SUSTAINABILITY REPORT
of FC Bayern Munich

2024
–2025

TABLE OF CONTENTS

3
FOREWORD

9
ESG FACTS

27
ENVIRONMENT

60
SOCIAL

102
GOVERNANCE

112
CONCLUSION
AND OUTLOOK

FORE-WORD



HERBERT HAINER



JAN-CHRISTIAN DREESEN



ROUVEN KASPER

There's a reason that FC Bayern Munich's sustainability strategy is entitled "mitnand" – the Bavarian word for "together". It captures the crux of the matter – that sustainability is not a solo sport. It is particularly important for a sports club like FC Bayern Munich, that thrives on team spirit, cohesion and community, to take collective responsibility – on the pitch, in the club and beyond. If we want to make a difference as FC Bayern Munich, we want that to include our fans, employees, partners and the entire football family.

The aim of this sustainability report is to show how we understand and embody responsibility at FC Bayern Munich – in men's and women's professional football, in FC Bayern Munich basketball, in our departments and at all of our venues, including our head office at Säbener Straße, the Allianz Arena, the FC Bayern Munich Campus, the SAP Garden and BMW Park. Our club represents not only sporting success and economic strength, but also a duty to be actively involved in social development. We accept this responsibility with conviction – not just in Munich and Bavaria, but everywhere that we can make an impact.

INDEX

For us, sustainability is a key component of the future-viable development of our club. It entails responsible use of resources, our social commitment, promotion of diversity and inclusion, and transparent and reliable management of the club. This report documents our activities, progress and targets in our areas of responsibility. It sets out the actions we have already implemented, the challenges we still face and our ambitions for further development. It is vital that we do not view sustainability as a short-term initiative, but rather as a long-term process that requires commitment, transparency and ongoing improvement.

Our particular thanks go to all those on this journey with us: our fans, who support FC Bayern Munich with passion, conviction, heart and soul, and our sponsors and partners, who not only support our commitment, but play an active role in it. Together we are laying the foundations to position FC Bayern Munich for the future as taking responsibility beyond sporting success – for our club, our region and all parties who join us on this journey.

INDEX



LEADING THE WAY TOGETHER.
WITH RESPECT.

INDEX

ABOUT THIS REPORT

Our third sustainability report provides an overview of the key developments regarding sustainability and the future viability of FC Bayern Munich. The report covers the 2024/2025 season and covers FC Bayern München AG, all of its subsidiaries, FC Bayern München e.V. and FC Bayern München Basketball GmbH.

Following an overview of our sporting and financial figures for the 2024/2025 season, we reflect on the special occasion of the 20th anniversary of the Allianz Arena. There are few other places where sporting and financial success are combined so closely with social and environmental responsibility as in what FC Bayern Munich refers to as its "living room".

The report continues with the most important environmental and social developments and actions of FC Bayern Munich during the 2024/2025 season, with a focus on the close ties between FC Bayern Munich and its fans, partners and sponsors. These are not limited to communicative actions, but are reflected in a wide range of impact-based projects.

The final section of the report presents FC Bayern Munich's strategic direction concerning governance, in other words strategic company management, and provides details on the symbiotic relationship between resilience to current crises and identifying business potential in these turbulent times.



STATUS QUO

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY REMAIN CORE VALUES FOR FC BAYERN MUNICH – IN LINE WITH REGULATORY REQUIREMENTS

FC Bayern Munich continued to live up to its sporting image in the 2024/2025 season, by winning the German championship – its 12th national title of the past 13 years after a brief hiatus the previous year.

We also moved in the right direction financially, with record Group revenue of €978 million marking a new milestone for FC Bayern Munich (see page 12).

However, challenges such as geopolitical crises and climate change persisted despite the sporting and financial successes. The football sector also remains subject to its own challenges, including escalating consulting fees, rapid technological development affecting matches and match days, and changing expectations of the younger generation of fans in terms of the fan experience.

FC Bayern Munich does not regard any of these developments, whether sporting success, financial stability or changing challenges in the world and in football, as isolated factors. In fact, we strive to maintain and expand on our sporting and financial success by developing resilience to the challenges of the current times. However, FC Bayern Munich also believes that the challenges present opportunities to develop new solutions and offers for our fans. Moreover, FC Bayern Munich will always be a safe haven for its members and fans. Another reason to meet our social and environmental responsibilities is to guarantee this goal. Our innate understanding of the concept of sustainability at FC Bayern Munich is based on this combined objective of resilience, responsibility and future viability.

The regulatory framework for this report continues to comprise the UN Sustainable Development Goals (SDGs), the UN Guiding Principles on Business and Human Rights (UNGPs), and other applicable regulations of German and European legislators and the relevant football associations and leagues.

INDEX

FACTS THAT SPEAK FOR THEMSELVES – AND REFLECT OUR AMBITIONS

ESG FACTS

KEY FIGURES

"ESG facts" refer to the structured and transparent presentation of the material sustainability factors for FC Bayern Munich in the form of facts and figures. ESG stands for environmental, social and governance, which provides a framework for an integrated approach to responsible club management. This section includes the key facts, figures and developments that make our view of sustainability and our progress clear.

INDEX

SUSTAINABLE SUCCESS AS AN EXPRESSION OF GOOD GOVERNANCE

We have consciously included FC Bayern Munich's main sporting and financial figures in our ESG facts. This is because sustainable development is not measured solely based on environmental and social progress, but also on our long-term ability to provide stable, competitive and responsible governance for the club. Sporting success creates reach, identity and social impact, whereas financial stability is a key requirement to ensure investment in future viability, infrastructure, talent development and social responsibility for the long term.

We see sustainable success as an expression of good governance. Proactive management, financial stability and sporting strength form the foundation for firmly embedding sustainability – irrespective of changing requirements and political trends. That is the reason for including these figures in our ESG facts. Responsibility is reflected in the interplay between environmental, social, sporting and financial factors.



SPORT

Overview as of 2026

Title wins

FC Bayern Men



6

UEFA Champions League



4

FIFA Club World Cup



35

German Bundesliga



2

UEFA Super Cup



21

DFB Cup



1

UEFA Cup



1

European Cup Winners' Cup



18

DFL Supercup/ DFL Ligapokal

Title wins

FC Bayern Women



1

Bundesliga Cup



8

German champions



3

DFB Cup



2

Supercup

Title wins

FC Bayern Basketball



7

German champions



4

German cup winners



1

DBB Cup winner



1

2nd Basketball Bundesliga ProA champions

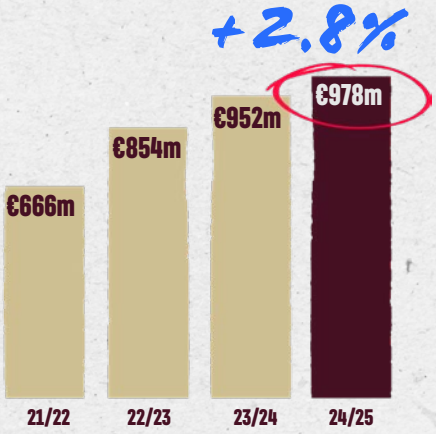
INDEX

FINANCIAL FIGURES

2024/2025 Annual General Meeting

Record revenue for the Group

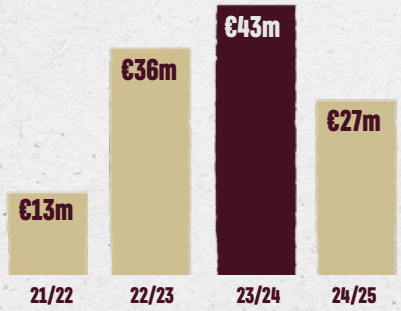
€978.3M



2024/2025 Annual General Meeting

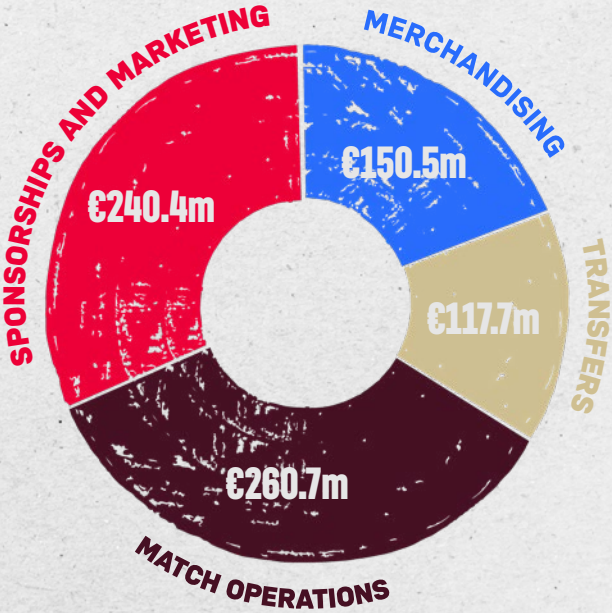
Net profit for the year Group

€27M



2024/2025 Annual General Meeting

Breakdown of FC Bayern München AG revenue



INDEX

ENVIRONMENTAL FIGURES

CO_2e FOOTPRINT AND FAN MOBILITY

- FC Bayern Munich's carbon equivalent footprint for the 2023/2024 season was 82,182.65 t CO_2e.
- More than 76% of emissions were attributable to fan mobility, which underscores the high relevance of travel to and from matches for our climate impact.
- However, targeted actions are showing real potential for reduction. The average CO_2e emissions at FC Bayern Munich's women's team "Future Matchday" home match were reduced by approximately 6 tonnes or almost 20% to around 1 tonne, by encouraging fans to consider climate-friendly[1] means of transport to the match.

ENERGY AND SELF-GENERATION

- Since the 2021/2022 season, the photovoltaic systems at the Allianz Arena have been generating electricity for its own supply.
- A total of 2,729,521.7 kWh have been generated to date, of which 607,759 kWh in the 2024/2025 season.
- The share of self-generated power in total electricity consumed was around 3.8%.

[1]We consider travel to matches by bus or bicycle as a more climate-friendly alternative than private cars, and plan to continue to promote these modes of transport.

INDEX

SOCIAL FIGURES

DIVERSITY, DEMOCRACY AND CULTURE OF REMEMBRANCE

RED AGAINST RACISM

- More than 25 events and campaigns were held under our "Red Against Racism" initiative in the 2024/2025 season.
- FC Bayern Munich joined with the Jewish Community of Munich and Upper Bavaria (IKGM) to welcome some 110 guests to the Ohel Jakob Synagogue for a guided tour and a joint Shabbat celebration on 31 January 2025.
- Around 150 FC Bayern Munich employees attended a contemporary witness talk by Abba Naor.



SOCIAL COMMITMENT AND SUPPORT FOR SERIOUSLY ILL FANS

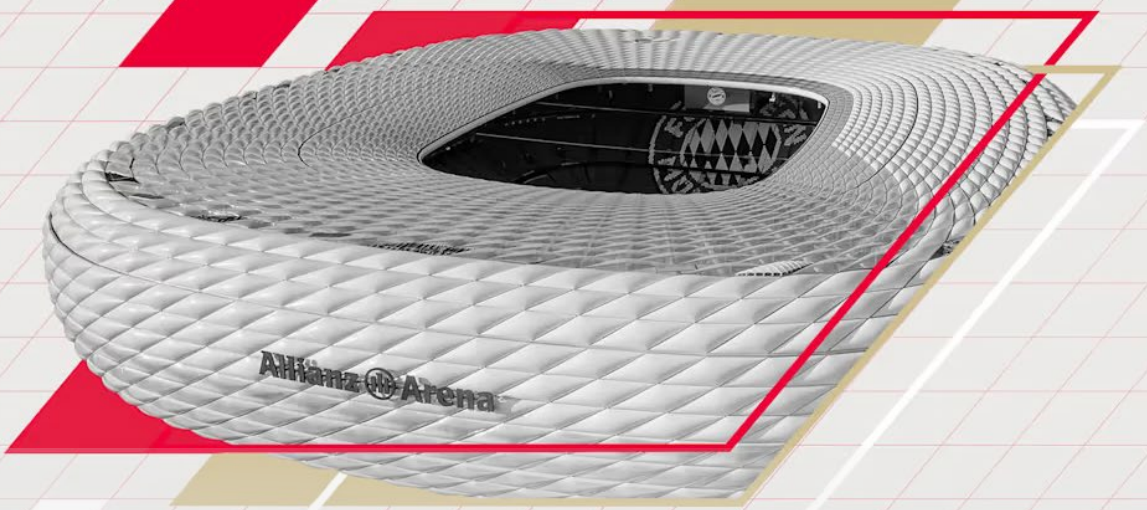
- FC Bayern Munich welcomed more than 17 seriously ill fans and their families to Säbener Straße for a meet and greet experience.
- We also facilitated more than 100 meet and greets with the team at the Allianz Arena, FC Bayern München Museum and the Campus.

INDEX



- More than 30 families of seriously ill fans had access to tickets.
- Over 600 care packages were sent out containing a total of more than 1,700 items of merchandise.
- An auction of 14 jerseys held with FC Bayern München Hilfe e.V. raised more than €7,700 to support families in need.
- A total of 156 items were auctioned off for charity.





HISTORICAL FIGURES

The 20th anniversary of the Allianz Arena is also included in our ESG Facts this year. This is because our stadium has not only been the sporting home of FC Bayern Munich for two decades, but also represents a responsible and sustainable infrastructure development with its social facilities – primarily for people with disabilities – and high environmental standards.

20 YEARS OF ALLIANZ ARENA

2005 – Opening with 66,000 seats

2005 – Sustainable transport option Fröttmaning underground station

2006 – EMAS certification

2015 – LED-Façade

2025 – 75,024 seats 324 wheelchair spaces

2025 – Awareness for socially-relevant issues

INDEX

20 YEARS

ALLIANZ ARENA – FROM A VISION TO FC BAYERN'S "LIVING ROOM FOR EVERYONE"

The Allianz Arena embodies FC Bayern Munich's understanding of sustainability like scarcely any other building. Irrespective of the zeitgeist, FC Bayern Munich has always aimed to build and operate in a way that reconciled environmental and economic goals and showcased social responsibility. Its construction and business activities have also pursued aspects of resilience, risk mitigation and social responsibility. We join with our partners and fans in upholding our values at the arena every match day and beyond.

