



REAL MADRID C.F.

02

Contents

04
President's letter

06
Soccer

22
Basketball

30
Our people/Members

34
Property

38
Revenue

52
Media and Contents

56
Foundation

60
Former Players

64
New Board of Directors

66
Sports Outlook: Talent

74
Real Madrid Around the World

78
The Challenge

80
Financial Report

04

President's Letter

Santiago Bernabéu changed the course of history by signing di Stéfano, and that is my model for Real Madrid, the same one that led us to be honoured the Best Club of the 20th Century



Dear Members:

We are working toward a leading, model Real Madrid. We are here because we want to be loyal to the principles that have made this Club an exceptional institution. We have enthusiastically taken on one of the greatest challenges that our Real Madrid has ever faced: consolidating our club from the ground up, the project and effort that will make this Club into the greatest of the 21st century.

Throughout these 107 years of history, Real Madrid has forged its own legend, often in difficult, complex circumstances. They have always been overcome thanks to the madridistas' undying dedication. If anything has characterized us in this time it is our enormous capacity for improvement and sacrifice. Men like Santiago Bernabéu and our beloved Honorary President, Alfredo di Stéfano, showed others the way with their conduct and style.

Today, those of us responsible for directing this institution should look to our past with pride, while facing the present with the new challenges before us. The scenario is further complicated by today's economic climate. Nonetheless, we are convinced that Real Madrid will successfully overcome this new challenge, applying and perfecting the special model that has made it into one of the clubs of reference in worldwide soccer.

Ours is a modern, cogent, solid and solvent model, capable of generating the resources necessary for the financial structure of our organization to remain strong, stable and balanced. This will make it possible for us to conserve the traits that have configured one of the essential characteristics of our Club: the true owners of Real Madrid are and will always be its members. That is why we are obliged to always act with the utmost transparency at all

times, following the strictest criteria and firmest ethical codes.

The Annual Report presented herein is a reflection and description of everything that has happened in the Club over the past season. Our Club has often been an example of talent, dedication, innovation and fair play. These values will continue to be essential and indisputable to face our biggest present and future challenges from a position of strength.

We were the Best Club of the 20th Century, and we must strive to be the Best Club of the 21st. That is our dream. To be leaders, and a model, in every realm: in sports, economics, social affairs, premises, and especially, when it comes to matters of solidarity. Everyone forming part of this Institution must be very aware of the significance held by the name, history and legend of Real Madrid.

We are facing the 2009/2010 season with the belief that, more than ever, the values that have made us great are the club's most solid foundation for success. Our past shows us that nothing is impossible, and that united, we are stronger. Entire generations of madridistas have deposited their hopes, dreams and ambitions in this Club. Now is the time for us to work to meet the standard of our unparalleled history. To this goal we will tirelessly devote our work and effort.

Thanks to one and all.

Florentino Pérez

06

Soccer

Although Real Madrid won no titles this season, the team showed the world its enormous capacity for sacrifice

First Team



Roster 2008/2009

Coaching staff

Coach Juande Ramos	Assistant coach Marcos Álvarez	Fitness trainer Jordi García	Goalkeeper trainer Pedro Jaro
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Goalkeepers

- 1 Iker Casillas
- 25 Jerzey Dudek
- 13 Jordi Codina

Defenders

- 2 Michel Salgado
- 3 Pepe
- 4 Sergio Ramos
- 5 Fabio Cannavaro
- 12 Marcelo
- 15 Drenthe
- 16 Heinze
- 21 Metzelder
- 22 Miguel Torres

Midfielders

- 6 Lass
- 8 Gago
- 10 Sneijder
- 11 Robben
- 14 Guti
- 17 Dani Parejo
- 23 Van der Vaart
- 24 Javi García
- De la Red
- Diarra

Forwards

- 7 Raúl
- 9 Saviola
- 7 Huntelaar
- 20 Higuain
- Van Nistelrooy

Preseason

The signing of Rafael Van der Vaart and the transfer, in addition to others, of Robinho to Manchester City, were the main changes for a Madrid side that held its training camp in El Algarve (Portugal) after winning back-to-back Liga titles. Preseason camp began on July 14. The team had six days of the calm that would be necessary to rally forces for what promised to be a breath-taking season.

First part of the preseason

Real Madrid's second stop was the unmissable Irindg. The team held two-a-day practice sessions in the magnificent facilities of this Austrian city under the orders of Schuster during a 10-day stay, from July 21-31. The ball began to roll during this phase of camp, specifically, on July 27. Our opponent was Lask Linz, a team that celebrated its centennial with a loss before a sold-out stadium (2-3). Brazilian Julio Baptista had the honour of scoring Real Madrid's first goal of the season.

London was the madridistas' next stop. The team played in the prestigious Emirates Cup against world-class opponents such as Juventus de Turin, Hamburg and Arsenal, the tournament organizer. Real Madrid only had to face the latter two due to the peculiar format of a summer tournament then in its se-

cond running. The side coached by Schuster could not have started any better: a win against Hamburg (1-2), with goals scored by Van Nistelrooy and Parejo. A day later, on August 3rd, the team was to face the tournament host in a match that would cost Madrid dearly, not only because of the loss (1-0) but also the severe injury suffered by Wesley Sneijder following a brutal tackle by Diaby. It took the Dutchman nearly four months to come back.

Colombia and Germany before the first official match

The Real Madrid expedition travelled to Bogotá to play a new friendly on August 7. The host was Independiente de Santa Fe, and the match marked Rafael Van der Vaart's debut in the white jersey (1-2). He could not have asked for a better premiere: he scored the first goal on a free kick and later made an assist to Pepe for the game-winner.

The squad travelled from Colombia to Frankfurt to play a match on August 12th in tribute to Gento, Pachín and Santamaría, who beat Eintracht in Glasgow in 1960 (7-3) to become European champions in what is known as "The Greatest Football Match in History". The game ended in a stalemate (1-1) before a stadium packed with over 45,000 fans.



Winners' Cup

Epic comeback to take the Winners' Cup

Real Madrid, as winner of la Liga, and Valencia, as King's Cup Champion, met in a two-match play-off for the first Spanish title of the season. The home team took the away leg, played in Valencia on August 17th (3-2). But the score allowed a certain optimism for the home leg, to be played one week later, and which will always be remembered as a testimonial to commitment, faith, the forging of legend and never giving up. Behind after Silva's first-half goal, and with a player less - Van der Vaart was sent off in his official debut - Real Madrid went to the locker room trailing at

halftime. A comeback seemed impossible. Especially when Van Nistelrooy, after scoring the tying goal, left his side with nine players on the field of a Santiago Bernabéu Stadium where the spirit of past European comebacks was floating in the air. Ramos, in a gutsy play, scored the second goal, and from that point on, the avalanche unleashed by Real Madrid could only be described as an unprecedented tsunami of football. In the midst of the maelsstrom, De la Red scored the third, and Higuain the fourth, leaving Valencia with time enough for Morientes to score on his former team. If faith really moved mountains, Real Madrid could have changed the world's geography that night.



