



BUNDESLIGA REPORT 2009

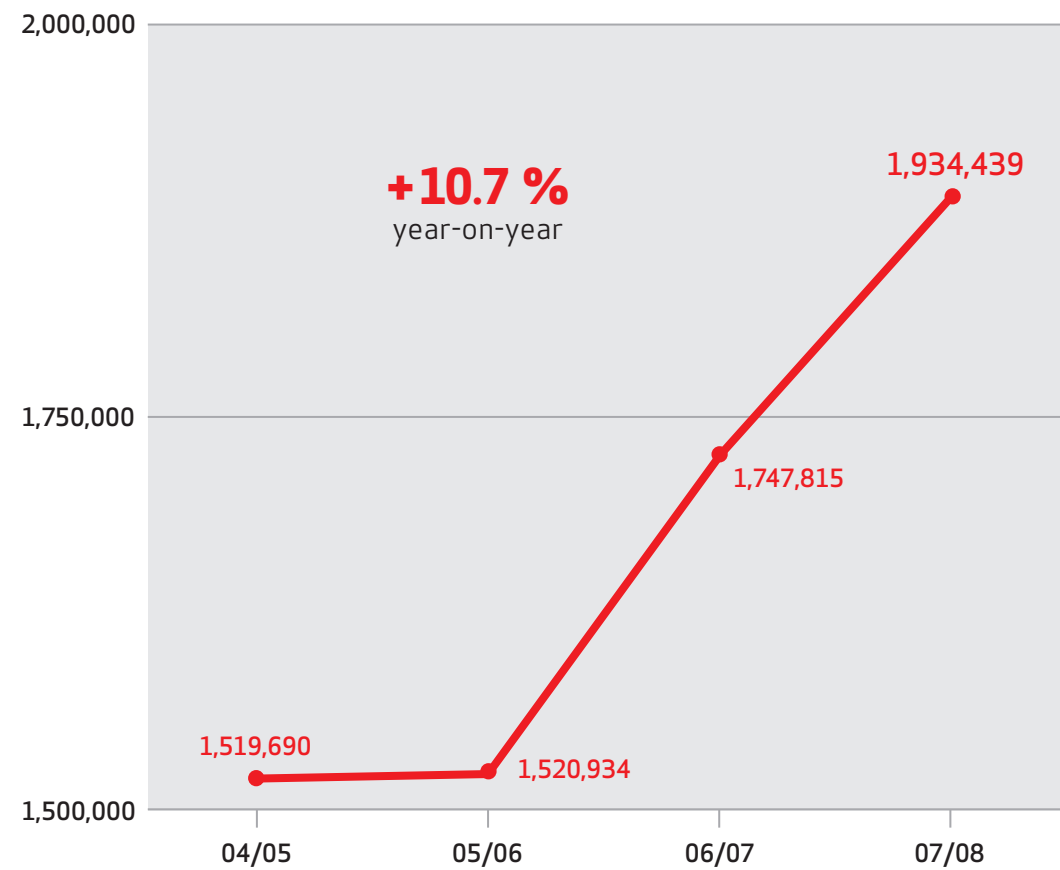


Record Revenue

For the fourth successive time the 36 clubs and joint stock companies have achieved record revenue. Still unscathed by the global credit crunch, the clubs again managed to increase turnover by more than 10 percent in the

2007/2008 season, based on a balanced revenue stream derived from the three mainstays: ticketing, sponsorships and media receipts.

DEVELOPMENT OF TOTAL REVENUE in € '000

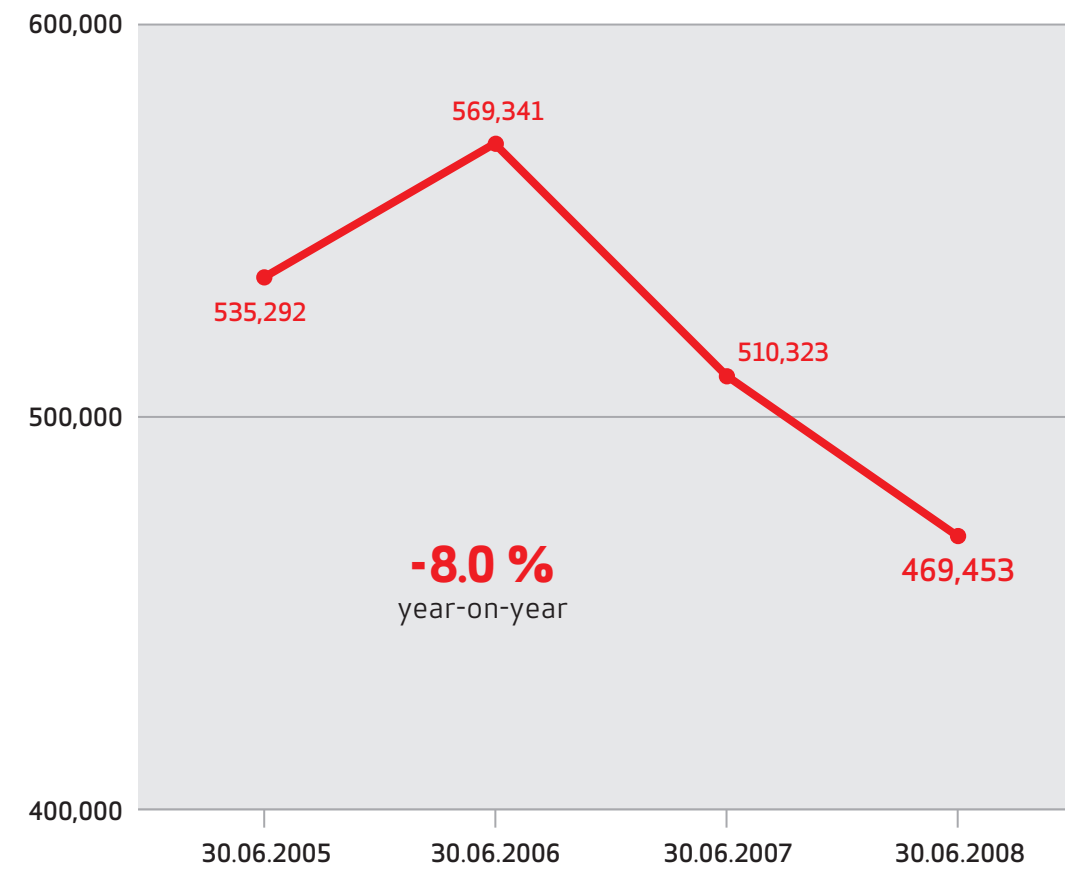


Reduced Liabilities

With sustainability in mind, the Bundesliga has again reduced its liabilities during the 2007/2008 season, creating additional leeway for times of

crisis. 15 out of 18 Bundesliga clubs and half of the Bundesliga 2 clubs reported an operating profit in the period under review.

DEVELOPMENT OF LIABILITIES in € '000



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The Bundesliga
Inspiring People



In stunt-flying mode: Felix Borja (1. FSV Mainz 05). The somersault to celebrate a goal is no longer the prerogative of a certain Miroslav Klose, FC Bayern Munich's star striker. Week after week the professional Bundesliga players put on a good show of acrobatics, breathtaking tackles and spectacular solo runs. This is why the fans in front of the TV or at the stadiums are so fascinated by what is going on. Another reason is the balanced nature of the league. Attendance figures are continually on the up, with a record 17.4 million tickets sold.



Powerhouse Bundesliga. Letting off steam on the outside lane, defender Hans Sarpei (Bayer 04 Leverkusen) is a symbol of the power behind the Enterprise Bundesliga. Not only has the football industry created plenty of new jobs and made substantial tax contributions, the 36 clubs and joint stock companies of the League Association have also generated revenue amounting to € 1.9 billion, an unprecedented record.



On the ball. Goalie Manuel Neuer (FC Schalke 04) is a prime example of how the Bundesliga clubs promote their young talents and how these pay back the confidence placed in them. With their home-grown goalkeeper the "Royal Blues" made it to the Champions League quarter-finals. Last season, German professional football clubs invested around € 69 million in the development of young talents at their academies and 91 players trained by their own clubs actively shaped the 2007/08 Bundesliga season.



Dear Readers,

German licensed football continues its successful performance: the Bundesliga clocked its sixth successive attendance record last season which ended in May 2008. This remarkable feat is a result of a balanced competition, modern arenas, attractive football, sound financial management and stars who go all out strutting their stuff with gusto, thus making the Bundesliga a guaranteed success. The top-quality presentation of the Bundesliga in the media makes it quite an experience on screen. Keeping football fans enthralled at home and abroad is down to the men and women at the clubs and the DFL, and they are

thus due much praise and recognition. The 2009 Bundesliga Report has all the facts and figures on the state of the league.

How football will be affected by the current economic downturn remains to be seen. Even though the Bundesliga cannot completely avoid being affected by the state of the economy, the facts on hand show just how healthy Enterprise Bundesliga actually is. Whilst record revenue of € 1.9 billion was generated in the last season, the assets of the 36 clubs and joint stock companies for the first time exceeded liabilities by more than half a billion euros.

“Let’s not rest on our laurels. It is our duty and mission to develop new ideas and innovative concepts to strengthen and improve both the Bundesliga and Bundesliga 2.”

DR REINHARD RAUBALL
League Association President

What better proof that German professional football as a whole has a lot of reserves to fall back upon in hard times.

Since the Bundesliga started in 1963, none of the clubs has ever had to file for bankruptcy during the course of a season, nor withdraw from the competition for reasons of bankruptcy. This is primarily a result of the strict and comprehensive licensing system which sets an example throughout Europe.

But let’s not rest on our laurels. It is our duty and mission to develop new ideas and innovative concepts to strengthen and improve both the Bundesliga and Bundesliga 2. The results on hand are proof that the DFL is on the right path with its strategy – but we still have a long way to go.

Licensed football in Germany is an important economic factor which benefits all of society. All in all, the Bundesliga and Bundesliga 2 employ over 37,000 people, a figure which is on the increase. The clubs paid the German state over € 665 million in tax and duties.

It has always been part and parcel of professional football to accept social responsibility. Each and every weekend the Bundesliga reaches millions of people. It goes without saying that this platform lends itself superbly to social commitment. The foundation of the Bundesliga-Stiftung now groups all of the DFL’s social activities under one roof, enabling us to turn our attention on social-minded concerns and opening up further opportunities for us to do our bit for people in need.

The league’s independence soon made it clear that it would also have to accept responsibility for the young players in Germany. By setting up academies for young football talents and investing € 69 million across the leagues last season, we have created excellent conditions for a promising future of German football. There’s no doubt about it: the education and training of young talents is the basis for a club’s future success. Credit for matches and titles won by the national sides must thus also be given to the first-class youth development programmes put in place by the Bundesliga and its clubs.

Even in times of crises, the Bundesliga and its clubs and joint stock companies are well positioned to match international competition, both financially and on the field. Now is the time to shape the future of the Bundesliga, with tried and tested methods as well as new ideas and concepts.

Yours faithfully,

Dr Reinhard Rauball

STATE OF THE BUNDESLIGA





Creating Value

Christian Seifert, Chief Executive Officer of the DFL, on the state of the Bundesliga and the strategic challenges of the future

The Bundesliga is one of Germany's best known and most popular products. It stands for top-class sport, popular entertainment and social integration. It is the DFL's job to guarantee this in the long term for everyone involved in the face of an increasingly complex environment.

Inspiring enthusiasm: the Bundesliga brings top class football week for week, giving millions of fans from all walks of life something to talk about. So it is no wonder that the Bundesliga is not only one of the best known and most popular brands in Germany, but that its reputation is growing across the world. 32.28 million Germans from the age of 14 confess to being football fans, and the matches are broadcast every weekend in up to 170 countries. The Bundesliga is considered exciting and entertaining, offering first-class sport. And at the same time it is economically sound.

Why the league is so attractive and the Bundesliga brand so strong is illustrated by the meeting of record champions FC Bayern Munich with newly promoted 1899 Hoffenheim on the 16th day of the first round in the 2008/2009 Bundesliga season. The illustrious favourite, who has been taken as the benchmark of sporting and financial success for years, fought with the newcomer, who has impressed the league and found a place at the top. Big against small is one of the oldest stories in football, a story which is retold by the Bundesliga using state-of-the-art media resources. The duel electrified the masses, was sold out weeks beforehand, and on the day itself was a hot topic between colleagues, neighbours and friends. The result was a 2-1 victory for the Bavarians which offered everything in the way of drama, emotion and attractive gamesmanship that makes for first-class

football. At the same time, this meeting was a perfectly organized, prepared and presented spectacle, a product which was broadcast live to 168 countries using the very latest in camera technology and spectacular image sequencing, at which the Bundesliga's partners were able to advertise their products on state-of-the-art LED boards. It is stored for posterity in the Media Library, the Bundesliga's digital archives.

RECORDS AND ECONOMIC VIABILITY

It is not just the top matches in the Bundesliga that arouse enthusiasm. Licensed football achieved its sixth successive attendance record in the 2007/2008 season, with 17.4 million visitors to the various matches. Although rooted in all walks of society and of interest to all ages, never before has German professional football

Vedad Ibisevic from Bundesliga newcomer 1899 Hoffenheim was the surprise team's key to success with 18 goals to his name in the preliminary rounds – here scoring the first goal in the top match against Bayern Munich on the 16th match day of the season.



The Bundesliga brings **top class football** week for week, giving millions of fans from all walks of life something to talk about.



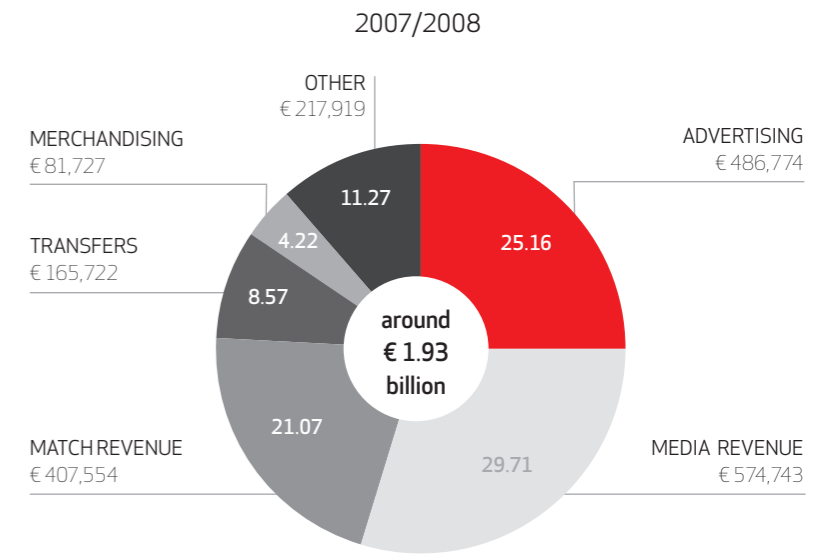
Fun at the games
Exciting football, modern stadiums and modest entrance fees draw hundreds of thousands of fans to the stands every weekend.

fascinated and captivated so many people. The number of female spectators in Bundesliga stadiums has also grown considerably. Watching a match is no longer a man's domain, but has for a long time been an event for the whole family. Today, almost a quarter of the fans in the stadiums are women.

The Bundesliga is also an enormous success on TV, with around 10 million viewers regularly watching the matches on free-to-air, subscription and internet television. The sheer extent of this coverage is one of the main reasons for sponsorship revenues being higher in Germany than in any other European

WELL BALANCED

Licensed football – contribution to revenue in per cent



A solid foundation
The league can draw on funds from three similarly sized pots.

league, a success which places the clubs on a secure financial footing even in times of crisis.

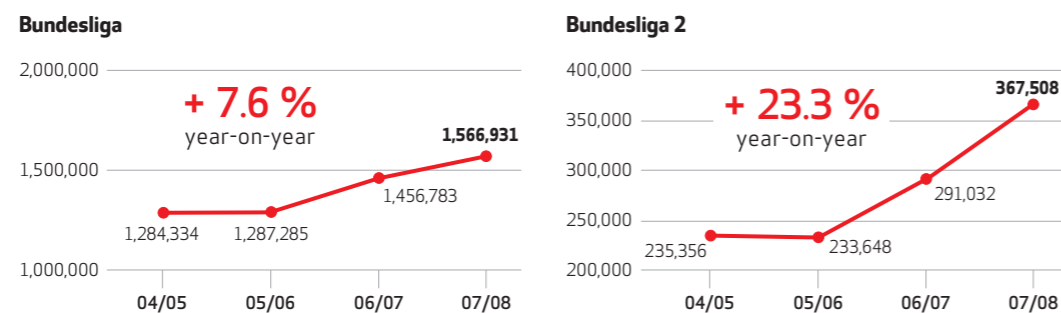
The Bundesliga is the most profitable football league in Europe, even ahead of England's Premier League. What marks the Bundesliga is the fact that the clubs and joint stock companies are not exceptionally dependent on individual sources of income, but can draw on funds from three more or less equally sized, independent pots: gate receipts, TV income and advertising. The clubs budget carefully and invest in both infrastructure and their teams. This business model resulted in impressive total revenue of over € 1.9 billion for German professional football last season, a figure which sums up the very essence of the professional football industry. Whether results like these can also be achieved in the current season is impossible to tell in view of the general state of the economy. But it is fairly unlikely that the survival of any of the clubs will be threatened.

A COMPETENCE CENTRE

The DFL has long since developed from what was originally a league secretariat to a competence centre for the league, representing the interests of professional football in an ever more complex environment and responsible for the Bundesliga product both on television and on the pitch, at a social and a political level. Its tasks can be seen as a pyramid, the foundation of which consists of securing the economic basis without which professional football in Germany could not exist. This is guaranteed through the development and distribution of products increasingly designed in house. Next come the supervision of the clubs' financial conduct (the licensing procedure), the monitoring of their work with young talents and assistance in improving the overall sporting quality. At the tip of the pyramid is the social responsibility carried by the DFL for the Bundesliga.

The general public primarily associates the DFL with its marketing activities. The league is

SURGING UPWARDS Revenue development in € '000



Impressive
The Bundesliga continues to grow.

currently still benefiting from the record television contract with Arena, thanks to which income will be stable at a national level for the next four seasons in spite of the fraught economic environment. The 36 clubs in the Bundesliga and the Bundesliga 2 will receive around € 1.65 billion during the next rights period, which runs until the year 2013. That is an average of € 412 million per season, € 7 million more than before. I am happy to say that we will also see a surge in foreign revenue of 91.6 per cent over the last rights period.

This is an excellent result for German professional football in a traditionally difficult media market complicated by wide-ranging central marketing restrictions on the part of the monopolies commission and despite a renewed crisis in the advertising sector. When seen in conjunction with considerable increases in international media revenue and constant marketing income, these results are satisfying for everyone involved: the clubs' planning security for the next four years could not be better in this environment, and their income will remain constant; the reach of the sponsors has been extended; and the spectators will have access to more live football than ever before. It is also worth noting that the contracts concluded for the two rights

periods covering 2006 to 2013 will bring the league over half of the media and marketing income generated since its foundation in 1963.

CREATING VALUE BY ENHANCING THE FOCUS

If we are to ensure that German licensed football continues to stand firm in future, it is imperative that we develop the Bundesliga product without damaging its roots and despite the limited growth opportunities offered by the unusual structure of the German media market. The Bundesliga is competing on the national and global entertainment market, and we must meet this challenge head on. The DFL is standing its ground by responding to the requirements of the market and driving the specialization of its activities and the consolidation of its core competences. It is the only league in Europe to take this approach: instead of confining itself to income from the sale of television rights, it has single-mindedly developed new business areas with considerable potential and a high strategic relevance for media marketing over the last few years.

In so doing, it has constantly been the DFL's aim to gain access for the league to new sources of income along the value chain of Bundesliga rights and to ensure that sustainable value is

Well prepared
The DFL is increasing corporate value and opening up important fields for the future.



Autonomous
The league has been producing its own pictures since 2006. SPORTCAST delivers high-quality television images for all of the season's matches.

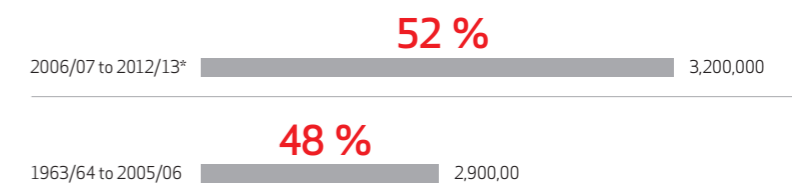
Spectacular
Media revenue in the last two rights periods amounted to over half the marketing income generated since the Bundesliga was established.

created. The DFL now owns several subsidiaries whose task is to unlock new economic resources. The TV production company SPORTCAST, for example, has produced the television images of each of the season's 612 Bundesliga and Bundesliga 2 fixtures since 2006. The Bundesliga is the first professional league of importance to introduce full in-house programme production. The DFL has thus not only assumed complete responsibility for the product it offers, but has also ensured its independence from others where image production is concerned. This is also advantageous to its partners, as whoever owns the TV rights can be sure that SPORTCAST will deliver excellent product quality.

SPORTCAST is also responsible for operating the Media Library, a strategic, forward-looking project initiated by the DFL in close cooperation with the DFB: the world's largest digital football archive is being built up in Cologne, bringing together more than 24,000 hours of images from the Bundesliga, the German FA Cup and the international matches played by the German national team.

DFL Sports Enterprises is another of the DFL's subsidiaries. Responsible for global marketing, the company is also driving the sale of brand licenses, the league's own platforms such as bundesliga.de and global television rights. At least € 105 million will be distributed by DFL Sports Enterprises to the clubs over the next three seasons from the sale of foreign television rights. Although this bears no comparison to the English Premier League, which generates an annual € 300 million, and is still way behind the Italian and Spanish leagues (who earn around

AN EXCEPTIONAL INCREASE
Development of media revenue in €m



*planned





Increasing value
Star forward Luca Toni and football wizard Franck Ribéry have contributed greatly to the fascination and success of the Bundesliga.

€ 180 million over a three-year period), it is almost twice the current amount. Bringing the various sales activities of the DFL's former Rights and Licenses division together in a company created for that purpose brings synergies in terms of content and makes it possible to develop sustainable sales competence. The oldest of the DFL's subsidiaries, Liga Travel, is primarily a service provider, offering end-to-end travel arrangements for professional sports, from the flight to transport to the stadium. And Liga Travel not only looks after

teams travelling to away games. Its second, very successful line of business is the arrangement of travel for sponsors, fans and the press. A large number of foreign guests also avail themselves of the services provided by Liga Travel.

DEVELOPING THE SPORTING PERFORMANCE OF THE LEAGUE

The DFL is not only optimizing the Bundesliga as a TV product, it has also set itself the goal of optimizing the sporting performance, i.e. of improving the product on the pitch. To this end it



€ 69,000,000

WERE INVESTED BY THE CLUBS IN THEIR HIGH-PERFORMANCE ACADEMIES IN 2007/2008.

This is **more than what the Netherlands earns in TV revenue**. 91 players trained by the clubs saw action in the 2007/2008 season.

offers considerable support to the clubs, and with success: youth coaching centres and academies, for example, have been made obligatory under the licensing procedure. The clubs spent € 69 million on their academies and coaching centres in the 2007/2008 season. This is more than the Netherlands, for example, earns in TV revenue. 91 players trained by the clubs saw action in the Bundesliga in the 2007/2008 season. This has naturally also had a positive effect on the performance of our national teams, as illustrated by the outstanding victory of the U19 team at the last European Championship.

And training does not stop at youth work: one of the keys to the promotion of young talent is an ongoing optimization of the work done by the coaches. The DFL is in close consultation with the DFB in this respect.

The Bundesliga also demonstrated its strength in the 2007/2008 European competitions, winning significant ground in the UEFA five-year rankings, where it cemented its fourth place and increased its lead on France. Grati- fyingly, it was also able to improve its lead on other countries such as Russia and Romania.

FASTER AND MORE CREATIVE

The Bundesliga starts from a relatively weak economic position compared to other top markets, and this has its roots in several factors. The especially difficult media market in Germany and the many regulations introduced by the public authorities are certainly two of the prime factors. But the major reason is and will continue to be the option open to other top leagues of buying sporting success with uninhibited debt policies and their readiness to do just that. The Bundesliga must therefore be faster and more creative than the other leagues to compensate for its competitive disadvantage – and this also applies to the sports side of things. Above all, measures must be taken in Europe to ensure that fairness returns to competition in the Champions League, too. This is something that the German licensing procedure has guaranteed for decades.

Star performance
Germany wins the U19 European Championship, its first junior title since 1992, thanks to players like Timo Gebhardt from 1860 München – here in the match against Holland.

An assessment of the economic efficiency of the clubs and of other criteria is the basis in Germany for sustainable and economically responsible competition, and is a guarantee of stability. Never in the history of the Bundesliga has a club had to declare itself bankrupt during the season.



A brilliant deal in difficult times

The German sports news agency sid described the result of the call for bids for the national media rights as follows: "This outcome earns respect. Once the monopolies commission had in effect forbidden the German football league to follow the easy route ... the DFL had to take the thorny path and carry out its negotiations piece by piece. It has passed the test with flying colours. We salute its success in securing an average of seven million euros more per season for the next four years

despite the monopolies commission's thumbscrews and an economic crisis." On 28 November 2008 and against great odds the DFL was able to present a new deal for the next four seasons. This was negotiated in record time after announcement of the call for bids on 31 October. It followed a transparent, non-discriminatory selection procedure in which 20 bidders applied for a total of 39 packages of rights after commencement of the tender period on 31 October.

The level of media revenue from national marketing increases by an average of seven million to € 412 million per season. The 36 clubs and joint stock companies in the Bundesliga and Bundesliga 2 will receive around € 1.65 billion over the next four seasons. Premiere, ARD, Deutsche Telekom, ZDF and DSF stay on board as partners. As before, Saturday afternoon at 3.30 will remain the Bundesliga's main match day, but a few changes have been introduced. The tried and

tested pattern of matches with five parallel games on Saturday remains the same, and as in the past the regular playing schedule will include a meeting on Friday evening (8.30) and two fixtures on Sunday afternoon (3.30 and 5.30). A match will also be held at 6.30 p.m. on Saturday in which clubs will only be allowed to play six times per season (including a maximum of three home games). Two exceptions have also been introduced: the Friday match will be deferred to Saturday afternoon at 3.30 immediately after FIFA's release periods for national players (up to six a season) and the 6.30 p.m. Saturday match can be moved to Sunday at 5.30 p.m. up to five times a season after UEFA Cup weeks.

The Bundesliga 2's regular match day continues to be Friday, with three games at 6 p.m. Two additional fixtures will now take place on Saturday at 1 p.m., which is certain to guarantee the clubs involved a precious piece of TV presence, with match highlights to be shown on free-to-air TV starting at 6.30 p.m. on Saturday. The Sunday kick-off has been moved for the fans and will now take place an hour later than originally published, at 1.30 in the afternoon. The newly introduced Monday game stays at 8.15 p.m. and will be shown live on DSF.

The league gave much thought to amateur football when scheduling the fixtures and decided not to hold the second Bundesliga match on Sunday at 3.30 p.m., a time which was also being considered. This means that generally speaking fewer professional football matches will be held on Sunday, with five fixtures instead of the previous seven.

Last season was the first to see a mid-season 're-audit' on Germany's licensed clubs. This entailed a lot of extra work for everyone involved, but both the clubs and the DFL see the added benefit. The DFL remains close to the clubs while keeping a low-key yet trustful profile; everyone involved knows exactly where they stand in terms of economic resources and financial viability.

THE LEAGUE LIVES UP TO ITS SOCIAL RESPONSIBILITY

Professional football in Germany lives to a great extent from the fact that it is anchored in society. The DFL therefore sees it as its duty to increase its involvement in the social sector on a continuous basis as a means of giving something back to society and of cultivating and maintaining the Bundesliga's roots.

Beyond this, the Bundesliga has set up its own foundation, the Bundesliga-Stiftung, to bring together the many other activities being carried out throughout the league in the social sector. Help is particularly focused on integration, children and the disabled, and as a member

A matter of fact
No one is excluded. All of the stadiums offer disabled access and seats and, of course, subsidized entrance fees.



BROADCASTING TIMES

	Friday		Saturday		Sunday		Monday	
	Free-to-air TV	Subscription TV	Free-to-air TV	Subscription TV	Free-to-air TV	Subscription TV	Free-to-air TV	Subscription TV
12:00				PREMIERE LIVE 12:30-15:15 Bundesliga 2				
13:00						PREMIERE LIVE 13:00-15:30 Bundesliga 2		
14:00				PREMIERE LIVE 15:00-17:30 Bundesliga		PREMIERE LIVE 15:00-17:30 Bundesliga		
15:00						PREMIERE LIVE 17:00-19:30 Bundesliga		
16:00				PREMIERE 17:30-18:30 Bundesliga and Bundesliga 2		PREMIERE 19:30-20:00 Bundesliga and Bundesliga 2		
17:00		PREMIERE LIVE 17:30-20:15 Bundesliga 2						
18:00			ARD® 18:30-20:00	PREMIERE LIVE 18:00-20:30 Bundesliga				
19:00		PREMIERE LIVE 20:00-22:30 Bundesliga			D:SF 19:30-21:00 Bundesliga 2		D:SF LIVE 19:45-22:15 Bundesliga 2	PREMIERE LIVE 19:45-22:15 Bundesliga 2
20:00								
21:00					ARD® Ab 21:45 Bundesliga			
22:00	D:SF 22:30-23:45 Bundesliga 2		ZDF 22:00-24:00 Bundesliga and Bundesliga 2					
23:00								



Responsibility
The league's multi-faceted social involvement will be brought together in the Bundesliga-Stiftung in future.

of the 'sports family' the Bundesliga also likes to contribute to other sports in which outstanding achievements are often obtained with an absolute minimum of funding. Last but not least, the Bundesliga is an economic factor in its own right, an indispensable employer and taxpayer in many regions: 37,684 jobs and over half a billion euros in taxes and duties are associated with professional football in Germany.

OUTLOOK: EN ROUTE TO AN INNOVATION CENTRE

The mounting economic crisis will also affect the Bundesliga in 2009. But German professional football will meet the crisis from a strengthened position, trusting in the advantages of its conservative and sustainable business model. At the same time, the DFL is taking the next step in professionalization towards a modern and transparent sport media company. Its TV production subsidiary and the new marketing company are not only contributing to shareholder value, but at the same time securing expert knowledge for

important fields of future interest. The DFL will also make the most of the opportunities offered by digitalization. With the increasing in-house production of content, it is extremely well prepared for the new media age. At the same time, the DFL continues to work on the optimization of sporting performance, highlighting the fact that the Bundesliga is more than just a television product. The re-introduction of relegation matches will bring added sporting appeal and drama to both the Bundesliga and Bundesliga 2. The added advantage of this is that instead of the current four teams, only two will be relegated directly, giving the clubs better planning security without taking the excitement from these sports competitions.

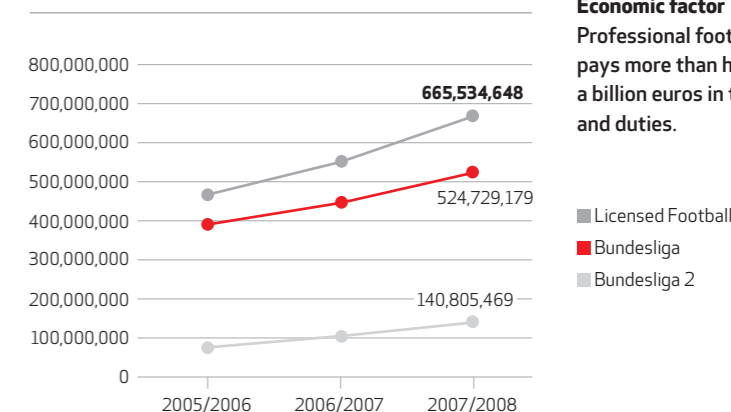
The Bundesliga has set itself high targets in the development of its product. But only with such ambitious goals will it have a viable foundation for the future. A leading player on the media market, the DFL is taking on more and more corporate responsibility to ensure that it continues to act as a buttress in German football.

The DFL will also sharpen its focus on another issue in future: improving and enhancing the image and the profile of the Bundesliga and the League Association, particularly in the eyes of the political decision makers in Berlin and Brussels, is one of its most important tasks for the future. Otherwise German professional football could be threatened by further financial disadvantages similar to those which have already resulted from the decisions made by national institutions, some of which are difficult to relate to. Particularly when compared to the other European clubs, our clubs have suffered considerable losses from these decisions which cannot be compensated for. An exhaustive, rigorous dialogue with members of the political arena is therefore essential if we wish to make the needs of successful licensed football understood.

BEYOND BORDERS

We wish to enhance the presence and the weight of the Bundesliga and German professional football as a whole, not only in Germany but in Europe, too. The DFL therefore plays a particularly prominent role in the European Professional Football Leagues (EPFL) and

TAXES AND DUTIES in €



Economic factor
Professional football pays more than half a billion euros in taxes and duties.

the Sports Rights Owner Coalition (SROC). Strengthening and improving the innate value of football and its leagues in Europe as well as the corresponding cultural, economic and social aspects are European responsibilities which we cannot ignore, nor do we wish to. Football cannot allow itself to be held up at the country's borders in a Europe which is continuously drawing closer together. Which is why we are taking on responsibility at this level.

En route to a modern sports media enterprise: the league's TV production business was joined by a new marketing company in 2008.



The Bundesliga is the benchmark



“The Bundesliga has mastered the balancing act of **keeping an eye on the finances** and taking on board the fans.”

BY JEREMY WILSON
Football Correspondent for the Daily Telegraph

A constant wall of noise – singing, shouting and friendly banter – accompanies this ever-changing blur of colour. The scene, though, is common-place on Saturdays at a station that often acts as a crossroads for matches across Germany’s Bundesliga, the best-supported domestic football competition in the world. And yes, you did read the last part of that sentence correctly. For all the hype and often justified praise that surrounds the Premier League, it is a little-known fact that average attendances for matches in Germany’s

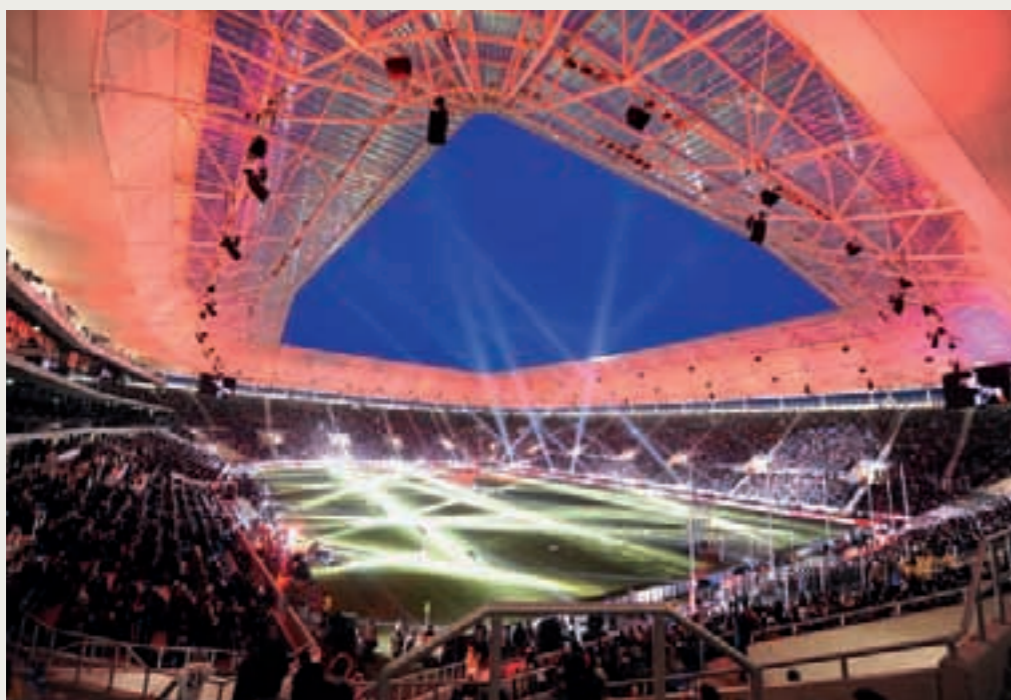
top league have surpassed their English equivalent for each of the past five seasons.

The contention that England automatically hosts the most exciting world league is also highly debatable. This season, the Bundesliga is averaging more than three goals per game and, over the past decade, can boast a consistently superior scoring ratio to the Premier League. The competitiveness and current unpredictability is also underlined by the extraordinary story of 1899 Hoffenheim, a club who have won four promotions since 2000 and

are based in a village of just 3,272 people. They are sitting above Bayern Munich at the summit of the Bundesliga.

According to Malcolm Clarke, the chairman of the Football Supporters’ Federation, Germany represents “many of the football values and practices we should aspire to”.

The differences are certainly considerable, yet a trip on Saturday to watch Borussia Mönchengladbach’s 2-2 draw with Bayern Munich certainly underlined some of the alternative ideas and structures that English administrators should consider.



Very modern and impressive
The league’s surprise club has a new home. Filled to capacity, Hoffenheim’s new arena was inaugurated with spectacular fireworks and a fantastic light show on 24 January 2008.



The day’s first surprise was the look of incredulity that accompanied my request for a train ticket. “You are going to the football?” asked the inspector at Dusseldorf. “Yes”, I replied. “Well, for you, travel is free”.

There is always a particular edge when Bayern are in town, yet the atmosphere at Borussia’s 54,000-capacity stadium was still noticeably more fevered than any comparable Premier League match.

Flags, banners and balloons emerged from every corner as the players came on to the pitch, yet the generator for this fan electricity was the existence behind one goal of the Nordkurve, a standing area that accommodates more than 16,000 supporters.

From a distance, they represented a swaying, bobbing and uncontrolled mass of humanity. It looked like a scene from the 1970s, yet up close it was clear that considerable thought has gone into making these standing areas as safe, spacious and modern as possible. The sight of stadium staff moving among the crowd while selling cheaply priced beer from a portable backpack would be equally unimaginable at any English ground.

It is reflective of a genuine openness towards supporters. “All training sessions can be freely attended by the club’s supporters,” explained Borussia’s communications director, Markus Aretz.

There are also two full-time fans’ representatives, with the membership structure in Germany meaning that no single person can own more than 49 per cent of a club. Bundesliga clubs must also abide by a strict regulatory framework concerning their debt levels.

“In England the fans find it really difficult to get influence,” said Daniela Wurbs, who has lived and worked in both Germany and England and is the coordinator for Football Supporters International, a European-wide network for fans. “I know many English fans who look towards Germany because they feel a significant decrease in atmosphere. The standing areas are a matter of social inclusion because it means the clubs can provide cheaper tickets.”

The balancing act, it would seem, is between the relative importance of needing to generate huge turnovers to fund wages that will attract

the world’s best players against a system that focuses so heavily on involving their supporters. Saturday’s match also displayed much that is best about German football. Bayern surged into a 2-0 lead after goals from Luca Toni and Franck Ribery, but that was dramatically wiped out in the closing minutes in front of an ecstatic Nordkurve. The celebrations and interaction between the Borussia players and their supporters lasted fully 10 minutes after the final whistle.

Few can seriously question the rise of the Premier League over the past 15 years, yet it is doubtful whether any country has succeeded quite like Germany in transporting the soul of football from yesteryear into a safe and modern environment while still producing an outstanding international team and thriving domestic competition.

The Bundesliga might provide nostalgic reminders of the past but, in many respects, it could also serve as a future example to an English system currently straddling a tight-rope between world domination and the risk of alienating parts of its traditional support base.



THE LEAGUE AT A **GLANCE**



“ Attractive sport constitutes the basis for **the high interest** in the Bundesliga of the viewers, the media and the sponsors. ”

Committed to the Game

Holger Hieronymus, Deputy Chief Executive Officer of the DFL and Chief Operating Officer of the DFL, on the highly attractive competition

The most modern stadiums in the world, more goals than in any other European top league, and nail-biting, seat-gripping matches to the very last day – the organization of a top-class competition forms the very core of the DFL's terms of reference. After all, attractive football is the basis for the immense interest of the viewers, the media and sponsors in the Bundesliga.

EXCITEMENT AND ANTICIPATION RULE – FOR THE 45TH SEASON RUNNING

Despite the fact that FC Bayern Munich secured championship victory early on, the 45th Bundesliga season 2007/2008 was an out-and-out exciting and entertaining competition to the end. To an outsider, it may have looked like a one-team race, but there is no doubt that the high sums invested in the pool of players, such as Luca Toni and Franck Ribéry, made the Bundesliga even more attractive. The balanced nature of the competition, however, was retained in many cases: the gap, for instance, between the top and the middle section of the league table is the smallest since three years. Going neck-and-neck for almost the whole season, it took Werder Bremen and Schalke 04 until the very last match day to decide who went through to the Champions League (answer: Bremen). The race for the last two places in the UEFA Cup were also open right up to the 90th minute of the 34th match day: prior to the final, the teams on fourth to seventh position were level on points before Hamburger SV and VfL Wolfsburg asserted themselves. The teams at the bottom of the league table were filled with both hope and fear to the very end when 1.FC Nürnberg, F.C. Hansa Rostock and MSV Duisburg all suffered relegation.

The current season also reflects how well-balanced and attractive the league is: with breathtaking speed Bundesliga newcomer Hoffenheim, the 50th club to be promoted to the Bundesliga, has established itself at the top. In inimitable style, Hoffenheim marched right through from the third division (south leg), delighting and impressing fans and opponents alike with their attacking play. In its first Bundesliga season, the club sponsored by Dietmar Hopp successfully ended the first half of the season as league leader ahead of FC Bayern.

Another driving force behind the Bundesliga's attractiveness lies in the fact that it is producing more and more goals each season. Take last season where an average of 2.81 goals per match were scored. No other European top league comes anywhere close to this figure. It is a development that has been going for a

Kevin Kuranyi
The striker from FC Schalke 04 putting on an acrobatic act for the crowd.



couple of years now. During the first half of the 2008/2009 season, the Bundesliga clubs even scored an average of 3.02 goals per match. A figure last seen in the 1980s. And 1899 Hoffenheim was the highest scoring team with 42 goals. With 51 goals in 17 games, Spanish league leaders FC Barcelona are the only international club to outscore the so-called Winter Champions, the honorary title awarded to the German league leaders at the halfway mark in the season.

