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Football Money League

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Real Madrid become the first sports club to surpass the €500m revenue threshold in a single year

Contents

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Welcome

Welcome to the 16th edition of the Deloitte Football Money League, in which we profile the highest earning clubs in the world's most popular sport. Published eight months after the end of the 2011/12 season, the Money League is the most contemporary and reliable analysis of the clubs' relative financial performance.

There are a number of financial and non-financial methods that can be used to determine a club's relative size – including measures of attendance, fanbase, broadcast audience, or on-pitch success. In the Money League we focus on clubs' ability to generate revenue from day to day football operations.

We therefore rank them on those revenues, including matchday ticket and corporate hospitality sales, broadcast rights revenues including distributions from participation in European club competitions, sponsorship, merchandising, and other commercial operations.

Growing well

2011/12 represented another strong year of revenue growth for the Game's elite clubs, with the top 20 Money League clubs generating over €4.8 billion in 2011/12, a 10% increase on the previous year.

Double digit percentage revenue growth in 2011/12 represents continued remarkably strong performance in these tough economic times.

The 2011/12 revenue total is four times the combined revenues of the top 20 earning football clubs back in 1996/97, the first year of our Money League analysis, emphasising the staggering levels of growth achieved. The sport's top 20 revenue generating clubs now contribute over a quarter of the total revenues of the European football market, and can be expected to generate over €5 billion between them in 2012/13.

Whilst in local currency, eight of the top 20 clubs experienced a drop in revenue, in most cases this was due to less successful on-pitch performance in European club competitions, and resulting reductions in matchday revenues and central UEFA distributions, rather than wider recessionary impacts.

Hardy perennials

Real Madrid again top the Money League rankings, matching the eight year hegemony that Manchester United enjoyed between 1996/97 and 2003/04, and are the first club to surpass the €500m revenue threshold in a single year. Real have led the way in the phenomenal level of revenue growth enjoyed by the sport's top clubs over the past two decades.

FC Barcelona retain second place, maintaining a Spanish one-two in the Money League for the fourth successive year, whilst the top six clubs remain unchanged for a fifth successive year, emphasising the fact that these clubs have some of the largest fanbases and hence strongest revenues, in both domestic and international markets.

All of our top 20 clubs are based in one of Europe's 'big five' European markets – England (seven clubs), Italy (5), Germany (4), Spain (2), and France (2).

Further down the top 20 rankings, many of the movements in rankings year on year can be attributable to relative performance in European club competitions. This year's edition has one new entrant, with English club Newcastle United replacing Spanish club Valencia.

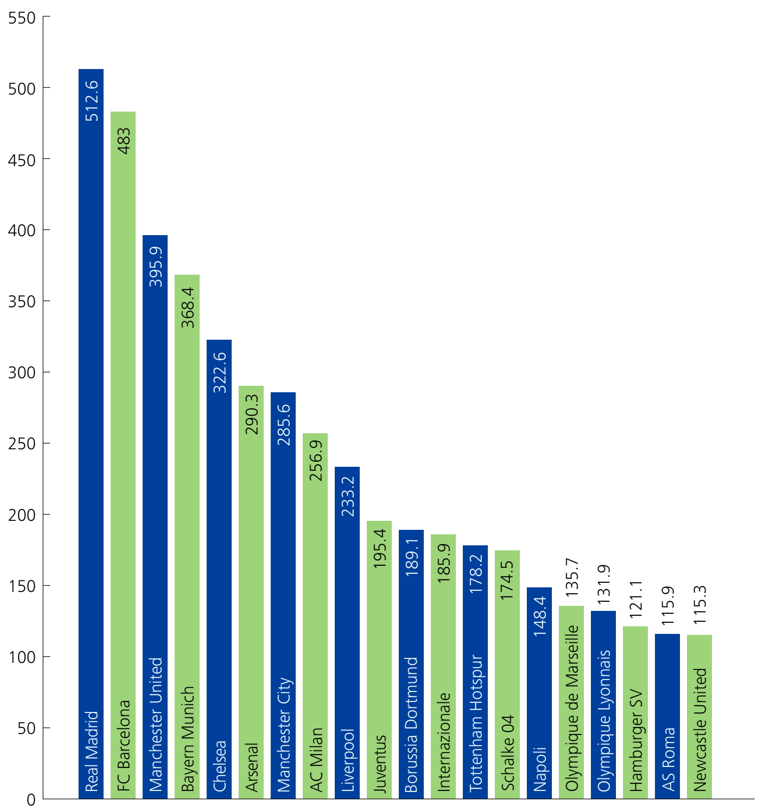
Real progress

In retaining top position in the Money League, Real Madrid generated revenues of €513m in 2011/12, an increase of €33m (7%), and become the first club from any sport to earn more than €500m in a single year.

The Spanish club's revenue growth has been remarkable. In 1996/97, the first season for which we published our Money League analysis, Real generated revenues of €85m, one sixth of the revenues they generated in 2011/12, and insufficient to make the top 30 in the current list. Over the fifteen years since, the club's revenue has grown by €428m at a compound growth rate of 13%.

The majority of Los Blancos' revenue growth over this period has been under the stewardship of president Florentino Perez, from 2000 to 2006 and 2009 to the present, who has implemented a strategy that has grown revenues, and in particular commercial revenues, to reflect the club's domestic and international fanbase.

Total revenues 2011/12 (€m)



Source: Deloitte analysis.

Real Madrid's revenue growth has been remarkable. In 1996/97, the first season in which we started our Money League analysis, they generated revenues of €85m, one sixth of the revenues they generated in 2011/12.

Whilst debate and discussion continues into the future of La Liga's broadcast model, with the current individual rights selling model exacerbating polarisation in revenue generating ability between Spanish clubs, Real still enjoy a balanced revenue model between the three key streams of matchday (25% of total revenues in 2011/12), broadcast (39%) and commercial (36%).