Environmental and climate-related factors were considered as early as the planning stages of the Allianz Arena. Infrastructure and transport links to the arena were expanded in parallel to the 30-month construction starting in October 2002. This included the new "Fröttmaning" underground station that has enabled many fans to make the conscious decision to take environmentally and climate-friendly transport to the stadium from day one.

Aside from transport, there was also a focus on the environment and the climate in terms of construction and operations. The ETFE façade comprising 2,784 air-filled cushions is the largest of its kind in the world.

INDEX

The material is durable, weather-resistant, flame retardant and has a self-cleaning, water-repellent surface – qualities that reduce cleaning and maintenance work and help to protect the environment and conserve resources.

Even though the focus was on climate and environment right from the start, FC Bayern Munich and Allianz Arena's understanding of sustainability does not allow them to rest on the laurels of their initial success, but rather requires them to constantly strive for development opportunities in order to meet economic, environmental and social targets.

In line with this approach, the façade has been illuminated by dynamic LED technology since 2015. Some 300,000 LEDs provide lighting in 16 million colours and reduce the electricity consumed for exterior lighting by around 60%, or 100,000 kWh and 362 tonnes of CO_2e per year compared with the previous non-LED lighting.

The objective of constant development of the Allianz Arena is underscored by its certification under EMAS, (Eco-Management and Audit Scheme), the European Union's environmental management tool, which it has held since 2006.



EMAS certification shows that environmental responsibility is systematically managed, continuously improved, and made transparent and verifiable through an independent external audit. FC Bayern Munich's mission and understanding of sustainability is reflected precisely in this commitment to continuous improvement.

We want the Allianz Arena to always be a place of wellbeing and an escape from everyday life. The Allianz Arena has also made constant improvements to meet this objective. The arena opened in 2005 with a seating capacity of 66,000, which has been gradually increased to the current capacity of 75,024. Of these, 324 spaces are reserved exclusively for wheelchair users.



Our "OBACHT" awareness concept also makes a key contribution to the wellbeing of our fans in the arena. We developed the concept with our fans and implement it with them too. Any spectator who feels uncomfortable or unsafe at the Allianz Arena can easily approach the awareness team and receive help immediately. In addition to the EMAS certificate, this concept put us a step ahead of our competitors in the league and elsewhere.

Our partners – in particular naming rights sponsor Allianz – also take collective responsibility with FC Bayern Munich, and use the arena's reach, such as by changing the colour of the exterior lighting to pink during Breast Cancer Awareness Month.

INDEX

PARTNERSHIP FIGURES: COLLECTIVE RESPONSIBILITY × 4

ADIDAS, ALLIANZ, AUDI AND TELEKOM

Another of our ESG Facts is that we do not assume our social responsibility alone. We meet our responsibility at various levels, not least through cooperation and close ties with our four main partners: adidas, Allianz, Audi and Telekom.

This combines the experience, expertise and reach of FC Bayern Munich with that of each of the main partners in order to take impact-oriented responsibility in various areas.

adidas is working with TV personality Lena Gercke and FC Bayern Munich to promote awareness of breast cancer as a health issue (see page 70).

Allianz is also raising awareness of the importance of preventative measures in the fight against breast cancer together with FC Bayern Munich.

Audi is involved in the GEMINI project via its parent company Volkswagen (VW), enabling FC Bayern Munich to collaborate on a forward-looking urban mobility solution model that pursues the goal of environmental protection and climate action (see page 57).

Telekom and FC Bayern Munich have been working together for many years to combat online hate and promote diversity and inclusion (see page 73).

We are proud that our main partners and FC Bayern Munich not only understand that the spirit of the partnership is embedded in business and sport, but also recognise the importance of football for society. We advocate together for overarching objectives such as health, environmental protection and human dignity.



INDEX



MAJOR ACHIEVEMENTS BEGIN WITH A SHARED CONVICTION

INDEX

REPORT STRUCTURE

This report is broken down into the three aspects of sustainability or ESG:

ENVIRONMENT: environmental protection and climate action, **SOCIAL:** social matters, **GOVERNANCE:** club management and organisation

DO YOU WANT TO KNOW MORE, BUT DON'T HAVE MUCH TIME?

Use the clickable navigation to quickly find what you need in our annual ESG report.

ONE FOR ALL, ALL FOR ONE: ACHIEVING MORE TOGETHER

27 ENVIRONMENT

29
Our carbon footprint

42
Looking and moving ahead with Viessman

47
Fan workshop on climate and environment

50
Bavarian Climate Alliance, climate week and climate stripes

52
Cycle to the match

54
E-charging park

57
GEMINI and mobility analysis



60 SOCIAL

UNITED FOR OPENNESS



62
Red Against Racism

65
FC Bayern Munich Women

73
Working with Telekom

79
Social matters

85
FCBB Helpside

89
Fan club culture
A sense of community

93
KIDS CLUB

95
TEENS CLUB

100
Mental health

SHOWING CONVICTION CALLS FOR TEAM SPIRIT

102 GOVERNANCE

104
Governance and future viability

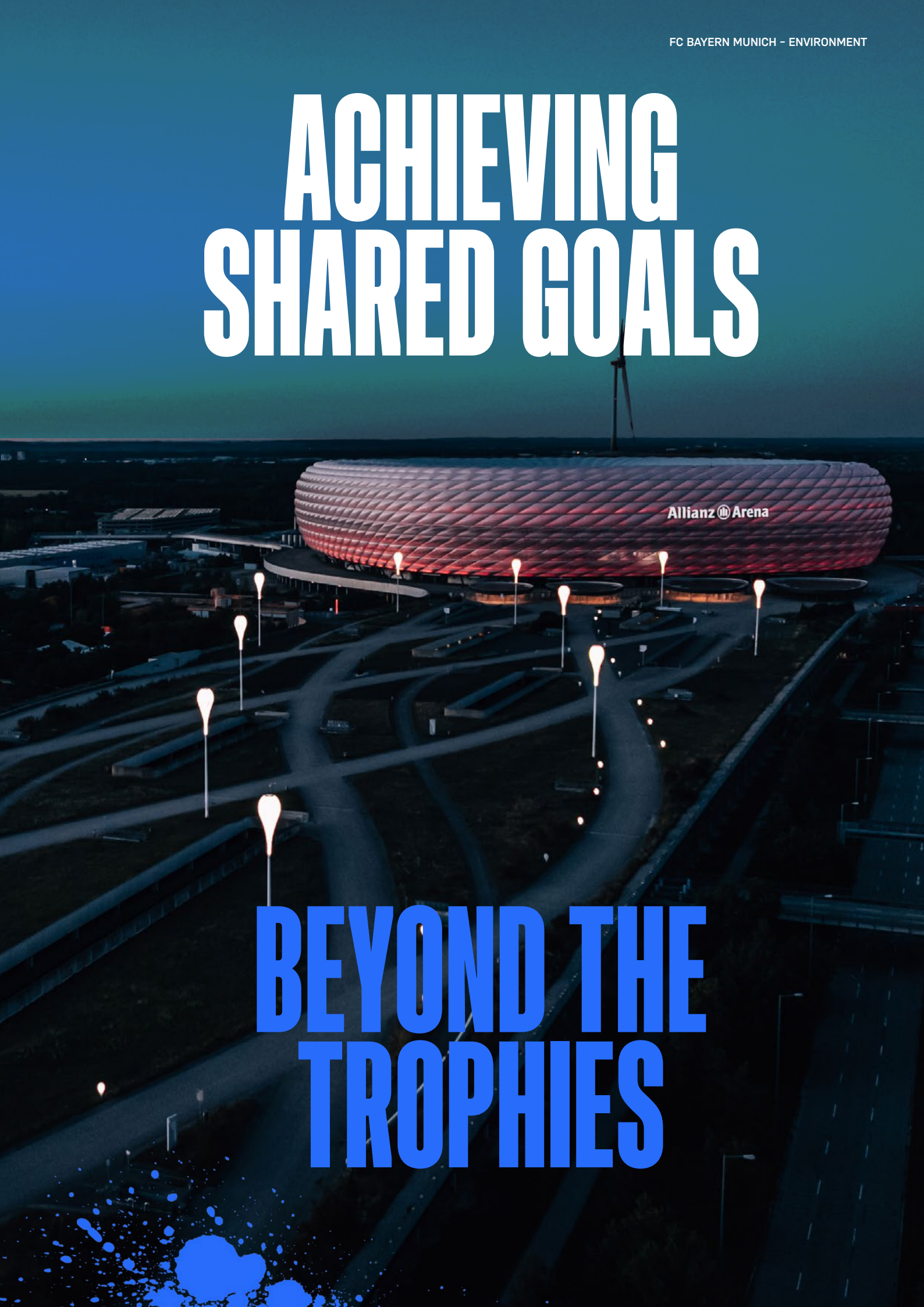
104
Resilience and future viability

106
Sustainability as a component of business performance

108
International: from Munich via Bavaria to the world



ACHIEVING SHARED GOALS



BEYOND THE TROPHIES

CO_2eFOOTPRINT
BAVARIAN PV
CLIMATE ALLIANCE SYSTEM
GREENHOUSE GAS REDUCTION
RENEWABLE ELECTRICITY
ENERGY EFFICIENCY
HEAT PUMP
E-TEAM BUS
CLIMATE &
RESPONSIBLE ENVIRONMENTAL
CYCLE TRAVEL STRATEGY
TO THE CLIMATE PACT
MATCH
FC BAYERN BIOTOPE
RESOURCE MANAGEMENT
CIRCULAR ECONOMY
CLIMATE
USING RAINWATER
EMAS
STRIPES
COLLECTIVE CERTIFICATION
ACTION
RAISING AWARENESS
RESPONSIBILITY
SUSTAINABILITY

ENVIRONMENT

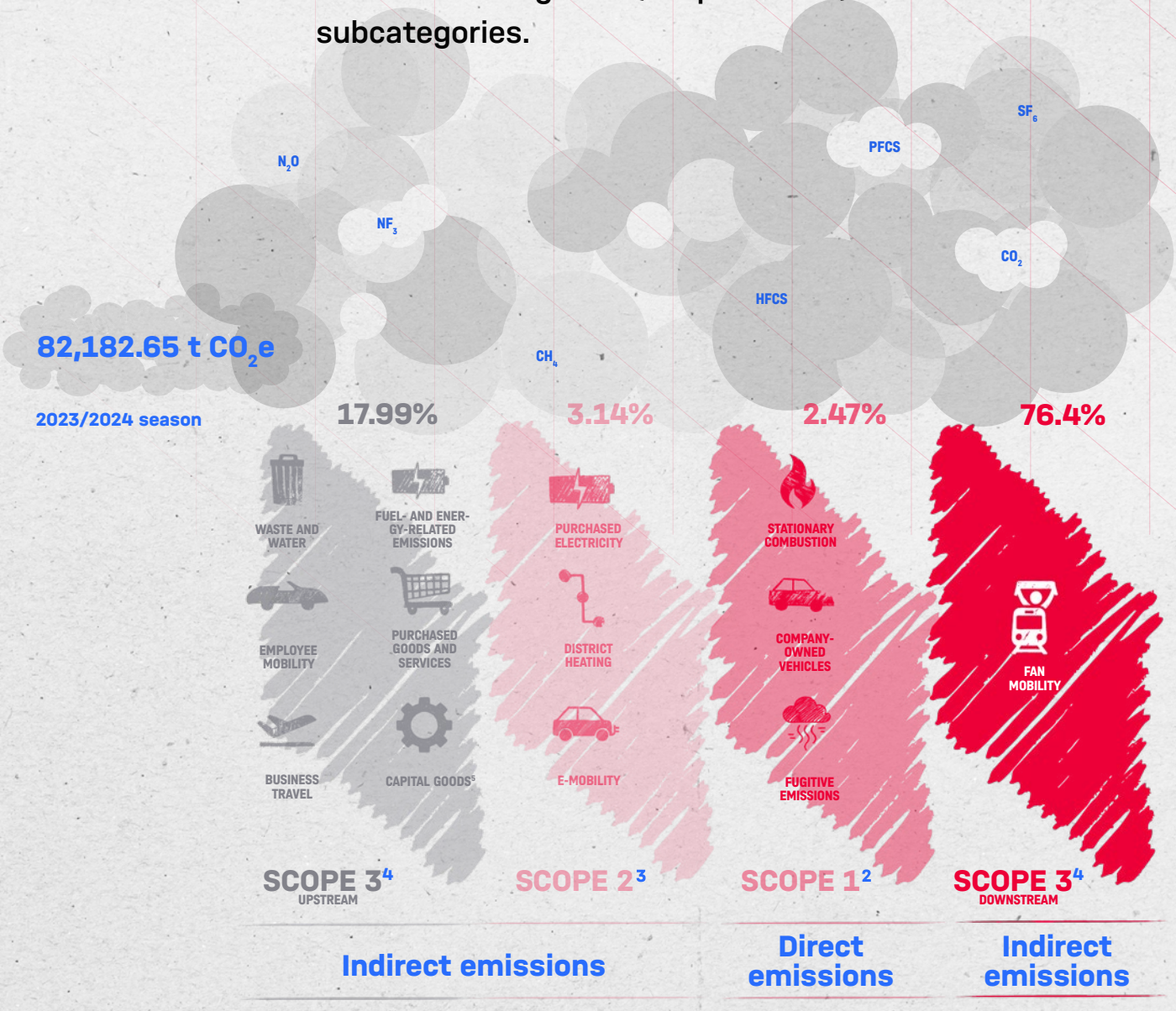
OUR CARBON FOOTPRINT – THE KEY FACTOR FOR MEASURING IMPACT

Environmental figures form an important foundation in order to make the relevant developments transparent for sustainability management, to measure progress, and to effectively manage strategic actions. And FC Bayern Munich's CO_2e footprint is the focal point in collecting environmental figures. It creates transparency regarding the clubs main greenhouse gas emissions and forms a central basis for assessing and further developing the impact of our environmental strategies and actions. With a view to the future viability of FC Bayern Munich, we consider the way in which we approach climate-related challenges as a shared task that we address actively with our partners and fans.

KEY FIGURES TO MEASURE OUR 2023/2024 CARBON/CO_2e FOOTPRINT

We measured and assessed FC Bayern Munich's CO_2e footprint once again for the 2023/2024 season. As this is always a retroactive calculation which requires a certain time lag after the end of season, this report covers the assessment of the CO_2e footprint for the 2023/2024 season.