PROMOTION AND DEVELOPMENT OF YOUNG TALENT REAPS REWARDS

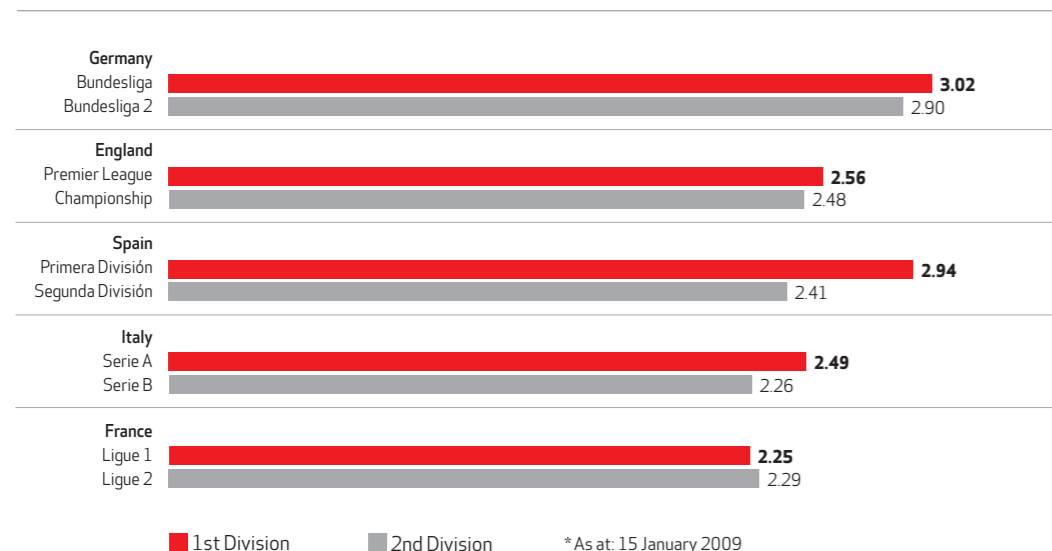
It is immensely encouraging to see a growing number of young players become first-team regulars as the youth development system is beginning to bear fruit. This is an area in which the DFL works hand in hand with the German Football Association (DFB) and the licensed clubs. As a result, a whole generation of young, first-rate goalkeepers has been produced with the likes of René Adler (Bayer 04 Leverkusen), Manuel Neuer (FC Schalke 04) and Michael Rensing (FC Bayern Munich). The selected U19 national team winning

the European Championship is further proof that the league's commitment to promoting young players is yielding some excellent results.

Since 2002, German professional clubs have only been awarded a licence if they maintain an academy or boarding school for their young players. Last season, a total of 258 teams from under-12s to under-23s and around 5,000 players came from the clubs and joint stock companies which invested € 69.2 million in its young recruits. The youth development academies are constantly vetted through the Foot Pass certification procedure which the DFL developed in cooperation with the Belgium company Double Pass. Depending on the result they are then awarded up to three stars. The investment into the youth academies can even pay off directly: around € 4 million from the solidarity pool of the UEFA were distributed to the clubs during the 2007/2008 season depending on their certification. The clubs received the new initiative so well that some of the youth academies in the meantime have already gone through another evaluation run.



BEST ATTACKING PLAY Goals per match across Europe 2008/2009*



Producing more and more goals
Internationally, only FC Barcelona can top the 42 goals scored by 1899 Hoffenheim, league leaders at the halfway mark in the season. With an average of 3.02 goals per match the Bundesliga even manages to outscore Primera División (2.94 goals).

Investment in the future
The league invested € 69.2 million in its young recruits last season.

On examination it also came to light that the clubs managed different areas extremely well. To ensure that youth coaching is further improved across the board the DFL has joined hands with the DFB and the managers of the academies to draw up a Best Practice Guide. The Guide, which will be based on the results of the certification process, will be made available to all youth academies in the summer.

SUPPORTING YOUTH COACHING ACROSS EUROPE

When it comes to youth training, promotion and development, German licensed football deliberately takes a broader view past professional football and ensures that former coaching clubs are compensated for their commitment to training and developing young players. If a club lets an amateur or licensed player, who during that season will not turn older than 23, out on the

pitch during a championship match, the player's former clubs will be remunerated for the training they provided from a solidarity fund set up voluntarily by the League Association. If the player was coached by several clubs, those clubs are compensated according to a set formula. This fair way of dealing with former training clubs is not common international practice. Quite the reverse: it seems that accepted practice in the recent past was for many clubs to woo away talented, under-age players even from other countries before they had the chance to sign their first contract with the club that trained them. A state of affairs which the DFL will not tolerate for its clubs. In international committees and on forums relating to sports policy the DFL are doing what they can to ensure that the club which trained the player is also the first to sign him. The aim here is to avoid clubs being deprived from reaping the fruits of their coaching efforts.

Oliver Baumann
The 18-year old goalie of SC Freiburg's U19 team has already won two caps for Germany's U19 national team.

The DFL actively supports the notion of a common set of football rules for the whole of Europe currently debated in UEFA's Strategy Council by the European Association of Professional Football Leagues (EPFL), the European Club Association (ECA) and the International Federation of Professional Footballers' Associations (FiFpro). Such issues are also discussed in the European Social Dialogue Committee to achieve better legal security, particularly for the transfer rules pertaining to the market in Europe.

AN INTERNATIONAL RESULT TO BE PROUD OF

The different financial backgrounds of the leagues are often cited as the reason for the lack of international clout. But not all European performances of the Bundesliga can be explained away with the German clubs' low income compared to their competitors. Thus it seems quite worrying that only one Bundesliga club managed to get through the group stage of the Champions League in the current and the last season (namely FC Bayern Munich and FC Schalke 04, respectively). Clubs such as Fenerbahce Istanbul, Olympiakos Piräus or Celtic Glasgow had as few superstars during the 2007/2008 season as FC Villarreal, Sporting Lissabon or Panathinaikos Athen who have made it through to the last sixteen.

Yet German professional football has a lot of outright experts working at the clubs. The emphasis is put on specific expertise and different training units might be run by different experts, making even higher demands of the manager who has to coordinate his staff. Coach education in Germany is seen as exemplary. Licensing regulations demand that only approved football coaches are allowed to coach a professional club.

On the whole, the Bundesliga need not fear comparison with the European elite. In the 2007/2008 season FC Schalke 04 reached the quarter-finals of the Champions League. The UEFA Cup record clocked up so far by the German teams is quite presentable: five Bundesliga clubs, namely Leverkusen, Bremen, Bayern Munich, Hamburg and Nuremberg made it to the



Pointing the way to the future

In Germany, we occasionally have a hard time using the term elite and all its derivatives. The 'Elite Schools of German Football' cannot have anything to do with this impediment. Their mission is not only to develop and promote particularly talented players, but to produce sound and firmly grounded personalities as well. Oliver Baumann is one such elite student who stands to gain from the perfect interaction between professional clubs, the DFL and local schools. The 18-year old goalie of SC Freiburg's U19 team benefits from the support of the Freiburg football school which over the past years has coached numerous football talents. Baumann's declared objective: "I want to become a professional player."

But, on the way to the very top, an obsession with and passion for the sport isn't everything that he has been taught during his eight years with SC Freiburg. He passed his exams at the Max Weber school last year and can now study at a university of applied sciences. Since August 2008, he's been working as caretaker at the Freiburg Gymnastics Club, where he goes for his social service placement. It is extremely important to the integrated training concept that the network of school, youth academy and association interact perfectly. "So far, trying to fit in school with my social work hasn't been a problem," says Baumann. Since the football school at the Mösle Stadium was established in 2001, SC Freiburg's young footballers have enjoyed ideal conditions to combine their academic and sporting education.

While set in a scenic environment, Freiburg has always been aware of its structural shortcomings, knowing that the club needs to carefully nurture its own talent to ensure its survival in

professional football in the long run. Thus those in charge made a virtue of necessity, reaping the fruits of their work last season when their U19 team came home with the German Championship Trophy. But it's not just about the sporting glory. "We see to it that our players also take the off-pitch education seriously," Jochen Saier, head of the football school, on the twin-track approach adopted by SC Freiburg. Because the majority of the young guns

player Baumann sees no cause for complaint: "Obviously the programme can be tough at times, but I am aiming very high, and can only achieve my goal if I pace myself accordingly." His efforts have already been rewarded during this year's winter preparation when he trained alongside the professional side in the camp in Mijas in Spain. As a rule, he practises with the second team of the SC which is in the fourth division and only joins the U19 team for the



"We make sure the players take their off-pitch education just as seriously."

JOCHEN SAIER
Head of SC Freiburg's youth academy

will not make it as professional players they need to be able to cope in other social environments in which they will also be faced with victories, defeats and setbacks.

NEVER LOSE SIGHT OF YOUR GOALS

The everyday strain that Baumann takes on to achieve just this is high. His alarm goes off at six in the morning at his parent's house in Bad Krozingen near Freiburg so that he can get to his social service placement on time at the Freiburg Gymnastics Club 30 kilometres away. He carries out his caretaker duties until four in the afternoon and then goes to the football school to the east of Freiburg to do his seven to nine training units per week. Despite the physical and psychological strain, twice-capped U19 national

final training session. A perfectly normal combination of circumstances. "We make sure that the younger players are introduced to a higher class of football early in their training," explains Christian Streich, U19 coach and assistant coach of first-team coach, Robin Dutt.

There are just too many imponderables involved to say with any certainty whether Baumann will ever manage to make the transition to the top flight of German football. However, even now it is quite obvious that the concept of the elite football school has not only posed a real sporting challenge, but also made sure of one thing: he never lost touch of his roots and knows what life is about beyond the confines of the pitch. In a word – the embodiment of the very idea that lies behind the 'Elite School of German Football'.



Fighter with great potential
Chilean Arturo Vidal, deemed one of the greatest defensive talents.

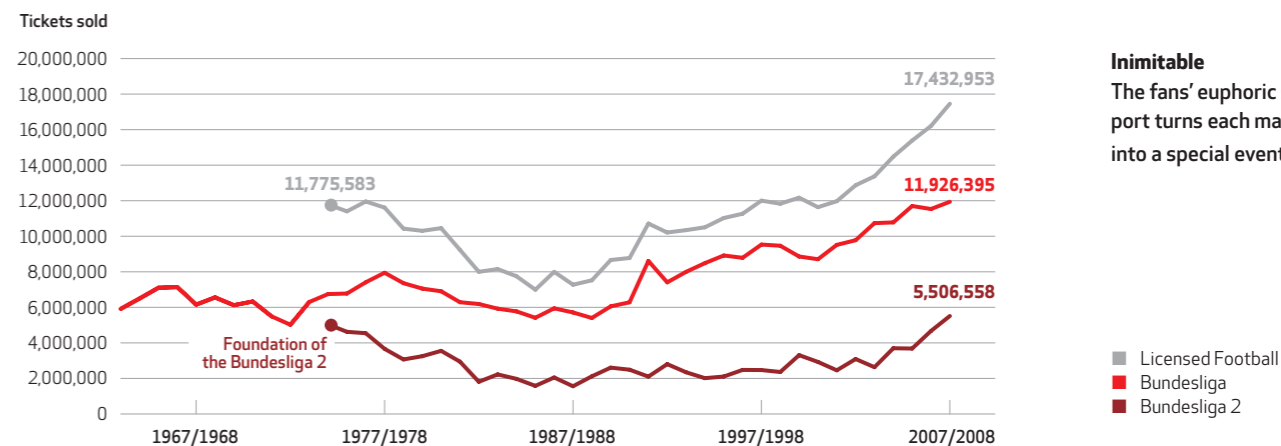
intermediate round of the UEFA Cup; Bayer 04 Leverkusen bailed out only in the quarter-finals whilst Bayern Munich even made it to the semi-finals. Given the widely varying income situation, the Champions League is anything but a level playing field. And given such distorted competition, the DFL no longer deems it a real measure of things. From the semi-finals onwards – if not earlier – it is a contest dominated by finance, with highly-indebted clubs vying for the trophy. During the last three seasons, only clubs from England, Spain and Italy played from the semi-finals onwards. The last club from a financially weaker league to break through this battery was Dutch PSV Eindhoven in the 2004/2005 season.

THE BUNDESLIGA – MORE THAN JUST 90 MINUTES OF FOOTBALL

The reintroduction of relegation matches between Bundesliga and Bundesliga 2 as well as Bundesliga 2 and the newly established Third Division from this season is bound to increase on-pitch drama and off-pitch excitement. These decisive matches – yet to be exactly timed but planned to take place around the German Cup final weekend – will be the crowning finale to an exciting season, for both the fans in the stadiums and those watching it all on TV.

German professional football has clocked its sixth successive attendance record in the 2007/2008 season with over 17 million fans watching the 61.2 Bundesliga and Bundesliga 2

MORE FANS THAN EVER Development of attendance figures since 1963



Inimitable
The fans' euphoric support turns each match into a special event.

fixtures in the stadiums. Football is much more than a mere match of 90 minutes to those following it in the stadiums. The scene for a Bundesliga match is set well before kick-off and the fans are an integral part of this production. It's the singing, cheering and crowd choreography on the terraces that make a Bundesliga match so special. Over 530,000 supporters are registered members of the 12,174 official fan clubs of the 36 clubs and joint stock companies of the Bundesliga and Bundesliga 2. Week after week these avid fans create a sensational and unique atmosphere in sold-out stadiums that even the league's international stars marvel at. What

better advertisement for German professional football than the fans that passionately follow their clubs through thick and thin over the whole season?

GREAT STORE SET BY FAN SUPPORT

As professional football can only be a success on all fronts if the parties concerned pull together, the DFL has adopted a more professional approach to keeping the dialogue with supporters going. Two years ago, the DFL set up a coordination office for all things involving supporters, staffed by a full-time fan representative. The DFL also provides financial support for fan



Over 17,000,000
FANS PASSIONATELY FOLLOWED THE BUNDESLIGA AND BUNDESLIGA 2 IN THE ARENAS.

This is the **sixth successive attendance record** and unique in European licensed football.



Sold out
A unique atmosphere prevails throughout the invariably sold-out stadium of St Pauli.

projects in the Bundesliga and Bundesliga 2. A regular consultation process has been put in place aimed at further promoting relations, with views and information exchanged on the basis of mutual trust. Whilst in the beginning the fan reps were spending most of their time with security and safety-related issues, their role has changed considerably in the meantime. Their direct contact to the fan groups on the terraces in the stadium, their participation in trips to away matches and the countless talks with representatives and key players gives them first-hand experience

of the trials and tribulations of the everyday football fan. This is why the fan reps are a first point of contact when it comes to kick-off times, the match schedule, stadium bans to be imposed or problems with tickets. To a certain extent they act as interpreters by helping to make groups and individuals, be it clubs and fans, fans and security or even fans and the DFL understand the different needs involved. To support these endeavours, the DFL has gone to a lot of trouble to provide the fan reps with a qualification, further training and professionalisation. Further



Promoting relations

TALKING TO, BUT NOT ABOUT EACH OTHER

True to this motto, the League engages openly with the fan organisations. Special fan representatives look after the supporters' interests at the clubs on a full-time basis, always with an open ear for their suggestions and wishes. **Only then can professional football be a success at all levels.**

training courses, and in particular the Guide to Working with Fans which will be published for the first time at the beginning of 2009 provide the primarily voluntary staff with guidelines on how to deal with their varied tasks. True to the motto 'Talking to, but not about each other' the DFL aims at keeping in touch with the different fan group organizations, thus promoting greater communication between those involved.

The supporters put many suggestions and requests to the DFL. The match schedule and kick-off times, but also the Monday match shown on the channel DSF are often at the centre of attention. Although the DFL is prepared to listen to these concerns and always strives to mediate between all the parties it must be understood that it cannot fulfil each and every wish and its first duty lies with meeting the requirements of the clubs.

A NEW MATCH SCHEDULE – A BRIGHTER OUTLOOK

Fully aware that the new match schedule for the 2009/2010 season is going to cause some raised eyebrows, the DFL nonetheless had to introduce a third match on Sundays to accommodate the tight schedules of clubs engaged in UEFA's club competitions. Although in the past the DFL provided two alternative match dates and coordinated Sunday kick-off times with the broadcasters to react flexibly to the requirements of the clubs, the new match schedule provides additional planning security for all participants.

Admittedly, adding another two kick-off times to the Bundesliga timetable is the consequence of pretty straightforward economic thought – screening two more live matches at the weekend will generate higher revenue from media rights. It is exactly this revenue, however, that the clubs also need to fund an attractive league packed with German and international stars, to provide supporters with affordable tickets and offer up the world's most state-of-the-art stadiums. The Bundesliga 2 timetable has also been revamped, now boasting four kick-off times on four days. Introducing a Saturday



Mladen Petric
Hamburg striker with unerring goal-scoring instinct and one of the league's top players.

match date increases the clubs' coverage on free TV, at the same time making the Bundesliga 2 more attractive to the general public. The match on Monday continues to guarantee high ratings. For the first time the winter break next season will be a lot shorter.

A necessary decision as the finals of the Champions League from this year on will be played at a weekend, thus knocking off one more match day. This led to additional scheduling problems which had to be addressed. Based on a survey which gathered the opinions of the clubs and their medical departments, it was decided to shorten the winter break to three weeks come the next season.

As in the past, there will be no matches at Christmas and the turn of the year. Despite different motives for all these adjustments and measures, they all have the same aim: to lay the foundations for an exciting competition and top-class football.



A Popular Brand

Tom Bender, Chief Marketing Officer of the DFL, about the key importance of brand management and the excellent image enjoyed by the Bundesliga

Professional football in Germany has been deeply rooted in society from its inception in 1963 and remains a favourite topic for conversation of people from all walks of society. Naturally, the DFL wants to keep it this way – a major challenge in this digital age of ever more fragmented audiences and target groups, but one that the League is set to tackle by looking after its brands, launching its own media campaigns and further developing the Bundesliga's brand profile. What is more, self-produced media content is to set up more opportunities for the creation of added value.

The figures speak for themselves – 32.28 million people in Germany profess an interest in football, and 99 per cent of respondents know what the Bundesliga is. At a time when a huge number of protagonists are competing for the interest and attention of spectators, sponsors and the media, the League has an excellent starting

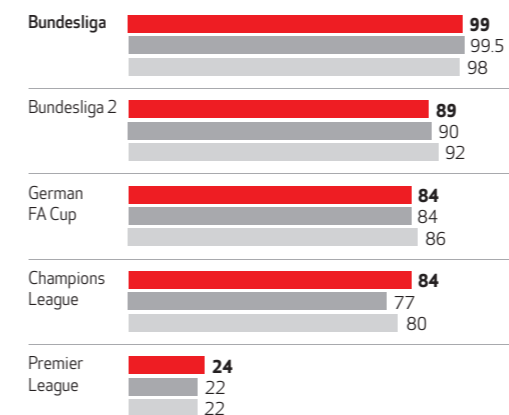
position. After all, it is one of the most important strategic objectives to promote the force of the brand in all its dimensions, both as complementary to the clubs' activities and as a trademark in its own right. Consistent brand development and management is not only at the heart of any image-building effort, it is also the basis for value retention and enhancement, and for creating opportunities to realise additional brand-related revenue in the future.

In keeping with this philosophy, the League has invested in its own brand for a number of years now, the method of choice being advertising. Last year, for example, the DFL together with the renowned agency Scholz & Friends and the creative network Hello White Parrot devised a print campaign coinciding with the end of the 2007/2008 season. The basic message was one of thanks and appreciation – to all those millions of loyal supporters in the stadiums and

“One of the most important strategic goals is to promote the force of the brand in all its dimensions.”

EVERYBODY KNOWS THE BUNDESLIGA

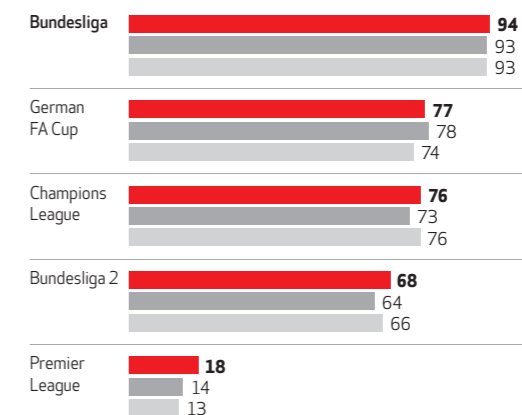
Popularity of individual football leagues and competitions



as percentage of general public aged 14+

STILL MOST INTERESTING LEAGUE

Interest in individual football leagues and competitions



as percentage of football fans (around 32.28 million)

A fixture
The Bundesliga is widely popular and also elicits the most interest.

■ 2008
■ 2007
■ 2006



Brand messages
The League is turning over a new leaf in communications with its Athletes for Athletes campaign. Right: Oliver Kahn's farewell was subject of a specially created advertising campaign.

Symbol
In addition to the championship trophy a new trophy has been developed for the Bundesliga 2 champions, to be awarded this season for the first time.



at home in front of their TV sets; to goalkeeping icon Oliver Kahn who hung up his gloves after an outstanding career; and, not least, to the media representatives whose coverage of all 612 Bundesliga and Bundesliga 2 matches made every one of them a memorable event. On an even larger and more comprehensive scale, the DFL ran the Athletes for Athletes campaign to mark the launch in August 2008 of its cooperation with the Stiftung Deutsche Sporthilfe, the

German sport aid foundation. This partnership is guided by the idea of applied solidarity in top-level sports. The clubs and the DFL use the immense pulling power of the Bundesliga to create greater public awareness of the accomplishments of athletes in other sports and the mission of the foundation. The 19th match day was fully dedicated to the Athletes for Athletes theme, featuring numerous activities in the stadiums as well as a special print and on-air campaign, also conceived in cooperation with Scholz & Friends. Millions of viewers saw the TV commercials broadcast by the League's various TV partners and were impressed with professional football's commitment, credibly and charmingly symbolised by Wolfsburg's head coach Felix Magath giving Olympic Pentathlon gold medal winner Lena Schöneborn a helping hand. In an instant, people realised how important the Sporthilfe is and that Olympic Sports and professional football are part of one big family. With Lena Schöneborn, Britta Heidemann, Ole Bischoff, Matthias Steiner and Steffi Neriuss, four Olympic champions and one European champion were more than happy to do their bit, while football was capably represented by coaches Felix Magath and Bernd Schuster, as well as players Thomas Hitzelsperger, Diego Benaglio, Clemens Fritz and Gerald Asamoah.

OWN TROPHY FOR THE BUNDESLIGA 2

In any brand-building effort, symbols are a key factor; just think of the Bundesliga logo that was introduced in 2002 and, of course, the trophy itself – the famous silver disc proudly held aloft



by championship-winning sides since 1963. With these, professional football has two inimitable signs of truly exceptional recognition and popularity value. As of the current season, they are going to be complemented by the Bundesliga 2's own trophy. Looking back on almost three decades of history, this league is an exciting competition and, in marketing terms, a product with a unique selling point. A poll conducted by market researchers TNS Sport proves the league's excellent popularity values. The Bundesliga 2 is a household name for 89 per cent of respondents, which even beats the UEFA Champions League and the German FA Cup, both of which come in at 84 per cent. In addition, the Bundesliga 2 boasts conditions that are anything but second-rate, with football played in first-rate 2006 World Cup arenas (Nuremberg, Munich, Kaiserslautern, and Frankfurt) and seven other stadiums that either are state-of-the-art already (Mainz, Freiburg, Duisburg, St. Pauli) or soon will be, once refurbishment has been completed (Aachen, Augsburg, and Ingolstadt).

ANOTHER FIRST – THE OFFICIAL MATCH BALL

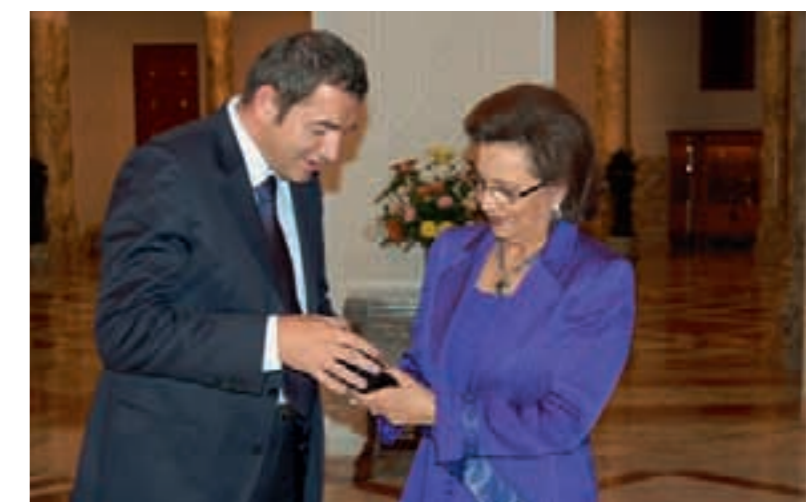
Inviting bids from manufacturers to supply the official match ball starting with the 2010/2011 season will be another new departure for the Bundesliga, and adds a new symbol to the league. By opening up a substantial new source of marketing income, sharpening the brand profile, and launching an object that brings the Bundesliga brand to life, the League is about to score a veritable hat trick. This step towards standardization

was long in the making and will be in the interest of competitive neutrality. It also comes as the response to a frequently voiced request, mainly by goalkeepers – in the 2007/2008 season, players had to adapt to not fewer than eight different brands of ball.

ASSUMING RESPONSIBILITY FOR SPORT

As demonstrated with the Athletes for Athletes campaign, the Bundesliga is prepared to use all possible means to meet its social responsibility. Past examples for this include the 'Show Racism the Red Card' campaign and several benefit matches, all proceeds of which were earmarked for people in need. In addition, the DFL is going to send a clear signal of solidarity with organizations fighting hunger and poverty in the world

Committed
Egypt's First Lady, Suzanne Mubarak, welcomes Tom Bender, Chief Marketing Officer of the DFL, during a social mission of the EPFL.



Brand work at top Bundesliga level



“The DFL is fully aware of the signs of modern brand work.”

BY ANDREAS RAPP
Managing Partner of brand consulting and communications agency THE BRAND ORCHESTRA GMBH

In future, two types of products and services will win the race – the cheap ones and the special ones. The special ones come equipped with clear and fascinating brand character. In addition to boasting the perfect product, the Bundesliga is well on the way to communicating a positive, emotional and social brand character and not without reason – it’s the result of professional brand work.

What sets brands such as Nike, Sony, Apple or Mercedes apart from others? Why are they so successful even in difficult times? They stand for a well-defined set of values! A major brand player has followers. And fans. The DFL is working hard, not only to boost even further their popularity (a well-nigh impossible task, given its almost universal recognition) but also to continue communicating the

Bundesliga brand’s high-quality, ‘soft’ selling points to all those people out there – and pulling out all stops, too.

THE BUNDESLIGA IS A DEMOCRATIC BRAND

It is open to all, generates a passion for the sport itself and is on a social mission: supported by its partner Stiftung Deutsche Sporthilfe, the DFL has launched its very own social marketing concept and developed the Athletes for Athletes campaign.

The DFL’s marketing concept underlines this partnership with an integrated communications campaign, ranging from TV commercials to print media and high-profile publicity. What is so impressive: in all advertising campaigns the Bundesliga brand behaves like all the major brands – it does not push itself brashly forward, au contraire, it

honours the performance of the Olympic athletes and champions. In the same way as cult brands such as Nike or adidas do! It’s an authentic and basically unpretentious campaign without any over-the-top advertising. The personalities come across as genuine and credible, thus superbly illustrating the support idea behind the concept.

The nationwide advertisement campaign ‘A goalie leaves – the legend remains’ to honour Oliver Kahn upon his retirement from life between the posts is a small but very select jewel in the world of communication. The very fact that the Bundesliga as an organization makes such a highly public statement goes to show that its leaders have realised how important it is to integrate celebs with role-model potential. An approach which is worth pursuing in the future. Online communication plays a major role in the

future. In fact, the Bundesliga services that are available online are already important now and will continue to be so. The web and print campaign underlines the Bundesliga’s market leadership in the football content segment. The core idea behind the Bundesliga’s online campaign “Mehr Bundesliga geht auf keine Seite” (which roughly translates to “You won’t find more Bundesliga on any other page”) hits the nail on the head – the unique selling point of bundesliga.de is impressively demonstrated. There aren’t many good online campaigns about, but this is definitely one!

Taking the idea further, headlines such as “Wieviel-km/h-hat-eine-Laola-Welle.de” (which roughly translates to “How-fast-does-a-Mexican-wave-go”) emphasize that bundesliga.de is not just authentic, it also has a sense of humour. And here comes the good part: type this headline into your browser window and you’ll be swiftly taken to bundesliga.de! A prime example of modern ad marketing.

Every day, the DFL is in touch with a host of different interest groups; supporters and media representatives being the two most important ones. The ads of thanks at the end of the season are a successful and charming way to communicate directly with fans and media reps alike, showing the Bundesliga’s appreciation of them. If there had been anybody whose heart and mind were still to be won, these ads have done the trick.

The DFL is fully aware of the signs of modern brand work and has taken up new trends, incorporating them into its philosophy. This is what adds up to good brand communication and what gives the Bundesliga an emotional, positive and social brand personality – now and in the future.



Home-grown format
Goal! The Bundesliga Magazine is offered weekly to international licensees for broadcasting.

– by joining the ‘Professional Football Against Hunger’ campaign launched by the Association of European Professional Football Leagues (EPFL) and the Food and Agriculture Organisation of the United Nations (FAO). All EPFL member leagues are committed to harnessing the power of football to help more than 960 million people around the world in their plight. Under the guidance of the Spanish Primera División and the DFL, March 2009 will see a Europe-wide day of action to present the campaign in almost one thousand stadiums across the continent. Next on the agenda comes the essential move of uniting under one national roof whatever social and charitable initiatives are already being run by the clubs at local and regional level. In February 2009, the League Association and the DFL officially established the Bundesliga-Stiftung, a foundation whose mission is to meet the challenges arising from the League’s corporate social responsibility in a consistent and efficient manner (for more details please turn to page 70).

PRODUCTION OF OWN CONTENT AS LOGICAL STEP FORWARD

The League is not only promoting the emotionalisation of the brand – at the same time, great progress has been made in transforming the organization from a mere rights seller to a provider of media content. Since the beginning of the 2006/2007 season, the DFL subsidiary SPORTCAST (turn to page 64) has been producing the TV signal of the 612 matches of the Bundesliga and Bundesliga 2. It also provides commentary in English and Spanish for the international market, which is



Click hit
With more than 92 million hits per month, bundesliga.de has a fantastic reach, which makes the website an excellent conveyor of brand messages (see advert, right).



Popular
His style of playing and his refreshing off-pitch manner have turned Bayern Munich's Sebastian Schweiger into a Bundesliga product ...

also served by home-grown GOAL! The Bundesliga Magazine. Produced in-house, the weekly 30-minute programme sent out to all international licensees offers an excellent roundup of goings-on. The fact that it is broadcast in 140 countries proves it is a vital tool in the League's global brand-building effort. Every week, millions of fans world-wide look forward to watching GOAL! The Bundesliga Magazine's mix of background stories, special features, and interviews with the movers and shakers of the game. And thanks to this unique format, the Bundesliga is well poised to compete for on-air time against all those other leagues and sports out there. In fact, demand is so strong that numerous special formats

have been produced, allowing international TV stations to broadcast Bundesliga content even during the off-season period.

Meanwhile, the League's homepage bundesliga.de has become an absolute hit with national and international internet users. Produced in German and English, it registers some 92 million page impressions resulting from up to six million visits to the site per month, which has catapulted bundesliga.de into the ranks of Germany's most popular sports portals. For fans in search of all-inclusive, credible, entertaining and continuously updated information about what is happening in German football, bundesliga.de is the site to visit. Having started out as a classic text-and-pictures

medium, it has long since added moving images and live radio match broadcasts (also in conference mode) to the portfolio. More than 100,000 fans to date have also registered for a free newsletter providing them with news straight from the horse's mouth before every Bundesliga weekend.

While national and international fans are the decidedly heterogeneous target group of bundesliga.de, the official Bundesliga Magazine in print format is primarily aimed at a more select readership, going out to decision-makers and opinion leaders from the world of football, sports, and sports business. Reaching beyond purely action-related news, it covers a broad range of topical issues in an in-depth, yet entertaining manner – an offering that is much appreciated by the key multipliers in the football industry. From the total circulation of 20,000, roughly 7,000 are personally addressed and directly sent to leading personalities, the remaining 13,000 copies are available in the VIP lounges and corporate areas of the Bundesliga stadiums.

PRESERVING 24,000 HOURS OF FOOTBALL FOR POSTERITY

In connection with the in-house production of media content, the DFL and the DFB have launched a truly singular project called the Media



... which also cuts rather a fine figure on the cover of the official Bundesliga Magazine.

Library – the world's largest digital TV archives. SPORTCAST GmbH has been commissioned to digitally store all available footage of Bundesliga, DFB Cup and German national team matches. Over the last 45 years, the Bundesliga has offered fans a huge number of highly emotional moments. The DFL and the DFB have pledged to secure what can rightly be called an audio-visual treasure trove for future generations. Even now, the Media Library is attracting great international interest as the new digitization technology will soon make it possible to retrieve more than 24,000 hours' historic images in a fast and easy way. For the digital future, this will open up a host of options that are currently being developed.



24,000 hours

OF IMAGES STORED FOR FUTURE GENERATIONS IN AN AUDIO-VISUAL TREASURE TROVE.

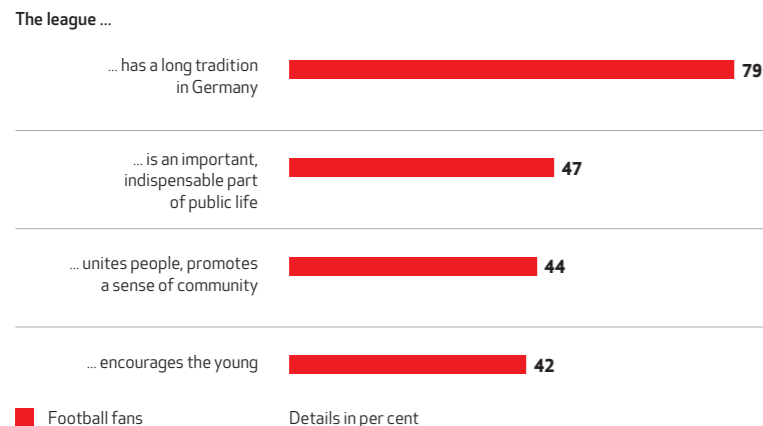
The DFL and the DFB have joined hands to set up the largest digital football archive. The subsidiary SPORTCAST digitizes all available match images of the Bundesliga, the German FA Cup and the German national side.

DEVELOPING THE BRAND FURTHER

Consistent brand maintenance and the production of proprietary content and products are integral parts of a long-term brand strategy based on sustainability, especially as football by its very nature is such a fast-lived business. More often than not, millimetres or split-seconds decide on victory or defeat, promotion or relegation, with significant knock-on effects on the clubs' economic future. That is why securing and strengthening the Bundesliga as an umbrella brand is so important for the clubs and joint stock companies. Strong brands are guarantors of continuity while adding substance to their sub-brands and helping them to generate additional income, in particular when, as at the time of writing, the economic going is getting tough. Professional football is well-prepared, though. With its new brand strategy, the DFL is confident to be able to increase professional football's marketing potential and successfully reinforce the Bundesliga's standing as a competition which offers top-class sports, staged and presented in a modern way. Ultimately, this will be to the benefit of all of the 36 affiliated clubs.

BETWEEN TRADITION AND ENTERTAINMENT

Which statement applies or does not apply to the Bundesliga?



The hallmark of German football



"94 per cent of those interested in football are fascinated by the Bundesliga and a staggering 99 per cent know it."

BY JOACHIM BACHER
Head of TNS Sport

Goals beat traction control, step-overs beat overtaking manoeuvres: 32.38 million (or 50 per cent) are interested in football, with Formula One at 38 per cent and winter sports third at 32 per cent. This is one of the main findings of a representative survey conducted by TNS Infratest for DFL Deutsche Fußball Liga GmbH in which 2,091 adults aged 14 + were interviewed in the period 25 October to 9 November 2008. Other types of sport are prone to even stronger fluctuations: the Olympic disciplines athletics and basketball do not have an own league or even a widely popular event series to raise their profile whilst the Bundesliga provides football fans with an ideal basis to follow their favourite sport.

Currently, 94 per cent of those interested in football are fascinated by the Bundesliga and 99 per cent of respondents know the Bundesliga. Questioned on the league's brand image respondents cite "good football" (74 per cent), "well organized" (64 per cent), "exciting" and "entertaining" (each 62 per cent). Although the "enthusiasm for the favourite club" has lost ground (minus 6 per cent), the "excitement" value of the league has increased by 5 per cent, which just goes to show that newcomers such as 1899 Hoffenheim are important to boosting the Bundesliga's popularity.

The Bundesliga has defended its premium position vis-à-vis the Champions League and fares even better in the most important parameters. The Bundesliga 2 was also able to increase its popularity ratings: compared to last year (64 per cent), a more than respectable 68 per cent are now interested in this league.

Another important element of the success of the Bundesliga is the fact that it is securely anchored in society. A closer look at the composition of the football-fan target group reveals that there are hardly any noteworthy

differences in age, education or income compared to the general public. The Bundesliga is immensely popular across the social spectrum, attracting audiences from all social classes.

An examination of different statements on the how the brand is perceived confirms the Bundesliga's relevance in German society. 79 per cent of respondents believe that the Bundesliga "has a long tradition in Germany", and 47 per cent deem the league "an important part of public life". The Bundesliga "unites people" (44 per cent) and is seen to "encourage the young" (42 per cent).



During the Bundesliga match between Hamburger SV and Bayer Leverkusen at the HSH Nordbank Arena on 13 September 2008 in Hamburg



“The Clubs budget prudently. A fact reflected in **dropping liabilities**.”

Sound and Weatherproof

Christian Müller, Chief Financial Officer of the DFL, on record figures and the clubs' sound financial situation in times of recession

What started out as the credit crunch has evolved into a full-blown economic crisis that is making life ever harder for not just the manufacturing and service industry, but also all other sectors of the economy. Professional sports – and with it, football – is not immune to the impact of the recession, but while a few European clubs are already seriously worried about escalating financial pressures, professional football in Germany operates from a sound basis and looks set to weather the storm. As the analysis of last season's economic data shows, the League Association's clubs and joint stock companies were able to continue writing an impressive success story.

BUNDESLIGA STAYS ON COURSE FOR GROWTH

In the 2007/2008 season, the 36 clubs and joint stock companies of the Bundesliga and Bundesliga 2 posted total revenue of € 1.9 billion, surpassing the previous season's record for the fourth time running. Still widely unaffected by the financial crisis, professional football increased its revenue by over 10 per cent compared to 2006/2007, which translated into an average € 2 million profit after tax per club. 15 clubs of the Bundesliga and half of the Bundesliga 2 clubs are in the black.

A look at the earnings before interest, tax, depreciation and amortization (EBITDA) confirms that professional football is, essentially, a truly going concern. An average € 7.2 million per club constitutes the second-best result achieved in the period under review. Averaging € 1.9 million per club, the Bundesliga 2 achieved the best results ever, comfortably surpassing the hitherto elusive € 1 million threshold.

To a certain degree, these increases in revenue are the result of a rise in income from advertising and sponsorships (up 13.3 per cent). Clubs also generated considerably higher earnings from match-day takings, merchandising, and player transfers, while media receipts remained the same under the ongoing three-year broadcasting agreement.

Thanks to these sound income streams, the clubs' equity situation in both the Bundesliga and Bundesliga 2 has risen to new record levels. A third of the balance sheet total of all licensed clubs combined is equity capital, which, when viewed against the capital resources available among German corporations, is a very respectable ratio.

Good investment

Andrej Voronin's goals have sent Hertha BSC Berlin to the top of the table, the striker having joined the club on loan from Liverpool FC.





Diego Ribas da Cunha
The 23-year-old Bremen midfielder is one of the German league's undisputed stars and scored the 'Goal of the Year 2007', an awe-inspiring strike from almost 70 yards.

Obviously, given the current economic downturn, the Bundesliga clubs cannot take any continuation of such a dynamic development for granted. However, if there is one thing that does give German professional football reasons to be upbeat about the future, then it is the fact that income will continue to flow from three almost equally important sources – match-day takings, advertising income and the exploitation of media rights, jointly accounting for more than three quarters of total revenue. This means that professional football in Germany stands on a firm and broad foundation and is not overly dependent on any single stream of income.

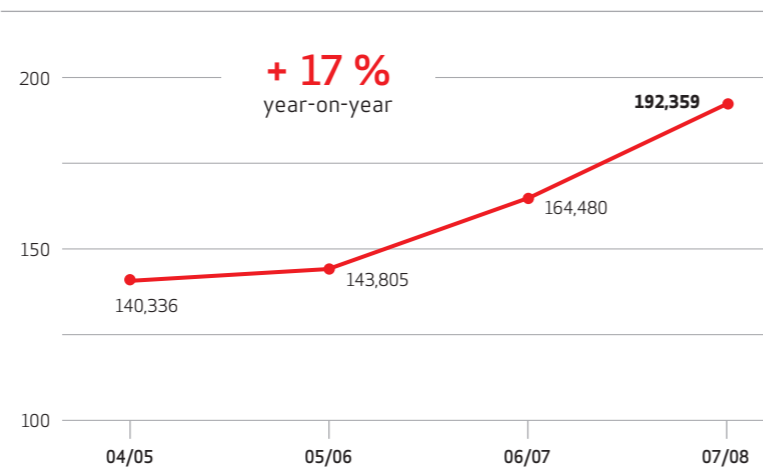
CLUBS CAN AFFORD TO INVEST IN PLAYERS

Looking at the investments made, two items showed a particularly marked increase – payroll costs for match operations, consisting of the wages for players and managers (up 20.7 per cent) and player transfers (up 23.8 per cent). Following several years of restraint and encouraged by a healthy flow of income, the 36 clubs of the Bundesliga and Bundesliga 2 adopted slightly

bolder spending patterns prior to and during the 2007/2008 season, wisely refraining from living beyond their means, though. And there's no doubt that the addition of stars of the calibre of Luca Toni and Franck Ribéry to FC Bayern Munich's squad has added a lot of sparkle to the league.

WILLING TO INVEST

Bundesliga – Transfer costs in € '000

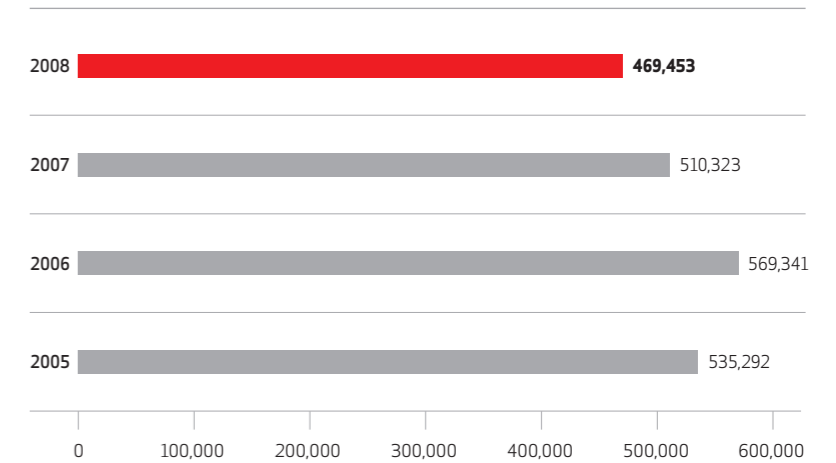


On the other hand, transfer revenue has seen a striking increase of 67 per cent in the Bundesliga and even 125 per cent in the Bundesliga 2. This goes to show that professional football in Germany produces more and more sought-after players who 'sell' for high fees on the transfer market. Looking at the 2007/2008 season, cases in point are Miroslav Klose's move from Werder Bremen to FC Bayern Munich and Owen Hargreaves' transfer from FC Bayern Munich to Manchester United to name but a few.

Thanks to their prudent budgeting, the clubs of the Bundesliga and Bundesliga 2 managed to reduce total liabilities and provisions to € 571.6 million in the 2007/2008 season, the lowest figure in the past four years, and a decrease by 4.7 per cent compared to the previous season. Liabilities due to banks, which stood at € 117.3 million on 30 June 2005, were reduced by an impressive 63 per cent to € 43.3 million as at 30 June 2008.

