbH (100%), BVB Asia Pacific Pte. Ltd. (100%) and Orthomed Medizinisches Leistungs- und Rehabilitationszentrum GmbH (33.33%). The activities of the former Sports & Bytes GmbH were integrated into the Company. Borussia Dortmund's group structure is presented in the chart above.

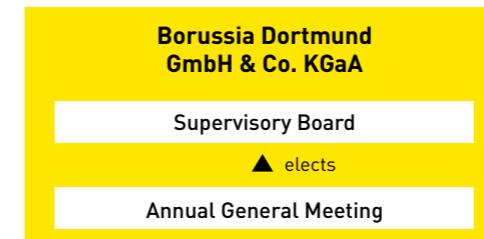


Chart of structures and responsibilities: This chart shows the structures and responsibilities as between BV Borussia 09 e.V. Dortmund, Borussia Dortmund GmbH & Co. KGaA and Borussia Dortmund Geschäftsführungs-GmbH. For a detailed overview, see from page 37 of the 2018/2019 Annual Report. <http://aktie.bvb.de/eng/Publications/Annual-Reports>

sources". His contract runs until 31 December 2022. Thomas Treß is responsible for the "Finance & Facilities" and "Organisation" areas and is under contract with Borussia Dortmund until 30 June 2022. Carsten Cramer is responsible for the "Sales & Marketing" and "Digitisation" areas and his contract also runs until 30 June 2022.

the work of the management of the Company to be in compliance with the law and in proper order, it deems the internal control system, risk management system and internal audit system to be effective, and attests to the Company's corporate organisation and economic viability. The Supervisory Board convened four meetings during the reporting period. The Supervisory Board received written reports in the intervals between its meetings. Moreover, the chairman of the Supervisory Board was in contact with the management on a regular basis.

The sole shareholder of Borussia Dortmund Geschäftsführungs-GmbH is Ballspielverein Borussia 09 e.V. Dortmund, which is represented by the Executive Board. The Executive Board in turn comprises three members: Dr Reinhard Rauball (President), his deputy Gerd Pieper and Dr Reinhold Lunow (Treasurer). The Supervisory Board, which is elected by the Annual General Meeting, advises and monitors Borussia Dortmund. However, the rights and duties of the Supervisory Board are limited. Specifically, it has no authority with respect to matters involving personnel, i.e., no authority to appoint and dismiss managing directors of Borussia Dortmund Geschäftsführungs-GmbH. Nor is the Supervisory Board authorised to adopt internal rules of procedure or a list of transactions requiring its consent on behalf of the general partner. Rather, such rights and duties are vested in the governing bodies of Borussia Dortmund Geschäftsführungs-GmbH, namely its Advisory Board and the Executive Committee created by the Advisory Board. The reports of the management and the Supervisory Board's enquiries and deliberations form the basis of the Supervisory Board's supervisory activities. For the reporting period, the Supervisory Board considers



Chart of shareholder structure [published at <http://aktie.bvb.de/eng/BVB-Share/Shareholder-Structure>, accessed on 17/06/2019]

The Fan Council serves as a forum for dialogue and a communicative link with fans and defines itself as the representative body for all BVB fans who identify with Borussia Dortmund's values. One of the Fan Council's primary objectives is to ensure that BVB remains a fan-based organisation and therefore to establish and maintain communication between all partners on the basis of mutual respect. In addition to this objective, the Fan Council can also be used to mediate conflicts between fans and fan groups



Sustainability Working Group, 22 May 2019

Our stakeholder dialogue

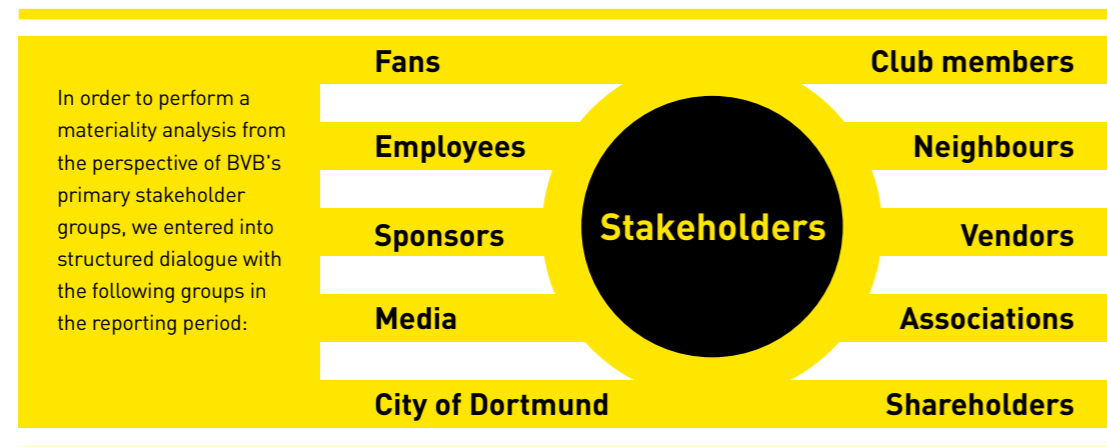
BVB touches on the interests of many different people. This is why maintaining dialogue with our stakeholders is a matter very close to our hearts. Our aim is to strike a balance between different interests to the greatest degree possible and to further build trust on a permanent basis. When we communicate with our various stakeholders, we provide transparent information on our decisions and actions and their ramifications so that we may receive feedback to help us improve further.

Our stakeholders

Borussia Dortmund's actions and activities have a profound effect on various partners, stakeholders and interested parties whose relationships are often intertwined. Conversely, depending on the extent of their relationship with the club, these stakeholder groups can also influence decisions at Borussia Dortmund. These groups include not only our fans, club members and employees, but

also sponsors, vendors, authorities, associations, the media, our neighbours, the City of Dortmund and the surrounding region, that make demands and have expectations of BVB or that are influenced by the club. As a listed company, Borussia Dortmund is also attentive to the objectives, needs and interests of its shareholders.

102-40



102-43 | Structured dialogue

We use a range of different formats to promote ongoing dialogue with all of these groups: we conduct stakeholder surveys, organise dialogue events on specific topics and exchange ideas in discussion and information forums or as part of our work with various associations. Press conferences are held at regular intervals. We also maintain ongoing dialogue with the City of Dortmund and other local and regional authorities.

We also communicate with our members, our fans, visitors to SIGNAL IDUNA PARK and our business partners on a regular basis. We want to know which topics they consider to be relevant to BVB now and in the future, how they rate our performance regarding the individual topics and what they expect of us.

With the Fan Delegates' Meeting (Fandelegiertenversammlung), which is held twice a year, and the Fan Council, which meets on a regular basis, we have set up bodies that communicate continually with our various fan groups.

We maintain regular, close contact with emergency services (German Red Cross, the police, the

fire brigade) as well as specific organizations of the City of Dortmund and its region, in the context of match day planning. Borussia Dortmund works closely with the DFB and the DFL and currently chairs the German Association of Stadium Operators (VdS).



Fan Council, 12 June 2019

The next step in the process of intensifying our stakeholder involvement will be to include our vendors and local residents. We will address the results of this dialogue process and the measures we intend to take in response to them in our Sustainability Report.



Fan Delegates' Meeting

Our material topics

102-15

Borussia Dortmund is confronted with a host of topics that have a significant economic, ecological and/or social impact and that significantly influence the assessments and decisions of our stakeholders and are thus considered material. Borussia Dortmund has recorded these topics methodically and assessed their significance with regard to their impacts and their influence on stakeholder assessments and decisions.

Basis of reporting

101
102-46

We take the principles of completeness, materiality and stakeholder involvement and the current internationally recognised standards for sustainability reporting set out by the "Global Reporting Initiative" (GRI) as a basis for determining what our Sustainability Report will cover. This report was prepared in accordance with the "2016 GRI Standards (Core option)" and covers the reporting period for the 2018/2019 season. Unless indicated otherwise, all figures pertain to the 2018/2019 season.

their impact and to take these topics into account in our business activities. We initially identified an assortment of topics in early 2017 that we then grouped into larger areas and evaluated in cooperation with Ruhr University Bochum. We then derived the material areas and topics, which were then reviewed and defined more precisely in 2018 with the assistance of external experts on the basis of workshops, interviews and surveys held in the course of a structured stakeholder dialogue process.

Although the GRI Standards were prepared for all organisations regardless of the sector they operate in or their location, professional football covers a very special field and differs in many respects from traditional enterprises. In order to take this into account, the "Athletic development" material area was added to expand on the GRI system and the "Fans, members and society" topic was included to expand on social issues. All of the information in this report essentially pertains to Borussia Dortmund GmbH & Co. KGaA, with the exception of the information on the club's members, which are organised under BV Borussia 09 e.V. Dortmund. The "leuchte auf" non-profit foundation is also an independent entity.

As part of the annual review at the beginning of 2019, these topics were reviewed with regard to completeness and their impact assessment and adjusted in line with the latest insights. This year's review was conducted by the internal Sustainability Working Group, which includes representatives from all relevant corporate areas, and by means of a workshop with the Fan Council. The following adjustments were made to the terms and classification system used in the previous year's report on the 2017/2018 season on the basis of the comments and suggestions we received:

The description of the materiality matrix's x-axis was changed to "Significance of economic, ecological and social impacts" in line with the current translation of GRI 101 "Foundation" (2016).

The "Diversity and anti-discrimination" topic is now its own topic, having previously been included in the "Fan community and fan behaviour" topic. This is due to the significance of the work (including a donation of EUR 1 million to Yad Vashem) and the creation of an independent department "Diversity and anti-discrimination, fan and youth centre". Reporting on the two topics separately also reflects BVB's more

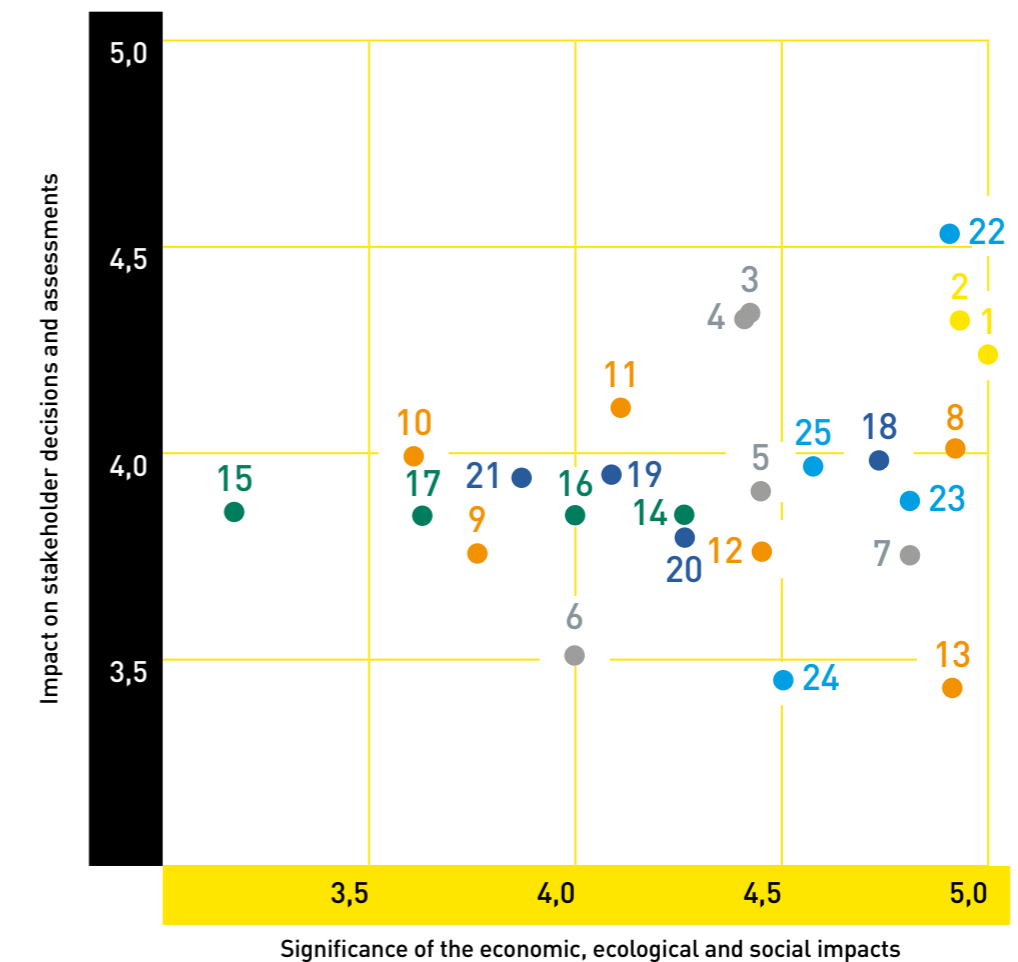
Materiality

Which topics are particularly important to our long-term success based on our corporate social responsibility? What are the social, ecological and economic impacts of our activities and what do our stakeholders expect of BVB in this regard? In order to answer these questions, we began examining the relevant topics methodically in 2017. The analysis aims to assign weightings to sustainability topics, with the involvement of our stakeholders, based on their importance to BVB in terms of

Materiality matrix

102-44

The 25 topics identified as being material are shown in the graphic below.



25 material topics in 6 areas

102-47

- Athletic development**
 - 1 Peak performance
 - 2 Promoting youth football
- Fans, club members and society**
 - 3 Fan community and fan behaviour
 - 4 Diversity and anti-discrimination
 - 5 Identity and tradition
 - 6 "leuchte auf" foundation
 - 7 Media and social networks
- Economic approach**
 - 8 Our financial performance
 - 9 Economic factor in the region
 - 10 Responsible purchase
 - 11 Compliance and risk management
 - 12 BVB brand
 - 13 Sponsors
- Environmental responsibility**
 - 14 Energy and emissions
 - 15 Water and waste water
 - 16 Mobility
 - 17 Use of resources
- Employees**
 - 18 Employment
 - 19 Occupational health and safety
 - 20 Training and education
 - 21 Diversity and equal opportunity
- Product responsibility**
 - 22 Spectator safety
 - 23 Stadium quality
 - 24 Product safety and product quality
 - 25 Service quality

➤ The six highlighted topics form part of the Non-financial Statement. See the following pages.

nuanced approach to managing the topics. The significance of the impacts of both topics was again assessed as high.

■ We also expanded the scope of the area "Fans and club members" to "Fans, club members and society".

103-3 ■ The "Our financial performance" topic was rated higher in terms of the significance of its impacts. This increase reflects the fact that BVB devised a growth strategy during the reporting period.

103-3 ■ Due to its increasing importance for professional football and the feedback from the Fan Council (including with respect to the current discussions surrounding Financial Fair Play), the "Compliance and risk management" topic was rated higher both in terms of the significance of its impacts and its influence on stakeholder assessments and decisions.

103-3 ■ The "Promoting youth football" topic was rated higher in terms of the significance of its impacts. This is due to the ongoing implementation of the concepts developed in connection with the planned investment in the Youth Academy and the efforts to strengthen the U17 to U23 youth squads.

103-3 ■ The "Energy and emissions" topic was rated higher in terms of the significance of its impacts because of the decision made during the reporting period to introduce an energy management system in accordance with DIN ISO 50001.

In total, 25 topics were identified as being material due to the significance of their economic, economic, ecological and social impacts on BVB and their influence on stakeholder assessments and decisions. The following factors were taken into account when defining the material topics: 102-46

■ **Business model, strategy and material risks:**

The central values, guidelines, strategies, objectives and requirements of BVB, company management systems, value chain and material risks were taken into account.

■ **Key sector-specific aspects:** The main topics and future requirements in the sector were identified by conducting interviews with BVB managers and specialists.

■ **Interests and expectations of relevant stakeholders:** The interests and expectations of the stakeholders that have invested in BVB were identified by surveying members of the Supervisory Board and sponsors. The economic, social and/or ecological interests and expectations of BVB's other stakeholders were identified by including fans, authorities, the association and club representatives in the stakeholder dialogue process.

■ **Impact of activities:** The economic, ecological and/or social impacts as well as the consequences for BVB relating to the economic, ecological and/or social impacts, e.g. risks to the business model or reputational risks, were assessed on the basis a three-year estimate.

■ **Political and regulatory influencing factors** The applicable laws, guidelines, international or voluntary agreements and requirements of the DFB/DFL that are of strategic significance to BVB and its stakeholders were taken into account.

Shaping the future: our sustainable development

Strong base and organisational drive

"We're a strong brand," stated chairman of the management Hans-Joachim Watzke at the 2019 Annual Press Conference. He again confirmed Borussia Dortmund GmbH & Co. KGaA's ambitious objective of increasing the club's revenue to EUR 500 million by 2025 (not including income from transfers). BVB wants to use this sporting and financial success to assume its responsibility, which is tied closely to Dortmund and the surrounding Ruhr region, especially with regard to the club's sustainable development.

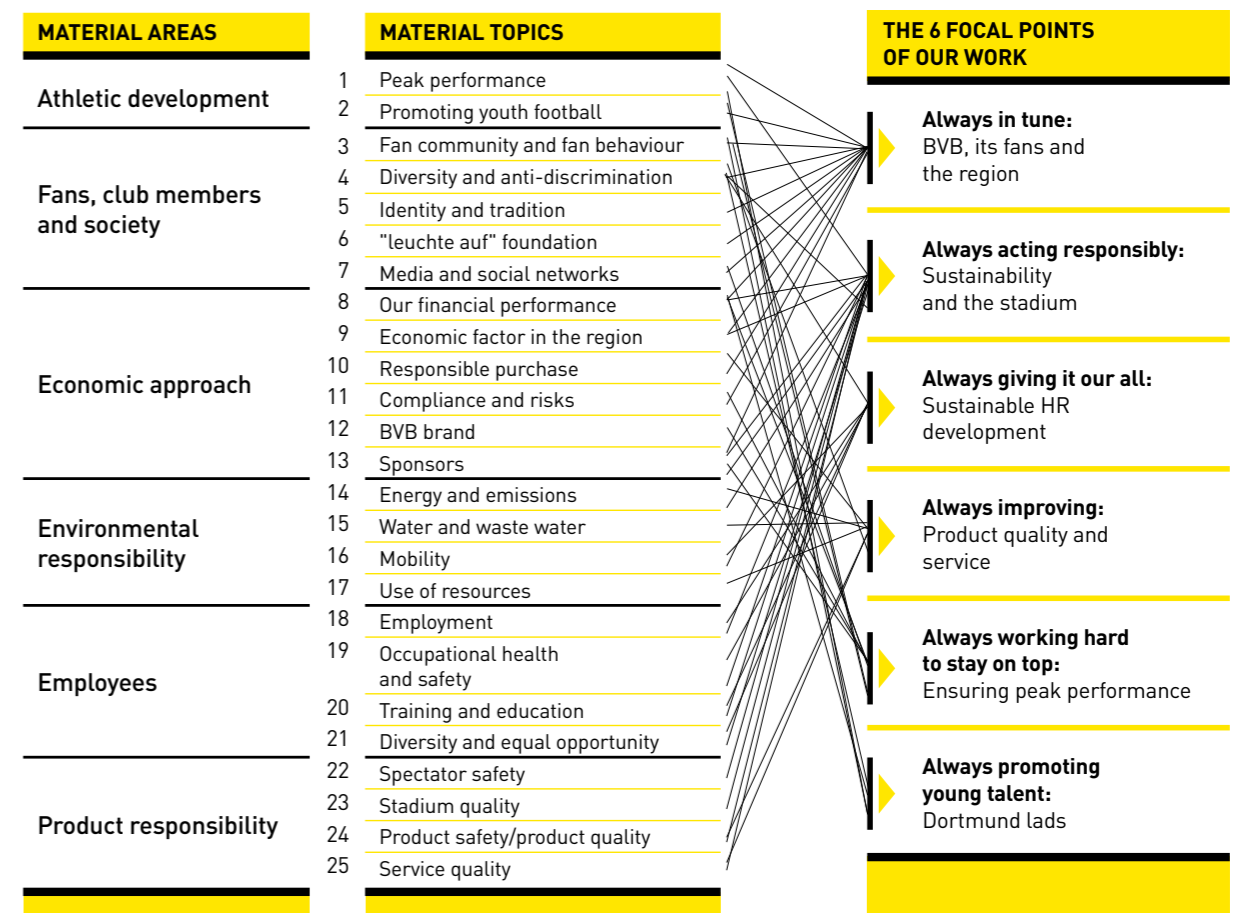
102-10 ■ In the summer of 2019, we formed a separate Corporate Responsibility department which handles all social, corporate and ecological issues relating to sustainability. This department will oversee BVB's "leuchte auf" foundation, as well as the construction project for the fan and youth centre and the topic of diversity and anti-discrimination. Professional sports can be polarising, and we will discuss these issues. Because we understand how and what BVB

contributes to society, we feel that we have a particular responsibility to promote these issues, now more than ever. We therefore not only want to have but also must have this social discourse.

The organisational realignment is the result of Borussia Dortmund GmbH & Co. KGaA's continual and systematic efforts to identify our 25 material topics on sustainability, which we defined as part of an extensive internal and external dialogue process, as described above. This third annual report presents those changes. 102-16

Process

Borussia Dortmund stands for intensity, authenticity, community and ambition and everything we do has a powerful impact. That is why we have made a promise to ourselves and to each and every one of our fans that we will give nothing less than 100% in our passionate and determined pursuit of our goals. We want to help others help themselves and dedicate all of our quality to the service of the team.



This means that every single person at BVB has to take responsibility, also, and particularly so, in terms of our sustainable development. We have defined six specific focal points of our work in this regard to help us shape our future successfully and in a structured manner. The graphic on the previous page illustrates the complex relationships between the topics that are material to us and the focal points of our work: everything is interrelated!

3 years – 4 action levels

- 1 Strategy
- 2 Dialogue
- 3 Focal points of work
- 4 Communication

Three-year plan

In spring 2019, we opted for a three-year structured planning process with specific milestones. This relates to four action levels that we will pursue as part of an integrated approach:

- 1 **The strategic further development of our corporate objectives in connection with our sustainable development.**
This includes fleshing out the management approaches to our 25 material topics with quantitative and qualitative targets. We will efficiently plan our actions on the basis of specific and valid measurable indicators. We will continue to maintain the important link to risk management while staying focused on those aspects affecting the Company as a whole.
- 2 **Ongoing dialogue with our internal and external stakeholders**
We will continue and build on the stakeholder dialogue process we began. We hope to receive valuable insights from our partners in the supply chain and our long-standing sponsors, who have already begun to address the issue of sustainability. The Company's Sustainability Working Group

includes representatives from different departments and has already made valuable substantive contributions to our further development. This continuous exchange between the new department and the corporate functions is very important to us.

3 **The specific and practice-based implementation of measures in the aforementioned focal points of our work.**

In the "Acting responsibly. Together." section of this report we present the measures we took with the six defined focal points of our work in the 2018/2019 season. The SWOT analysis described further below, which we carried out in the summer of 2019, will result in further plans for sensible measures. The next step will be to discuss these measures in the Working Group, after which we will present the measures in the next report.

4 **Transparently and authentically communicating our development to our employees, fans and external stakeholders.**

This not only includes our annual Sustainability Report but increasingly also a lively exchange of ideas on current topics both within the Company and online.

Evaluation

As part of our annual reporting process, we evaluate the management approaches we apply to the material topics, which are described in the fourth part of the report, at regular intervals and then adapt/update them accordingly. The more we address the individual topics and collect information on the key performance indicators, the more a system of continuous feedback, also with our stakeholders, emerges. This allows us to transparently communicate how we are performing in terms of the objectives we have set, including information on the progress we have made and on any areas in which there might still be room for improvement.

This has allowed us to lay the foundation for seizing the opportunities that arise in the course of our efforts to address the material topics and for identifying any corresponding risks early on – a key step in the process.

102-15 | **Strengths, weaknesses, opportunities and threats**

We first discussed the strengths, weaknesses, opportunities and threats in working groups, taking the current risk inventory into account. After identifying all strengths, weaknesses, opportunities and threats we then determined what needed to be undertaken and proposed specific actions in coordination with the relevant departments and the management. The process is underway and we will publish our results in the next report.

In the following two sections, we report on the specific measures that we are taking ("Acting responsibly. Together. – The six focal points of our work" starting on page 46) and on our general approach to addressing the individual material topics ("25 material topics – Management approaches based on the GRI" starting on page 84).

102-12 | **Charters and associations**

In September 2019, Hans-Joachim Watzke was elected to the Executive Board of the European Club Association (ECA), where he will represent the interests of the Bundesliga at the European level. Dr Christian Hockenjos has been elected to serve as Chairman of the Executive Board of the German Association of Stadium Operators (VdS). The VdS is an association of all operators of major event venues which are licensed for international sporting events, in particular football matches, concerts and similar large-scale events.

Borussia Dortmund is a member of the following associations:

102-13

- DFL Deutsche Fußball Liga GmbH (DFL)
- Deutscher Fußball-Bund e.V. (DFB)
- Union of European Football Associations (UEFA)
- Fédération Internationale de Football Association (FIFA)
- Westdeutscher Fußballverband e.V. (WDFV)
- Fußball- und Leichtathletik-Verband Westfalen e. V. (FLVW)
- European Club Association (ECA)
- Vereinigung deutscher Stadionbetreiber (VdS)

Borussia Dortmund supports and promotes the following charters and initiatives:

102-12

- Association of German Foundations ("Leuchte auf" foundation)
- Business Social Compliance Initiative (BSCI)
- Initiativkreis Ruhr e.V.





Borussia unites!
Together we remember. Together against anti-Semitism.

"We will continue helping to ensure that the lessons of the past are never forgotten."

A delegation from BVB travelled to Israel in early 2019, marking one of the highlights in our efforts to combat anti-Semitism. For us, the invitation to Yad Vashem in Jerusalem is a very special act of recognition that both humbles and at the same time makes us proud.

"Borussia unites generations, men and women, all the nations", so goes one of the club's anthems. This reflects the values that Borussia Dortmund stands for: openness and tolerance. The BVB family is a place for everyone, no matter who they are.

That was not always the case. During the era of national socialism, officials from BVB also supported the Nazi authorities. What followed – and the process of exclusion in the City of Dortmund and in German society as a whole – was just the prelude: synagogues were destroyed, political opponents persecuted and residents stood by as thousands of Jews were rounded up and transported to the camps and ghettos of Nazi-occupied Europe. Millions were murdered and few returned. It is both a warning and an obligation for us.

There are also incidents of right-wing extremism taking place today in the City of Dortmund and the surrounding area. These range from threats and acts of vandalism to violence and murder.

Extremist right-wing fan groups are also active in and around BVB and the stadium. As the BVB family, we face the constant challenge of confronting discrimination and threats to committed fans and steadfastly defending the values of Borussia Dortmund.

Together with its fans, partners and staff, Borussia Dortmund has adopted an attitude and approach that leverages the club's appeal and popularity to effect lasting change in our society. Against this background, we see our efforts at fostering a culture of remembrance and combating anti-Semitism as a solid foundation to confront all forms of discrimination. Remembering the atrocities of the Holocaust can never be short-lived. It is not something we can bring to a close. Rather, we see it as our task to leverage the positive energy of BVB so that together with our fans, employees, partners and sponsors we can learn the lessons of the past and work together to shape the world today and in the future.

The sense of friendship and recognition that we brought back from Israel spurs us on to continue striving for this goal.

Borussia unites! Together we remember. Together against anti-Semitism.

Hans-Joachim Watzke
(Chairman of the Management)



Borussia Dortmund supports the Yad Vashem Holocaust Remembrance Center

At the initiative of the German Friends of Yad Vashem, Borussia Dortmund donated EUR one million to expanding the Yad Vashem Holocaust Remembrance Center in Jerusalem.

Yad Vashem houses the world's largest collection of items from the period of the Holocaust. Given the considerable growth in the number of artefacts, the Shoah Heritage Collections Center is being constructed to ensure additional space for storage, research and restoration. The goal is to secure and protect the collection for posterity. Since its founding in 1953, Yad Vashem has been gathering the names of all the victims of the Holocaust, as well as sources of information and any items that might help the world shed light on the fate of the six million murdered Jews.

"Remembering, documenting, researching and teaching are the pillars on which Yad Vashem is founded. It is our honour and obligation to strengthen them. Future generations should know the suffering that has been inflicted on people by other human beings. We are committed to international understanding, tolerance and peaceful coexistence," said Hans-Joachim Watzke.

"For many years now, we have been providing educational programmes for BVB fans, colleagues, partners and sponsors. Together with this strong network, we are making a lasting commitment to the memory of the Holocaust, as well as against modern day anti-Semitism," said Carsten Cramer.

Dr Haim Gertner, Director of the Yad Vashem Archives: "The new Shoah Heritage Campus will create storage space in vaults for documents, works of art and artefacts in perfect conditions, mostly underground. It will enable us to protect all types of objects using the latest technology to ensure their preservation. At the same time, we want to strike a balance between the urgent need for preservation and the necessity for interaction. The conservation labs will therefore provide an insight into the work of the experts and on the lower level, the complex will also house two galleries where we can share our collections with the public."



"The Nazis made a concentrated effort not only to murder the Jews, but also to obliterate their identity, memory, culture and heritage," said Yad Vashem Chairman Avner Shalev. "For many, all that was left behind were the artworks and personal artefacts, photos and documents that survived the harshest of conditions and were entrusted to Yad Vashem to keep the stories of their creators and their owners alive. Through the preservation and display of this intellectual and spiritual property, the Shoah Heritage Collections Center will give the victims back their voice and identity, ensuring that they will never be forgotten."

The German Friends of Yad Vashem brought renowned financial backers on board for this moving collection. Borussia Dortmund donated EUR one million to expanding the Yad Vashem Holocaust Remembrance Center.



Cornerstone laying ceremony for the Shoah Heritage Campus at Yad Vashem

On 2 May a BVB delegation headed by Hans-Joachim Watzke and Carsten Cramer attended the cornerstone laying ceremony for the new Shoah Heritage Campus at the Yad Vashem Holocaust Remembrance Center.

The previous afternoon, 1 May, the BVB representatives had met with fan club "Borussia Dortmund in Israel" in Jerusalem. Founded in 2012, the supporters' club boasts 50 active members and more than 1,000 BVB fans. Members travel together to many BVB games and meet to watch the games in Israel. At their first meeting, the fans asked BVB's management a range of questions. There was a lively exchange about sporting performance and fan-related topics, but also about the club's commitment to fighting anti-Semitism and discrimination.