As in the preceding years, data was collected from FC Bayern München AG, all of its subsidiaries, Allianz Arena München Stadion GmbH and FC Bayern München Basketball GmbH, with measurement based on the Greenhouse Gas Protocol's Corporate Accounting and Reporting Standard (GHG Protocol). The greenhouse gas emissions were accordingly allocated to the three emissions categories (Scopes 1 to 3) and the relevant subcategories.



[2]Scope 1 (direct release of GHG emissions): Scope 1 covers emissions from sources that are directly owned or otherwise directly controlled by FC Bayern (e.g. its own vehicles).

[3]Scope 2 (indirect release of GHG emissions in the immediate business area): emissions from purchased energy (e.g. electricity consumption, heat).

[4]Scope 3 (indirect release of GHG emissions within the upstream and downstream supply chain): emissions resulting from activities that are not directly related to the organisation of FC Bayern (ownership or direct control). We understand this to include mobility (of fans and employees) and the production of merchandise, among other factors.

[5] We understand capital goods to be investment goods that are required to manufacture or produce other goods, e.g. lighting systems.

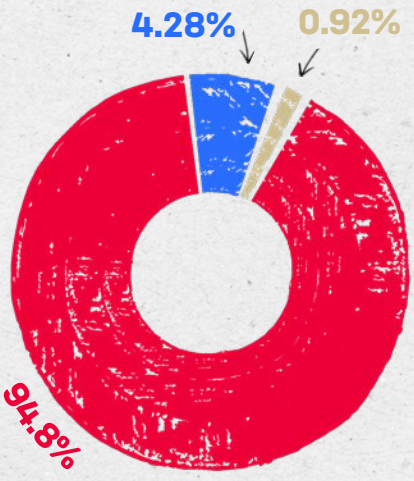
MEASUREMENT OVERVIEW

Scope 1
Scope 2
Scope 3

Proportion of total emissions per scope

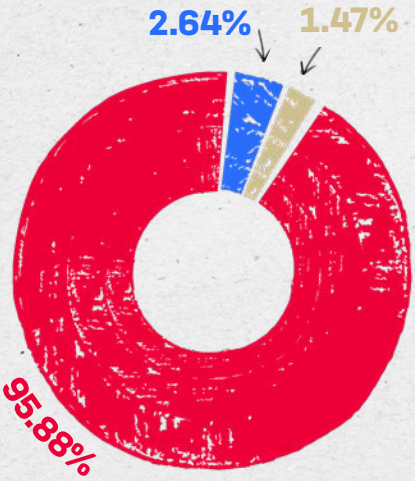
Emission distribution by scope

2021/2022



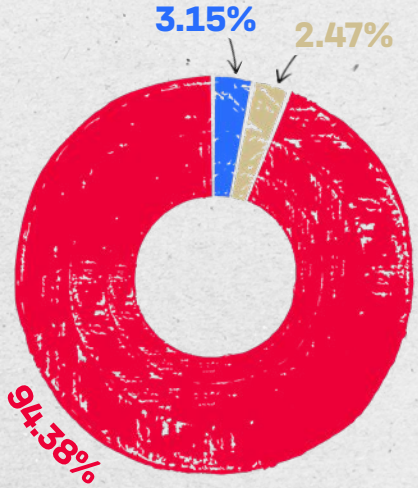
Emission distribution by scope

2022/2023



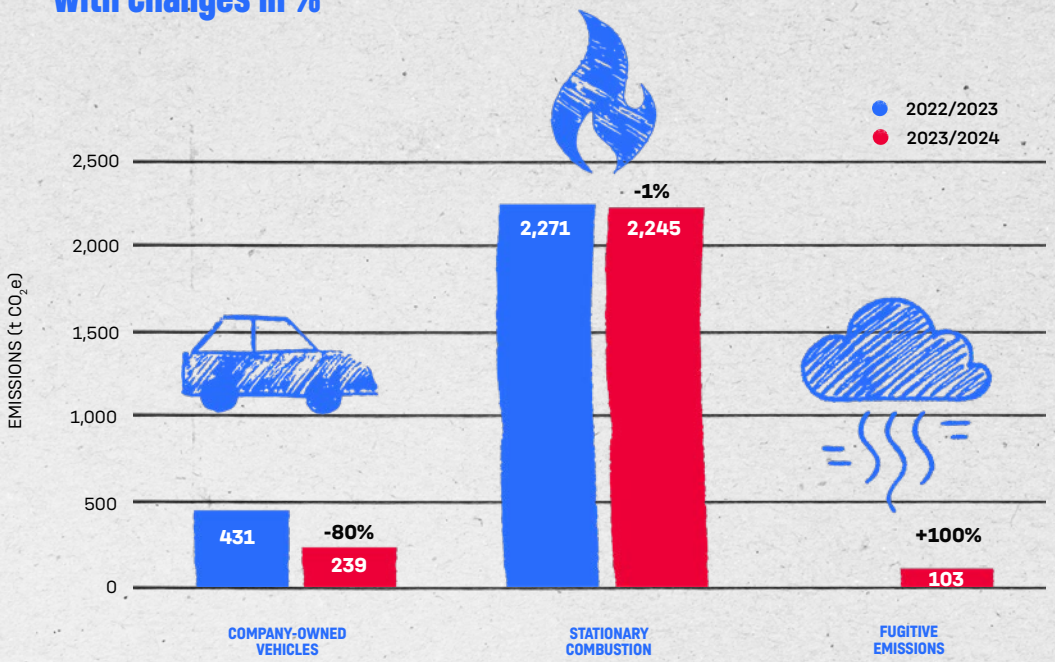
Emission distribution by scope

2023/2024



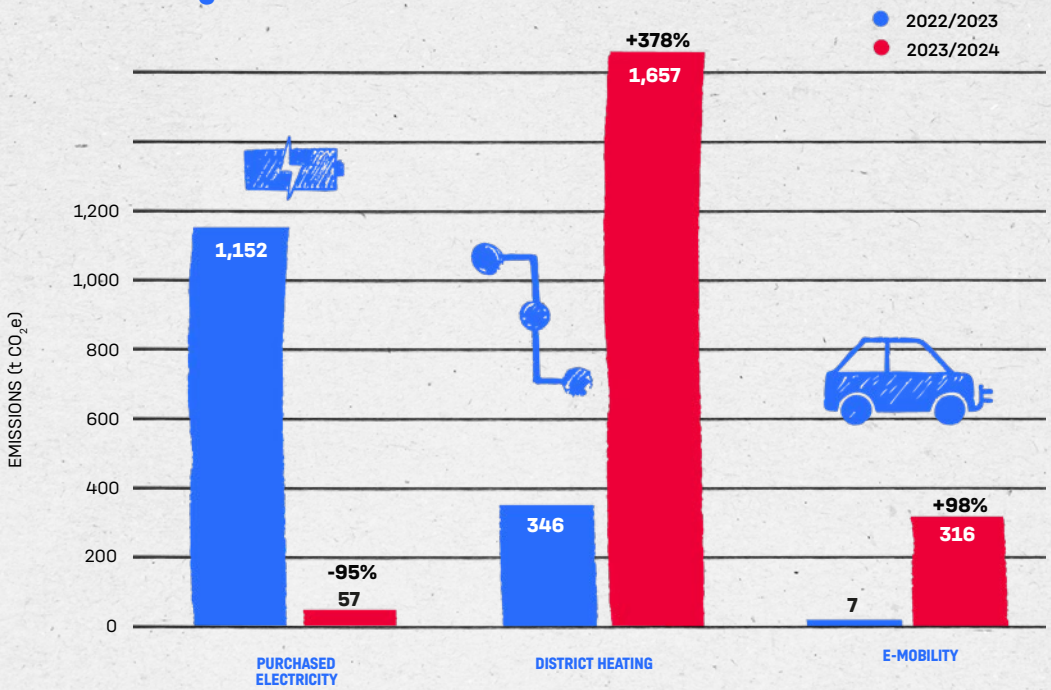
Scope 1 emissions in 2022/23 vs 2023/24

with changes in %



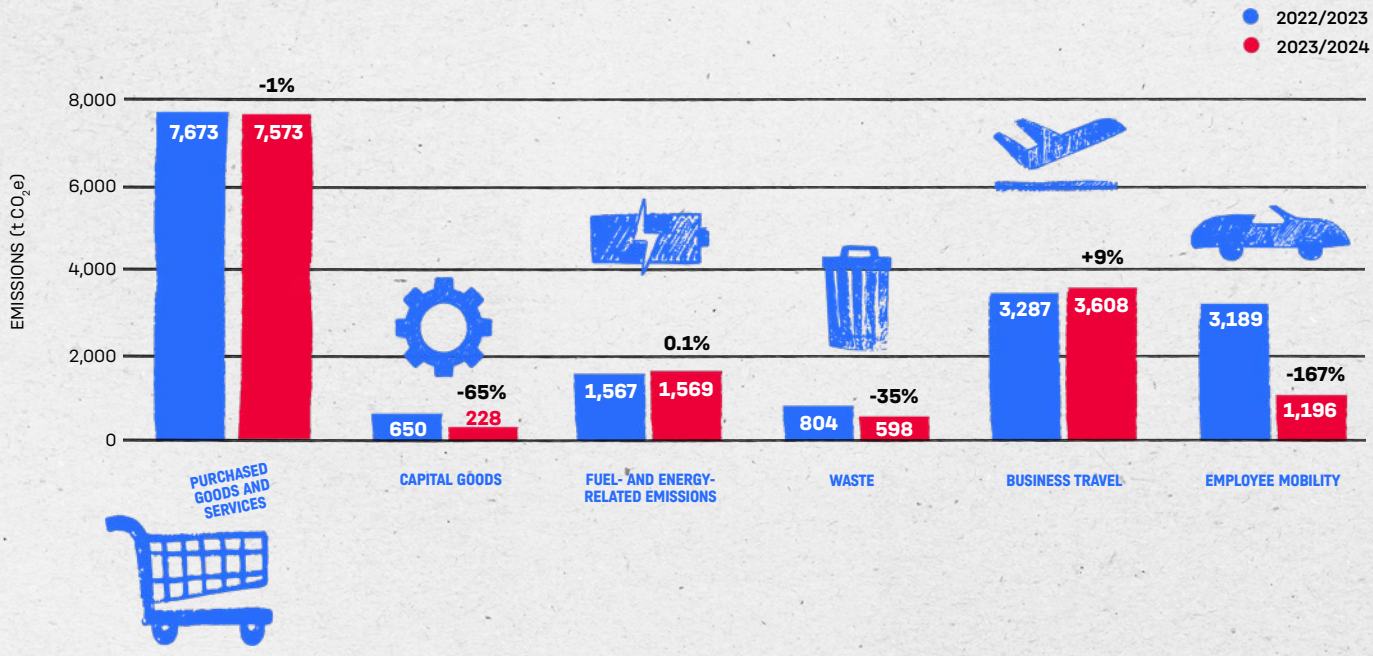
Scope 2 emissions in 2022/23 vs 2023/24

with changes in %



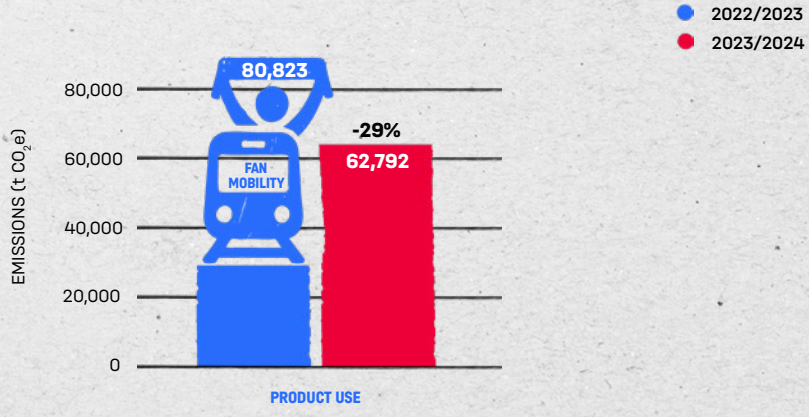
Scope 3 upstream emissions in 2022/23 vs 2023/24

with changes in %



Scope 3 downstream emissions in 2022/23 vs 2023/24

with changes in %



TRANSPARENCY

IN MEASUREMENT AND PRESENTATION

We were able to substantially reduce our CO_2e footprint in the 2023/2024 season as against the previous season. Our total greenhouse gas emissions fell from 102,206.88 t CO_2e in the preceding 2022/2023 season to 82,182.65 t CO_2e, a decline of 20,024.23 t CO_2e or 24.4%. Although this is a positive development, distinctions need to be made in its assessment. The change is due in part to reductions actually achieved, but also in part to an improved data basis and a new calculation tool employed since the 2023/2024 season. Moreover, new, more in-depth collection methods were used, primarily for employee and fan mobility data. This makes the carbon footprint more precise, but in some categories the comparability with the preceding season is limited. It is important for us to draw attention to these circumstances as transparency and reliable sustainability communication are core components of our sustainability strategy.

SCOPE 3

REMAINS THE LARGEST EMISSION FACTOR

Scope 3 continues to account for the largest share of FC Bayern Munich's total emissions, i.e. indirect emissions along the supply chain and through use of services offered by the club. Scope 3 emissions amounted to 77,564.65 t CO_2e, or 94.38% of total emissions, in the reporting year. Fan mobility remains of particular relevance, with 62,791.90 t CO_2e, which is still the largest single emission item. However, these emissions declined by 18,031.47 t CO_2e or 28.7% versus the previous year, due in particular to a new, more comprehensive fan survey and revised calculations regarding means of transport and distances travelled. We are also supporting more climate-friendly match travel for fans through targeted actions, including a shuttle bus from Donnersbergerbrücke station to selected FC Bayern Munich home matches (as an alternative to own car use) and a supervised bicycle parking area at the Allianz Arena to make it easier for fans to cycle to matches.

There were also relevant changes in other Scope 3 categories; emissions from purchased goods and services decreased slightly from 7,673.31 t CO_2e to 7,573.40 t CO_2e. This relates to minor improvements in the supply chain, but was also attributable to updated emission factor measurement methods in the new calculation tool. The decline in emissions from capital goods was particularly marked, with a drop of 422.52 t CO_2e or 65.0% to 228.33 t CO_2e. This was due primarily to lower investments in the reporting period.