Santiago Bernabéu Trophy

Deluge of goals in the Santiago Bernabéu Trophy

Just three days after raising the Winners' Cup, Madrid indulged itself with another football gala. It was the 30th running of the Santiago Bernabéu Trophy, and Madrid fans

left the stadium with the feeling of having lived through an unforgettable week. Madrid scored four goals against Valencia, yet many more were in store against Sporting de Lisboa. The crowd on hand for the match savoured a total of eight: five for the home side, three for the visitors.

La Liga

Real Madrid rose to the occasion... and challenged Barcelona to the end

After winning the past two Liga titles, Real Madrid embarked upon another season in Spain's highest competition. Its aspirations were clear: to win the third consecutive Liga title, something Madrid last achieved 19 years ago. The first match was not easy. The team had to visit Riazor Stadium in A Coruña, a field that has seemed jinxed for Real Madrid in recent seasons. Once again, victory proved beyond the team's reach (2-1). Van Nistelrooy took the honours for scoring the first madridista goal in Liga play. From then on, Real Madrid put together a four-game win streak. Especially noteworthy was the spectacular offensive display against Sporting de Gijón (7-1).

Matchday 14 proved to be a turning point in the competition. Following losses in Getafe, and at home against Seville, German coach Bernd Schuster was dismissed. Juande Ramos took over the head coaching position. The Manchegan barely had time to meet his new team. Three days after his presentation as Real Madrid's new coach, he had to travel to Barcelona to face the Liga Classic. Speculation on an easy home victory was widespread, but despite missing much of its starting line-up - academy player Palanca made his debut- Real Madrid made a very good impression.

Real Madrid displayed an enormous capacity for sacrifice

As in prior runnings, the Camp Nou match

made for a turning point in Real Madrid's season. The consensus among the players was absolute. From then on, the team played through the first four months of 2009 at an incomparable level, racking up 49 of 51 possible points. The team also got three reinforcements during the winter market: French midfielders Lass and Faubert -on loan- and the Dutch forward Huntelaar.

Madrid's comeback was so great that, over just 18 matchdays, the team went from 6th place and 12 points from Barcelona to just four points from the leader when both teams had yet to play each other in Madrid's stadium. Despite this effort, Madrid's defeat in the Classic (2-6) dashed its hopes for the title.

2009, a year of records

Although Real Madrid was unable to win the Liga, the spectacular streak that it put together in the early months of 2009 made it possible for the side to break many records considered untouchable up to then. In addition to its status at one stage of the competition, as the only team unbeaten in league play of the 98 clubs that make up Europe's top five domestic tournaments - Spain, Italy, Germany, England and France- Real Madrid strung together the longest away game win streak in its 109 years of history -Mallorca, Numancia, Sporting, Espanyol, Athletic, Málaga, Recreativo and Seville all fell victim- and they matched the best scoring streak ever over 16 consecutive matchdays.



Informe Real Madrid 08/09

European Cup

Liverpool blocks the way in semi-quarterfinals

Madrid found itself in the tough Group H, along with Juventus of Turin, Zenit Saint Petersburg, then-recent champion of the UEFA Cup and European Winners' Cup, and Belarussian darkhorse BATE Borisov. The latter was Real Madrid's first opponent in the maximum European tournament, which it began with a victory thanks to goals by Sergio Ramos and Van Nistelrooy. The second match was played in Russia. Despite the gruelling weather in the Land of the Czars, Real Madrid secured a win (1-2) that brought the team closer to its main goal of qualifying for quarterfinals.

Del Piero, in top form, was decisive in the two-game match-up against Juventus. The Italian side won their home match (1-2) on a night made infamous for Madrid due to the injury suffered by Van Nistelrooy. In Madrid, veteran player Alessandro del Piero received an ovation from Santiago Bernabéu stadium in recognition not only of the magnificent match he had just played -scoring both of his team's

goals- but also his great football career, marked by numerous achievements.

Far from letting the defeats affect them, the Real Madrid players showed before BATE Borisov in Belarus (0-1) and at home against Zenit (3-0) -Juande Ramos made his debut against the Russians- how capable of overcoming adversity they are. Real Madrid qualified comfortably as second in its group, tied at 12 points with Juventus. Then the whimsical drawing paired the Club in another historical duel with Liverpool. It would be Madrid's first visit ever to Anfield Road.

The away leg was played on February 25, 2009 in Santiago Bernabéu Stadium, under the unique atmosphere only present on the really special occasions. Madrid dominated play, but an isolated action led to a foul being called in favour of the English side, paving the way to Benayoun's score (82'). The play-off was wide open. Madrid would have to come back in the hostile Anfield Road Stadium. It was not to happen, and once again, Madrid was left out of the maximum continental competition in the semi-quarterfinals, the stumbling block of recent seasons.



Informe Real Madrid 08/09

King's Cup

Real Unión de Irún does the impossible

The Real Unión de Irún -who achieved promotion to Segunda División at season's end- was Real Madrid's opponent in the King's Cup round of 32. The away leg will always be remembered for the consternation caused by Rubén de la Red's collapse after only 10 minutes of play. The former academy player was taken from the pitch with clear symptoms of a concussion. Following a battery of tests, it was decided to keep him off the field until Madrid's medical staff was fully convinced that the player's health would not be jeopardized.

It was a high-scoring play-off. The home team won the away leg (3-2) while Madrid took the home game (4-3). The double value of goals scored in the opponent's field proved decisive, and Real Unión went on to the next round of the King's Cup. Despite it all, the crowd at Bernabéu Stadium got to witness the brilliant debut of Alberto Bueno with the white jersey. In minute 69 of play, the academy player received a pass at the top of the goal area, raised his head, and with the accuracy of a sharpshooter, delivered a shot with his right leg that flew through the goal's upper corner.



Our international players

Casillas and Ramos, third place in the Confederations Cup

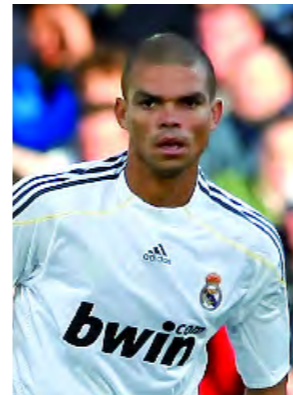


As permanent pieces of the Spanish national side, Iker Casillas and Sergio Ramos have not missed a single call-up to the Spanish team since they won the Eurocup. They guided Spain through a comfortable group to qualify for the World Cup to be played in South Africa in the summer of 2010. It is no coincidence that "La Roja" strung together 15 wins, setting a record that will be hard to beat. The only comparable marks are the 14 wins by Australia between 1996 and 1997, Brazil in 1967 and France between 2003 and 2004.