"It's great that there is such a big and active fan club in Israel, and we were very keen to get to know and talk with the members," said Hans-Joachim Watzke. Carsten Cramer continued: "It's always impressive to see the amount of supporters rooting for us outside Dortmund. We are delighted to exchange views with them, it's always interesting."

The remembrance events took place over several days, and on 2 May included the cornerstone laying ceremony for the new Shoah Heritage Campus, which was co-funded by BVB. Expanding the site means that personal documents, works of art and artefacts can be preserved for future generations, providing an insight into the history of the Holocaust and its individual Jewish victims.

"It was a moving and poignant ceremony. I'm very proud that we, Borussia Dortmund, were able to play our part in supporting the building of this special place and in helping to keep the memory alive," said Hans-Joachim Watzke. "We will continue to ensure that history will not be forgotten in the future and will also continue to organise educational trips for fans, staff, partners and sponsors," he added.

Above, from left to right: Paul Achleitner (Chairman of the Supervisory Board of Deutsche Bank AG), Hans-Joachim Watzke and Richard Lutz (CEO of Deutsche Bahn AG) leaving a commemorative scroll in the cornerstone of the new Shoah Heritage Campus



Since 2008, Borussia Dortmund has been involved in a wide range of projects combating all forms of racism and anti-Semitism. The club will continue to actively foster a culture of remembrance. As a token of this, at the end of their time in Israel, Hans-Joachim Watzke and Carsten Cramer jointly laid a BVB wreath in the Valley of the Communities in memory of the Jewish victims.

Above: Following the fan club visit, the BVB delegation took part in the ceremony to mark the start of Yom HaShoah – Holocaust Remembrance Day – at Yad Vashem.

Below, from left to right: Hans-Joachim Watzke, Natan Sharansky (Jewish Agency of Israel) and Avner Shalev (Chairman of Yad Vashem Holocaust Remembrance Center)



Regular trips to memorials: Oświęcim project

Since 2011, trips to Oświęcim in Poland have been organised for Borussia Dortmund fans. The first initiative was the brainchild of one of the club's ultra groups. With the expansion of anti-discrimination activities, the project was carried forward by the Department for Fan Affairs at BVB.

Auschwitz concentration camp is a potent symbol of the Holocaust. For many, a visit to the Auschwitz-Birkenau memorial and museum in Oświęcim marks the start of a profound experience learning the history of national socialism. Many fans who are interested in our projects express the desire to see the remains of the camp complex and the exhibitions at the museum.

What was really important when organising the first journey was that it not be treated as a "tourist destination" to be visited and left, but as a historical site needing a profound learning experience over several days. The participants get to know each other at a preparatory meeting and work together to develop a substantive basis for their journey. Examining the biographies of Jews from Dortmund adds a personal perspective to the local history of persecution.

It gives human faces to the sometimes abstract image of the Holocaust in the city's history. There is a link to familiar places, squares and streets. On the trips, we attempt to gradually introduce the participants to the historical sites. We also ensure that the programme includes places with links to German remembrance that are less well known or are practically unknown, as well as under-represented aspects of history.

A stay of several days and accommodation in the local area are key elements of our projects. We have a long-term partnership with the International Youth Meeting Centre in Oświęcim, which is our set starting point.



Regular trips to memorials: Lublin/Zamość project

The remembrance project creates a very special link between the Lublin region in Poland and the history of Dortmund. Our intention is to ensure that the history of Dortmund's Jews does not end with their deportation from the city.

In particular, we want to create a link with the lesser known places in Poland to where the 791 Jews deported from Dortmund were forcibly relocated. They arrived at the Jewish ghetto in Zamość on 3 May 1942, after three days in transit.

The preparatory seminar includes visiting places in Dortmund associated with the deportation. The participants are acquainted with selected biographies of the victims. On the anniversary of the deportation, trip participants support the annual remembrance event at the memorial to the Zamość deportation. The memorial is on the former grounds of football club Eintracht Dortmund. The club's gymnasium served as the assembly area for the deportation. During the subsequent one-week trip to the Lublin region, we trace the footsteps of the victims to largely unknown places linked with the Holocaust. We visit all the potential places the victims may have been taken and murdered. The scarcity of historical sources makes it

impossible to precisely reconstruct the brief time Dortmund's Jews spent in occupied Poland. We also view this insight into places associated with Nazi atrocities as a contribution to expanding knowledge about the Holocaust among the community in Dortmund. None of those deported survived the Holocaust.

At the Julius Hirsch Prize ceremony in 2014, the German Football Association (DFB) awarded second place to Borussia Dortmund and the participating institutions. Since 2005, the DFB has honoured the memory of Jewish German international footballer Julius Hirsch (1892–1943) and all victims of national socialism, particularly Jews. BVB handed the prize money to its project partner, Bildungswerk Stanisław Hantz, supporting the educational foundation in preserving the camp commandant's office at the site of the Nazi extermination camp in Bełżec.



Acting responsibly. Together.

Focal points of our work

- Always in tune: BVB, its fans and the region
- Always acting responsibly: Sustainability and the stadium
- Always giving it our all: Holistic HR development
- Always improving: Product quality and service
- Always working hard to stay on top: Ensuring peak performance
- Always promoting young talent: Dortmund lads

Echte Liebe.



Always in tune: BVB, its fans and the region

103-2 |

The focus of our work in this area is on the relationship and collaboration with our fans. BVB has deep ties to Dortmund and the surrounding region. Thanks also to our international successes, an increasing number of fans from across the globe feel a connection to BVB. In the following we present the some of the fan affairs, diversity and anti-discrimination measures we have taken as well as the work of the "leuchte auf" foundation.

103-2 | Fan affairs

Borussia Dortmund has for many years now made substantial investments in its fan services. Fans increasingly expect better services and information, and BVB's success is leading to a sharp increase in the number of fans, club members and fan clubs. At the same time, fans are becoming increasingly critical of football clubs and their associations – and BVB is no exception in this respect. This translates to more challenges and more work for Borussia Dortmund. The Department for Fan Affairs has grown sharply in step with this trend and, with nine salaried staff, is now one of the largest such departments in Germany. In February 2019, Björn Hegemann took over for Daniel Lörcher, who is in charge of the fan and youth centre project and now heads the new Corporate Responsibility department.



Regular meetings

The club formed the Fan Delegates' Meeting, which meets twice annually, and the Fan Council, which holds monthly meetings, to address fan concerns. Fans are also offered a host of opportunities to network and to communicate and strengthen their ties with one another, including the "Fan Days" events series and the fan club Christmas party.

The Fan Delegates' Meeting convened twice during the reporting period. As always, two representatives from each of the club's more than 850 official BVB fan clubs were invited to attend. Some 600 fans attended each meeting at SIGNAL IDUNA PARK. In addition to its monthly meetings, the Fan Council also met on 12 June 2019 to review and discuss the material sustainability topics.

Each of the club's official fan clubs was invited to attend the Christmas party with the players. Due to limited space, the clubs could only send two representatives.

More than 1,400 representatives from 750 fan clubs spent the evening celebrating with their idols in the Regulars Table section of SIGNAL IDUNA PARK.



Some of the fans travelled great distances to attend and even the "Hellenic Supporters" from Greece and other international fan clubs from Indonesia, Thailand, England, the United States and Morocco made the trip.

Fan Days

In this section we briefly present two Fan Day events held during the reporting period. These events clearly demonstrate that we both address critical issues and fans direct access to stars.



At the first event in the series on 11 September 2018 featured freelance journalist and author Christoph Ruf, who covers sports and fan-related issues. At the BORUSSEUM he read from his book "Fieberwahn – Wie der Fußball seine Basis verkauft", a critical take on commercialisation in professional football. His reading was followed

by a round table with our guests to further discuss current developments in German football.

"Ask me anything!"

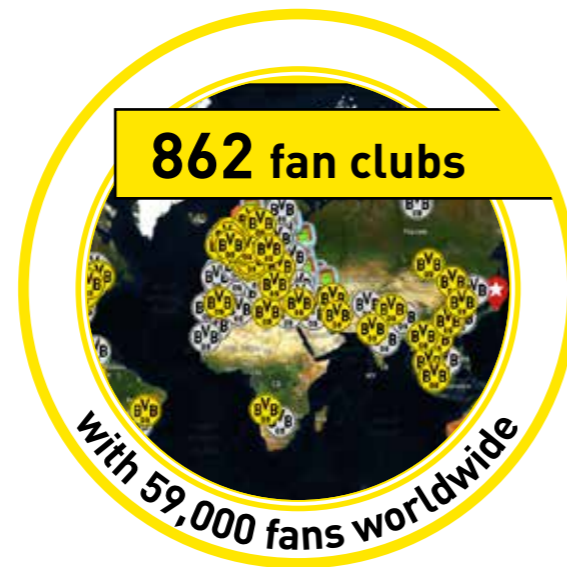
The "Ask me anything! – fans ask, players answer" (Sach doch ma! – Fans fragen, Spieler antworten) fan day event on 21 November 2018, BVB stars Marcel Schmelzer and Marius Wolf participated in a Q&A session with fans. What set this event apart was the fact that not only the studio audience but also the fans watching at home via BVB TV had the chance to ask questions. The event was booked out within hours of being announced. To make it possible for every fan to participate, the event was streamed live online for the first time by BVB TV. This allowed fans to ask their questions in the comments section on Facebook and YouTube.



left to right: Marius Wolf, Moderator Jannis Gluth (BVB-Department for Fan Affairs), Marcel Schmelzer

Official fan clubs

Borussia Dortmund is proud of its large BVB family, which represents the club not only in Germany but all over the world. BVB's fan clubs, which was grown steadily in number since the first club was formed in the 70s, are an extremely important part of this family. Today, Borussia Dortmund is proud of its 862 official fan clubs and their 59,000 members.



A fan club is a group of several fans who share a love of football and Borussia Dortmund. The members of these clubs often live in the same city and identify with the city of Dortmund and BVB.

A world map marking the location of all official fan clubs is available on BVB's website. The

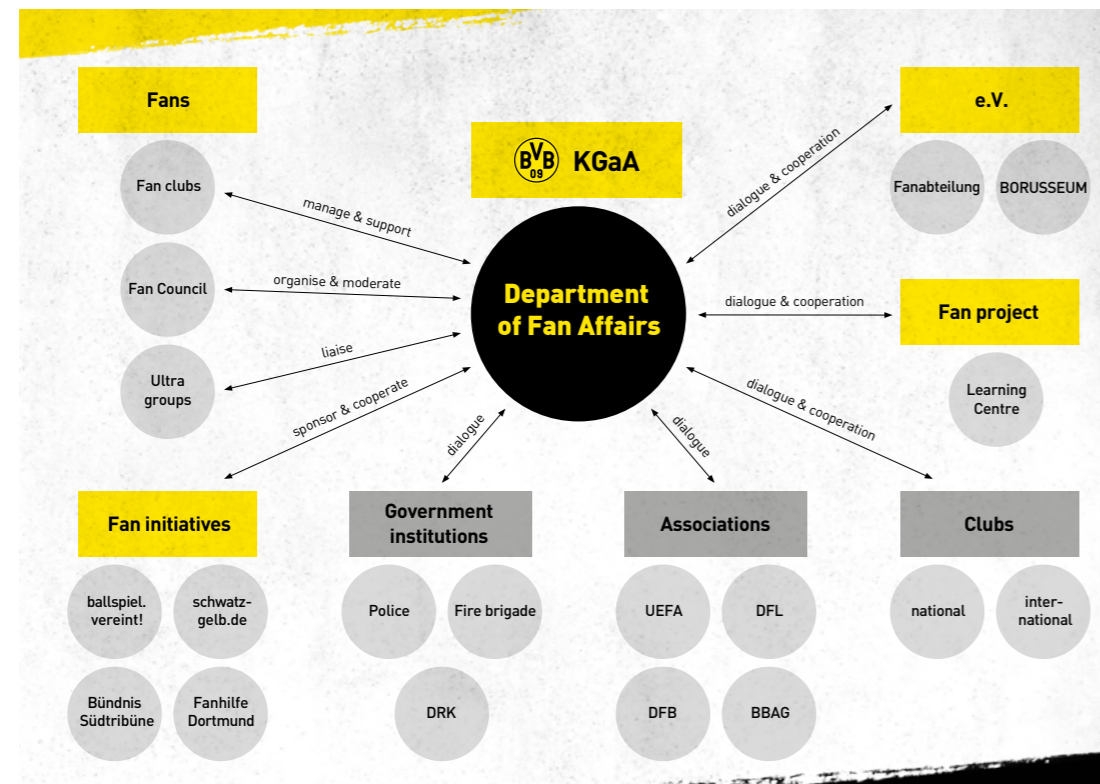
website also includes important information on forming a new club or officially registering an existing club.

Fan work network

A stable and extensive network is crucial for successful fan work. Borussia Dortmund's values, empathy for all stakeholder groups and communication between all partners on the basis of

mutual respect are the foundation of a successful cooperation with all fans and institutions. The aim is to contribute to a positive atmosphere through communication, cooperation and collaboration with all parties in the network.

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Borussia unites

Home match celebrating inclusion

The home game against SC Freiburg was the setting for BVB's first-ever "inclusion day". The theme for the day was "Borussia unites" and the match day featured a variety of inclusion-related activities organised by BVB's Department of Fan Affairs together with the club's fan representatives and the "leuchte auf" foundation.



The aim of the event was to raise awareness for and highlight the importance of the issue and to demonstrate that BVB champions inclusion. To ensure that the focus was placed solely on inclusion, BVB TV and the club magazine also spotlighted the issue leading up to the match day.

BVB website now available in plain language

In line with the topic of inclusion, a plain-language version of BVB's website is now available for people with disabilities. We wanted to make the important information on our website accessible to everyone. That is why the "Barrier-free" section on our website is written in plain language.



Plain language is writing that is easily understood, especially by people with learning disabilities and people with mental handicaps. Non-native speakers of English or German, the deaf and many others also find plain language is also easy to read and understand.

The match day included several highly-visible activities raising awareness for programmes for people with disabilities. During the stadium's popular "Fanomenal" pre-kick-off programme, Nobby Dickel held various interviews covering the issue. Several videos featuring the goalball team and sign language were shown on the stadium's big screen displays. An equal number of kids with and without disabilities escorted the players on to the pitch, further highlighting the importance of inclusion. We would particularly like to thank the SIGNAL IDUNA Group, which helped to support our day of inclusion by not selecting or equipping the player escorts on this match day as is usually the case.

The day included various other highlights such as specially-designed corner flags and t-shirts for the player escorts.

First away trip organised for disabled fans

Borussia Dortmund and its Department for Fan Affairs organised the first away trip for disabled fans to the Bundesliga match against Werder Bremen on 4 May 2019. The club organised an accessible bus for the fans.

Diversity and anti-discrimination

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Director named for planned fan and youth centre

BVB is pressing ahead with its plans to build a fan and youth centre. Management has made the decision to launch a Company-wide project for this highly important and significant issue. Beginning in January 2019, Daniel Lörcher will step down as Head of the Department for Fan Affairs to take on the position of project lead for the fan and youth centre.



Daniel Lörcher, Amelie Gorden, Svenja Schlenker, Marcus Knipping

Daniel Lörcher joined BVB in January 2013 and was named Head of the Department for Fan Affairs in 2015. In addition to his duties as a fan representative, he was primarily involved in advancing Borussia Dortmund efforts to fight discrimination. He has been involved in planning the fan and youth centre since day one.

Marcus Knipping, BVB's Director of Finance & Facilities, is in charge of the centre's construction. The project team is joined by the former fan representative and educator Amelie Gorden, who will contribute her expertise in the field of social work to the project. The project team also includes Svenja Schlenker, a long-time BVB employee specialising in child and youth marketing.

"Borussia unites" – special kit versus Eintracht Frankfurt

Borussia Dortmund took a clear stand against racism and discrimination when it hosted Eintracht Frankfurt: BVB's primary sponsor Evonik agreed to allow the team to wear kits displaying the message "BORUSSIA UNITES" across the chest instead of the Evonik logo.



Borussia unites generations, men and women, all the nations. This club anthem by Bruno Knust symbolises Borussia Dortmund's efforts to promote diversity and combat racism, anti-Semitism, homophobia, and all forms of discrimination. The entire BVB family – from the club's management to its members and legions of fans – stands united for this cause. We are proud to call this the BVB way!

Initiative promoting moral courage

Moral courage concerns us all! That is why the BVB Learning Centre, an initiative of Fan-Projekt Dortmund e.V., staged the competition "Home match for moral courage" (Heimspiel für Zivilcourage) to encourage young BVB fans to address social issues.

Young fans between the ages of 12 and 22 participated in small teams of 3 to 10 members from July to October 2018. The objective was to shoot a short video clip or photo story with a smartphone, while finding a creative way to focus on topics such as discrimination, violence, homophobia or inclusion.

"Football – it's a woman's world (too)"

The third BVB day of action ("Aktionstag") was held at the stadium on 25 May 2019. The activities in the previous two years had focussed on fighting various forms of discrimination and promoting moral courage. The theme for this year's activities was "Football – it's a woman's world (too)" and a number of fan workshops focussed on the role of women and in particular sexism in football.



The day of action was organised by the BVB Learning Centre, the Department of Fan Affairs, Fan-Projekt Dortmund e.V., the fan representatives, the ballspiel.vereint! fan initiative, schwatzgelb.de and the organisers of the "Fantastic.Females" exhibit.



Mid-morning workshops:

- ▶ Fighting sexism! Discussing discrimination in the stadium
- ▶ How to deal with sexual harassment and violence in the fan scene
- ▶ Body check! Self-defence techniques and fundamentals for girls and women
- ▶ What can men do to fight sexism?

Afternoon workshops:

- ▶ What awareness structures are needed in football?
- ▶ Round table with BVB's Marketing department
- ▶ Body check! Self-defence techniques and fundamentals for girls and women
- ▶ Creative workshop – designing your own jute bag

Holocaust Remembrance Day at the BORUSSEUM

On 28 January 2019, Borussia Dortmund held its ninth annual event to commemorate International Holocaust Remembrance Day at its museum. Every year on this day, events are held to commemorate the liberation of the Auschwitz concentration and extermination camp by the Allies and the millions of victims of the Nazi regime. The club's activities on this evening centred around the following lecture: "The road to the Holocaust. The escalation of the German extermination policy in the Soviet Union in the summer of 1941".

After introductory remarks by BVB's Treasurer Dr Reinhold Lunow, Dr Martin Cüppers, Academic Director of the Ludwigsburg Research Centre and Lecturer at the Institute of History at the University of Stuttgart, presented his lecture.

Efforts to ensure that the public at large does not forget the crimes perpetrated by the Nazis often focus on the concentration and extermination camps, which were some of the primary crime scenes throughout Germany and Europe. Auschwitz-Birkenau, in particular,

serves as a reminder of the systematic murder of Europe's Jewish population.

The evening was moderated by Jannis Gluth from BVB's Department of Fan Affairs and Andreas Kahrs from Bildungswerk Stanislaw Hantz and accompanied by music from Dr Maik Hester and Peter Sturm. The presented songs composed in the concentration camps and ghettos.



Anti-Semitism commissioner visits Borussia Dortmund

On 25 June 2019, North Rhine-Westphalia's first anti-Semitism commissioner, Sabine Leutheusser-Schnarrenberger, paid a visit to Borussia Dortmund. BVB's efforts to fight anti-Semitism and discrimination were discussed during the approximately one-hour visit.

"In Dortmund they always say that 'What matters is what happens on the pitch'. But I would add that Borussia Dortmund's courageous moral commitment off the pitch is even more important. The club successfully pairs its huge popularity and social responsibility to fight anti-Semitism and hostility against Jewish people," said Leutheusser-Schnarrenberger.

In May 2019, Borussia Dortmund donated one million euros to help fund the new Shoah Heritage Campus at the Yad Vashem Holocaust Remembrance Center. Borussia Dortmund sent an eight-person delegation to Israel to attend the cornerstone laying ceremony in May 2019. Sabine Leutheusser-Schnarrenberger also took the opportunity to learn about the educational trips that BVB has organised for fans and club employees since 2008. The day's visit was rounded off with reports on International Holocaust Remembrance Day as well as the varied, important and unique work of the club's fans and the important connection between the fans, the City of Dortmund and Borussia Dortmund.

Sabine Leutheusser-Schnarrenberger was impressed by the club's work, its response to anti-Semitic incidents as well as the engagement on the part of the fans, all of which plays a key role in forming the club's unequivocal stance against anti-Semitism and racism. She announced that she would visit the club again to discuss potential collaborative efforts.



Sabine Leutheusser-Schnarrenberger (NRW's Anti-Semitism commissioner, 2nd from right)



Projects for all age groups

BVB'S Große Klasse! primary school project

Borussia Dortmund is woven into the very fabric of Dortmund. The club is both a home and family for fans. BVB attracts legions of people and turns them into life-long fans. Many of the club's successes are inextricably linked to the young players it discovers and develops. The key players of the club's storied teams in the 50s, 60s and 90s were all home-grown talents. Borussia Dortmund lives up to its social responsibility and strives to leverage its allure to develop and assist talented youngsters off the pitch as well.

The goal of the "Große Klasse!" project is to help children and adolescents make the best of themselves. In cooperation with Dortmund's primary schools, BVB leverages its immense popularity and lesson plans to inspire young pupils to learn even more.

The primary school project consists mainly of the following three components:

- ▶ All Dortmund primary schools were given instructional material for the subjects German and maths free of charge.
- ▶ Free working groups led by experienced BVB youth coaches.
- ▶ Exercise and diet primers with valuable health tips for 2nd and 3rd graders.

Young and old

"Past. Present. Future." We are implementing cross-generational measures for the 2019/2020 season. We attach great importance on teaching young people about our tradition and identity. But we also nurture the bond our older fans have with BVB's legendary players they know from their youth and the club itself. A prime example of this is the BVB Evonik Football Academy's walking football project, which helps fans aged 60 and up stay active and socialise with their peers.

103-2 | "leuchte auf" foundation
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FUTURE

School thrilled about new goals

The Theodor-Heuss-Gymnasium school in Wal-trip is pursuing the long-term goal of establishing itself as a "healthy school". This includes designing the schoolyard in such a way that encourages pupils to be active and exercise during their breaks. The installation of the new football goals in late 2018 were another important step towards realising this plan.



The school believes it is important to design the schoolyard with the pupils in mind. That is why the school surveyed some 740 pupils and learned that they wanted more sports-related activities. The goals are intended to be used during breaks and after-school activities, as a meeting point for pupils, for example. The school also hoped that the pitch could be fixed up soon.

In addition to helping design the schoolyard, the pupils – and in particular the student council – were also responsible for implementing the project.

The "leuchte auf" foundation donated EUR 6,740 for the purchase of the new goals, which also came equipped with basketball hoops. The pupils are now free to revel in a game of either football or basketball.

HEALTH

Saving lives with the BVB life lollipop

Every year 12,000 people are diagnosed with leukaemia. On International Childhood Cancer Day, 15 February 2019, BVB and Düsseldorf's Bone Marrow Donation Centre presented the world's first lollipop that can save lives. Unrolling the stick of the lollipop reveals a stem cell donor registration form that can be quickly and easily filled out. The lollipop is available for free at the BVB FanWelt service centre at SIGNAL IDUNA PARK. The lollipop can also be ordered free of charge online at www.lifelolli.com.

"Despite encouraging public acceptance of the practice, not enough people are being tested or are registering as potential donors," said Dr Johannes Fischer, Head of the Düsseldorf University Clinic's Bone Marrow Donation Centre. "But the more people who come in for testing, the greater the chance that we can find a matching donor for a patient."



COMMITMENT

Make-over for Streetworker-Café

The Dortmund association Bieber.Burmann for you e.V. has been supporting charitable projects in Dortmund since 2016. In particular, the association focuses on renovating youth recreation facilities. The renovation work at the Streetworker-Café located at Leopoldstraße was completed in mid-November 2018. The "leuchte auf" foundation donated EUR 5,000 to help fund the necessary renovation.



The Streetworker-Café is a safe haven for homeless youths. They can turn to the staff for support during the café's regular business hours. The youths generally have only sporadic contact to their family members. The youths can turn to the social workers whenever they need advice or direct assistance.



For 18 years, the café has been a safe haven for up to 100 homeless youths, giving them a sense of stability that is often lacking in their lives. The café had been in need of extensive repair as much needed repairs had mostly been neglected for quite some time.

INTEGRATION

"leuchte auf" promotes holiday integration projects

In 2019, the "leuchte auf" foundation again supported a youth holiday recreation programme by donating EUR 8,280 to SSB Dortmund e.V. The wide range of games, fun and sports are designed to help socially disadvantaged children take a break from everyday life and enjoy their holidays. Many families cannot afford to go on holiday. This is the fifth time the "leuchte auf" foundation has made a donation to SSB Dortmund e.V. For many years now, the association has organised holiday recreation programmes for socially disadvantaged and refugee children and adolescents.

Kids from Unna also enjoyed a week of sports and recreational activities at Sorpensee Lake. The socially inclusive summer camp is organised by KreisSportBund Unna e.V., which coordinates all activities of Unna's athletic clubs.

In addition to football, volleyball and hiking, the kids could also learn about African culture in music classes. Kids from across Germany and other countries signed up, making the summer camp a beacon of diversity and inclusion. The aim of the project is to use recreational activities and sports give children a positive attitude and to help them integrate. The "leuchte auf" foundation again supported KreisSportBund Unna e.V. with a donation of EUR 3,000.



Always acting responsibly: Sustainability and the stadium

This sections summarises the actions BVB has taken to live up to its environmental responsibility. As a year-round venue, the stadium is the biggest factor influencing the club's consumption of energy and water, generation of waste and resource flows. However, our other sites also consume resources, and mobility is a complex issue given the influx of visitors as well as the many business and team trips. Borussia Dortmund consumed more energy in 2018 than in 2017. Our primary focus is to identify the reasons why. In the following, we describe selected measures taken in the reporting period to further promote sustainability at the stadium going forward.

103-2 | **Borussia Dortmund introduces reusable cup system**

At the start of the 2019/2020 season, BVB introduced its reusable cup system at SIGNAL IDUNA PARK as promised. Together with the German environmental organisation Deutsche Umwelthilfe, the club arrived at an environmentally- and fan-friendly solution that also takes safety concerns into consideration. A pilot project was launched at the beginning of the 2018/2019 season in the family block.

Henceforth, visitors to Germany's largest football stadium will again be served cold beverages in 0.5 litre reusable cups. Due to safety concerns, but also at the request and advice of the security authorities, the reusable cups will not be used on the south terrace or in the away team block on the north terrace. The reintroduction of reusable cups is a bold, deliberate departure from the disposable cups that were introduced in 2015 and recycled at a nearby biogas plant.



Arne Brüggemann, Managing director at BVB Event & Catering GmbH, and Carsten Cramer, Managing director at Borussia Dortmund

"We and everyone else involved in arriving at the solution in June 2018 are very pleased," said BVB Managing Director Carsten Cramer. "Irrespective of the increasing public debate on plastic waste, for example, BVB has long since adopted an approach of reviewing and, if necessary, re-assessing previous decisions with regard to their environmental impact. We are nowhere near the end of this process. Rather, we are determined to systematically build on this approach in the coming years."

Borussia Dortmund has also taken other steps to protect the environment: we no longer provide plastic straws in any of the VIP sections, we no longer provide plastic lids for coffee cups, and since August 2018 we provide snack forks made from wood instead of plastic for our popular currywurst. Little steps, but the right ones in light of the fact that nearly two million spectators attend BVB's home matches for the DFL Super Cup, the Bundesliga, the DFB Cup or the UEFA Champions League.

103-2 | **Travel to/from stadium on match days**

Taking the bus or train is a quick and environmentally-friendly way to get to the stadium. Not to mention all the fun you'll have with your friends and fellow fans! BVB offers fans a variety of services in order to encourage the use of public transport over cars.

Extra trains run to and from SIGNAL IDUNA PARK on Bundesliga home match days. Match day tickets are also valid for public transport to/from any destination in the VRR transport authority region. There are no travel costs or parking fees, the bus stops and train stations are in the immediate vicinity of the stadium and waiting times when using public transport are shorter.

103-2 | **Charging stations for electric cars at SIGNAL IDUNA PARK**

Borussia Dortmund is doing its part to promote the use of electric vehicles by installing charging stations at SIGNAL IDUNA PARK. BVB is one of the first Bundesliga clubs helping to expand the network of charging stations for electric vehicles, thereby making it easier for drivers to make the switch. The project received official support and funding from the State of North Rhine-Westphalia.

"The network of charging stations in our district can be expanded best if businesses work together with the public sector and private consumers. That's why the Administrative District of Arnsberg is promoting the state-wide installation of charging stations on public and private land," said District President Hans-Josef Vogel when presenting BVB with the grant. Borussia Dortmund installed a total of six charging stations with two charging points each at the stadium's



District President Hans-Josef Vogel and Thomas Treß, Managing director at Borussia Dortmund



parking lot. Of these, five are open to the public on non-match days and one is reserved for BVB. The total costs for this project amount to approximately EUR 51,000, of which EUR 24,110 was financed by the State of North Rhine-Westphalia in accordance with the state's funding policy.

In addition to the subsidised charging stations at SIGNAL IDUNA PARK, BVB also installed three charging stations at the Football Academy (Im Rabenloh), at the Artrion headquarters building (Rheinlanddamm) and at the training ground (Dortmund-Brackel).

"It's time we face the challenges of the future. That also means using energy resources responsibly. Many of our partners now use electric vehicles. Since we also have a green energy supplier on our side in LichtBlick, it's only logical," says Carsten Cramer, who commissioned the first four of the nine planned charging stations with defender Manuel Akanji.

Manuel Akanji, who tested the charging stations with an OPEL Ampera-e, is a fan of the 100% green energy refuelling stations: "I drove an electric car for the first time today. It's a good feeling, and I think it's good that the fans can charge their car here during the match."

The charging stations use 100% green energy (Strom09) sourced from LichtBlick. Charging

vehicles is currently free of charge. The Strom09 card will be needed in the future.

LED flood lights

In summer 2019, the Thorn lighting company installed new LED flood lights in the stadium. Specialists properly disposed of the old flood lights. BVB has thus future-proofed its stadium flood lights by meeting UEFA's steadily increasing requirements for perfectly-lit pitches.

Higher resolution cameras bring fans watching at home even closer to the action on the pitch. But state-of-the-art cameras also need the best lighting. LED technology allows BVB to use better and brighter lights while simultaneously saving energy. We will present the results in future reports once we can compare the costs across entire years.