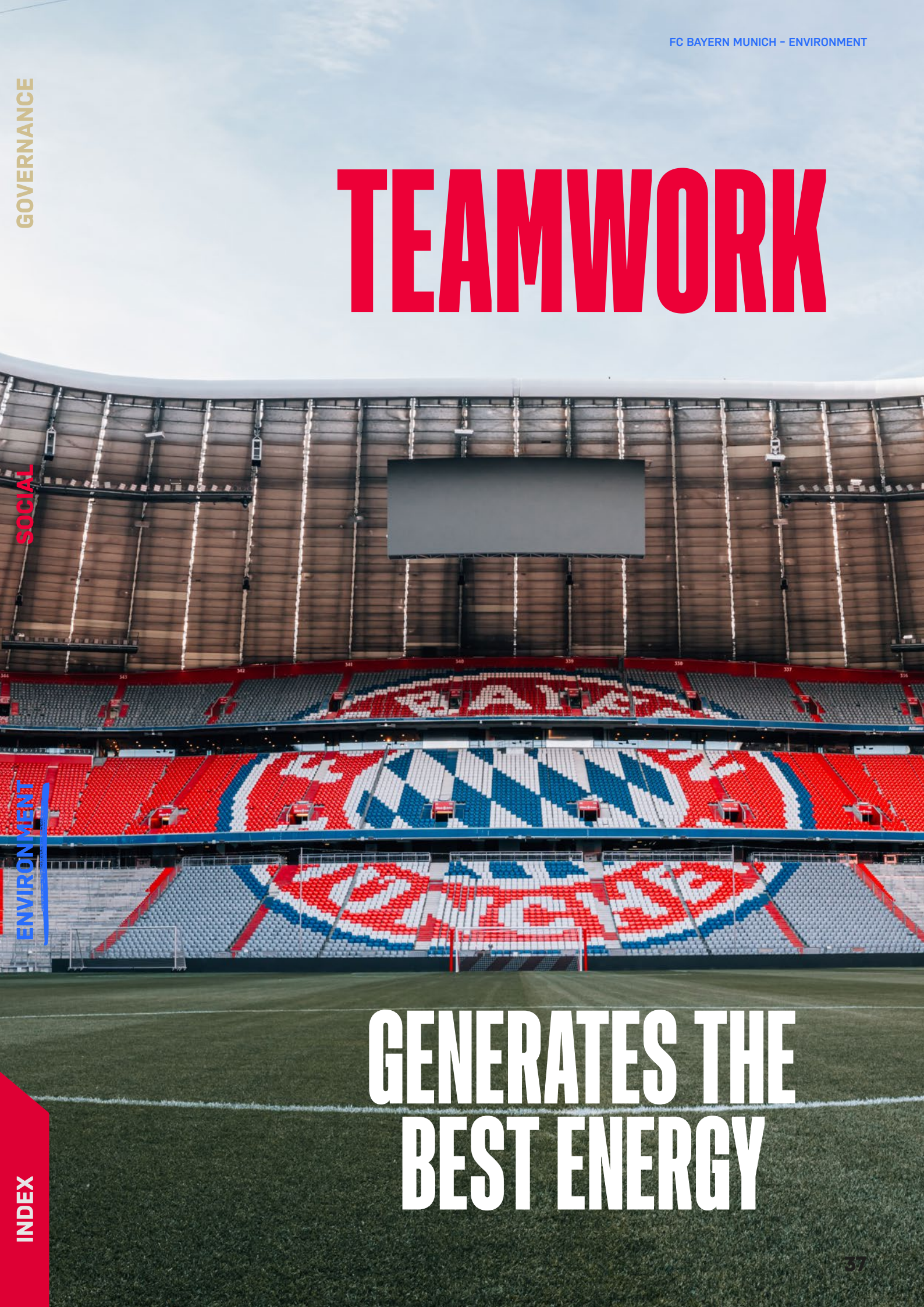


There was also positive development for emissions in the waste generated category, with a decline by 206.72 t CO_2e to 598.13 t CO_2e. This is equivalent to a 34.6% reduction, and was due largely to the collaboration with our recycling partner PreZero, which involved the introduction and expansion of our waste separation scheme and associated awareness raising at the Allianz Arena. This development illustrates how operational improvements in waste management and involving the expertise of our partners can contribute directly to emissions reduction.

The changed format and method of data collection also resulted in changes in the emissions recorded from business travel compared to the previous season. The recorded emissions in this area increased by 321.01 t CO_2e or 8.9%, from 3,287.03 t CO_2e to 3,608.04 t CO_2e. In addition to fluctuations in the amount of travel, the improved data collection method also played a role. The number of kilometres travelled by air, nights spent in hotels and bus trips were recorded in more detail in the reporting year, which resulted in a more precise and generally higher representation of the emissions caused.

The (general) employee mobility category requires particular care in interpretation. The reported emissions in this area declined from 3,189.92 t CO_2e to 1,196.26 t CO_2e. The change in the figures is dramatic, however, it is primarily attributable to a fundamental change in the survey methodology, an adjusted random sample and a new extrapolation method. The decline therefore cannot be viewed purely as a real reduction in emissions. Nevertheless, FC Bayern Munich continues to support more climate-friendly mobility options for its employees, such as offering company bicycles.

TEAMWORK



GENERATES THE BEST ENERGY

SCOPE 1

THE TRANSITION TO HYBRID AND E-VEHICLES IS BEARING FRUIT

Direct emissions under Scope 1 amounted to 2,587.74 t CO_2e in the reporting year and accounted for 3.14% of total emissions. This represented a slight decline of 115.41 t CO_2e or 4.5% as against the preceding season. Within Scope 1, the company-owned vehicles category in particular showed a marked improvement, with mobility emissions in this area declining from 431.58 t CO_2e to 239.30 t CO_2e. This was attributable to the continued transition of the vehicle fleet from diesel and petrol to hybrid and electric vehicles. The data basis was also improved with a complete vehicle list and adjusted assumptions regarding mileage.

Stationary combustion emissions remained largely unchanged from the previous year at 2,245.41 t CO_2e. More significant effects are expected in the years ahead, due primarily to the further transition to heat pumps and the use of process heat. Fugitive emissions were recorded for the 2023/2024 season, amounting to 103.03 t CO_2e. As there were no emissions from coolant in the preceding season, we are deliberately not providing a percentage change for this factor. This is because coolant is replaced at FC Bayern Munich in the event of technical faults only. Unlike in the previous season, this was necessary in the 2023/2024 season.

SCOPE 2

THE ENERGY TRANSITION IS ALSO REFLECTED IN OUR CARBON FOOTPRINT

The energy-related emissions under Scope 2 increased to 2,030.26 t CO_2e, which represents 2.47% of total emissions. At first glance, this indicates an increase of 523.57 t CO_2e or 25.8%.

However, emissions from electricity decreased from 1,152.98 t CO_2e to 56.88 t CO_2e, while emissions from district heating rose significantly from 346.38 t CO_2e to 1,657.37 t CO_2e. This data therefore not only provides information on changes in emissions, but also reflects the energy transition underway at FC Bayern Munich. The club continues to source 100% renewable electricity[6] for the Allianz Arena, Säbener Straße, FC Bayern Munich Campus and BMW Park, enhancing the decline in electricity consumption with the conscious move to renewable energy. The increase in district heating relates to the transition to heat pumps and thus also reflects the advancing energy transition at FC Bayern Munich. The changed figures further reflect the new method used to collect and calculate emission data. This includes a new physical separation between the four venues during the 2023/2024 season.

[6] Certification has been issued by DREWAG – Stadtwerke Dresden GmbH with TÜV Süd EE quality

Emissions from e-mobility under Scope 2 also rose from 7.33 t CO_2e to 316.01 t CO_2e, due to the advancing electrification of the vehicle fleet and the associated increase in electricity required to charge hybrid and electric vehicles. The higher emissions in this category should not therefore be assessed in isolation as negative, but instead seen as a reflection of the planned move away from fossil fuel propulsion. In conjunction with the significant decline in emissions from company-owned combustion-engine vehicles (see Scope 1), it is clear that emissions should not be judged quantitatively only, i.e. merely on the basis of an increase or decrease. A qualitative assessment shows that an increase may be interpreted as a success in some areas, depending on the circumstances.

All in all, the 2023/2024 carbon footprint shows that FC Bayern Munich was able to reduce its emissions, primarily in the emission-intensive areas of fan and employee mobility, waste and company-owned vehicles. Comparison with the prior-year figures shows how important it is to be transparent about changes in methods used. The introduction of a new calculation tool and the improved data collection greatly increase the informative value of the carbon footprint, although they make direct comparison difficult in some areas. In order to assess the development, it is therefore key that real progress and changes brought about by changes in methodology be considered together. Therein lies the strength of this sustainability report – it not only shows where emissions increased or decreased, but also what brought about these changes.



COLLECTIVE IMPACT

LOOKING AND MOVING AHEAD WITH VIESSMAN

We do not calculate our carbon footprint merely for the sake of the figures. For FC Bayern Munich it is an important step towards continually reducing emissions under all three scopes and making ongoing improvements. As with all actions in our sustainability strategy, we aim to achieve our targets in cooperation with our partners and fans. Our work with Viessmann Climate Solutions is an example of this strategic focus.

HEAT PUMPS FOR HEAT GENERATION AT THE ALLIANZ ARENA

Viessmann Climate Solutions is the official climate partner of FC Bayern Munich and therefore provides solutions for a key area of our Scope 2 emissions – thermal energy. Viessmann Climate Solutions specialises in developing solutions for more climate-friendly[7] provision of energy. The club aims to show – in collaboration with Viessmann Climate Solutions – that modern energy solutions can also be used to great effect on the biggest stage, in the sold-out Allianz Arena with an audience of 75,000. By installing 19 Viessmann heat pumps, FC Bayern Munich and Viessmann Climate Solutions plan to make a major contribution to the record-holding champions' energy transition.

[7] Source: Viessmann Sustainability Report: https://www.viessmann-climatesolutions.com/content/dam/public-family-climatesolutions/downloads/viessmann-sustainability-report-nov-2023-de.pdf/_jcr_content/renditions/original./viessmann-sustainability-report-nov-2023-de.pdf

A HEAT SUPPLY TRANSFORMATION

FC Bayern Munich is working with Viessmann Climate Solutions to gradually transition the heat supply at the Allianz Arena from gas-based generation to regenerative heat pump technology – both in the stadium itself and at the new Welcome Center. This is a major step towards replacing the existing gas boilers with a heating capacity of around 5.2 MW, and making the heat supply more technologically future-viable.

HOW DOES A HEAT PUMP WORK?

Heat pumps take in energy from the surrounding air, ground or groundwater. The principle is similar to that of a refrigerator – but in reverse. The heat pump absorbs heat from the environment outside the building and uses it to heat the interior. It requires electricity to operate a compressor. Depending on the level of efficiency and the environmental conditions, they can produce up to **3 or even 5 units of heat from 1 unit of electricity**[8]. A heat pump also emits significant less greenhouse gases over its lifecycle than a conventional gas boiler. Over an assumed useful life of 20 years, the lifecycle emissions of a heat pump in a private household amount to approximately 10 t CO_2e, which is roughly equivalent to three return flights from Germany to the Maldives.

By comparison, an average gas boiler emits around 85 t CO_2e in the same period – equivalent to 28 flights from Germany to the Maldives and back.

So a heat pump is not only energy efficient, but also produces less emissions and is therefore more climate-friendly.

[8] Source: Vitocal 250-A product sheet (https://share.google/sRPcrcf0ppAY65ap1, page 7, column coefficient of performance (COP))
A COP of 5.1 means that a heat pump generates 5.1 kWh of thermal energy from 1 kWh of electricity. This makes it highly efficient, as 4.1 kWh of the heat generated is free environmental energy (e.g. from the air or the ground).

AN INDEPENDENT ENERGY SUPPLY IN TIMES OF ENERGY POLICY CRISIS

The partnership with Viessmann Climate Solutions also enables FC Bayern Munich to strengthen its future viability by focusing on a key target: independence from the global fossil fuel market, geopolitical crises and the associated price volatility, over which FC Bayern Munich has little influence. These developments have reinforced our target of sourcing energy as self-sufficiently as possible, which is why we have been addressing the energy transition for FC Bayern Munich with our partners for several years already. In so doing, we are positioning the club and its infrastructure in such a way that our fans need not worry about being able to come to home matches in "our living room" – the Allianz Arena – despite the various challenges and crises of the present and future.

FC BAYERN MUNICH WOMEN'S FUTURE MATCHDAY

Our own heat supply is not the only focus of our partnership with Viessmann Climate Solutions; we also aim to convince society of the importance of and opportunities offered by the energy transition.

FC Bayern Munich Women took the opportunity of a home match against Bayer 04 Leverkusen to demonstrate, in collaboration with Viessmann Climate Solutions, specific ways towards a lower-emission future. These ranged from modern heating technology, through renewable energy sources, right down to more conscious everyday behaviour.

FC Bayern Munich and Viessmann Climate Solutions set a target of drastically undercutting the average daily carbon emissions of a matchday at Campus, FC Bayern Munich Women's venue, on their "Future Matchday".

This was where FC Bayern Munich and Viessmann Climate Solutions were able to take their first major step in reducing emissions, particularly by raising the fans' awareness of more climate friendly means of travel (e.g. bicycle) and adapted catering with a range of regional, vegetarian and vegan options.



Fans were also provided with a diverse programme outside of the match. Visitors could find out about energy-efficient heating and cooling solutions, the use of heat pumps and options for reducing their own carbon footprint at information stands and other attractions. In addition to these many educational and fun activities, emphasis was also placed on the interplay between sport, politics, society and business in line with our fundamental orientation – cooperating with our key stakeholders. Viessmann Climate Solutions and FC Bayern Munich had another opportunity to demonstrate how vital partnerships based on the great expertise of both partners can be for setting strategically and socially important objectives.