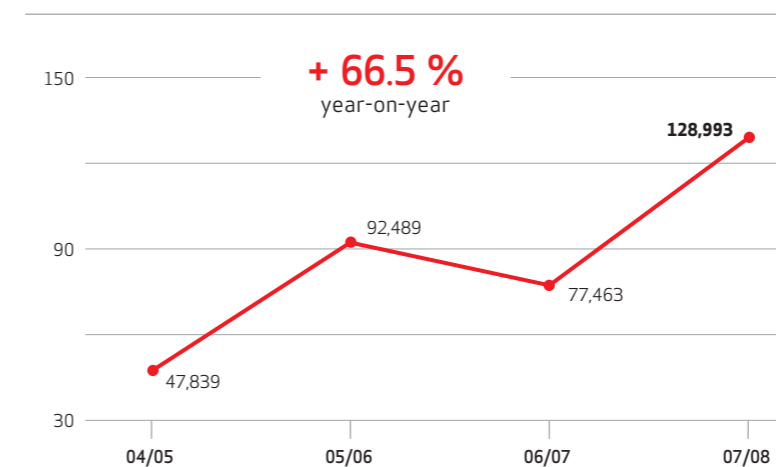
As at the balance sheet date (30 June 2008), the 18 Bundesliga clubs' total assets exceeded liabilities by € 430 million. Including the Bundesliga 2's total net assets of € 75 million, net assets of licensed football total more than half a billion euros.

REDUCING DEBT Liabilities in € '000



BOOM IN TRANSFERS

Bundesliga – Transfer revenue in € '000



PROFESSIONALISATION OF BUNDESLIGA 2 WELL ON COURSE

The development of the financial situation in the Bundesliga 2 was so encouraging that earnings reached a new dimension in the 2007/2008 season – for the first time, the average income per club surpassed € 20 million. Equally, for the first time in four years the Bundesliga 2 was able to raise its share in total revenue generated by licensed football to 19 per cent. This roughly corresponds to the share paid out to the Bundesliga 2 clubs from the revenue generated from the central marketing of media rights, which in the 2008/2009 season are allocated in keeping with a distribution key of 80:20.

Compared to the previous season, payroll costs for match operations in 2007/2008 rose by more than 31 per cent, averaging € 8.8 million per club. While this signals an all-time high, it is somewhat reassuring to know that this figure still remains below the increase in total revenue. In a way, it also reflects the line adopted by the likes of Borussia Mönchengladbach, 1899 Hoffenheim and 1. FC Köln, all of whom made considerable investments to achieve promotion, a risk well taken in all three cases. And last but



The Bundesliga job machine

Professional football offers thousands of opportunities for employment.

not least, the money spent has translated into quality football – so no reason any more for the Bundesliga 2 to hide its light under a bushel.

JOBS AND APPRENTICESHIPS IN PROFESSIONAL FOOTBALL

The Bundesliga has become an indispensable element of the German economy. In the 2007/2008 season, German licensed football provided employment to a total of 3,788 full-time staff (up 6 per cent from last season), 1,021 part-time staff (up 55 per cent), 4,036 casual workers (down 5 per cent), and 89 trainees (up 6 per cent), with a further 3,279 people working for various subsidiaries. These are

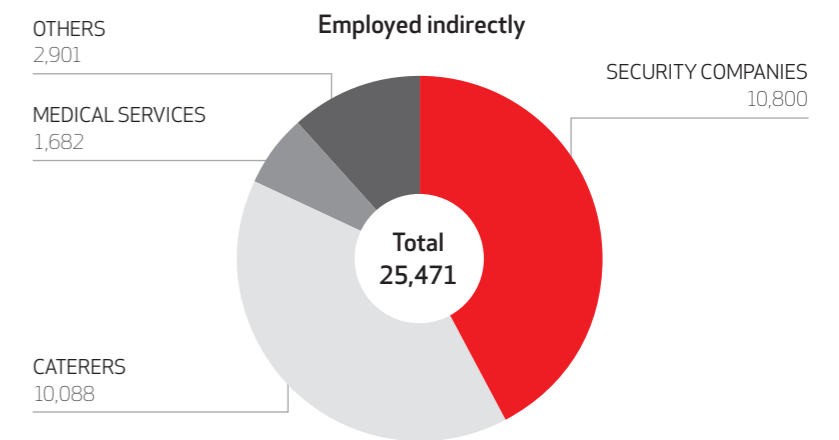
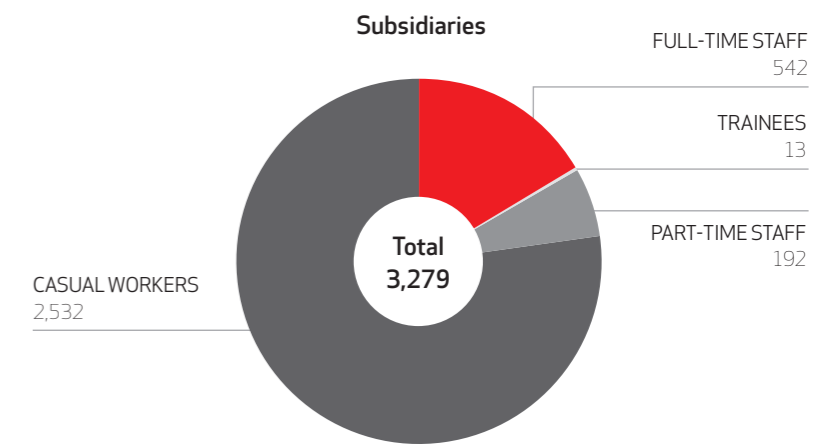
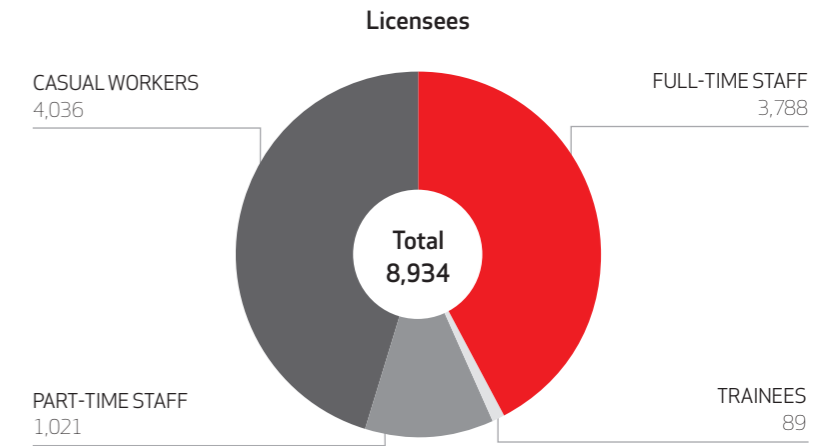
impressive figures indeed that do not even include the 25,000-plus part-time staff employed with security companies, caterers, and medical service providers. The league also prides itself on extending its credo of promoting young talent beyond the confines of a football pitch. At a great number of Bundesliga clubs, young people are receiving vocational training for their careers as sports, fitness and event managers, office administrators, sales assistants in wholesale and retail, and office communication specialists.

Not only is the Bundesliga a substantial employer, it is also a taxpayer and, as such, an important contributor to the state coffers.

In the 2007/2008 season, the 18 top-flight clubs paid € 524.7 million in tax, which is 17.8 per cent more compared to the previous season. Tax paid by the Bundesliga 2 amounted to € 140.8 million, an increase of 35 per cent from last season. Society as a whole not only benefits from the league's considerable tax payments, but also from the clubs' investments – money spent on building, maintaining, extending and renovating stadiums or training facilities. Finally, there is the not inconsiderable factor of private consumption by hundreds of thousands of stadium-goers who buy match tickets, snacks and refreshments, and increase the business volume of local pubs, restaurants, and hotels.

KEPT IN PAY

Number of people employed in professional football 2007/2008



An exemplary system



"The German system takes on a **role model function** for the European club licensing system."

BY ANDREA TRAVERSO
UEFA, Head of Club Licensing

Club licensing was first introduced by UEFA back in 2004 when, for the first time, clubs were given minimum criteria to fulfil before they would be eligible to enter UEFA club competitions.

The idea was not a new one: several national associations and leagues, including the German Football League (DFL), had already implemented domestic licensing systems for their national competitions. The main difference was that UEFA's licensing was based on a series of defined quality standards covering sporting, infrastructure, personnel, administrative, legal, and financial matters, while domestic systems tended to focus on financial areas only.

RAPID PROGRESS

Since then, the UEFA licensing system has developed apace, involving all 53 national associations and more than 700 clubs, and achieving important results in all its fields of application.

The national associations – or, under specific circumstances, the leagues – are the licensors, not UEFA. As licensors they have a high degree of flexibility to add additional criteria and determine the scope of application of all the criteria in their domestic regulations. This is because they have a better understanding of their clubs and national environment, and are bet-

ter placed to help their clubs achieve higher standards.

In such a context, the German licensing system run by the DFL distinguishes itself by its wide scope. The system has been implemented across different leagues, right down to the regional ones, and it covers more than 100 clubs.

The many years of experience built up by the DFL have contributed to its in-depth knowledge of the local football environment, in particular the clubs' financial context. This knowledge enabled the DFL to easily integrate the minimum criteria set by UEFA in the national framework, and to develop and implement additional financial criteria that have made the German licensing system one of the most advanced schemes on the European scene.

FINANCIAL STABILITY

A strong analytical approach focusing on projected figures, close monitoring of club expenditure and a continuous follow-up of the clubs' financial situations throughout the season are some of its main and distinctive characteristics. In particular, the DFL thoroughly screens and analyses the clubs' liquidity plans for the whole football season. This challenging activity enables the league, as licensor, to identify potential future liquidity shortfalls and ask the

clubs to adopt appropriate hedging measures (e.g. request bank guarantees) in plenty of time, thus improving their financial stability in the long run.

It goes without saying that these activities could not be managed without sufficient resources, appropriate skills, professionalism and know-how, all of which are very well established at the DFL.

Even though the club licensing system cannot prevent some clubs from encountering financial difficulties, the generally good financial shape of Bundesliga clubs in recent years illustrates the merits of the services provided by the DFL and the results that can be achieved when the club licensing system is rigorously applied.

DFL executives regularly cooperate with UEFA for the development of the licensing rules and promotion of benchmarking across Europe and strongly encourage financial fair play in club competitions.



Acclaimed
The DFL's licensing system serves as a model and is held in high international esteem.

CREATING EQUAL FINANCIAL OPPORTUNITIES

Widely regarded as exemplary, the DFL's licensing procedure guarantees the greatest possible equality of opportunity or, in football parlance, the much-quoted level playing field. For the clubs, this is more than just a check of their financial viability. In the same measure as sporting, legal, infrastructural, security and media criteria are put under scrutiny, the examination process has developed into a comprehensive quality assessment that goes far beyond the minimum requirements UEFA makes of every club wishing to take part in its European club competitions. Thus, for a club to obtain the League Association's license is akin to receiving the seal of quality for its professional structures. The record so far speaks for itself, as even after 45 years of professional football in Germany, there has not been a single case of a club having to file for bankruptcy. Moreover, German stadiums are internationally considered top-class in terms of general infrastructure, spectator comfort, and security standards.

But laurels are not for resting on; the licensing procedure itself is constantly being appraised, reviewed and, in fact, improved. Last year, for example, 14 clubs were asked to undergo a mid-season 're-audit', which number has risen to 20 in the current season. Put simply, the purpose of the exercise is to have another, closer look at the figures as they present themselves halfway through the season, providing both licensor (the DFL) and licensees (the clubs) with added confidence that they are on the safe side.

CLUBS BUDGET PRUDENTLY IN DIFFICULT TIMES

Over the past few years, the Bundesliga's expansion has been based on an excellent revenue base, the clubs' collective resolve to heed the principles of prudent management, as well as the rules imposed by the licensing procedure. As a result, the DFL feels that the league may be better prepared to face the economic downturn than



15 out of 18 Bundesliga clubs are in the black – financial results offer impressive proof of the clubs' financial viability.

many international competitors whose public image is more often than not characterized by gigantic debt and a marked dependency on third parties of sometimes dubious origin.

However, even in times of recession the Bundesliga must prove itself anew. In particular, there is no way of knowing at this stage where the advertising and sponsorship market is heading, one of the three main sources of income for professional football in Germany. Therefore it is all the more comforting to see that while there have been times of crisis before, the Bundesliga has never suffered any dramatic collapse. The DFL and the clubs are aware of the difficult situation, and the comparatively small volume of winter transfers this season seems to point to a cautious and reasonable approach being adopted.

Transparency, thoroughness, and sustainability will remain the guiding principles of managing German professional football – the key ingredients of a healthy diet that, it is hoped, will strengthen football's immune system and enable the game to weather the current worsening economic climate. Who knows, the Bundesliga may even come out the winner – as one of the knock-on effects of the crisis, professional players are more likely to select their employers on the merit of their sound and reliable financial attitude.

ADDING VALUE BY FORMING CLUSTERS

By their very nature, averages as presented above and in the annex to this Bundesliga Report are of only limited value when examining the economic success (or lack of it) of any specific club. In an effort to get a clearer picture, we have divided the 18 clubs of the Bundesliga and Bundesliga 2, respectively, into three groups of six each, using two parameters: end-of-season table position (clubs ranked 1-6, 7-12, etc.) and payroll costs for match operations. For each of the three clusters thus formed, we have provided average values regarding their revenue, expendi-

ture, and result after taxes. This way, it is easier to analyse the figures of structurally comparable clubs or peers.

In the Bundesliga, the cluster of clubs with the highest payroll costs (higher than € 38 million) assumes a patently dominant position as regards all of the sources of revenue, clearly surpassing the Bundesliga average. For their part, the middle-cluster clubs' figures actually reflect the Bundesliga average.

The cluster formed by the six clubs with the lowest payroll costs (under € 24 million) fall significantly below the Bundesliga average in the majority of aspects. Interestingly, though, not all of the clubs relegated to the Bundesliga 2 are in this group. The area where the three clusters are closest together is revenue from TV rights, which reflects the underlying philosophy of league solidarity at the time of „sharing the spoils“. Generally speaking, a multiplier of two can be applied from one cluster's revenue and expenditure to the other's, i.e. the middle cluster's revenue and expenditure is twice as high as that of the group of clubs with the lowest payroll costs. Roughly the same factor applies when looking at the middle cluster in comparison with the top cluster.

Looking at the year-end results, the three clusters are wide apart, with the group of clubs with the highest payroll costs posting the best average results in the 2007/2008 season. The Bundesliga 2 shows the same size gap between the group of clubs with the highest payroll costs (higher than € 8.3 million) and the middle cluster representing the Bundesliga 2 average, but interestingly, there is almost no gap at all between the middle cluster and the group of clubs with the lowest payroll costs (under € 6 million). And again, not all of the relegated clubs came from that supposedly weakest cluster. In stark contrast to the Bundesliga, the bottom-cluster six proudly posted the best average year-end result after taxes.





THE LEAGUE'S SUBSIDIARIES



Global Player

If a businessman with a liking for football can watch a live broadcast of his team Bayern Munich scoring the winning goal in a derby against Hoffenheim from his hotel in Dubai, it's thanks to the DFL's latest subsidiary. DFL Sports Enterprises GmbH started up in Frankfurt just last September to place the games of the league on the global market. Thanks to its deal with Dubai Sports Channel, German top-flight football will be broadcast in a total of 23 Arab and North African countries over the next seasons leading up to 2012.



DR ROBERT NIEMANN
Chief Executive Officer,
DFL Sports Enterprises

But that is not all the new enterprise headed by Dr Robert Niemann (CEO) and Jörg Daubitzer (COO) has to offer. The enterprise has a three-part agenda, aiming to expand the Bundesliga brand's popularity across the globe, while at the same time increasing revenue. All marketing activities have therefore been spun off from the DFL into this fully-fledged subsidiary, with staff coming from within the ranks and complemented from elsewhere. The global marketing of all 612 Bundesliga fixtures across the whole palette of audiovisual platforms – from TV and radio, to mobile phones and the internet – forms just one business unit. Separate units have been set up for sponsorships and licensing, and for the marketing of the league's own media, such as the Bundesliga Magazine, its website bundesliga.de as well as the broadcasting sponsorships offered to its advertising partners.



JÖRG DAUBITZER
Chief Operating Officer,
DFL Sports Enterprises

Although a newcomer, DFL Sports Enterprises has already achieved a great deal – the Bundesliga matches for the next season have already been sold at this early stage of marketing operations to over 140 countries. Deals have been made not only with Dubai Sports Channel, but also with other entities such as Eurosport. "Eurosport 2 will broadcast the matches in 22 East European and

DFL SPORTS ENTERPRISES – Worldwide Sales & Distribution

DFL Sports Enterprises is a wholly-owned subsidiary of the DFL Deutsche Fußball Liga GmbH and was founded in 2008.

Audio-visual rights*

- Over 65 international licensees
- Bundesliga broadcast in 172 countries
- A total of 29,039 hours of Bundesliga broadcast worldwide

Sponsorships and licensing

- Three official Bundesliga partners
- Global licensing to companies operating internationally

Marketing of league-own platforms

- Special media marketing to top-rate target groups

*for the 2007/2008 season



Sponsorship partner
Krombacher is official Bundesliga partner since the second half of the 2008/2009 season.

A crowd puller not just in Dubai and China – the Bundesliga enjoys exceptional popularity all over the world.



EA Sports and TOPPS bank on innovative products.

Scandinavian countries, bringing us a turnover of € 35 million over the term of the agreement," explains Niemann, a marketing expert with international experience. One of his positions before joining DFL Sports Enterprises was with Fremantle Media. More recently he set up the subscription TV channels AXN and Animax in Germany and its German-speaking neighbours for Sony Pictures Television International. What is special and indeed innovative about the Eurosport agreement is that it was negotiated without the help of a middleman. "This results in higher margins for the Bundesliga, providing lasting support for the product whilst continually liaising with the licensee," according to Niemann.

Daubitzer, previously in charge of the DFL's Rights and Licenses division, stresses the strategic

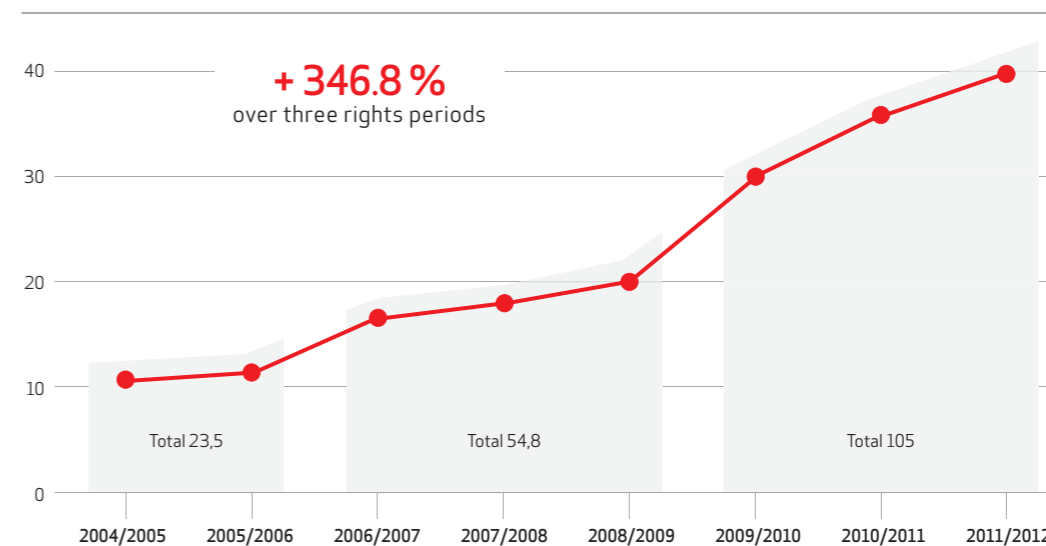
importance of the Dubai deal: "Our partners are also providing support to boost a strong Bundesliga brand in the Arab and North African countries, as the agreement includes comprehensive promotional activities such as jointly staged training camps for the teams in Dubai." The desert emirate is famous for being a passionate supporter of all things football. DFL Sports Enterprises has the unilateral option to extend the deal from three to six years. If it chooses to exercise this right, revenue – which has already risen by around 320 percent thanks to the current agreement – will experience further substantial growth, says the COO.

The deal is also highly attractive for Dubai Sports Channel. When the agreement was announced in Dubai's Raffles Hotel at the end of January, the broadcaster's managing director Rashid Al Amiri announced: "We are delighted to have been awarded the broadcasting rights for the matches of the German Bundesliga, one of the most professional leagues in the world followed by millions of viewers around the globe. This deal confirms our position as the most popular sports channel in the region."

KROMBACHER PARTNERS UP WITH THE BUNDESLIGA

The other business segments are developing equally favourably. The global contract with Electronic Arts, better known by its logo EA, has already been extended until 2011. "Compared to the previous deal, annual revenues have

DISTRIBUTION of foreign turnover (in €m)



Full steam ahead. Both brand licenses and international TV marketing are poised for growth.

increased by almost 200 percent", emphasizes Daubitzer, who goes on to announce good news from a completely different sector: "We have succeeded for the first time in winning a major brewery, Krombacher, as Bundesliga partner. The alliance is of course set up in such a way that it won't affect any of the clubs' individual arrangements with other suppliers."

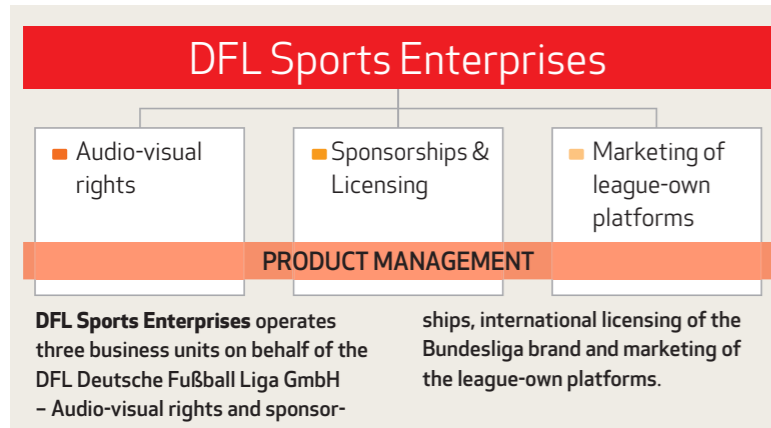
Another item on the agenda is the marketing of the league's own media to advertising customers. Synergies with other segments are possible, even welcome. "It obviously makes sense if league sponsors can advertise on the website or in the Bundesliga Magazine," says Niemann with a smile, as herein lies another reason for the establishment of DFL Sports Enterprises – the one-stop service that can now be provided is bound to increase customer satisfaction significantly.

PLANS AND PROSPECTS

There can be no doubt that the new enterprise has a bright future ahead of it. "Now it's just a matter of using this basis to strengthen the

brand both at home and abroad," says Niemann. Marketing the brand is one objective on the agenda, another is the expansion of the enterprise's function as a service provider on a national and international level. It is for example quite conceivable that it take on marketing activities for football leagues or competitions that do not have sufficient funds to establish and maintain all that goes hand-in-hand with such a costly organization. Daubitzer adds that other types of sport could also be of interest to the new enterprise. "It's quite within the realms of reason that leagues and competitions from other types of sport could benefit from our expertise and the Bundesliga's international market position." So there are plans and prospects aplenty at DFL Sports Enterprises.

Football fans may rest assured that the wide range of satisfied partners of the DFL, expertly looked after by DFL Sports Enterprises, will do their very best to ensure that live Bundesliga football keeps them on the edge of their seats, no matter where their business trips or holidays may take them in future.



Official Bundesliga partners:
 Premiere, Krombacher and T-Home.



A Quality Feed

It is an old piece of football wisdom that a match ends when the final whistle goes. When it starts, however, is entirely up to Sportcast, a DFL subsidiary in charge of producing the basic TV feed. "Our production manager at the touchline indicates to the referee when he's to blow his whistle for kick-off," explains Frank Hippler who is in charge of all things to do with the feed at SPORTCAST and responsible for making sure that customers get their TV images on time. 'Product Executive of Contribution and Distribution' is his official title. Why the English job title? The answer is easy, with live coverage of the Bundesliga available throughout the globe, Sportcast managing director Josef Nehl sums it up nicely: "Football has been an international business for a long time now." At the end of January, for instance, the return match between Hamburger SV and Bayern Munich was distributed without interruptions to the partners ARD, Premiere and DSF in Germany and across the whole globe.

When Frank Hippler comes into the office on Monday after a match day, the first thing he does is check out the QM portal. This online quality management tool is used to collect all the information on the coverage, including accounts of any even seemingly unimportant problems reported by those in charge at the stadiums, who also rate the work of those involved. "This is the only way we can truly maintain and even improve the quality," explains the head of the TV signal distribution.



JOSEF NEHL
Chief Executive Officer of
SPORTCAST GmbH



612 Bundesliga and Bundesliga 2 matches
SPORTCAST GmbH supplies images of all
German professional football fixtures.



Spidercam
SPORTCAST GmbH
uses state-of-the-art
technology to ensure
the highest production
quality.

Meeting the highest demands for high-quality broadcasts was one of the driving forces behind Sportcast's establishment in 2006. Since then, the company has transformed into a competence centre for all aspects relating to the production side of professional football coverage – from generating the basic feed to meeting the unilateral requirements of its customers. Christian Seifert, Chief Executive Officer at the DFL emphasises that: "It's the League's responsibility to provide fans, as well as national and international partners with the best possible product."

AN ESTABLISHED AUTHORITY ON PRODUCTION

The DFL's production assignment alone is stupendous: each season sees the production of live images of the 612 Bundesliga and Bundesliga 2 fixtures – nowhere else in the world is more football recorded live. Over 700 employees, from director through to cable carrier, have to be coordinated on just one league match day. It is a foregone conclusion for Sportcast to use state-of-the-art technology starting with the OB

vans to produce the basic feed. Depending on the customer's requirements, Sportcast then distributes the signals to the national and international licensees through various channels. SNG vehicles (short for Satellite News Gathering) are needed to send the feed on a long-distance journey round the globe via satellite. The Berlin-based company HDSAT Com GmbH, in which Sportcast holds a 75% share, disposes of six such high-tech vehicles to send TV images from the stadiums via satellite to the broadcast centre in Cologne and from there to the whole world.

Sportcast's expertise is also sought after in other areas, including the conversion or construction of stadiums. Advice from the DFL subsidiary is highly valued when it comes to the best possible planning of the production environment for the media, giving ArenaConsulting the potential of becoming a business unit in its own right.

While Sportcast generates a large proportion of turnover with the Bundesliga, the DFB joined Sportcast's portfolio of customers last year, letting the DFL subsidiary produce all 63 FA Cup fixtures, women's football and the international youth matches since this season.

SPORTCAST IN FIGURES

- Production of TV images of the 612 Bundesliga and Bundesliga 2 fixtures per season
- At least eight cameras and one super slow-motion camera at each Bundesliga match, six cameras and one super slow-motion camera for Bundesliga 2 matches
- All 306 matches of Bundesliga broadcast in HD
- Travel arrangements for around 700 employees per match day
- TV distribution of live feed for top matches to over 170 countries
- Roughly 6,000 assignments for camera teams and 1,200 for directors per season
- 63 live German FA Cup matches, 32 matches in four days for the first round
- Production of all U21, U20 and U19 international matches for the DFB
- Internationally distributed feed with up to 11 hours of live coverage a day, and production of international match highlight programmes
- Transmission of HD signals via satellite using six own SNG vehicles of the HDSat subsidiary which were used for other events such as the World Handball Championship and the European World Cup
- Two computing centres with 2.7 petabytes memory each for 40,000 hours of Bundesliga archive material

ON THE BALL DURING THE WORLD HANDBALL CHAMPIONSHIP

Yet there is still more to offer. The company loaned production experts to the European Championship in Austria and Switzerland who took on the role of TV producers there and then. Sportcast was also on the ball during the World Handball Championship in Croatia, providing the SNG vehicles along with the staff for the broadcasts. Its diverse services cover everything from technical equipment for stadiums and halls through to hiring out staff and the required technology to event organizers.

Since this season Sportcast has been taker of its own Bundesliga feed. The reason is the remarkable Media Library project, jointly realized by the DFL and the DFB. The ambitious project uses two mainframes to store all edited match highlights – a unique project that ensures moving images of all Bundesliga matches will be saved for posterity.

To ensure that the DFL's production quality and security is permanently leading-edge, Sportcast occasionally takes exceptional measures. Two years ago, the service provider staged two

friendly games between youth teams in the LTU-Arena in Düsseldorf that featured the latest advances in broadcasting technology, showcasing to potential customers what the future may hold in this particular field. A video demonstrates the outcome: panning and tilting just inches over the grass, close-up shots of the players, bird's eye views of the frenzied action in the six-yard box, all shot from a camera in the goalpost – not even Hollywood could have done better.

Other tools are already well established. The spider cam, for instance, is used in top Bundesliga matches, hovering over the pitch to deliver breathtaking high-angle shots. It was used to produce the images of the return match between Hamburger SV and Bayern Munich that kicked off the second part of the season – a match that was watched throughout the world. Hamburg's defeat of the record champion was shown in the familiar top quality in 170 countries.



LIGA TRAVEL AT A GLANCE

Since 1 July 2002, Liga Travel GmbH, a DFL Deutsche Fußball Liga GmbH and HRG Hogg Robinson Germany GmbH & Co. KG joint venture, has been professionally handling the national and European travel needs of high-performance sports. Jointly managed by Götz Bender (DFL) and Wolfgang Wirthmann (HRG) the DFL has a 51 per cent stake in the company whilst HRG Germany holds 49 per cent. Ralf Schaar is office manager at the DFL's headquarters in Frankfurt/Main.

28 Bundesliga and Bundesliga 2 clubs are regular customers of Liga Travel in the 2008/2009 season.

"Together with Liga Travel we go through all our travel arrangements and plans twice a year based on a master plan. All our requirements are met and all arrangements carried out without a hitch, regardless of whether we are travelling abroad or in Germany. Everything is dealt with and we feel excellently looked after in every way," says Michael Preetz, Head of the Licensed Player division at Hertha BSC Berlin. The hotel catalogue which is published ahead of each season is unique on the travel market. Specially designed for the teams of the Bundesliga and Bundesliga 2, it is tailored to meet their football-specific requirements.

The Bundesliga clubs can choose from a select range of 350 hotels in all categories suited to their requirements and budget. The special service is rounded off with exclusive rates and conditions negotiated with different service providers. A considerable Bundesliga discount on Lufthansa rates helps to keep costs down, as do the special offers by Deutsche Bahn or rental companies. "Quite apart from the additional workload for their own staff, the clubs have come to realize that they cannot get the same conditions when making their own travel arrangements," explains Bender. Bulk buying is the magic word here: the DFL's Liga Travel partner is HRG which has a broad volume and agency network.

Wolfgang Wirthmann, also managing director at Liga Travel GmbH sees "sound growth potential" for the DFL subsidiary. There is a growing demand for professional travel management in the field of high-performance sport, from dealing with the day-to-day business to team travel arrangements and booking holidays for the clubs' executives and players. "We are currently stepping up activities across all segments and target groups," says Wirthmann. Not only sponsors, VIPs, the media and supporters are being addressed more directly: each professional Bundesliga player and club employee is a potential customer when it comes to organizing holidays, booking planes or a rental car.

On the Move

Whether Wolfsburg has to go to Hamburg, Frankfurt is due in Berlin or Fürth is playing Mainz: 18 Bundesliga and Bundesliga 2 teams are on the go in Germany each match day and their travel activity sparks off further trips as the teams are followed by groups of sponsors, VIPs and supporters by plane, train or automobile. Liga Travel, a DFL Deutsche Fußball Liga GmbH subsidiary is based at the DFL's headquarters in Guiolettstrasse 44-46. As soon as football kicks off in the stadiums, the work of the team based in Frankfurt's Westend is as good as done for the weekend.

Known to the clubs as a reliable partner for professionally planning, organizing and carrying out football trips, Liga Travel has much more to offer. After excellent growth during the first seven years following its launch, the league's

own travel agency is increasingly targeting a new range of clients, even from outside the football world.

It's the most popular travel agency amongst all agents operating for the league: 28 of the 36 licensed clubs used the services of Liga Travel during the 2008/2009 season. Founded in 2002 as a joint venture between the DFL and Hogg Robinson Group Germany (HRG), one of the world's leading corporate travel services companies, the company has made a name for itself as competent specialist in the field of travel. "Given the know-how of our staff and of our partner HRG we are set to continue our success story," says Götz Bender, one of the two managing directors at Liga Travel. The travel industry is a highly competitive market and there are no guarantees whatsoever for any additional business resulting

On tour
The travel segment has outstripped initial expectations and there is yet more to come.



GÖTZ BENDER
Managing Director
Liga Travel GmbH



WOLFGANG WIRTHMANN
Managing Director
Liga Travel GmbH



HELP FROM THE **BUNDESLIGA**



Professional Help

Football fascinates and football unites. Football helps to break down barriers. The unique impact that the Bundesliga has is an accolade for the DFL, but it also represents an obligation. German professional football lives up to its social responsibility not only indirectly as a tax payer, employer and job vehicle, but also through direct, multifaceted social involvement. The Bundesliga and Bundesliga 2 clubs have been active in this sector for many a year, although the general public is often unaware of their activities; but then this is intentional. Some clubs have entered into partnerships with hospitals, schools, youth centres, nursery schools or other social and church-based institutions, whereby their activities are generally confined to the local and regional vicinity for obvious and sensible reasons.



KURT GAUGLER
Chief Executive Officer
Bundesliga-Stiftung



DR ANNA-LISA SCHWARZ
Deputy Chief Executive Officer
Bundesliga-Stiftung

A common cause
Olympic fencing champion, Britta Heidemann, and Bernd Schneider (Bayer 04 Leverkusen) at the shooting and on an Athletes for Athletes campaign ad.



Britta Heidemann, Olympiasiegerin Fechten

Bernd Schneider, Mittelfeldspieler

Sportler für Sportler.

Die Bundesliga unterstützt die Stiftung Deutsche Sporthilfe.



SOCIAL COMMITMENT UNDER ONE ROOF

At the beginning of 2009, DFL Deutsche Fußball Liga GmbH and the League Association decided to take these activities a step further and give the social commitment of the Bundesliga a home: the Bundesliga-Stiftung. This foundation will act as the social conscience of professional football, supplementing and supporting the clubs' involvement with national and international initiatives. It bundles football's social commitment, placing it on a new conceptual footing.

German professional football is working towards a common goal here, as the foundation will act both in the name of the league and in that of the clubs, and is supported equally by the DFL and the League Association. Together, these organizations appoint the members of the Advisory Council and the Board of Directors. The Advisory Council has five members, these currently being Dr Reinhard Rauball, League Association President, DFL President Dr Theo Zwanziger, Christian Seifert, Chief Executive Officer of the DFL, Peter Peters for the Bundesliga and Harald Strutz for the Bundesliga 2. For the next three years the Board will be headed by the DFL's Chief Marketing Officer, Tom Bender. He is represented by Roland Kentsch, also Manager of Arminia Bielefeld, and the remaining two members are Christian Müller, Chief Financial Officer of the DFL, and Kurt Gaugler, who is also the foundation's general manager. The Board of Directors manages the foundation's assets and is responsible for its strategic alignment, subsidy guidelines and the budget. In addition, up to 35 representatives from the field of football and other sports, politics, industry and the media will be appointed to the foundation's Board of Trustees together with other experts.



Side by side
As demonstrated by the campaign, the foundation supports athletes from outside the world of professional football.



Social commitment under one roof
The Bundesliga-Stiftung, its goals and focal points.

ATHLETES FOR ATHLETES

Each year the foundation will set a thematic focus, with this half of the season concentrating on the Athletes for Athletes campaign under the alliance with Deutsche Sporthilfe, the German sport aid foundation. The scene for the project was set on the 19th match day, with a day of action covering the whole of the Bundesliga stage, and football stars and Olympic heroes taking the leading roles. All of the Bundesliga shirts carried the Sporthilfe logo courtesy of

Deutsche Telekom, which kindly donated its space on the players' shirts for the occasion. Famous athletes sponsored by Deutsche Sporthilfe carried the ball onto the pitch, and the Athletes for Athletes campaign was integrated into the various stadium TV formats. This day of action was an effective way of demonstrating in all of the stadiums that the DFL's commitment is not only about financial support. It also showed how well the DFL and the clubs interact.



2,800 places

FOR **WHEELCHAIR USERS** ARE OFFERED IN THE STADIUMS OF THE BUNDESLIGA AND BUNDESLIGA 2.

The clubs and joint stock companies constantly strive to provide the best possible service and improve access.

FOUR PILLARS OF SOCIAL RESPONSIBILITY

The social involvement of the Bundesliga-Stiftung will be directed at four main target groups: athletes from non-football sports, the disabled, children, and people with a migrational background.

Few social spaces unite so many people with a migrational background to the extent that the Bundesliga stadiums do. Players from a variety of nations battle together for victory on the pitch, while in the stands fans from a wide range of backgrounds celebrate together when a goal is scored. This is thanks not only to the efforts of the clubs, but also to the uniting force of sport and particularly football, although the Bundesliga cannot, of course, be a perfect world. The foundation wishes to employ this force both directly and indirectly as a means of smoothing the integration into society of people with different origins.



with Deutsche Bahn. But this is not enough: the Bundesliga-Stiftung aims to break down further barriers in future.

The fourth pillar is the Bundesliga's latest project in the field of social responsibility. German professional football is very aware of the fact that not every sport in Germany can offer such good career perspectives as professional football. It is therefore only natural for the Bundesliga-Stiftung to continue the DFL's alliance with Deutsche Sporthilfe sealed at the Beijing Olympic Games in the summer of 2008. Deutsche Sporthilfe has provided a total of € 350 million in the way of support to almost 40,000 athletes since its inception in 1967. Over 90 per cent of the German successes in elite sports go back to support from Deutsche Sporthilfe, including 201 Olympic gold medals. The Bundesliga's main involvement in the Premium Partnership between the DFL and Deutsche Sporthilfe centres on supporting the elite, which benefits athletes and teams who are likely to win a medal at the next Olympic Games. This partnership highlights the solidarity of professional football with elite athletes from other disciplines and will benefit their top performers.



Pointing the way to the future
The Bundesliga published a travel guide for disabled fans together with Deutsche Bahn.

The Show Racism the Red Card campaign is being continued under the motto of Antiracism, and the foundation will also continue to be involved in the Week of Tolerance and the Day of Remembrance, which calls for compassion and solidarity on the anniversary of the liberation of Auschwitz.

In its second core area, that of work with children, the foundation will support projects benefiting socially disadvantaged children and initiatives to train social and emotional competence. It also aims to promote school and recreational sports, as well as exercise and nutrition courses. The third pillar is devoted to the

Moving
The Bundesliga-Stiftung wishes to promote projects that motivate children to get engaged in sports, or which deal with the topic of healthy eating.

disabled. Statistics from the Federal Statistical Office show that every tenth person in Germany has a disability. Understanding of the needs of people with physical limitations has generally increased, but progress has not advanced far enough to make them and their families feel fully integrated into society everywhere they go.

The DFL's contribution to this included the introduction in 2006 of the Bundesliga travel guide in coordination with the German association of disabled football supporters (Bundesbehindertenfanarbeitsgemeinschaft). The travel guide was re-issued in 2008 in cooperation

AWARD-WINNING COMMITMENT FROM THE DFL

The DFL has already received much acclaim for its measures, being honoured for its social commitment at the Spanish football league's 2nd Award in International Communications and winning the prize in the Best Social Initiative category together with Ärzte ohne Grenzen, the German arm of the international aid organization Médecins Sans Frontières. The jury was of the opinion that the commitment of German professional football shows solidarity and accepts responsibility for other sports and athletes and stated that this was unique and should serve as

Assuming corporate responsibility in the long term



“CSR means the assumption of **social responsibility** over and beyond what is legally required.”

BY PROFESSOR HERBERT HENZLER

Chairman of the Advisory Board of Credit Suisse, a member of the Supervisory Board of FC Bayern Munich and for many years Chairman of McKinsey Germany and Europe

Society is changing and industry is not only merely a passive component in this change. It also has an important role to play, as company actions are a decisive factor in whether society's potential is exploited sustainably and to the best advantage for all. Aware of this responsibility, many companies, and particularly those active on a global scale, have incorporated corporate social responsibility (CSR) into their business philosophy.

CSR means the assumption of social responsibility over and beyond what is legally required and the main principle behind it is its voluntary nature, as CSR activities are the result of initiative and individual responsibility, not of legal regulations.

The idea of CSR was pioneered by the USA, where the subject of companies' social responsibility began to be debated as early as the 1970s. It is only over the last few years that the concept has become firmly established in Germany. Today, a large number of businesses from across industry assume social responsibility in a wide range of fields.

It is now 20 years since we introduced the system of pro-bono research at McKinsey Germany. We don't give donations, but we do offer advice to cultural and sports organizations free of charge. As a member of society, we consider ourselves under an obligation to give something back which will benefit society as a whole.

CSR IS A STRATEGIC CORPORATE DECISION

Companies can make a decisive contribution to a strong, unified and healthy society by introducing CSR, thereby creating an environment in which they can successfully do business. In other words, they create a win-win situation which benefits both society and the company.

It is, however, imperative that these activities are credible and sustainable, and that they are in line with the company's brand identity. This is particularly the case with brands that are as deeply anchored in society as the Bundesliga or its clubs such as FC Bayern Munich, which receive a large number of very varied requests for support. It is of prime importance

here that help is not distributed indiscriminately. On the contrary, a careful assessment must be made of the areas in which social involvement would be suitable and can be sustained before a decision is made.

Economically sound companies are eminently suited to help solve society's problems, but the current economic environment is causing many companies to decelerate their social activities. A development which I believe is detrimental to the cause, as CSR measures are only of any benefit if they are of a long-term nature and are carried out with absolute conviction.

SUSTAINABLE, LONG-TERM ACTION

It is thus all the more laudable that the Bundesliga has called into being the Bundesliga-Stiftung, an institution which is aimed at exactly that: sustainable and long-term action, with a legal form which frees it from economic constraints. The foundation supplements the social activities already introduced by many of the Bundesliga and Bundesliga 2 clubs, either through their own foundations or by means of other organizational forms, often with



Athletes for Athletes was the motto of the 19th match day in all the Bundesliga and Bundesliga 2 stadiums.

a regional alignment. The Bundesliga-Stiftung now offers an umbrella for national commitment.

As one of the components of a strong brand, the Bundesliga-Stiftung also brings together two further, significant factors: strong public interest and deep roots in all levels of society. These offer an excellent basis from which to bring sustainable change to society.

an example for others. The DFL made it to the final round in the Best Social Initiative category not only with its Athletes for Athletes campaign but also with its travel guide for people with disabilities. This award, together with the success of the day of action in support of Deutsche Sporthilfe and the successful launching of the Bundesliga-Stiftung, provide the DFL with both motivation and an incentive to continue to extend its involvement in the social sector.

Mission message
Flanked by Werder Bremen stars children show racism the red card. The battle against racism is a fundamental mission of the foundation.