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103-2 | ifeu LCAs for material flows in the stadium

Borussia Dortmund engaged the Institute for Energy and Environmental Research (ifeu) to prepare life cycle assessments (LCAs) for the relevant material flows on the stadium's circulation levels. These assessments will be used as a basis for decisions regarding the amount, use and recycling of resources at SIGNAL IDUNA PARK. By doing so, BVB aims to play its part in the recycling of materials, thereby moving away from the linear use of materials and towards turning waste into resources.

That is why we are in discussions with vendors open to the public in the vicinity of the stadium (such as the outdoor pool next door), because considerable amounts of packaging materials are brought in to the stadium on match days and in connection with other events and stadium tours. BVB will report on the findings of the study, the first of which are expected in 2020.

Energy management system (DIN ISO 50001)

Borussia Dortmund intends to use the work performed as part of regular energy audits as a basis for establishing an energy management system in accordance with DIN ISO 50001. We will conduct an analysis of potential in the stadium. This is the first step to establishing processes for improving energy efficiency and consumption in the stadium and beyond.

IT and the use of technology

Due to the internal efforts to promote sustainability, BVB's IT department generally pursues an environmentally-friendly approach. This relates in particular to energy efficiency and the recycling of old IT hardware. For instance, inefficient servers are replaced with virtual servers (partitions). This is due in part to technological change. As less hardware is used and consequently less hardware needs to be stored in cool, climate-controlled rooms, this also leads to a decline in the consumption of electricity. Furthermore, more and more desktop computers are being replaced by laptops, which also leads to energy savings.

BVB also donates empty ink cartridges to the non-profit "Red Noses", which professionally refills and resells the cartridges. The organisation uses the proceeds to finance the hospital visits of the clowns.

BVB has partnered with the IT non-profit company AfB Arbeit für Behinderte gGmbH to reuse/recycle old IT hardware. Beginning in summer 2019, AfB will regularly pick up old devices, including the hard drives, and erase the data on those devices. The erasure of the data is documented for BVB. In this way, desktop computers, printers and monitors can be easily reused or recycled. AfB donates some of the used devices to schools or for charitable purposes.



Power over Ethernet (PoE) and smart meters

The use of PoE-compatible end devices streamlines the infrastructure, particularly in the stadium, and makes the entire network less susceptible to technical defects, such as power outages.

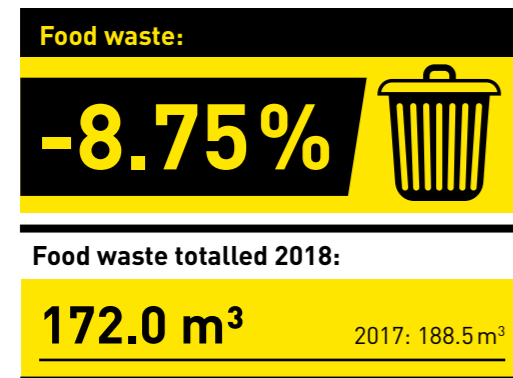
Reducing food waste

Food is a precious commodity that has been prepared using a great deal of energy, water and land. Whenever food is wasted due to a poor planning or improper handling, storage or production, this represents a particularly egregious waste of resources. To the extent possible, BVB strives to use fresh, regional and non-processed ingredients in its food products. This ensures that we are accountable for the proper and responsible handling of raw materials.

We steadily reduced our food waste in part by continuously reminding our employees of the value of the raw materials. For instance, the use of transparent rubbish bins has helped to raise awareness about the quantities of fruit and vegetables that are thrown out and processed, and thus to significantly reduce this waste.

This is an extremely positive development that validates our careful and integrated plans pertaining to match days, events, the employee cafeteria and the menus for the professional squad.

BVB disclosure |



Organisational measures included the implementation of the new visitor management system in the stadium. Undercover personnel systematically conduct quality assurance checks on match days. They test the stadium knowledge of the stewards and access controls in various areas of the stadium. The appropriate security-relevant conclusions are then drawn from these reviews.

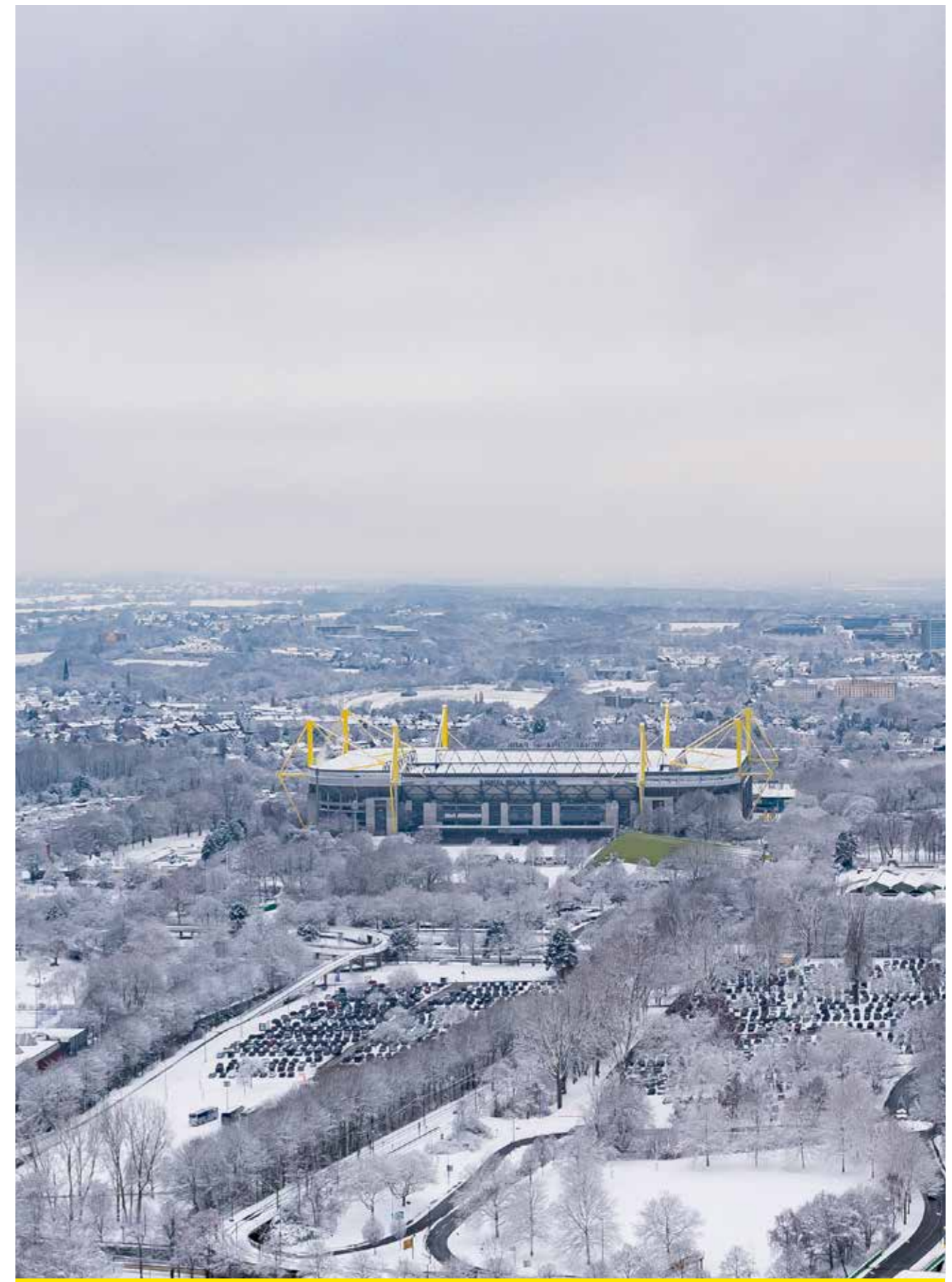
The severe weather and the risks it poses for spectators is continuously assessed. Weather reports updated by the German national weather service form part of the security assessments for every match day. The torrential rain at the home match against Stuttgart did not present any significant risk to spectators.

We are currently reviewing what the effects of opening the entrances on account of severe weather during peak times an hour before kick-off would be. During the reporting period, BVB formulated an action plan, which sets out what actions the security personnel can take in the event of severe weather.

205-2 | **Stadium security**

After our stewards underwent the most extensive security training to date in April 2018, further training courses were held during the reporting period. Further measures include the acquisition of HR planning software and the creation of the position of full-time security manager in November 2018.

Structural measures include an additional security gatehouse to the southwest of the stadium and further separating lanes in the entrance areas as well as improvements to the radio and camera systems and the fence system on the stadium's outer boundary.



Always giving it our all: Holistic HR development

103-2

Holistic HR development means recruiting the right employees, offering them the opportunity to develop, both professionally and personally, and retaining them for the long term. The people who work here have a strong emotional connection with the BVB family – because Borussia Dortmund is a way of life! This is reflected in our corporate and club culture. We belong together – in good times and in bad! Our employees demonstrate this connection through their hard work and commitment behind the scenes as well as through their unwavering passion for Borussia Dortmund. Our goal is to cultivate and foster this culture.

BVB is a growing company that offers motivated, ambitious and reliable employees interesting and varied opportunities across a diverse range of departments. In the 2018/2019 season, we hired 215 new employees. As at 30 June 2019, the club employed 849 people, representing a 7.5% increase against the previous reporting period.

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401-1

We offer an exciting, diverse and dynamic working environment where the decision-making process is streamlined and employees are encouraged to take responsibility whenever possible. We are a dynamic team that very much believes in what we do. BVB offers a modern working environment as well as attractive pay packages and benefits, such as employee tickets, employee cafeteria, company health management and pension saving schemes.

401-2



One of BVB's strengths is its flat hierarchy. We very often work in teams and frequently communicate with each other. This means that employees are given responsibility very early on and that their professional development is not necessarily tied to promotions within the hierarchy. That's not what drives us. We're not lone wolves!

Hans-Joachim Watzke:

Our focus is on "we" – there's no room for "I" or "me" at BVB.

This is also reflected in the HR's role as a company-wide function: after having previously operated as an independent department, HR was established as its own functional area under the direction of the Chairman of the management, Mr Hans-Joachim Watzke.

102-10

Our application process

While we may be an attractive employer, we nevertheless still strive to hire the right employees. That is why we are continually improving our application process and adapting it to the respective job requirements.

We worked hard on structuring the application process so as to make it as efficient as possible for both sides. It starts with the careers page on BVB's official website. We post all vacancies and



The winning team at the employees' summer festival

the rules for applying on this page. The application process is completely online and is also available to our own employees.

In order to conduct the process as efficiently as possible for both sides, a telephone interview is often held before the in-person interview in order to clarify any questions either side may have beforehand. We have also established and conducted a structured assessment centre for certain areas. As a part of this process, applicants are asked to prepare and then give a self-presentation at the interview. Roll-playing games are then used to assess an applicant's initiative, team work and focus on service, and whether or not they possess the requisite qualifications. In particular, extensive background checks that exceed the statutory requirements are performed for prospective security personnel.

We subsequently give each applicant our honest feedback. However, each applicant is also afforded the opportunity to assess our application process after their interview. These assessments are then automatically anonymised and synchronised with the employer review website Kununu in the interest of transparency. The overwhelming majority of the to date 265 reviews have been downright positive (an average of 4.49 on a scale of 1 to 5) and have highlighted the respectful

treatment shown to the applicants, the pleasant atmosphere and the professionalism of the interviewers.

Employee survey

In August/September 2018, we conducted our second Group-wide employee satisfaction survey after having conducted the first survey in May 2016. Compared to the first survey, the number of surveyed employees increased from 185 to 238.

In addition to positive feedback with respect to the atmosphere at the workplace and within the company, occupational health and safety and the working conditions, two issues identified in May 2016 continue to be the focus of HR development: internal communication and continuing training and education. HR presented the results of the survey to all departments and discussed these with the supervisors and their employees.

Internal communications

404-2

The goal is to raise the profile of BVB's entrepreneurial vision internally with strategy and objectives and to be more proactive in communicating it. The 2016 employee satisfaction survey revealed that the internal communication within the organisation as a whole and between the departments could be improved. A number of measures designed to improve internal commu-

nication were consequently taken over past two years. These measures ranged from setting specific personal communication targets, providing the relevant training courses and establishing a cross-department working group through to expanding the intranet.

In addition, motivation for accomplishing goals on one's own was meant to be strengthened. The employee satisfaction survey revealed that the measures had borne initial fruit and that communication in and amongst the various departments had changed. The survey also revealed a high level of interest on the part of the employees in cross-departmental collaboration and greater appetite for actively shaping the relevant conditions. The employees also consider the intranet a helpful tool that helps them stay informed about what is happening at the Company.

Regular departmental meetings also create greater transparency. A clearer allocation of responsibilities within and amongst the various departments creates a greater degree of satisfaction. Thus, information is proactively passed on to superiors and more direct feedback is requested from superiors and colleagues.

In order to create greater clarity, job descriptions were created or revised in greater detail for all positions, organisational diagrams were revised and the respective profiles were published on the intranet. To that end, the chain of communication was reviewed and revised in order to ensure that the affected colleagues were notified in due time of planned changes.

There is no room for fear of blame in a working culture and people must be able to learn from mistakes. In addition, everyone is important and equal treatment and fairness must be demonstrated on a daily basis. This also includes a direct and open communication of ideas and opinions.

404-2 | The revised onboarding process, which includes sharing BVB's history and its unique corporate culture with every new employee, is a key internal communication tool and was successfully implemented. For instance, we give every new employee a tour of all the places in Dortmund which are significant to BVB – from Borsigplatz

to the stadium – in order to introduce them to the club's special atmosphere.

Continuing training and education

The second key area for BVB as far as HR development is concerned in continuing training and education of employees and executives. Firstly, the state of play was assessed and the need for continuing training and education was determined during the annual employee interviews. We formulated a set of guidelines for annual employee interviews, which was binding for all supervisors beginning with this season.

One of the objectives is to assess the need for continued education and training in a systematic and structured manner in the context of annual employee interviews and to follow up on this accordingly. The specific requirements for each position and personal desires as well as the agreed targets will be documented, recorded centrally and filed in the personnel files.

Accordingly, we are developing a personnel management system which not only efficiently manages master data but also HR development measures. The system includes a module which manages internal and external seminars and makes it possible to document the educational history of the employees. Efforts are underway that will allow employees to log onto the intranet to see an overview of all continuing training and education measures and opportunities. For this purpose employee data is will be recorded – in an auditable manner that also complies with data protection law.

We established a development centre to help us further refine our management functions. Our experience with this format has been good, as showcased by the appointment of an internal applicant as the head of a department. This lays the groundwork for appointing all future managers. It also motivates our employees to take the next step in their development and apply for management positions.

103-2

103-2 | **Training at BVB**

In addition to the Youth Academy in the sporting area, BVB offers training in the following careers:

- Office management assistant
- Sound and image media designer
- Retail sales agent
- Wholesale and exports sales agent
- Real estate agent
- Event manager
- Systems integration IT specialist
- Marketing communications assistant
- Cook
- Print and digital media designer
- Travel agent

Vocational training – overview:

- **Begin:** 1 August
- **Duration:** 3 years
- **Trainees can fast-track their programme if they earn good exam marks (grade of 2.0 or better)**
- **Remuneration: standard, staggered according to year of training**
- **Time off: 30 days per year**

In addition to the BVB Welcome Day, trainees are also encouraged to attend other employee events such as the summer party. Other benefits include our company health management, reimbursements for training materials, exam preparation assistance, reimbursement of "YoungTickets" for public transport depending on place of residence/training and tickets to home and away matches. We post our vacant vocational training positions for the coming year in September online at www.bvb.de/Der-BVB/Jobs.



A good example of our willingness to develop and retain our trainees is the opportunity to receive training in a second profession that we afforded one of our trainees. During his exciting apprenticeship as a real sales agent at BVB, the trainee developed an interest in creative media work. After completing his vocational training, he also began his training as a media designer at Borussia Dortmund.

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Always improving: Product quality and service

In this section we present the progress we have made in developing our principal service standards and the specific actions we have taken. We also discuss the quality of our products in the merchandising area and our food and drinks selection in the stadium. We continue to deliberately keep our prices moderate, meaning that this year we have again only adjusted ticket prices by 2% in line with the inflation rate. A trip to the stadium – including a snack consisting of our famous bratwurst and beer – is therefore one of the most affordable in the Bundesliga.

BVB disclosure

Improvement in BVB's customer service

103-2

If we're being honest, "service" hasn't always been a particularly popular topic here in the past. We often – and incorrectly – considered problems and complaints raised by fans and visitors to be "bothersome". This changed in 2012, when BVB began to identify and actively address problems as issues that could be improved upon. This was the starting point for learning how to deal with our own mistakes.

proach. As fan advocates, our customer service employees play a very important role in improving the Company's services and processes. Our authentic customer service reps strive to provide helpful responses within 48 hours. This is why we have reduced the points of contact for our fans from 20-30 to less than 10 during the reporting period in order to significantly improve the quality of our responses and information. This is facilitated by our Service department's cross-departmental matrix function, which allows information to be accessed quickly, thereby speeding up response times.

As a result, the reviews of our customer service hotline have improved. The current average rating is 1.7-1.8 out of 6 (with a score of 1.0 being the best). Providing fans personal, friendly advice is our top priority. As BVB has grown more international, so too has our customer service: we now field customer inquiries in German, English, Turkish, French, Italian, Spanish and Polish. We have maintained the high level of service we strive for due in part to the low turnover in customer service staff, which we attribute to the more personal service they provide and the more time they are given per case.

Improvement in system landscape

You can only provide excellent service if your employees can access the relevant information quickly. That is why we partnered with Infor to optimise and migrate our systems landscape (IT, CRM, BI, asset management) to the cloud. Managing Director Carsten Cramer said, "As an ambitious football

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Since 2013, the service team works as a first-level support function for other departments. In 2018, this team was established as a new department under the direction of Sebastian Frank and its staff was increased to 10 salaried employees. These employees are the first port of call for nearly any questions or complaints fans raise via mail, telephone, e-mail or social media. We optimised internal communication channels and developed training measures so that we can reliably and competently answer our fans' questions anytime. One of the key pillars of our 2025 growth strategy is providing first-rate service so that we can proactively address the needs and desires of our fans, whether in Germany or abroad.

BVB's customer service hotline

Unlike many other Bundesliga clubs, Borussia Dortmund has its own call centre staffed by BVB employees. This is part of our fan-centric ap-

club, Borussia Dortmund wants to be perfectly aligned behind the scenes too. In Infor we have found an internationally renowned partner that will assist us in reliably and sustainably implementing our digital transformation."

The objective of the primary project is to gradually implement and commission an IT inventory management software solution by the 2020/2021 season. At the same time, internal processes are being optimised and standardised with the aim of generating long-term synergies and reducing costs. Infor will be responsible for the requisite cloud-based data warehousing. We will coordinate this with our data protection officer so that our data management processes are as flexible as they are secure.

The new insights that can be drawn from the CRM measures will allow us to communicate with our fans in new ways. Previously, the focus had been on quantity. The new business intelligence possibilities will enable us to give fans more precise, relevant and useful information. In connection with these measures, we will also restructure our B2B customer databases.

Season tickets with option for international matches

We are delighted to announce that all season ticket holders on the south terrace who applied in time at bvb.de received their tickets for the club's international matches. Some 3,215 season ticket holders on the south terrace applied for tickets with an option for international matches. In the interest of maintaining a balanced ratio of season tickets to match day tickets, BVB limited the number of season tickets with an option for international matches to 4,000. The club made the fan-friendly decision to sell the tickets for the group stage of the Champions League at the discounted season ticket package prices rather than at the normal match-day rate.

Product quality in merchandising

103-2
102-9

Borussia Dortmund continues to be the only Bundesliga club that, without exception, subjects all of its products to safety testing by an independent testing institute. We thus offer BVB fans high product quality in order to meet our premium standards and to guarantee that they are able to enjoy our products for a long time. We pay particular attention to the supply chain of our products.

Even before this, all products were tested in accordance with European standards and laws to ensure that our products did not contain hazardous chemicals. During the reporting period, the testing institute prepared certificates of free sale, which confirm that products have been packaged and labelled in accordance with European standards, and carried out a risk assessment during the product development phase for new products.

417-1

Hence, we again ensured that no batches of products reached the market without having been reviewed. Every batch and every production re-run is examined. The fundamental shift in our product range policy to a significantly more dynamic product range requires shorter lead times, which means certain production processes will need to be relocated to Europe or, more specifically, Turkey. The BSCI will remain the minimum criterion for selecting our vendors. We are streamlining our processes by working with significantly

102-10

308-1
414-1
414-2



fewer vendors. However, these select vendors have transparent supply chains, which in turn reflects how much value we expect our partners to place on responsibility.

308-2 | During the reporting period, we began to examine whether we could use our existing packaging expertise to increase the proportion of reusable packaging materials. Due to the limited number of staff available to implement the extensive restructuring measures we were not able to introduce a vendor rating system or penalties for non-compliance.

Product quality in catering

103-2 |

In addition to having expanded SIGNAL IDUNA PARK several times since 1974, the club also frequently upgrades its catering facilities to meet the food and beverage demands of its fans. Borussia Dortmund takes great efforts to continuously improve its fans' stadium experience.

The 30 minutes before kick-off and in particular the 15 minutes between halves is crunch time for our catering staff. The 80,000 fans on the stadium's circulation levels and in the VIP areas all want the same thing: to be served as quickly as possible. The easiest approach to these peak time would be to create more sales space and increase the number of kiosks. "That isn't an option," explains Arne Brüggemann, managing director of BVB Event & Catering GmbH. "We're currently in very productive discussions with the authorities and the fire department, but certain rules and regulations just can't be changed."

Ten high-output beer taps on the circulation levels will increase the speed of service behind the counter. The dispensing equipment will also be modernised from the ground up with refrigerated containers, keg boxes and refrigerated counters in order to improve service. New storage rooms also speed up service.

The kiosks are also being divided into food and beverage counters. "People should be able to wait in line depending on what they are looking to buy," says Merlin Zepter, head of public catering at BVB Event & Catering GmbH. Melitta coffee, for example, will be sold by BVB partner

Niehaves, a traditional pâtisserie from Menden in Germany's Sauerland region. "Niehaves has taken it upon itself to install an upscale portafilter machine which will provide fans with coffee of the very highest quality," says Zepter. Next door, Düzgün, another one of BVB's partners, sells premium doner kebabs, while food manufacturer Rügenwalder Mühle sells vegetarian options at various kiosks.



"Consumer habits have changed, notably through an increase in the number of female fans," says Arne Brüggemann. "We're moving along with the times." This is evidenced by the sale of BVB's exclusive wine spritzers made by Velis Vineyards.



The "Reinheitsgebot", Germany's beer purity law, is in force at six beer kiosks throughout the stadium: only Brinkhoff's No. 1 is sold at these counters, including at Champions League home matches. You see, UEFA has lifted the ban on alcoholic beverages. And we can't say we've heard any complaints!

Our beer special is particularly popular. "Previously, friends flipped a coin to determine who had to get beer during halftime. Now, many are clamouring to go", says Brüggemann with a twinkle in his eye. That's because if you order six 0.5 l Brinkhoff's beers you get one complimentary 0.3 l beer "for the road".

We also offer seasonal offers and specials such as sweet pretzels, wine spritzers, kale stew, pea soup and freshly-cooked Asian vegan noodles. We will also introduce a hybrid-cup system at the beginning of the 2019/2020 season. A pilot project was conducted in the REWE family block during the reporting period, and the system was introduced at the beginning of the 2019/2020 season (see page 58).

Best deal for beer and bratwurst at BVB!

A leading information service provider once again surveyed the price of beer and bratwurst at the Bundesliga's first-division clubs. "The classic combination of a beer and a bratwurst costs EUR 6.70 at Borussia Dortmund. No other Bundesliga club offers this deal at a better price."

Even if you include the 18 second-division clubs, the beer and bratwurst combo is still more affordable at SIGNAL IDUNA PARK than it is at 32 other stadiums in the Bundesliga's top two divisions. A bratwurst costs EUR 2.80 at BVB, which is 40 cents below the average price of EUR 3.20 in the first and second divisions. A 0.5 l beer costs EUR 3.90 (average for first and second division: EUR 4.20).



Always working hard to stay on top: Ensuring peak performance

103-2 |

Going forward, Borussia Dortmund will be more ambitious on the pitch than was previously the case. "We are heading into the new season with the clear goal of winning the Bundesliga," said Hans-Joachim Watzke, Chairman of the Management. "We not only feel that we owe our fans this, we also believe this is our duty." Borussia Dortmund has vied for the title in almost every season since 2010/2011. "There is no other Number Two in German football," said Watzke. In light of this and primarily the previous season's close title race, BVB is setting its sights on winning the Bundesliga, or at least being serious title contenders.

103-3 | Verdict: BVB once again won the hearts of its fans last season

Hans-Joachim Watzke set a more ambitious goal for Borussia Dortmund than in recent years. Simply qualifying for the Champions League will no longer suffice. Even if this means "added pressure for everyone". Hans-Joachim Watzke again stressed that FC Bayern Munich and Borussia Dortmund are worlds apart from a financial standpoint. Despite this, going forward BVB will attempt to give the champions as good a run for their money as they did last season.



"We can be proud of the performance of the team and the coaching staff," exclaimed Watzke. At the final whistle of the 2018/2019 season, the approximately 8,000 fans that travelled to Mönchengladbach gave the team a long standing ovation. Despite the fact that the team ultimately failed to take home the title even though winning the title was theoretically still possible on the last match day, the applause was well deserved as Borussia Dortmund earned the third-most points in the club's history. "We wanted to see the team display a different attitude, a different mentality. Not the kind of nail-biter we had in Hoffenheim at the end of that campaign. As was our hope, this

happened under Lucien Favre. We've comfortably qualified for the Champions League. We kept the title race going until the end. When was the last time that happened? Ten years ago! In that respect, we've accomplished the sporting objectives we set ourselves for the Bundesliga and the Champions League," said Watzke.

"We came close," said Roman Bürki. "We didn't have the experience to cope with the pressure that comes with a title race. That could've been the decisive factor." His teammate Axel Witsel bemoaned the points dropped against smaller teams, but was quick to add: "It was an amazing season with lots of emotions, both positive



and negative." "The development is good. But we know that we still need to make adjustments in certain areas to be more consistent," concluded Marco Reus.

BVB did not publicly announce its title ambitions until the final third of the season. And that despite the fact that it at times commanded a clear lead in the Bundesliga. It seems that the team's focus let up a few percent as it came down the stretch. Hans-Joachim Watzke: "Hindsight is 20/20. We discuss such things all the time, and during the winter it seemed a bit too fragile to us with a team comprising many young players. In hindsight, I suppose we should have said as much after the win in Leipzig."



Impressive season stats

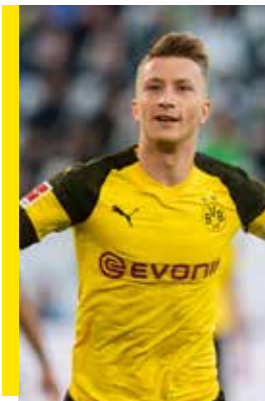
Borussia Dortmund improved on its prior-year performance by 21 points, played its third-best Bundesliga season with 76 points and finished in second place for the sixth time – ten points ahead of Leipzig in third place. Since the three-point-rule was first introduced 24 years ago, 76 points have been enough to win the Bundesliga on 13 occasions.



Sebastian Kehl:
"We have achieved much more this year than we dreamed of at the beginning of the season."

The team earned 34 points in the second half of the season, two more than the 32 points it earned after Christmas when it won the title in the 2010/2011 season. The team's impressive performance of 13 wins, three draws and one loss in the first half of the season was the second-best record in the club's history, which was topped only by the 2010/2011 championship season (14 wins and 43 points)

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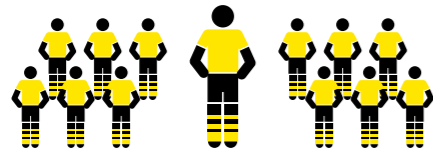


Marco Reus: Footballer of the Year

In recognition of his outstanding 2018/2019 season, Germany's sports journalists voted Marco Reus "Footballer of the Year", the highest accolade for German players. Marco Reus is the fourth BVB player to win the award after Hans Tilkowski (1965), Matthias Sammer (1995 and 1996) and Jürgen Kohler (1997). "It's a special award and just nice that the work and effort you've put in has been recognised. Of course this wouldn't have been possible without my teammates and the team behind the team, so a huge thanks to them as well," said Dortmund's captain of his accolade.

13 players called up to national teams

The fourth and final international break of the season was in March 2019. 13 of Borussia Dortmund's players were called up by their national teams.



PLAYERS CALLED UP:

- | Manuel Akanji (Switzerland)
- | Leonardo Balerdi (Argentina)
- | Mahmoud Dahoud (Germany)
- | Thomas Delaney (Denmark)
- | Abdou Diallo (France)
- | Sergio Gómez (Spain)
- | Raphael Guerreiro (Portugal)
- | Achraf Hakimi (Morocco)
- | Jacob Bruun Larsen (Denmark)
- | Christian Pulisic (USA)
- | Marco Reus (Germany)
- | Jadon Sancho (England)
- | Dan-Axel Zagadou (France)

Ambitious targets for the new season

As Hans-Joachim Watzke put it: "We'll give it our all to become German champions. That's the correct wording. If we had approached the matter very defensively after the match against Gladbach, there would've been a feeling of depression over the summer. For we squandered a comfortable lead, because Bayern Munich opted not to give us an inch in the second half of the season. However, we only finished two points behind in the end. Consequently, our statement is made with the fullest conviction. We've never lacked courage. And we need this second summer transfer window to further optimise, fine-tune the squad.

"We'll give it our all to become German champions."
Hans-Joachim Watzke

To win major titles you always have to push yourself to the limit. But you also need more experience, more stability, more consistency, fewer individual mistakes and, when it matters most, also more quality."

2019/2020 roster

"We have to make the next step in our development, that's the most important thing. Yes, we've invested but – and we don't hear much mention of this – we've seen several players leave too. The books this summer have been pretty balanced, when you consider the transfers of Pulisic, Diallo, Isak and Toprak. I believe that, all things considered, we're more balanced and that the coming weeks will highlight even more clearly how much we needed the return of Mats Hummels. In attack we're even less predictable, and we're all extremely satisfied with how things stand; we have a good feeling with this squad, which we still need to trim down slightly."