FC BAYERN MÜNCHEN | VIESMANN
Official Climate Partner



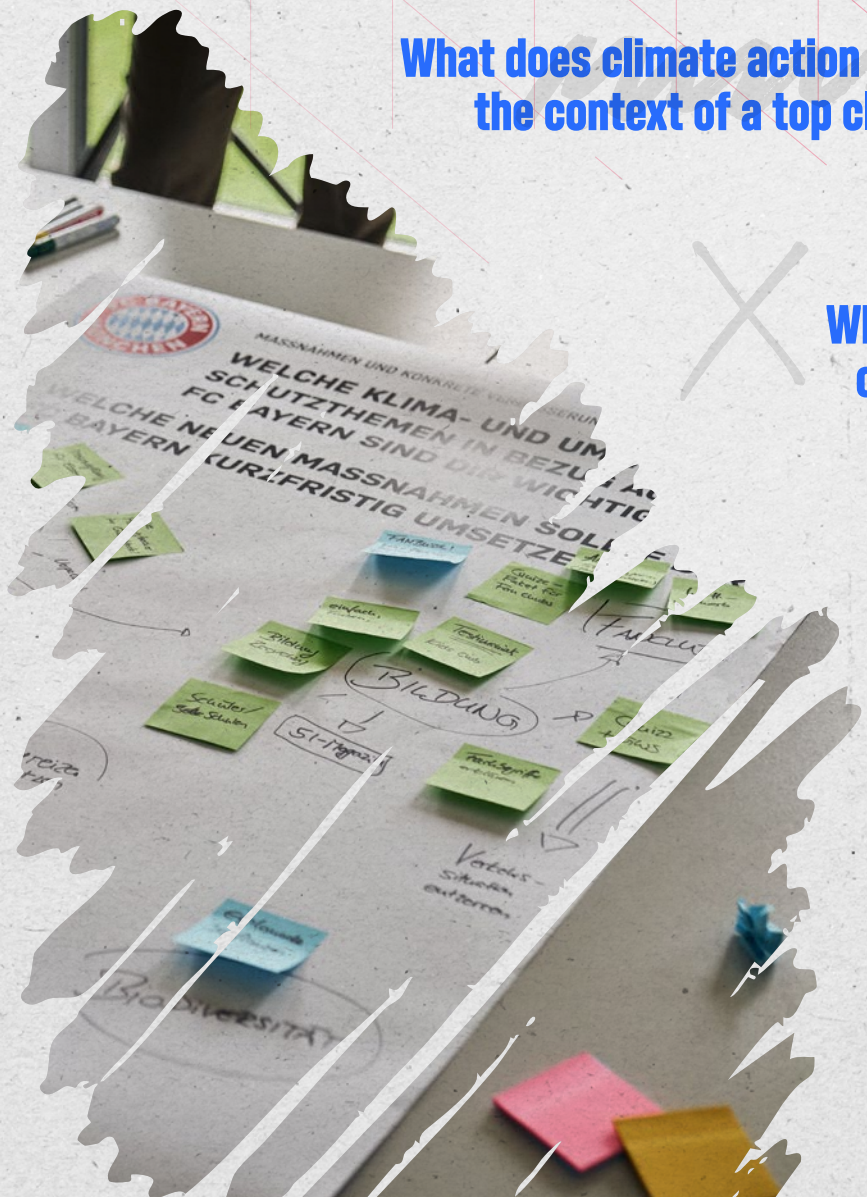
FAN WORKSHOP ON CLIMATE AND ENVIRONMENT – SEEKING SOLUTIONS WITH OUR FANS

"CLIMATE AND ENVIRONMENT" WORKSHOP – OUR MEMBERS AT FC BAYERN MUNICH CAMPUS

Climate change mitigation and a commitment to the climate and the environment are targets for FC Bayern Munich that can only be achieved collectively. This is why we are working closely with our partners and fans to address the key challenges currently facing us. FC Bayern Munich is therefore using its appeal, in line with its strategic focus ("Sustainability through FC Bayern Munich") to make its fans aware of the threats posed by continued global warming.

Moreover, it has been important to FC Bayern Munich from the start not only to send a message, but also to enter into creative dialogue with its fans. With this in mind, the club invited selected members to a workshop at Campus on the topic of climate, the environment and the role of sport during the 2024/2025 season to enable it to also take their – key – perspectives on climate action and environmental protection in and through football into account.

The focus of the discussion with representatives from the Bavarian State Ministry for the Environment and Consumer Protection and Viessmann, FC Bayern Munich's climate partner was on the following questions:



What does climate action mean in the context of a top club?

What responsibility lies with clubs, partners and fans?

How can each and every one of us make significant contributions – in everyday life, at the stadium and in the club environment?

The workshop provided a framework for questions to be asked, and experiences and perspectives to be shared. The experts explained key aspects relating to the climate and the environment and included current developments. The Viessmann representatives contributed their point of view as technology and climate partner, and illustrated the importance that modern and efficient energy systems can have for climate action.

The workshop concluded with a reception for all participants at Campus, where they had the opportunity to reflect on the impressions of the day and draw their own conclusions in a relaxed atmosphere. One key takeaway was that real progress can be made in climate change mitigation when FC Bayern Munich, members, partners and institutions work together and are willing to get involved.





BAVARIAN CLIMATE ALLIANCE, CLIMATE WEEK AND CLIMATE STRIPES: PARTNERSHIP WITH THE BAVARIAN STATE GOVERNMENT

POLITICS, CIVIL SOCIETY AND SPORT COME TOGETHER FOR THE CLIMATE

FC Bayern Munich and Allianz Arena München Stadion GmbH have been members of the Bavarian Climate Alliance since 2015 and have committed to the climate action targets of the Bavarian state government, with the additional aim of strengthening the partnership between politics and civil society. This was the reason behind the Allianz Arena being illuminated in the climate stripes of the Bavarian Climate Alliance on 10 October 2024 to launch Bavarian Climate Week. This important step to raise awareness of advancing climate change was attended by Bavarian State Minister for the Environment Thorsten Glauber, CEO of FC Bayern Munich Jan-Christian Dreesen and Managing Director of Allianz Arena München Stadion GmbH Jürgen Muth.

The climate stripes on the facade of the Allianz Arena were intended to highlight the progression of global warming. The colour blue represents a lower average temperature, and red a higher average temperature based on a fixed reference value. The climate stripes made it clear that there had also been a dramatic increase in the number of warm and hot years in Bavaria in the recent past.

FC Bayern Munich also aimed to use Bavarian Climate Week to show that climate change mitigation is only possible when politics, society, business, science – and of course sport – come together. FC Bayern Munich is striving to develop its own active solutions for climate change mitigation, including clear reduction pathways, systematically driving the energy transition, and constantly searching for the latest solutions in areas such as mobility (see details in section on GEMINI on page 57).



CYCLE TO THE MATCH: TAKING TO TWO WHEELS FOR THE ENVIRONMENT AND CLIMATE

FANS SET AN EXAMPLE BY CYCLING TO ALLIANZ ARENA

FC Bayern Munich organised a special cycle route from the centre of Munich to the Allianz Arena for the Bundesliga home match against SC Freiburg in the 2024/25 season. The route went straight through the English Garden – one of the city's most beautiful green axes – and was an impressive example of how well exercise, nature and responsible mobility can be combined. The initiative also enjoyed celebrity support, including from ski superstar Felix Neureuther and former ice hockey player Martin Buchwieser, who were prepared to get on a bike for sustainability. Along with a great many fans, they demonstrated how easy it can be to cycle to the Allianz Arena. For families and younger fans in particular, a ride through the English Garden could become part of their matchday routine. The feedback from the fans was fittingly enthusiastic.



The initiative followed on from the idea we had developed in 2021 of consciously making the route to the stadium part of the match experience. Back then we invited fans to a "free sightseeing bike ride" to a Bayern home match.

Another step to facilitate cycling to matches is the "SCOTT Bike Parking" area at the Allianz Arena, where supervised cycle racks are available for almost every Bundesliga home match. This improves makes cycling to the stadium more comfortable and secure. The bicycle parking area was set up in reaction to our ongoing mobility analyses, which we are conducting with the aim of making travel to the Allianz Arena easier for fans while also promoting a more climate friendly alternative. In the surveys, our fans mentioned a (secure) cycle parking area as one of the key factors for opting to cycle to matches.

CYCLE TO THE MATCH

available in German only



E-CHARGING PARK



JOINING WITH PARTNERS FOR THE ENERGY TRANSITION

A STEP TOWARDS THE MOBILITY TRANSITION – WITH POLITICAL AND BUSINESS SUPPORT

We took a further proactive step towards more climate-friendly mobility in the reporting period by laying the foundation stone for a new charging facility for electric commercial vehicles at the Allianz Arena in August 2024. This launched a new infrastructure project that underpins the expansion of lower-emission transport solutions. Bavarian State Premier Dr Markus Söder, Bavarian Minister of State for Housing, Construction and Transport Christian Bernreiter, CEO of FC Bayern Munich Jan-Christian Dreesen and Managing Director of Allianz Arena München Stadion GmbH Jürgen Muth, were all in attendance on this occasion. We are working with our partner MAN Truck & Bus, a leading European commercial vehicle manufacturer, to create a high capacity charging hub for eTrucks and eBuses, which is why Alexander Vlaskamp, CEO of MAN Truck & Bus, and Frederik Zohm, Executive Board Member for Research & Development at MAN Truck & Bus, were also present at the ceremony.

The plan is to establish the infrastructure with high-performance and megawatt charging stations at the Allianz Arena southern bus park in three stages, with a total of 30 charging stations capable of charging up to 500 electric buses and lorries per day.

The fact that they will be using renewable electricity, along with the expanded use of electric commercial vehicles going forward will make a major contribution to reducing greenhouse gas in the mobility sector. The charging park will therefore be offering charging stations for public use for electric commercial vehicles in the future.

This will transform a seldom-used bus park at the Allianz Arena into a forward-looking location for lower-emission logistics at a particularly important traffic hub in southern Germany. The project is an example of both taking collective environmental responsibility with strong partners from business and politics, and of active involvement in shaping the framework for the mobility of the future.

The focus during the reporting period was on establishing the technical requirements. This included the key milestone delivery of a new transformer station in the summer of 2025, which will secure the power supply for the future charging park and form the basis for further expansion with high-performance charging stations.

The charging hub at the Allianz Arena underscores how climate action, financial future viability and modern mobility infrastructure can be combined.





GEMINI AND MOBILITY ANALYSIS: REAL-TIME DATA FOR REAL SOLUTIONS

MOBILITY ANALYSIS AND GEMINI: DATA-BASED APPROACHES TO URBAN MOBILITY SOLUTIONS OF THE FUTURE

We are working with partners on more climate friendly solutions to urban mobility challenges as part of the GEMINI project. The Allianz Arena is serving as a "future lab", i.e. a site for practical testing of data- and AI-based approaches to matchday travel before putting them into large-scale operation.

We conducted a mobility survey with more than 11,000 participants during the reporting period. The results show that modes of transport used to travel to matches is fairly balanced between cars (47%) and public transport (42%). It was also evident that travelling home after matches was seen as a challenge, with the most-cited issue being time spent waiting to exit car parks and for underground trains at the Fröttmaning station.

These findings are also relevant from a sustainability perspective. Delays for motorised private transport result in additional emissions and have a direct impact on our Scope 3 emissions. Moreover, public transport bottlenecks are detrimental to the quality of the match visit and diminish the attractiveness of more climate-friendly forms of mobility.

Against this backdrop, the focus of the GEMINI project is on developing effective environmentally-oriented solutions for traffic management in the context of home matches. This currently concerns park & ride schemes linked to data-based traffic management and shuttle offers. The aim is to relieve congestion in travel from the stadium, reduce traffic jams and make mobility to and from the Allianz Arena more efficient.

In addition, we are working on digital applications to show fans the best routes to and from the stadium based on live data. Looking ahead, these solutions may facilitate more targeted traffic management and help to better coordinate the use of existing mobility options.

The mobility survey conducted as part of GEMINI makes our understanding of responsible development clear. We are working with our partners from business, science and the public sector, and in dialogue with our fans, to develop solutions that combine environmental impact, everyday practicability and fan experience.

Audi and its parent company Volkswagen are also playing a key role in the GEMINI project and its objectives. Audi is partnering with FC Bayern Munich in the development of forward-looking mobility approaches, such as hybrid and electric cars. This approach underscores FC Bayern's holistic view of climate action, i.e. we do not limit ourselves to one level of problem solving, but take a multilayered approach.

Audi's parent Volkswagen is contributing its data- and technology-based expertise to the development and testing of AI-based solutions in the GEMINI project data lab. This cooperation demonstrates how innovative strength, mobility expertise and data-based management can work together to develop more responsible solutions that are practicable in everyday life for the traffic flow to and from the Allianz Arena.




TOGETHERNESS
STARTS
WITH
BEING
THERE
FOR ONE
ANOTHER

RESPECT

EMPOWERMENT
ACCESSIBILITY
INCLUSION
RED AGAINST RACISM
RED LINE
TOGETHERNESS
DIVERSITY
EMPOWERHER
AWARENESS
TOLERANCE
REMEMBRANCE
WORK
MEET AND GREETS
FAN COACHING
OBACHT
TEENS & KIDS CLUB
FCBB HELPSIDE
BELONGING
INCLUSIVE TRANSPORT SERVICE
RED DEAF
SHOWING CONVICTION
CIVIL COURAGE
CHANGE OF PERSPECTIVE
EDUCATION
CAMPUS
RESPONSIBILITY
PSYCHOSOCIAL SUPPORT
MENTAL HEALTH
SOLIDARITY
ENCOURAGE-
MENT
VISIBILITY
LISTENING
ANTIDISCRIMINATION
EQUALITY
COMMUNITY
ENABLING EXPERIENCES
EQUAL OPPORTUNITIES
SCHOOL CAMPAIGNS
BUILDING BRIDGES



BOOSTING DIVERSITY, TACKLING DISCRIMINATION

The "Red Against Racism" initiative is active year-round with a range of actions and campaigns for diversity and against any form of discrimination. The aim is to have an impact both inside and outside the club. Within FC Bayern Munich, this takes the form of workshops, after-work sessions and structural measures designed to continually raise employee awareness. Outside the club, the initiative draws attention to diversity and antidiscrimination at campaigns and events – by means including a simple quiz to encourage discussion on the topic.

The logo can be found on the team bus, autograph cards, the membership card, banners and elsewhere, and all proceeds from sale of the various items of merchandise are donated to institutions that promote diversity. The initiative held more than 25 events and campaigns in the 2024/2025 season.