Both were on the national side that travelled to South Africa this summer to play the Confederations Cup as European Champions. Spain was put in the same group as New Zealand, Iraq and South Africa. After qualifying easily, in semi-finals, the United States kept Spain from raising its first Confederations Cup.

Madridistas Javi Garcia and Miguel Torres were on the U21 team that played in the European championship for their category.

Pepe, a makeshift half-back



Carlos Queiroz took over as head coach of the Portuguese national team after Scolari left for Chelsea. One of the first decisions of the former Real Madrid coach was to put Pepe in the midfield. The Real Madrid defender, far from feeling out of place, showed an excellent performance in his new position.

Parejo won the Mediterranean Games

Daniel Parejo, along with academy player Thomas Mejías, represented Real Madrid on the Spanish side that travelled to Pescara (Italy) to compete in the Mediterranean Games, winning the final against Italy, the host country.

Cannavaro's Italy, heaven and hell

Although the Italian national side will qualify for the World Cup with no apparent difficulty, the Confederations Cup was another story. The Italians won only one of the three matches they played.

The Netherlands, first team to qualify for the World Cup

The Dutch national side was the first to qualify directly for the World Cup of South Africa. Sneijder, Robben, Van der Vaart and Huntelaar all play on the team. In the younger categories, Royston Drenthe was consistently called up to play with the Netherlands U21 squad.

Marcelo, a starter for Dunga

Although he was not called up to play with Brazil in the Confederations Cup, Marcelo is a starter on Dunga's national side.

Metzelder, a colossus in Germany's defence

Germany was not affected by its loss in the Eurocup final. The team, which includes Metzelder, soon regrouped and led Group 4 from the beginning. This is a group in which Russia, and to a lesser extent Finland, appear to offer the toughest competition.

Lass, from Liga revelation to acclaimed international player

Lass Diarra, voted the Liga Revelation of the Year, came to Madrid during the winter market. From the outset, he proved his worth by firmly establishing his role in Madrid's midfield. His superb play in Santiago Bernabéu Stadium has made him a starting player for the French national team, which has in Serbia and Lithuania its weightiest rivals in Group 7.

Gago, Heinze and Diarra also in the fight to reach South Africa

Gago and Heinze were fixtures on an Argentine side coached by Maradona that has had its share of ups and downs on its way to the World Cup. The Argentines have alternated between key victories and stunning losses, such as when they played Bolivia (6-1).

Mahamadou Diarra was injured in an international match that Mali played against Chad. He was injured again in a match played with Real Madrid, and was unable to aid his compatriots in their international qualifying games for the South Africa World Cup.

sports balance

Campeonato de Liga

jornada	fecha	partidos	resultados	goleadores
1	15-11-08	Deportivo – Real Madrid	2-1	Van Nistelrooy
2	22-11-08	Real Madrid – Numancia	4-3	Guti, Higuaín, Van der Vaart y Cisma (pp)
3	21-09-09	Racing – Real Madrid	0-2	Dela Red y Van Nistelrooy
4	24-09-08	Real Madrid – Sporting	7-1	Van der Vaart (3), Raúl (2), Robben e Higuaín
5	27-09-08	Real Betis – Real Madrid	1-2	Heinze y Van Nistelrooy
6	05-10-08	Real Madrid – Espanyol	2-2	Raúl (2)
7	18-10-08	At. Madrid – Real Madrid	1-2	Van Nistelrooy e Higuaín
8	26-10-08	Real Madrid – Athletic Club	3-2	Sneijder e Higuaín (2)
9	02-11-08	Almería – Real Madrid	1-1	Raúl
10	08-11-08	Real Madrid – Málaga	4-3	Higuaín (4)
11	15-11-08	Valladolid – Real Madrid	1-0	
12	22-11-08	Real Madrid – Recreativo	1-0	Sneijder
13	29-11-08	Getafe – Real Madrid	3-1	Saviola
14	07-12-08	Real Madrid – Sevilla	3-4	Raúl, Higuaín y Gago
15	13-12-08	Barcelona – Real Madrid	2-0	
16	20-12-08	Real Madrid – Valencia	2-0	Higuaín
17	04-01-09	Real Madrid – Villarreal	1-0	Robben
18	11-01-09	Mallorca – Real Madrid	0-3	Robben, Raúl y Sergio Ramos
19	18-01-09	Real Madrid – Osasuna	3-1	Sergio Ramos, Higuaín y Robben
20	25-01-09	Real Madrid – Deportivo	1-0	Raúl
21	31-01-09	Numancia – Real Madrid	0-2	Raúl y Robben
22	07-02-09	Real Madrid – Racing	1-0	Higuaín
23	15-02-09	Sporting – Real Madrid	0-4	Raúl (2), Huntelaar y Marcelo
24	21-02-09	Real Madrid – Betis	6-1	Higuaín, Huntelaar (2) Raúl (2) y Sergio Ramos
25	28-02-09	Espanyol – Real Madrid	0-2	Guti y Raúl
26	07-03-09	Real Madrid – At. Madrid	1-1	Huntelaar
27	14-03-09	Athletic Club – Real Madrid	2-5	Robben, Heinze y Huntelaar
28	22-03-09	Real Madrid – Almería	3-0	Marcelo y Huntelaar
29	04-04-09	Málaga – Real Madrid	0-1	Higuaín
30	12-04-09	Real Madrid – Valladolid	2-0	Raúl y Robben
31	18-04-09	Recreativo – Real Madrid	0-1	Marcelo
32	21-04-09	Real Madrid – Getafe	3-2	Higuaín (2) y Guti
33	26-04-09	Sevilla – Real Madrid	2-4	Raúl (3) y Marcelo
34	02-05-09	Real Madrid – Barcelona	2-6	Higuaín y Sergio Ramos
35	09-05-09	Valencia – Real Madrid	3-0	
36	16-05-09	Villarreal – Real Madrid	3-2	Van der Vaart e Higuaín
37	24-05-09	Real Madrid – Mallorca	1-3	Higuaín
38	31-05-09	Osasuna – Real Madrid	2-1	Higuaín

Goleadores

22 Higuaín	18 Raúl	8 Huntelaar	7 Robben	5 Van der Vaart	4 Marcelo	4 Sergio Ramos
4 Van Nistelrooy	3 Guti	2 Heinze	2 Sneijder	1 De la Red	1 Gago	1 Saviola



Supercopa

nº	fecha	partidos	resultados	goleadores
1	12-08-09	Valencia – Real Madrid	3-2	Van Nistelrooy (2)
2	24-08-09	Real Madrid – Valencia	4-2	Van Nistelrooy, Sergio Ramos, De la Red e Higuaín