The revenue model is also relatively robust to fluctuations in on-pitch performance. With expansion of the club's Bernabeu home planned, and further commercial revenue generating opportunities available, Real are likely to be difficult to displace at the top of the Money League, in the near future at least.

Flourishing climbers

Manchester City are the joint highest climbers in this year's Money League, moving up five places to seventh and claiming a top ten position for the first time. The investment in the playing squad by the club's Abu Dhabi based owners propelled them to their first Premier League title in 2011/12, whilst they also participated in the Champions League for the first time.

This combined with commercial revenue increases, with strong support from Middle East partners in particular, facilitated a £78m (51%) growth in revenues to £231m (€286m) in 2011/12, with the club looking well set to consolidate a place within the Money League top ten.

The substantial stadia investment in both Brazil and Russia in order to host the next two World Cups, means that clubs from these countries potentially have a strong platform to challenge the dominance of clubs from Europe's 'big five' Leagues in future years.

Italy's Old Lady, Juventus, return to the top ten thanks to a tremendous season on the pitch, winning Serie A with an unbeaten record, whilst also participating in the Champions League.

Schalke 04 drop out of the top ten, as a result of not matching their feat of reaching the Champions League semi-finals, as do Internazionale for the first time in a decade. The Milan-based club, along with a number of other Italian clubs, need to replicate rivals Juventus' success in investing in their home stadium and reaping the associated matchday and commercial revenue benefits.

Resurgent on-pitch performance allows Borussia Dortmund to retain their place in the Money League and the club are the joint highest climber, along with Manchester City and Napoli, moving up five places to 11th, their highest ranking since 1997/98. Dortmund won the Bundesliga for the second successive season, completing a league and cup double in the process, which allowed them to earn the second highest revenues of any German club in 2011/12 behind Bayern Munich.

Napoli climb five places in this year's Money League, but their failure to secure Champions League football for 2012/13 will see them fall again in our ranking.

New blooms

A trend in the wider global economy and sports market is the increasing financial strength and influence of emerging markets. Football is no different.

Whilst all our top 20 clubs are from the 'big five' European markets, Dutch club Ajax and Turkish club Galatasaray are amongst the group of clubs immediately below, with revenues of €104.1m and €95.1m respectively.

Brazilian club Corinthians are the highest placed non-European club with revenues of €94m. This places the current FIFA Club World Champions amongst the clubs immediately below the top 20.

A growing economy has contributed to increasing broadcast and commercial revenues for Brazil's top clubs. These factors combined with the substantial stadia investment committed or planned in both Brazil and Russia in order to host the next two World Cups, in 2014 and 2018, means that clubs from these countries potentially have a strong platform to challenge the dominance of clubs from Europe's 'big five' Leagues, and hence enter the lower half of our top 20, in future years.

Clubs immediately below the Money League top 20

Club	Reported revenue €m
Valencia	111.1
Benfica	111.1
Atlético Madrid	107.9
Ajax	104.1
VfB Stuttgart	103.2
Everton	99.5
Aston Villa	98.6
Fulham	98.0
Sunderland	96.4
Galatasaray	95.1
Corinthians	94.1

Picture perfect

In 2012, the Premier League announced new domestic live broadcast rights deals worth just over £3 billion for the three year period from 2013/14, a 70% increase on the previous value. Domestic and overseas broadcast arrangements for England's top-flight are likely to generate over £5 billion over the three year term.

The new deals will deliver a step change in broadcast distributions for England's top clubs who are each set to benefit from an incremental increase of between £20m and £30m per season. As a result, it is possible that those English clubs currently on the fringes of the top 20 may break into the Money League in the next few years, with perhaps up to half of the list composed of English clubs, up from the current seven. Certainly England will expect to break their previous record for representation of eight clubs in the top 20.

Growth in domestic league broadcast rights contracts is not limited to the Premier League, with Germany's Bundesliga also announcing new deals from 2013/14. The value of the domestic deals are more than a 50% uplift on the current situation, although in terms of quantum the broadcast revenues generated by Germany's top flight are far less than those of the Premier League.

The ability of top-tier domestic league football to deliver 'through the season' content is highly attractive to Pay-TV operators, who pay premium rights fees for live rights, and have been instrumental in underpinning the sport's remarkable revenue growth.

The new deals will deliver a step change in broadcast distributions for England's top clubs who are each set to benefit from an incremental increase of between £20m and £30m per season.

Growing apart

As clubs have enjoyed substantial revenue growth, large differences in the level of earnings between clubs have appeared, even amongst those at the very top end of the game.

Whilst the fact that football's top 20 earning clubs contribute over one quarter of the total revenues of the European football market gives an indication of the sport's financial polarity, there are substantial revenue differences even among these 20 clubs.

Real Madrid earned almost €200m more than fifth placed Money League club Chelsea in 2011/12, double that of eighth placed AC Milan, and approaching four and a half times (almost €400m more than) that of our 20th ranked club, Newcastle United.

Whilst La Liga's individual broadcast rights selling regime contributes to this polarity in the Spanish game, and means only the two Spanish giants make our top 20 rankings, the difference in the level of matchday and commercial revenues generated by the Game's very top clubs and the rest, is also stark.

This has been emphasised by the recent batch of commercial deals that have been announced by clubs. Manchester United's ground breaking seven year shirt sponsorship deal with General Motors, worth $70m (€54m) in the first full season (2014/15) of the deal with small increases thereafter, topped FC Barcelona's €30m per season deal with Qatar Sports Investments.

Manchester United's ground breaking shirt sponsorship deal with General Motors, worth $70m in the first full season of the deal with small increases thereafter, topped FC Barcelona's €30m per season deal with Qatar Sports Investments.