One of our lighthouse projects is the remembrance weekend marking International Holocaust Remembrance Day. FC Bayern Munich joined with the Jewish Community of Munich and Upper Bavaria (IKGM) to welcome some 110 guests to the Ohel Jakob Synagogue for the third time for a guided tour and a joint Shabbat celebration on 31 January 2025. The weekend concluded with city tours on the history of FC Bayern Munich during the Nazi era led by staff from the FC Bayern München Museum. It was attended by members and employees of FC Bayern and guests of IKGM.

HOLOCAUST REMEMBRANCE WEEKEND



CONTEMPORARY WITNESS TALK

A further example of the active culture of remembrance was a contemporary witness talk by Abba Naor held to mark the 80th anniversary of the end of World War 2 in May 2025. An audience of around 150 FC Bayern Munich staff listened to his impactful account, thereby gaining direct access to the history of the Nazi era.



WORKSHOP WITH ST. PAULI

The initiative also created great momentum in collaboration with other football clubs, including a joint workshop with FC St. Pauli on everyday racism held at FC Bayern Campus during the International Weeks Against Racism 2025, attended by 30 members of the two clubs. The objective was to raise the participants' awareness of racist incidents at the stadium as well as in everyday life, and to empower them to take supportive action. The event concluded with a Q&A session with FCB President Herbert Hainer and his FC St. Pauli counterpart Oke Göttlich.





FC BAYERN MUNICH WOMEN



FIGHT AGAINST BLOOD CANCER, GIRLS ON THE BALL AND EMPOWERHER

WIDE-RANGING COMMITMENT BY WIDE-RANGING TALENT

FC Bayern Munich Women also take responsibility and use their image as role models and authentic yet approachable ambassadors of their sport.

For instance, the FC Bayern Munich Women have lent their active support to awareness of health issues for several years, including registering as stem cell donors with the German Bone Marrow Donor Register (DKMS). The FC Bayern Munich players not only used their social media presence and reach, but also entered into direct dialogue with fans to raise awareness in society of the tremendous importance of donating stem cells. "In football we often speak of our major opponents. But off the pitch a lot of people face a much greater challenge in their fight against blood cancer. So it's important to me to be registered with the DKMS as a potential stem cell donor," said Lena Oberdorf following the joint stem cell donor registry.



Other players including Linda Dahlmann and Klara Bühl also registered as potential donors at the FC Bayern Munich Campus in 2024, inspiring many fans to do the same that matchday. More than 100 of them registered – including one who soon thereafter was able to give someone a second chance at life through her stem cell donation.

"IT'S AMAZING TO HAVE THE CHANCE TO SAVE SOMEONE'S LIFE"

When Judith Efler (21) from Munich registered in November 2024, her initial thought was that she wanted to help if she could. Efler, a mathematics student at the University of Erlangen-Nuremberg and huge fan of the FC Bayern women's team had been following the campaign on social media.

Only a few weeks later her decision had a bigger impact than she had expected. Shortly after she completed her registration, she was notified that she had been identified as a potential donor for a patient. "I called DKMS back straight away. There was no question that I would donate if I could," she said. It soon became certain that she was a suitable donor.

"It was overwhelming at the beginning. I hadn't expected to be a match," Judith said. "But at the same time I couldn't shake the thought that there was someone somewhere whom I could help." The actual donation – similar to a blood donation – went by fairly quickly for Judith, just three and a half hours. "It was a little unpleasant when they inserted the cannula, but after that it was fine. I watched a film and found it

fascinating to see how the machine filtered the stem cells out of the blood." On her way home to Munich the next day she found out that the recipient was a man in the USA aged over 30. "That made it even more real," she said.

Her message today is clear: "Just sign up on the register. It's quick and easy. And it's amazing to have the chance to save someone's life."



There is of course another matter close to the hearts of FC Bayern Munich Women in their social commitment – promoting girls in football. FC Bayern Munich Women support training opportunities for girls from a wide range of backgrounds in cooperation with the "Girls on the ball" organisation. In addition to the sporting aspects, the scheme also promotes self-confidence. team spirit and participation. Free tickets to home matches and the change to be a player escort for a member of the professional women's team provide additional emotional ties and show first-hand that dreams can come true and every girl should have the chance to follow her dreams.





FC Bayern Munich is also open to other issues outside of football – such as with the EmpowerHer programme for the careers of female players after football. We create professional opportunities for our female players that extend beyond their active playing careers by promoting dual careers through support for vocational training and higher education, and providing career guidance. Moreover, our female players want not only to broaden their own career prospects, but also to show the young players of the next generation that professional success for women is certainly not limited to football.

FOR STRONG AND HEALTHY WOMEN



FIGHTING BREAST CANCER WITH ALLIANZ, ADIDAS AND LENA GERCKE

The Robert Koch Institute in Berlin estimates that approximately 70,000 women and 770 men are diagnosed with breast cancer per year in Germany alone. These high figures give cause for concern. Every case is a shock for the patient and their family and poses particular challenges.

SPECIAL EDITION JERSEY

FC Bayern Munich has been involved in breast cancer awareness programmes with its partners Allianz and adidas for many years. The FC Bayern Munich women's team wore their second special edition jersey for their away match against VfL Wolfsburg to mark Breast Cancer Awareness Month (October) during the 2024/2025 season. The jersey was developed with adidas and LeGer by Lena Gercke to raise awareness of breast cancer screening. The special edition jersey was specifically designed to send a positive and empowering message. Playful, feminine and strong design elements are intended to create visibility, inspire courage and be a sign of support for those affected.



The positive reaction of fans to the jersey and our other actions for Breast Cancer Awareness Month show the reach and unifying strength that FC Bayern Munich can have when it comes to socially-relevant issues. Back in 2023, the Allianz Arena illuminated in pink drew attention, and a great many fans got involved in fundraising campaigns for breast cancer prevention and research again during the 2024/2025 season.

We aim to show our support and encouragement for these affected and their families through these and other actions. The objective is to raise awareness of the issue and demonstrate that breast cancer patients are not alone in their situation, but are seen and supported.

PINK OCTOBER BRUNCH





WORKING WITH TELEKOM AGAINST ONLINE HATE AND FOR INCLUSION

The drive to take collective social responsibility and make these and other topics visible has united us with our main partner Telekom for many years. Telekom is a particularly important partner as regards inclusion and the fight against online hate.

UNITED AGAINST ONLINE HATE

As a telecommunications company, Telekom has an insight into key developments in communication, which sadly also include increasing hostility in the digital space. FC Bayern Munich uses its reach via its many communication channels to take action against these developments in cooperation with Telekom.

The focus of the "Don't make a bad pass online" campaign in March 2025 was disinformation and manipulated content (including deepfakes). One key element of the campaign was the fictitious posting of a statement by Serge Gnabry, which was purposely abridged by a fictitious "hater" and thus inaccurately shared. This is a situation that is happening increasingly often in social media in reality.

"DON'T MAKE A BAD PASS ONLINE"

These misrepresentations can result in severe abuse and even threats against people (including public figures) associated with such statements and conduct due to manipulated content. The link between disinformation and online hate is therefore particularly clear in such cases. This is precisely where FC Bayern Munich and Telekom step in with their information and awareness raising. The message from Serge Gnabry, Joshua Kimmich and Harry Kane is therefore "First check, then share – don't make a bad pass online".



BEING ONE CLUB FOR ALL

MEANS BEING THERE FOR EVERYONE

BEST BUDDIES AS PLAYER ESCORTS AT THE STADIUM

Telekom and FC Bayern enabled something special at the home match against Eintracht Frankfurt on 23 February 2025. At this match, player escorts had the opportunity to walk onto the pitch with a friend - particularly if they lacked the confidence to do this alone, perhaps due to a disability. All children were welcome. Inclusion is not only an issue close to the hearts of FC Bayern Munich and Telekom, it was also clearly played out on the pitch that day.







GERMAN SPECIAL OLYMPIC TEAM SEND-OFF EVENT AT MATCH AGAINST KIEL



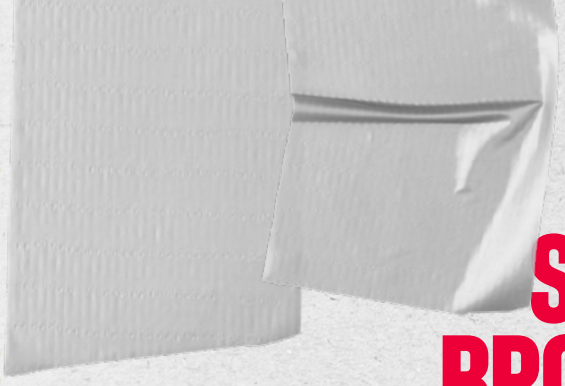
Shortly before the Special Olympics Winter World Games in Turin in 2025, FC Bayern Munich hosted a send-off event for around 35 athletes and their trainer at the Allianz Arena. FCB CEO Jan-Christian Dreesen and Senior Vice President Global Strategic Projects & Marketing Partnerships at Deutsche Telekom Michael Hagspihl were among those in attendance. The opportunity to meet FC Bayern Munich legend Thomas Müller was a particular highlight for the athletes.

The implicitness of inclusion at the event was the key element for FC Bayern Munich and Telekom. The focus of the event at the Allianz Arena – which has stood for sporting excellence and participation for almost

two decades - was on the sporting achievements and personalities of the German Special Olympic team members.

FC Bayern Munich employee Georg Emmerdinger ("Schorschi") achieved particular success at the Special Olympics, returning from the World Winter Games in Turin with three medals (one gold, two bronze). The 40-year-old member of the building management team won his medals in snowshoeing, and is now a proud medal winner from the largest inclusive sporting event for people with learning disabilities. Schorschi claims to have his victor gene from FC Bayern Munich.





SOCIAL MATTERS: BROADENING HORIZONS

CAMPAIGNS FOR SICK CHILDREN AND OTHER FANS

FC Bayern Munich lives up to its social responsibility in a myriad of ways. One cause very close to its heart is providing support for people living in difficult circumstances. This commitment falls under the "social matters" sustainability category at FC Bayern Munich. We not only consider this to be a sign of solidarity with the affected fans, but also as broadening our horizons beyond our business and sporting success, following the example of former FCB President Uli Hoeneß.

The club's main activities in the social matters category are its many projects with seriously ill children, young people and adults, and their families, hoping for their final wish to come true. These activities primarily include meet and greets, experiences and support that offer encouragement and optimism and allow everyday worries to briefly take a back seat.



MEET AND GREETS WITH THE UEFA FOUNDATION AND OTHER PARTNER FOUNDATIONS

A number of sick children had the opportunity to meet their favourite players in person on matchdays in the 2024/2025 season through cooperation with the UEFA Foundation and a range of other foundations. They also attended press conferences, watched the team's arrival at the Allianz Arena and experienced for themselves what goes on at the side of the pitch before the match starts. These special moments gave them courage and hope, along with the opportunity for autographs, photos and chats with the players - making wishes comes true for many fans.



SÄBENER STRASSE VISITS AND MEET AND GREETS AT ALLIANZ ARENA, FC BAYERN MÜNCHEN MUSEUM AND CAMPUS





FC Bayern Munich endeavours to create a special experience for sick fans by inviting them to Säbener Straße for an exclusive viewing of the professional players' training sessions in person. They then have the opportunity to meet the players, with plenty of time available for photos, autographs and chats. It is always very moving to see how much time the players, including legends such as Manuel Neuer, Thomas Müller and Joshua Kimmich, take for our fans. We have witnessed how these visits have created a moment of excitement for these children experiencing the most difficult of situations, which we hope will give them courage to face future challenges.



TAKING THE OPPORTUNITY TO OFFER OPPORTUNITIES



Inspired by the visits to Säbener Straße, FC Bayern Munich also invited families with seriously ill children to special experiences at the Allianz Arena and FC Bayern München Museum and to exclusive meet and greets at FC Bayern Munich Campus. The idea is to make memories through stadium tours, glimpses behind the scenes and the chance to meet players. Giving children signed jerseys for good luck is also an emotional highlight for many.

CARE PACKAGES

FC Bayern Munich sent over 600 individually curated packages containing a total in excess of 1,700 items of merchandise, personalised cards and signed jerseys to families in particularly challenging circumstances during the 2024/2025 season. The aim of these packages is to bring joy, courage and optimism, and to be a sign of our support for the families. We want our fans to know that they are not alone, even – and especially – during difficult times. This initiative has developed into an established tradition over the years and is always very well received.

HELP ACCESSING HOME MATCH TICKETS

FC Bayern Munich supports families with seriously ill children or limited mobility to obtain tickets for home matches. This includes dedicated wheelchair spaces and accessible seating. It is important to us to demonstrate that the Allianz Arena and Campus are home match venues for all our fans and that we do all we can to give everyone access to FC Bayern Munich.