Goleadores

3 Van Nistelrooy	1 Sergio Ramos	1 De la Red	1 Higuaín
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Copa de S.M. El Rey

nº	fecha	partidos	resultados	goleadores
1	30-10-2008	Real U.C. Irún – Real Madrid	3-2	Higuaín y Saviola
2	11-11-2008	Real Madrid – Real U.C. Irún	4-3	Raúl (3) y Bueno

Goleadores

3 Raúl	1 Higuaín	1 Saviola	1 Bueno
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Pretemporada

nº	fecha	partidos	resultados	goleadores
1	27/07/08	Lask Linz – Real Madrid	2-3	Baptista, Raúl y Saviola
2	02/08/08	Real Madrid – HSV Hamburgo	2-1	Van Nistelrooy y Parejo
3	03/08/08	Arsenal – Real Madrid	1-0	
4	08/08/08	Independiente Santa Fe – Real Madrid	1-2	Van der Vaart y Pepe
5	12/08/08	Eintracht Frankfurt – Real Madrid	1-1	Higuaín

Trofeo Santiago Bernabéu

nº	fecha	partidos	resultados	goleadores
1	28/08/08	Real Madrid – Sporting de Portugal	5-3	Higuaín (2), Robben, Raúl y Van der Vaart

Goleadores

3 Higuaín	2 Raúl	2 Van der Vaart	1 Parejo	1 Baptista	1 Saviola	1 Pepe
1 Robben						

Liga de Campeones

nº	fecha	partidos	resultados	goleadores
1	17/09/08	Real Madrid – BATE Borisov	2-0	Sergio Ramos y Van Nistelrooy
2	30/09/08	Zenit – Real Madrid	1-2	Hubočan (p.p.) y Van Nistelrooy
3	21/10/09	Juventus – Real Madrid	2-1	Van Nistelrooy
4	05/11/09	Real Madrid – Juventus	0-2	
5	25/11/09	BATE Borisov – Real Madrid	0-1	Raúl
6	10/12/09	Real Madrid – Zenit	3-0	Raúl (2) y Robben
7	25/02/09	Real Madrid – Liverpool	0-1	
8	10/03/09	Liverpool – Real Madrid	4-0	

Goleadores

3 Raúl	3 Van Nistelrooy	1 Robben	1 Sergio Ramos
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Real Madrid Castilla



Options open until the end

When reference is made to the Real Madrid Castilla of the 2008-2009 season, it is about a team that was united from the beginning, basing its success on effort and teamwork. It was a great team that put together a streak of seven months, and over 1,000 minutes, without a defeat. But, as is only logical, sooner or later it had to end, which it did on matchday 14 when it fell in Las Palmas (1-0). The team then went through a spell of bad play that it soon corrected with the new year. It can be easily summed up in good football, which made it possible for the team to lead the league on more than one occasion, and to fight throughout the season for the slots that would qualify it for the promotion play-offs. The team, then coached by Julen Lopetegui, reached the final match against Fuerteventura with play-off options. But, once again, the Canary Islands were unlucky for Real Madrid, and the team took a loss, saying good-bye to all its options to play in the promotion play-off's for the "Silver Division".



But these were not the only virtues of this Castilla team: Real Madrid's second team also had the scoring leader not only for their group and category (Segunda División B), but all of Spanish football, toward the end of October. Much of this offensive success was thanks to a talented pair of attackers. Adam Szalai and Alberto Bueno competed for the "pichichi" high-scorer trophy until the end. Unfortunately, it proved to be beyond their reach. Nonetheless, there were great things about the B team's work, and the main one is

its achievement of the academy's main objective: to prepare players for the first team. Alberto Bueno, Miguel Palanca, Marcos Tébar and Gary had the opportunity to debut with the first team, and their performance was beyond outstanding. Throughout the season, Castilla also used players from lower categories such as Real Madrid C and the Junior A teams. Players like Marcos Alonso, Denis Tcherysev, Juan Carlos, Samu, Tomás Mejías or Nacho found themselves on the B team roster more than once.



Real Madrid C

Real Madrid first went from more to less and then from bad to very good over the entire season. In other words, a good start "ruined" in mid-season. The team, then coached by Antonio Díaz Carlavilla fell into a losing streak that led Real Madrid C to the brink of relegation. The change in the head coaching position, with the arrival of Alberto Toril, brought the team back to positive results (a streak of seven wins, four draws and one

loss), in such a strong climb that the team finished the tournament in a meritorious eighth place. Among other factors, the success is attributable to the reinforcement on defence. Real Madrid's Tercera División team held opponents scoreless for four straight matches. The final average was spectacular: less than one goal received per match. In the end, the clouds over Real Madrid C showed their silver lining.

An Academy of Champions

Eight champions in “La Fábrica” of twelve teams that make up the Real Madrid Academy over the 08/09 season

If there is anything inherent to Real Madrid's academy it is titles. Once all the leagues were over, it was time to make the tallies. The headline gives a clear idea of the academy's great success: eight out of twelve possible titles. First, the Junior B team, which also managed to win the U18s Mini-World Cup. Then, the youngest players, of the Benjamín category (U11), who won the Community of Madrid Championship. The Alevín (U12) A, Junior C and Cadete (U15) B teams followed their footsteps. The last to join the group of champions were the Alevín (U12) B, Youth (U13) A and Cadete (U15) A.

The **Junior (U18) B** team officially opened the parade of champions that tends to arrive in Valdebebas every spring. Juan Vicente Peinado's side were proclaimed champions with five matchdays left in the season, which they concluded at a distance of 13 points over the runner-up, Getafe. The Junior B team led the league from matchday 1 to matchday 30, not to mention its status as the highest-scoring team of the league, with 78 goals, and as the team that allowed the fewest goals in the tournament. Their overwhelming superiority was also shown throughout the 1st U18s Mini-World Cup. The madridistas deployed spectacular play that took them to a final, in which they defeated the daunting F.C. Barcelona.

It was then up to the **Benjamín (U11)** team, who won their league with a greatness inversely proportional to their small feet. The official goal-scorers of the academy wrapped up a season in which they won all their games and scored over 250 goals, besting Almudena by 2-15 with four matchdays left for the end of the tournament. They then took the Madrid Championship, proving to be the best team of the entire Community of Madrid. Juan Manuel Martínez's boys have proven to be living examples of the enthusiasm, hard work and dreams of any child.

It was then the turn of the **Alevín (U12) A** team. José Antonio Sandoval's team beat its opponent, Pozuelo, in Valdebebas by 8-2 to take the championship with three matchdays left to play. Over the entire tournament, the team only left two points along the way, in a draw against Majadahonda. They were undefeated. No opponent could overcome the unity of this team, and its spectacular statis-

tics (over 150 goals scored and only 15 against), give an idea of this unmatched leader's offensive and defensive potential from matchday 2. An entire season undefeated... who could ask for more?