Whilst some of these two clubs' peers may look to these values as benchmarks, and the structure of inventory packaged in to a club's main sponsorship deal can vary, the value of such deals for many clubs in the bottom half of the Money League are often in the single digit millions, in Euro terms.

This emphasises the gulf in revenue generating ability between those at the very top of the Money League and the rest, and is likely to mean they remain in our top ten for the foreseeable future.

Sustainable growth

Whilst the Money League covers clubs' revenue performance, there is an increasing focus within European football on clubs achieving more sustainable levels of expenditure relative to revenues, particularly given UEFA's financial fair play break-even requirement. Indeed clubs' financial results for their reporting period ending in 2012 will be part of the break-even assessment, which will first apply to clubs in UEFA competitions for the 2013/14 season.

We believe disciplined and responsible governance structures and financial management within European football, whilst providing the platform for investment in facilities and youth development, should only be encouraged.

This edition

We provide profiles of each of the top 20 clubs in this edition. The Deloitte Football Money League was compiled by Dan Jones, Austin Houlihan, Alex Bosshardt, Timothy Bridge, Chris Hanson, Andy Shaffer, Chris Stenson and Alexander Thorpe. Our thanks go to all those who have assisted us, inside and outside the Deloitte international network. We hope you enjoy this edition.

Dan Jones, Partner
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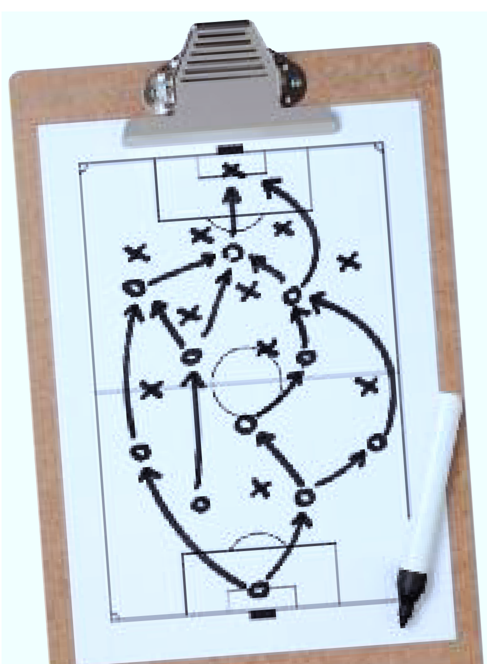
How we did it

We have used the figure for total revenue extracted from the annual financial statements of the company or group in respect of each club, or other direct sources, for the 2011/12 season (unless otherwise stated).

Revenue excludes player transfer fees, VAT and other sales related taxes. In a few cases we have made adjustments to total revenue figures to enable, in our view, a more meaningful comparison of the football business on a club by club basis. For instance, where information was available to us, significant non-football activities or capital transactions have been excluded from revenue.

Each club's financial information has been prepared on the basis of national accounting practice or International Financial Reporting Standards ("IFRS"). The financial results of some clubs have changed, or may in future change, due to the change in the basis of accounting practice. In some cases these changes may be significant.

Based on the information made available to us in respect of each club, to the extent possible, we have split revenue into three categories – being revenue derived from matchday, broadcast and commercial sources. Clubs are not wholly consistent with each other in the way they classify revenue. In some cases we have made reclassification adjustments to the disclosed figures to enable, in our view, a more meaningful comparison of the financial results.



Each club's financial information has been prepared on the basis of national accounting practice or International Financial Reporting Standards.

Matchday revenue is largely derived from gate receipts (including season tickets and memberships). Broadcast revenue includes revenue from both domestic and international competitions. Commercial revenue includes sponsorship and merchandising revenues. For a more detailed analysis of the comparability of revenue generation between clubs, it would be necessary to obtain information not otherwise publicly available. Some differences between clubs, or over time, may arise due to different commercial arrangements and how the transactions are recorded in the financial statements, due to different financial reporting perimeters in respect of a club, and/or due to different ways in which accounting practice is applied such that the same type of transaction might be recorded in different ways.

The publication contains a variety of information derived from publicly available or other direct sources, other than financial statements.

We have not performed any verification work or audited any of the information contained in the financial statements or other sources in respect of each club for the purpose of this publication.

For the purpose of the international comparisons, unless otherwise stated, all figures for the 2011/12 season have been translated at 30 June 2012 exchange rates (£1 = €1.236). Comparative figures have been extracted from previous editions of the Deloitte Football Money League.

There are many ways of examining the relative wealth or value of football clubs and at Deloitte we have developed models of anticipated future cash flows to help potential investors or sellers do just that. However, for an exercise such as this, there is insufficient public information to do that. Here, in the Deloitte Football Money League, we use revenue as the most easily available and comparable measure of financial wealth.

Ups and downs

2011/12 Revenue (€m)