FCBB HELPSIDE



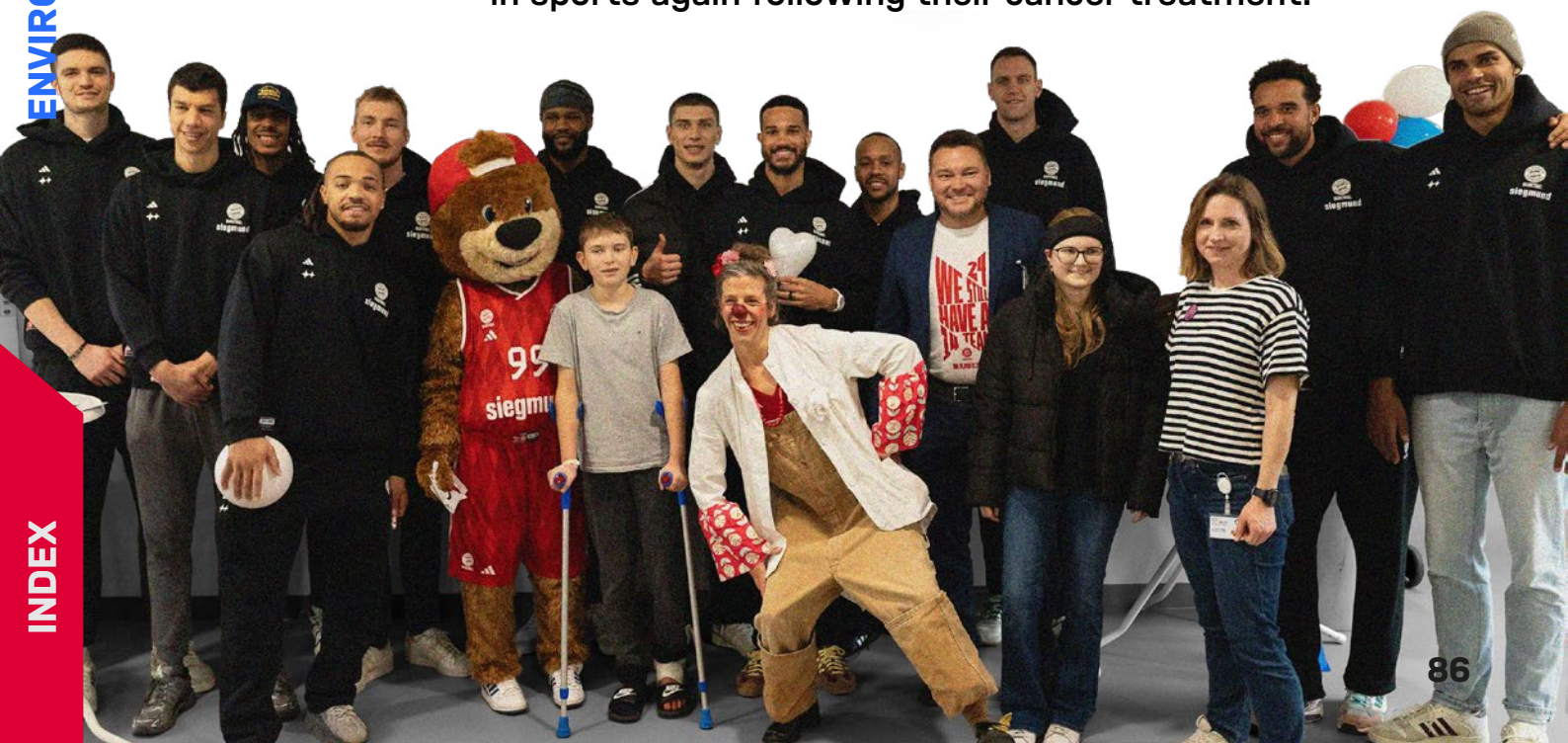
HANDS ON WITH OUR BASKETBALL PLAYERS

FC Bayern Munich Basketball has been amalgamating its social commitment in Munich and the metropolitan area under the "FCBB Helpside" initiative since 2019. "Helpside" is derived from help-side defence in basketball, meaning to provide support to teammates when they need it. And this is precisely the idea behind FCBB Helpside.

TEAM VISIT TO CHILDREN'S CANCER WARD IN SCHWABING AND BASKETBALL ACTION DAY AT BMW PARK

One example of this commitment was a visit to the children's cancer ward in Munich Clinic Schwabing by the professional FC Bayern Munich Basketball team. Right after a training session, they made their way to the sick children with a small basketball hoop in tow. They shot baskets together and the children collected autographs and selfies, excited that our players and captain Vladimir Lučić took so much time to chat and listen to them. It was important to our players to inspire courage and strength in the children on their journeys.

However, their aim was not only to visit the children during their illness, but also to highlight another important topic – the period following their recovery. With this in mind, our players organised a basketball action day with the Schwabing children's cancer clinic in April 2025 for children who had completed their treatment, along with their families. The idea was to empower and motivate them to exercise and take part in sports again following their cancer treatment.



COLLECTION FOR "CHRISTMAS ON THE STREETS" CAMPAIGN



Particularly around Christmas time, we think about those less fortunate than us, for whom every winter can be a struggle to survive. This was the inspiration for the FCB Basketball collection appeal for non-perishable canned foods that fans also had the opportunity to take part in at the home game against EWE Baskets Oldenburg on 22 December 2024. Helpside's objective through this campaign was to join with fans and charitable organisations to meet a basic human need – food – for those not currently in a position to meet it themselves.





PLAYER VISIT TO MUNICH FOOD BANK

The Münchner Tafel e.V. food bank is a long-term partner of Helpside that now serves an average of more than 23,000 people per week at its outlets, who are primarily seeking food. This is made possible by the food bank volunteers numbering around 1,000. We lend our support to the charity through the "Hoops against hunger" in collaboration with our platinum partner Kellogg's. Kellogg's donates a packet of cereal from its range to the cause for every point scored in any competition at our home venues BMW Park and SAP Garden.



FCBB AT THE FOOD BANK

available in German only

In the 2024/2025 season, world champion Johannes Voigtmann and FCBB forward Kevin Yebo presented 1,800 packets of cereal to the Munich food bank through this initiative.



FAN CLUB CULTURE

A SENSE OF COMMUNITY

FAN DIALOGUE TASK FORCE AND REGIONAL FAN CLUB MEETINGS

Fans and fan clubs are much more than an expression of connection through sport for FC Bayern Munich – they are a key component of the club's identity, reach and integration in society.

Institutional fan dialogue, particularly the fan dialogue task force, enables us to take a regular "pulse check" of our fans and thus also of current social developments. Regional fan club meetings enable us to gain an insight into the views of our fans from various regions around the world and incorporate them into our daily actions. This forms the basis of our diversity and inclusion practice.

Fans and fan clubs take FC Bayern Munich to many parts of the world, create community across generational boundaries and form a link between the club and society far beyond matchdays. This breadth and diversity also entails a particular responsibility. Values such as respect, cohesion, dialogue and social inclusion become real experiences in all walks of life through our fans and fan clubs. Institutional dialogue with fan clubs is therefore a key component of responsible club management. It provides scope for interaction, participation, and mutual understanding, thereby strengthening not only the ties between FC Bayern Munich and its fans, but also the social cohesion that football can inspire.









MIA SAN MIA



KIEL
14 SEPTEMBER 2024

REGIONAL FAN CLUB MEETINGS

MERSEBURG
2 MAY 2025

BURGSINN
5 OCTOBER 2024

PÜCHERSREUTH
25 APRIL 2025

FAN DIALOGUE TASK FORCE
ALLIANZ ARENA
2 NOVEMBER 2024
26 APRIL 2025

STRAUBING
28 MARCH 2025

WILHELMSDORF
14 MARCH 2025

CHARLOTTE (USA)
22 JUNE 2025

USA FIFA CLUB WORLD CUP

TRAMIN (SOUTH TYROL)
19 JULY 2024





ORGANISED BY THE YOUTH COORDINATOR

21 AUGUST 2024
INAUGURAL KIDS' FAN CLUB DAY





50 CHILDREN AT
THE ALLIANZ ARENA
WITH AREA TOUR BY BERNI





FOOTBALL CAMPS: 23 FOOTBALL CAMPS HELD IN 2024/2025 SEASON

● 2024 ● 2025



KIDS CLUB

925 KIDS CLUB members in total

Player escorts and kid referees
300 children

Crafting first day of school gifts
30 children

Lantern parade
25 children

Cinema day
110 children

Halloween event
40 children

Snow day
75 children

Kids' press conference with Jamal Musiala
20 children

Stadium and museum tours (three events in total)
160 children

Trip to Bayern 3 radio station
20 children

Topps Match Attax event
40 children

Easter crafting
30 children

Trip to Audi
35 children

TEENS CLUB: TAKING RESPONSIBILITY FOR TOMORROW TODAY

TEENS CLUB: AGE-APPROPRIATE ACTIVITIES FOR OUR YOUNG MEMBERS

The TEENS CLUB is home to our young members aged between 14 and 17. FC Bayern Munich is aware of the immense interest of this age group in the club and aims to offer activities that not only match their interests but also meet the particular needs of the younger generation. For FC Bayern Munich, sustainability and future viability also mean keeping in mind how we connect with the generations that will support, strengthen and shape the club in the future.

COMMUNICATION, CONTENT AND PARTICIPATION

Our TEENS CLUB members receive regular direct and age-appropriate communication through newsletters, the FC Bayern Munich social media channels and in exclusive recaps of TEENS CLUB events on the FC Bayern Munich website.

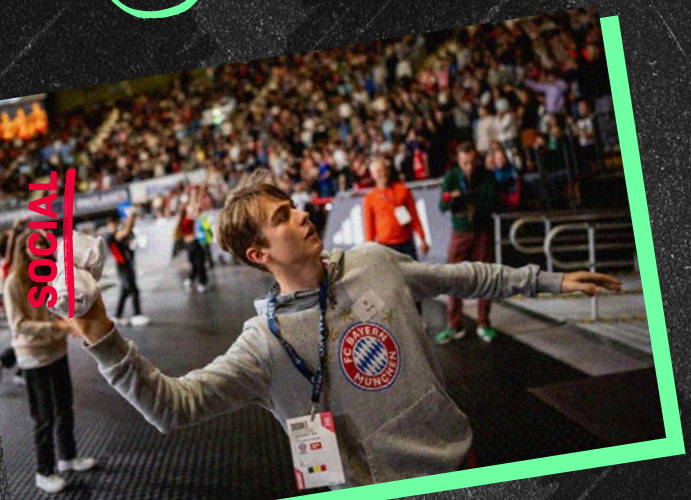
But our communication is not limited to us addressing our young members - we also accommodate their wish to be actively involved. TEENS CLUB members have the chance to operate the "behind the scenes" video camera at certain events and report on the them from their own point of view. This gives them a taste of the role of a reporter, and also enables FC Bayern Munich to better understand and react to the youth perspective.

TEENS CLUB

TWO TEENAGERS GET THE CHANCE TO MEET HERBERT HAINER IN PERSON (NOVEMBER 2024)



SOCIAL



AT BASKETBALL GAMES AND WOMEN'S FOOTBALL MATCHES

THROWING T-SHIRTS INTO THE CROWD AT HALF-TIME

MONITORING THE WOMEN'S FOOTBALL LIVE TICKER



MEETING AND SHADOWING STADIUM ANNOUNCERS AND DJANES

CONDUCTING HALF-TIME INTERVIEW WITH PLAYER LENA OBERDORF

CONDUCTING POST-GAME INTERVIEWS IN THE MIXED ZONE



ACTING AS REPORTER AT EVENTS FROM YOUTH PERSPECTIVE

0-13-YEAR OLDS **KIDS CLUB**

14 – 17 YEAR OLDS

HOME OF OUR YOUNG MEMBERS

TEENS CLUB

HAVING FUN TOGETHER

BOOSTING PERSONAL DEVELOPMENT



EXPERIENCING FC BAYERN TOGETHER

MAKING FRIENDS

FEELING MIA SAN MIA SPIRIT



GETTING CLOSER TO IDOLS

FC BAYERN FAMILY
FROM THE AGE OF 18

REALISATION

2024

Q1-Q3

PLANNING STAGE

MARCH
TEENS CLUB SURVEY

AUGUST
TEENS CLUB WORKSHOP with 50 teenagers

Q4

NOVEMBER
GO-LIVE TEENS CLUB

COMMUNITY AND REALISING POTENTIAL

The idea behind the TEENS CLUB is to give our young members guidance and stability in line with our youth development concept in what can currently be challenging times. It should therefore provide an inviting and positive environment where our young members feel comfortable, have a chance to get to know one another and unlock their full potential. We also look to the future of our young people and our responsibility towards them. In addition to communication, dialogue and participation, we therefore focus on other age-relevant and socially important issues such as physical activity (through specific sporting activities), communicating our value (such as the importance of social commitment) and education and support in personal development.



FC BAYERN TEENS CLUB MEMBERSHIP NUMBERS IN 2024/2025 SEASON

FROM THE START OF THE SEASON INCREASE BY

36% → **17.000**

LAUNCH PHASE AND INITIAL EVENTS OF FC BAYERN TEENS CLUB IN THE 2024/2025 SEASON

15 EVENTS, 400 PARTICIPANTS, ALL FULLY BOOKED

2024

AUGUST 2024

TEENS CLUB WORKSHOP
TEENAGERS HELPED WITH ORGANISATION
50 teenagers

NOVEMBER 2024

TEENS MEETING IN HAMBURG ON RED AGAINST RACISM
10 teenagers

MENTAL HEALTH WORKSHOP
25 teenagers

MEDIA DAY WITH TEENS CLUB MENTOR ALEKSANDAR PAVLOVIĆ
3 teenagers

DECEMBER 2024

BEHIND THE SCENES AT FCBB
30 teenagers

VIDEO SHOOT ON 125 YEARS OF FC BAYERN MUNICH CAFE GISELA
1 teenager

2025

FEBRUARY 25

BEHIND THE SCENES AT FCB WOMEN
30 teenagers

MARCH 2025

TEENS CLUB HOME MATCHDAY
40 teenagers

TEENS CLUB TRIP TO BECKENBAUER CUP
40 teenagers

APRIL 2025

GERMAN SPORTS BADGE
20 teenagers

TEENS CLUB TRIP TO AUGSBURG
40 teenagers

MAY 2025

TEENS CLUB VOLUNTEERS FOR CHAMPIONS' CELEBRATION
35 teenagers

BEHIND THE SCENES AT MARIENPLATZ CHAMPIONS' CELEBRATION
8 teenagers

JUNE 2025

TEENS CLUB CUP AT FCB CAMPUS
72 teenagers







MENTAL HEALTH

DESTIGMATISATION AND EMPOWERMENT

Mental health is an important part of general wellbeing. Yet psychological stress and illness have long been stigmatised and caused uneasiness. People from all walks of life can be confronted by particular mental challenges. This is why FC Bayern Munich is committed to raising awareness around mental health, encouraging open dialogue about the issue and visibly supporting those affected in its community.

One way it has done this was through the October 2024 edition of the club magazine "51", in which our professional male and female players spoke in depth about their personal experiences. They also provided some insight into how they deal with mental health in our "MENTAL GAMES" films. In this way, we aim to shed light on the issue, break down barriers, and encourage fans, families and other target groups to take their own mental health and that of others in their communities seriously.

We also want to provide information about certain everyday behaviours and routines that can boost our mental wellbeing, including mindfulness and gratitude practice, and a healthy lifestyle with sufficient sleep, a balanced diet and responsible use of addictive substances. Steps like these can be a great help in boosting personal stability and everyday resilience.