Sergio Piña's **Junior C** could not miss out on the success, and soon added its own to the festival of titles. Its credentials: winning the Championship with five matchdays left in the season, with 100 goals scored (highest-scoring team) and only one loss over the entire nine months. These indisputable numbers took the team, like the other academy sides, to the number 1 slot.

The **Cadete (U15) B** team soon joined the winners' circle. José Luís Diezma's team won



their league with a 2-0 win over Canillas with three matchdays left, to conclude their Preferente Tournament season. This is another team that scored over 100 goals. Its main weapon; power on offence. It should also be noted that the team lost only twice throughout this 2008-09 season. Above all, credit goes to the great play that our U15 team put on display. The Cadete (U15) B team made for fantastic viewing, a model of the very best football.

Roberto Rodríguez's **Alevín (U12) B** also won its league. Real Madrid was the mathematic champion on the penultimate matchday, following a clear victory over Villarejo (1-10). In this case, there was close competition between the madridistas and the second-place team, Rayo Vallecano. It was a great effort for the title, with a happy ending.

Tcherysev's **Youth (U13) A** team was able to cry “Champions!” on the penultimate matchday of its League. Once again, Rayo Vallecano was the strongest opponent in this group for the madridistas. But the team's regularity, with 27 wins in 30 games, brought it the deserved prize. Like the rest of the academy's champions, Tcherysev's team can boast that it is the team that has scored on its opponents most frequently. It has been achieved with effort and devotion, because as their coach

said: “We were able to find a path and follow it together.”

The last academy champion to be crowned last season was Ramis's **Cadete (U15) A** team. They did not secure the trophy until the last match of the season, following a vibrant game against Unión Adarve (6-4). This team definitely gave us one of the season's most exciting struggles, by going neck and neck with the eternal rival, Atlético de Madrid, until the end. A goal-scoring balance clearly in Madrid's favour (Real Madrid finished with +91 while Atlético tallied up +51), made the Cadete (U15) A team the deserving champion of the tournament. The team showed that it had great mental prowess, overcoming constant changes in the leader position, matchday to matchday. Yet in the end, courage and pride saw Real Madrid through the pressure.

Compliments on success and great play can be given to all academy teams. Even those who did not win their tournaments fought to the end to do so. This was the case of the Junior A and Youth (U13) B teams. They all form part of a season of success for Madrid's academy. These victories are a result of Real Madrid's philosophy, which only conceives triumph through effort, sacrifice, courage, commitment, pride and never giving up. Congratulations, champions!



20

Other categories: teams and placings



Real Madrid B

Real Madrid Castilla
2nd Division League "B" National Championship, 1st Group
6th place

Real Madrid C
3rd Division League National Championship, 7th Group
8th place

Junior A
Junior Honor Division Championship, 5th Group
Runner-up

Junior B
National Junior Championship, Group 122
Champion
U18s
Mini-World Cup

Junior C
First Autonomous Junior Division Championship, 1st Group
Champion

Cadete (U15) A
First Autonomous Cadete Division Championship
Champion

Cadete (U15) B
Preferential Cadete Championship, 1st Group
Champion

Youth (U13) A
First Autonomous Youth (U13) Championship, 1st Group
Champion

Youth (U13) B
First Autonomous Youth Division Championship, 2nd Group
Runner-up

Alevín (U12) A
First Autonomous Alevín Championship, 1st Group
Champion

Alevín (U12) B
First Autonomous Alevín Championship, 2nd Group
Champion

Benjamín Fútbol 7
7-a-side Benjamín Championship, 10th group
Champion
Benjamín Championship Final Stage
Champion



Real Madrid C



Junior B



Cadete (U15) A



Youth (U13) A



Alevín (U12) A



Junior A



Junior C



Cadete (U15) B



Youth (U13) B



Alevín (U12) B



Benjamín (U11)



Basketball

Fighting for the titles until the end, and a champion's spirit, are the identifying traits of Europe's most winning basketball team

First Team



Roster 2008/2009

Coaching staff

Coach

Joan Plaza

Assistant Coach

Zan Tabak

Assistant coach

Randy Knowles

Point guard

Llull
Raúl López
Pepe Sánchez

Forward

Winston
Mumbrú
Marko Thomas

Guard

Bullock

Centre

Felipe Reyes
Van den Spiegel
Hamilton

Power forward

Hervelle
Massey

2008/09 season review

Real Madrid held its preseason camp in Andorra with a majority of familiar faces from the prior season. To prepare for the 2008/09 season, the team, coached for the third consecutive year by Joan Plaza, was reinforced with the American forward Quinton Hosley from the Turkish team Pinar Karsikaya, the Most Spectacular Player of the Euroleague 2007/08, Jeremiah Massey, a power forward who had played two fantastic seasons on the Greek Aris Salonika team, and the Argentinean point guard from Regal F.C. Barcelona, Juan Ignacio "Pepe" Sánchez. Marko Tomas returned to the Real Madrid fold after a season on loan to Alta Gestión Fuenlabrada. These four players replaced Michalis Pelekanos, Kerem Tunçeri,

Charles Smith, Blagota Sekulic and Íker Iturbe.

Second team players Nikola Mirotic, Miguel Molina and Jorge Santana made their first team ACB debut, while Javier Pérez and Montenegrin Mirotic played their first Euroleague minutes. Over the course of the season, Juan Ignacio "Pepe" Sánchez and Quinton Hosley went on the injury list, and were replaced by the Belgian centre Tomas Van Den Spiegel and the American forward Kennedy Winston.

The first and only title of the season came in September 2008 in the 25th running of the Community of Madrid Tournament, a compe-



tion in which, after losing to Alta Gestión Fuenlabrada by 69 – 63, Real Madrid clearly bested MMT Estudiantes by 75 – 59. With the three teams tied in the standings, the tournament winner was decided by the greatest overall points difference.

The Liga ACB began for Real Madrid on October 4, 2008. The first game was in Málaga, against a top-notch opponent, Unicaja. The debut was unlucky, as Joan Plaza's squad fell by 82 – 65.

The first third of the Liga season proved difficult for Madrid, and the inexperienced side lost more matches than could have been expected. Despite it all, Real Madrid recovered ground and arrived at the mid-point of the tournament in 5th place with 11 wins and 5 losses.

With the classification for the 73rd running of the King's Cup in hand, the drawing deemed that Real Madrid would face off against F.C. Barcelona in one of the four quarterfinal matches. The match marked the end of Madrid's participation in this tournament, as they lost to the Catalans by 75 - 83.

Sidelined from the Euroleague as well, Real Madrid had no choice but to focus on the Liga ACB. Thanks to a brilliant final stretch of regular season play, Real Madrid finished fourth, with 23 wins and 9 losses.