LICENSED CLUBS





HERTHA BSC

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	3rd
1999/00	Bundesliga	6th
2000/01	Bundesliga	5th
2001/02	Bundesliga	4th
2002/03	Bundesliga	5th
2003/04	Bundesliga	12th
2004/05	Bundesliga	4th
2005/06	Bundesliga	6th
2006/07	Bundesliga	10th
2007/08	Bundesliga	10th

GERMAN CHAMPION

1930, 1931

GERMAN FA CUP FINALIST

1977, 1979

PREMIERE-LIGAPOKAL WINNER

2001, 2002

UEFA CHAMPIONS LEAGUE INTERMEDIATE ROUND

1999/2000

UEFA CUP SEMI-FINALIST

1979



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CLUB OFFICES

Hertha BSC GmbH & Co. KGaA
Hanns-Braun-Straße/Friesenhaus 2
14053 Berlin
Germany
www.herthabsc.de

LEGAL FORM

Limited commercial partnership (since 2 July 2001)

BOARD OF DIRECTORS

Dieter Hoeneß (Chairman of the Board),
Ingo Schiller (Financial Director)

PRESIDENTIAL COMMITTEE

Werner Gegenbauer (President),
Jörg Thomas (Vice-President)

MEMBERS

15,600

FAN CLUBS

330

STADIUM

Olympiastadion Berlin (since 1936)

MAIN SPONSOR

Deutsche Bahn (since 2006)

CO-SPONSORS/ EXCLUSIVE PARTNERS

Air Berlin, Arcor, Audi, Berliner Volksbank,
Carlsberg, Coca-Cola, rs2, Vattenfall

KIT SPONSOR

Nike (since 1999)



DSC ARMINIA BIELEFELD

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	1st
1999/00	Bundesliga	17th
2000/01	Bundesliga 2	13th
2001/02	Bundesliga 2	2nd
2002/03	Bundesliga	16th
2003/04	Bundesliga 2	2nd
2004/05	Bundesliga	13th
2005/06	Bundesliga	13th
2006/07	Bundesliga	12th
2007/08	Bundesliga	15th

WEST GERMAN LEAGUE CHAMPION

1922, 1923

WEST GERMAN CUP WINNER

1966

WESTPHALIA CUP WINNER

1908, 1932

WFV CUP WINNER

1966, 1974

CLUB OFFICES

DSC Arminia Bielefeld GmbH & Co. KGaA
Melanchthonstraße 31a
33615 Bielefeld
Germany
www.arminia-bielefeld.de

LEGAL FORM

Limited commercial partnership (since 1 July 2001)

MANAGING DIRECTORS

Roland Kentsch
Detlev Dammeier

SUPERVISORY BOARD

Hans-Hermann Schwick (Chairman),
Ulf Bosse, Klaus Daudel, Klaus Langenscheidt,
Norbert Leopoldseder, Peter Walpurgis,
Wolfgang Brinkmann, Ralph Anstoetz,
Paul von Schubert

MEMBERS

11,361

FAN CLUBS

98

STADIUM

SchücoArena (since 1 January 2004)

MAIN SPONSOR

Krombacher Brauerei (since 1 July 2004)

PREMIUM PARTNERS

Schüco, Coca-Cola, Sport Saller, Stadtwerke
Bielefeld, Westfalen Blatt

KIT SPONSOR

Sport Saller (since 1 July 2005)



Home



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OLYMPIASTADION
Olympischer Platz 3
14053 Berlin, Germany
Capacity: 74,244



SCHÜCOARENA
Melanchthonstraße 31a
33615 Bielefeld, Germany
Capacity: 27,300



VfL BOCHUM 1848

CLUB OFFICES

VfL Bochum 1848 Fußballgemeinschaft e.V.
Castroper Straße 145
44791 Bochum
Germany
www.vfl-bochum.de

LEGAL FORM

Registered association (since 14 April 1938)

MANAGING COMMITTEE

Thomas Ernst, Ansgar Schwenken

SUPERVISORY BOARD

Werner Altegoer (Chairman),
Prof. Klaus-Peter Schütt (Deputy Chairman),
Dieter Bongert, Horst Christopeit,
Volker Goldmann, Gerd Kirchhoff,
Dr Klaus-Peter Schütt, Axel Treffner

MEMBERS

3,252

FAN CLUBS

225

STADIUM

rewirpowerSTADION (since July 2006)

MAIN SPONSOR

KiK Textilien und Non-Food GmbH (since 2007)

PREMIUM-PARTNERS

Coca-Cola, DO YOU FOOTBALL, DWS Investments,
KlickTel, Faber Lotto Service, Privatbrauerei
Moritz Fiege, Stadtwerke Bochum

KIT SPONSOR

DO YOU FOOTBALL (since 2008)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	17th
1999/00	Bundesliga 2	2nd
2000/01	Bundesliga	18th
2001/02	Bundesliga 2	3rd
2002/03	Bundesliga	9th
2003/04	Bundesliga	5th
2004/05	Bundesliga	16th
2005/06	Bundesliga 2	1st
2006/07	Bundesliga	8th
2007/08	Bundesliga	12th

GERMAN FA CUP FINALIST

1968, 1988

UEFA CUP LAST SIXTEEN

1997/98

UEFA CUP PARTICIPANT

2004



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WERDER BREMEN

CLUB OFFICES

Werder Bremen GmbH & Co KG aA
Franz-Böhmert-Straße 1c
28205 Bremen
Germany
www.werder.de
www.werder.tv

LEGAL FORM

Limited commercial partnership

MANAGING DIRECTORS

Jürgen L. Born (Chairman), Klaus Allofs,
Klaus-Dieter Fischer, Manfred Müller

SUPERVISORY BOARD

Willi Lemke (Chairman),
Dr Hubertus Hess-Grunewald (Deputy Chairman),
Dr Werner Brinker, Gunnar Lübben-Rathjen,
Hans Schulz, Niels Stolberg

MEMBERS

34,000

FAN CLUBS

425

STADIUM

Weser-Stadion (since 1930)

MAIN SPONSOR

Citibank

TOP SPONSORS

Beluga Shipping, Volkswagen AG, EWE AG

CO-SPONSORS

Coca-Cola, Deutsche Bahn, EWE TEL,
InBev, Könecke

KIT SPONSORS

Kappa Deutschland, DERBYSTAR, uhlsport

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	13th
1999/00	Bundesliga	9th
2000/01	Bundesliga	7th
2001/02	Bundesliga	6th
2002/03	Bundesliga	6th
2003/04	Bundesliga	1st
2004/05	Bundesliga	3rd
2005/06	Bundesliga	2nd
2006/07	Bundesliga	3rd
2007/08	Bundesliga	2nd

GERMAN CHAMPION

1965, 1988, 1993, 2004

GERMAN FA CUP WINNER

1961, 1991, 1994, 1999, 2004

GERMAN FA SUPER CUP WINNER

1988, 1993, 1994

PREMIERE-LIGAPOKAL WINNER

2006

EUROPEAN CUP WINNERS' CUP WINNER

1992

GERMAN AMATEUR CHAMPION

1966, 1985, 1991



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rewirpowerSTADION

Castroper Straße 145
44791 Bochum, Germany
Capacity: 31,328



WESER-STADION

Franz-Böhmert-Straße 1c
28205 Bremen, Germany
Capacity: 42,354





FC ENERGIE COTTBUS

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	11th
1999/00	Bundesliga 2	3rd
2000/01	Bundesliga	14th
2001/02	Bundesliga	13th
2002/03	Bundesliga	18th
2003/04	Bundesliga 2	4th
2004/05	Bundesliga 2	14th
2005/06	Bundesliga 2	3rd
2006/07	Bundesliga	13th
2007/08	Bundesliga	14th

GERMAN FA CUP FINALIST

1997

PROMOTION TO THE BUNDESLIGA

2000, 2006

PROMOTION TO THE BUNDESLIGA 2

1997



Home

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CLUB OFFICES

FC Energie Cottbus e.V.
Am Eliaspark 1
03042 Cottbus
Germany
www.fcenergie.de

LEGAL FORM

Registered association (since 31 January 1966)

ADMINISTRATIVE BOARD

Friedhelm Wiegmann (Chairman),
Dieter Frieze, Dirk Engler, Andreas Beil,
Frank Szymanski

PRESIDENTIAL COMMITTEE

Ulrich Lepsch (President),
Wolfgang Neubert (Vice-President),
Prof. Gundolf Pahn (Vice-President)

MEMBERS

1,442

FAN CLUBS

57

STADIUM

Stadion der Freundschaft (since 1950)

MAIN SPONSOR

enviaM (since July 2001)

CO-SPONSORS

Coca-Cola, Lotto Brandenburg, Lübzer, Saller,
Sparkasse Spree-Neiße, SpreeGas, Vattenfall

KIT SPONSORS

DERBYSTAR (since 2006)
Sport Saller (since 2006)



BORUSSIA DORTMUND

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	4th
1999/00	Bundesliga	11th
2000/01	Bundesliga	3rd
2001/02	Bundesliga	1st
2002/03	Bundesliga	3rd
2003/04	Bundesliga	6th
2004/05	Bundesliga	6th
2005/06	Bundesliga	7th
2006/07	Bundesliga	9th
2007/08	Bundesliga	13th

GERMAN CHAMPION

1956, 1957, 1963, 1995, 1996, 2002

GERMAN FA CUP WINNER

1965, 1989

INTERCONTINENTAL CUP WINNER

1997

EUROPEAN CUP WINNERS' CUP WINNER

1966

UEFA CHAMPIONS LEAGUE WINNER

1997

CLUB OFFICES

Borussia Dortmund GmbH & Co. KGaA
Rheinlanddamm 207-209
44137 Dortmund
Germany
www.bvb.de

LEGAL FORM

Limited commercial partnership

BOARD OF DIRECTORS

Dr Reinhard Rauball (President),
Gerd Pieper (Vice-President),
Dr Reinhold Lunow (Treasurer)

MANAGING DIRECTORS

Hans-Joachim Watzke (Chairman),
Thomas Treß

SUPERVISORY BOARD

Gerd Pieper (Chairman),
Harald Heinze (Deputy Chairman),
Ruedi Baer, Othmar Freiherr von Diemar,
Bernd Geske, Christian Kullmann

MEMBERS

32,000

FAN CLUBS

555

STADIUM

Signal Iduna Park (since 1 December 2005)

MAIN SPONSOR

Evonik Industries AG (former RAG)

KIT SPONSOR

Nike (since 2004)



Home

Away



STADION DER FREUNDSCHAFT

Am Eliaspark 1
03042 Cottbus, Germany
Capacity: 22,808



SIGNAL IDUNA PARK

Strobelallee 50
44139 Dortmund, Germany
Capacity: 80,708



EINTRACHT FRANKFURT

CLUB OFFICES Eintracht Frankfurt Fußball AG
Mörfelder Landstraße 362
60528 Frankfurt am Main
Germany
www.eintracht.de

LEGAL FORM Public limited company (since 1 July 2000)

EXECUTIVE BOARD Heribert Bruchhagen (Chairman),
Dr Thomas Pröckl, Klaus Lötzbeier

SUPERVISORY BOARD Herbert Becker (Chairman),
Hans Hermann Reschke, Andreas Mechler,
Dieter Burkert, Axel Hellmann,
Peter Fischer, Bernd Ehinger,
Achim Vandreike, Reinhard Gödel

MEMBERS 14,168

FAN CLUBS 550

STADIUM Commerzbank-Arena (since summer 2005)

MAIN SPONSOR Fraport AG (since 2001)

PREMIUM PARTNERS Coca-Cola, Deutsche Bahn, Frankfurter Neue
Presse, Helaba, Licher, Mainova, Manpower,
RMV, Stada

KIT SPONSOR JAKO (since 2003)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	15th
1999/00	Bundesliga	14th
2000/01	Bundesliga	17th
2001/02	Bundesliga 2	7th
2002/03	Bundesliga 2	3rd
2003/04	Bundesliga	16th
2004/05	Bundesliga 2	3rd
2005/06	Bundesliga	14th
2006/07	Bundesliga	14th
2007/08	Bundesliga	9th

GERMAN CHAMPION

1959

GERMAN FA CUP WINNER

1974, 1975, 1981, 1988

UEFA CUP WINNER

1980



Home

Away

COMMERZBANK-ARENA
Mörfelder Landstraße 362
60528 Frankfurt am Main, Germany
Capacity: 52,500



HAMBURGER SV

CLUB OFFICES Hamburger Sport-Verein e.V.
Sylvesterallee 7
22525 Hamburg
Germany
www.hsv.de

LEGAL FORM Registered association (since 1887)

**PRESIDENTIAL COMMITTEE/
MANAGING COMMITTEE** Bernd Hoffmann (Chairman),
Dietmar Beiersdorfer (Deputy Chairman),
Oliver Scheel, Katja Kraus

SUPERVISORY BOARD Horst Becker (Chairman),
Ernst-Otto Rieckhoff (Deputy Chairman),
Alexander Otto (Deputy Chairman),
Ronald Wulff, Bernd Enge, Peter Becker,
Ian Karan, Prof. Jörg Debatin, Sergej Barbarez,
Eckart Westphalen, Björn Floberg, Gerd Krug

MEMBERS 58,660

FAN CLUBS 650

STADIUM HSH Nordbank Arena (since 4 July 2007)

MAIN SPONSOR Emirates (since 2006/07)

EXCLUSIVE PARTNERS Holsten, Imtech, NDR 2, Techniker Krankenkasse,
Vattenfall

**„DER HAMBURGER WEG“
PARTNERS** Audi, Deutsche Telekom, Globetrotter Ausrüstung
Haspa, Holsten, NDR 2, randstad, Vattenfall

KIT SPONSOR adidas (since 1 July 2007)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	7th
1999/00	Bundesliga	3rd
2000/01	Bundesliga	13th
2001/02	Bundesliga	11th
2002/03	Bundesliga	4th
2003/04	Bundesliga	8th
2004/05	Bundesliga	8th
2005/06	Bundesliga	3rd
2006/07	Bundesliga	7th
2007/08	Bundesliga	4th

GERMAN CHAMPION

1922, 1923, 1928, 1960, 1979, 1982, 1983

GERMAN FA CUP WINNER

1963, 1976, 1987

PREMIERE-LIGAPOKAL WINNER

1973, 2003

EUROPEAN CUP WINNER

1983

EUROPEAN CUP WINNERS' CUP WINNER

1977



Home

Away

HSH NORDBANK ARENA
Sylvesterallee 7
22525 Hamburg, Germany
Capacity: 57,263



HANNOVER 96

CLUB OFFICES	Hannover 96 GmbH & Co. KGaA Arthur-Menge-Ufer 5 30169 Hannover Germany www.hannover96.de
LEGAL FORM	Limited commercial partnership
MANAGING DIRECTOR	Martin Kind
SUPERVISORY BOARD	Rainer Feuerhake (Chairman)
MEMBERS	10,420
FAN CLUBS	92
STADIUM	AWD-Arena (since 29 July 2002)
MAIN SPONSOR	TUI (since 2002)
EXCLUSIVE PARTNERS	AWD, Coca-Cola, Hasseröder, HDI-Gerling, VW Nutzfahrzeuge
KIT SPONSOR	Under Armour

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	4th
1999/00	Bundesliga 2	10th
2000/01	Bundesliga 2	9th
2001/02	Bundesliga 2	1st
2002/03	Bundesliga	11th
2003/04	Bundesliga	14th
2004/05	Bundesliga	10th
2005/06	Bundesliga	12th
2006/07	Bundesliga	11th
2007/08	Bundesliga	8th

GERMAN CHAMPION

1938, 1954

GERMAN FA CUP WINNER

1992

GERMAN AMATEUR CHAMPION

1960, 1964, 1965



Home



Away



1899 HOFFENHEIM

CLUB OFFICES	TSG 1899 Hoffenheim Fußball-Spielbetriebs GmbH Silbergasse 45 74889 Sinsheim-Hoffenheim Germany www.achtzehn99.de
LEGAL FORM	Limited liability company (since February 2005)
MANAGEMENT (OF THE LIMITED LIABILITY COMPANY)	Jochen A. Rotthaus
MANAGING COMMITTEE (OF THE REGISTERED ASSOCIATION)	Peter Hofmann (Chairman), Kristian Baumgärtner, Anton Nagl
MEMBERS	2,900
FAN CLUBS	92
STADIUM	Rhein-Neckar-Arena (since 2009)
MAIN SPONSOR	TV Digital (since July 2008)
TECHNOLOGY PARTNER	SAP
BUSINESS PREMIUM PARTNERS	Deutsche Bahn, FÖRCH, Sparkassen der Region, T-Systems, Union Investment
BUSINESS TEAM PARTNERS	AOK, Audi, Benz Baustoffe, Bitburger, Coca-Cola, engelhorn, Fujitsu Siemens Computers, GEBHARDT Fördertechnik, HeidelbergCement, Life Sensor, Metropolregion Rhein-Neckar, Mosca, NetApp, Odenwald Quelle, Radio Regenbogen, Sanofi Pasteur MSD, SüdBest
KIT SPONSOR	Puma

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Baden FA Sixth Division	2nd
1999/00	Baden FA Sixth Division	1st
2000/01	Fourth Division Baden-Württemberg	1st
2001/02	Third Division	13th
2002/03	Third Division	5th
2003/04	Third Division	5th
2004/05	Third Division	7th
2005/06	Third Division	4th
2006/07	Third Division	2nd
2007/08	Bundesliga 2	2nd

PROMOTION TO THE BUNDESLIGA

2008

PROMOTION TO THE BUNDESLIGA 2

2007



Home



Away



AWD-ARENA
Arthur-Menge-Ufer 5
30169 Hannover, Germany
Capacity: 49,000



RHEIN-NECKAR-ARENA
Dietmar-Hopp-Straße 1
74889 Sinsheim, Germany
Capacity: 30,150



KARLSRUHER SC

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	5th
1999/00	Bundesliga 2	18th
2000/01	Third Division	1st
2001/02	Bundesliga 2	13th
2002/03	Bundesliga 2	13th
2003/04	Bundesliga 2	14th
2004/05	Bundesliga 2	11th
2005/06	Bundesliga 2	6th
2006/07	Bundesliga 2	1st
2007/08	Bundesliga	11th

GERMAN CHAMPION

1909

GERMAN FA CUP WINNER

1955, 1956

UEFA CUP SEMI-FINALIST

1994

GERMAN FA INDOOR CUP WINNER

1995



Home

Away

CLUB OFFICES

Karlsruher Sport-Club Mühlburg-Phönix e. V.
Adenauerring 17
76131 Karlsruhe
Germany
www.ksc.de

LEGAL FORM

Registered association (since 6 June 1894)

PRESIDENTIAL COMMITTEE

Hubert H. Raase (President), Michael Steidl,
Rainer Schütterle

MANAGEMENT

Rolf Dohmen

ADMINISTRATIVE BOARD

Peter Mayer (Chairman),
Rolf Hauer (Deputy Chairman),
Bernd Bechtold, Lüppo Cramer, Arnold Trentl,
Giuseppe Lepore, Horst Marschall

MEMBERS

4,900

FAN CLUBS

50

STADIUM

Wildparkstadion (since 1954)

MAIN SPONSOR

EnBW Energie Baden-Württemberg AG

SENIOR PARTNERS

Badische Staatsbrauerei Rothaus,
Pfizer Pharma

EXCLUSIVE PARTNERS

ascent AG, Coca-Cola,
Württembergische Versicherung AG

KIT SPONSORS

JAKO (since 2000/01), Nike (shoes)



1. FC KÖLN

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	10th
1999/00	Bundesliga 2	1st
2000/01	Bundesliga	10th
2001/02	Bundesliga	17th
2002/03	Bundesliga 2	2nd
2003/04	Bundesliga	18th
2004/05	Bundesliga 2	1st
2005/06	Bundesliga	17th
2006/07	Bundesliga 2	9th
2007/08	Bundesliga 2	3rd

GERMAN CHAMPION

1962, 1964, 1978

GERMAN FA CUP WINNER

1968, 1977, 1978, 1983



Home

Away

CLUB OFFICES

1. FC Köln GmbH & Co. KGaA
Postfach 45 04 56
50879 Cologne
Germany
www.fc-koeln.de

LEGAL FORM

Limited commercial partnership (since March 2002)

BOARD OF DIRECTORS

Wolfgang Overath, Friedrich Neukirch,
Jürgen Glowacz

MANAGING DIRECTORS (OF THE LIMITED COMMERCIAL PARTNERSHIP)

Claus Horstmann, Michael Meier

ADMINISTRATIVE BOARD (1. FUSSBALL-CLUB KÖLN 01/07 e. V.)

Dr Rolf Martin Schmitz (Chairman),
Johannes Becker, Dr Klaus R. Behrenbeck,
Fritz Guckuk, Dr Klaus Dieter Leister,
Lovro Mandac, Konstantin Neven DuMont,
Bernhard Mattes, Josef Sanktjohanser,
Fritz Schramma (Deputy Chairman),
Dr Werner Wolf, Alexander Wüerst

SUPERVISORY BOARD (OF THE LIMITED COMMERCIAL PARTNERSHIP)

Dr Karl-Ludwig Kley (Chairman),
Christian Berner, Alain Caparros,
Manfred Hell, Peter Hoffacker,
Lothar Ruschmeier

MEMBERS

46,500

FAN CLUBS

1,325

STADIUM

RheinEnergieStadion (since July 2002)

MAIN SPONSOR

REWE Group

PREMIUM SPONSORS

RheinEnergie AG, Jack Wolfskin, Ford, Gaffel Kölsch,
HDI-Gerling, Galeria Kaufhof, HRS.de, funny-frisch

KIT SPONSOR

Reebok (since 2008)

WILDPARKSTADION

Adenauerring 17
76131 Karlsruhe, Germany
Capacity: 29,901



RHEINENERGIESTADION

Aachener Straße 999
50933 Cologne, Germany
Capacity: 49,958





BAYER 04 LEVERKUSEN

CLUB OFFICES Bayer 04 Leverkusen Fußball GmbH
Bismarckstraße 122-124
51373 Leverkusen
Germany
www.bayer04.de

LEGAL FORM Limited liability company (since 1 April 1999)

MANAGEMENT Wolfgang Holzhäuser

SHAREHOLDERS' COMMITTEE Johannes Dietsch (Chairman),
Klaus Beck, Michael Schade,
Heribert Faßbender, Rainer Meyer

MEMBERS 14,000 (Bayer 04 and Löwenclub)

FAN CLUBS 315 (10,000 members)

STADIUM BayArena (since 1998/99)

MAIN SPONSOR TelDaFax Energy

CO-SPONSORS AirBerlin, AWD, Bauhaus, Bitburger, Coca-Cola,
Express, Gaffel Kölsch, Nestlé Schöller,
PB-Versicherungen, Sparkasse Leverkusen, star,
Tommy Hilfiger, Triumph-Adler, Vittel, Vökel

KIT SPONSOR adidas (for decades)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	2nd
1999/00	Bundesliga	2nd
2000/01	Bundesliga	4th
2001/02	Bundesliga	2nd
2002/03	Bundesliga	15th
2003/04	Bundesliga	3rd
2004/05	Bundesliga	6th
2005/06	Bundesliga	5th
2006/07	Bundesliga	5th
2007/08	Bundesliga	7th

UEFA CUP WINNER

1988

GERMAN FA CUP WINNER

1993

GERMAN FA CUP FINALIST

2002

UEFA CHAMPIONS LEAGUE FINALIST

2002

UEFA CHAMPIONS LEAGUE QUARTER-FINALIST

1997/98



Home



Away



BORUSSIA MÖNCHENGLADBACH

CLUB OFFICES Borussia VfL 1900 Mönchengladbach GmbH
Hennes-Weisweiler-Allee 1
41179 Mönchengladbach
Germany
www.borussia.de

LEGAL FORM

Registered association
(holds 100% of the limited liability company)

PRESIDENTIAL COMMITTEE/ MANAGING COMMITTEE

Rolf Königs (President),
Rainer Bonhof (Vice-President),
Siegfried Söllner (Vice-President),
Stefan A. C. Schippers (Managing Director),
Max Eberl (Sports Director)

SUPERVISORY BOARD

Hermann Jansen (Chairman),
Norbert Bocks, Dr Dirk W. Rosenbaum,
Stefan Krebs, Prof. Reiner Körfer,
Prof. Günter Konrad,
Dr jur. Karl-Theodor Herfs

MEMBERS

40,000

FAN CLUBS

670

STADIUM

BORUSSIA-PARK (since 31 July 2004)

MAIN SPONSOR

KYOCERA (since 1 January 2005)

CO-SPONSORS/ PREMIUM PARTNERS

Air Berlin, Audi, Böklunder, Credit Life, Gardeur,
Jack Wolfskin, Jever, Lotto, Rheinische Post,
Santander, Vittel

STADIUM PARTNERS

Coca-Cola, EGN, Frankenheim, Heinecke
Dienstleistungen, Jever, Kaiser's Tengelmann AG,
Kamps, Langnese, NVV AG

KIT SPONSOR

Lotto (since 1 July 2003)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	18th
1999/00	Bundesliga 2	5th
2000/01	Bundesliga 2	2nd
2001/02	Bundesliga	12th
2002/03	Bundesliga	12th
2003/04	Bundesliga	11th
2004/05	Bundesliga	15th
2005/06	Bundesliga	10th
2006/07	Bundesliga	18th
2007/08	Bundesliga 2	1st

GERMAN CHAMPION

1970, 1971, 1975, 1976, 1977

GERMAN FA CUP WINNER

1960, 1973, 1995

UEFA CUP WINNER

1975, 1979



Home



Away

BAYARENA

Bismarckstraße 122-124
51373 Leverkusen, Germany
Capacity: 30,000
(from 2009/2010 season)



BORUSSIA-PARK

Hennes-Weisweiler-Allee 1
41179 Mönchengladbach, Germany
Capacity: 54,067





FC BAYERN MUNICH

CLUB OFFICES

FC Bayern München AG
 Säbener Straße 51-57
 81547 Munich
 Germany
 www.fcbayern.de

LEGAL FORM

Public limited company (since 1 July 2001)

EXECUTIVE BOARD

Karl-Heinz Rummenigge (CEO),
 Uli Hoeneß (Deputy CEO), Karl Hopfner

SUPERVISORY BOARD

Franz Beckenbauer (Chairman),
 Herbert Hainer (Deputy Chairman),
 Dr Karl-Gerhard Eick, Prof. Herbert Henzler,
 Helmut Markwort, Eckhart Müller-Heydenreich,
 Dieter Rampf, Prof. Fritz Scherer,
 Prof. Martin Winterkorn

MEMBERS

151,130

FAN CLUBS

2,459

STADIUM

Allianz Arena (since 2005)

MAIN SPONSORS

adidas AG (since 1965),
 Deutsche Telekom AG (since 2002)

PREMIUM PARTNERS

Allianz, Arabella Starwood, Audi, Coca-Cola,
 E.ON, free-bwin.com, HypoVereinsbank,
 Konica Minolta, Lufthansa, MAN, Medion,
 Nikon, Paulaner, Sony Ericsson

CLASSIC PARTNERS

Adelholzener, Boss, Ebel, Lanson, Lego,
 MSC Kreuzfahrten, Titan Bags, TV Movie,
 viagogo, Weihenstephan, WMF

KIT SPONSOR

adidas (since 1965)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	1st
1999/00	Bundesliga	1st
2000/01	Bundesliga	1st
2001/02	Bundesliga	3rd
2002/03	Bundesliga	1st
2003/04	Bundesliga	2nd
2004/05	Bundesliga	1st
2005/06	Bundesliga	1st
2006/07	Bundesliga	4th
2007/08	Bundesliga	1th

GERMAN CHAMPION

1932, 1969, 1972, 1973, 1974, 1980, 1981,
 1985, 1986, 1987, 1989, 1990, 1994, 1997,
 1999, 2000, 2001, 2003, 2005, 2006, 2008

GERMAN FA CUP WINNER

1957, 1966, 1967, 1969, 1971, 1982, 1984,
 1986, 1998, 2000, 2003, 2005, 2006, 2008

PREMIERE-LIGAPOKAL WINNER

1997, 1998, 1999, 2000, 2004, 2007

GERMAN FA SUPER CUP WINNER

1987, 1990

INTERCONTINENTAL CUP WINNER

1976, 2001

EUROPEAN CUP WINNER

1974, 1975, 1976

UEFA CHAMPIONS LEAGUE WINNER

2001

EUROPEAN CUP WINNERS' CUP WINNER

1967

UEFA CUP WINNER

1996



Home

Away



FC SCHALKE 04

CLUB OFFICES

FC Schalke 04 e.V.
 Ernst-Kuzorra-Weg 1
 45891 Gelsenkirchen
 Germany
 www.schalke04.de

LEGAL FORM

Registered association (since 4 May 1904)

**PRESIDENTIAL COMMITTEE/
MANAGING COMMITTEE**

Josef Schnusenberg (Chairman),
 Peter Peters (Managing Director),
 Andreas Müller (Manager)

SUPERVISORY BOARD

Clemens Tönnies (Chairman),
 Hans-Joachim Burdinski (Deputy Chairman),
 Karl-Heinz Beul jr., Peter Lange, Detlef Ernsting,
 Horst Poganz, Rolf Rojek, Dr Carl Albrecht Schade,
 Till Zech, Dr Jens Buchta

MEMBERS

80,000

FAN CLUBS

approx. 1,500

STADIUM

VELTINS-Arena (since 1 July 2005)

MAIN SPONSOR

Gazprom (since 1 January 2007)

CO-SPONSORS

Veltins, Air Berlin, Böklunder, ELE, E.ON Ruhrgas,
 Reinert, Roller, Sinalco, Victoria, Volkswagen AG

KIT SPONSOR

adidas

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	10th
1999/00	Bundesliga	13th
2000/01	Bundesliga	2nd
2001/02	Bundesliga	5th
2002/03	Bundesliga	7th
2003/04	Bundesliga	7th
2004/05	Bundesliga	2nd
2005/06	Bundesliga	4th
2006/07	Bundesliga	2nd
2007/08	Bundesliga	3rd

GERMAN CHAMPION

1934, 1935, 1937, 1939, 1940, 1942, 1958

GERMAN FA CUP WINNER

1937, 1972, 2001, 2002

PREMIERE-LIGAPOKAL WINNER

2005

UEFA CUP WINNER

1997



Home

Away



Allianz Arena

ALLIANZ ARENA
 Werner-Heisenberg-Allee 25
 80939 Munich, Germany
 Capacity: 69,901



VELTINS-ARENA
 Arenaring 1
 45891 Gelsenkirchen, Germany
 Capacity: 61,481



VfB STUTTGART

CLUB OFFICES

VfB Stuttgart 1893 e.V.
Mercedesstraße 109
70372 Stuttgart
Germany
www.vfb.de

LEGAL FORM

Registered association

MANAGING COMMITTEE

Erwin Staudt (President), Ulrich Ruf

SUPERVISORY BOARD

Dr Dieter Hundt (Chairman),
Dr Joachim Schmidt (Deputy Chairman),
Gerd E. Mäuser, Dr h.c. Detlef Schmidt,
Rudolf Zipf

MEMBERS

approx. 45,000

FAN CLUBS

324

STADIUM

Mercedes-Benz Arena (since 2008)

MAIN SPONSOR

EnBW Energie Baden-Württemberg AG
(since July 2005)

EXCLUSIVE PARTNERS

Mercedes-Benz, Fanuc Robotics

PREMIUM PARTNERS

BW-Bank/LBBW, Dinkelacker/Hasseröder,
Weru

TEAM PARTNERS

Breuninger, Coca-Cola, Ensinger, GEK,
Häussler, Hofmeister, Kärcher, Lenovo,
Reiff, Sparkassen Versicherung, SWR 1,
Würth

KIT SPONSOR

Puma (since 2002)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	11th
1999/00	Bundesliga	8th
2000/01	Bundesliga	15th
2001/02	Bundesliga	9th
2002/03	Bundesliga	2nd
2003/04	Bundesliga	4th
2004/05	Bundesliga	5th
2005/06	Bundesliga	9th
2006/07	Bundesliga	1st
2007/08	Bundesliga	6th

GERMAN CHAMPION

1950, 1952, 1984, 1992, 2007

GERMAN FA CUP WINNER

1954, 1958, 1997

GERMAN FA SUPER CUP WINNER

1992

UEFA INTERTOTO CUP WINNER

2000, 2002



Home



Away

MERCEDES-BENZ ARENA
Mercedesstraße 87
70372 Stuttgart, Germany
Capacity: 55,774



VfL WOLFSBURG

CLUB OFFICES

VfL Wolfsburg-Fußball GmbH
In den Allerwiesen 1
38446 Wolfsburg
Germany
www.vfl-wolfsburg.de

LEGAL FORM

Limited liability company (since 23 May 2001)

MANAGEMENT

Wolfgang Hotze, Jürgen Marbach, Felix Magath

SUPERVISORY BOARD

Hans Dieter Pötsch (Chairman),
Francisco Javier Garcia Sanz (Deputy Chairman),
Stephan Grühsem (Deputy Chairman),
Bernd Osterloh, Prof. Peter Haase,
Rolf Schnellecke, Manfred Termath,
Dr Ekkehardt Wesner

MEMBERS

approx. 10,750

FAN CLUBS

125

STADIUM

VOLKSWAGEN ARENA

MAIN SPONSOR

Volkswagen AG

PREMIUM PARTNERS

Autostadt, Coca-Cola, KUKA, Jack Wolfskin,
LUK, Nike, Porsche, T-Systems,
Volkswagen Financial Service, Wittinger

KIT SPONSOR

Nike (since 2004)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	6th
1999/00	Bundesliga	7th
2000/01	Bundesliga	9th
2001/02	Bundesliga	10th
2002/03	Bundesliga	8th
2003/04	Bundesliga	10th
2004/05	Bundesliga	9th
2005/06	Bundesliga	15th
2006/07	Bundesliga	15th
2007/08	Bundesliga	5th

GERMAN AMATEUR RUNNER-UP

1963

GERMAN FA CUP FINALIST

1995

PROMOTION TO THE BUNDESLIGA

1997

UEFA CUP PARTICIPANT

1999, 2008

UI CUP FINALIST

2003



Home



Away

VOLKSWAGEN ARENA
In den Allerwiesen 1
38446 Wolfsburg, Germany
Capacity: 29,785



ALEMANNIA AACHEN

CLUB OFFICES

Alemannia Aachen GmbH
Sonnenweg 11
52070 Aachen
Germany
www.alemannia-aachen.de

LEGAL FORM

Limited liability company (since 1 January 2006)

MANAGER

Frithjof Kraemer

SPORTS DIRECTOR

Andreas Bornemann

SUPERVISORY BOARD

Dr Jürgen Linden (Chairman),
Franz-Wilhelm Hilgers (Deputy Chairman),
Prof. Helmut Breuer, Hans-Peter Appel,
Jürgen Frantzen, Prof. Horst Heinrichs,
Carlo Soiron, Klaus-Dieter Wolf

MEMBERS

9,213

FAN CLUBS

54

STADIUM

Tivoli (since 1928)

MAIN SPONSOR

AachenMünchener (since 1999/2000)

TOP SPONSORS

Aachener Printen- und Schokoladenfabrik
Henry Lambertz, accom, Arei Abwassertechnik,
Coca-Cola, Creutz & Partners Global Asset
Management S.A., JAKO, Bitburger, Media Markt,
Stawag, Sparkasse Aachen, Wohnwelt Pallen

KIT SPONSOR

JAKO (since 2003/04)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Third Division	1st
1999/00	Bundesliga 2	8th
2000/01	Bundesliga 2	10th
2001/02	Bundesliga 2	14th
2002/03	Bundesliga 2	6th
2003/04	Bundesliga 2	6th
2004/05	Bundesliga 2	6th
2005/06	Bundesliga 2	2nd
2006/07	Bundesliga	17th
2007/08	Bundesliga 2	7th

GERMAN LEAGUE CHAMPION RUNNER-UP

1969

GERMAN FA CUP FINALIST

1953, 1965, 2004

UEFA CUP THIRD ROUND

2004/05



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ROT WEISS AHLEN

CLUB OFFICES

ROT WEISS Ahlen e. V.
August-Kirchner-Straße 14
59229 Ahlen
Germany
www.rwahlten.de

LEGAL FORM

Registered association

PRESIDENTIAL COMMITTEE

Heinz-Jürgen Gosda (President),
Jörg Hellwig (Vice-President)

FINANCES

Rainer Kriwat

SUPERVISORY BOARD

Bernd Mehring (Chairman)

MEMBERS

1,001

FAN CLUBS

9

STADIUM

Wersestadion

MAIN SPONSOR

Reflex Winkelmann

PREMIUM SPONSORS

Gosda Bau, Overmann GbR, Sonntagsrundblick,
Volksbank Ahlen

CO-SPONSORS

Autohaus Potthoff, Coca-Cola, easyCredit, Ferro
Industrieanlagen, Industrievertretung B. Knaup,
K+B Hermann Buschkötter, Mercedes Ostendorf,
Office People, Sparkasse Münsterland Ost,
Stadtwerke Ahlen, Taxofit

KIT SPONSOR

JAKO

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Third Division	6th
1999/00	Third Division	2nd
2000/01	Bundesliga 2	6th
2001/02	Bundesliga 2	8th
2002/03	Bundesliga 2	12th
2003/04	Bundesliga 2	12th
2004/05	Bundesliga 2	13th
2005/06	Bundesliga 2	17th
2006/07	Third Division	13th
2007/08	Third Division	1st

PROMOTION TO THE BUNDESLIGA 2

2000, 2008

THIRD DIVISION CHAMPION (NORTH)

2008



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Away

TIVOLI

Krefelder Straße
52070 Aachen, Germany
Capacity: 32,900



WERSESTADION

August-Kirchner-Straße 14
59229 Ahlen, Germany
Capacity: 10,288





FC AUGSBURG

CLUB OFFICES Fußball-Club Augsburg 1907 GmbH & Co. KGaA
Donauwörther Straße 170
86154 Augsburg
Germany
www.fcaugsburg.de

LEGAL FORM Limited commercial partnership (since April 2006)

BOARD OF DIRECTORS Walther Seinsch (Chairman),
Richard Baur (Deputy Chairman),
Jakob Geyer

MANAGING DIRECTOR Andreas Rettig

SUPERVISORY BOARD Peter Bircks (Chairman),
Johannes Hintersberger, Rudolph Reisch,
Walter Sianos, Dr Gerhard Ecker

MEMBERS 2,100

FAN CLUBS 37

STADIUM Rosenaustadion (since 16 September 1951)

MAIN SPONSOR impuls AG (since 1 July 2007)

EXCLUSIVE PARTNERS Augsburgener Allgemeine, Augsburgener
Aktienbank AG, Humbaur GmbH, Segmüller,
Sortimo, Stadtwerke Augsburg

PARTNERS Cadcon, Coca-Cola, Helmes Personalservice GmbH,
KUKA, Lotto Bayern, M-net Telekommunikations
GmbH, NCR, PCI Augsburg, RT 1, SGL Group

SUPPLIERS Landbäckerei Ihle, Überkinger MinAG

KIT SPONSOR DO YOU FOOTBALL (since 1 July 2007)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Third Division	14th
1999/00	Third Division	8th
2000/01	Fourth Division	4th
2001/02	Fourth Division	1st
2002/03	Third Division	3rd
2003/04	Third Division	4th
2004/05	Third Division	4th
2005/06	Third Division	1st
2006/07	Bundesliga 2	7th
2007/08	Bundesliga 2	14th

SECOND DIVISION CHAMPION (SOUTH)

1961

PROMOTION TO THE BUNDESLIGA 2

2005/06



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MSV DUISBURG

CLUB OFFICES MSV Duisburg GmbH & Co. KGaA
Margaretenstraße 5-7
47055 Duisburg
Germany
www.msv-duisburg.de

LEGAL FORM Limited commercial partnership

MANAGING DIRECTOR Björn Bremer

SUPERVISORY BOARD Walter Hellmich (Chairman),
Dr Gerd Görtz, Hermann Hövelmann,
Walter Schlenkenbrock

MEMBERS approx. 4,000

FAN CLUBS 65

STADIUM MSV-Arena (since April 2004)

MAIN SPONSOR Evonik Industries (since Juni 2008)

PREMIUM SPONSORS Hellmich Gruppe, duisport logport, Gebag,
Klöckner & Co, König Pilsener, Rheinfels/Sinalco,
RWE, Schauinsland Reisen, Sparkasse Duisburg,
Stadtwerke Duisburg, Xella

KIT SPONSOR uhlsport (since 1999)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	8th
1999/00	Bundesliga	18th
2000/01	Bundesliga 2	11th
2001/02	Bundesliga 2	11th
2002/03	Bundesliga 2	8th
2003/04	Bundesliga 2	7th
2004/05	Bundesliga 2	2nd
2005/06	Bundesliga	18th
2006/07	Bundesliga 2	3rd
2007/08	Bundesliga	18th

GERMAN LEAGUE CHAMPION RUNNER-UP

1964

GERMAN FA CUP FINALIST

1966, 1975, 1998

UEFA CUP SEMI-FINALIST

1979



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Away



ROSENAUSTADION
Stadionstraße
86159 Augsburg, Germany
Capacity: 28,000



MSV-ARENA
Margaretenstraße 5 -7
47055 Duisburg, Germany
Capacity: 31,514



FSV FRANKFURT

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Third Division	15th
1999/00	Third Division	14th
2000/01	Fourth Division	5th
2001/02	Fourth Division	2nd
2002/03	Fourth Division	3rd
2003/04	Fourth Division	6th
2004/05	Fourth Division	2nd
2005/06	Fourth Division	2nd
2006/07	Fourth Division	1st
2007/08	Third Division	1st

GERMAN LEAGUE CHAMPION RUNNER-UP

1925

SOUTH GERMAN LEAGUE CHAMPION

1933

GERMAN FA CUP RUNNER-UP

1938

GERMAN AMATEUR CHAMPION

1972

HESSE FA CHAMPION

1982, 1994, 1998, 2007

THIRD DIVISION CHAMPION (SOUTH)

2008



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CLUB OFFICES

FSV Frankfurt 1899 e.V.
Am Erlenbruch 1
60386 Frankfurt/Main
Germany
www.fsv-frankfurt.de

LEGAL FORM

Registered association

MANAGER

Bernd Reisig

PRESIDENTIAL COMMITTEE

Julius Rosenthal (President),
Vice-Presidents: Ludwig v. Natzmer,
Wolfgang Kurka, Walter Schimmel, Willi Hebbel

MEMBERS

1,000

FAN CLUBS

5

STADIUM

Frankfurter Volksbank Stadion
Commerzbank-Arena (current stadium)

MAIN SPONSOR

Hyundai Motor Deutschland, Neckarsulm

PREMIUM PARTNERS

easyCredit (Nuremberg),
Mainova AG (Frankfurt/Main)

CO-SPONSORS

Frankfurter Volksbank, Licher, RMV

KIT SPONSOR

JAKO



SC FREIBURG

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	12th
1999/00	Bundesliga	12th
2000/01	Bundesliga	6th
2001/02	Bundesliga	16th
2002/03	Bundesliga 2	1st
2003/04	Bundesliga	13th
2004/05	Bundesliga	18th
2005/06	Bundesliga 2	4th
2006/07	Bundesliga 2	4th
2007/08	Bundesliga 2	5th

PROMOTION TO THE BUNDESLIGA

1993, 1998, 2003

THIRD PLACE IN BUNDESLIGA TABLE

1994/95

SIXTH PLACE IN BUNDESLIGA TABLE

2000/01

UEFA CUP PARTICIPATION

1995, 2001

CLUB OFFICES

Sport-Club Freiburg e.V.
Schwarzwaldstraße 193
79117 Freiburg
Germany
www.scfreiburg.com