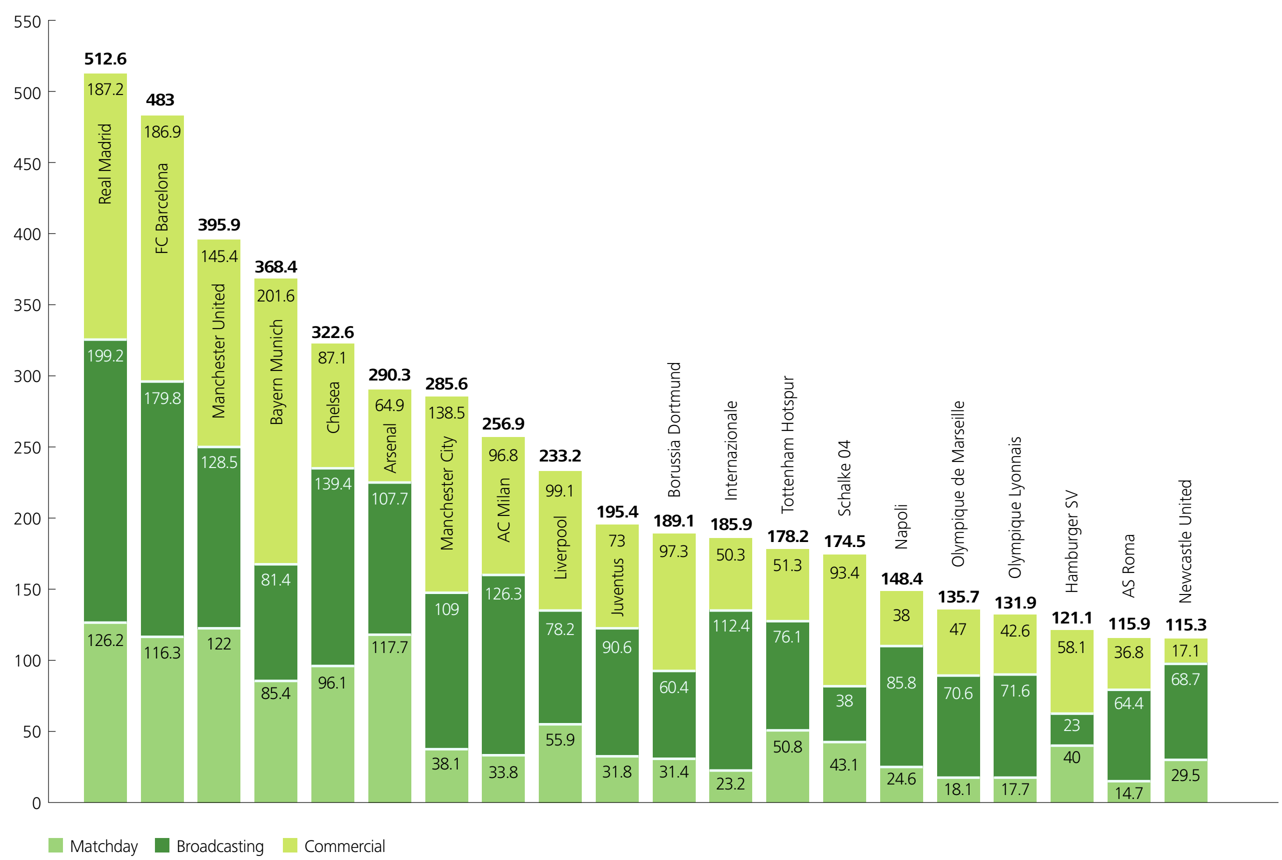
Position	Change	Positions changed	Club	Revenue
1	→←	0	Real Madrid	512.6
2	→←	0	FC Barcelona	483
3	→←	0	Manchester United	395.9
4	→←	0	Bayern Munich	368.4
5	→←	0	Chelsea	322.6
6	→←	0	Arsenal	290.3
7	↑	5	Manchester City	285.6
8	↓	(1)	AC Milan	256.9
9	→←	0	Liverpool	233.2
10	↑	3	Juventus	195.4
11	↑	5	Borussia Dortmund	189.1
12	↓	(4)	Internazionale	185.9
13	↓	(2)	Tottenham Hotspur	178.2
14	↓	(4)	Schalke 04	174.5
15	↑	5	Napoli	148.4
16	↓	(2)	Olympique de Marseille	135.7
17	→←	0	Olympique Lyonnais	131.9
18	→←	0	Hamburger SV	121.1
19	↓	(4)	AS Roma	115.9
20	n/a	new	Newcastle United	115.3

2010/11 Revenue (€m)

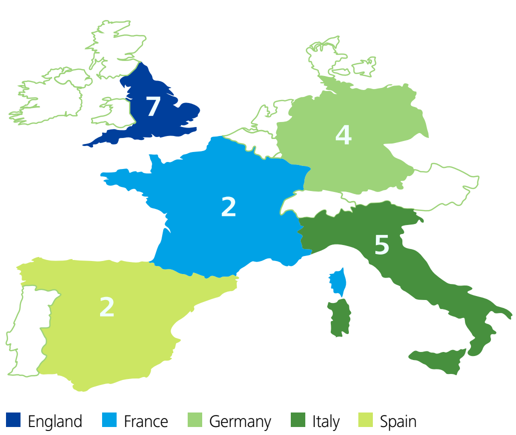
Position	Change	Positions changed	Club	Revenue
1	→←	0	Real Madrid	479.5
2	→←	0	FC Barcelona	450.7
3	→←	0	Manchester United	367
4	→←	0	Bayern Munich	321.4
5	↑	1	Chelsea	253.1
6	↓	(1)	Arsenal	251.1
7	→←	0	AC Milan	234.8
8	↑	1	Internazionale	211.4
9	↓	(1)	Liverpool	203.3
10	↑	6	Schalke 04	202.4
11	↑	1	Tottenham Hotspur	181
12	↓	(1)	Manchester City	169.6
13	↓	(3)	Juventus	153.9
14	↑	1	Olympique de Marseille	150.4
15	↑	3	AS Roma	143.5
16	n/a	new	Borussia Dortmund	138.5
17	↓	(3)	Olympique Lyonnais	132.8
18	↓	(5)	Hamburger SV	128.8
19	n/a	new	Valencia	116.8
20	n/a	new	Napoli	114.9

- Position in Football Money League
- Change on previous year
- Number of positions changed

2011/12 Revenues by streams (€m)



2011/12 Deloitte Football Money League clubs by country




bwin

1. Real Madrid

€512.6m (£414.7m)

2011 Revenue €479.5m (£433m)
2011 Position (1)

Real Madrid not only maintain their position as the leading club in the Deloitte Football Money League for an eighth consecutive season, equalling Manchester United's record, but also become the first club to surpass the €500m revenue threshold. Revenue increased by €33.1m (7%) to €512.6m (£414.7m) in 2011/12 and with a slightly increasing €29.6m gap to rivals FC Barcelona, Real Madrid remain the team to catch.