GOAL	DEFENCE	MIDFIELD	ATTACK
1 Roman Bürki	2 Dan-Axel Zagadou	6 Thomas Delaney	9 Paco Alcácer
25 Luca Unbehaun	5 Achraf Hakimi	7 Jadon Sancho	27 Marius Wolf
35 Marwin Hitz	13 Raphaël Guerreiro	8 Mahmoud Dahoud	34 Jacob Bruun Larsen
40 Eric Oelschlägel	14 Nico Schulz	10 Mario Götze	
	15 Mats Hummels	11 Marco Reus	
	16 Manuel Akanji	19 Julian Brandt	
	18 Leonardo Baleri	23 Thorgan Hazard	
	22 Mateu Morey Bauza	28 Axel Witsel	
	26 Łukasz Piszczek	33 Julian Weigl	
	29 Marcel Schmelzer	37 Tobias Raschl	

After signing Nico Schulz (Hoffenheim) early in the transfer window, the club also signed Thorgan Hazard (Mönchengladbach), Mateu Morey (Barcelona), Julian Brandt (Leverkusen) and Mats Hummels (Munich). However, Watzke stressed that it is not enough to take on new challenges simply by signing new players. He called for patience and asked that young central defenders like Manuel Akanji, Dan-Axel Zagadou and Leonardo Balerdi be given time. "They need to develop," said Watzke.



Borussia Dortmund wins the 2019 Super Cup

The 2019 DFL Super Cup was a hard-fought and exciting match that Borussia Dortmund won 2:0 (1:0) against FC Bayern Munich with goals from Paco Alcácer and Jadon Sancho. This is the sixth time after 1989, 1995, 1996, 2013 and 2014 that Borussia Dortmund has won the title.

"This season we have an obligation but also the motivation to go on the offensive again in the coming years."
Michael Zorc

Expansion of BVB's training centre

103-2

The objective of the project is to expand training centre over the coming three years so that the club can once again boast some of the country's premier athletic facilities. To this end, the club is investing some EUR 20 million in the Hohenbuschei area of Dortmund. The goal is elicit a clear reaction, especially from young, talented prospects: I. WANT. TO. PLAY. HERE! The training ground and Youth Academy will be enhanced in several stages over the period up to 2021. The sports management team will also get new offices.



Marcus Knipping, BVB's Director of Finance & Facilities, is in charge of the new construction project. Ever since Borussia Dortmund managed to overcome the existential threat posed by the 2004/2005 financial crisis by narrowly avoiding bankruptcy, the club has gradually developed the area by working closely with Hohenbuschei GmbH, a member of the DSW21 Group. "Throughout this period, DSW21 has always been a partner we can one hundred percent count on – with a high level of dependability regarding budgets and, more than anything else, a willingness to be swept along by our enthusiasm and continue to develop and grow together," says



Hans-Joachim Watzke in praise of the partnership. That's the case here as well, because the most extensive project undertaken to date is also about setting a new benchmark in Germany.

The latest findings in sports science and medicine have played a fundamental role in the project's design considerations. While BVB's training ground and Youth Academy were the benchmark for many years, other clubs have since taken the lead. Borussia Dortmund looked abroad for inspiration and arrived at its own conclusions. The primary focus was the aspiration to create ideal conditions in Hohenbuschei so as to develop young talent as best as possible. This clear strategy, for which BVB has become famous the world over, is what drives all of the club's efforts.

Comprehensive project plan

According to the project plan, the project is scheduled to be completed in April 2020. Work has already begun on the new offices for the sports management team directly adjacent to the Youth Academy. The three-storey building will include a press conference room, complete with booths for simultaneous interpreters, and interview rooms on the ground floor. The academy coaches, physiotherapists and staff offices will be located on the first storey. Directors Lars



Ricken and Edwin Boekamp will also have their offices here. The rooms will be based on flexible, modular designs and feature moveable walls. Just above the academy staff will be the scouting department. It's second-storey offices will feature a modern working environment where employees are not confined to a set workplace and instead are free to move about.

The top floor – which in addition to roof terraces will also feature a large conference room for meetings of the Supervisory Board or of the

Council of Economic Affairs, for example – will house the management's offices.

The plans also call for a gatehouse – a 40 x 10 m timber-framed construction which will serve as the security entrance to the senior team's training ground. Borussia Dortmund strives to protect its players and the team as much as possible. However, this does not mean shielding them from the public or the media. On the contrary, public training sessions will continue to be held once the expansion project is completed. Media representatives will also enjoy the new, modern facilities, in particular the separate work areas for journalists and the roof terrace with views of the training grounds for the camera teams. The new building will also feature a full studio for BVB TV, the club's own TV channel.

Swimming pool and indoor arena with artificial pitch

The U23 team's building will also be expanded. This will include a new swimming pool, further enhancing the rehab regimens available to players recovering from injury. The sports medicine and physiotherapy facilities will also receive significant upgrades. The senior team, which is having a whole-body-cryotherapy chamber installed in its own building, will also use these new facilities.

The same is true of the indoor arena: a building with a domed, column-free roof covering a 45 x 64 metre artificial pitch. The twelve-metre high roof will ensure that all of the club's teams – from the academy squads to the senior team – can train in ideal conditions, all year round and regardless of the weather. The arena is scheduled to be completed in 2021.

U23 youth squad

103-2

Strategy: Youth development

Borussia Dortmund is wholly opposed to eliminating U23 teams and very much in favour of working closely with and helping young players hone their skills. This means that we will continue to make staff, know-how and infrastructure investments. Developing our talented prospects does not end with the U19 squad. On the contrary, the most important steps on their journey

from the academy to the pros are still ahead of them. BVB assists these players and gives them time to develop.

While it may be true that the best players can make the jump directly into the Bundesliga at 19, not everyone is a Marco Reus, a Mario Götze or a Julian Weigl. In addition to such exceptional talents there are many highly regarded prospects that simply need more time to make the transition. And who deserve to be given that time.

"The second team is an excellent platform for our youth players to gain the minutes and experience they need to continue to develop," says sporting director Michael Zorc. "If we're able, on a regular basis, to promote U23 players to our senior team or to develop them such that they sign with another professional club, then our concept has fulfilled its purpose to the fullest."

Two familiar faces have returned to strengthen Borussia Dortmund's youth academy: As at 1 July 2019, the club appointed Michael Skibbe as the U19 coach and as head coach for all youth squads and brought in Otto Addo in the newly created role of "talent coach" to help bridge the gap between the youth and professional squads. "In Michael Skibbe and Otto Addo we are professionalising our fundamentally important U17 to U23 youth squads to ensure that we have a well-stocked pipeline of talented youngsters for the senior team," says Michael Zorc, BVB's sporting director. The youth academy coordinator Lars Ricken stressed: "These two hires are strategic, long-term decisions for the future so that we can develop our young players as best as possible."



"We want to continue to develop and set the benchmark for youth development in Germany," said Ricken, explaining the reasons for the restructuring. "And this includes bringing Michael Skibbe – with all his experience and knowledge gained as a youth coach and his many years in the pros – back to the Youth Academy so that we can continue to be successful in the future."

Always promoting young talent: Dortmund lads

103-2

"We don't want to become like a machine!" That is one of the core messages from an in-depth interview on developing BVB's talented prospects with Michael Zorc and Lars Ricken in early February 2019. "At youth level, Borussia Dortmund wants to be highly efficient, competitive at a top level and yet retain a family atmosphere. Ultimately, it doesn't matter how many pitches, halls or changing rooms you have. What is above all important is: Who works there? We want to bring our concept to life with the best people, with ambition, with credibility, with warmth – in short, we want to invigorate our concept!" explains Lars Ricken, BVB's Youth Academy coordinator.

Success in the 2018/2019 season

The 2018/2019 season was another overwhelmingly successful one for Borussia Dortmund's youth squads. Our U19 team pulled off a minor miracle to win the league title after falling behind 3:1. The U17 team also advanced to the final but lost to 1. FC Cologne. That the U19 and U17 teams finished in first and second place, respectively, underscores the outstanding work being done at BVB's Youth Academy.



Youth Academy

Projekt „Dortmunder Jungs“

Borussia Dortmund's training concept aims, on the one hand, to turn up-and-coming young talents into professional footballers. As part of our holistic approach, however, our educational and athletic programme focuses equally on shaping well-rounded personalities. The challenge lies in providing support to young, competitive footballers so that they develop the character traits demanded of professional players.



At the future workshop we kicked off in October 2018 together with Ruhr University Bochum (RUB), we posed the question: "Who is a typical Dortmund lad?". Some 40 people who work directly with the kids and teenagers participated, including coaches, assistant coaches, physios, Youth Academy staff and other Company employees.

Basic character traits:

- Intrinsic motivation
- Humility
- Resilience
- Identifies with BVB, its goals, the city of Dortmund and the region

From November 2018 to March 2019 we expanded on the work of the kick-off session in further workshops. The most progress has been made with the "Identifying with BVB" topic, and a specific policy with proposals for the age groups U9 and up has been submitted. This focuses in part on age-appropriate teambuilding exercises for all teams.

Beginning in April 2019, the newly developed "Performance Review" module will be held once a quarter. All relevant staff for the U14 to U19 squads come together and submit performance reviews for every kid.

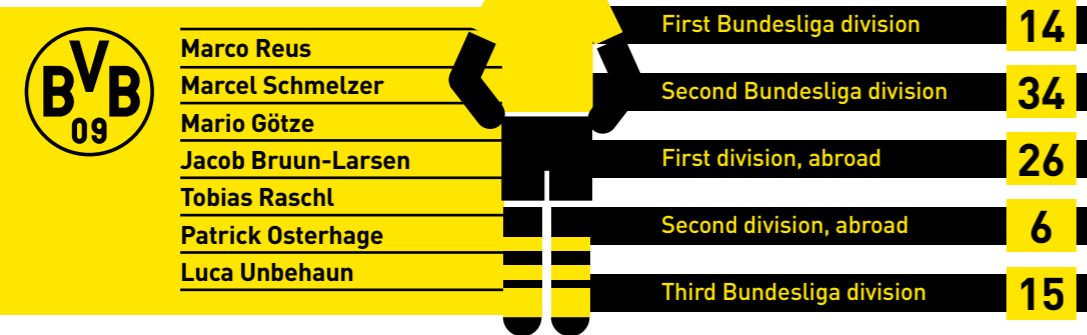
In a next step, a second future workshop will be held in September 2019. On the agenda are improving the services offered at the expanded Youth Academy, specific measures for strengthening the players' identification with BVB and introducing performance reviews for the age groups U9 and up. Other topics of discussion are the culture of learning and the supporting academic role of the RUB. A review of the individual concepts and measures is scheduled for 2020.

103-3



Successful youth development

Youth Academy graduates who played professionally in the 2018/2019 season:



School 2.0

We have developed a concept under which three groups work together to help develop and raise our talented prospects: their parents, our elite schools and our Youth Academy. We have named this concept "School 2.0" (Schule.Neu.Denken.). Together with the DFB and the Ministry of Education of North-Rhine Westphalia, we are working on an action plan to foster the defined character traits in the curricula and daily school routines of our partner schools.

This pertains to the entire class in each case and is set out in the school lesson plans, for example with regard to attractive off-campus learning environments. We see the value in the increased use of off-campus learning opportunities as activity-based measures – e.g., at BVB's training ground, SIGNAL IDUNA PARK's learning centre, at sponsors, at the Steinwache memorial museum or at social organisations. One of the modules under development is to have teachers, coaches and off-campus educators work together in steering groups.

This is intentionally an alternative to private schools to ensure that BVB's young, talented prospects stay humble. In our opinion, this is hardly possible at private schools, which tend to be a bit more removed from "everyday life" and which place a greater focus on training than on day-to-day life at school. We are under no illusions that the schools and the Youth Academy can have conflicting objectives. Two different systems

with diverging weekly schedules can occasionally frustrate the development of well-rounded personalities since the young lads are not given much time to themselves. The intention behind a model in which club coaches and teachers work together is to improve the personal development of the pupils.

Collaborating with parents is an important component of BVB's work and a permanent focus of the Youth Academy. The parents make a positive contribution by providing assistance and organisational support when it comes to helping to shape the dynamic processes of the team. Driving to training sessions and matches, coordinating birthday parties and organising healthy, performance-enhancing food and beverages at tournaments represent everyday tasks for parents young footballers.

At the Youth Academy, coaches and parents work together, guided by the principles of "cooperation", "acceptance" and "appreciation" for each other's work. Our coaches and directors attach great importance on working together with the parents in a positive manner as well as on clearly defining and respecting the respective areas of responsibility. Parents do not have a say in sporting matters.

Expansion of the training centre and Youth Academy until April 2020

BVB has initiated a project to expand its training centre over the coming three years so that the club can once again boast some of the country's premier athletic facilities. To this end, the club is working together closely with DSW21 to invest some EUR 20 million in the Hohenbuschei area of Dortmund. The goal is elicit a clear reaction, especially from young, talented prospects: I. WANT. TO. PLAY. HERE!

The expansion of the athletic facilities, slated for completion in 2021, will include a new athletic and rehab centre, physio rooms and classrooms and indoor arena with an artificial pitch. New, modern changing rooms will also be built for away teams to use.

The expansion of the Youth Academy is an important component of the overall project. BVB is coordinating closely with the City of Dortmund to determine how to best expand the existing structures. To date, the lads had to move out once they were too old and no longer eligible to play for the youth squads. In future, we want to give them the opportunity to remain at the Youth Academy so as to help them easily and gradually transition into adulthood.



include conference and classrooms. The expansion of the day boarding school and its cafeteria and quiet areas will allow the youngster to better use the little free time they have for themselves. A support group to help U19 players transition to adulthood, tutoring, and continuing education programmes round the Youth Academy's programmes.

BVB Evonik Football Academy (FBA)

The foundation

The BVB Evonik Football Academy offers all girls and boys aged 6 to 13 a comprehensive range of courses to further develop their athletic and personal development.

We offer training sessions for beginners to highly talented players. A staff of licensed coaches uses the BVB Youth Academy's concepts and training methods to motivate the youngsters to continuously improve themselves in skills- and learning-based courses.

The original idea behind the BVB Evonik Football Academy has remained unchanged since the former football school was first conceived: The FBA focuses not only on the sporting success of the young footballers, but in equal measure also on their overall personal development on and off the pitch.

The basic idea is to help our children and teenagers to develop their football skills. The core objective is



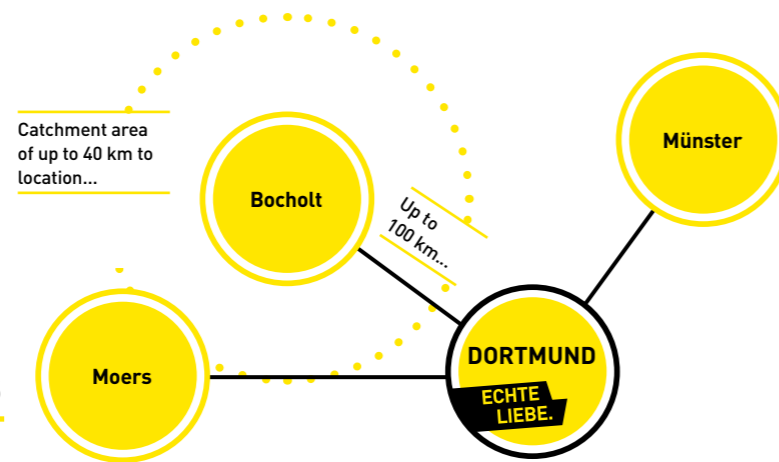
Michael Zorc

"If we look to England today, hundreds of millions are invested in training centres there. We cannot entertain these dimensions, nor do we want to. Our focus is on remaining the number one in youth development in Germany and offering top talents the best possible conditions."

The planned changes to the location will allow us to construct a new creative centre for BVB's Youth Academy.

Groups and individuals alike will significantly benefit from the expansion of the office buildings to

Off-campus locations



to identify talented players and to give them the best possible individual training so as to advance and promote the maximum number footballers between BVB's individual youth structures: the Football Academy, the Youth Academy and the club's off-campus regional partners.

The training concept is based on competition-based courses that simultaneously motivate youngsters to take responsibility and develop their own personalities. Interdisciplinary training courses are used to hone individual abilities and various methods are employed to develop technical and tactical skills. Our goal in Dortmund is to hone the players' basic skills by offering them the best possible individual training.

We meet our social responsibility by offering extensive personal development, health and nutrition and teambuilding measures, and by encouraging young people to complete their education.

Our professional staff are all licensed by UEFA or have a background in sports and academia. Two

coaches per team and a support team head the internal and external workshops, focusing on individual training and a child-friendly approach. Without exception, we rely on full-time specialists for this particularly important and fundamental area.

This past season the academy also hired full-time coaches for the U9 to U11 age groups. This puts BVB miles ahead of its Bundesliga peers. The kids in this age group train once a week at the Rabenloh training centre directly adjacent to the stadium.

During the reporting period the former "football school" was renamed the "BVB Evonik Football Academy". The new name therefore also reflects the academy's significantly higher qualitative demands. The FBA and the Youth Academy closely coordinate their training concepts.

Opening off-campus locations is a key component of this concept. During the reporting period, locations were opened in Bocholt, Münster and Moers and so-called "Talent Days" were held.



Lars Ricken

„BVB attaches great importance to youth development. With the Football Academy we want to give all kids the opportunity to improve through training and to make the best of themselves.“

Talent Days

Together with BVB's Youth Academy, we again held our popular "Talent Day" during the 2018/2019 season. A total of just under 750 avid young football fans demonstrated their skills at multiple locations.

In Münster, Bocholt, Moers and Dortmund, the kids displayed their skills on the pitch. Subsequently, BVB's licensed coaching staff invited every kid who had shown particular skill on the ball to try-out for the advanced training sessions offered at the academy. The off-campus competitive training sessions as part of the intermediate and advanced courses are currently offered by the coaches of the BVB Evonik Football Academy at the partner clubs GSV Moers, 1. FC Bocholt and SC Münster 08 and at the Rabenloh training centre.

The advanced courses form the foundation of the Youth Academy. The training sessions are held in addition to the normal club practices. Furthermore, matches are played against our youth squads at regular intervals. Optimally coaching the kids in skill-based groups leads to participants in the advanced courses regularly making the jump to BVB's Youth Academy.

Große Klasse! project

The "Große Klasse!" project was launched in 2010 in order to assist Dortmund primary schools in various areas and to help pupils make the best of themselves.

Borussia Dortmund wanted to live up to its social responsibility and not only help shape the education of every pupil in Dortmund, but also demonstrate how important a balanced and healthy diet and the right exercise are.



The project consists of the following three components:

- 1 Instructional material for the subjects German and maths
- 2 Working groups led by BVB youth coaches
- 3 Exercise and diet primers

The Große Klasse! project was expanded significantly in the reporting period. It now also includes the following:

- 1 Classes are given the opportunity to train at the training centre
- 2 BVB sends qualified coaches to schools to assist teachers of other subjects
- 3 Inaugural Primary School Cup with 35 participating schools at the training centre



Our material areas:

- Social responsibility
 - Fans, club members and society
 - Employees
 - Product responsibility
- Environmental responsibility
- Athletic development
- Economic approach

25 material topics

Management approaches based on the GRI

Echte Liebe.





Identity and tradition
Fan community and fan behaviour
Diversity and anti-discrimination
"leuchte auf" foundation
Media and social networks

Social responsibility
 Fans, club members and society



103-1 | **Identity and tradition**
 103-2

1. Our drive and vision

Achieving success on our own is in our DNA. Everything we do springs from our will to maximise the strength of our community. We take a hands-on approach and base our long-term decisions on conviction. We want everyone to see: real love can unite the world and successfully make history.

2. Our values

102-16 | **Staying hungry** We want to rank among the world's elite clubs and will therefore never rest. We roll up our sleeves and give nothing less than 100%.

Tenacity We don't like to give in. When we set our minds to doing something, we do it. We're fuelled by our common goals and our faith in our united strength.

Humility With our Westphalian roots deeply entrenched in the Ruhr region, our home is where we belong. Performance, not the packaging, is what counts for us. We work hard and we celebrate our successes together – with our friends and family.

Concept and objectives

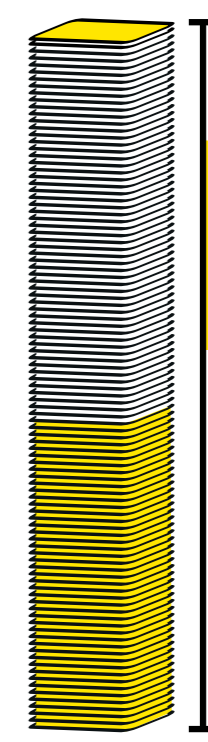
These values drive Borussia Dortmund's long-term actions. Setting ourselves ambitious goals and making a clear commitment to accomplishing those goals are as much a part of our DNA as it is to be a challenger who has to roll up his

sleeves and fight his way to the top, rolling with the punches as they come. It is only right that we are again setting our sights on the title after taking the race down to the wire in the previous season and further investing in quality players.

Achieving this on our own and successfully walking the tightrope between the club's commercialisation efforts and staying humble is a daily challenge that requires great tact and open lines of communication with our fans. The path BVB has taken is widely viewed to be authentic and makes us one of the most attractive football clubs in the world.

Demand for season tickets remains high. However, due to the long wait times, the waiting list has been closed. 1,588 people on the list received season tickets.

Our goal is to increase the number of our fans internationally while not losing sight of our fan base in Dortmund. That is why, for many years



BVB disclosure
Additional interest in 80,805 season tickets
 2017/2018: 82,393

55,500
 season tickets sold out in 2018/2019



Carsten Cramer:

„In Dortmund, identity is all about traditional values.

We can only ignite a spark internationally by fuelling the fire at home.“

now, we have not raised our ticket prices by more than the rate of inflation and our fans pay the best prices for beer and bratwurst in the Bundesliga.

Maintaining close ties to all fans and friends of Borussia Dortmund means not only engaging in conversation with them over a beer in the stadium, but also keeping pace with digital advances in the era of internationalisation. After all, the increasing number of people who are taking an interest in BVB and are willing to pay for this, will help form the solid financial foundation needed for future successes on the pitch.

Measures and results

The examination of the above principles has an impact on our 2025 growth strategy, how we communicate, our youth development work and our focus on sustainability. These principles help us make responsible decisions every day while staying true to our identity and tradition.

The following three measures help exemplify this process:

Danke Kumpel!

On 21 December 2018, the last German coal mine in the Ruhr region closed in Bottrop. Borussia Dortmund celebrated the miners and all they have done for the region.

“Mining has had a profound impact on our region – as has football,” said Hans-Joachim Watzke. “Every major club in the Ruhr region is built on coal and steel. Coal, steel, football and beer have always gone together and are engrained in the people and the culture here.”

To honour this tradition, Borussia Dortmund’s players thanked the miners at the last Bundesliga home match in 2018 against Mönchengladbach by wearing kits with “Danke Kumpel!” written across the chest. BVB’s primary sponsor, Evonik, approved the kits for this special occasion. “The end of coal mining marks the end of a great era in history. The rise of the Ruhr region to become one of the world’s strongest industrial regions, the reconstruction after the Second World War and the peaceful integration of millions of people from across the world: none of this would have been possible without mining,” says Watzke.



Legends Team

The new BVB Legends Team played its debut against Liverpool FC’s legends in SIGNAL IDUNA PARK at the start of the 2018/2019 season. This inspired idea was borne out the bond our fans feel to BVB and the heroes of their youth. BVB’s charismatic brand ambassadors are also winning over many international fans.

The local BVB fan club helped organise a match in Buriram, Thailand, and another match was held against Liverpool FC’s legends in Hong Kong. Fans relish the opportunity to see their club legends play. The match in Buriram was played in front of more than 10,000 fans.



New BVB documentary series

In August 2019, BVB gave its fans and football fans around the world a first-hand look behind-the-scenes in a four-part documentary series. The production allows fans to relive the excitement and emotion of the previous season while also giving them an authentic look at a side of the club that they would otherwise not see.

BVB also wants to win over fans worldwide by giving them an up-close look at the club. “It’s a very discreet but fascinating look at a football team’s daily routines and on the whole also an unfiltered portrayal of BVB: authentic and genuine, sometimes cheering ecstatically, other times deeply disappointed, but the always ready to attack again at the very next moment,” says Carsten Cramer.

The documentary series focuses primarily on the previous season but also highlights major past successes and defeats that have shaped BVB’s identity, particularly those of club legends like Jürgen Klopp, Ottmar Hitzfeld and Matthias Sammer. The series of course also spotlights current fan favourites and superstars such as Marco Reus, Axel Witsel and Roman Bürki as well BVB’s CEO Hans-Joachim Watzke, sporting director Michael Zorc and head coach Lucien Favre. Never before have cameras been granted such close access to the changing room and the players. The series goes a long way to giving viewers a closer look at what makes up the club’s identity. The documentary series is directed by award-winning filmmaker Aljoscha Pause and is available exclusively from Amazon Prime Video in more than 200 territories.





Part of the Non-financial Statement

Fan community and fan behaviour

103-1
103-2

Concept and objectives

Borussia Dortmund has a large, diverse and steadily growing community of fans. 55,500 season ticket holders, 862 official fan clubs bringing together 59,000 members, and more than 2,000 active supporters who travel to all of BVB's away matches: those figures underscore BVB's popularity, both in Germany and around the world. At the same time, managing the varying expectations and wishes of such a diverse community present a particular challenge.

In order to best address all of the tasks this involves, the club has continuously expanded and honed its fan work in recent years. The Department for Fan Affairs at Borussia Dortmund alone comprises nine full-time fan representatives and one trainee. They are the fans' first port of call on a wide range of issues, and together with Ticketing and Service ensure a structured dialogue between BVB, the fan community and management.

The work of the fan representatives – in consultation with management – strengthens the dialogue within the fan community and between the fans and Borussia Dortmund. The fan representatives listen to fans' concerns and liaise between the various parties involved, such as Borussia Dortmund GmbH & Co. KGaA, stewards, other clubs, DFL Deutsche Fußball Liga, the German Football Association (DFB) and state and federal police. They are joined by a range of cooperation partners such as the Department for Fan Affairs

and Fan-Project Dortmund e.V. By collaborating with its fans, Borussia Dortmund aims to foster the unique strength of its fan community, which is one of the hallmarks of Borussia Dortmund. Equal treatment is the club's guiding principle in this regard. Whether ultras, fan clubs or individual supporters, all stakeholder groups should be given the same level of attention.

As Borussia Dortmund's international profile grows, fans from around the world are increasingly showing an interest in the club. Therefore, local and international fans alike must be given the opportunity to participate in the club.

Developing the fan work at BVB will always remain a constant process, and must be adapted to developments in the fan community. During the first half of the 2019/2020 season, a fan survey on BVB's fan work will therefore be used to formulate the work policy for the Department for Fan Affairs. Developing talent will also play an important role in the department's strategic development.

While the vast majority of our fans come to the stadium for the love of the game, certain individuals unfortunately also feel they can use the match as a venue for criminal, violent and dangerous activities. BVB investigates any fan misconduct on a case-by-case basis and carefully weighs up the corresponding measures or sanctions, often in consultation with other stakeholder groups. During the reporting period there were 12 incidents of

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416-2

419-1

BVB disclosure

misconduct for which BVB had to pay fines totalling EUR 355,000 to the DFB or UEFA.

Measures and results

Creating platforms to communicate with fans is essential for the club's fan work. That is why the club formed the Fan Delegates' Meeting, which meets twice annually, and the Fan Council, which holds monthly meetings. Fans are also offered a host of opportunities to network and to communicate and strengthen their ties with one another, including the "Fan Days" events series and the fan club Christmas party. BVB of course also supports events organised by fans, fan initiatives and fan clubs.

Many Borussia Dortmund fan clubs set a fine example through their volunteering work and social commitment. That is why it is important to show the members of those fan clubs the appreciation they deserve. This goes beyond taking a professional and service-oriented approach to the concerns of the fan clubs. It also includes developing new projects such as the fan club gift boxes, which we fill with individualised gifts and send to all official fan clubs.

The progression of this work is also reflected in the new fan club section of Borussia Dortmund's website, which now features a world map marking the location of all official fan clubs. Showing appreciation is also important when interacting with the club's active supporters. The department's expertise in social work helps maintain a stable and respectful relationship with all stakeholders. In addition to maintaining a presence at match days, training camps and fan events, this also includes being available to assist in individual cases, which is particularly evident with the stadium ban concept developed together with fans.

Inclusion is playing an increasingly important role in the Department for Fan Affairs' work. The new inclusion policy has already been partially implemented by fan representatives certified to work with people with disabilities. The home game against SC Freiburg was the setting for the first-ever "inclusion day", which featured a variety of inclusion-related events. The first away trip organised for disabled fans was to the match in Bremen with an accessible bus.



BVB disclosures



Part of the Non-financial Statement

Diversity and anti-discrimination

103-1
103-2

Concept and objectives

Borussia Dortmund is committed to promoting diversity and fighting discrimination everywhere. BVB is striving to foster and preserve these values in the long term. To this end, the club introduced measures spanning five areas that are described in greater detail below. They form the basis of a policy used to advance the efforts to promote a diverse society and combat discrimination at all levels. The objective of the BVB fan and youth centre is to create a meeting place within five years for people to discuss various topics. The planning has only just begun and will be discussed at greater length in subsequent reports. We are currently working to develop a utilisation concept.

Fan work

Fan work is about networking, informing and supporting individual fans and fan groups and helping to form fan groups. It is also used to communicate the interests of BVB and those of its fans. It is about seeking compromise, defining common values and creating opportunities. The objective of our fan work is to create, assist and strengthen positive, inclusive forces within our fan community.

Networking

Borussia Dortmund and the City of Dortmund are inextricably linked. The developments and experiences, whether positive or negative, of one also impact the other. Joining forces with other partners from the city is essential to successful-

ly fight right-wing extremism and discrimination on various levels over the long term. These partners include social and civic institutions, sports clubs and sponsors. New partnerships have to be formed and existing ones must be maintained. This will allow us to demonstrate the necessary commitment to shape the future of our city and tackle the associated challenges that lie ahead together.

Internal measures

BVB uses internal measures to raise the awareness of its employees for certain issues and as a tool for their further development and training. When it comes to right-wing extremism and discrimination, this means giving employees the tools to identify and confidently fight various forms of discrimination.