LEGAL FORM

Registered association

ACTING BOARD

Achim Stocker (Chairman), Fritz Keller,
Martin Weimer, Dr Heinrich Breit

MEMBERS

approx. 2,600

FAN CLUBS

65

STADIUM

badenova-Stadion (since 1 July 2004)

MAIN SPONSOR

Duravit AG (since 1 July 2007)

CO-SPONSORS

badenova, JAKO, Rothaus, Suzuki Automobile

KIT SPONSOR

JAKO (since 1 July 1999)



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COMMERZBANK-ARENA

Mörfelder Landstraße 362
60528 Frankfurt/Main, Germany
Capacity: 52,500



BADENOVA-STADION

Schwarzwaldstraße 193
79117 Freiburg, Germany
Capacity: 24,120



SPVGG GREUTHER FÜRTH

CLUB OFFICES

SpVgg Greuther Fürth GmbH & Co. KGaA
Laubenweg 60
90765 Fürth
Germany
www.greuther-fuerth.de

LEGAL FORM

Limited commercial partnership (since 2003)

MANAGEMENT

Helmut Hack (Managing Director),
Holger Schwiewagner (Member of Management),
Dirk Weißert (Member of Management)

SUPERVISORY BOARD

Walter Brand (Chairman),
Peter Köhr (Deputy Chairman), Walter Kurz,
Horst Müller, Jochen Schreier, Adolf Wedel

MEMBERS

2,550

FAN CLUBS

16

STADIUM

Playmobil-Stadion (since 1997)

MAIN SPONSOR

KarstadtQuelle Versicherungen (since 2002)

KLEEBLATT EXCLUSIVE SPONSORS

Coca-Cola, Franken Brunnen, Kropf Automobile,
Martin Bauer, Milford, Tucher

KIT SPONSOR

JAKO (since 2007)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	8th
1999/00	Bundesliga 2	7th
2000/01	Bundesliga 2	5th
2001/02	Bundesliga 2	5th
2002/03	Bundesliga 2	5th
2003/04	Bundesliga 2	9th
2004/05	Bundesliga 2	5th
2005/06	Bundesliga 2	5th
2006/07	Bundesliga 2	5th
2007/08	Bundesliga 2	6th

GERMAN CHAMPION

1914, 1926, 1929

GERMAN FA INDOOR CUP WINNER

2000



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FC INGOLSTADT 04

CLUB OFFICES

FC Ingolstadt 04 Fussball GmbH
Geisenfelder Straße 1
85053 Ingolstadt
Germany
www.fcingolstadt.de

LEGAL FORM

Limited liability company

SUPERVISORY BOARD

Peter Jackwerth (Chairman),
Dr h. c. Andreas Schlee (Deputy Chairman),
Frank Dreves, Dr Alfred Lehmann,
Harald Schafbauer, Dr Martin Wagener

MANAGEMENT

Harald Gärtner

MEMBERS (OF THE REGISTERED ASSOCIATION)

565

FAN CLUBS

6

STADIUM

TUJA Stadion (since 2008)

MAIN SPONSORS

AUDI AG
TUJA Holding GmbH

PREMIUM PARTNERS

Adecco Personaldienstleistungen, Deutsche Sinalco,
Donat IT GmbH, Druck Pruskil, Herrnbräu, K & K
Consulting Unternehmensberatung und Immobilien

KIT SPONSOR

Nike

History of club's success

END-OF-SEASON TABLE POSITION

2004/05	Fourth Division	2nd
2005/06	Fourth Division	1st
2006/07	Third Division (South)	5th
2007/08	Third Division (South)	2nd

PROMOTION TO THE BUNDESLIGA 2

2008



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PLAYMOBIL-STADION
Laubenweg 60
90765 Fürth, Germany
Capacity: 15,000



TUJA STADION
Geisenfelder Straße 1
85053 Ingolstadt, Germany
Capacity: 11,431



1. FC KAISERSLAUTERN

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	5th
1999/00	Bundesliga	5th
2000/01	Bundesliga	8th
2001/02	Bundesliga	7th
2002/03	Bundesliga	14th
2003/04	Bundesliga	15th
2004/05	Bundesliga	12th
2005/06	Bundesliga	16th
2006/07	Bundesliga 2	6th
2007/08	Bundesliga 2	13th

GERMAN CHAMPION

1951, 1953, 1991, 1998

GERMAN FA CUP WINNER

1990, 1996

GERMAN FA SUPER CUP WINNER

1991



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- CLUB OFFICES** 1. FC Kaiserslautern e.V.
Fritz-Walter-Straße 1
67663 Kaiserslautern
Germany
www.fck.de
- LEGAL FORM** Registered association
- HONORARY ADVISORY BOARD** Georg Adolf Schnarr (Honorary Chairman),
Dr Willi Pfeifer, Erwin Scheffler,
Dr Burkhard Schappert, Klaus Westrich
- MANAGING COMMITTEE** Stefan Kuntz (Chairman),
Dr Johannes Ohlinger
- SUPERVISORY BOARD** Prof. Dieter Rombach (Chairman),
Gerhard Theis (Deputy Chairman),
Dr Martin Sester, Ottmar Frenger,
Prof. Gerhard Steinebach, Hartmut Emrich
- MEMBERS** 12,996
- FAN CLUBS** approx. 400
- STADIUM** Fritz-Walter-Stadion (since 1985)
- MAIN SPONSOR** Deutsche Vermögensberatung (since 1998)
- EXCLUSIVE PARTNERS** ANSMANN AG, Coca-Cola, Karlsberg Brauerei,
Lotto Rheinland-Pfalz, RPR 1, www.reifen-vor-ort.de
- KIT SPONSOR** Kappa (since 2003)



TUS KOBLENZ

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Fourth Division	14th
1999/00	Fourth Division	9th
2000/01	Fourth Division	9th
2001/02	Fourth Division	11th
2002/03	Fourth Division	11th
2003/04	Fourth Division	1st
2004/05	Third Division	11th
2005/06	Third Division	2nd
2006/07	Bundesliga 2	12th
2007/08	Bundesliga 2	10th

FINAL ROUND OF THE GERMAN LEAGUE CHAMPIONSHIP PARTICIPANT

1948, 1950

BUNDESLIGA QUALIFYING ROUND PARTICIPANT (AS TUS NEUENDORF)

1968, 1969

FOURTH DIVISION CHAMPION (SOUTHWEST)

2004

- CLUB OFFICES** TuS Koblenz GmbH
Altlohrtor 13-15
56068 Koblenz
Germany
www.tuskoblenz.de
- LEGAL FORM** Limited liability company (since July 2007)
- SUPERVISORY BOARD** Walterpeter Twer (Chairman),
Walter Thul, Manfred Wyrwoll,
Rolf Schmitz (Acting President of
Registered Association), Hans Dill,
Fred Pretz, Walter Desch
- MEMBERS** 1,600
- FAN CLUBS** 51
- STADIUM** Stadion Oberwerth (since 1936)
- MAIN SPONSOR** Rhein-Zeitung (since 2005/06)
- CO-SPONSORS** awk Außenwerbung, Ehl GmbH, EVM,
Griesson-de Beukelaer, Koblenz Touristik,
Königsbacher Brauerei, Lotto Rheinland-Pfalz,
RPR1, Select NY, Sparkasse Koblenz,
Stadtwerke Koblenz, Transdev SZ
- KIT SPONSOR** Nike (since 2004/05)



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FRITZ-WALTER-STADION

Fritz-Walter-Straße 1
67663 Kaiserslautern, Germany
Capacity: 48,500



STADION OBERWERTH

Jupp-Gauchel-Straße 10
56075 Koblenz, Germany
Capacity: 15,212



1. FSV MAINZ 05

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	7th
1999/00	Bundesliga 2	9th
2000/01	Bundesliga 2	14th
2001/02	Bundesliga 2	4th
2002/03	Bundesliga 2	4th
2003/04	Bundesliga 2	3rd
2004/05	Bundesliga	11th
2005/06	Bundesliga	11th
2006/07	Bundesliga	16th
2007/08	Bundesliga 2	4th

GERMAN AMATEUR CHAMPION

1982

PROMOTION TO THE BUNDESLIGA 2

1988, 1990

PROMOTION TO THE BUNDESLIGA

2004

UEFA CUP PARTICIPATION

2005



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CLUB OFFICES

1. FSV Mainz 05 e.V.
Postfach 1969
55009 Mainz
Germany
www.mainz05.de

LEGAL FORM

Registered association

PRESIDENTIAL COMMITTEE/ MANAGING COMMITTEE

Harald Strutz (President),
Jürgen Doetz (Vice-President),
Peter Arens (Vice-President),
Karl-Heinz Elsässer (Vice-President)

MEMBERS (PRESIDENTIAL COMMITTEE)

Hubert Friedrich, Friedhelm Andres,
Bernhard Geitel, Manfred Thöne, Christian Heidele

MEMBERS

9,600

FAN CLUBS

200

STADIUM

Bruchwegstadion

MAIN SPONSOR

DBV-Winterthur (since 2004)

CO-SPONSORS

Coca-Cola, Coface Deutschland, Globus,
Kirner, Lotto Rheinland-Pfalz, Nike (Ausrüster),
Orgentec, Urano

BUSINESS CLUB

Allgemeine Zeitung, juwi, Landesbank Rheinland-
Pfalz, Löhr-Gruppe Automobile, Profi AG,
spp direkt, SWR1

KIT SPONSOR

Nike (since 2008)



TSV 1860 MÜNCHEN

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	9th
1999/00	Bundesliga	4th
2000/01	Bundesliga	11th
2001/02	Bundesliga	9th
2002/03	Bundesliga	10th
2003/04	Bundesliga	17th
2004/05	Bundesliga 2	4th
2005/06	Bundesliga 2	13th
2006/07	Bundesliga 2	8th
2007/08	Bundesliga 2	11th

GERMAN CHAMPION

1966

GERMAN LEAGUE CHAMPION RUNNER-UP

1931, 1967

GERMAN FA CUP WINNER

1942, 1964

EUROPEAN CUP WINNERS' CUP FINALIST

1965

UEFA CUP PARTICIPATION

1997, 2000

CLUB OFFICES

TSV München von 1860 GmbH & Co. KGaA
Grünwalder Straße 114
81547 Munich
Germany
www.tsv1860.de

LEGAL FORM

Limited commercial partnership (since 1 July 2002)

MANAGEMENT BOARD

Manfred Stoffers (Spokesman, Marketing &
Communication), Dr Markus Kern (Finances),
Bernd Ingerling (Authorized Signatory)

SUPERVISORY BOARD

Christoph Öfele (Chairman), Rainer Beek (President*),
Franz Maget, Dr Michael Hasenstab (both Vice-Presidents*),
Prof. Peter Lutz (Chairman of the Supervisory Board),
Christina Jodlbauer, Willi Mantel, Karl Rauh, Dr Christian Ude,
Christian Waggerhauser, Karsten Wettberg, Hermann
Mairhofer

MEMBERS

20,533

FAN CLUBS

approx. 500

STADIUM

Allianz Arena (since 1 July 2005)

MAIN SPONSOR

Trenkwalder (since 1 July 2007)

PREMIUM PARTNERS

Hacker-Pschorr, Lotto Bayern, M-net Tele-
kommunikations GmbH, Stadtparkasse München,
Flughafen München, expert TechnoMarkt,
MAHAG, FTI Touristik, Hydro-Tech, Coca-Cola,
Börse München, MAN Nutzfahrzeuge AG

SPONSORS

additive bikes, Dieter Schneider Holding, L-Trust Aslan,
littlefood, M-Group, Marriott München, Meindl, Radio Gong
96.3, ratiopharm, Sausalitos, SKINS, Smile Eyes Augenklinik
München Airport, Stadtwerke München, T.L.E. Logistik, TEL-
BA, Urbacher Mineralquellen, Vestner Aufzüge, Xenofit

KIT SPONSOR

ERIMA (since 1 July 2008)



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Away

* of the registered association



BRUCHWEGSTADION

Dr-Martin-Luther-King-Weg
55122 Mainz, Germany
Capacity: 20,300



ALLIANZ ARENA

Werner-Heisenberg-Allee 25
80939 Munich, Germany
Capacity: 69,901



1. FC NÜRNBERG

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	16th
1999/00	Bundesliga 2	4th
2000/01	Bundesliga 2	1st
2001/02	Bundesliga	15th
2002/03	Bundesliga	17th
2003/04	Bundesliga 2	1st
2004/05	Bundesliga	14th
2005/06	Bundesliga	8th
2006/07	Bundesliga	6th
2007/08	Bundesliga	16th

GERMAN CHAMPION

1920, 1921, 1924, 1925, 1927, 1936, 1948, 1961, 1968

GERMAN FA CUP WINNER

1935, 1939, 1962, 2007



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CLUB OFFICES	1. FC Nürnberg e.V. Valznerweiherstraße 200 90480 Nuremberg Germany www.fcnc.de
LEGAL FORM	Registered association (since 4 May 1900)
PRESIDENT	Michael A. Roth
VICE-PRESIDENTS	Martin Bader, Ralf Woy, Siegfried Schneider, Franz Schäfer
SUPERVISORY BOARD	Klaus Schramm (Vorsitzender), Dr Ulrich Maly, Marc Oechler, Lothar Schmauß, Peter Schmitt, Dr Markus Söder, Prof. Klaus L. Wübbenhorst
MEMBERS	8,500 (only football)
FAN CLUBS	464
STADIUM	easyCredit-Stadion (since 15 March 2006)
MAIN SPONSOR	AREVA NP
EXCLUSIVE PARTNERS	Auto Zentrum Nürnberg-Feser, Coca-Cola, easyCredit, Kulmbacher Brauerei, Lotto Bayern, mister.lady, N-ERGIE, Thomas Sabo
CLUB PARTNERS	ARO, Gerstacker, maxi DSL, McDonald's, neubert, Nürnberger Versicherungsgruppe, Obi, Vereinigte Raiffeisenbanken
HOTEL PARTNER	Hotel HerzogsPark
MOBILITY PARTNER	Audi Zentrum Nürnberg
HOME ENTERTAINMENT PARTNER	Grundig
YOUTH FOOTBALL PARTNER	Nestlé Schöller
KIT SPONSOR	adidas (since 1996)



ROT-WEISS OBERHAUSEN

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	12th
1999/00	Bundesliga 2	6th
2000/01	Bundesliga 2	12th
2000/02	Bundesliga 2	12th
2002/03	Bundesliga 2	14th
2003/04	Bundesliga 2	5th
2004/05	Bundesliga 2	16th
2005/06	Third Division	17th
2006/07	Fourth Division	1st
2007/08	Third Division	2nd

PROMOTION TO THE BUNDESLIGA

1969

PROMOTION TO THE BUNDESLIGA 2

2008

THIRD DIVISION CHAMPION (WEST/SOUTHWEST)

1998

LOWER RHINE FA CUP WINNER

1996, 1998

WEST GERMAN CUP WINNER

1950

CLUB OFFICES	SC Rot-Weiß Oberhausen e.V. Rechenacker 62 46049 Oberhausen Germany www.rwo-online.de
LEGAL FORM	Registered association
MANAGING COMMITTEE	Hajo Sommers (Chairman), Thorsten Binder, Werner Overkamp, Thomas Dietz
MANAGER	Gerd Kehrborg
MEMBERS	2,000
FAN CLUBS	25
STADIUM	Stadion Niederrhein (since 1926)
MAIN SPONSOR	VATRO, Energieversorgung Oberhausen AG (evo)
PREMIUM PARTNERS/ KIT SPONSORS	Emscher Genossenschaft, KONVENT Bau und Boden AG, Premio Reifen-Service, RWE AG, Stadtwerke Oberhausen, uhlsport
CLASSIC PARTNERS	AB Zeitpersonal, bms sport event, ccsports, Challenge Security, Coca-Cola, derwesten.de, erdgas, König Pilsener, KODI, MAN, MediMax, Möbelstadt Rück, SP Consult AG, Stadtparkasse Oberhausen, Super Bowl Bowlingpark Dinslaken, Thomas Dietz Immobilien, Ute Großjohann, Volksbank Rhein-Ruhr, Wirtschaftsbetriebe Oberhausen
KIT SPONSOR	uhlsport



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EASYCREDIT-STADION
Max-Morlock-Platz 1
90480 Nuremberg, Germany
Capacity: 47,720

STADION NIEDERRHEIN
Lindnerstraße 2-6
46149 Oberhausen, Germany
Capacity: 21,318



VfL OSNABRÜCK

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Third Division	1st
1999/00	Third Division	1st
2000/01	Bundesliga 2	15th
2001/02	Third Division	7th
2002/03	Third Division	2nd
2003/04	Bundesliga 2	18th
2004/05	Third Division	4th
2005/06	Third Division	10th
2006/07	Third Division	2nd
2007/08	Bundesliga 2	12th

PROMOTION TO THE BUNDESLIGA 2

2000, 2003, 2007



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CLUB OFFICES

VfL Osnabrück 1899 e.V.
Scharnhorststraße 50
49084 Osnabrück
Germany
www.vfl.de

LEGAL FORM

Registered association

PRESIDENTIAL COMMITTEE

Dr Dirk Rasch (President), Günter Niemeyer (Vice-President), Axel Gleie (Vice-President)

MANAGER

Ralf Heskamp

MEMBERS

1,750

FAN CLUBS

60

STADIUM

osnatel ARENA

MAIN SPONSOR

Herforder Brauerei

PREMIUM SPONSORS

HARTING KGaA, osnatel GmbH,
Sparda-Bank Münster eG, Sparkasse Osnabrück,
Stadtwerke Osnabrück

CO-SPONSORS

Allianz Generalvertretung Körber,
Assmann Büromöbel, Bauunternehmen Heinrich
Becker, Coca-Cola, FH Schnelltransporte,
FMLEASINGPARTNER, FMO - Flughafen Münster
Osnabrück, Homann Feinkost, Independent Travel
Organisation, InterCookies, Kaffee Partner,
klr mediapartner, Ludwig Weinrich GmbH & Co. KG,
Mercedes BERESA, Meyer & Meyer Holding, MSO
Medien-Service, Piepenbrock, Sanicare Apotheke,
Scholz Versand Service, Schwärter, Solarlux, Sommer
Licht- und Werbesysteme, SUNOS Solarpower,
VGH, Wilhelm Karman GmbH

KIT SPONSOR

Puma



FC ST. PAULI

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga 2	9th
1999/00	Bundesliga 2	14th
2000/01	Bundesliga 2	3rd
2001/02	Bundesliga	18th
2002/03	Bundesliga 2	17th
2003/04	Third Division	8th
2004/05	Third Division	7th
2005/06	Third Division	6th
2006/07	Third Division	1st
2007/08	Bundesliga 2	9th

PROMOTION TO THE BUNDESLIGA

1977, 1988, 1995, 2001

GERMAN FA CUP SEMI-FINALIST

2006



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CLUB OFFICES

FC St. Pauli von 1910 e.V.
Auf dem Heiligengeistfeld
20359 Hamburg
Germany
www.fcstpauli.com

LEGAL FORM

Registered association (since 1910)

PRESIDENTIAL COMMITTEE

Corny Littmann (President),
Dr Gernot Stenger, Dr Bernd-Georg Spies,
Marcus Schulz, Stefan Orth (Vice-Presidents)

MANAGER

Michael Meeske

SUPERVISORY BOARD

Michael Burmester (Chairman), Tay Eich
und Dr Christoph Kröger (Deputy Chairman),
Uli Reuss, Uwe Doll, Roger Hasenbein,
Lars Sörensen

MEMBERS

7,772

FAN CLUBS

300

STADIUM

Millerntor-Stadion

MAIN SPONSOR

Congstar (since 2006)

„HERZ VON ST. PAULI“

CO-SPONSORS

Astra, DO YOU FOOTBALL,
Nike, Pokerrroom.tv

KIT SPONSORS

DO YOU FOOTBALL (since 2005)
Nike (since 2005)

OSNATEL ARENA

Scharnhorststraße 50
49084 Osnabrück, Germany
Capacity: 16,130



MILLERNTOR-STADION

Auf dem Heiligengeistfeld
20359 Hamburg, Germany
Capacity: 23,201





F. C. HANSA ROSTOCK

CLUB OFFICES

F. C. Hansa Rostock e.V.
Trotzenburger Weg 14
18057 Rostock
Germany
www.fc-hansa.de

LEGAL FORM

Registered association

MANAGING COMMITTEE

Dirk Grabow (Chairman), Herbert Maronn,
Ralf Gawlack, Juri Schlünz

SUPERVISORY BOARD

Adalbert Skambraks (Chairman),
Dr Holger Stein, Thorsten Völker, Thomas Abrokat,
Friedemann Kunz, Manfred Wimmer, Jürgen Heinsch

MEMBERS

4,550

FAN CLUBS

190

STADIUM

DKB-Arena (since 2007)

MAIN SPONSOR

Lübzer

CO-SPONSORS

Antenne Mecklenburg-Vorpommern, autobirne,
Coca-Cola, Deutsche Kreditbank AG,
e.on-edis, infront, Masita, Ostsee Sparkasse
Rostock, ScanHaus Marlow, wHolz GmbH

KIT SPONSOR

Masita (since 2006)

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Bundesliga	14th
1999/00	Bundesliga	15th
2000/01	Bundesliga	12th
2001/02	Bundesliga	14th
2002/03	Bundesliga	13th
2003/04	Bundesliga	9th
2004/05	Bundesliga	17th
2005/06	Bundesliga 2	10th
2006/07	Bundesliga 2	2nd
2007/08	Bundesliga	17th

NORTH-EAST GERMAN FA CHAMPION

1991

NORTH-EAST GERMAN CUP WINNER

1991



Home



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SV WEHEN WIESBADEN

CLUB OFFICES

SV Wehen 1926 Wiesbaden GmbH
Mainzer Straße 98-102
65189 Wiesbaden
Germany
www.svw-w.de

LEGAL FORM

Limited liability company

PRESIDENTIAL COMMITTEE

Heinz Hankammer (President),
Jürgen Fladung (Vice-President),
Markus Hankammer (Vice-President)

MANAGEMENT

Dr Markus Irmischer (Commercial Director),
Uwe Stöver (Sports Director)

MEMBERS

approx. 600

FAN CLUBS

16

STADIUM

BRITA-Arena (since 2007)

MAIN SPONSOR

Victor's Residenz Hotels (since 2007)

CO-SPONSORS

BRITA, Coca-Cola, Condor, Deurag, HiFi Profis, HR1,
iuvatec, Licher, Naspä, Nike, TelDaFax, Tengelmann,
Wiesbaden.eins.de, Wiesbadener Volksbank

KIT SPONSOR

Nike

History of club's success

END-OF-SEASON TABLE POSITION

1998/99	Third Division	6th
1999/00	Third Division	13th
2000/01	Third Division	11th
2001/02	Third Division	6th
2002/03	Third Division	7th
2003/04	Third Division	7th
2004/05	Third Division	3rd
2005/06	Third Division	3rd
2006/07	Third Division	1st
2007/08	Bundesliga 2	8th

THIRD DIVISION CHAMPION (SOUTH)

2007

HESSE FA CUP WINNER

1988, 1992, 2000

PROMOTION TO THE BUNDESLIGA 2

2007



Home



Away

DKB-ARENA

Kopernikusstraße 17
18057 Rostock, Germany
Capacity: 28,800



BRITA-ARENA

Berliner Straße 9
65189 Wiesbaden, Germany
Capacity: 13,144



THE LEAGUE FACTS & FIGURES



The League: A Fixture in the world of Football (as at 20 February 2009)



FIFA (2007-2011)

FIFA Executive Committee
Franz Beckenbauer

Football Committee
Franz Beckenbauer (Chairman)

FIFA Committee for Club Football
Karl-Heinz Rummenigge, League Association

**Organising Committee for the
2010 FIFA World Cup™**
Franz Beckenbauer

Players' Status Committee
Gerhard Mayer-Vorfelder,
Honorary League Association Member

FIFA Dispute Resolution Chamber
Dr Reinhard Rauball, League Association



EPFL (2008/2009-2010/2011)

Board of Directors
Dr Reinhard Rauball, League Association

**Voting representatives within general
assembly of members**
Dr Reinhard Rauball, League Association
Holger Hieronymus, DFL
Dr Holger Blask, DFL

STANDING COMMITTEES (2008-2011)

Professional Football Finance Committee
Christian Müller, DFL

European Union Affairs Committee
Dr Holger Blask, DFL

Social Dialogue Committee
Dr Holger Blask, DFL

Refereeing Committee
Hellmut Krug, DFL

Competitions Committee
Holger Hieronymus, DFL

Marketing and Media Committee
Christian Seifert (Deputy Chairman), DFL

Player's Transfer and Players Agents Committee
Holger Hieronymus (Chairman), DFL

Social Responsibility Committee
Tom Bender, DFL



UEFA (2007-2009 - new elections on 25 March 2009)

UEFA Executive Committee
Gerhard Mayer-Vorfelder
(UEFA Vice-President)
Honorary League Association Member

Professional Football Strategy Council
Gerhard Mayer-Vorfelder
Honorary League Association Member
Karl-Heinz Rummenigge (Observer)

Financial Committee
Gerhard Mayer-Vorfelder
Honorary League Association Member

Club Competitions Committee
Karl-Heinz Rummenigge
(1st Vice-Chairman), League Association

HatTrick Committee
Gerhard Mayer-Vorfelder (Chairman),
Honorary League Association Member

Club Licensing Committee
Christian Müller, DFL

**Development and Technical
Assistance Committee**
Franz Beckenbauer (Deputy Chairman)

**Players' Status, Transfer and Agents
and Match Agents Committee**
Wolfgang Holzhäuser, League Association

Marketing Advisory Committee
Gerhard Mayer-Vorfelder (Deputy Chairman),
Honorary League Association Member

Football Committee
Franz Beckenbauer (Chairman)

Administration Experts Committee
Karl Hopfner, League Association



DEUTSCHER FUSSBALL-BUND

(2007-2010)

DFB Presidential Committee

Dr Reinhard Rauball, Senior Vice-President
Christian Seifert, Vice-President
Peter Peters, Vice-President
Harald Strutz, Vice-President
Gerhard Mayer-Vorfelder (Honorary President),
Honorary League Association Member

DFB Board

Heribert Bruchhagen, League Association
Michael Meier, League Association
Andreas Rettig, League Association
Karl-Heinz Rummenigge, League Association
Dr Heinrich Breit, League Association
Kurt Gaugler, League Association
Roland Kentsch, League Association
Manfred Müller, League Association
Ulrich Ruf, League Association
Holger Hieronymus, DFL
Tom Bender, DFL
Christian Müller, DFL

DFB Auditing Department

Christian Müller, DFL

DFB Competitions Committee

Holger Hieronymus, DFL
Götz Bender, DFL

DFB Disciplinary Committee

Dr Hubertus Behncke, League Association

DFB Referees' Committee

Holger Hieronymus, DFL
Hellmut Krug, DFL

DFB Youth Committee

Andreas Nagel, DFL
Rolf Rüssmann, League Association

DFB Committee for Girls' and Women's Football

Götz Bender, DFL
Gerd Hein, League Association

Anti-Doping Committee

Dr Reinhard Rauball, League Association
Dr Karl-Heinrich Dittmar, League Association

Sports Medicine Committee

Andreas Nagel, DFL
Dr Götz Dimanski, League Association

Committee for Prevention and Safety

Joachim Baur, DFL
Peter Peters, League Association
Birger Naß, DFL

Public Finance and Licensing Committee

Christian Müller, DFL
Wolfgang Hotze, League Association
Prof. Fritz Scherer, League Association



Partnership at eye level
DFB President Dr Theo Zwanziger
and League Association President
Dr Reinhard Rauball

Coaching Development Section

Holger Hieronymus, DFL
Birger Naß, DFL
Jürgen Klopp, League Association

Voluntary Work Committee

Thomas Schneider, DFL

Playing Fields and Stadium Construction Committee

Joachim Baur, DFL
Peter Peters, League Association
Prof. Fritz Scherer, League Association

IT Committee

Holger Hieronymus, DFL

DFB Federal Court

Ulrich Schäfer, Member of League Association
Florian Gothe, Member of League Association
Ralf Hauptmann, Member of League Association
Norbert Maurer, Member of League Association
Philipp Reschke, Member of League Association

DFB Disciplinary Court

Klaus Thomforde, Member of League Association
Christian Hinzpeter, Member of League Association
Uwe Krause, Member of League Association
Henning Bürger, Member of League Association
Jörg Albracht, Member of League Association



ECA

European Club Association
Karl-Heinz Rummenigge (Chairman),
League Association

Domestic competitions

Steeped in tradition
The two most important domestic competitions: the German championship has been running since 1903; the German Club Cup has been an on-going hit since 1935 and was renamed German FA Cup (DFB-Pokal) after its reintroduction in 1952.

The Bundesliga continues to stand for excitement and balanced competition. Although FC Bayern Munich managed to win the title of German Champion seven times over the last ten seasons, other clubs such as Borussia Dortmund (in the 2001/2002 season), Werder Bremen (2003/2004) and VfB Stuttgart (2006/2007) managed to disturb this established order. It is also remarkable, that the last time Bayern Munich was able to defend its title was in the 2005/06 season. The German FA Cup also shows just how balanced German professional football is: even though the Bavarians dominate the list with five titles, a different club was able to win the Cup over the past ten years. Twice Werder Bremen (1998/1999 and 2003/2004) and Schalke 04 (2001/2002 and 2002/2003) were able to secure the coveted trophy whilst 1. FC Nürnberg surprisingly got its hands on the Cup



in the 2006/2007 season. The international competitions tell the same story. 19 Bundesliga clubs have managed to play internationally since 1999. Including the UI Cup as an international competition even 21 German clubs managed to take the international football stage over the past decade. FC Bayern Munich again managed to qualify nine times for the UEFA Champions League, whilst Bayer 04 Leverkusen and Werder Bremen participated five times. With seven appearances Hertha BSC is the most consistent UEFA Cup participant ahead of Schalke 04 and VfB Stuttgart which each played in the competition five times. The fact that 1. FC Nürnberg, FSV Mainz 05, Alemannia Aachen, VfL Bochum, 1. FC Union Berlin, SC Freiburg or TSV 1860 München all managed to participate in the UEFA Cup goes to show that supposed outsiders are quite able to hold their own on the field of international football. FC Bayern Munich winning the Champions League in 2001 saw the last time that any Bundesliga club managed to secure a title in Europe. Over the past couple of years most Bundesliga clubs did not make it past the quarter-finals. That the league is making its presence felt again in the European competitions is reflected in the sound results achieved in the UEFA Cup where Bayern Munich only just was pipped at the post in the 2007/2008 season by late winner St Petersburg, or Werder Bremen who were knocked out as late as in the semi-finals.

GERMAN CHAMPIONSHIP / GERMAN FA CUP WINS

Season	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	German Championship/ German FA Cup Wins
FC Bayern Munich	🏆	🏆 / 🏆	🏆		🏆 / 🏆		🏆 / 🏆	🏆 / 🏆		🏆 / 🏆	7 / 5
Werder Bremen	🏆					🏆 / 🏆					1 / 2
FC Schalke 04			🏆	🏆							0 / 2
Borussia Dortmund				🏆							1 / 0
VfB Stuttgart									🏆		1 / 0
1. FC Nürnberg									🏆		0 / 1

🏆 German Champion 🏆 German FA Cup Winner

International competitions

PARTICIPATION IN UEFA CHAMPIONS LEAGUE / UEFA CUP

Season	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009	Participation in UEFA Champions League	Participation in UEFA CUP
FC Bayern Munich	🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	9	1
Bayer 04 Leverkusen	🏆	🏆	🏆	🏆		🏆	🏆	🏆	🏆		5	3
Werder Bremen	🏆	🏆		🏆		🏆	🏆	🏆	🏆	🏆	5	3
FC Schalke 04			🏆	🏆	🏆	🏆	🏆	🏆	🏆	🏆	3	5
Hertha BSC	🏆	🏆	🏆	🏆	🏆		🏆	🏆		🏆	1	7
VfB Stuttgart		🏆		🏆	🏆	🏆	🏆		🏆	🏆	2	5
Hamburger SV		🏆			🏆		🏆	🏆	🏆	🏆	2	4
Borussia Dortmund	🏆		🏆	🏆	🏆					🏆	3	2
1. FC Kaiserslautern	🏆	🏆			🏆						0	3
VfL Wolfsburg	🏆									🏆	0	2
1. FC Nürnberg									🏆		0	1
Eintracht Frankfurt								🏆			0	1
1. FSV Mainz 05							🏆				0	1
Alemannia Aachen						🏆					0	1
VfL Bochum						🏆					0	1
1. FC Union Berlin				🏆							0	1
SC Freiburg			🏆								0	1
TSV 1860 München		🏆									0	1

🏆 Participation in UEFA Champions League 🏆 UEFA Champions League Winner 🏆 Participation in UEFA Cup / European Cup Winners' Cup until 1998/1999

UI CUP PARTICIPATION AND UEFA CUP QUALIFICATION

Year	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Participation in UI-Cup	Qualification for UEFA-CUP
VfB Stuttgart		🏆		🏆						🏆	3	3
Hamburger SV	🏆					🏆	🏆		🏆		4	2
VfL Wolfsburg		🏆	🏆		🏆	🏆	🏆				5	0
FC Schalke 04					🏆	🏆					2	2
Borussia Dortmund						🏆	🏆				2	0
TSV 1860 München			🏆	🏆							2	0
Werder Bremen			🏆		🏆						2	0
Hertha BSC								🏆			1	1
1. FC Kaiserslautern				🏆							1	0
MSV Duisburg	🏆										1	0

🏆 Participation in UI Cup 🏆 Qualification for UEFA Cup



Attendance stats

Record breaker and best-seller

German licensed football has set up a record with 17.5 million spectators; and with an average of 39,000 tickets sold per match the Bundesliga is Europe's number one league.

German licensed football rushes from one attendance record to the next. Compared to last year the professional clubs sold over 1.2 million tickets more in the 2007/2008 season, increasing ticket sales by 7.7 per cent to 17,432,953. The Bundesliga was able to again improve its sound 2006/2007 season figures to generate a new record attendance of 11,926,395 in the 2007/2008 season.

The Bundesliga 2 has gone from strength to strength as well, recording a new top score for the 2007/2008 season with attendance standing at 5,506,558, up almost 18 per cent from the 2006/2007 season and up almost 50 per cent from the 2005/2006 season. Average attendance per match for the last season rose to 17,995 from 15,253 in the 2006/2007 season, an increase of over 2,600 spectators per

match. This figure is even more amazing when one looks back ten years to the 1997/1998 season when matches of the Bundesliga 2 clocked up a mere 8,069 spectators on average; today there are more than twice as many.

Compared to other European leagues, the Bundesliga continues to be the number one with an average 38,975 tickets sold per match. As was the case in previous years, many clubs had to put a limit on their season ticket sales in summer 2007 to ensure a sufficient supply of day tickets. The 36 licensed clubs were nonetheless capable of increasing total sales to 9,683,298 tickets, up 22.8 per cent compared to the 2006/2007 season (7,887,740 season tickets). At the same time, around 1,600 day tickets more were sold per match in the 2007/2008 season.

LICENSED FOOTBALL – PAID ADMISSIONS

	2004/2005 season	2005/2006 season	2006/2007 season	2007/2008 season
Total paid admissions*	14,460,584	15,364,696	16,186,221	17,432,953
of which season tickets (total)	7,223,912	7,838,139	7,887,740	9,683,298
proportion of season tickets (relative)	49.96%	51.01%	48.73%	55.55%
of which day tickets (total)	7,236,672	7,526,557	8,298,481	7,749,655
proportion of day tickets (relative)	50.04%	48.99%	51.27%	44.45%
Paid admissions, per match*	23,628	25,106	26,448	28,485
of which season tickets per match	11,694	12,543	13,491	13,881
of which day tickets per match	11,935	12,563	12,957	14,604
Gross price of tickets, per spectator (in €)	15.25	16.88	17.03	17.52

BUNDESLIGA – PAID ADMISSIONS

	2004/2005 season	2005/2006 season	2006/2007 season	2007/2008 season
Total paid admissions*	10,765,974	11,686,554	11,518,923	11,926,395
of which season tickets (total)	5,870,508	6,508,059	6,140,765	6,887,844
proportion of season tickets (relative)	54.53%	55.69%	53.31%	57.75%
of which day tickets (total)	4,895,466	5,178,495	5,378,158	5,038,551
proportion of day tickets (relative)	45.47%	44.31%	46.69%	42.25%
Paid admissions, per match*	35,183	38,191	37,644	38,975
of which season tickets per match	19,185	21,268	20,068	22,509
of which day tickets, per match	15,998	16,923	17,576	16,466
Gross price of tickets, per spectator (in €)	16.81	18.63	18.91	19.47

BUNDESLIGA 2 – PAID ADMISSIONS

	2004/2005 season	2005/2006 season	2006/2007 season	2007/2008 season
Total paid admissions*	3,694,610	3,678,142	4,667,298	5,506,558
of which season tickets (total)	1,353,404	1,330,080	1,746,975	2,795,454
proportion of season tickets (relative)	36.63%	36.16%	37.43%	50.77%
of which day tickets (total)	2,341,206	2,348,062	2,920,323	2,711,104
proportion of day tickets (relative)	63.37%	63.84%	62.57%	49.23%
Paid admissions, per match*	12,074	12,020	15,253	17,995
of which season tickets per match	4,423	4,347	5,709	9,135
of which day tickets per match	7,651	7,673	9,544	8,860
Gross price of tickets, per spectator (in €)	10.72	11.30	12.38	13.30

* up to 2006/2007 only paid admissions

Europe's best attended league

Modern arenas, attractive and highly gripping football make supporters flock to the stadium week after week, creating a fantastic atmosphere of their own. German professional football not only is leader of the pack when it comes to attendance per match, but with 17,432,953 spectators in total again comes top on a comparison with other European leagues. Although gross match ticket prices in

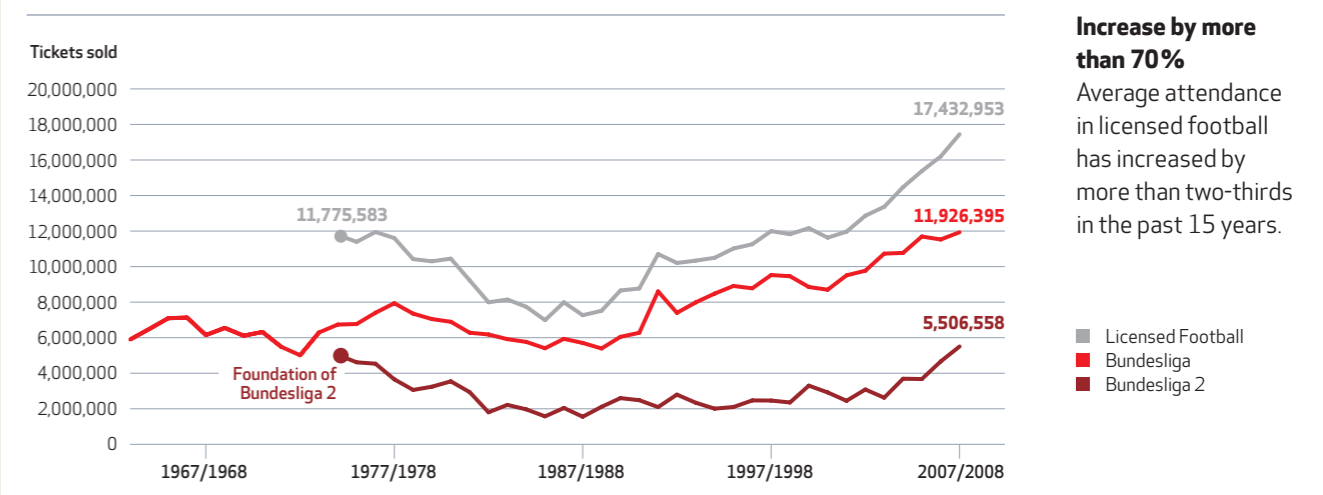
the Bundesliga 2 increased from € 12.38 to € 13.30 (up 7.43 per cent) and in the Bundesliga from € 18.91 to € 19.47 (up 2.96 per cent), German licensed football continues to offer spectator-friendly prices for match tickets. With an average price of € 17.52 per match ticket German professional football remains well below the usual admission charged in other comparable European leagues.

BUNDESLIGA - HISTORICAL DEVELOPMENT

Season	Bundesliga			Bundesliga 2			Licenced Football		
	Matches	Spectators	Ø per Match	Matches	Spectators	Ø per Match	Matches	Spectators	Ø per Match
1963/1964	240	5,909,776	24,624				240	5,909,776	24,624
1964/1965	240	6,492,539	27,052				240	6,492,539	27,052
1965/1966	306	7,094,666	23,185				306	7,094,666	23,185
1966/1967	306	7,129,485	23,299				306	7,129,485	23,299
1967/1968	306	6,147,508	20,090				306	6,147,508	20,090
1968/1969	306	6,550,497	21,407				306	6,550,497	21,407
1969/1970	306	6,113,726	19,979				306	6,113,726	19,979
1970/1971	306	6,322,114	20,661				306	6,322,114	20,661
1971/1972	306	5,487,286	17,932				306	5,487,286	17,932
1972/1973	306	5,014,332	16,387				306	5,014,332	16,387
1973/1974	306	6,293,167	20,566	Foundation of Bundesliga 2			306	6,293,167	20,566
1974/1975	306	6,738,303	22,021	760	5,037,280	6,628	1066	11,775,583	11,047
1975/1976	306	6,768,448	22,119	760	4,617,760	6,076	1066	11,386,208	10,681
1976/1977	306	7,401,686	24,189	760	4,539,480	5,973	1066	11,941,166	11,202
1977/1978	306	7,936,765	25,937	760	3,660,160	4,816	1066	11,596,925	10,879
1978/1979	306	7,351,341	24,024	760	3,065,080	4,033	1066	10,416,421	9,772
1979/1980	306	7,045,940	23,026	760	3,246,720	4,272	1066	10,292,660	9,655
1980/1981	306	6,895,851	22,535	760	3,547,680	4,668	1066	10,443,531	9,797
1981/1982	306	6,280,388	20,524	380	2,940,820	7,739	686	9,221,208	13,442
1982/1983	306	6,180,704	20,198	380	1,809,560	4,762	686	7,990,264	11,648
1983/1984	306	5,918,003	19,340	380	2,225,280	5,856	686	8,143,283	11,871
1984/1985	306	5,765,284	18,841	380	1,974,100	5,195	686	7,739,384	11,282
1985/1986	306	5,405,571	17,665	380	1,580,040	4,158	686	6,985,611	10,183
1986/1987	306	5,937,044	19,402	380	2,051,620	5,399	686	7,988,664	11,645
1987/1988	306	5,705,523	18,646	380	1,558,760	4,102	686	7,264,283	10,589

Season	Bundesliga			Bundesliga 2			Licenced Football		
	Matches	Spectators	Ø per Match	Matches	Spectators	Ø per Match	Matches	Spectators	Ø per Match
1988/1989	306	5,394,943	17,631	380	2,116,600	5,570	686	7,511,543	10,950
1989/1990	306	6,048,207	19,765	380	2,604,900	6,855	686	8,653,107	12,614
1990/1991	306	6,275,437	20,508	380	2,489,000	6,550	686	8,764,437	12,776
1991/1992	380	8,600,801	22,634	384	2,101,771	5,473	764	10,702,572	14,009
1992/1993	306	7,396,857	24,173	552	2,802,415	5,077	858	10,199,272	11,887
1993/1994	306	7,986,681	26,100	380	2,344,177	6,169	686	10,330,858	15,059
1994/1995	306	8,476,885	27,702	306	2,013,315	6,579	612	10,490,200	17,141
1995/1996	306	8,906,792	29,107	306	2,104,693	6,878	612	11,011,485	17,993
1996/1997	306	8,776,265	28,681	306	2,476,382	8,093	612	11,252,647	18,387
1997/1998	306	9,520,385	31,112	306	2,468,993	8,069	612	11,989,378	19,590
1998/1999	306	9,455,582	30,901	306	2,360,228	7,713	612	11,815,810	19,307
1999/2000	306	8,849,661	28,920	306	3,306,086	10,804	612	12,155,747	19,862
2000/2001	306	8,696,712	28,421	306	2,925,227	9,560	612	11,621,939	18,990
2001/2002	306	9,503,367	31,057	306	2,454,299	8,021	612	11,957,666	19,539
2002/2003	306	9,764,735	31,911	306	3,089,625	10,097	612	12,854,360	21,004
2003/2004	306	10,724,586	35,048	306	2,630,019	8,595	612	13,354,605	21,821
2004/2005	306	10,765,974	35,183	306	3,694,544	12,074	612	14,460,518	23,628
2005/2006	306	11,686,554	38,191	306	3,678,142	12,020	612	15,364,696	25,106
2006/2007	306	11,518,923	37,644	306	4,667,298	15,253	612	16,186,221	26,448
2007/2008	306	11,926,395	38,975	306	5,506,558	17,995	612	17,432,953	28,485

DEVELOPMENT OF ATTENDANCE FIGURES SINCE 1963



Licensed players

The 36 clubs and joint stock companies have signed up 1,006 professional players in the current 2008/2009 season, of which 511 are in the Bundesliga. Thus the top-flight league has again exceeded the 500-mark resulting in an average squad of players of around 28. It is immensely encouraging to see a growing number of young players from the clubs' own ranks become first-team regulars.