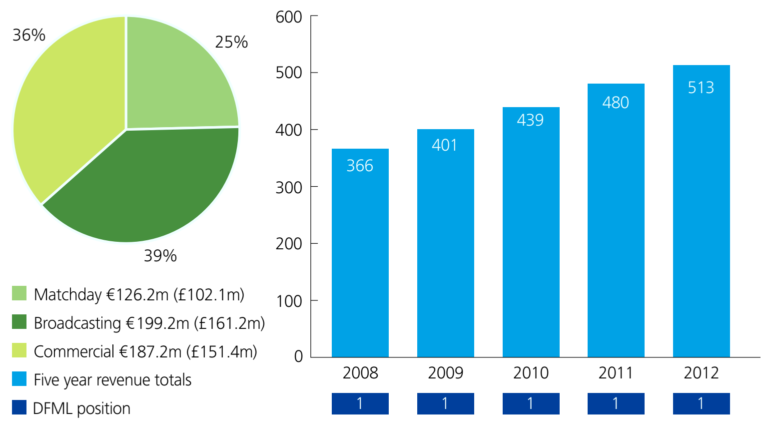
2011/12 will be remembered as a record breaking year for 'Los Merengues' both on and off the pitch. They won the La Liga title for the 32nd time gaining 100 points in the process – a feat that has never previously been achieved by any Championship winning side in any of the 'big five' European leagues. In doing so, they won 32 games scoring 121 goals, the most ever by a La Liga side in both cases. Jose Mourinho's side also had a good run in the UEFA Champions League before being defeated by Bayern Munich in the semi-finals.

Matchday revenue has increased by €2.6m (2%) to €126.2m (£102.1m). With the club recently announcing 'Proyecto Bernabéu' detailing plans to increase the capacity of the stadium with an increased corporate hospitality offering, matchday revenue will grow in the future as the matchday experience for fans improves.

Real Madrid's broadcast revenue is generated from their broadcast rights contract with Mediapro which runs until 2014/15 and UEFA Champions League and friendly matches. In 2011/12 they enjoyed an increase of €15.7m (9%) to €199.2m (£161.2m) thanks primarily to the variety of friendly matches played. The club played friendly matches in the US, China, Kuwait and across Europe during the 2011/12 season which delivered increased revenue.

Commercial revenue has increased by €14.8m (9%) to €187.2m (£151.4m) thanks in part to increased merchandise sales. This highlights the strength of the Real Madrid brand and the popularity of the club amongst fans from all over the world. Additionally, the 2011/12 season saw the commencement of agreements with Emirates Airlines and the Spanish banking group BBVA. The commercial strength of Real Madrid is

Real Madrid: Revenue sources and percentages (€m)



highlighted by their ability to achieve growth during difficult economic times in Spain and demonstrates that global brands are keen to align themselves with the world's most successful football club.

During the 2011/12 season, Real Madrid extended their kit deal with Adidas through to 2019/20. The club's current shirt deal with bwin expires at the end of 2012/13. Given the value of recent shirt deals negotiated by their European peers, Real Madrid may expect further revenue growth with a new deal. These factors, combined with the planned expansion of the Bernabéu, mean Madrid are strongly placed to retain their top position in the Money League, for a record breaking ninth year and beyond.

'Los Merengues' won the La Liga title gaining 100 points in the process – a feat that has never been achieved by any Championship winning side in any of the 'big five' European leagues.

2011/12 Domestic league position

1	**Real Madrid**
2	Barcelona
3	Valencia
4	Málaga
5	Atlético Madrid

2. FC Barcelona

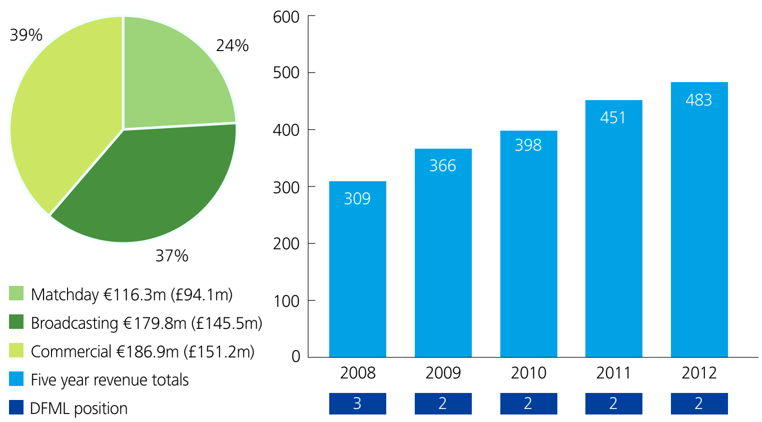
€483m (£390.8m)	**2011 Revenue** €450.7m (£407m) **2011 Position** (2)

FC Barcelona retain second place in the Money League behind Real Madrid for the fourth successive year and relinquished their La Liga crown to their great rivals in 2011/12. Even though the Catalans couldn't quite match their unprecedented on-pitch success from 2010/11, the club enjoyed €32.3m (7%) revenue growth to €483m, and success in both the Spanish Super Cup and FIFA World Club Cup made it a remarkable 14 trophies in four seasons for outgoing manager Pep Guardiola.

Revenue growth was driven almost exclusively by another significant increase in commercial revenue, with growth of €30.6m (20%) to €186.9m in 2011/12. Barcelona's commercial revenues have now increased by €64.7m (53%) in the last two seasons. This is underpinned by their shirt sponsorship deal with Qatar Sports Investments, which began in 2011/12 and was reportedly the most lucrative in world football, worth an estimated €30m a year, until Manchester United announced its new deal with Chevrolet, due to commence in the 2014/15 season. The club recently announced that Qatar Airways will replace Qatar Foundation as the logo on the club's shirt from the 2013/14 season, marking the first time a for-profit entity has adorned the Catalans' famous strip.

