



Residence of the football and basketball first teams in Real Madrid City.

## 6. SUMMARY

### 2024-2025 SUSTAINABILITY REPORT: A LEGACY OF SUSTAINABLE EXCELLENCE

The 2024-2025 Real Madrid Football Club Sustainability Report goes beyond a mere reporting exercise to articulate a strategic vision in which sustainability is consolidated as an updated expression of the Club's institutional DNA. In a world facing systemic challenges, Real Madrid assumes both responsibility and the potential to lead positive transformation, understanding that greatness in the 21st century is measured not only by

sporting achievements but also by the legacy left for future generations.

The Club's sustainability strategy is built on three interconnected pillars guiding all its decisions and operations: Governance, Social and Environmental. This structure reveals a logical sequence: robust and ethical governance forms the foundation for profound social impact and cutting-edge environmental management, demonstrating that responsibility is the natural consequence of excellence in management.

#### KEY PERFORMANCE INDICATORS 2024-2025

<b>Governance</b>	Total Fiscal Contribution: 356.2 million euros
<b>Social</b>	Impact of the Foundation: 400,000 beneficiaries in 102 countries
<b>Environmental</b>	Electricity Supply: 100% Renewable Origin
<b>Financial</b>	Net equity: 598 million euros

Integrity, transparency, and prudent management are not mere requirements but the source of the Club's strength and long-term vision. Real Madrid's nature as a sporting association owned by its 98,272 members is the defining feature of its governance model. This democratic structure, with the General Assembly as the supreme body, fosters a vision of institutional sustainability beyond short-term profits. It is this approach that enables the Club to undertake strategic and transformative investments, such as the stadium redevelopment, ensuring its viability for future generations. This ethical commitment is embodied in a robust Criminal Risk Management System whose effectiveness is supported by external certification under the UNE 19601:2017 standard, maintained continuously since 2018. This certification is not merely a policy but verifiable proof of a commitment to integrity that goes beyond words.

Financial sustainability is a fundamental pillar of governance. The 2024-2025 season

closed with a net profit of €24 million and accumulated net equity of €598 million. This solidity not only ensures sporting competitiveness but also translates into a direct societal impact, with a total fiscal contribution of €356.2 million. In an era in which sports clubs are often volatile assets, Real Madrid's model represents a paradigm of institutional resilience, a strategic asset that guarantees its longevity.

The commitment to people is the pillar that reflects the Club's soul, manifesting in comprehensive management that spans players, employees, and the global community. The Real Madrid Foundation is the primary vehicle of this impact, consolidating its role as "the soul of the Club in action". This season, its work has gone beyond philanthropy to become a large-scale social impact operation, reaching more than 400,000 beneficiaries in 102 countries through 1,111 social-sports programmes and schools. This work strengthens the Club's global brand and its social legitimacy to operate worldwide.

The Club promotes a model of “human sustainability” focused on talent development and care. This approach is evident in the success of “La Fábrica”, recognized by the CIES Football Observatory as the best youth academy in the world, with 191 players trained there competing in professional leagues. It also extends to the holistic care of its 1,141 employees through initiatives such as the 360° Well-being Plan, which offers legal, social, and psychological support, with 7,500 hours invested in training.

This commitment extends to a global community of 650 million social media followers and 2,521 fan clubs across 96 countries. In line with its value of Universality, the Club advances equality and diversity, with 39.5% of department head positions held by women and formal adherence to the European Diversity Charter.

Real Madrid aspires to establish a new paradigm in the sports industry, where large infrastructures act as agents of environmental regeneration. The new Santiago Bernabéu Stadium exemplifies this ambition, a “model of regenerative sustainability” governed by a “digital brain (BMS)”. The strategic decision to remodel the existing structure rather than demolish it avoided massive carbon emissions that a new build would have entailed, reusing more than 240,000 metric tonnes of materials.

Facility management relies on an intelligent resource efficiency system, backed by verifiable data:

**Energy:** 100% of the Club’s electricity supply comes from renewable sources, secured through a Power Purchase Agreement (PPA). Full LED lighting enables up to 60% energy savings.

**Water:** 100% of irrigation water at Real Madrid City is recycled. The stadium features a rainwater capture and closed-loop reuse system, minimizing potable water consumption.

The Club has been an industry pioneer in measuring and certifying its carbon and water footprints with AENOR. In terms of mobility, the strategic alliance with BMW promotes the electrification of the fleet, and a pioneering step was taken by using 5% Sustainable Aviation Fuel (SAF) in the first team’s travels. The commitment to a “Zero-waste” model is reflected in the management of 618,764 kg of waste, with a recycling rate of 83.73%.

The future is sustainable excellence. Sustainability at Real Madrid is not a new focus, but rather an updated expression of its institutional DNA, projecting into the future the founding values that have made the Club a globally respected brand: respect, commitment, perseverance, and excellence. The integration of this culture is reflected in an organizational architecture that embraces sustainability as a transversal logic in every decision.

Linking the Club’s values with strategic pillars allows sustainability to go beyond mere compliance, becoming a tool for differentiation:

Governance is the modern manifestation of Economic Responsibility and Transparency.

The Social pillar embodies Universality, Education, and Social Responsibility.

Environmental management is the new frontier for Excellence and Innovation.

This integrated culture consolidates coherent and regenerative leadership. It recognizes that “sustainability is already a playing field in which one competes and leads”. On this field, Real Madrid has both the potential and the responsibility to set the pace and inspire the global industry. Ultimately, an integrated culture of sustainability is the bridge between Real Madrid’s history and its future; a guarantee that the club’s prestige is founded not only on what it has achieved but on how it chooses to achieve it.