The highly-qualified coaches of the clubs' youth academies have honed the skills of these young players, making them an asset to the professional game and giving them the support they need to make their debut in professional football.

The share of foreign players in the Bundesliga and Bundesliga 2 has remained fairly stable over the past years. Currently it stands at 39 per cent, a further drop after reaching record levels in the 2004/2005 season.

NUMBER OF LICENSED PLAYERS

Season	Bundesliga	Bundesliga 2	Total
	No. of players	No. of players	No. of players
1992/1993*	385	462	847
1993/1994*	358	398	756
1994/1995	363	341	704
Bosman ruling in December 1995			
1995/1996	362	330	692
1996/1997	383	370	753
1997/1998	426	381	807
1998/1999	448	395	843
1999/2000	462	409	871
2000/2001	475	426	901
2001/2002	477	444	921
2002/2003	476	403	879
2003/2004	480	413	893
2004/2005	476	424	900
2005/2006	445	409	854
2006/2007	464	431	895
2007/2008	503	474	977
2008/2009	511	495	1.006

SHARE OF FOREIGN LICENSED PLAYERS

Season	Bundesliga		Bundesliga 2		Total	
	No. of players	in %	No. of players	in %	No. of players	in %
1992/1993*	59	15	74	16	133	16
1993/1994*	62	17	64	16	126	17
1994/1995	69	19	54	16	123	17
Bosman ruling in December 1995						
1995/1996	70	19	56	17	126	18
1996/1997	106	28	84	23	190	25
1997/1998	159	37	96	25	225	31
1998/1999	185	41	130	33	315	37
1999/2000	194	42	157	38	351	40
2000/2001	208	44	140	33	348	39
2001/2002	224	47	165	37	389	42
2002/2003	236	50	142	35	378	43
2003/2004	235	49	148	36	383	43
2004/2005	233	49	163	38	396	44
2005/2006	199	45	159	37	350	41
2006/2007	212	46	154	36	366	41
2007/2008	234	47	167	36	401	41
2008/2009	249	49	144	29	393	39

* 1992/1993 – 24 Bundesliga 2 clubs, 1993/1994 – 20 Bundesliga 2 clubs



The Lions' great white hope
A great future lies ahead of the outstandingly talented brothers, Lars and Sven Bender (TSV 1860 München).

Youth academies

BUNDESLIGA 2007/2008

	No. of teams	No. of players
U23	18	378
U19/18	22	446
U17	18	380
U16	15	318
U15	18	352
U14	18	317
U13	18	316
U12	18	305
Total	145	2,812

BUNDESLIGA 2 2007/2008

	No. of teams	No. of players
U23	14	274
U19/18	16	329
U17	14	285
U16	13	265
U15	14	269
U14	14	261
U13	14	255
U12	14	223
Total	113	2,161

Points by table position

A look at the balanced nature of the Bundesliga often elicits criticism of FC Bayern Munich's dominant position in the league. What the critics seem to forget is that there are leading clubs in other top leagues, take for instance Spain's FC Barcelona and Real Madrid, which dominate the football scene to a much larger degree. The average points or difference in points of the tables' individual sections provide a more informed view, revealing that the Bundesliga continues to be rather exciting. Overall, the individual sections of the table (international positions, midfield, relegation zone) have not drifted apart over the past years, making certain positions more hotly contested than ever. And more clubs are battling for the title, a chance to play internationally, or are fighting hard against relegation. During the last season, only the relegation zone has slightly drifted away from the table's midfield. The re-introduction of the play-off matches deciding on promotion or relegation is likely to provide new impetus to the competition. The averages for the Bundesliga 2 are even closer together than

those of the Bundesliga. The balanced nature of the competition is tellingly revealed in particular by the first to sixth place. Dropping just below 60 points with an average of 58.5 points, the top section of the league table has clocked up the lowest value for a decade. So the top teams are faced with strong rivals each year. The relegation zone and midfield are separated by less than nine points. Thus, winning or being trounced in just a few matches can be decisive for which position clubs end up in.

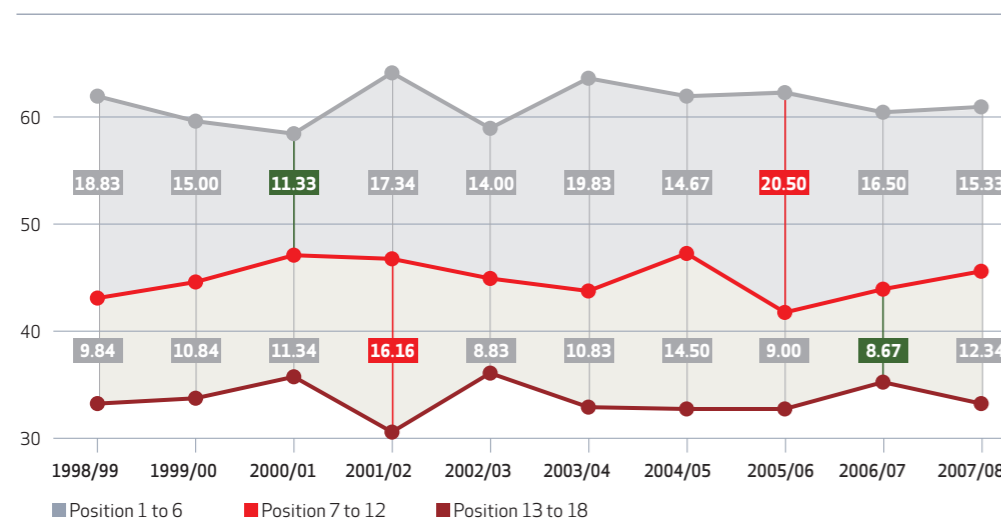
BUNDESLIGA AVERAGE POINTS

Season	Position 1-6	Position 7-12	Position 13-18
1998/99	62.00	43.17	33.33
1999/00	59.67	44.67	33.83
2000/01	58.50	47.17	35.83
2001/02	64.17	46.83	30.67
2002/03	59.00	45.00	36.17
2003/04	63.67	43.83	33.00
2004/05	62.00	47.33	32.83
2005/06	62.33	41.83	32.83
2006/07	60.50	44.00	35.33
2007/08	61.00	45.67	33.33
Average	61.28	44.95	33.72
Maximum	64.17	47.33	36.17
Minimum	58.50	41.83	30.67

AVERAGE DIFFERENCE IN POINTS

Pos. 1-6 compared to pos. 7-12	Pos. 1-6 compared to pos. 13-18	Pos. 7-12 compared to pos. 13-18
18.83	28.67	9.84
15.00	25.84	10.84
11.33	22.67	11.34
17.34	33.50	16.16
14.00	22.83	8.83
19.83	30.67	10.83
14.67	29.17	14.50
20.50	29.50	9.00
16.50	25.17	8.67
15.33	27.67	12.34
16.33	27.57	11.23
20.50	33.50	16.16
11.33	22.67	8.67

AVERAGE POINTS in the final Bundesliga table



Balanced and electrifying
The smaller the difference in points, the more exhilarating the matches. The top and the middle section are closing ranks.

BUNDESLIGA 2 AVERAGE POINTS

Season	Position 1-6	Position 7-12	Position 13-18
1998/99	59.17	45.17	34.50
1999/00	57.00	44.33	35.83
2000/01	59.00	47.50	33.67
2001/02	64.00	46.00	31.00
2002/03	60.67	44.50	33.17
2003/04	63.67	43.83	33.00
2004/05	59.50	46.00	35.67
2005/06	58.67	45.00	38.17
2006/07	59.83	45.67	33.17
2007/08	58.50	43.17	34.50
Average	60.00	45.12	34.27
Maximum	64.00	47.50	38.17
Minimum	57.00	43.17	31.00

AVERAGE DIFFERENCE IN POINTS

Pos. 1-6 compared to pos. 7-12	Pos. 1-6 compared to pos. 13-18	Pos. 7-12 compared to pos. 13-18
14.00	24.67	10.67
12.67	21.17	8.50
11.50	25.33	13.83
18.00	33.00	15.00
16.17	27.50	11.33
19.83	30.67	10.83
13.50	23.83	10.33
13.67	20.50	6.83
14.17	26.67	12.50
15.33	24.00	8.67
14.88	25.73	10.85
19.83	33.00	15.00
11.50	20.50	6.83



The stadiums of the licensed clubs

The largest Dortmund's Signal Iduna Park continues to be Germany's largest stadium and can hold up to 80,708 spectators.

THE STADIUMS OF THE LICENSED CLUBS

The Bundesliga is known for its state-of-the-art stadiums and arenas, and not only just since the 2006 World Cup. With an average capacity of 46,743 (seats and standing accommodation combined) the Bundesliga, on average, also boasts the largest venues in Europe. Dortmund's Signal Iduna Park continues to be Germany's largest stadium and can hold up to 80,708 spectators.

The high quality of the German stadiums is also reflected in the classification applied to the 34 venues pursuant to UEFA's Stadium Infrastructure Regulations: eleven stadiums [Berlin, Dortmund, Frankfurt, Gelsenkirchen (Schalke), Hamburg (HSV), Hanover, Cologne, Mönchengladbach, Munich, Nuremberg and Stuttgart] are classified as 'elite', a further seven (Bielefeld, Bremen, Duisburg, Kaiserslautern, Leverkusen, Sinsheim (Hoffenheim) and Wolfsburg) are in category 3, i. e. the second highest classification.

STADIUM OWNERSHIP

Seven stadiums belong to holding companies with a variety of ownership structures. Six stadiums are held by the town or region, five stadiums are owned directly by the club.

The ownership structure for the Bundesliga 2 is as follows: six stadiums are held by the town or region, five stadiums are owned directly by the club, and seven stadiums belong to other holding companies.

BUNDESLIGA STADIUMS

Club	Name of stadium	Capacity	Owner	UEFA category
Borussia Dortmund	Signal Iduna Park	80,708	BVB Stadion GmbH	Elite
Hertha BSC	Olympiastadion Berlin	74,244	Land Berlin/Senatsverwaltung für Inneres und Sport	Elite
FC Bayern Munich	Allianz Arena	69,901	Allianz Arena München Stadion GmbH	Elite
FC Schalke 04	VELTINS-Arena	61,481	FC Schalke 04-Stadion-Beteiligungsgesellschaft mbH & Co. Immobilienverwaltungs KG	Elite
Hamburger SV	HSH Nordbank Arena	57,263	HSV-Stadion HSV-Vermögensverwaltungs GmbH & Co. KG	Elite
VfB Stuttgart	Mercedes-Benz Arena	55,774	Landeshauptstadt Stuttgart	Elite
Borussia Mönchengladbach	Stadion im BORUSSIA-Park	54,067	Borussia VfL 1900 Mönchengladbach GmbH	Elite
Eintracht Frankfurt	Commerzbank Arena	52,500	Stadion Frankfurt Management GmbH	Elite
1. FC Köln	RheinEnergieStadion	49,958	Kölner Sportstätten GmbH	Elite
Hannover 96	AWD-Arena	49,000	Hannover 96 Arena GmbH & Co. KG	Elite
Werder Bremen	Weser-Stadion	42,354	Bremer Weser-Stadion GmbH	3
VfL Wolfsburg	VOLKSWAGEN ARENA	29,785	Wolfsburg AG	3
1899 Hoffenheim	Rhein-Neckar-Arena	30,150	DH Besitzgesellschaft mbH & Co. KG	3
DSC Arminia Bielefeld	SchücoArena	27,300	DSC Arminia Bielefeld e.V.	3
Bayer 04 Leverkusen	BayArena	23,103	Bayer 04 Immobilien GmbH; approx 30,000 seats after completion of conversion 08/2009	3
VfL Bochum	rewirpowerSTADION	31,328	Stadt Bochum	2
Karlsruher SC	Wildparkstadion	29,901	Stadt Karlsruhe	2
FC Energie Cottbus	Stadion der Freundschaft	22,808	Sportstättenbetrieb der Stadt Cottbus	2

BUNDESLIGA 2 STADIUMS

Club	Name of stadium	Capacity	Owner	UEFA category
TSV 1860 München	Allianz Arena	69,901	Allianz Arena München Stadion GmbH	Elite
FSV Frankfurt	Commerzbank Arena	52,500	Stadion Frankfurt Management GmbH; alternative stadium Volksbankstadion. Approx. 10,000 seats after completion of conversion in 05/2009	Elite
1. FC Nürnberg	easyCredit-Stadion	47,720	Stadt Nürnberg	Elite
1. FC Kaiserslautern	Fritz-Walter-Stadion	48,500	Fritz-Walter-Stadion Kaiserslautern GmbH	3
MSV Duisburg	MSV-Arena	31,514	MSV Duisburg Stadionprojekt GmbH & Co. KG	3
F.C. Hansa Rostock	DKB-Arena	28,800	Ostseestadion GmbH & Co. KG	2
SC Freiburg	badenova-Stadion	24,120	Stadt Freiburg im Breisgau	2
FC St. Pauli	Millerntor-Stadion	23,201	FC St. Pauli von 1900 e. V.	2
1. FSV Mainz 05	Bruchwegstadion	20,300	1. FSV Mainz 05 e. V.	2
FC Augsburg	Rosenaustadion	28,000	Stadt Augsburg; approx. 31,000 seats upon completion of new impulsArena in summer 2009	1
SC Rot-Weiß Oberhausen	Stadion Niederrhein	21,318	Stadt Oberhausen	1
Alemannia Aachen	Tivoli	21,200	Alemannia Aachen GmbH; approx. 32,900 seats upon completion of new Tivoli stadium in summer 2009	1
VfL Osnabrück	osnatel ARENA	16,130	VfL Osnabrück e. V.	1
TuS Koblenz	Stadion Oberwerth	15,212	Stadt Koblenz	1
SpVgg Greuther Fürth	Playmobil-Stadion	15,000	Geobra Brandstätter GmbH & Co. KG	1
SV Wehen Wiesbaden	BRITA-Arena	13,144	SV Wehen 1926 Wiesbaden GmbH	1
FC Ingolstadt	TUJA-Stadion	11,431	Stadt Ingolstadt; new stadium scheduled for completion in summer 2010	1
Rot Weiss Ahlen	Wersestadion	10,288	Rot Weiss Ahlen e. V.	1

Bundesliga balance sheet

BUNDESLIGA - ASSETS in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Intangible assets	7,422	10,333	11,728	4,584
Player assets	160,416	162,470	203,114	340,570
Tangible fixed assets	197,859	186,483	191,163	118,692
Financial assets	301,900	331,079	348,432	419,563
Receivables, stocks, securities	197,537	215,867	228,637	215,387
Cash on hand / bank	127,791	152,369	164,379	128,401
Accruals	22,312	15,855	23,222	30,400
Total	1,015,237	1,074,455	1,170,676	1,257,597

The balance sheet total of the Bundesliga continues its upward trend with capitalized player assets as at the balance sheet date (30 June 2008) again recording the strongest year-on-year development. Although this segment stagnated in recent years, it already improved by 35 per cent between 2006 and 2007, and increased again by a further 67.7 per cent last year. Compared to the 2005/06 season, Bundesliga clubs invested more than twice as much in new players in the 2007/08 season. As a result of a stadium-owning club's relegation, the clubs' tangible fixed

assets plummeted by almost 38 per cent to its lowest-ever value of € 118.7 million in the period under review.

What stands out particularly is the continual increase of financial assets. Compared to the previous year, this item increased by 20.4 per cent as at 30 June 2008, generating a record € 419.6 million over the past four seasons. This is primarily due to the clubs spinning off rights into subsidiaries.

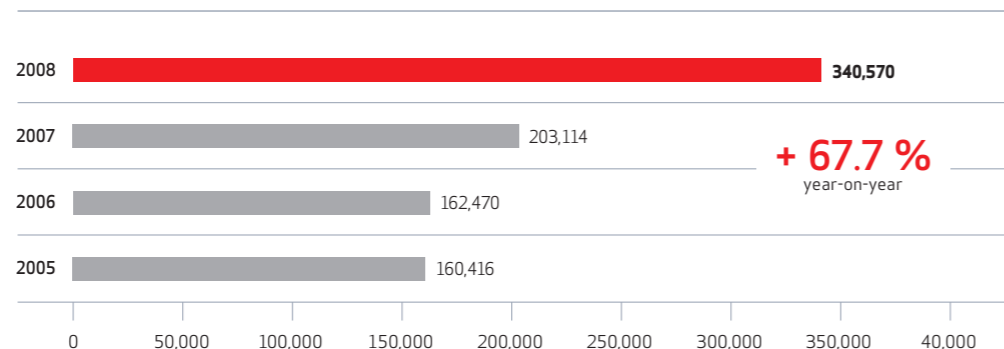
BUNDESLIGA - LIABILITIES in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Equity capital	276,002	294,824	423,950	430,155
Special item with accrual character	7,601	36	7,376	487
Provisions	85,094	93,181	89,533	102,115
Liabilities	535,292	569,341	510,323	469,453
of which on loans	90,369	94,129	80,790	82,062
of which due to banks	117,346	157,813	103,087	43,333
from trade accounts payable	76,551	79,443	69,978	93,783
of which other accounts payable	251,026	237,957	256,468	250,274
Accrued expense	111,249	117,073	139,495	255,388
Total	1,015,237	1,074,455	1,170,676	1,257,597

Capital equity of the 18 Bundesliga clubs has hit a new record with € 430.2 million. This is an increase of just 1.5 per cent compared to the 2006/07 season, standing in stark contrast to the staggering 55.85 per cent rise compared to the 2005/06 season. However, as the balance sheet total experienced a stronger rise than equity capital, the equity ratio dropped from its highest in June 2007 by 2 percentage points to a still considerable 34.2 per cent as at 30 June 2008, on which date 16 of the 18 Bundesliga

clubs recorded positive equity capital, one club more than last year. At the same time, total liabilities and provisions amounted to € 571.6 million, the lowest result for the four seasons under review. Commendably, the clubs are continuing to use the improved results to reduce the level of borrowed capital. Since 30 June 2005 liabilities due to banks were reduced by over 50 per cent as at 30 June 2008.

BUNDESLIGA - DEVELOPMENT OF PLAYER ASSETS in € '000



Highest increase in value

The increase in player assets again played a significant role in the favourable development of the balance sheet total.

BUNDESLIGA - DEVELOPMENT OF LIABILITIES in € '000

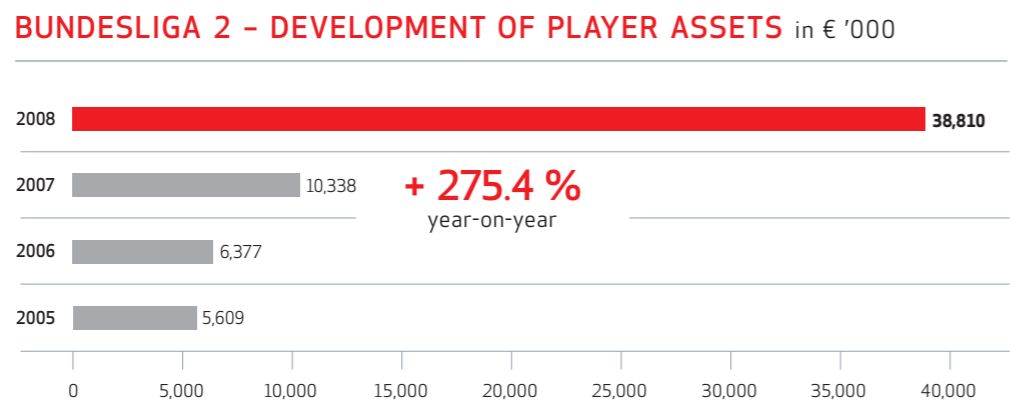


Best performance

The Bundesliga's equity capital has reached a new record at € 430.2 million, whilst total liabilities are at their lowest since 2005 at € 469.5 million.

Bundesliga 2 balance sheet

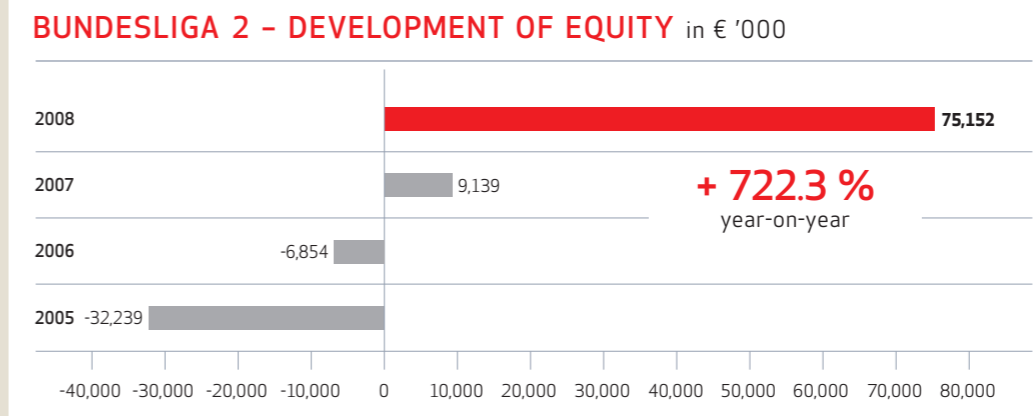
Exponential
Balance sheet total increased by over 100 per cent and player assets by almost over 300 per cent.



With € 304.5 million as at the balance sheet date, the Bundesliga 2's balance sheet total literally exploded, growing by 128 per cent compared to the previous year. Player assets again stand out with an increase of 275.4 per cent. Whilst tangible fixed assets of the Bundesliga decreased due to the relegation of a club which owns its own stadium, the same issue had quite

the reverse effect on the tangible fixed assets of the Bundesliga 2 as it experienced three-digit growth at 290 per cent. On the whole, the ratios of the Bundesliga 2 depend heavily on the composition of the division at the time.

Thus the 2007/08 season saw 1899 Hoffenheim playing, a club with very high player assets which had been promoted from the third



High-flyers
The 700 per cent year-on-year increase in equity capital is one side of the coin – new record liabilities are the other.

division. However, Bundesliga 2 clubs also have increasingly invested in player assets over the past two seasons.

The Bundesliga 2 has also recorded positive equity capital, which at € 75.2 million stands at its highest value yet. With an equity ratio of 24.7 per cent compared to 6.8 per cent in the 2006/07 season, the second division is getting

close to the level of the German top league. However, at just under € 185 million liabilities and provisions have also achieved an all-time high, almost doubling year-on-year. The reason lies in the relegation of a stadium-owning club from the Bundesliga and that club's mortgage payments.

BUNDESLIGA 2 - ASSETS in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Intangible assets	2,853	1,271	1,335	8,545
Player assets	5,609	6,377	10,338	38,810
Tangible fixed assets	41,879	52,438	38,823	151,203
Financial assets	8,885	3,739	8,268	10,408
Receivables, stocks, securities	29,507	28,032	40,317	57,433
Cash on hand / bank	15,361	13,348	33,324	35,844
Accruals	1,220	1,175	1,145	2,258
Total	105,315	106,380	133,550	304,501

BUNDESLIGA 2 - LIABILITIES in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Equity capital	-32,239	-6,854	9,139	75,152
Special item with accrual character	16,844	12,653	154	7,121
Provisions	12,560	11,539	16,200	21,945
Liabilities	83,716	77,255	88,727	162,747
of which on loans	0	0	4,988	6,616
of which due to banks	17,375	29,269	14,537	48,898
from trade accounts payable	12,944	10,183	13,079	16,456
of which other accounts payable	53,396	37,803	56,123	90,776
Accrued expense	24,435	11,788	19,330	37,536
Total	105,315	106,380	133,550	304,501

Financial mix

During the last season, the clubs and joint stock companies of the Bundesliga and Bundesliga 2 increased their borrowed capital: total liabilities and provisions during the 2006/2007 season rose by 7.3 per cent from € 704.8 million to € 756.3 million in the 2007/2008 season.

In this context, the rather positive development of borrowed capital of the Bundesliga clubs means that with € 571.6 million the league continues to stay below the € 600 million threshold, decreasing borrowed capital by 4.7 per cent compared to 2007. As was practised over the past years, the clubs continued to reduce significantly their liabilities due to banks (down 58 per cent). However, trade accounts payable increased considerably (up 34 per cent) and for the first time in the four periods under review made up the largest share of liabilities due to

banks. On the other hand, hardly any changes were recorded for liabilities on loans. In fact, it was quite the reverse for the Bundesliga 2 where borrowed capital increased by 76 per cent, which means that the league – for the first time in years – has left the narrow margin of between approx. € 90 million and € 100 million in which this division usually operates. This development, however, was due primarily to the relegation of a club which owns its own stadium, which in turn involved larger external financing instruments.

LICENSED FOOTBALL TOTAL NET ASSETS in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Equity capital Bundesliga	276,002	294,824	423,950	430,155
Equity capital Bundesliga 2	-32,239	-6,854	9,139	75,152
Total	243,762	287,970	433,089	505,307

Equity capital growth was shouldered in equal parts by the Bundesliga and Bundesliga 2, a remarkable development when one bears in mind that the Bundesliga 2 disposed of hardly any equity capital last season. Whilst the Bundesliga recorded the lowest total liabilities and provisions for the period under review, it was exactly the opposite for the Bundesliga 2. These developments ran almost parallel, which is also expressed by the fact that despite a considerably increased balance sheet total, the equity-to-assets ratio has remained practically constant. Total net assets of licensed football increased

strongly by 16.7 per cent from € 433 million as at 30 June 2007 to over half a billion euros as at 30 June 2008. Even if one were to deduct the intangible assets in the form of player assets (around € 379 million), this would still leave an adjusted equity capital to the tune of roughly € 126 million.



Bonding with fans
The clubs generate additional cash by issuing bonds for fans, such as the Tivoli bond for the new stadium of Alemannia.

BUNDESLIGA TOTAL BORROWED CAPITAL in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Provisions	85,094	93,181	89,533	102,115
Liabilities	535,292	569,341	510,323	469,453
of which on loans	90,369	94,129	80,790	82,062
of which due to banks	117,346	157,813	103,087	43,333
from trade accounts payable	76,551	79,443	69,978	93,783
of which other accounts payable	251,026	237,957	256,468	250,274
Total	620,386	662,523	599,856	571,568

BUNDESLIGA 2 TOTAL BORROWED CAPITAL in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Provisions	12,560	11,539	16,200	21,945
Liabilities	83,716	77,255	88,727	162,747
of which on loans	0	0	4,988	6,616
of which due to banks	17,375	29,269	14,537	48,898
from trade accounts payable	12,944	10,183	13,079	16,456
of which other accounts payable	53,396	37,803	56,123	90,776
Total	96,275	88,794	104,927	184,692

LICENSED FOOTBALL TOTAL BORROWED CAPITAL in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Provisions	97,653	104,720	105,734	124,060
Liabilities	619,008	646,597	599,050	632,200
of which on loans	90,369	94,129	85,778	88,678
of which due to banks	134,721	187,081	117,624	92,232
from trade accounts payable	89,495	89,627	83,057	110,240
of which other accounts payable	304,422	275,760	312,591	341,050
Total	716,661	751,317	704,784	756,260

Licensed football – Profit and loss statement

LICENSED FOOTBALL TOTAL REVENUE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Match revenue	18.57	282,187	22.49	342,055	20.91	365,402	21.07	407,554
Advertising revenue	27.35	415,589	27.46	417,711	24.58	429,589	25.16	486,774
Media receipts	26.01	395,273	26.31	400,127	33.19	580,077	29.71	574,743
Transfers	3.83	58,136	6.64	101,015	5.37	93,819	8.57	165,722
Merchandising	3.69	56,122	4.14	62,993	4.06	71,046	4.22	81,727
Other	20.56	312,383	12.95	197,033	11.89	207,882	11.27	217,919
Total revenue		1,519,690		1,520,934		1,747,815		1,934,439

BREAKDOWN OF TOTAL REVENUE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Bundesliga	84.51	1,284,334	84.64	1,287,285	83.35	1,456,783	81.00	1,566,931
Bundesliga 1	15.49	235,356	15.36	233,648	16.65	291,032	19.00	367,508
Total revenue		1,519,690		1,520,934		1,747,815		1,934,439

German professional football continues on a steady growth course. For the fourth time running the 36 licensed clubs reported record revenue amounting to € 1.934 billion, up 10.7 per cent from the 2006/07 season. This is a highly dynamic development compared to economic

growth of 2.5 per cent in 2007. The revenue sources match operations and advertising continue to be the driving forces behind this growth, even if it was transfer revenue where the highest increase occurred. Not only did the clubs buy attractive players, they also sold good players, resulting in a striking increase of 76.6 per cent in transfer revenue compared to the previous season. Although the third major source of revenue (media receipts) experienced a slight drop of 0.9 per cent during the 2007/08 season, at 29.7 per cent this item remains the most significant contributor to total revenue ahead of advertising (25.2 per cent).

Good news then that the Bundesliga 2 continues on its way to the top, increasing the percentage share in total revenue, topping the previous year's excellent figures at 19 per cent, and achieving the highest value during the last four seasons.

DEVELOPMENT OF TOTAL REVENUE in € '000



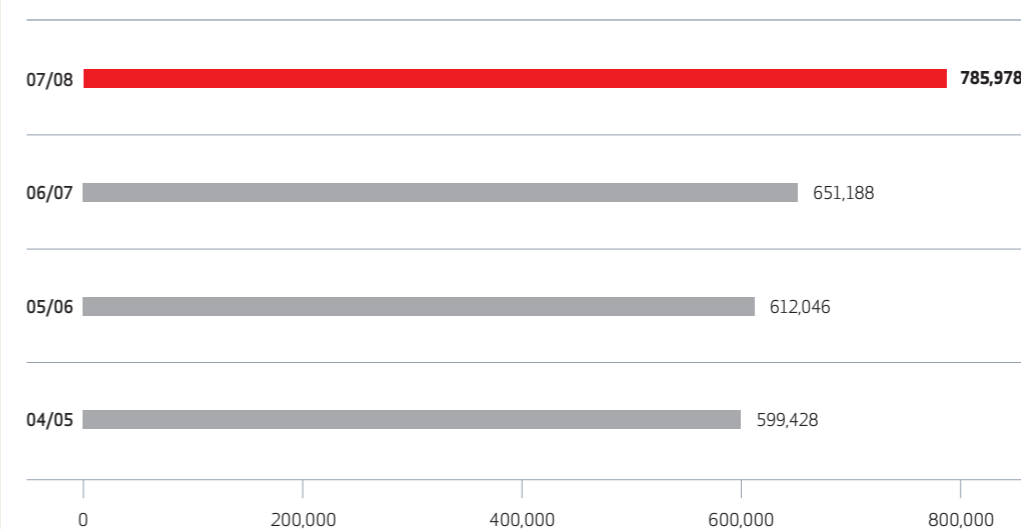
LICENSED FOOTBALL TOTAL EXPENDITURE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Payroll costs for match operations	40.82	599,428	40.03	612,046	39.69	651,188	41.16	785,978
Commercial / administrative staff	4.36	63,979	5.12	78,284	4.47	73,371	4.29	82,008
Transfers	10.35	152,008	10.19	155,729	11.28	185,113	12.00	229,191
Match operations	16.11	236,506	17.43	266,429	16.85	276,480	16.04	306,223
Youth, amateur, academies	3.94	57,791	3.98	60,865	3.76	61,629	3.63	69,232
Other	24.43	358,805	23.26	355,575	23.96	393,073	22.89	437,067
Total expenditure		1,468,518		1,528,930		1,640,854		1,909,699

The 2007/2008 season picked up on the development of the past four seasons. Rising season-on-season, total expenditure for the past season amounted to almost € 1.9 billion, the 16.4 per cent increase against the 2006/2007 season was caused in equal shares by all items. At 41.2 per cent, payroll costs for match operations remained by far the highest expenditure item in the 2007/2008 season, representing an increase of 20.7 per cent year-on-year.

At 23.8 per cent, transfer costs increased only slightly more season-on-season. This is a direct consequence of the league's investments in spectacular, and hence expensive, players. On the whole though, the basic expenditure structure remains almost unchanged in the period under review.

PAYROLL COSTS MATCH OPERATIONS in € '000



Higher expenditure
Expenditure is also on the rise, with transfers up by just under 24 per cent, and match operations – which contribute the lion's share – increasing over 20 per cent.

Bundesliga – Profit and loss statement

BUNDESLIGA TOTAL REVENUE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000
Match revenue	18.08	232,227	23.46	302,018	21.26	309,750	21.57	338,054
Advertising revenue	27.86	357,795	28.00	360,477	24.52	357,220	25.70	402,642
Media receipts	25.05	321,700	25.21	324,508	32.95	480,045	30.36	475,775
Transfers	3.72	47,839	7.18	92,489	5.32	77,463	8.23	128,993
Merchandising	3.81	48,902	4.41	56,809	4.51	65,654	4.41	69,164
Other	21.48	275,871	11.73	150,985	11.44	166,652	9.72	152,303
Total revenue		1,284,334		1,287,285		1,456,783		1,566,931

The Bundesliga was set for further growth in 2007/2008. Revenue was increased by 7.5 per cent to € 1.566 billion, allowing the German elite league for the first time to push past the € 1.5 billion threshold.

The balanced and sound mix of revenue sources is characteristic of the league. As was the case in past years, the league is supported by a flow of income from three sources: (i) match-day takings, (ii) advertising revenue and (iii) media receipts. Although transfer revenue increased considerably by 66.5 per cent, its current 8.2

per cent contribution towards total revenue still lags markedly behind the other three mainstays, which together contribute 77.6 per cent to total revenue.

Media receipts kept up the level of the 2006/2007 season, contributing the largest share to total revenue with € 475.8 million (or 30.4 per cent).

BUNDESLIGA TOTAL EXPENDITURE

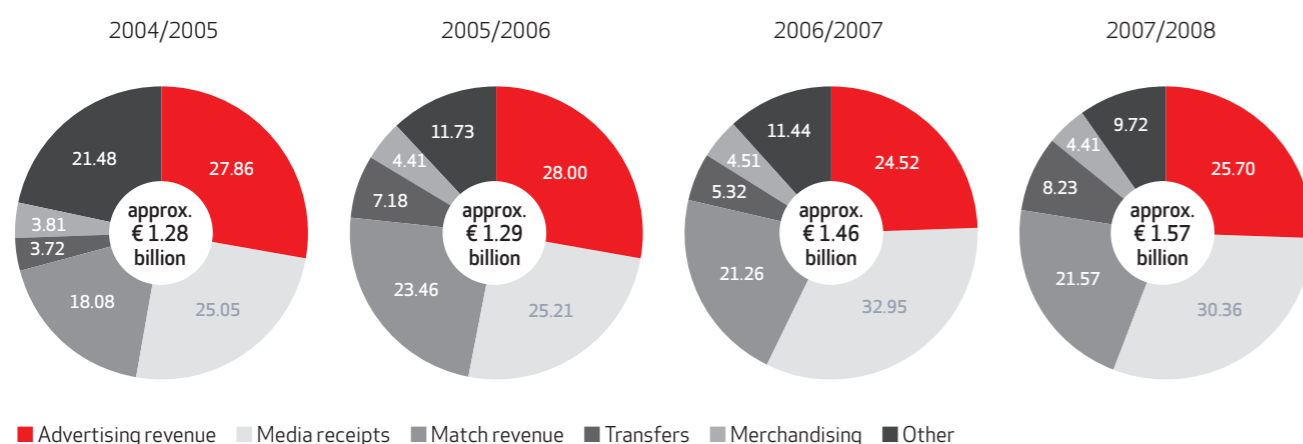
Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000
Payroll costs for match operations	40.38	495,879	39.40	510,658	39.33	530,092	40.96	627,001
Commercial / administrative staff	4.36	53,483	5.19	67,266	4.34	58,455	4.08	62,456
Transfers	11.43	140,336	11.10	143,805	12.20	164,480	12.57	192,359
Match operations	15.95	195,889	17.34	224,781	16.14	217,510	15.79	241,670
Youth, amateur, academies	3.30	40,573	3.32	43,040	3.26	43,958	3.20	48,953
Other	24.58	301,864	23.64	306,425	24.73	333,379	23.41	358,396
Total expenditure		1,228,024		1,295,974		1,347,873		1,530,835

For the first time total expenditure exceeded the € 1.5 billion threshold, translating to over € 80 million per club, in the 2007/2008 season. Increasing by almost € 200 million, or just under 14 per cent, total expenditure thus outgrew total revenue.

The highest increase was generated by payroll costs for match operations, which rose 18 per cent season-on-season to exceed the € 600 million threshold for the first time ever. Another first since 2004/2005, these costs contributed over 40 per cent to total expenditure, a moder-

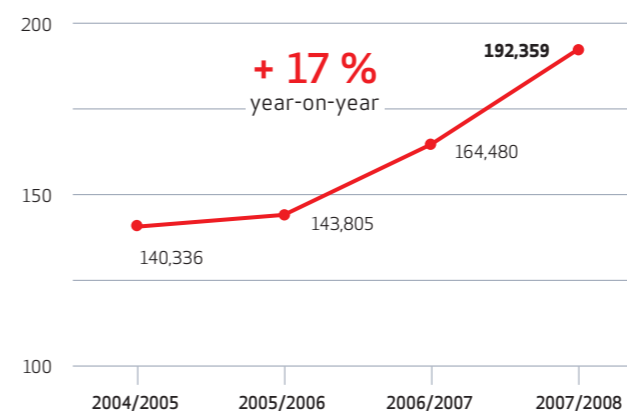
ate 1.5 percent increase as against last season. The contribution of the other items to total expenditure remained by and large unchanged. In absolute figures, however, this translates into all-time highs in the four-year period under review.

BUNDESLIGA CONTRIBUTION TO REVENUE in %



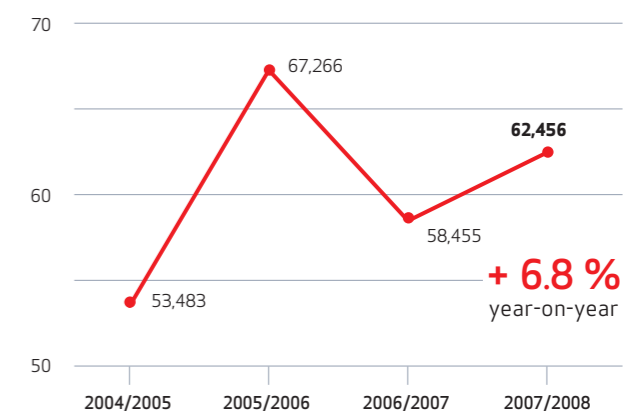
TRANSFER COSTS

in € '000



PAYROLL COSTS COMMERCIAL / ADMINISTRATIVE STAFF

in € '000



BUNDESLIGA 2 TOTAL REVENUE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Match revenue	21.23	49,960	17.14	40,038	19.12	55,652	18.91	69,500
Advertising revenue	24.56	57,795	24.50	57,234	24.87	72,369	22.89	84,132
Media receipts	31.26	73,573	32.36	75,618	34.37	100,033	26.93	98,968
Transfers	4.37	10,297	3.65	8,526	5.62	16,357	9.99	36,729
Merchandising	3.07	7,220	2.65	6,184	1.85	5,393	3.42	12,563
Other	15.51	36,511	19.71	46,048	14.17	41,230	17.85	65,616
Total revenue		235,356		233,648		291,032		367,508

BUNDESLIGA 2 TOTAL EXPENDITURE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Payroll costs for match operations	43.06	103,549	43.52	101,388	41.33	121,096	41.96	158,977
Commercial / administrative staff	4.36	10,496	4.73	11,018	5.09	14,916	5.16	19,551
Transfers	4.85	11,672	5.12	11,925	7.04	20,633	9.72	36,832
Match operations	16.89	40,618	17.88	41,648	20.13	58,970	17.04	64,553
Youth, amateur, academies	7.16	17,218	7.65	17,826	6.03	17,671	5.35	20,279
Other	23.68	56,941	21.10	49,151	20.37	59,694	20.77	78,671
Total expenditure		240,494		232,956		292,981		378,863

Bundesliga 2 – Profit and loss statement

The Bundesliga 2 entered a new dimension during the 2007/2008 season: for the first time ever the average club generated more than € 20 million in revenue; on the whole the league generated total revenue of € 367.5 million, up 26.3 per cent from last season.

As with the Bundesliga, almost all sources of revenue experienced growth last season. The only item to remain constant on the previous season's high level was media receipts. However, given the fact that no new media agreements were concluded during the last season, just goes

to show that growth was achieved in areas where growth was at all possible. That the Bundesliga 2 is highly popular is also reflected by the result for merchandising: up by just under 133 per cent, this item recorded the highest growth before transfers which stand at 125 per cent.