Their shirt sponsorship deal with Qatar Sports Investments, which began in 2011/12 was reportedly the most lucrative in world football in that season, worth an estimated €30m a year.

FC Barcelona: Revenue sources and percentages (€m)



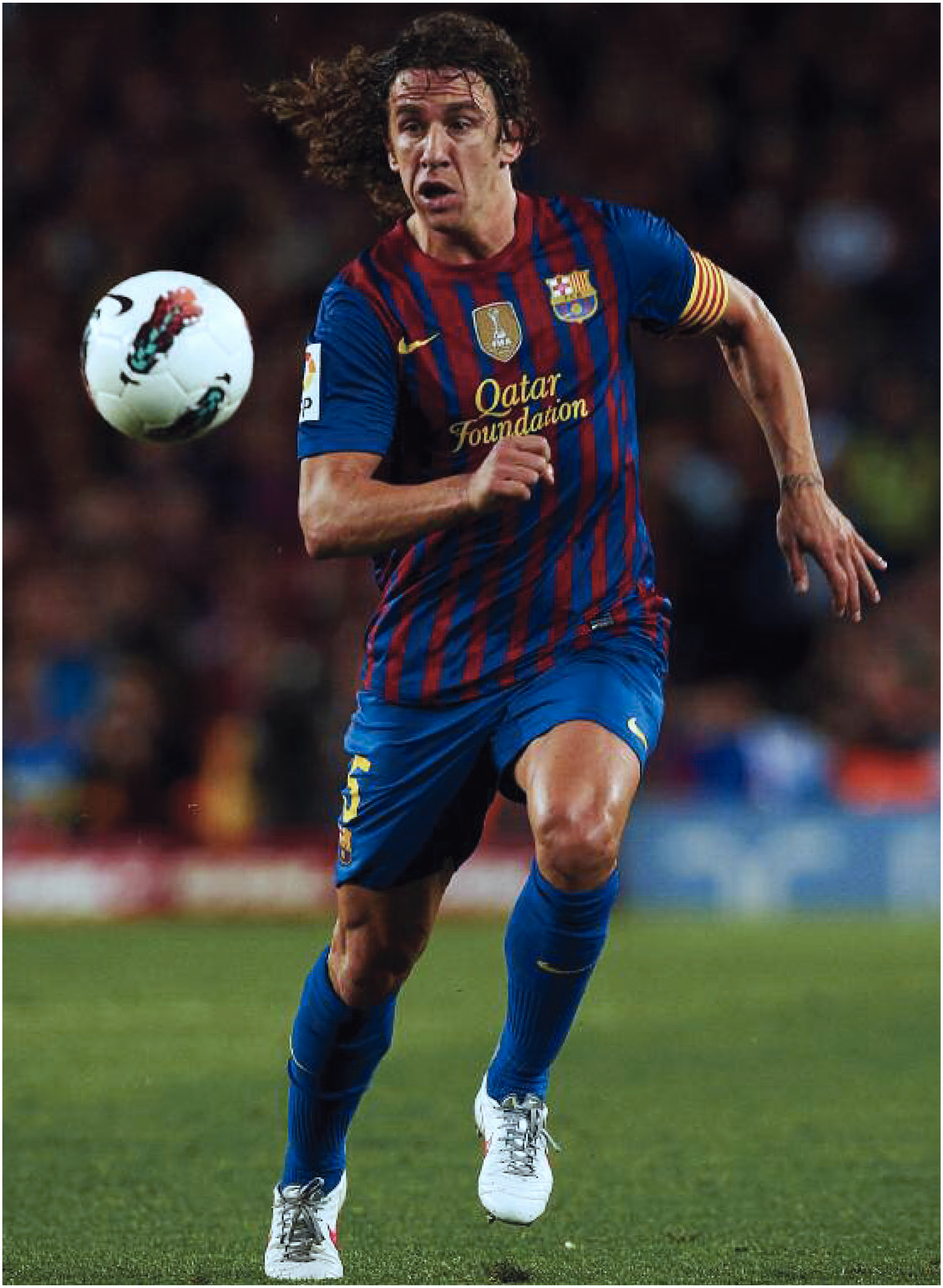
Matchday revenue of €116.3m (£94.1m) has increased by €5.6m (5%) from 2010/11, but Barcelona have now slipped behind Arsenal as the fourth highest revenue-generating club from this source. The club played the same number of home matches in 2011/12 as in 2010/11 (29), and their average matchday revenue figure of €4m has increased by €0.2m compared with the prior year. Barca's average home league match attendance was 75,069 in 2011/12.

Broadcast revenue has decreased by €3.9m (2%) compared with 2010/11, from €183.7m to €179.8m (£145.5m), a result of the club's semi-final Champions League exit and consequent reduction in central UEFA distributions – FC Barcelona received €40.6m in UEFA distributions in 2011/12 compared to €51m in 2010/11, when they won the competition. An increase in revenue from the club's domestic league and cup rights deal with Mediapro helped mitigate this reduction.

Midway through the 2012/13 campaign, FC Barcelona look well-set to regain their La Liga title from their arch-rivals Real Madrid, and continued on-pitch success will be crucial as they look to bridge the €29.6m gap at the top of the Money League. Discussions are ongoing concerning the redevelopment of their historic Nou Camp home, and with Real Madrid currently planning enhancements to the Bernabeu, the dominance of Spain's 'big two' at the top of the Money League may continue for some time yet.