Public relations

BVB leverages its high profile in the media and standing in and beyond Dortmund to take a stand against right-wing extremism and discrimination. We concisely, strongly and proactively communicate our stance on this issue. We want to be assertive and effectively communicate that Borussia Dortmund is committed to finding solutions to pressing problems and takes its social responsibility as a major club seriously.

Remembering the past

Remembering the crimes perpetrated in the name of national socialism plays an important

role in German society. Projects to commemorate the Holocaust and a critical examination of German history are also an integral part of Borussia Dortmund's work to combat discrimination. BVB promotes innovative projects to ensure that the public at large does not forget about the country's Nazi past. The club also uses specific historical events to animate people to learn about and reflect on right-wing extremism and discrimination in the present. The numerous events and activities and resulting networks and relationships are key components of the fan work described above.

BVB disclosure |

Projects promoting a remembrance culture and historical and political education

To date more than **800** employees and fans aged 14-76 have participated

Measures and results in the reporting period

Various forms of discrimination are identified and addressed in the projects and activities in the five areas. BVB adheres to the German General Act on Equal Treatment (AGG), the purpose of which is to promote diversity and to prevent or to stop discrimination on the grounds of age, religion, ethnic or social origin, disability, gender or sexual orientation.

On 2 May 2019, a BVB delegation headed by Hans-Joachim Watzke and Carsten Cramer attended the cornerstone laying ceremony for the new Shoah Heritage Campus at the Yad Vashem Holocaust Remembrance Center in Jerusalem. Borussia Dortmund donated one million euros to the project in Israel. In previous years, the club organised educational trips for fans and BVB employees to Oświęcim (Auschwitz), Zamość and Lublin in Poland.

The International Holocaust Remembrance Day is an important day in BVB's calendar: On

27 January, the BORUSSEUM and fans organise memorial events, which in 2019 also included match-day events when Borussia Dortmund hosted Hannover 96. We prioritise recurring initiatives. For example, during the reporting period, BVB again participated in jointly organised projects such as the "Aktion Stolpersteine" initiative, the 15th annual Heinrich Czerkus Memorial Run and the third BVB day of action (Aktionstag) entitled "Football – it's a woman's world (too)".



An exhibition on the chemical and pharmaceutical conglomerate I.G. Farben's role in the Buna-Monowitz concentration camp was presented from January to April 2019 in cooperation with EVONIK, Dortmund's Museum of Art and Cultural History, and the Steinwache memorial museum, attracting some 4,600 visitors. At the match between BVB and FC Schalke 04 on 27 April 2019, fans unfurled a banner with a slogan inciting discrimination. The DFB fined the club EUR 18,000. The club plans to systematically record discriminatory behaviour.



103-1 | **"leuchte auf" foundation**

413-1 | **Concept and objectives**

The "leuchte auf" foundation is an independent charitable organisation which was formed in 2012 by Borussia Dortmund. Its objective is to support charitable projects, either through financial or intellectual contributions. It focuses primarily on issues affecting Dortmund and the surrounding region. The "leuchte auf" foundation works closely with our fans, the City of Dortmund and social institutions.

Measures:

The four pillars

FUTURE Creating opportunities.

Entry barriers, social inequality and social strata often rob talented young people of their chances of being discovered and promoted. The foundation is targeting the future with investments in education.

DIVERSITY Communicating values, promoting tolerant coexistence.

The Dortmund cabaret performer Bruno Knust stated it best: "Borussia brings together generations, men and women, all the nations. It doesn't matter if you're rich or poor, equality is what we stand for." That's why "leuchte auf" supports projects focusing on the fight against racism and right-wing extremism, as well as on integration and social inclusion.

COMMITMENT Volunteering together.

Volunteer work is an important part of our society. It represents the backbone of social commitment and many areas of public life would not function at all without those who selflessly volunteer their time. The foundation provides particular support for the social commitment shown by BVB fan clubs.

HEALTH Protecting our most valuable asset.

A person's most valuable asset is their physical and mental health. Sport and physical activity play a major role in this regard. The foundation therefore supports projects that promote healthy lifestyles.

203-2 | **EUR 470,947.14**

Donations received in 2018/2019

Number of projects supported: **27**

A large number of measures relating to these four pillars were taken during the reporting period. Read more on pages 56 and 57.

Focus	Cause	Donation in EUR
FUTURE	Arts & crafts and baking project at the Christmas market, including for socially disadvantaged children, Dortmund	5,000.00
	Football academy focusing on social and educational programmes for children in Mexico	30,000.00
	Financial assistance to establish the youth fire brigade in Dortmund	3,000.00
	Ongoing financing of the "YOUNGSTERS academy", Dortmund	32,500.00
	Special financing of SOS Children's Village (carol singing 2018), Dortmund	17,500.00
	Fancamp NRW 2019 – holiday camp for young football fans, Bochum	1,500.00
DIVERSITY	Financing of youth club fittings for young BVB fans, Dortmund	7,000.00
	Participation by the German team of footballers with and without disabilities at the Special Olympics Unified Cup in Chicago	10,000.00
	Ongoing financing of the "90 minutes against the right" project, Dortmund	15,000.00
	Financing of an inter-cultural project to promote mutual acceptance and respect, Dortmund	5,000.00
	Ongoing financing of the BVB Learning Centre, Dortmund	20,000.00
	Special financing of the BVB Learning Centre (carol singing 2018), Dortmund	17,500.00
	"Aktion runder Tisch BVB und Borsigplatz" integrative youth project, Dortmund	4,000.00
	Summer camp 2018, Holzwickede	3,000.00
COMMITMENT	Holiday leisure activities for socially disadvantaged and refugee children at the Sorpesee, Dortmund	8,284.00
	Costs of a new kitchen for a homeless initiative to optimise the weekly food supply, Dortmund	4,995.00
	Special financing of the Gast-Haus (carol singing 2018), Dortmund	17,500.00
	Winner of the "Volle Pulle Zukunft" competition for projects, Dortmund	3,516.00
	Winner of the "Volle Pulle Zukunft" competition for projects, Dortmund	3,492.00
	Winner of the "Volle Pulle Zukunft" competition for projects, Dortmund	3,000.00
HEALTH	Support for the Löwenzahn outpatient children's hospice service, Dortmund	10,000.00
	Special financing of the Lensing Media aid organisation (carol singing 2018), Dortmund	17,500.00
	Cost of balancing course play equipment for a nursery school play area, Dortmund	10,394.00
	Renovation of unused nursery school premises and conversion into an activity/multi-purpose room, Dortmund	10,000.00
HEALTH	Participation in the "Schwimmen" action plan to improve nursery and primary school pupils' swimming skills, Dortmund	10,000.00
	Support for the "Life Lolli" campaign to find potential stem cell donors in the fight against leukaemia, Düsseldorf	10,000.00
	Cost sharing for construction of an indoor climbing wall, Dortmund	7,000.00

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203-2
BVB disclosure





Part of the Non-financial Statement

Media and social networks

103-1
103-2

Concept and objectives

Interest in Borussia Dortmund among fans and the general public alike is steadily rising due to the club's sporting successes, participation in international competitions and strategy to raise its international profile. This is due in no small part to the media and social networks, which Borussia Dortmund leverages for its social, economic and athletic development.

In a digital media landscape, we aim to provide the information demanded by a neutral public and our own fans in order to ensure that the club is never more than a click away.

As a listed company, we support the independent press by providing an efficient working environment and a high degree of information transparency. This includes providing professionally prepared content and scheduling a large number of press events and interviews to discussion topics concerning Borussia Dortmund.

The interest in football-related news is high, and we are meeting this demand for more and better information directly concerning the team through the expansion of our Brackel training ground, which will include a new media centre.

As an important pillar of the fan community, we are also shaping the flow of information through our own communication channels and on various social media platforms. Our primary objective

in this regard is to concentrate on the interests of the fans, give them added value and provide increasingly focussed communication channels, tailored to the respective platforms. This includes evaluating individual users' behaviour in order to align our own services more closely to what is being discussed. Borussia Dortmund has implemented a mandatory employee social media and internet communication policy to reduce the risks that could arise in connection with the publication of internal data, inappropriate comments or the use of media for both private and business purposes.

BVB has accounts on popular social media networks such as Facebook, YouTube, Instagram, Twitter and, since February 2019, TikTok. The club also maintains a presence in the growing Asian market with accounts on SinaWeibo, WeChat and Douyin. The advantage of focussing on these platforms is the proximity they afford to fans who are already active on these networks. The downside is that the operators of the respective platforms own the data.

Therefore, BVB is increasingly focussing on creating its own innovative media content and channels, including its own website, a mobile app, which is currently being revamped, original documentary productions in cooperation with Amazon Prime, new TV streaming services and newsletters. BVB will leverage the growing digital opportunities to meet the manifold expecta-

tions of its diverse fan groups worldwide. Another advantage this affords is the ability to directly ask people their opinion and gain key insights into the fans' concerns, wishes and preferences. Furthermore, our own channels are subject to the EU General Data Protection Regulation.

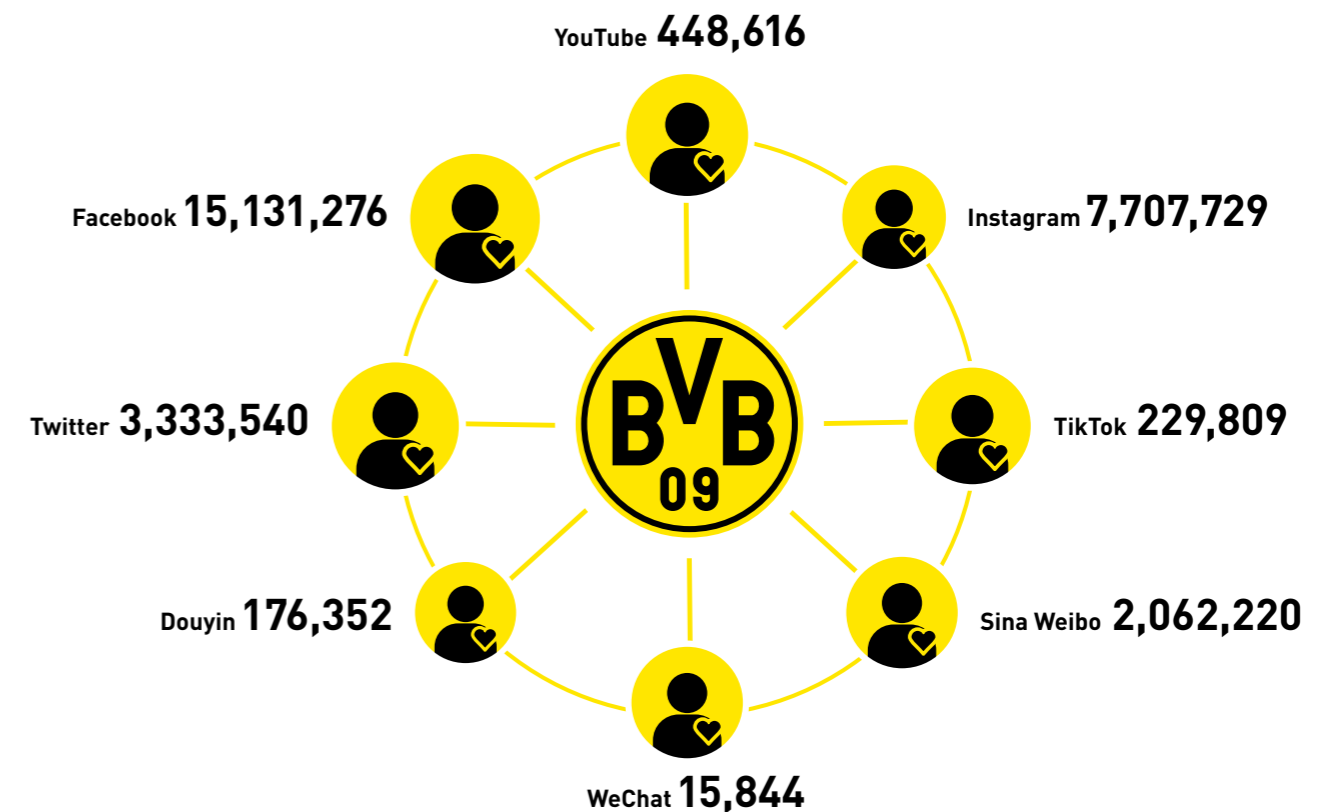
102-10 | Measures and results

Organisational and structural changes were made to corporate communications in consultation with the management. A total of 26 employees, including their colleagues that came from Sports & Bytes GmbH, now work in the department's new offices. This allowed the in-house digital media team to be increased.

Since all of the Borussia Dortmund's own measures put the club's fans front and centre, BVB analysed its communications processes during

the reporting period. This has led in part to us increasingly moving away from distributing content and towards us focussing more on direct interaction. To facilitate this shift, we needed a more precise understanding of users' habits and to increase our department's resources so that it can authentically interact with fans in real time. The social media team was increased from three to six full-time staff to give the content they primarily produce in house a more authentic and personal touch. Going forward, our social media activities will focus more on interacting with fans rather than on extending the reach of the brand.

In the reporting period, Borussia Dortmund had a total of around 29 million followers across its digital platforms (2017/2018: 25 million on Facebook, Instagram, Twitter and Chinese microblogs).



Number of followers on social networks as at 30 June 2019

BVB disclosure



Employment
Occupational health and safety
Training and education
Diversity and equal opportunity

Social responsibility
Employees



103-1
103-2

Employment

Concept and objectives

Our employees are crucial to our success, because we can only achieve our goals and realise our ambitions as a team. Borussia Dortmund is more than just an employer, a quality that is also reflected in our corporate culture. We belong together – in good times and in bad! There is “no us without you” and therefore Borussia Dortmund has a moral obligation towards its employees! Our focus is on “we” – there’s no room for “I” or “me” at BVB. This attitude is evident in our daily interactions with each other. We take on board constructive criticism, focus our efforts to develop solutions and make improvements without losing sight of what has worked well in the past.

102-8

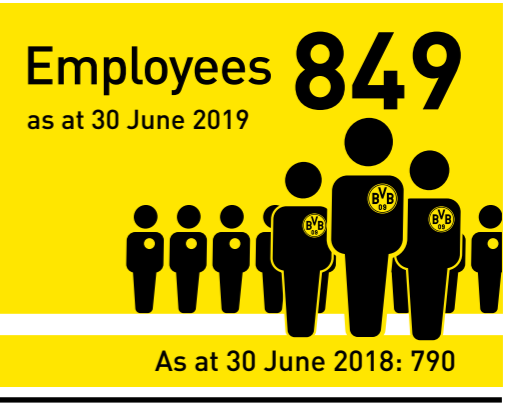
We offer motivated and reliable employees interesting and varied opportunities across a diverse range of departments. As at 30 June 2019, the club employed 849 people during the 2018/2019 season, representing a 7.5% increase against the previous reporting period (2017/2018: 790 employees), of which 57% on a permanent basis and 43% were temporary staff (2017/2018: 59% and 41%, respectively). Most of the temporary staff work in the Sport division. 53% were employed full-time (315 m/133 f) and 47% were part-time (265 m/136 f). In 2017/2018, 54% were employed full-time (298 m/126 f) and 46% were part-time (225 m/141 f). 215 new employees were hired during the season, and the staff turnover rate was 12.5% (2017/2018: 12.3%). Due to fac-

401-1

tors relating to the industry, there is a higher rate of turnover in the Sports, Events and catering and Retail segments at BVB Merchandising GmbH. The average age of employees was 33.9 years (2017/2018: 33.4 years). The number of employees with severe disabilities was at 1% (2017/2018: 1%). 14 employees were on parental leave (2017/2018: 17). 86% returned from parental leave. Aside from our permanent staff, we also have 14 trainees (7 m/7 f; 2017/2018: 8 m/4 f) across 11 different professions. No trainees completed their vocational training during the reporting period.

401-3

102-8



Remunerating employees fairly at commensurate levels is one of the cornerstones of BVB’s employment policy, and contributes to a working relationship built on trust and appreciation. BVB does not discriminate against employees on the basis of their nationality, gender, religion,

ideology, disability, age or sexual orientation, and this also applies to the club's wage policy.

401-2 | BVB makes 16.67% contributions to employee pension saving schemes and capital-forming payments (vermögenswirksame Leistungen) of EUR 13.30/month. In addition, collective bargaining agreements are in place and no provisions for pensions are recognised. Pension contributions are identical for employees, whether they be full-time or part-time. Statutory provisions govern the notification deadlines for any changes enacted by the company. The works councils are the first point of contact for any employee complaints. No employee complaints were lodged during the reporting period.

Our goal is to recruit qualified employees, retain them for the long term and offer them the opportunity to develop, both professionally and personally. Our focus is on promoting employee retention rates. The focus of our human relations work is currently on strategic personnel planning and increasing efficiency in the HR department. The aim of developing the HR structures is to place a further focus on strategic personnel planning.

Measures

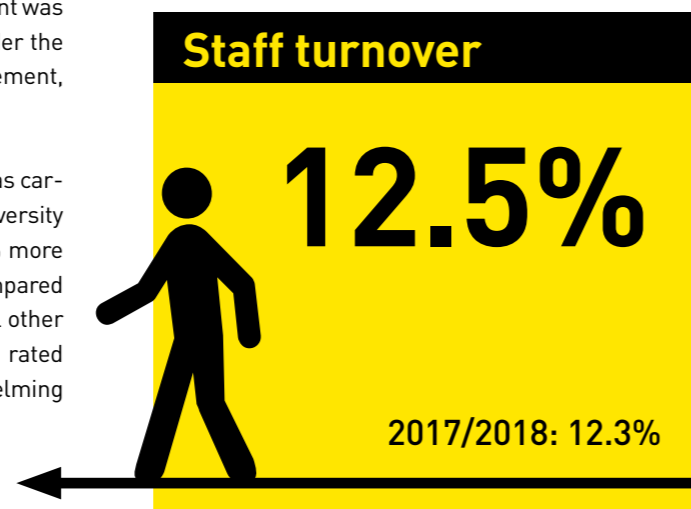
In order to strength the HR department in its role as a company-wide function, the department was established as its own functional area under the direction of the Chairman of the management, Mr Hans-Joachim Watzke.

The second structured employee survey was carried out with the assistance of Ruhr University Bochum in September/October 2018. 28% more employees completed the survey than compared to the first survey in 2017. Compared to all other companies that were surveyed, BVB was rated as being highly successful and the overwhelming

majority of employees is satisfied or extremely satisfied with their work. The workplace is regarded as safe. Borussia Dortmund again received favourable reviews for its positive work environment. Compared to the previous survey, higher ratings were given for the working conditions with regard to flexible working hours and sufficient time off as well as the opportunities for professional development.

The results were presented to all departments. Where necessary, individual departments implemented measures to improve internal communication and involve employees. The next employee survey is scheduled for 2021. We expanded our intranet in order to improve communication within the company. For instance, all employee transfers and all job openings are first published on the intranet for everyone to see.

The inaugural annual employee interviews were held with all employees in line with the related guidelines. We also implemented our onboarding process, which introduces and communicates BVB's values to all new employees in a structured manner.



103-1 | 103-2 | **Occupational health and safety**

Concept and objectives

403-1 | 403-3 | Sport, fitness and health are closely linked. This is why occupational health and safety represents a core component of our corporate culture. We want to ensure that our employees and everyone working on our behalf have a safe working environment. In addition to social and humanitarian responsibility, health and safety are also economic factors that are important for keeping our employees motivated.

Our employees and third parties engaged by us are exposed daily to the risk of work-related health risks and other hazards. BVB therefore is not only interested in ensuring the occupational health and safety of its team but also for that of the team behind the team. We strive to do everything in our power to provide each of our employees with a safe workplace and safe working conditions.

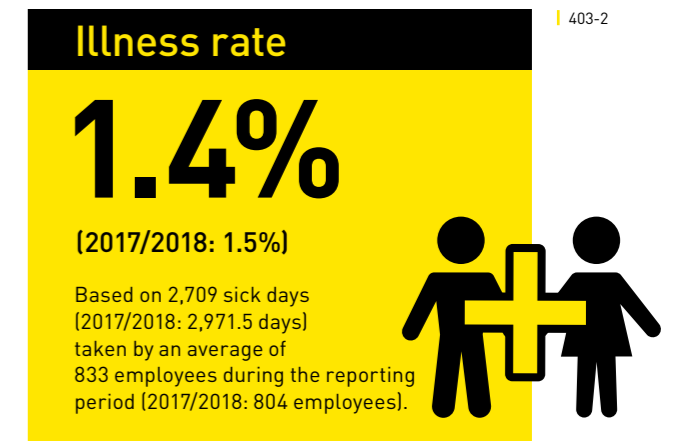
We engage external service providers to ensure that the club's various construction projects comply with the statutory occupational health and safety requirements and to conduct corresponding safety audits at employee workstations.

Measures

During the reporting period, BVB trained 17 first responders, 9 first responders specialising in first-aid at education and childcare facilities (Football Academy) and 11 fire safety specialists,

of which 6 are also trained evacuation specialists. The medical care provided to BVB employees was standardised and the existing cooperation with BVB Merchandising GmbH was applied to the entire Group.

All employees were offered flu vaccinations free of charge. Beginning with the 2018/2019 season, BVB employees have free access to a gym. In order to promote a healthy diet, the experience gained in this area from professional sports is used to shape the nutritional offering at the staff cafeteria.





103-1 | **Training and education**

Concept and objectives

The club's desire to continue to improve is a defining element of our corporate culture. In the fast-paced competition for talented individuals, we have only managed to be successful by being prepared to learn new skills and meeting change head on. Borussia Dortmund is growing and becoming increasingly international. In turn, the tasks are becoming more complex. For this reason, training and educating our employees as needed is a central component of our personnel development concept so that we can continue to meet the demands placed on us in the future and to ensure that our employees keep up on their qualifications in a rapidly changing working environment.

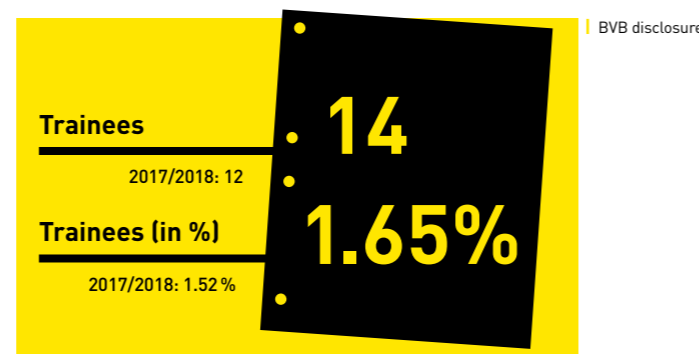
are not so typical for football clubs. We value trainees highly because they gain experience in a variety of departments during their traineeship, and they bring their experience with them wherever they go.

Measures

We worked together with the educational centre of our sponsor WILLO to develop a catalogue of continuing education seminars for BVB. In addition to various levels of English-language courses, our employees can now also enrol in Spanish-language classes. The guidelines developed for the employee interviews is now binding for all supervisors. Beginning in the 2019/2020 season, a seminar management tool will centrally record and evaluate all continuing education and training seminars held. No trainees completed their vocational training during the reporting period. The percentage of trainees hired is therefore not relevant (2017/2018: 80%).

404-3 | The need for continuing education and training varies greatly from individual to individual. That is why we do not apply a one-size-fits-all approach and instead plan these measures individually with each employee as part of the annual employee interview. BVB offers its employees individualised internal and external continuing education and training opportunities for this purpose.

Against the backdrop of demographic change and to meet our need for qualified employees, we focus on promoting our own talents through the ranks and offer training in 11 professions. BVB offers training not only in professions that are typical for the industry, but also in areas which



103-1 | **Diversity and equal opportunity**

Concept and objectives

As an employer, we have an obligation to work together with our staff to ensure that our employees receive equal treatment and enjoy equal opportunity. Because of the values that we cherish, it goes without saying that we treat our employees and applicants equally, regardless of their nationality, gender, religion, ideology, disability, age or sexual orientation. As a company based in the Ruhr region, we have a diverse, multinational workforce.

Complaints procedure

No neutral complaints department or ombudsman has been established, although there is an anonymous suggestion box at headquarters. The works councils are the first point of contact for any employee complaints. No instances of discrimination on the basis of nationality, gender, religion, ideology, disability, age or sexual orientation have been reported.

Measures

BVB has a varied and international community of fans of all ages. In this regard, our diverse staff plays to our advantage. The personnel development concept on continuing education and training, which is a product of our first employee survey in 2017, plays a major role in this context.

Borussia Dortmund believes that a corporate culture built on diversity, respect and acceptance is the basis for innovation, creativity and internationality.

102-8 | **Gender-specific issues**

At just under one-third (31.7%; 2017/2018: 33.8%), the share of women on staff at Borussia Dortmund is clearly small. As at the reporting date, 269 women (2017/2018: 267 women) and 580 men (68.3%) (2017/2018: 523 men (66.2%)) were employed by Borussia Dortmund during the reporting period. The nine-member Supervisory Board includes Silke Seidel as the only woman, and no women are currently included at the management or directors' level at Borussia Dortmund.

Age groups of our staff:

	2018/2019	2017/2018
▶ < 20 years:	13%	14%
▶ 20-34 years:	47%	47%
▶ 35-49 years:	25%	25%
▶ 50-59 years:	9%	9%
▶ 60 and up:	6%	5%

BVB's professional squad employs players from: **15 countries**



CURRYWURST

BVB 09 Echte Liebe. BVB 09 Echte Liebe.

Spectator safety

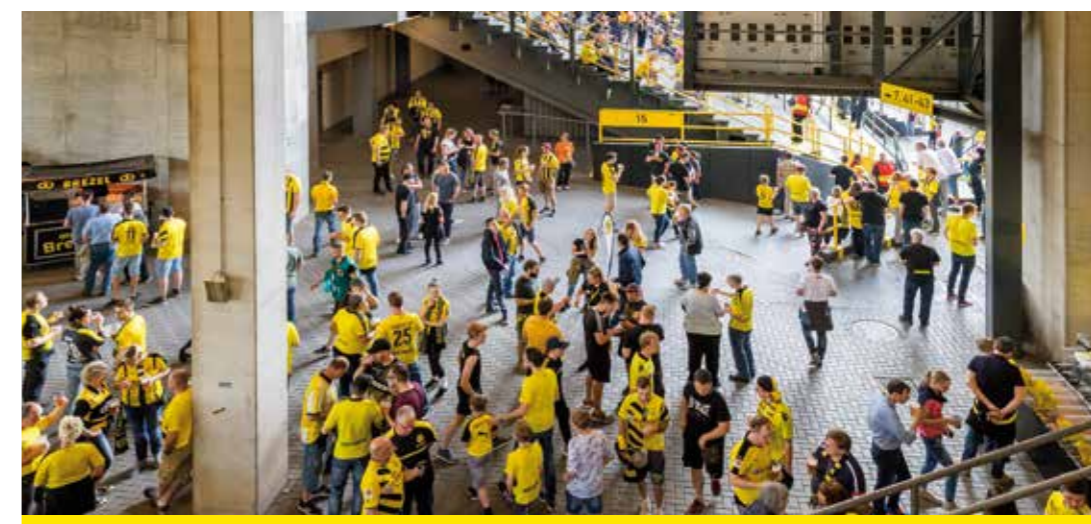
Stadium quality

Service quality

Product safety and product quality



Social responsibility
Product responsibility



Part of the Non-financial Statement

Spectator safety

103-1 | 103-2 | 416-1 | Concept and objectives

Our top priority is ensuring the safety of visitors to SIGNAL IDUNA PARK. The management team has lead responsibility for ensuring safety and acts as a role model when it comes to preventative action and compliance with security requirements. All employees and individuals working on behalf of BVB are obliged to act in a way that helps to ensure a safe stadium experience and to avoid any security risks.

103-3 | 416-1 | In accordance with the DFB's regulations concerning the "Certification of security management in professional football" (Zertifizierung des Sicherheitsmanagements im Profifußball), Borussia Dortmund introduced a security management system and documented the organisational processes. The security management system is refined on an ongoing basis and reviewed and certified annually by an independent third party. Security provisions and regulations are implemented systematically. Structured planning, measures and management ensure that agreed security standards are maintained and developed further. Furthermore, BVB strives to protect its spectators from every form of discrimination.

410-1 | We promote an awareness of security-related issues among our employees. Accordingly, we conduct drills of recurring safety procedures and ensure that downstream security staff undergo regular training and ongoing advanced training courses. We make an efficient office organisation

205-2 |

and suitable management premises available for the event management team. We are preparing to introduce staff scheduling software for the stewards. This is intended to further optimise the processes, including with regard to the stadium access controls for employees.



930
stewards in total

720
stewards at home matches, thereof approx. 150 externals

In addition to the ongoing modernisation measures, the maintenance work is of particular importance due to the age of the stadium's core. In order to ensure traffic and operational safety, BVB continuously inspects the structure of the stadium by conducting internal inspections and inventories and remedying any identified defects. This can be a rather complex process, since more extensive work can usually only be carried out during the summer break. In the past few years, this included the work to reinforce the stand-

ing-room terrace, the work to renew concrete surfaces and structures in the upper stands and the maintenance work on the stadium's pylons.

That a catastrophe might take place in the stadium also cannot be ruled out. Stadium catastrophes can include fire, stampedes, potential terrorist attacks or other acts of non-political violence. BVB employs a large number of measures to mitigate these risks, including: structural measures for securing the façade and emergency exits/evacuation routes; organisational measures such as steward performance and reliability reviews, security training programmes to teach stewards how to prevent other types of catastrophes and annual evacuation drills; and technical measures such as safeguarding and monitoring the access roads and safeguarding the property on non-match days. The scope of the security plan has been expanded around the topic "terror".

The benefits of a voluntary crisis management team drill held immediately before the attack on the team in 2017 are still fresh in the memories of the BVB staff. Extensively drilling what to do in an emergency can save valuable time and improve the effectiveness of contingency measures. Another crisis management team drill is currently being prepared for the first quarter of 2020.

Measures and results in the reporting period

Following the extensive security training course that our stewards completed in April 2018, further training courses were held during the reporting period. The team leaders underwent anti-gender bias (sexism) and anti-discrimination training.

Personnel-related measures included the hiring of a full-time security manager, which is a newly established position, who oversees the stewards and the team responsible securing and protecting the property. Organisational measures included the implementation of a new visitor management system in the stadium with a new electronic registration process that visitors can access via BVB's intranet.