If our own coping strategies are not enough, professional support is the right step, and an important one. Professional support has been valuable for our players – not only in times of crisis, but also as a preventative and long-term measure. It can help us to deal with pressure to perform, dealing with expectations and setbacks, stabilising mental performance and reacting quickly to negative impacts. At FC Bayern Munich, we provide this support at all times. We place a particular focus on the specific needs, worries and challenges of young people at FC Bayern Munich Campus.

FCB WOMEN ON MENTAL HEALTH

FCB MEN ON MENTAL HEALTH





COHESION STARTS WITH CONVICTION

STABILITY

GOOD GOVERNANCE

VALUE-ORIENTED BUSINESS

SUSTAINABLE **FUTURE**

PARTNERSHIPS **VIABILITY**

SOCIAL RESPONSIBILITY

SUSTAINABILITY **INTERNATIONALITY**

COMPLIANCE HEALTH

MANAGEMENT & SAFETY

CODE OF CONDUCT

TRAINING AND AWARENESS RAISING CHIEF COMPLIANCE OFFICER

FAIRNESS

WHISTLEBLOWER SYSTEM

INTEGRITY

TRANSPARENCY

GOVERNANCE AND FUTURE VIABILITY

RESILIENCE AND BUSINESS PERFORMANCE

Financial stability, responsibly business operations and a strong compliance structure form the foundations of FC Bayern Munich. The club also secures its future viability through crisis resilience and forward-looking business performance – all in constant dialogue with its fans and partners.

RESILIENCE AND FUTURE VIABILITY

Resilience refers to the ability of an organisation to remain operational and functional even under changed conditions, and to react appropriately to crises and



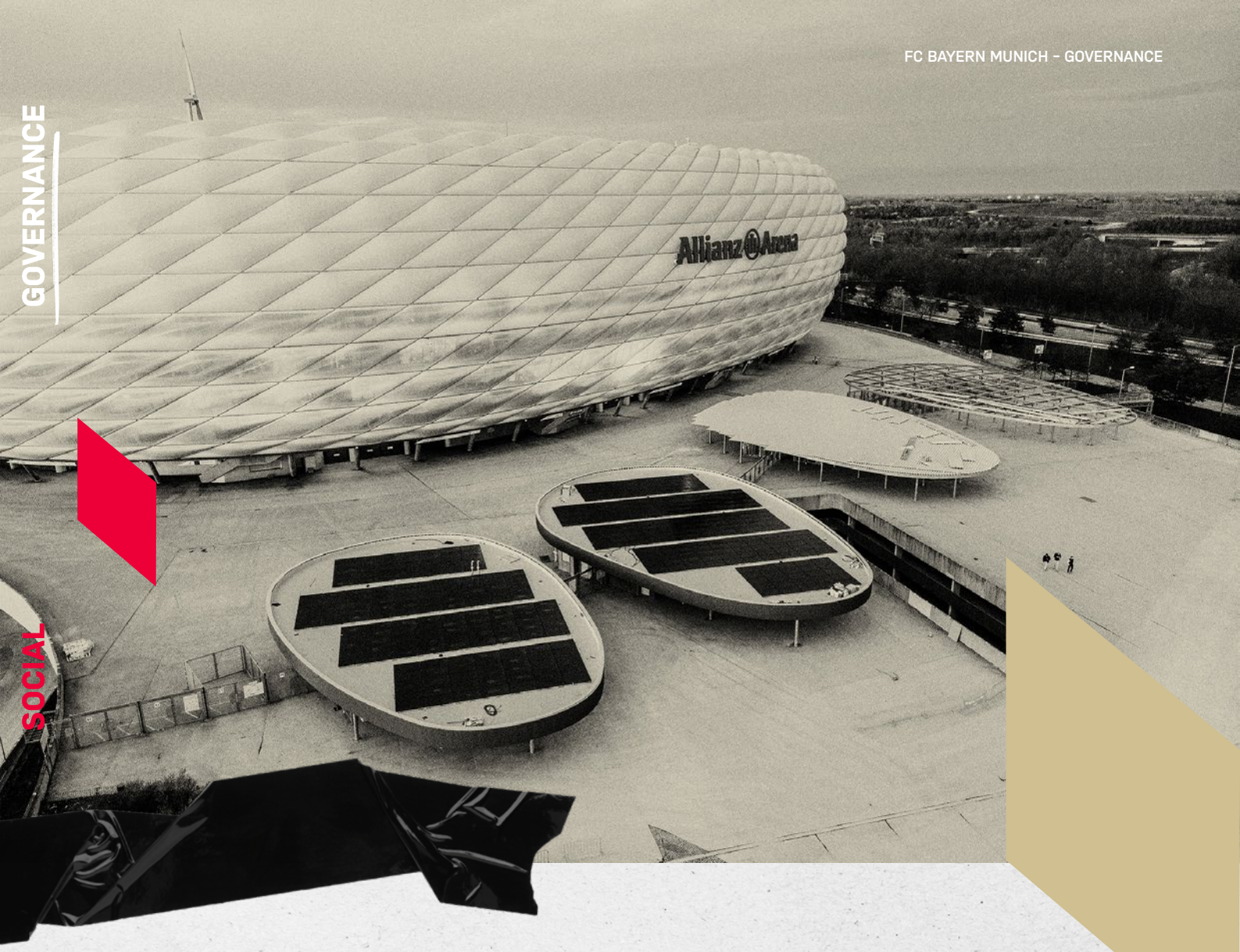
structural changes. Resilience also includes dealing with long-term trends and the ability to react flexibly and effectively to unexpected events.

Resilience is a key component of FC Bayern Munich's ability to safeguard its future viability for the long term. The main focus in terms of sustainability is dealing with the effects of climate change. Our strategic focus is aimed in part at contributing to sustainable development as far as we are able through actions relating to greenhouse gas emissions and the circular economy.

We also aim to effectively protect the club against climate-related risks, including, most importantly, our infrastructure, buildings and business operations. An increasing number of extreme weather events could affect our training and matches as well as operation of our venues. We plan to conduct more climate risk assessments at relevant venues going forward in order to identify risks early and initiate suitable action.

Our main challenges aside from climate change include developments in the availability of energy and resources. FC Bayern Munich has systematically pursued its strategy in the reporting period and is driving the energy transition forward with the aim of further reducing dependency on external energy sources while also boosting financial stability (see page 13).

In so doing we combine environmental responsibility with our commitment to strengthening the club's financial and operational resilience for the long term. For instance, we exploited cost-saving potential at the Allianz Arena by installing heat pumps.



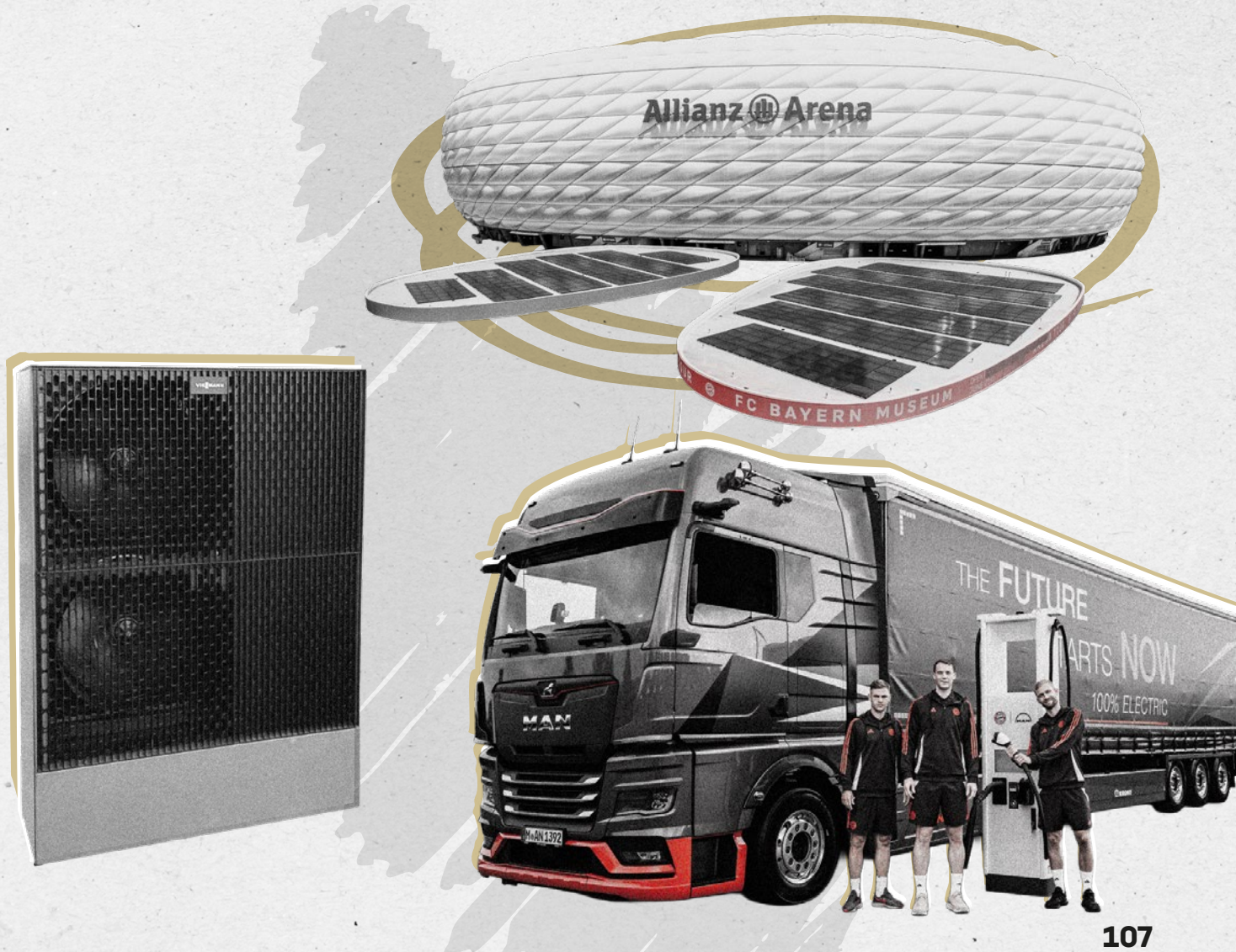
SUSTAINABILITY AS A COMPONENT OF BUSINESS PERFORMANCE

As regards business performance in the context of sustainability, FC Bayern Munich sees particular leverage in working with strong partners, focusing on companies whose products, technologies and solutions can make a specific contribution to achieving our sustainability targets.

These FC Bayern Munich targets also give these partners a visible platform to showcase the effectiveness and practicability of their services in an environment with broad reach.

This creates partnerships designed to combine environmental impact with business development. Examples include projects with heat pumps, circular economy and photovoltaics, through which we meet regulatory requirements while also working purposefully towards our own climate and environmental targets.

Moreover, aligning our sustainability strategy with our partners' targets forms the basis for target group-specific and impact-based communication. This enables us not only to realise joint projects but also communicate them in a transparent manner. One example is the photographic and video documentation of the evolution of our e-mobility charging park at the Allianz Arena developed in cooperation with our partner MAN.



INTER-NATIONAL

FROM MUNICH VIA BAVARIA TO THE WORLD

FC Bayern Munich has its roots in Munich and has developed itself into an international football brand with worldwide presence. Today, fans and fan clubs on every continent are united by their dedication to the club. This international reach is also reflected in the teams, products and global perception of the FC Bayern Munich brand.









Our offices in New York, Shanghai, Bangkok and Seoul are a key component of our international presence. They play an important role in strategically guiding the club's global development and reinforcing our proximity to our international target groups.

In conjunction with business performance and resilience, our international offices provide particular support concerning diversification of relevant markets, thereby helping to place FC Bayern Munich on a broader international footing. They also promote expansion of international partnerships and provide a further boost to the global attractiveness of the FC Bayern Munich brand. The club's international presence is also particularly important to many of our players – whether due to the visibility of FC Bayern Munich in their home regions or the specific targeting of markets and cultural regions relevant to them.

We also see our international presence as an expression of proximity, diversity and cultural ties. FC Bayern Munich addresses its worldwide communities with respect for regional distinctions and cultural contexts, including sending greetings on important public holidays, communication in the national language and visible involvement of international fan communities. In this way, our international activities help to make ties with the club tangible around the world – from Munich, via Bavaria to the world.



We also met our social responsibility at other levels. The FC Bayern München Museum held four previews of the touring exhibition entitled "FC Bayern München during National Socialism. Victims, followers, perpetrators" during the reporting period, in Germany, the USA and South Africa. The exhibition is intended to draw attention to the special historical significance of coming to terms with the past and providing information, and to present FC Bayern Munich's culture of remembrance on the international stage.


ON AND OFF THE PITCH:
ACHIEVING MORE TOGETHER
감사해요

WHAT WE EXPECT OF OURSELVES: IT'S NOT JUST ABOUT US

CONCLUSION AND OUTLOOK

Sustainability and social responsibility are a core component of FC Bayern Munich's self-image as a club, economic player and socially relevant institution. It will therefore remain vital for us to embed responsibility in our structure and integrate it in our strategy. Rouven Kasper has been responsible for sustainability and this objective since his appointment to the Executive Board of FC Bayern München AG in this role on 1 January 2026. The aspects grouped under his Executive Board responsibility underscore the fact that sustainability is a leadership and strategy task for the entire club.

Achievement of our social responsibility targets is still based on the social DNA of FC Bayern Munich, namely that the club has been shaped by community, proximity and cohesion for decades. This leads to our commitment to making an impact far beyond the pitch – bringing people together, promoting physical activity and making a difference in society. We want to consciously preserve these origins and translate them for the future in the world of commercialised professional football.

At the same time, FC Bayern Munich's role as a public voice and a reliable institution is expanding. Thanks to its reach and consistency, it can draw attention to issues and make an impact with its management, its players, its partners and other stakeholders. This calls for clear focal points and a long-term commitment to selected issues.

Social responsibility expressly also includes environmental and climate responsibility, because the effects of climate change not only concern the environment in an abstract way, but also have a direct impact on people, living conditions and social cohesion. In summary, sustainability for FC Bayern Munich therefore means meeting regulatory requirements, preserving and enhancing our social DNA, and systematically embedding social responsibility within our institution. This will enable the club to reinforce its role as a brand with sporting success and an institution with social impact, and to harness its relevance responsibly beyond the world of sport.



ROUVEN KASPER



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