2011/12 Domestic league position

1	Real Madrid
2	**Barcelona**
3	Valencia
4	Málaga
5	Atlético Madrid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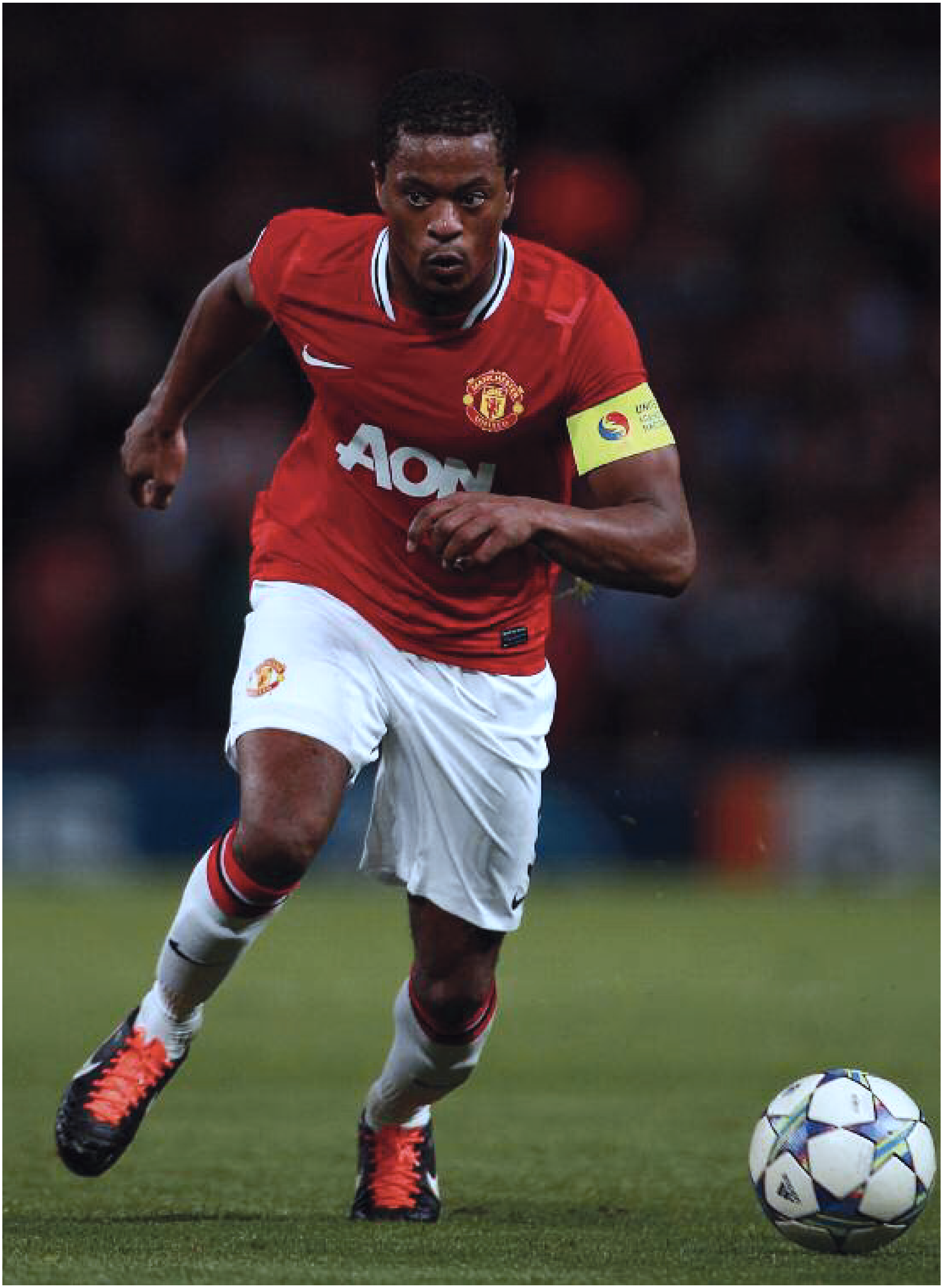
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3. Manchester United

€395.9m (£320.3m)	**2011 Revenue** €367m (£331.4m) **2011 Position** (3)

Manchester United retain third place in the Money League despite revenues declining by £11.1m (3%) to £320.3m (€395.9m) in a season which saw the club narrowly miss out on retaining their Premier League title as well as suffer early exits from the UEFA Champions League and FA Cup.

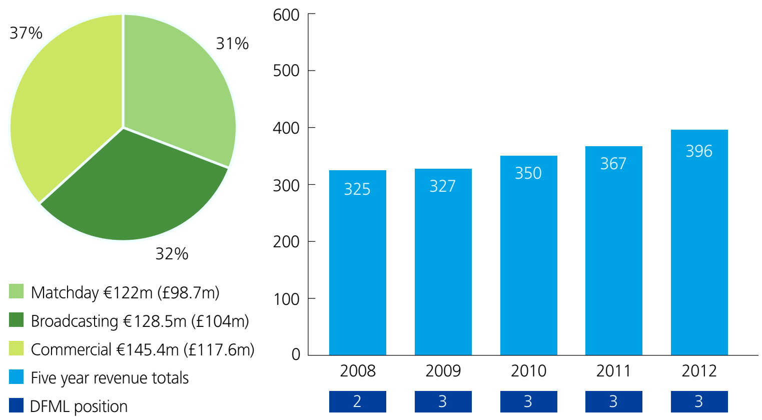
The club continue to make great strides in their commercial operations, with revenue increasing by £14.2m (14%) to £117.6m (€145.4m), to become the largest element (contributing 37%) of their total, having been the smallest in the previous year. This was driven by new global partnerships such as the innovative DHL training kit deal, reportedly worth £10m per season. The club also entered into several new regional partnerships, particularly in the new media and mobile sectors, which contributed £20.7m of revenue, an increase of 20%.