Weather reports updated by the German national weather service form part of the security assessments for every match day. A specific "Severe weather" action plan was formulated during the

reporting period that, among other things, sets out what to do in the event of a lightning strike or what safety considerations must be taken into account when opening entrances during severe weather.



The discussions about improving the beverage cups sold at SIGNAL IDUNA PARK also included environmental and security concerns. Prior to the introduction of single-use cups there had been multiple incidents of fans suffering head injuries after being hit by cups on the south terrace. In light of this, fans in the south terrace will initially not receive reusable cups.

Undercover personnel conducted and will continue to conduct quality assurance checks under real-life conditions on match days. They test the stadium knowledge of the stewards, access controls, etc. in order to identify any deficiencies and draw the appropriate conclusions.



103-1 | **Stadium quality**
103-2

Concept and objectives

Borussia Dortmund combines exciting football, first-rate facilities and excellent customer service to give fans an unforgettable experience when they visit the stadium. This section focuses on the relevant structural and operational aspects to ensure that the club remains competitive and can provide the expected amenities.

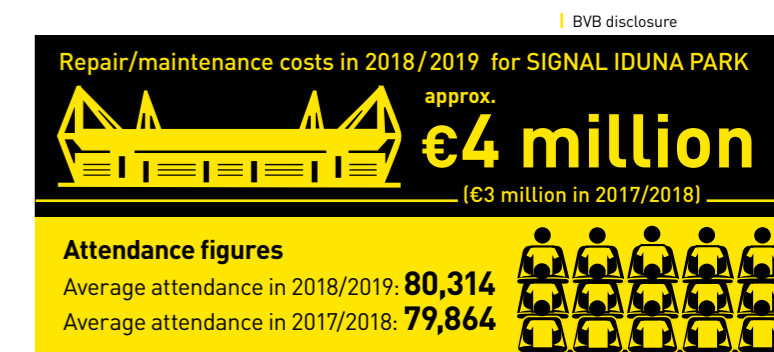
In principle, our aim is to meet the expectations of our stadium visitors and, at the same time, to satisfy the licensing requirements of the relevant associations. Since opening in 1974, SIGNAL IDUNA PARK has undergone three major expansions and continual modernisation to become one of Europe's largest and most legendary football stadiums. We want to give as many of our fans and football enthusiasts as possible a unique and safe stadium experience. That is why we track attendance rates and survey visitors for feedback, which we use to improve our services and to address any complaints.

A highly complex mix of influencing factors and a large number of internal and external participants must be taken into account to maintain and improve the level quality at the stadium. We use computer-assisted facility management tools to efficiently organise the operation as well as the planning and implementation of modernisation and repair measures. Because there's no such thing as a break for the stadium! Numerous events are held at the stadium throughout the

year, not just on match days. In addition to the more than 120,000 visitors that took part in the stadium tours all year round, the stadium was also a venue for this year's Protestant Church Assembly; some 30,000 congregants attended the closing service at the stadium.

Measures

The maintenance work on the pylons on the stadium's north and east sides was completed during the reporting period. The repair and maintenance of the public toilets continues to be a fixed component of the repair and maintenance plan: four toilet facilities on circulation levels and another two for the lounges were modernised during the reporting period. New LED flood lights were installed as planned during the summer break. The new lights improve the lighting on the pitch considerably. Maintenance work is planned on the roofs support beams and an LED advertising board was installed in the upper stands.





103-1 | **Service quality**
103-2

Concept and objectives

The focus of BVB's high-quality services lies on the fans. Our fans rightfully expect to be treated like family and not like customers.

The fans cannot opt for a competing product if they are unsatisfied. "Real love" isn't a commodity, it's a goal we strive to achieve every day by engaging our fans and offering them high-quality services. Whether in our everyday activities, in the stadium, in one of our shops or online, BVB aims to continuously improve the quality of our services in a way that is economically responsible.

Our goal is to provide fans personal, friendly support when they contact us with questions or concerns. It is important that we harmonise our services on the basis of our defined standards. The quality of the service should not depend which department or which contact person a BVB fan turns to. We are improving and consolidating our customer support services in order to ensure that a high standard of quality across the board.

BVB's customer service reps strive to give fans direct support via telephone, e-mail or social media. If this is not possible, they aim to respond within 48 hours.

As fan advocates, the customer service reps provide fans fast and friendly support.

Fans can rate the service quality online at any time. We want to make the process transparent and measurable. Our goal is for our average customer service rating to be better than 2.0 out of 6 (with a score of 1.0 being the best). During the reporting period, the rating was between 1.7 and 1.8.

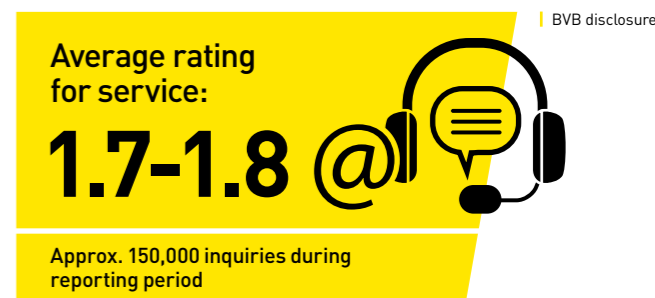
Measures

In October 2018, Service was formed as a separate department with 10 salaried employees who process some 150,000 inquiries every year. Unlike many other Bundesliga clubs, Borussia Dortmund has its own call centre staffed by BVB employees. This is part of the club's focus on its fans.

We are introducing new enterprise software in two stages: The new customer relationship management (CRM) software to be installed at the end of the year will modernise, harmonise and streamline the ticket system and processes within the Service department. The employees will also be trained in the new systems. A new ERP system will be introduced in 2020. Service-relevant processes were taken into account at the start of the project.

BVB disclosure

A training programme on Company-wide service standards was developed during the reporting period and will be offered beginning in summer 2019. The programme will teach the customer service reps how to incorporate key tenets of BVB's identity in their interactions with fans. The programme will also convey BVB's standards with regard to communicating with fans and addressing their questions and concerns.



BVB disclosure



103-1
103-2

Product safety and product quality

Events and catering

Concept and objectives

SIGNAL IDUNA PARK has been expanded in several phases. The focus of this expansion has always been to give as many fans as possible the best possible experience. Catering to the fans' growing demands for high-quality facilities and refreshments presents enormous logistical challenges in what is a very confined space. We strive to enhance the stadium experience through first-rate facilities and by offering our fans premium services. Five years ago, BVB Event & Catering GmbH was formed as a strategic step towards single-handedly fulfilling requisite quality and service requirements.

BVB complies with the strict legal requirements governing product quality in Germany and always strives to meet the expectations of its discerning fans. We offer our products and services at

affordable prices. Our prices for beer and bratwurst on the circulation levels are some of the most affordable of all first and second Bundesliga clubs.

As a rule, where possible, we no longer want to buy convenience food products for the VIP areas so that we will be able to offer our fans a wider range of quality, fresh food. We are steadily reducing the share of convenience food products. On some match days we offer almost no such products at all.

BVB is very selective in its choice of vendors. Its decisions take into account the certificates awarded to the companies in question, as well as the efforts made by them to improve sustainability and quality. Particular emphasis is placed on the "QS certification mark", the "IF Wholesale" and the "MSC sustainable fishery certification" certificates.

Naturally, this quality is maintained by adhering to refrigeration chains and by ensuring that products are stored and processed properly and in line with stringent hygiene standards (HACCP).

Measures and results

We will position dedicated staff in the hospitality areas who visitors can turn to for any questions or requests. This will allow us to offer even better and more individual customer service.

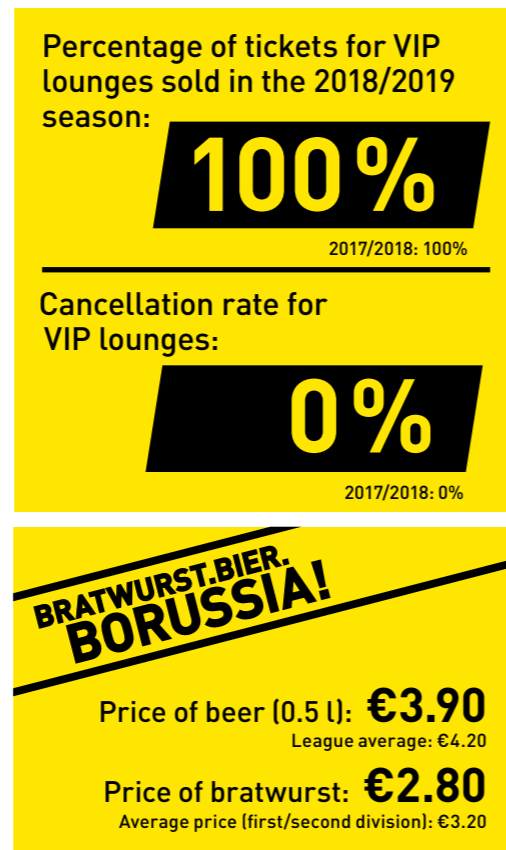
We place great value on preparing the food we serve as authentically as possible. One such example is the couscous salad that we prepare according to the recipe of one of our kitchen staff members, who comes from Morocco.

One of our friendly service staff members is available at each home match to field any questions and complaints. All issues are addressed directly or at the latest by the next home match.

1,125 service staff attend to our visitors on match days: VIP and hospitality catering (380), public areas (500), kitchens and buffets (185) and logistics/supervisors (60). During the reporting period, BVB again had some of the Bundesliga's lowest prices for beer and bratwurst. Visitors purchased an average of 0.7 snacks and 1.3 beverages on the circulation levels.



BVB has partnered with food manufacturer Rügenwalder Mühle to further meet the demand of our fans and diversify the club's offering of vegetarian and vegan options at the stadium.



| BVB disclosure



Merchandising

Concept and objectives

We offer our fans high-quality products that they can enjoy for years to come. We have implemented a corresponding quality assurance process that we review and update on a regular basis.

We have revamped our product range strategy in order to offer our fans a more attractive products between seasons. The seasonal catalogue's set product range was replaced by a dynamic product range. While the basic collection will continue to be sold during the course of the entire season, special collections and limited edition products will be added to the product range in order to encourage fans to visit the BVB fan shops and the online shop.

Key features of the new product range strategy:

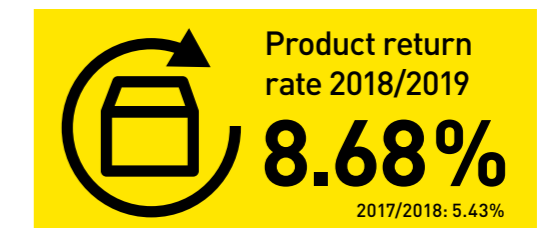
- Short lead times associated with production in Europe and Turkey
- BSCI standard as minimum criterion when selecting our partners in the supply chain
- Product safety checks for all products
- Less complex purchasing processes through significant reduction of vendors while maintaining high level of transparency in the supply chain

We also want to make our product range more appealing to our fans by directly incorporating their suggestions and information from the BVB service area into our product development.



Measures

An independent and renowned German testing institute tests all products in accordance with European standards and laws to ensure that our products do not contain hazardous chemicals. Together with external experts, a risk assessment is carried out at an early stage of the product development phase. Hence, no products reach the market without having been reviewed. Every production batch and every production re-run is examined.



| BVB disclosure





Energy and emissions

Mobility

Water and waste water

Use of resources

Environmental responsibility



103-1 | **Energy and emissions**
103-2

Concept and objectives

The responsible consumption of energy and the reduction of harmful emissions are our primary environmental goals. Our focus is on becoming more energy efficient, reducing harmful emissions and using environmentally friendly renewable energy. We collect and analyse information about our energy usage so that we can reduce it. We encourage and promote the generation and consumption of renewable energy. BVB also encourages its fans and club members to make the switch to green energy. We will continue to refine our energy management system in an effort to further reduce our carbon footprint. This will include evaluating our carbon footprint on a regular basis and reporting on both aspects in our Sustainability Report.

Results and indicators

Match operations require lots of energy. Borussia Dortmund powers SIGNAL IDUNA PARK and its FanWelt service centre using 100% green energy generated from hydroelectric power plants in Germany and supplied by LichtBlick. Borussia Dortmund sources the heat needed for SIGNAL IDUNA PARK, the training ground and the headquarters building from Dortmunder Energie- und Wasserversorgung GmbH (DEW21), a local supplier. In 2011, the Borussia Dortmund invested EUR 1.9 million to install 8,768 solar panels in the form of the BVB logo across 8,300 m² on the roof of SIGNAL IDUNA PARK. In 2018, BVB fed 485,000 kWh of green electricity back into

Dortmund's electricity grid (2017: 521,000 kWh), reducing CO₂ emissions by 230 tonnes (2017: 253 tonnes of CO₂ recalculated) compared to the German electricity mix – enough to power 135 three-person households with clean energy for an entire year.

305-5

As a part of our "Strom09" energy conservation campaign, we teamed up with our electricity provider LichtBlick to further reduce our CO₂ emissions and the resources we consume. The award-winning green energy supplier has been a passionate proponent of the green energy revolution since 1998. The more people are supplied with green energy, the cleaner the energy that flows through our electricity grids. BVB therefore launched its "Strom09" campaign to raise its fans' awareness of environmental issues and encourage them to make the switch to green energy.

305-5

Since 2013, the objective of the "Strom09" campaign has been for BVB and its fans to collectively reduce CO₂ emissions by 81,365 tonnes – equivalent to one tonne per seat in the world's most beautiful stadium.



To support this initiative, BVB's "leuchte auf" foundation has teamed up with our partner LichtBlick as part of the "Volle Pulle Zukunft" environ-

mental protection project to promote social and environmental projects in Dortmund. In order to reach the Storm09 campaign's next milestone (reducing CO₂ emissions by 68,600 tonnes), three Dortmund-based community organisations received green energy free of charge for one year in August 2018: Kinderladen Pfiffikus, Familienzentrum Schiffskoje, and Ährenkorn e.V., an association dedicated to supporting single parents. Furthermore, each organisation also received a cash donation of EUR 1,300 to pay for urgently needed materials. The 80,000-tonne-mark had been reached as at June 2019. When it achieves its primary objective, LichtBlick intends to once again team up with BVB to sponsor an initiative with EUR 5,000.

Emissions

Borussia Dortmund's emissions are accounted for and classified into three categories known as scopes in accordance with the principles of the Greenhouse Gas Protocol (GHG Protocol). Scope 1: direct emissions from owned or controlled sources; scope 2: indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company; scope 3: all other indirect emissions

that occur in a company's value chain. In derogation of the GHG Protocol, all figures refer to the quantity of CO₂ and not to CO₂ equivalents. Scope 1 includes CO₂ emissions generated from the Artrion HQ building's natural gas heating systems, the Brackel training ground, the Footbonaut and the Football Academy, as well as the CO₂ emissions attributable to the fuel consumed by the vehicle fleet.

In 2018, the scope 1 emissions amounted to 1,115.8 tonnes of CO₂ (2017: 1,085.6 tonnes of CO₂), of which 308.1 tonnes of CO₂ (2017: 380.0 tonnes of CO₂) was attributable to the heating systems and 807.7 tonnes of CO₂ (2017: 705.6 tonnes of CO₂) to the fuel consumed by the vehicle fleet. The year-on-year increase in scope 1 emissions by 30.2 tonnes of CO₂ (2.8%) was due primarily to the rise in fuel consumed by the vehicle fleet. Scope 1 emissions were calculated in accordance with GEMIS 4.95.

Scope 2 includes CO₂ emissions from the electricity consumed for operating SIGNAL IDUNA PARK, the Artrion HQ building, the training ground, the Football Academy, the August Lenz House and the FanWelt service centre, as well as

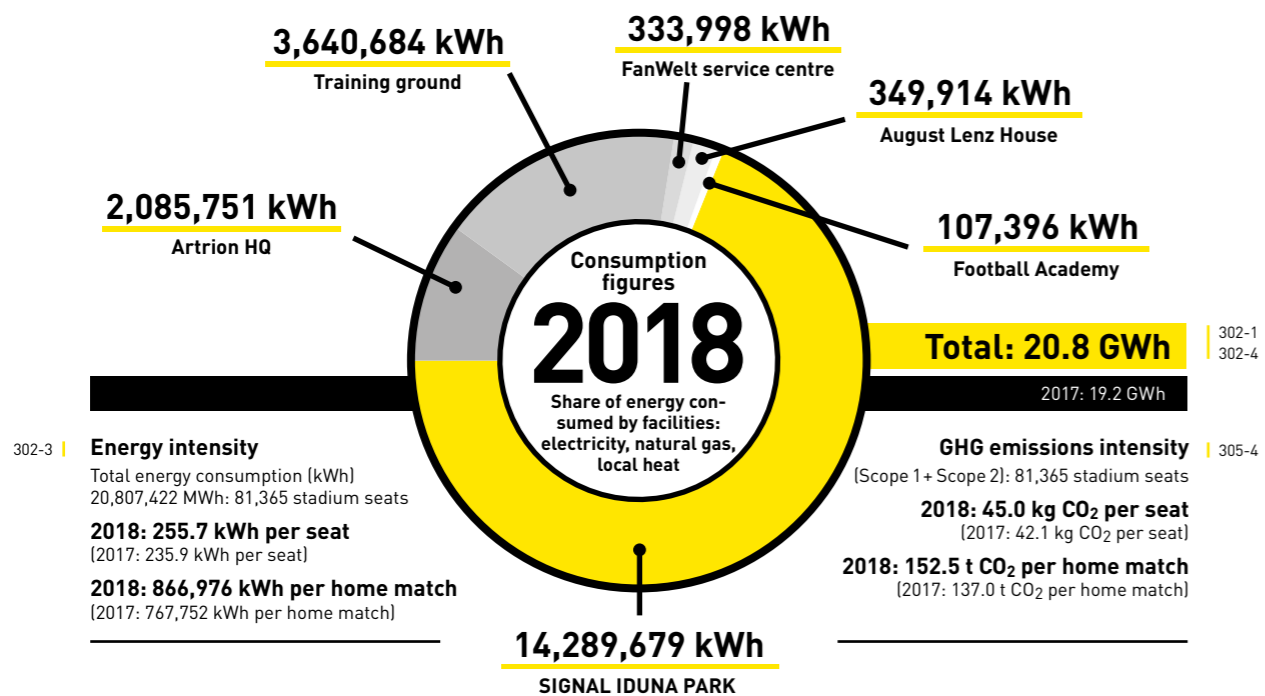
the CO₂ emissions from the local heating supply for SIGNAL IDUNA PARK, the Brackel training ground, the Footbonaut and the August Lenz House. In 2018, the market-based scope 2 emissions amounted to 2,543.2 tonnes of CO₂ (2017: 2,340.7 tonnes of CO₂), of which 301.5 tonnes of CO₂ (2017: 425.8 tonnes of CO₂) was attributable to the electricity consumed and 2,241.7 tonnes of CO₂ (2017: 1,914.9 tonnes of CO₂) to the supply of local heating. Based on the forecast average German electricity mix of 474 g of CO₂/kWh in 2018 (German Environment Agency; 2017: 486 g of CO₂/kWh), location-based emissions attributable to the consumption of electricity amounted to 4,832.0 tonnes of CO₂ (2017: 4,672.9 tonnes of CO₂ (recalculated)). This results in a reduction of 4,530.5 tonnes of CO₂ due to the use of green energy (2017: 4,247.1 tonnes of CO₂ (recalculated)). The data on the CO₂ emissions attributable to electricity were provided by the respective utilities and the figures on the emissions attributable to heating were calculated using the emissions factor 242.034 g of CO₂/kWh in accordance with GEMIS 4.95 applied for the district heating mix in Germany.

Scope 3 includes all other emissions related to manufacturing and transportation processes in the Company's upstream supply chain and the emissions attributable to fans travelling to and from the stadium venue. No detailed information on these two sources is currently available.

Local heating supply

Borussia Dortmund obtains its heat from Dortmundenergie- und Wasserversorgung GmbH (DEW21). In a local heating system, thermal energy produced at a central heating plant is distributed to various customers in a city or town. In contrast to district heating, local heating pipelines are seldom longer than one kilometre. Borussia Dortmund uses local heating for its stadium, the Dortmund-Brackel training ground and the August Lenz House, the office building near the stadium that is used by BVB Event & Catering GmbH.

Borussia Dortmund's total energy consumption



Energy intensity – SIGNAL IDUNA PARK

Energy consumed at SIGNAL IDUNA PARK: 14,289,679 kWh
 Energy intensity per seat in 2018: 175.6 kWh
 Energy intensity per match and seat in 2018: 7.3 kWh
 Energy intensity per home match in 2018: 595,403 kWh



The use of green energy at SIGNAL IDUNA PARK and the FanWelt service centre alone had the following effects in 2018:
 Reduced LichtBlick's CO₂ emissions by **4,011 tonnes**



103-1 | **Mobility**
103-2

Concept and objectives

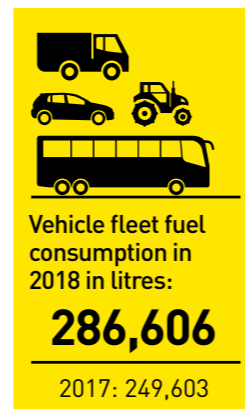
We attempt to implement sustainable transportation policies and differentiate between how our spectators travel to and from the stadium and the mobility and transportation of our employees at the team and company levels. Our goal is to ensure that trips to the stadium are as smooth and environmentally friendly as possible for our fans and spectators, that we provide our team with safe, hassle-free means of transportation and that we reduce the environmental impact of the Company's vehicle fleet.

the City of Dortmund's plans for the Strobelallee trade fair grounds and convention centre, on the basis of which the area around the Strobeallee is to be further developed and upgraded in the medium term. The first milestone is the redevelopment of the Im Rabenloh street, including the western roundabout, to coincide with the kick-off of the European Championship in June 2024. In order to develop our mobility concept, we collected data on our vehicle fleet's fuel consumption and the number of kilometres travelled by train for business trips. We also completed the testing phase of our electric car, which is completely powered by electricity. We have permanently added this vehicle to our fleet and use it for courier services. We are also planning to use alternative means of transportation for travelling between the stadium, the training ground and the headquarters building.

In 2018, the fleet consumed 286,606 litres of fuel (2017: 249,603 litres). This includes the team bus, the management's vehicle fleet, the vehicles used at the stadium and the training ground (lawn mowers, tractors, etc.) and the transport service for youth players. This increase was due to the increased size of the vehicle fleet and the use of the club's own transport service for youth players. That same year, in an effort to go climate neutral, our employees travelled a total of 375,680 kilometres by train (2017: 355,320 km).

Measures and results

In 2018, an average of 80,314 spectators (2017: 79,864) travelled to the stadium per match, of which just under 51% come from the VRR transport authority region. Most of the 31% of season ticket holders who live directly in Dortmund walk to the stadium, some even ride their bicycles. More than half of the fans can use public transport to travel to and from the stadium at no extra charge. In order to accommodate the large number of passengers, Deutsche Bahn works with the City of Dortmund to draw up special match-day timetables and operates extra trains. However, the roads in the immediate vicinity of the stadium reach full capacity on match days on account of the extra traffic, particularly if other events are held simultaneously at the nearby trade fair grounds. Therefore, BVB teamed up with the trade fair grounds to commission a transportation study. This was incorporated in

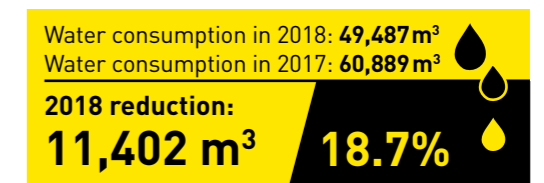


103-1 | **Water and waste water**
103-2

Concept and objectives

Using water responsibly is important to us. Material topics in this area are the intensive upkeep of the stadium pitch and training ground and the wastewater from SIGNAL IDUNA PARK. We collect information about and manage our consumption of fresh water. Furthermore, we use rainwater to irrigate and water our pitches in Brackel in an attempt to reduce our use of fresh water to the bare minimum. To this end, we are gradually installing water metres at individual locations in order to collect more detailed information about our water consumption and determine further savings potential.

SIGNAL IDUNA PARK has a different watering system. However, a monitoring system was installed this season in order to better manage the stadium's total water usage. The system is used as a control and optimisation instrument, making it easier to detect where water usage exceeds normal levels.



Borussia Dortmund's wastewater is routed to the city's canal system in compliance with the applicable requirements. The water used for the pitches is absorbed by the grass or evaporates; any excess water seeps into the ground. The responsible handling of fertilisers or pesticides verifiably prevents these from being introduced into the groundwater.

The fresh water consumption in calendar year 2018 totalled 49,487 m³ (2017: 60,889 m³), of which 23,549 m³ for SIGNAL IDUNA PARK (2017: 42,546 m³) and 22,760 m³ for the Brackel training ground (2017: 15,191 m³). By actively monitoring our water usage and implementing corresponding measures to optimise water consumption, we saved 18,997 m³ of fresh water at SIGNAL IDUNA PARK in 2018 (2017: reduction of 12,998 m³). By contrast, fresh water usage increased by 7,569 m³ at the Brackel training ground (2017: increase of 3,487 m³). In total, we reduced the amount of fresh water we used in 2018 by 11,402 m³ or 18.7% (2017: reduction of 10,412 m³ or 14.6%). This is approximately equivalent to the annual water consumption of around 85 three-person households.

Measures and results

Match operations require lots of energy. The DFB rules and regulations pertaining to pitch conditions do not apply to the training ground. That is why the 20-hectare training ground has both artificial and natural grass pitches. The pitches are watered using a cistern system, which collects water that has seeped into the ground and transports it to the cisterns via a network of pipes.



103-1 | **Use of resources**
103-2

Concept and objectives

We take an environmentally friendly approach to using our natural resources and are committed to keeping the waste we produce to a minimum and to recycling unavoidable waste. This not only reduces our operating costs but also reflects our responsibility and commitment to environmentally friendly business operations.

This applies in particular to food. Our aim is to achieve a high level of vertical integration in the production of prepared food in catering in order to ensure quality and prevent food waste. We also employ an accurate and professional food management system to help our vendors in this endeavour. This helps us ensure that only the quantities of food we actually need are delivered.

In terms of recycling, the first priority is to avoid unnecessary waste and then to recycle unavoidable waste to the highest possible standard. To this end, we analyse our business operations and activities in order to avoid generating waste in the first place and to ensure that any waste is separated as best as possible.

Food management

Wasting food puts an unnecessary strain on the environment because food has to be grown, cultivated, produced, processed and recycled. Four of our primary vendors are already members of United Against Waste, which champions an environmentally friendly, sustainable approach to

food and whose objective is to reduce the mountain of food waste that is produced in Germany every year.

We play our part in achieving this objective by employing our accurate and professional food management system to procure preferably certified food products that we process in an environmentally and efficient manner. Any food waste is then transported 20 km to a nearby biogas plant for recycling.

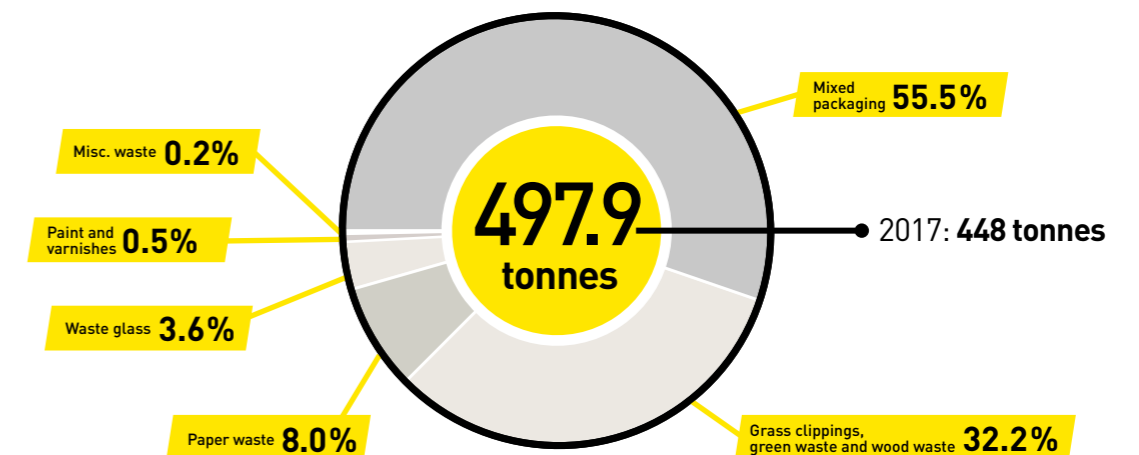
Measures and results

At the start of the 2019/2020 season, BVB introduced its reusable cup system at SIGNAL IDUNA PARK as promised. Together with the German environmental organisation Deutsche Umwelthilfe, the club arrived at an environmentally- and fan-friendly solution that also takes safety concerns into consideration. A pilot project was launched at the beginning of the past season in the family block.

Henceforth, visitors to Germany's largest football stadium will again be served cold beverages in 0.5 litre reusable cups. This means some 1.5 million disposable cups will be replaced by reusable cups. Due to safety concerns, but also at the request and advice of the security authorities, the reusable cups will not be used on the south terrace or in the away team block on the north terrace.

Total waste produced in 2018*:

306-2



*excl. food waste

Borussia Dortmund has also taken other steps to conserve resources: we no longer provide plastic straws in any of the VIP sections, we no longer provide plastic lids for coffee cups, and we provide snack forks made from wood instead of plastic for our popular currywurst.

We are also currently compiling a full inventory of the packaging materials used at SIGNAL IDUNA PARK and are assessing their environmental impact and where there is room for improvement together with the Institute for Energy and Environmental Research (ifeu).

Another objective of this life cycle assessment is to reduce the number of different materials so that the packaging materials can be better sorted for recycling. Result: less mixed packaging is sent to be incinerated to produce energy, and more packaging is recycled.

At the start of the new season, we will begin sorting the following materials: PET plastic cups, paper products (CW cups and our paper beverage carriers).



Waste

BVB quantified the total volume of waste disposed of in 2018 in a waste balance sheet. In total, the club produced 498 tonnes of waste, 11% more than in 2017 (448 tonnes): This is due the increase in grass clippings, green waste and wood waste (161 tonnes, +80%). The club also produced 276 tonnes (-4%) tonnes in mixed packaging (primarily as a result of match operations), 40 tonnes (-19%) in paper waste (100% of which was recycled) and 18 tonnes in waste glass (-13%). Furthermore, we professionally disposed of 2,360 kg of paints and varnishes used for the maintenance work on the pylons, 360 kg of used textiles (now separated), 330 kg of plastic waste (now separated) and 130 kg of fluorescent tubes (-73%). 81% of the total waste was produced at SIGNAL IDUNA PARK (2017: 80%).