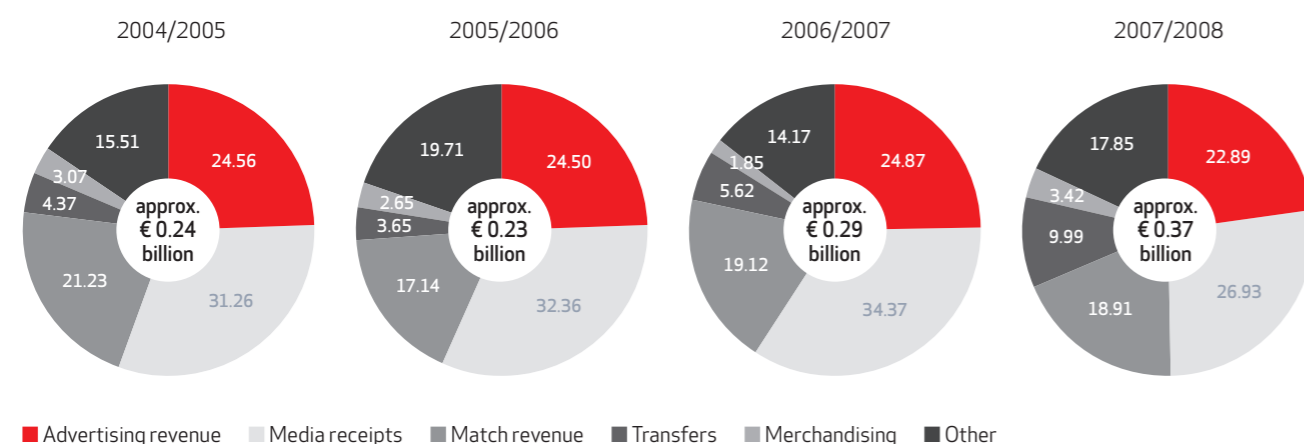
The success of the Bundesliga 2 is also based on a sound mix of the three main sources of revenue, i.e. match-day takings, advertising and media receipts, which together contribute 68.7 per cent to total revenue; although media receipts is the highest individual item with a share of 26.9 per cent.

Similar to the Bundesliga, Bundesliga 2 expenditure showed higher growth than revenue in the 2007/2008 season. Compared to last season, total expenditure increased by just under 30 per cent to € 378.9 million, and for the first time ever total expenditure per average club exceeded the € 20 million threshold. Payroll costs for match operations increased even more drastically by over 31 per cent to € 159 million. In absolute terms this is a record although the contribution of payroll costs for match operations to total expenditure (almost 42 per cent) was higher for the 2004/2005 and 2005/2006 seasons at 43 per cent each.

When looking at the payroll costs for match operations, we need to remember that three

clubs (i. e. Borussia Mönchengladbach, 1. FC Köln and 1899 Hoffenheim) playing in the Bundesliga 2 had heavily invested in their pool of players which lead to their promotion. Payroll costs for commercial and administrative staff also surged at 31 per cent, and with € 19.6 million this item is almost twice as high as for the 2004/2005 season (€ 10.5 million). This is an indication that the Bundesliga 2 has stepped up investments over the past four seasons to create and further promote a professional infrastructure. Looking at the trend of payroll costs for match operations, it comes as no surprise that transfer costs recorded a significant surge, although the other items for 2007/2008 kept within the bounds of the previous years.

BUNDESLIGA 2 CONTRIBUTION TO REVENUE in %



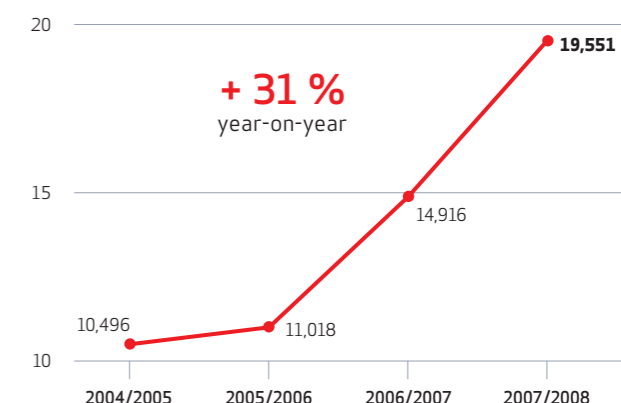
TRANSFER COSTS

in € '000



PAYROLL COSTS COMMERCIAL/ ADMINISTRATIVE STAFF

in € '000





Great results. Licensed football stands on a sound financial base.

Result and performance

Unlike the 2006/2007 season, the record revenue of the 2007/2008 season is not followed by a record result. Expenditure experienced a higher increase than revenue, leaving the

average Bundesliga 2 club to generate only € 2 million profit after tax, compared to € 6 million the previous year. This surge in expenditure had been anticipated, though, in particular the high increase in payroll costs for match operations. On the whole, however, licensed football records strikingly positive after-tax earnings, carried above all by the clubs of the Bundesliga.

Whilst all Bundesliga clubs generated a profit in the 2006/2007 season, 15 clubs still managed to repeat this performance in 2007/2008; ample proof that the financial situation of the clubs

continues on a sound footing. At least half of the Bundesliga 2 clubs were in the black, only three less than in the previous season.

RESULT AFTER TAX – AVERAGE in € '000

	2004/2005	2005/2006	2006/2007	2007/2008
Bundesliga	3,128	-483	6,051	2,005
Bundesliga 2	-285	38	-108	-631
Licensed Football	1,421	-222	2,971	687

EARNINGS BEFORE INTEREST, TAXES, DEPRECIATION AND AMORTIZATION

This indicator, which facilitates the comparison of the performance of companies with different financial structures, shows that licensed football is, essentially, a truly going concern even against the backdrop of an increase in expenditure. Although the professional clubs are not able to follow on from the record result of the 2006/2007 season, an average € 7.2 million per club constitutes the second-best result achieved in the period under review. Averaging € 1.9 million per club, the Bundesliga 2 achieved the best results ever, comfortably surpassing the hitherto elusive threshold of € 1 million.

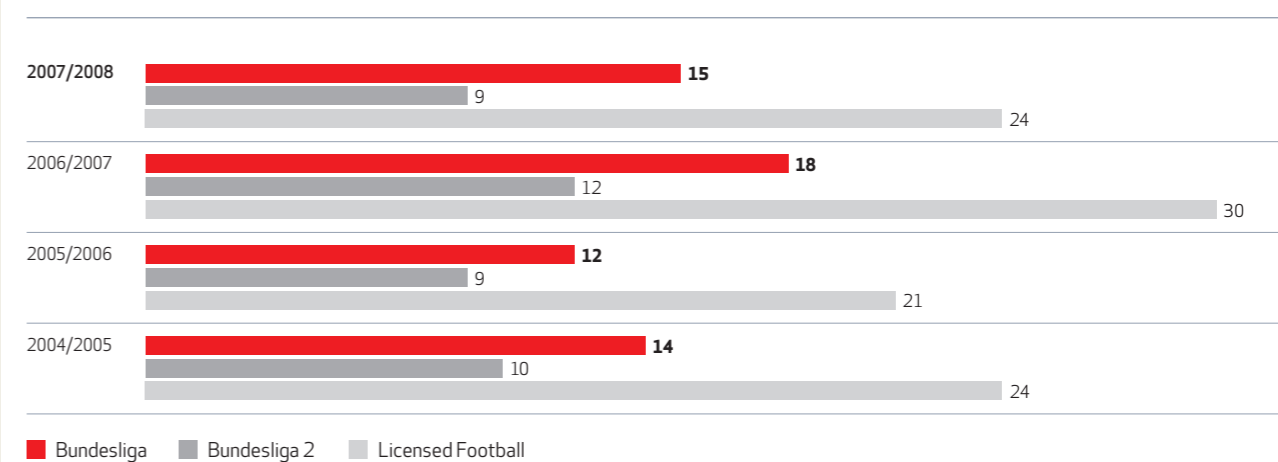
RESULT AFTER TAX – ABSOLUTE in € '000

	2004/2005	2005/2006	2006/2007	2007/2008
Bundesliga	56,310	-8,689	108,909	36,096
Bundesliga 2	-5,138	693	-1,948	-11,355
Licensed Football	51,172	-7,996	106,961	24,740

EBITDA – AVERAGE in € '000

	2004/2005	2005/2006	2006/2007	2007/2008
Bundesliga	11,304	7,357	15,732	12,658
Bundesliga 2	467	795	785	1,854
Licensed Football	5,885	4,076	8,259	7,256

NUMBER OF CLUBS WITH POSITIVE RESULT AFTER TAX



Clusters by payroll costs

BUNDESLIGA

Taking the payroll costs for match operations as a basis, the clubs taking part in the 2007/2008 season have been divided into three groups of six:

POSITION 1 TO 6:

The six clubs with the highest payroll costs for match operations: more than € 38 million and € 60.9 million on average.

POSITION 7 TO 12:

The six clubs with 'average' payroll costs for match operations: between € 24 million and € 38 million, € 29.6 million on average.

POSITION 13 TO 18:

The clubs with the lowest payroll costs for match operations: less than € 24 million and an average of € 14.0 million.

The clubs with the highest payroll costs dominate all revenue and expenditure items, noticeably topping the average of the Bundesliga clubs. The middle group manages approximately to come close to the average of the Bundesliga for most items, whilst the six clubs with the lowest payroll costs lags significantly behind the Bundesliga average for almost all items.

Interestingly, though, only two of the three relegated clubs were in this group, corroborating the fact that increased payroll costs need not necessarily go hand-in-hand with winning the fight against relegation.

The three groups are closest where media receipts are concerned, and furthest apart where merchandising revenue and transfer costs are

involved. Generally speaking, a multiplier of two can be applied from one group's revenue and expenditure to the other's, i. e. the middle group's revenue and expenditure is twice as high as that of the group of clubs with the lowest payroll costs. Roughly the same factor applies when looking at the middle cluster in comparison to the top cluster. Looking at the results, the three groups are wide apart, with the group of clubs with the highest payroll costs posting the best result, and the middle group posting the worst.

BUNDESLIGA – RESULT AFTER TAX

Based on payroll costs for match operations

2007/2008	Result*
Position 1 to 6	3,737
Position 7 to 12	485
Position 13 to 18	1,795
BL average	2,005

*Average per licensee in € '000



BUNDESLIGA REVENUE – Average per licensee

2007/2008	Match revenue		Advertising revenue		Media receipts		Transfers		Merchandising		Other		Total	
	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %
Position 1 to 6	34,163	182	37,489	168	41,134	156	13,689	191	9,867	257	16,450	194	152,793	176
Position 7 to 12	16,403	87	21,224	95	22,981	87	7,167	100	1,216	32	6,392	76	75,382	87
Position 13 to 18	5,776	31	8,394	38	15,181	57	643	9	445	12	2,542	30	32,980	38
BL average	18,781	100	22,369	100	26,432	100	7,166	100	3,842	100	8,461	100	87,052	100

BUNDESLIGA EXPENDITURE – Average per licensee

2007/2008	Payroll Match Ops		Administrative staff		Transfers		Match operations		Youth, amateur, academies		Other		Total	
	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %
Position 1 to 6	60,896	175	6,123	176	21,144	198	21,892	163	4,361	160	34,639	174	149,056	175
Position 7 to 12	29,575	85	3,001	86	8,248	77	12,926	96	2,423	89	18,724	94	74,898	88
Position 13 to 18	14,029	40	1,286	37	2,667	25	5,460	41	1,374	51	6,370	32	31,185	37
BL average	34,833	100	3,470	100	10,687	100	13,426	100	2,720	100	19,911	100	85,046	100

Clusters by payroll costs

BUNDESLIGA 2

POSITION 1 TO 6:

The six clubs with the highest payroll costs for match operations: more than € 8.3 million and € 14.0 million on average.

POSITION 7 TO 12:

The six clubs with 'average' payroll costs for match operations: between € 6 million and € 8.3 million, € 7.3 million on average.

POSITION 13 TO 18:

The clubs with the lowest payroll costs for match operations: less than € 6 million and an average of € 5.2 million.

The gap between the group with the highest payroll costs for match operations and the middle group in the Bundesliga 2 is similar to that of the Bundesliga. There is almost no gap, on the other hand, between the middle group and the group with the lowest payroll costs for match operations. As was the case with the Bundesliga, the middle group of the Bundesliga 2 also represents the league average in almost all positions. And again, not all of the relegated clubs came from the group with the lowest payroll costs. However, the three clubs that were promoted all belong to the group with the highest payroll costs.

Similar to the Bundesliga, the three groups of the Bundesliga 2 are closest where media receipts are concerned, and furthest apart where merchandising revenue and transfer costs are involved.

However, when looking at the result there are major differences between the Bundesliga 2 and the top-flight league: whilst the group with the lowest payroll costs for match operations recorded the best result, the group with the highest payroll costs reported the worst result in the Bundesliga 2.

BUNDESLIGA 2 - RESULT AFTER TAX

Based on payroll costs for match operations

2007/2008	Result*
Position 1 to 6	-1,473
Position 7 to 12	-516
Position 13 to 18	96
BL 2 average	-631

* Average per licensee in € '000



On the attack
Hoffenheim – here Luiz Gustavo tackling Leverkusen’s Tranquillo Barnetta – was one of the Bundesliga 2 clubs that invested heavily and managed promotion to the Bundesliga.

BUNDESLIGA 2 REVENUE – Average per licensee

	Match revenue		Advertising revenue		Media receipts		Transfers		Merchandising		Other		Total	
	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %
2007/2008														
Position 1 to 6	6,260	162	7,412	159	6,027	110	4,407	216	1,597	229	7,137	196	32,839	161
Position 7 to 12	3,291	85	4,299	92	6,035	110	1,388	68	309	44	2,214	61	17,536	86
Position 13 to 18	2,032	53	2,312	49	4,432	81	326	16	188	27	1,585	43	10,876	53
BL 2 average	3,861	100	4,674	100	5,498	100	2,041	100	698	100	3,645	100	20,417	100

BUNDESLIGA 2 EXPENDITURE – Average per licensee

	Payroll Match Ops		Administrative staff		Transfers		Match operations		Youth, amateur, academies		Other		Total	
	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000	in %
2007/2008														
Position 1 to 6	14,017	159	1,739	160	4,108	201	5,814	162	1,425	126	7,209	165	34,312	163
Position 7 to 12	7,269	82	887	82	1,449	71	3,287	92	1,234	110	3,925	90	18,052	86
Position 13 to 18	5,210	59	633	58	582	28	1,657	46	721	64	1,978	45	10,780	51
BL 2 average	8,832	100	1,086	100	2,046	100	3,586	100	1,127	100	4,371	100	21,048	100



Clusters by table position

A worthwhile investment
Success in sport requires high investments, which in turn will improve the income situation.

The cluster here is based on the sporting achievements in the 2007/2008 season. Both leagues have again been divided into three groups of six. As was the case for the payroll costs cluster, the first group well outstrips the others, whilst the middle group more or less represents the Bundesliga average, and the third group clearly lags behind. Nonetheless, the gaps are not as obvious as for the payroll costs cluster. The second and third group are closer when it comes to comparing their result. A comparison of their payroll costs, however, shows that they are further apart.

In the Bundesliga 2, the findings of this cluster more or less coincide with the clusters by payroll costs: the first group outstrips the others, whilst the middle group more or less represents the Bundesliga average, and the third group clearly lags behind.

Although all three groups record a negative result, it is the middle section of the league table that posts the worst result. This group contained a couple of clubs which invested heavily in the 2007/2008 season to avoid relegation. Financially this had a negative effect, but in terms of league table performance it was a success.

BUNDESLIGA – RESULT AFTER TAX

Based on league table position

2007/2008	Result*
Position 1 to 6	3,737
Position 7 to 12	935
Position 13 to 18	1,344
Bundesliga average	2,005

* Average per licensee in €'000

BUNDESLIGA 2 – RESULT AFTER TAX

Based on league table position

2007/2008	Result*
Position 1 to 6	-223
Position 7 to 12	-1,213
Position 13 to 18	-457
Bundesliga 2 average	-631

* Average per licensee in €'000

BUNDESLIGA REVENUE – Average per licensee

2007/2008	Match revenue		Advertising revenue		TV		Transfers		Merchandising		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Position 1 to 6	34,163	182	37,489	168	41,134	156	13,689	191	9,867	257	16,450	194	152,793	176
Position 7 to 12	12,373	66	16,455	74	20,157	76	5,588	78	1,356	35	3,191	38	59,119	68
Position 13 to 18	9,806	52	13,163	59	18,005	68	2,222	31	305	8	5,742	68	49,243	57
BL average	18,781	100	22,369	100	26,432	100	7,166	100	3,842	100	8,461	100	87,052	100

BUNDESLIGA EXPENDITURE – Average per licensee

2007/2008	Payroll Match Ops		Administrative staff		Transfers		Match operations		Youth, amateur, academies		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Position 1 to 6	60,896	175	6,123	176	21,144	198	21,892	163	4,361	160	34,639	174	149,056	175
Position 7 to 12	24,306	70	2,753	79	6,034	56	9,792	73	2,089	77	13,209	66	58,184	68
Position 13 to 18	19,298	55	1,534	44	4,881	46	8,594	64	1,708	63	11,884	60	47,900	56
BL average	34,833	100	3,470	100	10,687	100	13,426	100	2,720	100	19,911	100	85,046	100

BUNDESLIGA 2 REVENUE – Average per licensee

2007/2008	Match revenue		Advertising revenue		TV		Transfers		Merchandising		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Position 1 to 6	5,618	146	7,677	164	6,581	120	4,948	242	1,433	205	6,884	189	33,141	162
Position 7 to 12	3,390	88	3,647	78	4,795	87	754	37	352	50	1,843	51	14,780	72
Position 13 to 18	2,575	67	2,698	58	5,119	93	420	21	309	44	2,208	61	13,331	65
BL 2 average	3,861	100	4,674	100	5,498	100	2,041	100	698	100	3,645	100	20,417	100

BUNDESLIGA 2 EXPENDITURE – Average per licensee

2007/2008	Payroll Match Ops		Administrative staff		Transfers		Match operations		Youth, amateur, academies		Other		Total	
	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000	in %
Position 1 to 6	13,522	153	1,630	150	4,108	201	5,092	142	1,874	166	7,138	163	33,364	159
Position 7 to 12	6,444	73	824	76	960	47	3,310	92	935	83	3,519	81	15,993	76
Position 13 to 18	6,530	74	805	74	1,071	52	2,356	66	571	51	2,455	56	13,787	66
BL 2 average	8,832	100	1,086	100	2,046	100	3,586	100	1,127	100	4,371	100	21,048	100



Payroll costs for match operations in proportion to total revenue

A question of balance
Payroll costs for match operations are offset by the corresponding revenue.

At 40 per cent for the 2007/2008 season, the Bundesliga records the worst nominal ratio of payroll costs for match operations to total revenue for the four-year period under review. The current value, however, is only 0.3 per cent higher than the current top figure from the 2005/2006 season. This shows that the increased expenditure of the 2007/2008 season could at least be partially offset by the corresponding revenue, ensuring that the ratio stays on course. The following seasons will show whether the Bundesliga is able to uphold its rather good ratio of around 40 per cent on an international level. Adding the payroll costs for commercial and administrative

staff to this calculation, we can see that although the ratio increased considerably season-on-season (2007/2008: 44 per cent), it still drops below the highest value achieved by the 2005/2006 season (44.9 per cent).

A comparison of the same ratios for the Bundesliga 2 and licensed football returns almost exactly the same results.

BUNDESLIGA - AVERAGE in € '000

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000
Match operations	38.6	27,549	39.7	28,370	36.4	29,450	40.0	34,833
Match operations and commercial / administrative staff	42.8	30,520	44.9	32,107	40.4	32,697	44.0	38,303
Total revenue		71,352		71,516		80,932		87,052

BUNDESLIGA 2 - AVERAGE in € '000

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000
Match operations	44.0	5,753	43.4	5,633	41.6	6,728	43.3	8,832
Match operations and commercial / administrative staff	48.5	6,336	48.1	6,245	46.7	7,556	48.6	9,918
Total revenue		13,075		12,980		16,168		20,417

LICENSED FOOTBALL - AVERAGE in € '000

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000
Match operations	39.4	16,651	40.2	17,001	37.3	18,089	40.6	21,833
Match operations and commercial / administrative staff	43.7	18,428	45.4	19,176	41.5	20,127	44.9	24,111
Total revenue		42,214		42,248		48,550		53,734

LICENSED FOOTBALL - TOTAL in € '000

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in € '000	in %	in € '000	in %	in € '000	in %	in € '000
Match operations	39.4	599,428	40.2	612,046	37.3	651,188	40.6	785,978
Match operations and commercial / administrative staff	43.7	663,408	45.4	690,331	41.5	724,559	44.9	867,986
Total revenue		1,519,690		1,520,934		1,747,815		1,934,439



The Bundesliga stalwarts' record

Remarkable
The twelve Bundesliga stalwarts contribute around 78 per cent of total Bundesliga club revenue.

This section takes a closer look at twelve clubs which played without interruption in the Bundesliga during the period 2004/2005 to 2007/2008: Hertha BSC Berlin, DSC Arminia Bielefeld, Werder Bremen, Borussia Dortmund, Hamburger SV, Hannover 96, Bayer 04 Leverkusen, FC Bayern Munich, 1. FC Nürnberg, FC Schalke 04, VfB Stuttgart and VfL Wolfsburg. The aim of the examination is to eliminate the effects that promotion and relegation have on the Bundesliga.

Overall, the economic development of the twelve Bundesliga stalwarts is similar to the development of the whole Bundesliga. With a few noteworthy differences, though. The twelve clubs generated total revenue of € 1.22 billion, or € 111.1 million per club, in 2007/2008; thus

66.67 per cent of the clubs generated around 78 per cent of the revenue of all Bundesliga clubs. The average result per club amounts to € 1.6 million for the 2007/2008 season, a slight drop against the Bundesliga as a whole (€ 2 million). At 40.1 per cent for the 2007/2008 season, the payroll costs for match operations to total revenue ratio corresponds almost exactly to the league's average of 40 per cent.

A look at the equity ratio of the twelve Bundesliga stalwarts (35.4 per cent) shows that they performed slightly better than the Bundesliga as a whole (34.2 per cent). On 30 June 2008, the final deadline of this time series, all twelve clubs reported positive equity capital compared to ten in June 2007, and nine in the two years before that.

BUNDESLIGA STALWARTS - TOTAL REVENUE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Match revenue	17.13	168,609	21.80	204,824	20.29	220,572	20.80	254,098
Advertising revenue	28.76	283,109	28.48	267,625	25.14	273,295	26.26	320,919
Media receipts	23.17	228,137	24.23	227,650	31.91	346,903	28.74	351,108
Transfers	3.24	31,886	8.45	79,374	5.43	59,077	9.07	110,841
Merchandising	3.76	36,994	4.61	43,338	4.52	49,150	4.77	58,232
Other	23.94	235,730	12.43	116,814	12.70	138,074	10.37	126,674
Total revenue		984,465		939,625		1,087,071		1,221,871

BUNDESLIGA STALWARTS RESULT AFTER TAX - AVERAGE in € '000

	2004/2005 season	2005/2006 season	2006/2007 season	2007/2008 season
Bundesliga stalwarts	3,694	-1,660	6,760	1,637

NUMBER OF CLUBS WITH POSITIVE RESULT AFTER TAX

	2004/2005 season	2005/2006 season	2006/2007 season	2007/2008 season
Bundesliga stalwarts	9	7	12	9

BUNDESLIGA STALWARTS - AVERAGE

Share	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in %	in €'000	in %	in €'000	in %	in €'000	in %	in €'000
Match operations	38.4	34,346	40.9	34,904	36.8	36,319	40.1	44,563
Match operations and commercial / administrative staff	42.5	38,024	46.4	39,596	40.8	40,347	44.2	49,044
Total revenue		89,497		85,420		98,825		111,079

BUNDESLIGA STALWARTS - LIABILITIES in € '000

	30.06.2005	30.06.2006	30.06.2007	30.06.2008
Equity capital	20,914	22,808	32,356	34,142
Special item with accrual character	10	3	0	0
Provisions	6,200	6,563	5,870	6,990
Liabilities	33,528	35,618	32,536	35,292
of which on loans	7,531	7,428	6,732	6,580
of which due to banks	5,257	9,149	4,723	3,300
from trade accounts payable	5,766	5,854	5,191	6,467
of which other accounts payable	14,974	13,187	15,889	18,945
Accrued expense	7,091	7,141	9,637	20,014
Total	67,744	72,133	80,399	96,439



Jobs

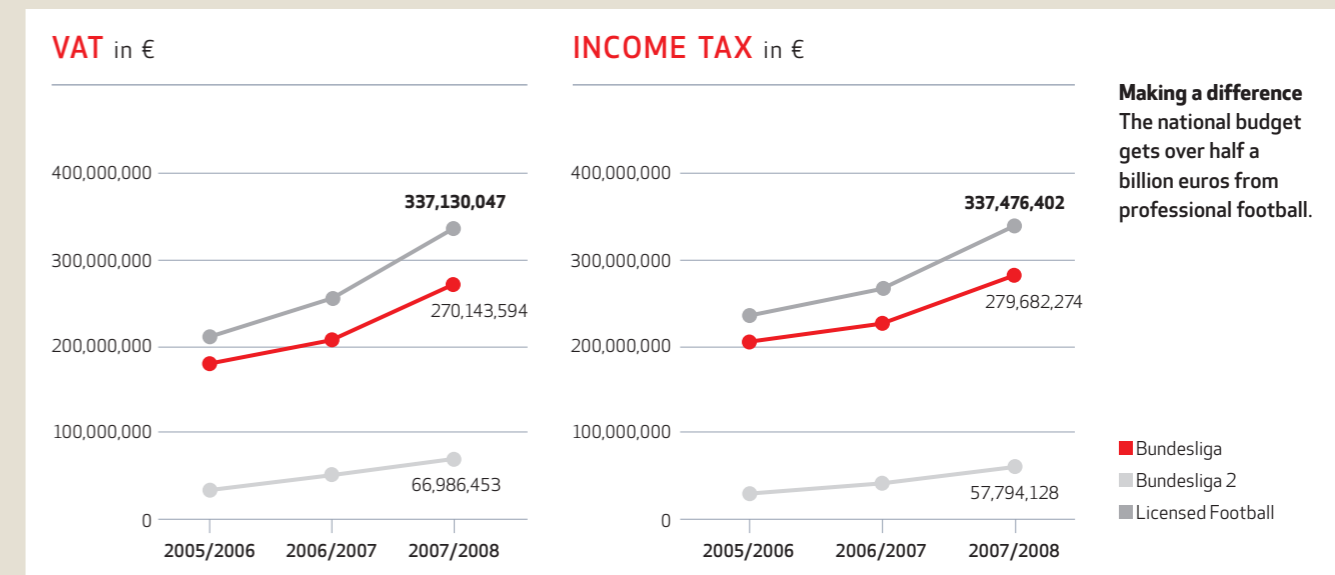
NUMBER OF STAFF IN LICENSED FOOTBALL

Jobs in licensed football
The number of full-time employees is on the rise, the number of part-time employees even doubling year-on-year.

	Bundesliga		Bundesliga 2		Licensed Football	
	2006/2007	2007/2008	2006/2007	2007/2008	2006/2007	2007/2008
Licensees						
Full-time staff	2,161	2,153	1,416	1,635	3,577	3,788
Trainees*	48	47	36	42	84	89
Part-time staff	471	719	190	302	661	1,021
Casual workers	2,708	2,382	1,549	1,654	4,257	4,036
Subsidiaries						
Full-time staff	350	389	71	153	421	542
Trainees*	6	7	6	6	12	13
Part-time staff	155	152	33	40	188	192
Casual workers	1,385	1,872	641	660	2,026	2,532
Contractors						
Security companies	7,087	7,610	2,902	3,190	9,989	10,800
Caterers	7,840	7,680	1,528	2,408	9,368	10,088
Medical services	1,042	939	533	743	1,575	1,682
Other	2,108	1,665	539	1,236	2,647	2,901
Total	25,361	25,615	9,444	12,069	34,805	37,684

* collected for the first time in the 2006/2007 season

Taxes and duties



TAXES AND DUTIES 2007/2008 SEASON

	Bundesliga	Bundesliga 2	Licensed Football
Corporate taxes and duties			
VAT	270,143,594	66,986,453	337,130,047
Corporate income tax	12,563,408	3,912,180	16,475,588
Trade tax	13,022,411	3,416,767	16,439,178
Other taxes and duties	4,291,132	1,552,845	5,843,977
Total	300,020,545	75,868,245	375,888,790
Personal taxes and duties			
Income tax on wages and salaries	279,682,274	57,794,128	337,476,402
Church tax and solidarity surcharge	16,002,126	4,101,369	20,103,495
Social insurance (Pension insurance fund, unemployment insurance, health insurance)	41,357,768	24,563,562	65,921,330
Social insurance against occupational accidents	12,454,914	10,006,274	22,461,188
Total	349,497,082	96,465,333	445,962,415
Total of corporate and personal taxes and duties	649,517,627	172,333,578	821,851,205
minus refunded input tax (Input tax is an indicator of the company's willingness to invest)	-124,788,448	-31,528,109	-156,316,557
Outflow of funds from taxes and duties (VAT adjusted for input tax)	524,729,179	140,805,469	665,534,648



Market research

Female fans to the fore
Although more men than women are interested in football, female enthusiasm for the sport has been steadily growing: already 25 per cent of all fans are women.

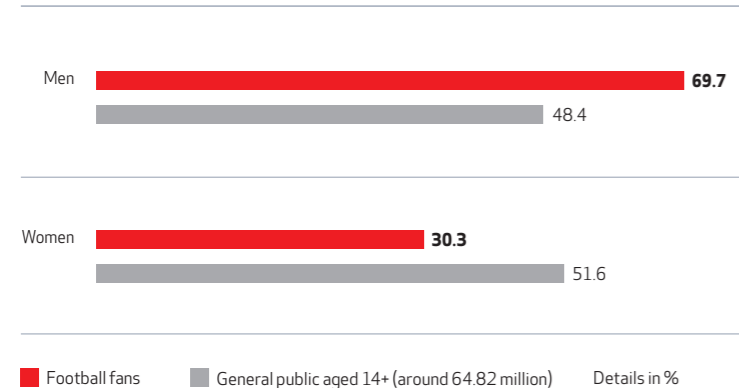
For the fifth time in a row the prestigious market research institute TNS Infratest carried out a representative survey of the interest shown in football for the DFL. From the end of October to early November 2008 2,091 people were interviewed as to their acceptance of football, their awareness of and interest in the various leagues, and the reason for their interest in the Bundesliga.

Football in Germany continues to be the sport that elicits the most interest: 50 per cent of respondents (which translates into 32.3 million Germans) are either interested or very interested in football. Even now that the electric atmosphere of the 2006 World Cup has started to abate, the top results for the past two years (2007: 51 per cent; 2008: 53 per cent) show only a slight drop in interest.

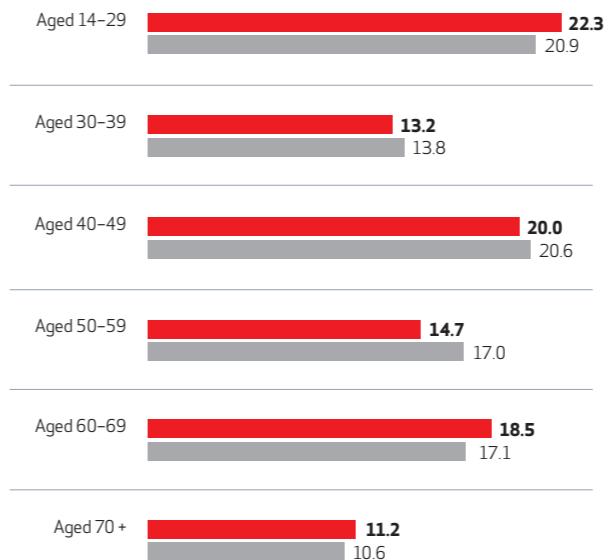
Football continues to be the most popular sport in Germany, followed by Formula One in second place where interest has consolidated at a lower level after Michael Schumacher finished his racing career. However, the good performances of German talent elicited a positive effect on interest (38 per cent after 37 per cent last year). Winter sports suffered a decline on the other hand, with interest dropping from 42 per cent in 2007 to 37 per cent in 2008. The same applies to athletics where interest deteriorated further despite the Beijing Olympic Games. And basketball plays a minor role amongst all sports shown on TV.

Predictably enough, more men (69.7 per cent) than women are interested in football. Encouragingly, the demographics of those interested in football echo those of the total population. Football thus remains a mirror image of society.

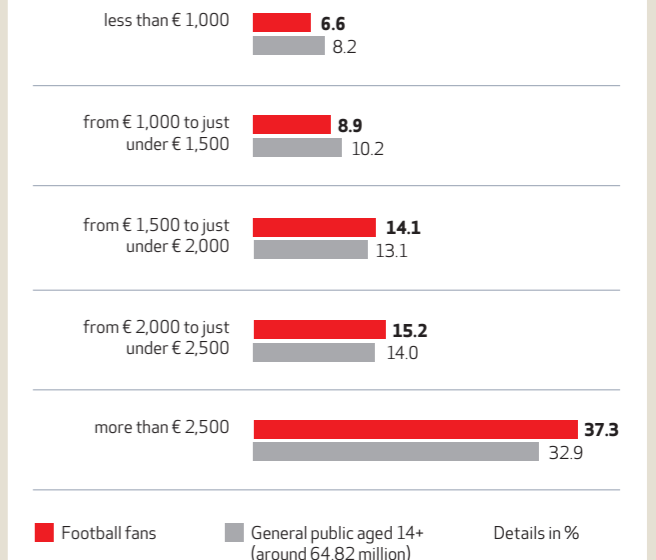
SOCIO-DEMOGRAPHIC STRUCTURE



DEMOGRAPHIC STRUCTURE

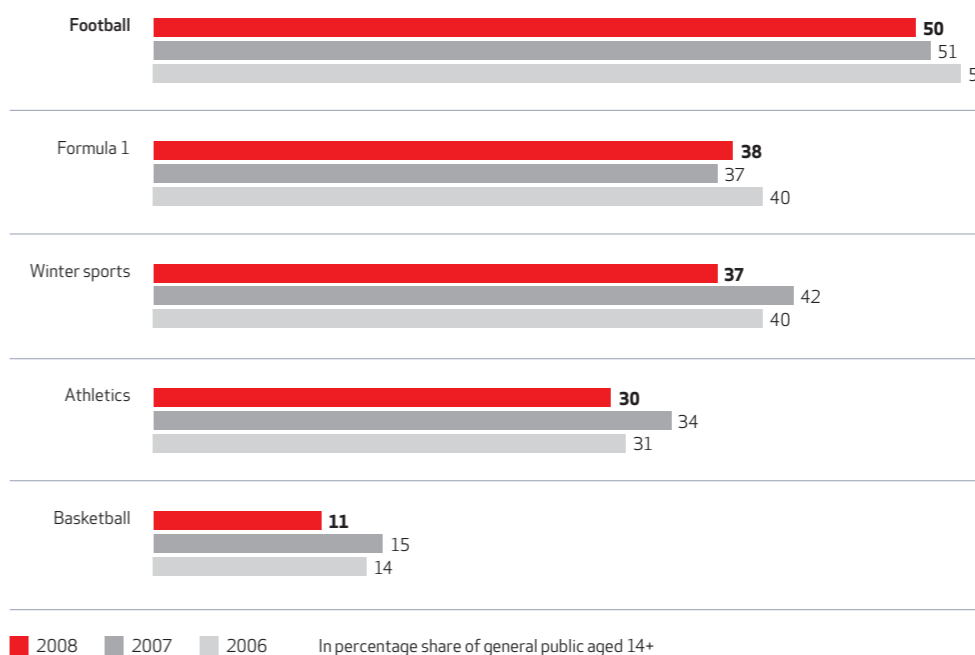


NET HOUSEHOLD INCOME



FOOTBALL STILL MOST POPULAR SPORT

How great is interest in the following sports?



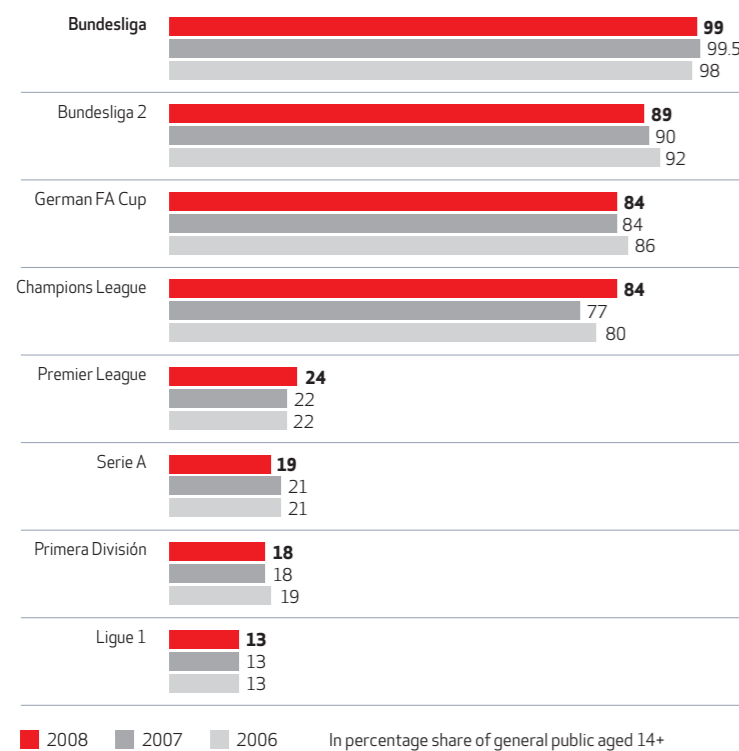
Leader of the pack
Still by far the most popular pastime in the world.



Growing interest
Children in particular are enthusiastic fans of football.

EVERYBODY KNOWS THE BUNDESLIGA

Popularity of individual football leagues and competitions

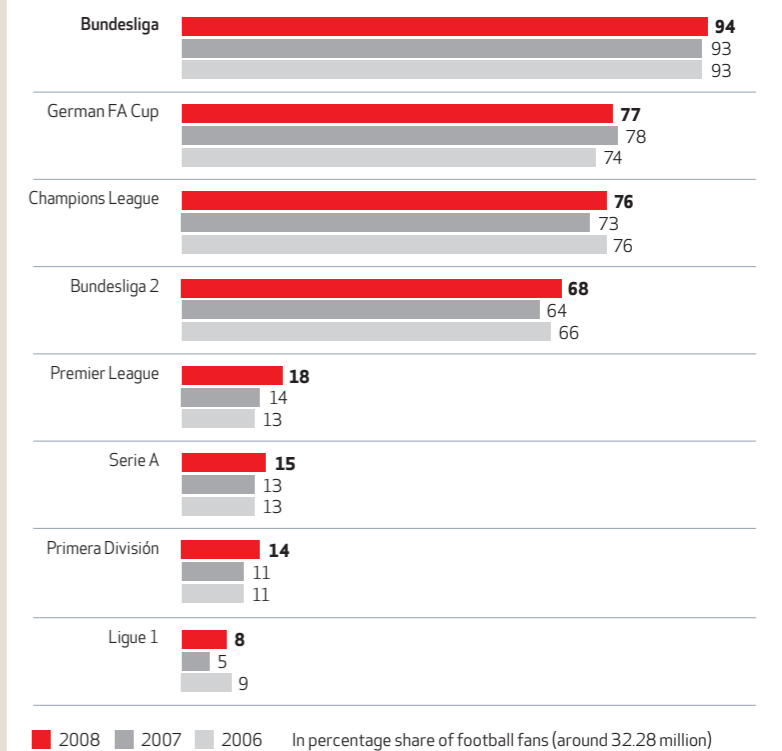


As in previous years, all Germans know what the Bundesliga is. The slight drop from 99.5 per cent in 2007 to a current 99 per cent is negligible. In terms of being widely known, the Bundesliga 2 has stabilised at a high level, still ahead of the Champions League. It is followed at a great distance by the foreign leagues which, except for the English Premier League, are known only to insiders, i. e. football fans.

The "I am interested in ..." section of the survey is another area where the Bundesliga comes tops. In 2008, it even increased its rating to 94 per cent from the previous year's 93 per cent. The same applies to the Bundesliga 2, which proudly registered an increase from 64 per cent in 2007 to 68 per cent in 2008, enjoying the highest growth rate among those polled. Interest in the UEFA Champions League was also on the up, helped no doubt by the fact that German national team captain Michael Ballack was involved in the final of the competition. In contrast, interest in the other European leagues seems to remain comparatively low.

BUNDESLIGA - THE MOST INTERESTING LEAGUE

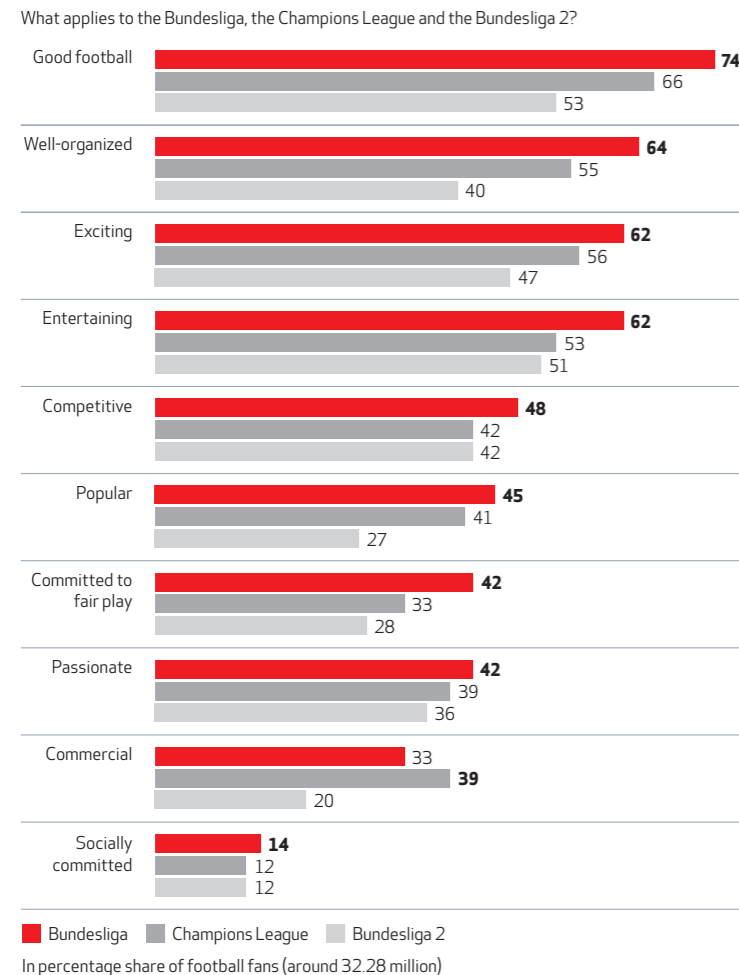
Interest in individual football leagues and competitions





Social integration
A brand as strong as the Bundesliga is called upon to defend democratic values and commit itself to the principle of solidarity in competition.

IMAGE VALUES - BUNDESLIGA BEATS CHAMPIONS LEAGUE



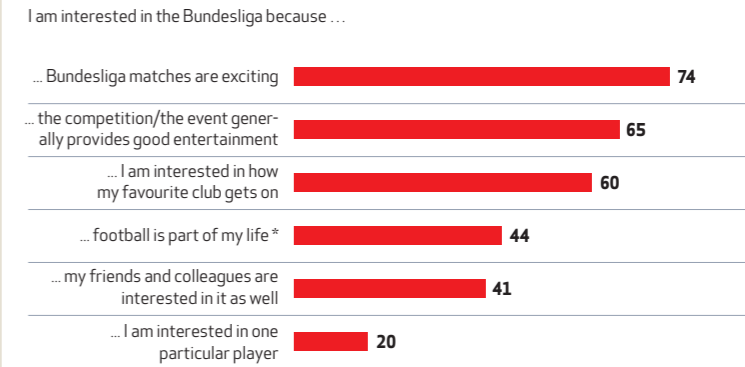
Then as now, the Bundesliga's attraction is two-fold, working on a sports-related ('good football') and an emotional ('exciting, entertaining') level. As a comparison with the UEFA Champions League shows, the Bundesliga comes first round the post in a number of highly relevant criteria. For example, the Bundesliga is considered more entertaining (9 per cent higher) and more exciting (6 per cent higher), and when asked which of the two offers good football, 8 per cent of respondents rate the Bundesliga higher than UEFA's top product. In fact, the latter only comes first in the 'commercial' image dimension, scoring 6 percentage points more than the Bundesliga, which – at least when rated for its 'social commitment' – has a lot of catching up to do, with only 14 per cent of respondents ticking this particular box.