In the play-off quarterfinals, Madrid met DKV Joventut, who reached the match in top form. But this was not enough to overcome Real Madrid, who proved unbeatable in the two games played in Vistalegre. The home court advantage turned out to be decisive, and Plaza's men came out on top 2 - 1, to then face the title favourite TAU Cerámica in semi-finals.

All the games were hard-fought to the final buzzer, but the basketistas ultimately took the series by 2 - 1. Although Real Madrid concluded its season without any titles, it competed at 100% of its possibilities in the three most important engagements of the season, showing a commendable winning spirit.

On June 1, 2009, Florentino Pérez began a new era leading Real Madrid. With his arrival, the basketball team also began a new cycle under the guidance of Antonio Maceiras, who took over management of this division, replacing Antonio Martín. With Maceiras at the helm, Real Madrid's basketball team hopes to add to the achievements accumulated by the prestigious organization since its founding in 1931.

Euroleague review

Olympiacos, nemesis of Real Madrid in Euroleague quarterfinals

In the Euroleague, Real Madrid capped a brilliant qualifying round, with six wins and four losses, to finish up second in Group D behind reigning European champion, CSKA Moscow.

Within the Euroleague's Top 16, Joan Plaza's side competed in Group F against Regal F.C. Barcelona, Maccabi Electra and ALBA Berlin. With five wins and only one loss, it was Barcelona's better basket average that relegated the madridistas to second place in the group.

In the quarterfinals, Madrid met Group E winner, Olympiakos. The Greeks won a tough quarter-final play-off by 3-1. The solidity of Pireo's side in Athens proved decisive in a play-off decided in the details.



News in brief

September 19, 2008

Real Madrid won the Community of Madrid Tournament for the fifth year running. Despite losing the first game against Alta Gestión Fuenlabrada, the win against Estudiantes and Madrid's better basket average brought home the championship in the first official tournament of the season.

November 29, 2008

United States player Louis Bullock became, with 170 matches, the foreign player with the most league games played in Real Madrid's uniform, overcoming Joe Arlauckas's mark of 169. The guard matched this mark in the game played against CAI, and overcame it one week later against Estudiantes. The Madrid player received a warm tribute from the Club in appreciation for his highly successful career.

April 22, 2009

Several outstanding active (Alex Mumbrú), and former –José Manuel Beirán, José Luís Llorente, Juan Manuel López Iturriaga and Fernando Martín (posthumously)– players from Madrid's basketball team received Silver Medals of the Royal Order of Sport Merit, in a ceremony hosted by the King and Queen of Spain, and the President of Spain, José Luís Rodríguez Zapatero. They were proud and happy to be recognized in a ceremony that brought together the very best of the Spanish sports community.

May 11, 2009

Felipe Reyes was named MVP of the regular ACB Liga, a great honour for a fantastic season. Madrid's centre was chosen for this distinction over such players as Rakocevic, Splitter or Navarro. What is more, the Real Madrid captain earned a spot on the ideal Liga team, a reward for the centre's extraordinary season.



sports balance

25th Community of Madrid Tournament

matches

- 1 Real Madrid 63 – Alta Gestión Fuenlabrada 69
- 2 Real Madrid 75 – MMT Estudiantes 59

ACB Liga

matches

- 1 Unicaja 82 – Real Madrid 65
- 2 Real Madrid 81 – C.B. Granada 80
- 3 Buesa GBC 78 – Real Madrid 94
- 4 Real Madrid 109 – Cajasol 116
- 5 Tau Cerámica 91 – Real Madrid 81
- 6 DKV Joventut 68 – Real Madrid 79
- 7 Real Madrid 84 – Iurbentia Bilbao Basket 74
- 8 Pamesa Valencia 82 – Real Madrid 66
- 9 Real Madrid 95 – Kalise Gran Canaria 80
- 10 CAI Zaragoza 79 – Real Madrid 90
- 11 Real Madrid 98 – MMT Estudiantes 81
- 12 Real Madrid 70 – Club Baloncesto Murcia 61
- 13 Regal F.C. Barcelona 87 – Real Madrid 67
- 14 Real Madrid 83 – Ricoh Manresa 56
- 15 Vive Menorca 65 – Real Madrid 80
- 16 Real Madrid 90 – Alta Gestión Fuenlabrada 64
- 16 Real Madrid 90 – Unicaja 78
- 17 C.B. Granada 76 – Real Madrid 82
- 18 Real Madrid 110 – Buesa GBC 100
- 19 Cajasol 92 – Real Madrid 95
- 20 Real Madrid 81 – Tau Cerámica 79
- 21 Iurbentia Bilbao Basket 88 – Real Madrid 81
- 22 Real Madrid 100 – DKV Joventut 88
- 23 Club Baloncesto Murcia 77 – Real Madrid 88
- 24 Real Madrid 80 – Pamesa Valencia 76
- 25 Kalise Gran Canaria 72 – Real Madrid 68
- 26 Real Madrid 96 – CAI Zaragoza 66
- 27 Alta Gestión Fuenlabrada 84 – Real Madrid 88
- 28 Real Madrid 76 – Regal F.C. Barcelona 79
- 29 MMT Estudiantes 71 – Real Madrid 63
- 30 Real Madrid 76 – Vive Menorca 67
- 31 Ricoh Manresa 81 – Real Madrid 84

ACB Liga Quarter-finals

matches

- 1 Real Madrid 79 – DKV Joventut 62
- 2 DKV Joventut 82 – Real Madrid 77
- 3 Real Madrid 78 – DKV Joventut 61

ACB Liga Semi-finals

matches

- 1 Tau Cerámica 91 – Real Madrid 80
- 2 Real Madrid 102 – Tau Cerámica 82
- 3 Tau Cerámica 89 – Real Madrid 80

King's Cup

matches

- 1 Real Madrid 75 – Regal F.C. Barcelona 83

Euroleague

matches

- 1 Real Madrid 87 – Panionios On Telecoms 66
- 2 BC Partizan Igokea 81 – Real Madrid 77
- 3 Real Madrid 54 – CSKA Moscú 58
- 4 Real Madrid 70 – AJ Milano 69
- 5 Efes Pilsen 81 – Real Madrid 95
- 6 Panionios On Telecoms 68 – Real Madrid 66
- 7 Real Madrid 68 – BC Partizan Igokea
- 8 CSKA Moscú 78 – Real Madrid 82
- 9 AJ Milano 70 – Real Madrid 61
- 10 Real Madrid 80 – Efes Pilsen 69

TOP 16

matches

- 1 Real Madrid 85 – Regal F.C. Barcelona 83
- 2 Alba Berlín 84 – Real Madrid 87
- 3 Real Madrid 98 – Maccabi Electra 79
- 4 Maccabi Electra 69 – Real Madrid 73
- 5 Regal F.C. Barcelona 90 – Real Madrid
- 6 Real Madrid 83 – Alba Berlín 82

Play-offs

matches

- 1 Olympiacos 88 – Real Madrid 79
- 2 Olympiakos 79 – Real Madrid 73
- 3 Real Madrid 71 – Olympiakos 63
- 4 Real Madrid 75 – Olympiakos 78



Leb Bronce

15th place with a balance of 9 wins and 21 losses. The penultimate slot relegated the team to the Liga EBA. Nevertheless, the Club will compete in LEB Plata in the 2009/10 season.