Despite our best efforts, food waste is unavoidable. However, by employing our accurate and professional food management system and by carefully processing our food products, we again successfully reduced the amount of food waste generated as compared to the previous year. Despite the increase in other events held at SIGNAL IDUNA PARK and the expansion of the cafeteria menu at the Brackel training ground, we reduced the total amount of food waste by 8.75% to 172.0 m³ (2017: 188.5 m³).



Promoting youth football

Peak performance

Athletic development



103-1 | **Promoting youth football**

103-2

The foundation for achieving our sporting goals is laid at the youth level. BVB has therefore established a broad youth development network that combines sporting, social and economic aspects in various functional areas. BVB Evonik Football Academy and the Youth Academy, which we present in the following, form the primary pillars.

BVB Evonik Football Academy

Concept and objectives

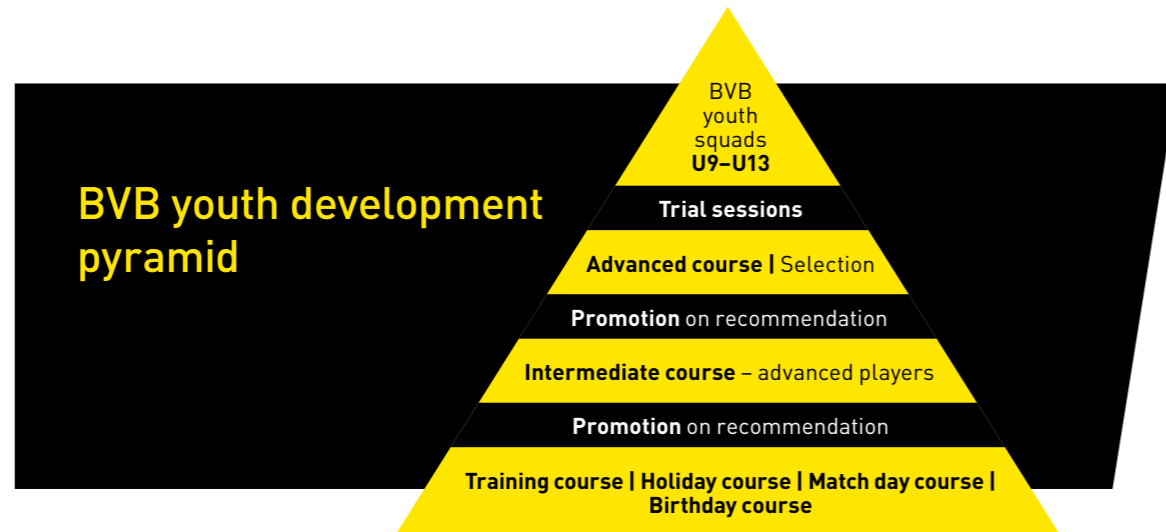
The BVB Evonik Football Academy comprises four structural pillars that we use to reach our target groups. The "Recreational sports" pillar comprises a range of non-competitive holiday, training, match day and birthday courses designed primarily to help children develop a love of the game and Borussia Dortmund. Since Borussia Dortmund appeals to all generations, we want to expand our programmes to other age

groups. Specifically, we are currently planning on introducing early morning walking football sessions for BVB members aged 65 and up beginning in the autumn of 2019.

The "Competitive sports" pillar includes intermediate and advanced courses. We also work closely with our regional partner clubs to further develop players aged 6 and up. Beginning in 2020/2021, we will cooperate with five partner clubs located within 100 km of Dortmund so that we can observe the best prospects on a weekly basis and bind them to the club at an early stage.

The objective of the "Preschools and schools" pillar is to improve the quality of physical education at schools. With this in mind, BVB launched the "Große Klasse!" project to send qualified coaches to assist teachers whose primary area of expertise is often not physical education.

- | | | | | | | | | | |
|---|-----------------------------|---|-----------------------------|---|------------------------|---|--|---|--|
| ■ | Recreational sports | ■ | Holiday courses in Dortmund | ■ | Intermediate courses | ■ | Activities at the Strobellee training centre | ■ | Sponsors |
| ■ | Out-of-town holiday courses | ■ | Advanced courses | ■ | In Dortmund and beyond | ■ | Promoting social measures | ■ | Club consulting |
| ■ | Training courses | ■ | Partner clubs | ■ | Preschools/schools | ■ | Primary School Cup | ■ | German schools abroad |
| ■ | Match day courses | ■ | U9-U11 | ■ | International | ■ | International groups at the Strobellee training centre | ■ | International groups at the Strobellee training centre |
| ■ | Birthday courses | ■ | | ■ | | ■ | | ■ | |
| ■ | Walking football | ■ | | ■ | | ■ | | ■ | |



We also afford schools and preschools the opportunity to participate in other sports-related activities by granting them access to the Strobelallee training centre free of charge and or in the new Primary School Cup, for which 35 primary schools signed up in the first year.

Our "International" pillar comprises our club employees at our overseas locations in Poland, Japan, China and Singapore. We are aiming to also have a presence in the United States and Mexico by the start of the 2019/2020 season. This pillar also includes offers from our sponsors, holiday courses and partner clubs on many continents. Nearly 23,000 people have participated worldwide.

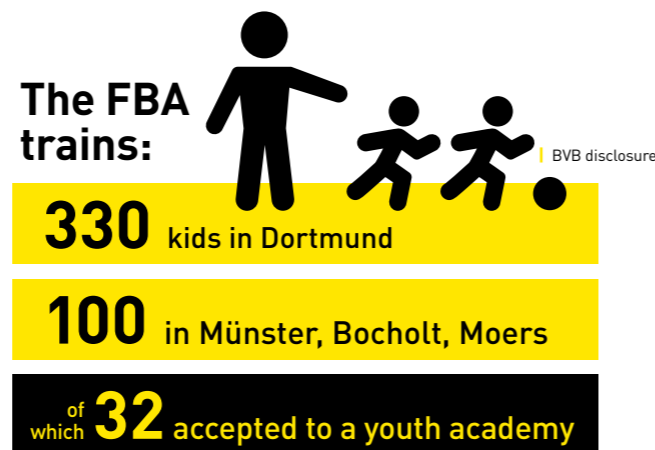
Measures and results

In light of the approach described above, the club made concerted efforts to align the work of the Evonik Football Academy with that of the Youth Academy. We changed the name from "BVB Evonik Football School" to "BVB Evonik Football Academy" to reflect this more comprehensive, holistic approach. We also hired full-time coaches for the U9-U11 age groups and a coordinator responsible for the preschools and primary schools.

We also opened off-campus locations with partner clubs in Bocholt, Münster and Moers. The "Große Klasse!" project was updated and expanded. Together with experts, we have formulated a plan aimed at preventing sexual assault at BVB and protecting our kids.

During the reporting period, 330 children were enrolled in the Football Academy's competitive courses and another approximately 100 kids trained at the new off-campus locations in Münster, Bocholt and Moers. Of the 32 kids and teenagers that made the jump to a youth academy, half of them were accepted to BVB's Youth Academy. 25% of the players in the new U9 group were discovered in the Football Academy's advanced courses.

For more information, see Promoting youth football on pages 78-83.



BVB Youth Academy

Concept and objectives

At our Youth Academy, our highly-qualified team provides the ideal conditions for developing young, talented players into professional footballers. BVB believes that it is responsible for the overall development of the young people in its Youth Academy. This includes not only their development as footballers, but also, and crucially, the development of personalities that are as well-rounded as possible, allowing them to

participate in society and develop resilience in the face of the numerous (negative) influences in professional sport. This, in turn, provides positive feedback that improves their footballing qualities.

We aim to make our Youth Academy even more effective in qualitative and quantitative terms, making it one of the very best in the league. Our customised approach will continue to bear the hallmarks of professionalism and a family atmosphere.

We are focussed on further developing the following four pillars:

Dortmund lads

The first future workshop was held in September 2018 together with Ruhr University Bochum and all relevant groups that work with children and young people. Four character traits were identified: intrinsic motivation; humility; resilience; identification with BVB and the region. The next steps for narrowing the requirements and implementation options were agreed and initiated. This includes workshops and the new performance reviews, which are carried out for every player on a regular basis and include comprehensive input from all parties involved. We will continue to flesh out the programme.

School 2.0

This describes the development of a concept under which three groups work together to help develop and raise our talented prospects: the school, the parents and the Youth Academy. We have conceived this concept as an alternative to private schools. Private schools run counter to one of BVB's primary tenets: humility. This is because they isolate young people even further from "everyday life", which restricts their ability to deal with everyday situations and to interact with others and thus impedes their personal development. Our three public partner schools have formed steering groups which are working to promote the development of the corresponding character traits in the curricula and daily school routines.

Optimising infrastructure measures at the training centre

In addition to expanding the Brackel training ground, we are also planning to improve the quality of the services we offer. This includes a support group to help players transition to adulthood, day boarding school, the youth centre, the integration of host families, tutoring and a continuing education programme for all participants.

Preventing sexual abuse

We are working to establish a Company-wide culture which encourages people to remain vigilant and speak up. Together with the Youth Academy, we are focussing on addressing and preventing the abuse of power, working more closely with the parents and empowering the kids and adolescents.

Measures and results

A large number of measures were taken with regard to the four aforementioned pillars. These range from conceptual workshops focussing on a general framework to tangible, highly age-specific teambuilding measures. In addition to fostering the children's athletic development, the focus is also on improving their social skills, personal development and their identification with Borussia Dortmund's goals and values.

For specific measures, please see pages 78-83

BVB disclosure

Number of youth players in the Youth Academy	190 2017/2018	190 2018/2019
Number of U19 and U17 national titles	14 2017/2018	15 2018/2019
Number of players who signed with first and second division clubs in 2018/2019	12 2017/2018	8 2018/2019



Part of the Non-financial Statement

Peak performance

103-1
103-2

Concept and objectives

For more than 100 years, Borussia Dortmund has stood for intensity, authenticity, community and ambition. We are absolutely determined to achieve great things and to give our fans and club members an unparalleled, intense football experience.

While Borussia Dortmund's primary objective in recent years was qualifying for the UEFA Champions League, both the team's performance last season and the infrastructure investments have led to us setting our sights higher in the coming season: "We will be more ambitious," announced BVB Managing Director Hans-Joachim Watzke. In the coming season our goal will be "to win the Bundesliga."

This goal is the natural progression of the successful rebuild we initiated last year. "We wanted to see the team display a different attitude, a different mentality. As was our hope, this happened under Lucien Favre. We comfortably qualified for the Champions League and ensured that the race for the title went down to the wire," said Watzke. Borussia Dortmund improved on its prior-year performance by 21 points, played its third-best Bundesliga season with 76 points and finished in second place for the sixth time – ten points ahead of Leipzig in third place.

The club's new ambitious stated goal is primarily also a message to the team to sharpen its sens-

es and to focus and work together more. We have laid the groundwork for future success by investing heavily in the Brackel training ground and expanding the support team around the professional squad. The goal is to improve performance and translate this extra boost into points, but not just in the short term.

Watzke said, "From the start, we gave ourselves two summer transfer windows to rebuild the squad and to make us competitive again, both domestically and internationally. We need this second summer transfer window to further optimise, fine-tune the squad. To win major titles you always have to push yourself to the limit. But you also need more experience, more stability, more consistency, fewer individual mistakes and, when it matters most, also more quality. That is the step we're looking to take now."

Marco Reus:
"We have to be more consistent."



Measures

The team

The club announced four big-name signings before the official start of the transfer window on 1 July: Thorgan Hazard, Julian Brandt, Nico Schulz and Mats Hummels. This was made possible by the ongoing efforts of the team surrounding sporting director Michael Zorc, who said: "We played at a very high level for long stretches of the previous season and we also did our homework in the Champions League. We lacked the a bit of the experience and consistency needed to cope with the pressure in the second half of the season. This season we have an obligation but also the motivation to go on the offensive again in the coming years." The four signings and the qualities – experience, creativity and self-confidence – they bring with them will strengthen Borussia Dortmund.

The coaching staff

Borussia Dortmund extended its contract with its head coach Lucien Favre (61) early until 30 June 2021. "Lucien established clear structures and further developed our players," praised sporting director Michael Zorc. "He has met our expectations a hundred percent of the way," stressed Watzke. "It is only logical then that we should want to shape the future together."

The training ground

BVB will be continuously investing in its professional athletic facilities over the next three years and paving the way for Borussia Dortmund's success by expanding the Brackel training centre. Up to EUR 20 million will be invested in several stages to expand the training ground and the Youth Academy, to set up new offices for the sports

management team and to construct a new multi-purpose gymnasium. We want to close the infrastructure gap to Europe's other elite clubs and set a new benchmark in Germany.

The U17 to U23 youth squads

Two familiar faces have returned to strengthen Borussia Dortmund's Youth Academy: As at 1 July 2019, the club appointed Michael Skibbe as the U19 coach and as head coach for all youth squads and brought in Otto Addo in the newly created role of "talent coach" to help bridge the gap between the youth and professional squads. "In Michael Skibbe and Otto Addo we are professionalising our fundamentally important U17 to U23 youth squads to ensure that we have a well-stocked pipeline of talented youngsters for the senior team," said sports director Zorc. The Youth Academy coordinator Lars Ricken stressed: "These two hires are strategic, long-term decisions for the future so that we can develop our young players as best as possible."

Standings in the 2018/2019 season

		Played	W	D	L	GF/GA	Diff.	Pts.
1.	FC Bayern München	34	24	6	4	88:32	+56	78
2.	Borussia Dortmund	34	23	7	4	81:44	+37	76
3.	RB Leipzig	34	19	9	6	63:29	+34	66
4.	Bayer 04 Leverkusen	34	18	4	12	69:52	+17	58

BVB disclosure



Our financial performance

Economic factor in the region

Responsible purchase

Compliance and risk management

BVB brand

Sponsors

Economic approach



103-1
103-2
102-2
102-6

Our financial performance

Concept and objectives

Our financial activities are geared towards our fans and business partners. But we also understand how important it is to be socially responsible. Products and services should be tailored to the aforementioned groups as closely as possible. The behaviour, attitudes and opinions of the fans exert a considerable influence over BVB's activities and vice versa.

BVB pursues the strategic objective of defending its position in the top flight of the Bundesliga and qualifying for the UEFA Champions League in the long term. But since footballing success is difficult to plan, the management is responsible for creating a solid and ambitious foundation for success. Sporting investments – both in the professional squad and in the promotion of up-and-coming talent – are an absolute must if BVB wants to meet its sporting and thus its financial objectives.

At the same time, a sustainable economic approach also means having to postpone or redefine investment decisions if they can only be realised by incurring new debt. In order to make its future financial performance less dependent on sporting success, Borussia Dortmund is driving forward the national and international marketing of its popular brand name. Borussia Dortmund intends to use the potential at its disposal to optimally exploit the commercial opportunities inherent in professional club football.

The club's long-term relationships with its chief partners, SIGNAL IDUNA Group (ending 2026), Evonik Industries AG (ending 2025) and PUMA SE (ending 2020), play a key role in this process.

The current business strategy can principally be summarised as follows:

- ▶ Sustainably adjusting athletic prospects
- ▶ Intensifying the promotion of up-and-coming talent
- ▶ Increasing fan involvement
- ▶ Utilising and maintaining the Borussia Dortmund brand

Borussia Dortmund's return to the UEFA Champions League again affords the club the opportunity to consolidate its standing as one of Europe's top teams and to once more share in the profits distributed for participating in the lucrative competition. In addition to the prestige associated with the UEFA Champions League, the new models for distributing TV marketing income and the significantly higher pay-outs are what make participating in the competition so lucrative. The national TV rights for the 2017/2018 to 2020/2021 cycle were sold for a record EUR 4.64 billion. Together with the international TV rights, the revenue could exceed EUR 6 billion.

Borussia Dortmund is investing in the infrastructure for the team in order to further professionalise the team and boost its performance on the pitch. Borussia Dortmund also views the team's success on the pitch as an opportunity to tap foreign markets by increasing its media coverage as part of an internationalisation strategy that is adapts to the current conditions.

Continuity remains the focus of Borussia Dortmund's approach to marketing advertising space. A majority of the advertising revenue is already fixed due to the club's long-term partnerships with its sponsors.

Other results and indicators

Of the numerous financial indicators available, Borussia Dortmund focuses on those specific indicators that have been primarily used to steer the Company in recent years. Revenue, for example, is a decisive indicator of the Company's financial position. Management uses this indicator to internally manage the Company, knowing full well that this indicator alone is not sufficiently meaningful.

Revenue in 2006/2007 amounted to EUR 97.1 million. Since then, revenue has more than quadrupled, thanks to a combination of solid commercial performance, sporting success and stringent brand management. Borussia Dortmund generated revenue of EUR 489,524 thousand in the financial year (2017/2018: EUR 536,043 thousand). Income from transfer deals was the only revenue item to decrease in the current financial year.



financial years and in interim controlling. The result from operating activities amounted to EUR 23,501 thousand (2017/2018: EUR 38,974 thousand**), while the consolidated net profit for the year totalled EUR 17,391 thousand (2017/2018: EUR 31,705 thousand**). The operating result (EBITDA) is another key indicator. This is due to the high level of investment activity and the associated considerable burden from depreciation, amortisation and write-downs. As a result, EBITDA (EBIT adjusted for depreciation, amortisation and write-downs) has been selected to better benchmark the Company's annual performance.

In the past financial year, the operating result amounted to EUR 115,983 thousand (2017/2018: EUR 137,306 thousand**). The result from operating activities (EBIT) and EBITDA (EBIT adjusted for depreciation, amortisation and write-downs) are rounded out by cash flows from operating activities, another component used for the Company's internal planning that forms the basis of the Company's strategic alignment. Cash flows from operating activities amounted to EUR 144,525 thousand in the 2018/2019 season (2017/2018: EUR 170,361 thousand**).

For more financial information, please see our Annual Report.

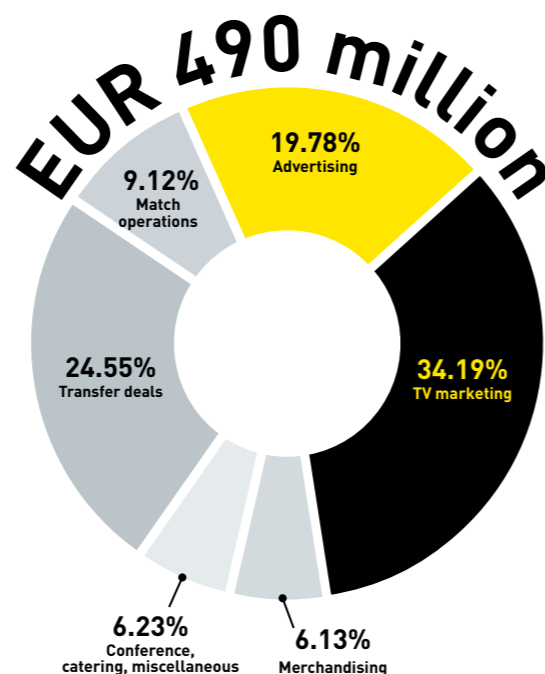
201-1 | **Economic value generated and distributed**

Borussia Dortmund's direct economic value generated, which amounts to EUR 497,270 thousand (2017/2018: EUR 539,935 thousand), corresponds to the total of its revenue (EUR 489,524 thousand; 2017/2018: EUR 536,043 thousand) and other operating income (EUR 7,746 thousand; 2017/2018: EUR 3,892 thousand).

By contrast, the economic value distributed totals EUR 479,879 thousand (2017/2018: EUR 508,230 thousand) and comprises the following items: materials (4.43%), personnel expenses for the professional squad (34.80%), administration (6.03%) and youth squads (1.92%), amortisation (16.60%) and depreciation (2.67%), other operating expenses for advertising (5.35%), player transfers (9.09%), match operations (9.86%), retail (1.25%), administration (5.46%), the total financial result (0.35%), taxes (0.92%) and miscellaneous items (1.28%).

The difference between the economic value generated and distributed corresponds to the net retained profits of EUR 17,391 thousand (2017/2018: EUR 31,705 thousand). The management will recommend to the Annual General Meeting that it resolve to distribute a dividend of EUR 0.06 (previous year: EUR 0.06) per share carrying dividend rights for financial year 2018/2019.

Breakdown of revenue (in %)



102-7

BVB disclosure

Other key financial indicators that BVB considers to be of particular importance are the result from operating activities (EBIT) and net profit/net loss for the year. These indicators play a key role in preparing the budget for the coming

102-7
201-1

Consolidated income*

Transfer income	120,204
Conference, catering, miscellaneous	30,510
Merchandising	29,989
TV marketing	167,349
Advertising	96,813
Match operations	44,659
Total consolidated income	489,524
Other operating income	7,746
Gross consolidated revenue	497,270
- Consolidated expenses	479,879
Consolidated net profit = net retained profits	17,391

Consolidated expenses*

Cost of materials	21,273
Personnel expenses	205,104
Depreciation, amortisation and write-downs	92,482
Other operating expenses	154,910
Financial result	1,692
Taxes	4,418
Consolidated expenses	479,879
Appropriation of net retained profits (KGaA)* <small>Net retained profits (KGaA): 26,405</small>	
Distribution	5,519
Increase in equity (KGaA)	20,325

* EUR '000 ** Change in prior-year items. See also notes to consolidated financial statements. Restatements in accordance with IAS 8



103-1 | **Economic factor in the region**
103-2

Concept and objectives

We have an indirect economic impact on the City of Dortmund and the surrounding area, in particular. BVB confers a sense of identity and has a positive impact on the local economy by drawing crowds to the city. This allows us to make a key contribution to the region's image.

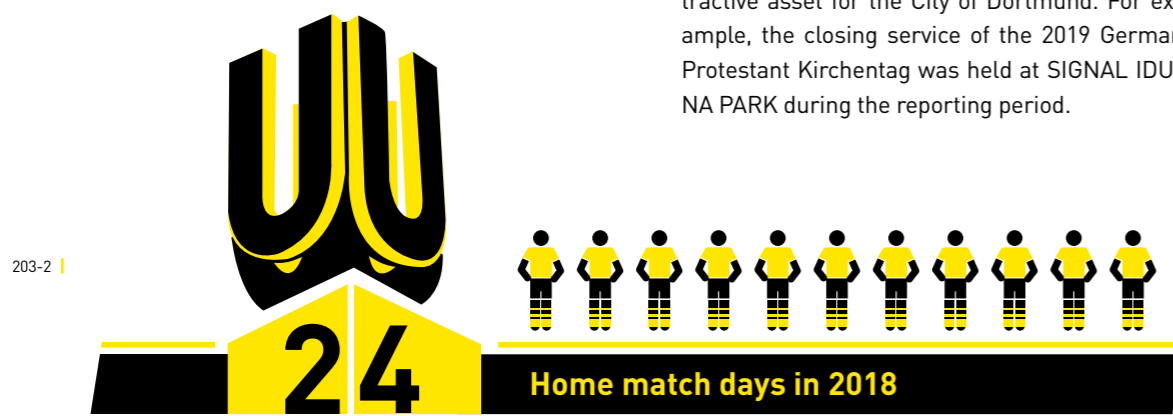
Measures and results

Borussia Dortmund's athletic and financial activities have a significant direct and indirect economic impact on the City of Dortmund and the surrounding region. For example, local construction firms are benefiting from the more than EUR 20 million being invested in expanding the training centre in Dortmund-Brackel and in renovating and modernising the stadium in the period to 2021.

203-1 | Our "leuchte auf" non-profit foundation allows us to support social projects and organisations, mainly in the Dortmund region. We also contribute to public infrastructure investments, which also benefit visitors to our stadium. In connection with the plans for the future development of the Strobelaallee, BVB intends to drive forward planning and implementation in cooperation with the City of Dortmund and the Westfalenhallen convention centre.

The many international visitors drawn by the club's participation in the Champions League also provide a boost to the city's hospitality sector and tourism in the region. Bundesliga home fixtures attract an average of just under 80,000 spectators to SIGNAL IDUNA PARK, many of whom choose to dine nearby.

As an event location, the stadium is also an attractive asset for the City of Dortmund. For example, the closing service of the 2019 German Protestant Kirchentag was held at SIGNAL IDUNA PARK during the reporting period.



102-1 | **Responsible purchase**
102-2

Concept and objectives

102-9 | BVB is well aware of its responsibility to its fans, guests and society for implementing responsible procurement policies for goods and products. One objective is to ensure that our strict quality requirements are met, while on the other hand we want to have a positive influence on the upstream value chain.

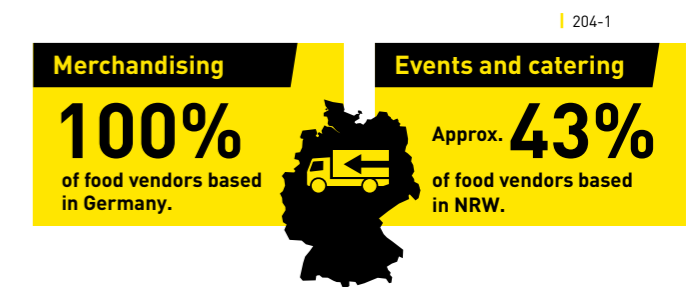
independently tested for harmful substances. Despite all the change, the Business Social Compliance Initiative (BSCI) is the minimum criterion for selecting our partners in the supply chain. Our goal is that by 2020, we will work exclusively with vendors who can demonstrate that they adhere to the BSCI standards.

We thus apply stringent criteria when selecting our food vendors. Reliability and consistent high quality are particularly important to us. When it comes to vendor origin, we give preference to regional partners where the product selection allows. Short delivery routes and proximity facilitate collaboration, ensure the delivery of fresh products and allow Borussia Dortmund to support regional distributors and producers. This is in line with our goal of offering our guests a wide range of authentic, fresh food.

Measures

Our measures currently focus on contractual adjustments to our supplier relationships. It goes without saying that quality aspects remain a key focal point. For more than three years now, the club has only entered into new partnerships with vendors who have the Business Social Compliance Initiative (BSCI) certification. We will maintain a structured dialogue without our partners on the challenges of a sustainability-oriented supply chain. Going forward, this will go hand in hand with regularly assessing the vendor portfolio against sustainability criteria.

102-10 | Our purchasing policy for merchandising has seen considerable change due to the fundamental shift in our product range policy. Our goal of offering fans a more flexible product range also changed the focus when selecting our partners in the supply chain. For example, we have made purchasing less complex by reducing the number of vendors. The shorter lead times are associated with increasing production in Europe and Turkey. Of course, this must not have any impact on quality. For instance, we continue to have all batches of our merchandising products





Part of the Non-financial Statement

Compliance and risk management

103-1
103-2
102-11
102-15

Concept and objectives

Our corporate governance system embodies a responsible and transparent system of checks and balances designed to ensure a continued focus on sustainable value creation. It includes all measures – regulations and structures – designed to ensure that BVB is managed in accordance with the law and the applicable rules and regulations. This also includes the economic, environmental and social impact of our activities. This is why it is essential to both systematically identify and assess the associated opportunities and risks, as well as to further develop our risk management.

102-16 | Compliance and Borussia Dortmund

Borussia Dortmund strives to ensure that its activities comply with the valid legal regulations, the professional football bylaws and its contractual obligations vis-à-vis its business partners, as well as with the self-imposed corporate regulations and the Company's own voluntary undertakings. Responsibility for compliance lies with the management and cannot be delegated. In this respect, it is particularly important to Borussia Dortmund that our actions are shaped by core values such as reliability, credibility, honesty and integrity. Borussia Dortmund puts these values into practice in its commitment to an open communications culture, among other things. The managers, who embody these core values, act as important role models in this regard. In essence, they are the Company's "compliance ambassadors". For us, compliance is a matter of attitude. This includes Borussia Dortmund's clear commitment to conducting business honestly. We would rather not enter into a deal at all than risk breaking the rules.

The aim is to incorporate the obligations resulting from the statutory, in-house and contractual requirements into the business processes so as to prevent any breaches of laws and regulations and create transparency, provide support and put a binding framework in place. This helps to protect employees, agents and governing bodies from corruption and other forms of white-collar crime. It also helps to ensure compliance with data protection laws and the Financial Fair Play rules. Controls are built into the businesses processes to ensure compliance with the applicable rules and regulations. For instance, all financial decisions are subject to a structured approval process and the principle of dual control. In order to prevent abuse, we also established clear rules and a structured application and approval process governing the provision of match day tickets to employees, partners and third parties.

Risk management

Exploiting opportunities lies at the very core of our entrepreneurial activities. Borussia Dortmund's divisions are, however, exposed to a wide variety of risks that are inseparably linked to the conduct of our business. The management has a due diligence obligation to identify these risks early on and develop corresponding measures to control and manage them. This is a fundamental prerequisite for successful business activities. The individual and cumulative risks facing BVB are systematically monitored and managed as part of the risk management apparatus, which has been incorporated into the organisational structure of the entire Group. Generally speaking, risks are assessed over a medium-term observation period of three years.

201-2

All departments and divisions are required to immediately report any market-relevant changes in the risk portfolio to the management. The risk management system is also an integral component of the overarching planning, steering and reporting process. The governing bodies of Borussia Dortmund are informed of the Group's current risk profile on a regular and ad hoc basis. Risks are identified, discussed and reviewed in consideration of current circumstances in one-on-one meetings or plenary sessions in order to assess the current likelihood of their occurring and their potential consequences.

308-2
414-2
419-1

Measures

No cases of corruption, anti-competitive behaviour, violations of environmental law requirements or non-compliance with social, media, or economic laws/provisions were reported in the reporting period. As a result, no further-reaching measures were taken in this regard. The actions taken to mitigate individual risks are described in the respective sections.

Further information on compliance and risk management can be found in the 2018/2019 Annual Report.