From those professing an interest in football, 74 per cent say they follow the Bundesliga because it is exciting. Compared to the previous year's showing, this value has again risen by a significant 5 per cent.

It also reflects the German league's competitive balance in comparison with other European leagues, where – as is the case with the Primera División in Spain – one or two clubs seem to rule at will. Supporting your favourite club is becoming less important (60 per cent against 66 per cent in 2007), while the entertainment factor remains at a constantly high level.

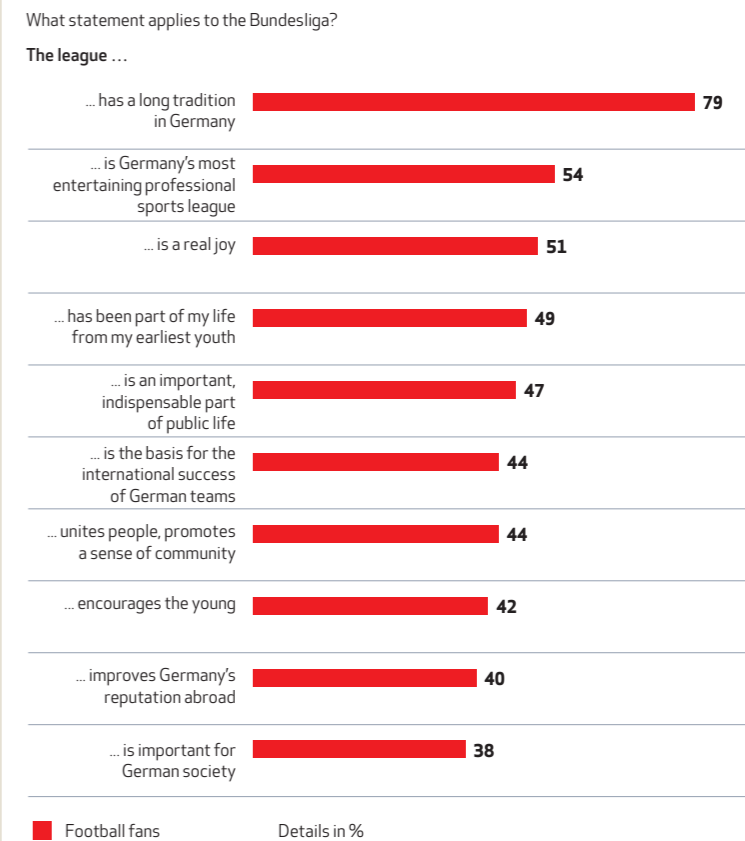
When asked what the Bundesliga stands for, two factors score the highest values with respondents: tradition (79 per cent) and entertainment (54 per cent). In Germany, there is hardly any other competition that is as deeply woven into the social fabric as the Bundesliga. For 49 per cent of respondents, the league has been a constant companion since their early teens – another reason why 47 per cent of those polled feel the Bundesliga is an element of public life that is impossible to imagine without.

BUNDESLIGA PROMISES UNRELENTING ACTION



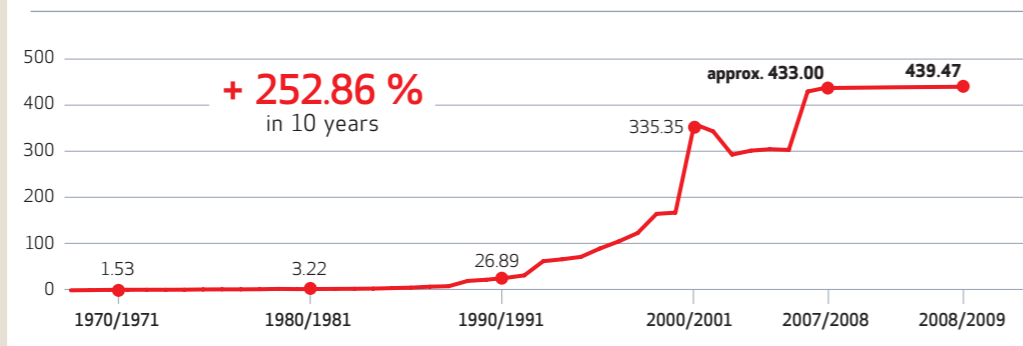
In percentage share of football fans (around 32.28 million); * collected for the first time

BETWEEN TRADITION AND ENTERTAINMENT



Media receipts Bundesliga and Bundesliga 2

DEVELOPMENT OF MEDIA RECEIPTS in million euros



MEDIA RECEIPTS

Season	in € mn	Season	in € mn
1967/1968	0.41	1988/1989	20.45
1968/1969	0.86	1989/1990	23.01
1969/1970	1.33	1990/1991	26.89
1970/1971	1.53	1991/1992	32.26
1971/1972	1.60	1992/1993	62.53
1972/1973	1.60	1993/1994	66.62
1973/1974	1.74	1994/1995	71.79
1974/1975	2.25	1995/1996	89.63
1975/1976	2.45	1996/1997	104.81
1976/1977	2.45	1997/1998	122.71
1977/1978	2.75	1998/1999	163.61
1978/1979	3.44	1999/2000	166.17
1979/1980	3.00	2000/2001	355.35
1980/1981	3.22	2001/2002	339.50
1981/1982	3.45	2002/2003	290.00
1982/1983	3.70	2003/2004	298.54
1983/1984	4.09	2004/2005	301.53
1984/1985	5.11	2005/2006	300.00
1985/1986	6.14	2006/2007	424.71
1986/1987	8.18	2007/2008	approx. 433.00
1987/1988	9.20	2008/2009	439.47



Ratings booster
At home or in the stadium: football continues to be a safe bet in terms of ratings. Millions watch the Bundesliga matches at home in front of their TVs.

Average season TV reach

Average number of TV viewers per season ARD-Sportschau continues to guarantee high ratings for the public service broadcasting institutions. An average 5.26 million viewers (from age three) saw the Bundesliga highlights show in the 2007/2008 season. With a market share of 25.5 per cent the Sportschau is one of the most

successful TV formats of the ARD. With a market share of 4.3 per cent and a reach of 1.08 million viewers, the DSF highlights show of the Sunday matches manages to maintain last year's level.

AVERAGE SEASON TV REACH

	2004/2005 season		2005/2006 season		2006/2007 season		2007/2008 season	
	in mn	Market share (%)	in mn	Market share (%)	in mn	Market share (%)	in mn	Market share (%)
ARD-Sportschau – Bundesliga								
Adults 14–49 years	1.80	22.60	1.76	22.20	1.79	23.70	1.64	21.90
Men 14–49 years	1.22	30.20	1.22	30.20	1.25	32.80	1.17	30.45
Viewers from age 3	5.74	26.90	5.45	25.50	5.66	26.80	5.26	25.54
DSF – Bundesliga: On Sunday								
Adults 14–49 years	0.92	7.90	0.81	7.20	0.41	3.80	0.45	3.99
Men 14–49 years	0.62	10.80	0.55	10.10	0.29	5.30	0.31	5.57
Viewers from age 3	2.58	8.80	2.12	7.60	1.03	4.10	1.08	4.28

Global live Bundesliga broadcasts

COUNTRIES AND BROADCASTERS

Country	Broadcaster
Albania	Supersport
Algeria	Dubai Sports Channel
Andorra	Sogecable, TV3
Angola	Canal Plus
Antigua & Barbuda	GoTV
Argentina	GoTV
Armenia	NTV Plus, Kentron TV
Australia	Setanta
Austria	ATV
Azerbaijan	NTV Plus
Bahrain	Dubai Sports Channel
Bangladesh	Neo Sports+
Barbados	GoTV
Belarus	NTV Plus
Belgium	BeTV (French), Telenet (Flemish)
Belize	GoTV
Benin	Canal Plus
Bhutan	Neo Sports+
Bolivia	GoTV
Bosnia & Herzegovina	Sportklub, RTV
Botswana	Canal Plus
Brazil	ESPN Brasil, Band Sports, Topspots
British Virgin Islands	ProSiebenSat1
Brunei	Astro
Bulgaria	Evrocom
Burkina Faso	Canal Plus
Burundi	Canal Plus
Cameroon	Canal Plus
Canada	ProSiebenSat1, GoTV
Central African Republic	Canal Plus
Chad	Canal Plus
Chile	GoTV

Country	Broadcaster
China	CCTV, Eurosoccer TV
Colombia	GoTV
Comoros	Canal Plus
Congo	Canal Plus
Costa Rica	REP RETEL
Croatia	Sportklub
Cuba	GoTV
Cyprus	Supersport, Lumiere
Czech Republic	Czech TV, Sport1
Democratic Republic Congo	Canal Plus
Denmark	Viasat, TV2, TV3
Djibouti	Dubai Sports Channel, Canal Plus
Dominica	GoTV
Dominican Republic	GoTV
Ecuador	GoTV
Egypt	Dubai Sports Channel
El Salvador	GoTV
Equatorial Guinea	Canal Plus
Eritrea	Dubai Sports Channel, Canal Plus
Estonia	Viasat, TV2, TV3
Ethiopia	Canal Plus
Finland	The Finish Sport Channel, Viasat, TV2, TV3
France	Canal Plus
French Overseas Departments and Territories	Canal Plus
Gabon	Canal Plus
Gambia	Canal Plus
Georgia	NTV Plus
Ghana	Canal Plus
Great Britain and Northern Ireland	Setanta
Greece	Supersport, Lumiere

Country	Broadcaster
Grenada	GoTV
Guatemala	GoTV, Canal 7
Guinea	Canal Plus
Guinea-Bissau	Canal Plus
Guyana	GoTV
Haiti	GoTV
Honduras	GoTV, Sotel
Hong Kong	i-Cable
Hungary	Sportklub
India	Neo Sports+
Indonesia	Vision 1, RCTI
Iran	Dubai Sports Channel
Iraq	Dubai Sports Channel
Israel	The Sports Channel Ltd.
Italy	SKY Italia
Ivory Coast	Canal Plus, GTV
Jamaica	GoTV
Japan	Fuji Television Networks
Jordan	Dubai Sports Channel
Kazakhstan	NTV Plus
Kenya	Canal Plus
Kuwait	Dubai Sports Channel
Kyrgyzstan	NTV Plus
Latvia	Viasat, TV2, TV3
Lebanon	Dubai Sports Channel
Lesotho	Canal Plus
Liberia	Canal Plus
Libya	Dubai Sports Channel
Liechtenstein	Teleclub
Lithuania	Viasat, TV2, TV3
Luxembourg	BeTV SA, Imagine
Macao	Macao Cable TV
Macedonia	Alsat-M
Madagascar	Canal Plus

Country	Broadcaster
Malawi	Canal Plus
Malaysia	Astro
Maldives	Neo Sports+
Mali	Canal Plus
Malta	Melita Cable
Mauritania	Canal Plus, Dubai Sports Channel
Mauritius	Canal Plus, MBC
Mexico	GoTV
Moldavia	NTV Plus
Monaco	Canal Plus
Montenegro	Sportklub, Atlas TV
Morocco	Dubai Sports Channel
Mozambique	Canal Plus
Namibia	Canal Plus, GTV
Nepal	Neo Sports+
Nicaragua	GoTV
Niger	Canal Plus
Nigeria	Canal Plus, Trend TV
Norway	Viasat, TV2, TV3
Oman	Dubai Sports Channel
Pakistan	Neo Sports+
Palestine	Dubai Sports Channel
Panama	GoTV
Paraguay	GoTV
Peru	Cable Magico, Telefonica Multimedia, GoTV
Philippines	Solar Entertainment
Poland	Sportklub
Puerto Rico	ProSiebenSat1, GoTV
Qatar	Dubai Sports Channel
Republic of Ireland	Setanta
Romania	Sportklub
Russia	NTV Plus
Rwanda	Canal Plus

Country	Broadcaster
San Marino	SKY Italia
São Tomé	Canal Plus
Saudi Arabia	Dubai Sports Channel
Senegal & Cape Verde	Canal Plus
Serbia	Sportklub
Seychelles	GTV
Sierra Leone	Canal Plus
Slovakia	Czech TV, Sport1
Slovenia	Sportklub
Somalia	Dubai Sports Channel
Spain	Sogecable, TV3
Sri Lanka	Neo Sports+
St Kitts & Nevis	GoTV
St Lucia	GoTV
St Vincent & the Grenadines	GoTV
Sudan	Canal Plus, Dubai Sports Channel
Surinam	GoTV
Swaziland	GTV
Sweden	Viasat, TV2, TV3
Switzerland	Teleclub
Syria	Dubai Sports Channel

Country	Broadcaster
Taiwan	CS TV
Tajikistan	NTV Plus
Tanzania	Canal Plus
Thailand	True Visions, Channel 9, Channel 11
The Netherlands	RTL
Togo	Canal Plus
Trinidad & Tobago	GoTV
Tunisia	Dubai Sports Channel
Turkey	NTV
Turkmenistan	NTV Plus
Uganda	Canal Plus
Ukraine	Poverkhnost
United Arab Emirates	Dubai Sports Channel
Uruguay	GoTV
USA	ProSiebenSat1, GoTV
Uzbekistan	NTV Plus
Vatican City	SKY Italia
Venezuela	GoTV, Meridiano
Vietnam	VCTV
Yemen	Dubai Sports Channel
Zambia	Canal Plus
Zimbabwe	Canal Plus

Live in 172 countries

THE BUNDESLIGA ENJOYS
WORLDWIDE INTEREST.

172 out of 193 countries in this world provide football fans with live TV coverage of all Bundesliga matches.

The league's calling card

Since the 2006/2007 season the Bundesliga brand has its own TV format which is broadcast to more than 144 countries around the globe.



Goal! – The Bundesliga Magazine broadcast worldwide

COUNTRIES AND BROADCASTERS

Country	Broadcaster	Country	Broadcaster	Country	Broadcaster
Albania	Supersport	Botswana	Canal Plus	Greece	Supersport, Lumiere
Algeria	Dubai Sports Channel	Brunei	Astro	Grenada	GolTV
Angola	Canal Plus	Burkina Faso	Canal Plus	Guatemala	GolTV, Canal 7
Antigua & Barbuda	GolTV	Burundi	Canal Plus	Guinea	Canal Plus
Argentina	GolTV	El Salvador	GolTV	Guinea-Bissau	Canal Plus
Austria	ATV	Equatorial Guinea	Canal Plus	Guyana	GolTV
Bahrain	Dubai Sports Channel	Eritrea	Dubai Sports Channel, Canal Plus	Haiti	GolTV
Bangladesh	Neo Sports+	Estonia	Viasat	Honduras	GolTV
Barbados	GolTV	Ethiopia	Canal Plus	Hong Kong	i-Cable
Belgium (Flemish)	Telenet (Flemish)	France	Canal Plus	Hungary	Sportklub
Belize	GolTV	French Overseas Departments and Territories	Canal Plus	India	Neo Sports+
Benin	Canal Plus	Gabon	Canal Plus	Indonesia	Vision 1, RCTI
Bhutan	Neo Sports+	Gambia	Canal Plus	Iran	Dubai Sports Channel
Bolivia	GolTV	Ghana	Canal Plus	Iraq	Dubai Sports Channel
Bosnia & Herzegovina	Sportklub, RTV			Israel	The Sports Channel Ltd.

Country	Broadcaster	Country	Broadcaster	Country	Broadcaster
Italy	SKY Italia	Nicaragua	GolTV	St Kitts & Nevis	GolTV
Ivory Coast	Canal Plus, GTV	Niger	Canal Plus	St Lucia	GolTV
Jordan	Dubai Sports Channel	Nigeria	Canal Plus, Trend TV	St Vincent & the Grenadines	GolTV
Kenya	Canal Plus	Norway	Viasat	Sudan	Canal Plus, Dubai Sports Channel
Kuwait	Dubai Sports Channel	Oman	Dubai Sports Channel	Surinam	GolTV
Latvia	Viasat	Pakistan	Neo Sports+	Swaziland	GTV
Lebanon	Dubai Sports Channel	Palau	GolTV	Sweden	Viasat
Lesotho	Canal Plus	Palestine	Dubai Sports Channel	Syria	Dubai Sports Channel
Liberia	Canal Plus	Panama	GolTV	Tanzania	Canal Plus
Libya	Dubai Sports Channel	Paraguay	GolTV	Thailand	True Visions
Lithuania	Viasat	Peru	GolTV	The Netherlands	RTL
Macao	Macao Cable TV	Poland	Sportklub	Togo	Canal Plus
Macedonia	Alsar-M	Puerto Rico	GolTV	Trinidad & Tobago	GolTV
Madagascar	Canal Plus	Qatar	Dubai Sports Channel	Tunisia	Dubai Sports Channel
Malawi	Canal Plus	Romania	Sportklub	Turkey	NTV
Malaysia	Astro	Rwanda	Canal Plus	Uganda	Canal Plus
Maldives	Neo Sports+	San Marino	SKY Italia	Ukraine	Poverkhnost
Mali	Canal Plus	São Tomé	Canal Plus	United Arab Emirates	Dubai Sports Channel
Mauritania	Canal Plus, Dubai Sports Channel	Saudi Arabia	Dubai Sports Channel	Uruguay	GolTV
Mauritius	Canal Plus, MBC	Senegal & Cape Verde	Canal Plus	USA	GolTV
Mexico	GolTV	Serbia	Sportklub	Vatican City	SKY Italia
Monaco	Canal Plus	Seychelles	GTV	Venezuela	GolTV, Meridiano
Montenegro	Sportklub	Sierra Leone	Canal Plus	Vietnam	VCTV
Morocco	Dubai Sports Channel	Singapore	StarHub	Yemen	Dubai Sports Channel
Mozambique	Canal Plus	Slovenia	Sportklub	Zambia	Canal Plus
Namibia	Canal Plus, GTV	Somalia	Dubai Sports Channel	Zimbabwe	Canal Plus
Nepal	Neo Sports+	Sri Lanka	Neo Sports+		



Record champion. FC Bayern Munich is the undisputed Champion amongst champions with 835 victories, 3,150 goals and a goal difference of 1,418.

The all-time Bundesliga table (as at 31 December 2008)

ALL-TIME BUNDESLIGA TABLE

Pos.	Club	Matches	W	D	L	Goals	Difference	Points
1	FC Bayern Munich	1483	835	350	298	3150 : 1732	1418	2855
2	Werder Bremen	1509	666	369	474	2592 : 2113	479	2367
3	Hamburger SV	1543	645	417	481	2557 : 2151	406	2352
4	VfB Stuttgart	1475	626	364	485	2512 : 2104	408	2242
5	Borussia Dortmund	1407	578	373	456	2391 : 2092	299	2107
6	Borussia Mönchengladbach	1381	554	373	454	2414 : 2034	380	2035
7	1. FC Kaiserslautern	1424	558	354	512	2276 : 2239	37	2025
8	1. FC Köln	1339	559	334	446	2324 : 1966	358	2011
9	FC Schalke 04	1373	524	355	494	2007 : 2011	-4	1927
10	Eintracht Frankfurt	1373	514	346	513	2233 : 2133	100	1886
11	Bayer 04 Leverkusen	1007	412	287	308	1664 : 1369	295	1523
12	VfL Bochum	1109	344	293	472	1549 : 1798	-249	1325
13	Hertha BSC	927	351	234	342	1373 : 1418	-45	1287
14	MSV Duisburg	948	296	259	393	1291 : 1520	-229	1147
15	1. FC Nürnberg	914	292	233	389	1209 : 1457	-248	1109
16	Karlsruher SC	795	237	226	332	1078 : 1386	-308	937
17	Fortuna Düsseldorf	752	238	206	308	1121 : 1329	-208	920
18	TSV 1860 München	672	238	170	264	1022 : 1059	-37	884
19	Eintracht Braunschweig	672	236	170	266	908 : 1026	-118	878
20	Hannover 96	693	206	183	304	971 : 1176	-205	801
21	DSC Arminia Bielefeld	527	151	131	245	631 : 854	-223	584
22	Bayer/KFC Uerdingen 05	476	138	129	209	644 : 844	-200	543
23	VfL Wolfsburg	391	141	100	150	567 : 580	-13	523
24	F. C. Hansa Rostock	412	124	107	181	492 : 621	-129	479
25	SC Freiburg	340	104	83	153	437 : 546	-109	395

Pos.	Club	Matches	W	D	L	Goals	Difference	Points
26	SVW Mannheim	238	71	72	95	299 : 378	-79	285
27	OFC Kickers 1901	238	77	51	110	368 : 486	-118	282
28	Rot-Weiss Essen	238	61	79	98	346 : 483	-137	262
29	FC St. Pauli	238	50	75	113	261 : 417	-156	225
30	FC Energie Cottbus	187	51	41	95	193 : 310	-117	194
31	Alemannia Aachen	136	43	28	65	186 : 270	-84	157
32	SG Wattenscheid 09	140	34	48	58	186 : 248	-62	150
33	1. FC Saarbrücken	166	32	48	86	202 : 336	-134	144
34	Dynamo Dresden	140	33	45	62	132 : 211	-79	140
35	Rot-Weiß Oberhausen	136	36	31	69	182 : 281	-99	139
36	1. FSV Mainz 05	102	29	28	45	130 : 159	-29	115
37	Wuppertaler SV	102	25	27	50	136 : 200	-64	102
38	Borussia Neunkirchen	98	25	18	55	109 : 223	-114	93
39	FC 08 Homburg	102	21	27	54	103 : 200	-97	90
40	SpVgg Unterhaching	68	20	19	29	75 : 101	-26	79
41	Stuttgart Kickers	72	20	17	35	94 : 132	-38	77
42	SV Darmstadt 98	68	12	18	38	86 : 157	-71	54
43	Tennis Borussia Berlin	68	11	16	41	85 : 174	-89	49
44	1899 Hoffenheim	17	11	2	4	42 : 23	19	35
45	SSV Ulm 1846	34	9	8	17	36 : 62	-26	35
46	Fortuna Köln	34	8	9	17	46 : 79	-33	33
47	Preußen Münster	30	7	9	14	34 : 52	-18	30
48	Blau-Weiß 90 Berlin	34	3	12	19	36 : 76	-40	21
49	VfB Leipzig	34	3	11	20	32 : 69	-37	20
50	Tasmania 1900 Berlin	34	2	4	28	15 : 108	-93	10

The all-time Bundesliga table (as at 31 December 2008)

BUNDESLIGA MEMBERSHIP

Pos.	Club	BL years	Pos.	Club	BL years
1	Hamburger SV	46	36	1. FSV Mainz 05	3
2	Werder Bremen	45	37	Wuppertaler SV	3
3	FC Bayern Munich	44	38	Borussia Neunkirchen	3
4	VfB Stuttgart	44	39	FC 08 Homburg	3
5	Borussia Dortmund	42	40	SpVgg Unterhaching	2
6	1. FC Kaiserslautern	42	41	Stuttgart Kickers	2
7	Borussia Mönchengladbach	41	42	SV Darmstadt 98	2
8	FC Schalke 04	41	43	Tennis Borussia Berlin	2
9	Eintracht Frankfurt	41	44	1899 Hoffenheim	1
10	1. FC Köln	40	45	SSV Ulm 1846	1
11	VfL Bochum	33	46	Fortuna Köln	1
12	Bayer 04 Leverkusen	30	47	Preußen Münster	1
13	Hertha BSC	28	48	Blau-Weiß 90 Berlin	1
14	MSV Duisburg	28	49	VfB Leipzig	1
15	1. FC Nürnberg	27	50	Tasmania 1900 Berlin	1
16	Karlsruher SC	24			
17	Fortuna Düsseldorf	22			
18	Hannover 96	21			
19	TSV 1860 München	20			
20	Eintracht Braunschweig	20			
21	DSC Arminia Bielefeld	16			
22	Bayer/KFC Uerdingen 05	14			
23	VfL Wolfsburg	12			
24	F. C. Hansa Rostock	12			
25	SC Freiburg	10			
26	SVW Mannheim	7			
27	OFC Kickers 1901	7			
28	Rot-Weiss Essen	7			
29	FC St. Pauli	7			
30	FC Energie Cottbus	6			
31	1. FC Saarbrücken	5			
32	SG Wattenscheid 09	4			
33	Dynamo Dresden	4			
34	Alemannia Aachen	4			
35	Rot-Weiß Oberhausen	4			



THE CHAMPIONS

Year	Club	Year	Club
1964	1. FC Köln	1987	FC Bayern Munich
1965	Werder Bremen	1988	Werder Bremen
1966	TSV 1860 München	1989	FC Bayern Munich
1967	Eintracht Braunschweig	1990	FC Bayern Munich
1968	1. FC Nürnberg	1991	1. FC Kaiserslautern
1969	FC Bayern Munich	1992	VfB Stuttgart
1970	Borussia Mönchengladbach	1993	Werder Bremen
1971	Borussia Mönchengladbach	1994	FC Bayern Munich
1972	FC Bayern Munich	1995	Borussia Dortmund
1973	FC Bayern Munich	1996	Borussia Dortmund
1974	FC Bayern Munich	1997	FC Bayern Munich
1975	Borussia Mönchengladbach	1998	1. FC Kaiserslautern
1976	Borussia Mönchengladbach	1999	FC Bayern Munich
1977	Borussia Mönchengladbach	2000	FC Bayern Munich
1978	1. FC Köln	2001	FC Bayern Munich
1979	Hamburger SV	2002	Borussia Dortmund
1980	FC Bayern Munich	2003	FC Bayern Munich
1981	FC Bayern Munich	2004	Werder Bremen
1982	Hamburger SV	2005	FC Bayern Munich
1983	Hamburger SV	2006	FC Bayern Munich
1984	VfB Stuttgart	2007	VfB Stuttgart
1985	FC Bayern Munich	2008	FC Bayern Munich
1986	FC Bayern Munich		

Double bill
1. FC Kaiserslautern was the first and only team to win the German championship in the 1997/1998 season immediately after being promoted.

The all-time Bundesliga table (as at 31 December 2008)



The Kaiser
Franz Beckenbauer, seen here with Arkoc Özcan (left) and Uwe Seeler, continues to be deemed one of the best football players of all times and shining light of German football.

THE LEAGUE CUP WINNERS

Year	Club
1973	Hamburger SV
1977	Borussia Mönchengladbach
1983	FC Bayern Munich
1987	FC Bayern Munich
1988	Werder Bremen
1989	Borussia Dortmund
1990	FC Bayern Munich
1991	1. FC Kaiserslautern
1992	VfB Stuttgart
1993	Werder Bremen
1994	Werder Bremen
1995	Borussia Dortmund
1996	Borussia Dortmund
1997	FC Bayern Munich
1998	FC Bayern Munich
1999	FC Bayern Munich
2000	FC Bayern Munich
2001	Hertha BSC
2002	Hertha BSC
2003	Hamburger SV
2004	FC Bayern Munich
2005	FC Schalke 04
2006	Werder Bremen
2007	FC Bayern Munich

ALL LEAGUE LEADERS

Match days	Club
568 x	FC Bayern Munich
129 x	Werder Bremen
127 x	Borussia Mönchengladbach
93 x	Hamburger SV
91 x	1. FC Kaiserslautern
89 x	Borussia Dortmund
81 x	1. FC Köln
56 x	Eintracht Frankfurt
56 x	FC Schalke 04
53 x	VfB Stuttgart
51 x	Bayer 04 Leverkusen
35 x	Eintracht Braunschweig
35 x	1. FC Nürnberg
18 x	TSV 1860 München
10 x	Hertha BSC
9 x	1899 Hoffenheim
8 x	VfL Wolfsburg
7 x	Bayer Uerdingen
5 x	Fortuna Düsseldorf
5 x	Karlsruher SC
5 x	Kickers Offenbach
5 x	F. C. Hansa Rostock
4 x	Hannover 96
3 x	DSC Arminia Bielefeld
3 x	VfL Bochum
3 x	MSV Duisburg
2 x	Rot-Weiss Essen
2 x	Rot-Weiß Oberhausen
1 x	SC Freiburg
1 x	FC St. Pauli



TOP BUNDESLIGA GOALSCORERS

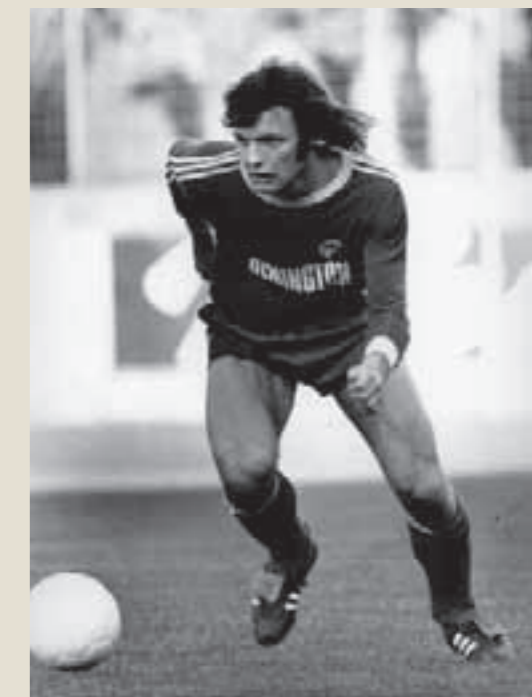
Pos.	Player	Club (most matches)	Goals
1	Gerd Müller	FC Bayern Munich	365
2	Klaus Fischer	FC Schalke 04	268
3	Jupp Heynckes	Borussia Mönchengladbach	220
4	Manfred Burgsmüller	Borussia Dortmund	213
5	Ulf Kirsten	Bayer 04 Leverkusen	182
6	Stefan Kuntz	1. FC Kaiserslautern	179
7	Klaus Allofs	1. FC Köln	177
8	Dieter Müller	1. FC Köln	177
9	Hannes Löhr	1. FC Köln	166
10	Karl-Heinz Rummenigge	FC Bayern Munich	162

Record holders

Gerd 'the Bomber' Müller's tally of 365 goals scored in 427 Bundesliga matches has made him a legend in his lifetime, a record unrivalled since 1979. With 602 Bundesliga matches under his belt, Karl-Heinz 'Charly' Körbel has held the most-appearances record for the last 17 years.

MOST BUNDESLIGA APPEARANCES

Pos.	Player	Club (most matches)	Matches
1	Karl-Heinz Körbel	Eintracht Frankfurt	602
2	Manfred Kaltz	Hamburger SV	581
3	Oliver Kahn	FC Bayern Munich	557
4	Klaus Fichtel	FC Schalke 04	552
5	Mirko Votava	Werder Bremen	546
6	Klaus Fischer	FC Schalke 04	535
7	Eike Immel	VfB Stuttgart	534
8	Willi Neuberger	Eintracht Frankfurt	520
9	Michael Lameck	VfL Bochum	518
10	Uli Stein	Hamburger SV	512



From FC to FCB

The following pictures show 45 German Champions. We start with 1. FC Köln's triumph in the first Bundesliga season 1963/64 and end with record champion FC Bayern Munich celebrating its championship victory last season.

On our trip down the Bundesliga memory lane we happen upon five-time champion Borussia Mönchengladbach in the 1970s as well as surprise victors 1. FC Kaiserslautern in 1997/98. All testify to the continued appeal of the league's brand symbol: the championship trophy.



1968 German Champion, 1. FC Nürnberg



1969 German Champion, Bayern Munich

The champions from 1964 ...



1964 German Champion, 1. FC Köln



1965 German Champion, Werder Bremen



1966 German Champion, 1860 München



1967 German Champion, Eintracht Braunschweig

The champions of the 1970s ...



1970 German Champion, Borussia Mönchengladbach



1971 German Champion, Borussia Mönchengladbach



1972 German Champion, Bayern Munich



1973 German Champion, Bayern Munich

The champions of the 1980s ...



1974 German Champion, Bayern Munich



1975 German Champion, Mönchengladbach



1980 German Champion, Bayern Munich



1981 German Champion, Bayern Munich



1976 German Champion, Mönchengladbach



1977 German Champion, Mönchengladbach



1982 German Champion, Hamburger SV



1983 German Champion, Hamburger SV



1978 German Champion, 1. FC Köln



1979 German Champion, Hamburger SV



1984 German Champion, VfB Stuttgart



1985 German Champion, Bayern Munich



1986 German Champion, Bayern Munich



1987 German Champion, Bayern Munich



1992 German Champion, VfB Stuttgart



1993 German Champion, Werder Bremen



1988 German Champion, Werder Bremen



1989 German Champion, Bayern Munich



1994 German Champion, Bayern Munich



1995 German Champion, Borussia Dortmund

The champions of the 1990s ...



1990 German Champion, Bayern Munich



1991 German Champion, 1. FC Kaiserslautern



1996 German Champion, Borussia Dortmund



1997 German Champion, Bayern Munich



1998 German Champion, 1. FC Kaiserslautern



1999 German Champion, Bayern Munich



2004 German Champion, Werder Bremen



2005 German Champion, Bayern Munich

The champions from 2000 ...



2000 German Champion, Bayern Munich



2001 German Champion, Bayern Munich



2006 German Champion, Bayern Munich



2007 German Champion, VfB Stuttgart



2002 German Champion, Borussia Dortmund



2003 German Champion, Bayern Munich



2008 German Champion, Bayern Munich

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 Sportverlag Europa Medien AG, Zurich

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Witters Sport-Presse-Fotos GmbH, Hamburg
 DFL Deutsche Fußball Liga GmbH
 Getty Images Deutschland GmbH
 HOCH ZWEI Photoagency GBR
 Albert Josef Schmidt, Günter Rudolf

DESIGN AND LAYOUT

CLAUSEN + REITSMA GmbH, Euskirchen

PRINTERS

Trimhold Druck Braun & Sohn, Maintal

TRANSLATOR AND FINAL EDITOR

Natalie S. Wilcock, Mainz

Date: 25 February 2009

OUR PARTNERS:



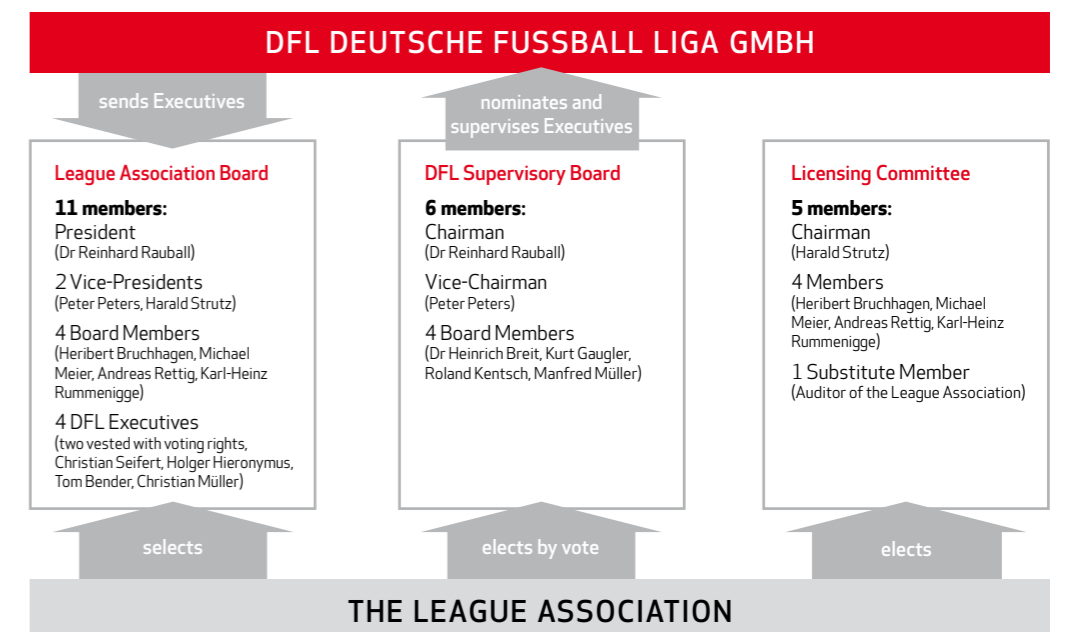
BACK

Structures of Licensed Football

After 39 years, during which the German Football Association (DFB) had governed all aspects of the game including professional football, the clubs and joint stock companies of the Bundesliga and Bundesliga 2 finally took the plunge and established their own League Association on 18 December 2000. Equal in status with the regional and sub-regional FAs, the League Association also is an ordinary DFB member association with voting rights. The League Association itself has an eleven-strong Executive Board consisting of the League President, two Vice-Presidents,

four elected board members and the four DFL Executives. Acting on behalf of the League Association, the DFL organizes and deals with all of the professional game's operative aspects.

The six-strong supervisory board, whose remit is to monitor the DFL's activities, consists of the League President and his deputy, plus four members elected by the League Association general assembly. The supervisory board also appoints the four DFL Executives.



MEMBERS The 36 clubs and joint stock companies of the Bundesliga and Bundesliga 2

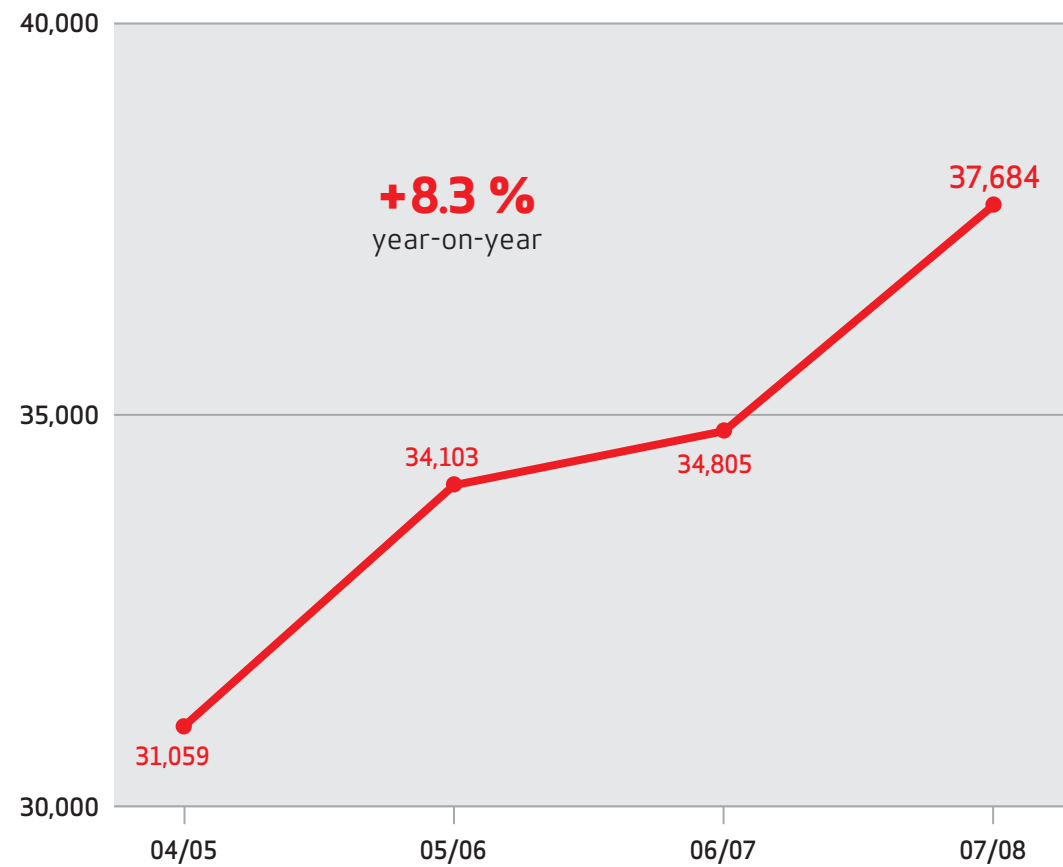


Creating Jobs

37,684 people work for Enterprise Bundesliga, 3,788 of which are directly employed full-time by the League. A further 3,279 employees work at the subsidiaries and over 25,000 part-time employees are taken on by associated service providers from catering to security companies.

And there is a large number of jobs indirectly generated by professional football such as through construction and refurbishment activities by the clubs, or in the local catering and hotel industry.

NUMBER OF STAFF IN LICENSED FOOTBALL

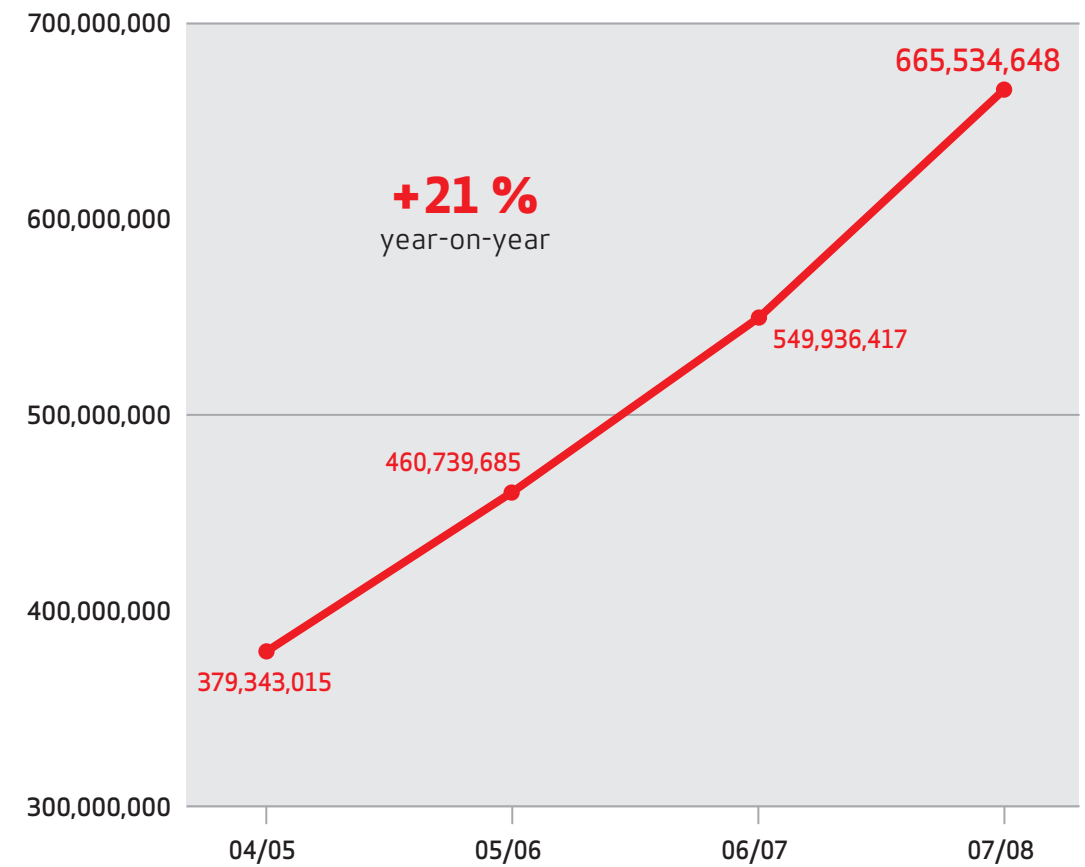


Major Tax Contributor

Up 21 percent from last year, the clubs again paid more taxes and duties in Germany than ever before. This development benefits the general

public and emphasizes just how important the Bundesliga is to society as a whole.

TAXES AND DUTIES in €





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