On an individual level, three players took matchday MVP honours

- Nikola Mirotic
- Nikos Pappas
- Bojan Bogdanovic

Tourcoing International Tournament

5th place

U20

First concentration in Granada

2nd place

Second concentration in Vilanova i la Geltrú

2nd place

Third concentration in Arganda del Rey

3rd place

Fourth concentration in Fuenlabrada

4th place

Following these scores, the team was unable to qualify for the final round of the U20 circuit

Junior

Campeonato de Madrid

4ª posición

Madrid's Junior team qualified for the final four in the regional championship. Nevertheless, its fourth place finish kept it from qualifying for the "Sector Interautonómico". Therefore, it could not take part in the Spanish Championship for its category

Villaviciosa de Odón Trophy

3rd place

Rute Trophy

2nd place

José María Gil MVP

Coín Trophy

Champion

Edmundo Martín MVP

International Junior Tournament of Tenerife

5th place

Francisco Santos won the three-pointer contest

International Junior Tournament Ciutat de L'Hospitalet

8th place

Nikola Mirotic (LEB Bronce player, junior age) MVP

Cholet Trophy

4th place

Cadete (U15) A

Madrid Championship

Champion

"Sector Interautonómico"

Champion

Spanish Championship

Runner-up

Santa Coloma Trophy

6th place

Easokopa Trophy

Qualifying round

Villa de la Orotava Trophy

3rd place

Laguna de Duero Trophy (quadrangular)

4th place

Coín Trophy

Champion

Genovés Trophy

Runner-up

Milan Luciano Carugo Trophy

8th place

Jorge Sánchez, runner-up in three-pointer contest

Terrassa Trophy

3rd place

Julen Olaizola MVP

Cadete (U15) B

Madrid Championship

11th place

Easokopa Trophy

3rd place

Esplugues de Llobregat Trophy

3rd place

Salesianos de Guadalajara Trophy (quadrangular)

3rd place

Alfonso Llanos, winner of three-pointer contest

Coslada Trophy

Champion

Initiation area

There were 15 affiliated clubs who collaborated with Real Madrid over the 2008/09 season:

- Alcorcón
- Arganda
- Baloncesto Alcalá
- C.B. Alcobendas
- C.B. Pozuelo
- Club Deportivo Aristos
- Coslada
- Covibar Rivas
- Las Rozas
- Olímpico 64
- San Agustín
- San Viator
- Soto
- Torrejón
- Tres Cantos

The Initiation Area worked with the generations of 95 (Youth, U14), 96 (Youth, U13) and 97 (Alevín, U12)

Youth (U14)

Ciudad de Tenerife Youth Trophy

Runner-up

Guillermo Ruiz, winner of the three-pointer contest

Minicup

3rd place

Olmedo Trophy

Champion

Úbeda Trophy

Champion

Santander Trophy

Runner-up

Youth (U13)

Escobasket Trophy

3rd place

Clara Safor Trophy

3rd place

Oporto Trophy

Champion

Alevín (U12)

La Roda Trophy

3rd place



Our people/ Members

One of the most moving tributes was the one paid to Mr Alfredo di Stéfano, who received the silver insignia

Member Representative Elections

The term of the Assembly of Member Representative concluded on June 30, 2008. Therefore, pursuant to the Club's by-laws, the Electoral Board began the established procedure for the election of a new Assembly for the period spanning from July 1, 2008 to June 30, 2012. Elections were convened, and so many candidates (several thousand) came forth that a round of presence-based voting was necessary. This was held July 5, 2008.

The Assembly was constituted by a total of 2113 Members, with the following distribution:

Board of Directors	13
President	1
Former Presidents	2
Honorary Members	5
First 100 Members	100
Elected Members	1.992

Data updating processes

With a view to improve management of our Members' data, and guarantee the reliable delivery of written communications sent by the Club, two personal data updating campaigns were carried out over the 2008/09 season. In both campaigns, all Members over 18 were asked to check their data as it was entered into the Club's database, and if necessary, update them. This especially applied to the National ID Card (DNI), for the distribution of new Club membership cards and season tickets.



Club membership card and season ticket updating process

In January 2009, the Club began updating its membership card numbering. The new numbering came into force last February 2. The new membership cards were sent out to all Members prior to this date. This also brought a modified design of the membership cards.

As a compliment to the new cards, all Members holding season tickets received a new access card for the 2009/10 season, numbered according to their membership card.

The formats for the Membership and season ticket cards in their various formats are presented as follows.

Insignia ceremonies

The traditional insignia ceremony for all members celebrating 25, 50 or 60 years of membership in the Club was held last February 20th in Madrid's Palacio de Congresos y Exposiciones. A total of 1,972 insignias were given to members, of which 1,714 were silver, 145 gold and 113 gold and diamonds.

One of the most moving tributes was that paid to Mr Alfredo Di Stéfano, who received the silver insignia from former president Vicente Boluda, with the support of former players Santamaría and José Luis Pérez-Payá. At the end of the ceremony, Mr Alfredo de Stéfano, like all Members who had received their own personal homage, expressed his pride at belonging to the best Club in the world.

Member Services Office

The Member Services Office continues to offer comprehensive personalized service to our Members and supporters. Accessed through Gate 55 of Santiago Bernabéu Stadium, the office is open Monday to Friday, from 9 am to 7 pm without interruption. This new concept of personalized, exclusive service has already borne fruit. The proof is in the statistics: the office has received some 21,000 visits, and taken 29,000 telephone calls, this year. Additionally, thousands of information queries and formalities have been handled through the Member Services Office's official e-mail.

Lastly, the Member Service Office's technological and computer equipment has been bolstered to further expedite every process, and guarantee security and data processing.

Furthermore, the Member Delegates and the Club of 100, formed by our first 100 members, receive special services and perks as a token of appreciation for their loyalty and service to the Club.

Member Services Hotline 902 21 20 02 and Real Madrid Hotline 902 31 17 09

All of our Members can get service from an operator on the Member Services Hotline by simply identifying themselves with their Member number and PIN. A total of 49,980 calls are testimony to the success of this exclusive information channel. The Member Services Hotline has also made 3,000 calls within the different campaigns carried out in the social realm.