During the reporting period, four risks were added and one removed, bringing the number of individual risks to 61 (2017/2018: 58 individual risks), with 19 individual risks being classified as high-priority risks (2017/2018: 18). Of these high-priority risks, the following relate to sustainability:

- Financial planning dependent on sporting success (peak performance)
- Loss of the player base due to travel and other accidents or terrorist attacks (peak performance)
- Periods during which professional players are unable to play (peak performance)
- The risk that key players might switch clubs (peak performance)
- Relegation (peak performance)
- Increasing fan violence (fan community and fan behaviour)
- Right-wing extremism (diversity and anti-discrimination)
- Cost of providing security at home matches (spectator safety)
- Potential stadium catastrophes (spectator safety)
- Structural defects to SIGNAL IDUNA PARK (spectator safety)
- Consequential damage arising from mining (spectator safety)
- Social media/social networks (media and social networks)
- Protecting confidential information (compliance and risk management)
- Financial Fair Play (compliance and risk management)



103-1 | **Brand**
103-2

Concept and objectives

BVB further focussed the vision of its future brand management. Black and yellow stands for Borussia Dortmund, our home, all over the world. We proudly extol Borussia's virtues and values throughout the world and together inspire football's strongest community with real love. BVB never forgets where it came from and at its core stands for an intense football experience. We don't simply have a stadium in the middle of Dortmund, we have a home. Our roots are deeply entrenched in Dortmund and we want this to show. That is why our fans are the most important component of this unparalleled experience. BVB's identity forms the basis for all decisions and actions relating to the BVB brand. This is why strategic brand management also forms part of corporate governance at BVB. Our economic objective is to make the "Borussia Dortmund" brand

even more valuable. Regardless of our success on the pitch, we want people to permanently fall in love with the club. The aim is to reach as many people, as much and individually as possible: locally, regionally, nationally, globally.

Measures

We refined our brand strategy and brand concept on the basis of the insights gained from talking to our fans, employees and friends. Our new brand manual summarises the key points.

Borussia Dortmund was crowned the leading brand manager for the seventh time running in 2018 and has the strongest club brand among the 36 teams in the first and second Bundesliga divisions.



| BVB disclosure

Our brand is based on four core competencies:

- ▶ **INTENSITY.** Our intensity allows us to create that unparalleled football experience.
- ▶ **COMMUNITY.** Our sense of community means that our club is a home and an extended family for many people.
- ▶ **AUTHENTICITY.** Our authenticity is what inspires people to place their trust in us and show us real love.
- ▶ **AMBITION.** Our ambition drives us to achieve big goals and sporting successes.

This translates into our shared promise: Real Love.

103-1 | **Sponsors**
103-2

Concept and objectives

Sponsors and advertising partners represent a key pillar of our economic performance and serve as the foundation for achieving our sporting objectives. BVB's partners benefit from their association with Borussia Dortmund and its values as well as the positive emotions and media exposure generated by the club. We aim to generate the financial resources required to achieve sporting success all while doing right by our fans.

In order to establish partnerships that are as fundamental, and thus as long-lasting, as possible, Borussia Dortmund pays careful attention that its partners share the club's values. We select our sponsors according to a dedicated set of criteria and following an in-depth review. Thus, loyalty and solidarity are expressed in long-term arrangements with SIGNAL IDUNA and the primary sponsor, Evonik, which comes from the same region as BVB. Sports equipment supplier PUMA SE also embodies ambition and the desire to attain peak performance. All three are shareholders. Opel – Borussia Dortmund's high-performing and authentic sleeve sponsor – rounds out the club's group of strategic partners.

Prospective international partners are examined in line with firm guidelines that take a close look at the company's history, structure, financial performance and representatives. A delegation from BVB also makes personal contact and looks at the documentation on site.

Measures

We believe that our 2025 growth strategy gives rise to considerable potential in terms of sponsorships. Consequently, we amended the agency licensing agreement with Lagardère, our sponsorship service provider, which has an impact on our marketing activities. The aim is to better manage the sponsorships and to boost the number of sponsorship opportunities by offering more creative and customer-specific packages.

The pre-sales activities and the related tasks will remain with Lagardère, while BVB will be responsible for the partners. To this end, we created a dedicated department within Marketing with eight full-time staff that is structured according to key accounts.

Average contractual term with Champion Partners

4 years



2017/2018: 3 years

| BVB disclosure



Appendix

Non-financial Statement

Limited assurance report

GRI Standards Content Index

Key figures at a glance

About this report

Our progress at a glance

Part of the Non-financial Statement

Non-financial Statement

102-15 | The separate non-financial Group report was prepared in accordance with §§ 315b-c of the German Commercial Code (HGB) in conjunction with §§ 289c-e HGB and included in BVB's Sustainability Report. The standards set by the Global Reporting Initiative (GRI, Core option) were used as a framework for the Sustainability Report. The material topics were identified in 2018 in accordance with the GRI and reviewed and adjusted with regard to completeness and their impact assessment as part of the annual review.

In accordance with the statutory requirements, we are obliged to check topics for "double materiality" and to report accordingly if (I.) the disclosures are required to facilitate an understanding of business performance, business results and the Company's position and (II.) the disclosures show how the Company's business activities have an impact on non-financial aspects. This assessment of the topics identified in accordance with the GRI was performed taking their financial significance for Borussia Dortmund into account.

The following topics were classed as being "doubly material":

- ▶ Spectator safety
- ▶ Peak performance
- ▶ Media and social networks
- ▶ Compliance and risk management
- ▶ Fan community and fan behaviour
- ▶ Diversity and anti-discrimination

Due to its particular significance, the "Diversity and anti-discrimination" topic is now reported on separately, having been included in the "Fan community and fan behaviour" topic in the previous year. This was decided in view of the significance of the topic and our more nuanced approach to managing topics. This report presents the individual concepts, including the due diligence processes and the results of the concepts, for the aforementioned material topics. Pursuant to § 289c (4) HGB, any reportable topics not covered in the report must be disclosed. In our case, this relates to environmental issues, employee matters and respect for human rights.

Environmental issues such as energy and emissions, mobility, water and waste water as well as the use of resources are relevant to BVB and are covered in this Sustainability Report accordingly. However, they are not currently considered necessary to facilitate an understanding of the Company's business performance, business results or position. This is because, other than the preparation of food, BVB does not produce any material goods itself and increases in the price of water/waste water and energy do not give rise to any significant financial risk.

The same applies to employee matters and respect for human rights. Employment, occupational health and safety, training and education, diversity and equal opportunity, as well as responsible procurement and responsibility for product safety and quality associated with the supply chain, are topics relevant to BVB and are therefore covered in this Sustainability Report. However, they are also not currently considered necessary to facilitate an understanding of the Company's business performance, business results or position.

As far as employee matters are concerned, this assessment is due to the long-term employment agreements with management staff at director level and within the management team, as well as the large number of applications for advertised positions. As far as respect for human rights is concerned, this assessment is based on the view that this topic largely relates to BVB's upstream supply chain and that a large part of the goods are purchased from a single supplier (PUMA SE) that has demonstrated its commitment to actively managing the risk of human rights violations. Anti-corruption does not pose any high financial risk to Borussia Dortmund either. Compliance and risk management is more important within this context.

Our business model, as well as the group structure, management and strategy, are summarised on pages 28/29 and are described in detail in the Annual Report.

102-56 | Limited Assurance Report of the Independent Auditor regarding the separate non-financial report *

To the Supervisory Board of Borussia Dortmund GmbH & Co. KGaA, Dortmund

We have performed an independent limited assurance engagement on the non-financial consolidated statement of Borussia Dortmund GmbH & Co. KGaA according to §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code), further „separate non-financial report“ integrated in the Sustainability Report for the 2018/2019 season of Borussia Dortmund GmbH & Co. KGaA (further “Borussia Dortmund”) for the period from 1 July 2018 to 30 June 2019, published online at <https://verantwortung.bvb.de/en>.

Management’s Responsibility

The legal representatives of Borussia Dortmund are responsible for the preparation of the Report in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code).

This responsibility of the legal representatives includes the selection and application of appropriate methods to prepare the separate non-financial report and the use of assumptions and estimates for individual disclosures which are reasonable under the given circumstances. Furthermore, the responsibility includes designing, implementing and maintaining systems and processes relevant for the preparation of the separate non-financial report in a way that is free of – intended or unintended – material misstatements.

Independence and quality assurance on the part of the auditing firm

We are independent from the company in accordance with the requirements of independence and quality assurance set out in legal provisions and professional pronouncements and have fulfilled our additional professional obligations in accordance with these requirements.

Our audit firm applies the legal provisions and professional pronouncements for quality assurance, in particular the Professional Code for German Public Auditors and Chartered Accountants (in Germany) and the quality assurance standard of the German Institute of Public Auditors (Institut der Wirtschaftsprüfer, IDW) regarding quality assurance requirements in audit practice (IDW QS 1).

Practitioner’s Responsibility

Our responsibility is to express a conclusion based on our work performed of the separate non-financial report within a limited assurance engagement.

We conducted our work in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): “Assurance Engagements other than Audits or Reviews of Historical Financial Information” published by IAASB. This Standard requires that we plan and perform the assurance engagement to obtain limited assurance whether any matters have come to our attention that cause us to believe that the Report for the period from 1 July 2018 to 30 June 2019, has not been prepared, in all material respects in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code). We do not, however, issue a separate conclusion for each disclosure. In a limited assurance engagement the evidence gathering procedures are more limited than in a reasonable assurance engagement and therefore less assurance is obtained than in a reasonable assurance engagement. The choice of audit procedures is subject to the auditor’s own judgement.

Within the scope of our engagement, we performed amongst others the following procedures:

- Inquiries of personnel on group level who are responsible for the materiality analysis to get an understanding of the process for identifying material topics and respective report boundaries for Borussia Dortmund.
- A risk analysis, including a media research, to identify relevant information on Borussia Dortmund’s sustainability performance in the reporting period.
- Evaluation of the design and implementation of systems and processes for the collection, processing and monitoring of disclosures on environmental, employee and social matters, respect for human rights, and combating corruption and bribery, including data consolidation.
- Inquiries of personnel on group level who are responsible for determining disclosures on concepts, due diligence processes, results and risks, the conduction of internal controls and consolidation of the disclosures.
- Evaluation of selected internal and external documents.
- Analytical evaluation of data and trends of quantitative disclosures which are reported by all sites on group level.
- Assessment of the overall presentation of the disclosures in the separate non-financial report.

Düsseldorf, 13. August 2019

KPMG AG
Wirtschaftsprüfungsgesellschaft
[Original German version signed by:]

Stauder
Wirtschaftsprüfer
[German Public Auditor]

Glöckner
Wirtschaftsprüfer
[German Public Auditor]

Conclusion

Based on the procedures performed and the evidence received to obtain assurance, nothing has come to our attention that causes us to believe that the separate non-financial report of Borussia Dortmund for the period from 1 July 2018 to 30 June 2019 is not prepared, in all material respects, in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code).

Restriction of use / General Engagement Terms

This report is issued for purposes of the Supervisory Board of Borussia Dortmund GmbH & Co. KGaA, Dortmund, only. We assume no responsibility with regard to any third parties.

Our assignment for the Supervisory Board of Borussia Dortmund GmbH & Co. KGaA, Dortmund, and professional liability is governed by the General Engagement Terms for German Public Auditors and Public Audit Firms (Allgemeine Auftragsbedingungen für Wirtschaftsprüfer und Wirtschaftsprüfungsgesellschaften) in the version dated January 1, 2017 (https://www.kpmg.de/bescheinigungen/lib/aab_english.pdf). By reading and using the information contained in this report, each recipient confirms notice of provisions of the General Engagement Terms (including the limitation of our liability for negligence to EUR 4 Mio as stipulated in No. 9) and accepts the validity of the attached General Engagement Terms with respect to us.

* Our engagement applied to the German version of the Report 2018/19.
This text is a translation of the Independent Assurance Report issued in German language, whereas the German text is authoritative.



102-55 | GRI Standards Content Index

Index in accordance with the GRI Standards (Core option)

	Disclosure number	Page/Direct answer	Compliance	Comments
GRI 101: Foundation 2016				
	101	Foundation	●	
GRI 102: General disclosures 2016				
Organizational profile	102-1	Name of the organization	●	
	102-2	Activities, brands, products, and services	●	
	102-3	Location of headquarters	●	
	102-4	Location of operations	●	
	102-5	Ownership and legal form	●	
	102-6	Markets served	●	
	102-7	Scale of the organization	●	
	102-8	Information on employees and other workers	●	
	102-9	Supply chain	●	
	102-10	Significant changes to the organization and its supply chain	●	
	102-11	Precautionary principle or approach	●	
	102-12	External initiatives	●	
	102-13	Membership of associations	●	
Strategy	102-14	Statement from senior decision-maker	●	
	102-15	Key impacts, risks, and opportunities	●	
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	●	
Governance	102-18	Governance structure	●	
Stakeholder engagement	102-40	List of stakeholder groups	●	
	102-41	Collective bargaining agreements	●	
	102-42	Identifying and selecting stakeholders	●	
	102-43	Approach to stakeholder engagement	●	
	102-44	Key topics and concerns raised	●	
Reporting practice	102-45	Entities included in the consolidated financial statements	●	
	102-46	Defining report content and topic boundaries	●	
	102-47	List of material topics	●	
	102-48	Restatements of information	●	
	102-49	Changes in reporting	●	
	102-50	Reporting period	●	
	102-51	Date of most recent report	●	
	102-52	Reporting cycle	●	
	102-53	Contact point for questions regarding the report	●	
	102-54	Claims of reporting in accordance with the GRI Standards	●	
	102-55	GRI content index	●	
	102-56	External assurance	●	
Material topics				
Economic approach				
Our financial performance				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	●	
	103-2	The management approach and its components	●	
	103-3	Evaluation of the management approach	●	
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	●	
	201-2	Financial implications and other risks and opportunities due to climate change	●	
	201-4	Financial assistance received from government	●	
		Attendance figures	●	BVB disclosure
		Season ticket holders	●	BVB disclosure
		Revenue trend and breakdown	●	BVB disclosure
		Ticket prices	●	BVB disclosure
Economic factor in the region				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	●	
	103-2	The management approach and its components	●	See also page 56
	103-3	Evaluation of the management approach	●	
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	●	
	203-2	Significant indirect economic impacts	●	"leuchte auf" foundation

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the German version of the report.

Compliance: ● full, ● partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

Responsible purchase					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	131	●	
	103-2	The management approach and its components	131	●	See also pages 69, 70
	103-3	Evaluation of the management approach	35-37	●	
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	131	○	TBD. Currently: number of vendors
GRI 308: Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	69, 131	●	
	308-2	Negative environmental impacts in the supply chain and actions taken	70, 133	●	
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	69, 131	●	
	414-2	Negative social impacts in the supply chain and actions taken	69, 133	●	
Compliance and risks					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	132	●	
	103-2	The management approach and its components	132	●	
	103-3	Evaluation of the management approach	32, 34, 35-37	●	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	29	●	
	205-2	Communication and training about anti-corruption policies and procedures	62, 105	○	Limited to steward training
	205-3	Confirmed incidents of corruption and actions taken	None	●	
GRI 206: Anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None	●	
GRI 307: Environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	None	●	
GRI 415: Public policy 2016	415-1	Political contributions	None	●	
GRI 419: Socioeconomic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic area	91, 133	●	
BVB brand					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	134	●	
	103-2	The management approach and its components	134	●	
	103-3	Evaluation of the management approach	35-37	●	
		TU Braunschweig popularity ranking	134	●	BVB disclosure
Sponsors					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	135	●	
	103-2	The management approach and its components	135	●	
	103-3	Evaluation of the management approach	35-37	●	
		Term of agreements	135	●	BVB disclosure
Athletic development					
Promoting youth football					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	121	●	
	103-2	The management approach and its components	121	●	See also page 78 ff
	103-3	Evaluation of the management approach	35-37, 79	●	
		Number of youth players who become pros	123	●	BVB disclosure
		Kids and teenagers in BVB Football Academy	122	●	BVB disclosure
Peak performance					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	124	●	
	103-2	The management approach and its component	124	●	See also page 78 ff
	103-3	Evaluation of the management approach	35-37, 72	●	
		Standings and achievements	4, 125	●	BVB disclosure
Environmental responsibility					
Energy and emissions					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	113	●	
	103-2	The management approach and its components	113	●	See also page 58 ff
	103-3	Evaluation of the management approach	35-37	●	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	114	○	Electricity/gas/heating/fuel consumption
	302-2	Energy consumption outside of the organization		○	Not covered
	302-3	Energy intensity	114, 115	●	
	302-4	Reduction of energy consumptions	60, 114	●	
	302-5	Reductions in energy requirements of products and services		○	Not covered

Compliance: ● full, ● partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	114	●	
	305-2	Energy indirect (Scope 2) GHG emissions	114	●	
	305-3	Other indirect (Scope 3) GHG emissions	115	○	Planned
	305-4	GHG emissions intensity	114	●	
	305-5	Reduction of GHG emissions	113, 115	●	
Mobility					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	116	●	
	103-2	The management approach and its components	116	●	See also page 59
	103-3	Evaluation of the management approach	35-37	●	
		Travel to/from stadium by fans	116	●	BVB disclosure
		Vehicle fleet fuel consumption	116	●	BVB disclosure
Water and wastewater					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	117	●	
	103-2	The management approach and its components	117	●	
	103-3	Evaluation of the management approach	35-37	●	
GRI 303: Water 2016	303-1	Water withdrawal by source	117	●	Potable water consumption only, procured from municipal supplier
GRI 306: Effluents and waste 2016	306-1	Water discharge by quality and destination	117	●	
Use of resources					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	118	●	
	103-2	The management approach and its components	118	●	See also pages 58, 61
	103-3	Evaluation of the management approach	35-37	●	
GRI 306: Effluents and waste 2016	306-2	Waste by type and disposal method	119	●	Standard methods of the waste disposal contractor
	306-3	Significant spills	Keine	●	
		Food waste	62	●	BVB disclosure
Social responsibility					
Fans, club members and society					
Identity and tradition					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	87	●	
	103-2	The management approach and its components	87	●	See also page 48 ff
	103-3	Evaluation of the management approach	35-37	●	
		Number of season tickets	87, 91	●	BVB disclosure
Fan community and fan behaviour					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	90	●	
	103-2	The management approach and its components	90	●	See also page 48 ff
	103-3	Evaluation of the management approach	35-37	●	
		Incidents of racism, discrimination and violence	90	●	BVB disclosure
		Number of fan clubs and members	91	●	BVB disclosure
Diversity and anti-discrimination					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	92	●	
	103-2	The management approach and its components	92	●	See also page 52 ff
	103-3	Evaluation of the management approach	35-37	●	
		Projects promoting a remembrance culture	93	●	BVB disclosure
"leuchte auf" foundation					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	94	●	
	103-2	The management approach and its components	94	●	See also page 56
	103-3	Evaluation of the management approach	35-37	●	
		Donations "leuchte auf" foundation	95	●	BVB disclosure
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	94, 95	●	
	413-2	Operations with significant actual and potential negative impacts on local communities	None	●	
Media and social networks					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	96	●	
	103-2	The management approach and its components	96	●	
	103-3	Evaluation of the management approach	35-37	●	
		Number of followers on social networks	97	●	BVB disclosure

Compliance: ● full, ● partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

Employees					
Employment					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	99	●	
	103-2	The management approach and its components	99	●	See also page 64 ff
	103-3	Evaluation of the management approach	35-37	●	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	64, 99, 100	●	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	64, 100	●	
	401-3	Parental leave	99	●	
Occupational health and safety					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	101	●	
	103-2	The management approach and its components	101	●	
	103-3	Evaluation of the management approach	35-37	●	
GRI 403: Occupational health and safety 2016	403-1	Workers representation in formal joint management-worker health and safety committees	101	●	OHM being established
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	101	●	OHM being established
	403-3	Workers with high incidence or high risk of diseases related to their occupation	101	●	OHM being established
	403-4	Health and safety topics covered in formal agreements with trade unions		○	OHM being established
Training and education					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	102	●	
	103-2	The management approach and its components	102	●	See also pages 66, 67
	103-3	Evaluation of the management approach	35-37	●	
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee		○	Planned
	404-2	Programs for upgrading employee skills and transition assistance programs	65, 102	●	
	404-3	Percentage of employees receiving regular performance and career development reviews	102	●	
		Number of trainees	102	●	BVB disclosure
Diversity and equal opportunity					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	103	●	
	103-2	The management approach and its components	103	●	
	103-3	Evaluation of the management approach	35-37	●	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	103	●	
	405-2	Ratio of basic salary and remuneration of women to men	103	●	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	None	●	
Product responsibility					
Spectator safety					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	105	●	
	103-2	The management approach and its components	105	●	See also page 62
	103-3	Evaluation of the management approach	35-37, 105	●	
GRI 410: Security practices 2016	410-1	Security personnel trained in human rights policies or procedures	105	●	Part of steward training
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	90, 105	●	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	90	●	
Stadium quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	107	●	
	103-2	The management approach and its components	107	●	See also page 60
	103-3	Evaluation of the management approach	35-37	●	
		Attendance figures	107	●	BVB disclosure
Service quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	108	●	
	103-2	The management approach and its components	108	●	See also page 68
	103-3	Evaluation of the management approach	35-37	●	
GRI 417: Marketing and labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	None	●	
	417-3	Incidents of non-compliance concerning marketing communications	None	●	
		Average rating of customer service	108, 109	●	BVB disclosure
Product safety and product quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	109	●	
	103-2	The management approach and its components	109	●	See also page 69
	103-3	Evaluation of the management approach	35-37	●	
		Return rate for merchandise	111	●	BVB disclosure
		Percentage of VIP lounges sold	110	●	BVB disclosure
GRI 417: Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	69	●	
	417-2	Incidents of non-compliance concerning product and service information and labeling	None	●	

Compliance: ● full, ● partial, ○ non-compliance

Key figures at a glance

Economic approach	2016/2017	2017/2018	2018/2019	GRI index
Equity	312,302 EUR '000	343,585 EUR '000	354,919 EUR '000	201-1
Revenue	405,692 EUR '000	536,043 EUR '000	489,524 EUR '000	201-1
Gross revenue	409,936 EUR '000	539,935 EUR '000	497,270 EUR '000	201-1
Operating result (EBITDA)	74,073 EUR '000	137,306 EUR '000**	115,983 EUR '000	201-1
Consolidated net profit for the year	8,209 EUR '000	31,705 EUR '000**	17,391 EUR '000	201-1
Earnings per share	€0.09	€0.34**	€0.19	201-1
Number of shares (in thousands)	92,000	92,000	92,000	201-1
Average attendance	79,712	79,864	80,314	BVB disclosure
Home match days per year	2016: 25	2017: 25	2018: 24	203-2
Food vendors based in NRW	59%	59%	43%	204-1
On-site visits with manufacturers	Not determined	26	Not determined	414-1
Negative social impacts in the supply chain and actions taken	None	None	None	414-2
Confirmed incidents of corruption and actions taken	None	None	None	205-3
Legal actions for anti-competitive behaviour	None	None	None	206-1
TU Braunschweig popularity ranking	1st Place	1st Place	1st Place	BVB disclosure
Average contractual term with Champion Partners	Not determined	3 years	4 years	BVB disclosure
Athletic development	2016/2017	2017/2018	2018/2019	GRI index
Bundesliga ranking	3	4	2	BVB disclosure
Points	64	55	76	BVB disclosure
Champions League qualification	Yes	Yes	Yes	BVB disclosure
Number of youth players in the youth academy	Not determined	190	190	BVB disclosure
Number of U19 and U17 national titles	13	14	15	BVB disclosure
Number of youth players who signed with 1st and 2nd division	Not determined	12	8	BVB disclosure
BVB Evonik Football Academy: number of kids accepted to a youth academy	Not determined	Not determined	32	BVB disclosure
Environmental responsibility	2016	2017	2018	GRI index
Total energy consumption	19.4 GWh*	19.2 GWh*	20.8 GWh*	302-1
Energy used per stadium seat and year	238.4*	235.9*	255.7*	302-3
Energy intensity per home match	775,803 kWh*	767,752 kWh*	866,976 kWh*	302-3
Green electricity fed back into Dortmund's electricity grid	558,000 kWh*	521,000 kWh*	485,000 kWh*	302-4
GHG emissions intensity per seat and year	41.9 kg CO ₂ *	42.1 kg CO ₂ *	45.0 kg CO ₂ *	305-4
GHG emissions intensity per home match	136.2 t CO ₂ *	137.0 t CO ₂ *	152.5 t CO ₂ *	305-4
Reduction of CO ₂ emissions by use of green energy in SIP and FanWelt	4,153 t CO ₂ *	3,931 t CO ₂ *	4,530 t CO ₂ *	305-5
Water consumption	71,301 m ³ *	60,889 m ³ *	49,487 m ³ *	306-1
Vehicle fleet fuel consumption	210,221 l*	249,603 l*	286,606 l*	BVB disclosure
Kilometres by train travelled by employees	337,326 km*	355,320 km*	375,680 km*	BVB disclosure
Total waste produced excl. food waste	554 t*	448 t*	498 t*	306-2
Total food waste	182.5 m ³ *	188.5 m ³ *	172.0 m ³ *	BVB disclosure

* These figures relate to calendar year and not the financial year.

** Change in prior-year items. See also notes to consolidated financial statements. Restatements in accordance with IAS 8

Social responsibility: Fans and club members	2016/2017	2017/2018	2018/2019	GRI index
Season ticket holders	55,000	55,000	55,500	BVB disclosure
Numer of fan clubs	788	827	862	BVB disclosure
Members	147,895	> 150,000	> 151,000	BVB disclosure
Donations – "leuchte auf" foundation	€225,358.75	€273,958.76	€470,947.14	BVB disclosure
Fines during the season	€279,000	€111,000	€355,000	419-1
No. of criminal acts during the season	14	13	12	BVB disclosure
Followers on social networks	24.1 million	25.8 million	29.1 million	BVB disclosure
Social responsibility: Employees	2016/2017	2017/2018	2018/2019	GRI index
Number of employees as at 30 June	775	790	849	102-8
Number of employees (season average)	756	804	833	102-8
Average age of employees	32.8 years	33.4 years	33.9 years	102-8
Ratio of women/men	32.9 w/ 67.1	33.8 w/ 66.2 m %	31.7 w/ 68.3 m %	102-8
Staff turnover	11.70%	12.30%	12.50%	401-1
Number of employees on parental leave	13	17	14	401-3
Number of sick days taken	Not determined	2,971.5	2,709	403-2
Illness rate	Not determined	1.5%	1.4%	403-2
Number of trainees	10	12	14	102-8
Trainees (in %)	1.32%	1.52%	1.65%	BVB disclosure
Trainees hired (in %)	100%	80%	No traineeships completed	BVB disclosure
Number of incidents of discrimination	None	None	None	406-1
Social responsibility: Product responsibility	2016/2017	2017/2018	2018/2019	GRI index
Average number of stewards on match days	750	750	720	BVB disclosure
Incidents of non-compliance concerning product and service information	None	None	None	417-2
Incidents of non-compliance concerning marketing communications	None	None	None	417-3
Merchandise return rate	8.54%	5.43%	8.68%	BVB disclosure
Average rating of customer service	Not determined	Not determined	1.7-1.8	BVB disclosure
Percentage of VIP lounges sold	100%	100%	100%	BVB disclosure



About this report/Publication details

102-1 | 102-3 | Published by:
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Concept, design and layout:
 Kugelfisch Kommunikation GmbH, Essen
www.kugelfisch.ruhr
 RKDS Partners, Frankfurt, Basel, Essen
www.rkds-partners.com

Photography
 Firo sportphoto GbR: p. 2/3, 4/5, 20, 72;
 Magdalena Stengel: p. 49; SHA Scheffler
 Helbich Architekten GmbH: p. 76; Borussia
 Dortmund GmbH & Co. KGaA: all others

101 | 102-54 | 102-49 | 102-52 | 102-48 | Notes
 This report has been prepared in accordance with the GRI Standards: Core option. This is Borussia Dortmund's third annual Sustainability Report. The basis of reporting has not changed as against the prior year. Please see pages 140-143 for an overview of the relevant GRI disclosures.

102-50 | The reporting period is the 2018/2019 season.
 Unless explicitly stated otherwise, all information pertains to the period from 1 July 2018 to 30 June 2019.

External consultants **102-56**
 Kugelfisch Kommunikation/RKDS Partners assisted in the preparation of this report and the associated internal processes related to the sustainability strategy, management approach and generation of data.

KPMG reviewed the Non-financial Statement and issued a limited assurance report, which can be found on pages 138-139.

Editorial notes **102-51**
 The copy deadline for this report was 30 June 2019. Material developments up to 30 August 2019 were included in this report and explicitly referred to as such. The most recent Sustainability Report was published on 31 October 2018 for the 2017/2018 season.

In the interest of readability, this report does not differentiate between genders and primarily refers to the male gender. References to the male gender also apply to the female gender.

System limitations
 The financial figures are based on the consolidated group of Borussia Dortmund GmbH & Co. KGaA. The staff of Orthomed GmbH were not included in the employee headcount. The representative offices in Singapore and Shanghai as well as the local fan shops were not included in the environmental figures.

Our progress at a glance

Environment

CO₂ emissions reduced by more than 80,000 tonnes using Strom09 green energy supplied by our partner LichtBlick

In 2018, the solar panels on roof of SIGNAL IDUNA PARK generated 485,000 kWh of electricity that was fed back into Dortmund's electricity grid

Reusable cups introduced at stadium

Food waste reduced by 8.75%

LED flood lights installed

A total of nine charging stations, each with two charging points, installed for electric vehicles

11,400 m³ of water conserved in 2018

Club begins to sort cardboard packaging and plastic cups at start of 2019/2020 season.

Institute for Energy and Environmental Research engaged to analyse material flows in stadium

No more plastic lids for coffee cups in stadium

No more plastic straws in VIP areas

Wooden instead of plastic snack forks for stadium currywurst

Bee hives installed on SIGNAL IDUNA PARK's south terrace

Social

> 151,000 members

862 fan clubs worldwide with 59,000 members

849 employees as at 30 June 2019

"leuchte auf" foundation donated EUR 471,000 in 2018/2019

29,000,000 followers on social media

Educational trips promoting a remembrance culture organised for > 800 fans and employees

Economy

55,500 season tickets sold – demand for more than 80,000 additional season tickets

Revenue adjusted for transfers increased from EUR 313.3 million to EUR 389.5 million

Borussia Dortmund's equity increased by EUR 20.3 million to EUR 355 million

Borussia Dortmund's equity ratio: 75.83%

EUR 4 million invested for maintenance work at SIGNAL IDUNA PARK

Plans to invest approx. EUR 20 million in Brackel training ground by 2021

Percentage of tickets for VIP lounges sold: 100%

Cancellation rate for tickets for VIP lounges: 0%