Looking forward, further commercial revenue growth is expected, having entered into a world-record $559m (£357m) deal with General Motors for Chevrolet to become their exclusive shirt sponsor for seven years beginning in 2014/15. Revenues delivered in 2014/15 will be more than double those from the current Aon deal, worth a reported £20m per year, with slight year on year increases built into the arrangement. As part of the deal, the club will also receive around £12m in each of the 2012/13 and 2013/14 seasons. The size of this deal has prompted the club to negotiate an early buyout of the DHL training kit agreement, effective from the end of the 2012/13 season, as they seek greater value from these rights.

Failure to progress beyond the group stage of the Champions League led to a fall in broadcast revenue of £13.2m (11%) to £104m. The club received €36.4m (£29.5m) of UEFA distributions, which is a decrease of €16.8m (32%) on the €53.2m they received for the 2010/11 campaign in which United reached the final, finishing runner-up to Barcelona.

The club's attendance levels increased slightly in 2011/12, with an average home crowd of 75,387 for league matches. This helped matchday revenue per game to rise from £3.8m to £3.9m (€4.9m). However, as a result of playing four fewer home games (25) compared with the previous season, overall matchday revenue decreased by £12.1m (11%) to £98.7m (€122m).

Manchester United: Revenue sources and percentages (€m)



Despite the favourable movements in the Sterling exchange rate, United are further behind the Spanish top two in 2011/12, with a gap of €87.1m to second placed FC Barcelona, which serves to emphasise the importance of on-pitch success. If the Red Devils can consistently produce improved results, particularly in qualifying for later stages of the Champions League, then, together with the Chevrolet deal and commencement of the new, improved Premier League broadcasting deal in 2013/14 which will deliver an uplift of at least £20m, the club should be able to mount a stronger challenge to their Spanish competitors in our ranking in the coming years.

Commercial revenue growth is expected, with a world-record £357m deal with General Motors to become their shirt sponsor for seven years beginning in 2014/15.

2011/12 Domestic league position

1	Manchester City
2	**Manchester United**
3	Arsenal
4	Tottenham Hotspur
5	Newcastle United

4. Bayern Munich

€368.4m
(£298.1m)

2011 Revenue €321.4m (£290.3m)
2011 Position (4)

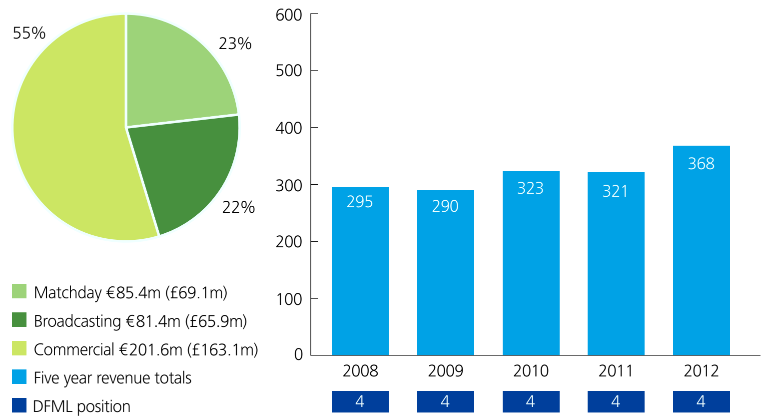
Despite a second consecutive trophyless season, Bayern Munich reversed the previous year's decline in total revenue, which increased by €47m (15%) to €368.4m (£298.1m) in 2011/12. Under the stewardship of manager Jupp Heynckes, appointed in July 2011, it was a story of 'so near yet so far' for Die Bayern, finishing second in the Bundesliga, runner-up in the domestic cup and losing to Chelsea on penalties in the final of the UEFA Champions League in Munich.

Matchday revenue grew €13.5m (19%) to €85.4m (£69.1m), despite Bayern freezing ticket prices for the 2011/12 season. The improved performance in each competition compared to 2010/11 saw the club host 25 home matches at the Allianz Arena, two more than the previous season, with capacity attendances for the majority of matches. Matchday revenue also included the amount received by the club for hosting the 2012 Champions League final at the Allianz Arena.

The Bavarians' Champions League run, which saw them reach the final of Europe's top tier club competition for the second time in three years, resulted in the club receiving €43.8m in UEFA central distributions, an increase of €11.2m on 2010/11 and the main reason behind the rise in broadcast revenues from €71.8m to €81.4m (£65.9m).

As in previous years, commercial sources contributed over half of Bayern's total revenue in 2011/12, with the club recording an impressive €23.9m (13%) increase in commercial revenues to €201.6m (£163.1m). This is the first time any Money League club has generated over €200m from a single revenue source. Merchandise revenue increased by €13.5m (31%) to €57.4m, whilst revenue from sponsorship and advertising grew by €10.4m. This relentless commercial growth was underpinned by an eight year extension to the club's long-standing relationship with equipment supplier Adidas, who still hold an interest in the club, reportedly worth €25m per season through to 2020. The club continues to benefit from the strong German corporate market, adding Imtech to its portfolio of premium partners and extending its relationship with Samsung and local brewer Paulaner during 2011/12.

Bayern Munich: Revenue sources and percentages (€m)



Significant spending in the summer 2012 transfer window has helped the club to hit the ground running in 2012/13, with Bayern strongly placed in the Bundesliga and having qualified for the last 16 of the Champions League. Bayern have also been busy on the commercial front, securing a reported €30m per season, four year extension with long-term sponsor Deutsche Telekom which will see the telecoms company remain as the club's main shirt sponsor through to 2017. This commercial focus, along with a return to on-pitch success, will be necessary for the Bavarians to stay ahead of the chasing English Premier League clubs once their new television deal comes into effect.

It was a story of 'so near yet so far' for Die Bayern, finishing second in the Bundesliga, runner-up in the domestic cup and losing to Chelsea in the final of the UEFA Champions League.

2011/12 Domestic league position	
1	Borussia Dortmund
2	**Bayern Munich**
3	Schalke 04
4	Borussia Mönchengladbach
5	Bayer Leverkusen