Further, the Real Madrid Hotline has contacted over 79,000 supporters, to seek information on different aspects related with the Club.

Seat Transfer Service

The statistics confirm the success of this service, which continues to render benefits season after season:

-Unlimited discount on the season ticket for the next season, thanks to the Seat Transfer Service, up to 100% of the traditional season ticket amount.

-103,854 seats transferred in the 2008/09 season, making for 28.5% more transfer operations than in the prior season.

-75,152 seats sold to supporters from Members' seat transfers, making for an increase of 15.1% over the prior season.

- 1,489,000 euros collected through transfers of our Members' season ticket seats.

Print publications and communication

-**Social by-laws.** Official document listing the rules that govern the organization. The current by-laws were approved in the General Assembly on March 29, 2009.

-**Members' Newsletter.** An official publication that features institutional information about the Club, and relevant news for Members. The last newsletter was distributed during the dues renewal period for the 2009/10 season.

-**Yearbook.** Official document compiling all activities promoted by Real Madrid: of an institutional, sport, business, economic or communicative nature, along with the annual business/financial report.

-**Halamadrid, Halamadrid Junior and "Overtime" Magazines.** These are quarterly magazines with content on current club events, news, reports, interviews, offers and promotions. Four mailings were carried out last season to members and madridistas' homes.

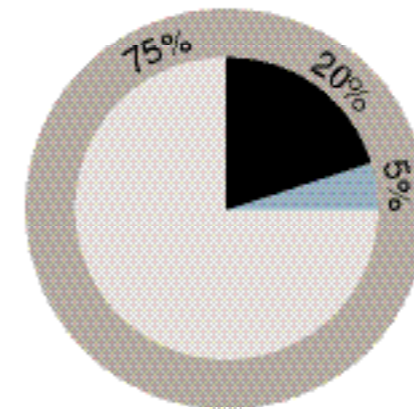
-**SMS.** Once again, the Social Affairs Department has turned to this means of communication with members, sending a total of 360,000 messages to mobile phones with up-to-the-minute information on the Club concerning ticket purchases, season ticket transfers, dates of sales, renewal periods, etc.

Social Discipline Committee

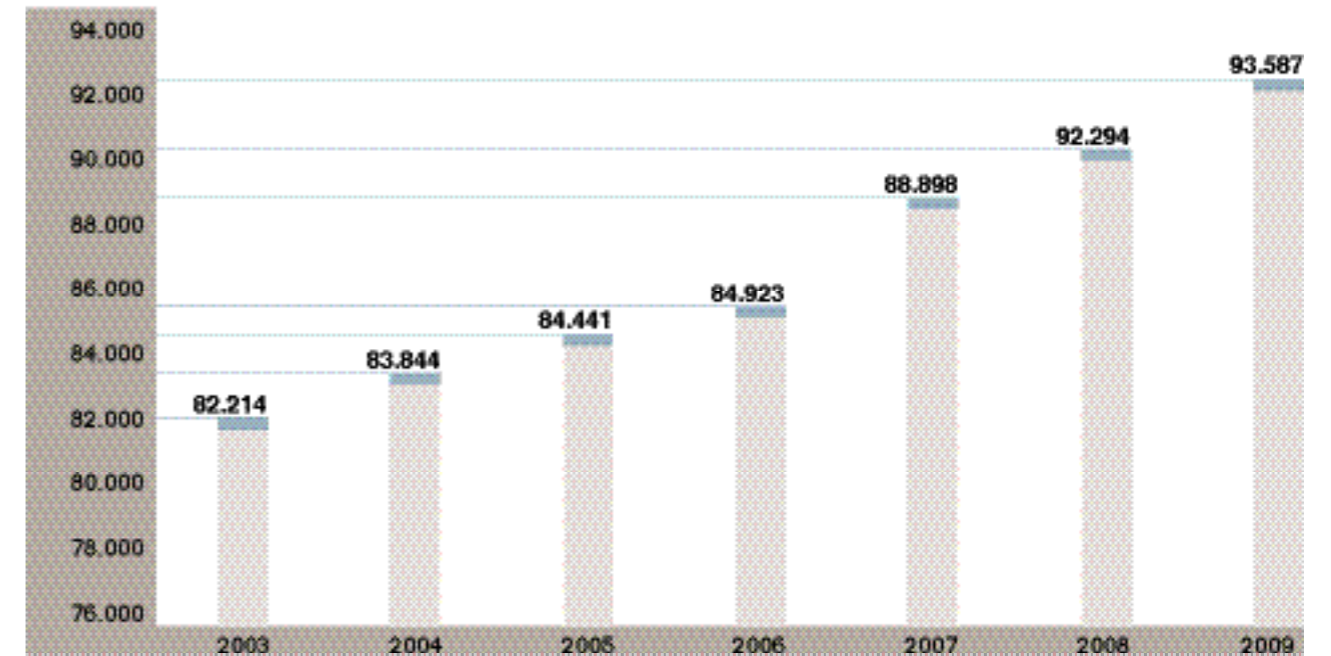
Over the 2008/09 season, the Social Discipline Committee has continued to carry out its task as regulator of social discipline, in keeping with Club by-laws, taking the following key actions: sanctions were lifted for six members, private warning sanctions were proposed for 26, and suspensions of Member rights for 2-4 months were proposed for 75 members.

Total Real Madrid Members: 93.587

■ Adult members ■ Child members ■ Senior members



Evolution of Real Madrid member numbers



Other advantages

-Freezing of 2008/09 dues, as in the three prior seasons:

- 69,962 adult members paid dues of 143 euros
- 4,037 child members ages 11 to 14 paid dues of 49 euros
- 2,720 senior members over 65, who were retirees and had 25 years of uninterrupted Club membership paid discounted dues of 71.50 euros
- 1,905 members with over 50 years of seniority in the club are exempt from payment

Member Data

Real Madrid's member base is made up of 93,587 people. Members under 14 stand for 20% of the total, maintaining the same percentage as last season. There has been a slight increase in adult members over last season, with a decrease in the number of our most senior members.

· 14,963 child members under 11 are also exempt from payment

-Possibility to finance the annual dues with the Realmadrid-Banesto card, offering the possibility to defer payment of dues over 9 months, interest-free.

-Priority in purchase of seats, and 30% discounts on tickets for non-season ticket-holding members.

-Free access to the Real Madrid Tour and Sport City to see Real Madrid Castilla matches.



Patrimonio

Desarrollo de actividades desde la Dirección de Infraestructuras durante la temporada 08/09

- Conservación y mantenimiento de las Instalaciones
- Producción de eventos comerciales, institucionales y deportivos
- Promoción de inversiones en inmovilizado material

Estadio Santiago Bernabéu

Seguridad Corporativa

La seguridad ha sido uno de los aspectos en que se ha trabajado más intensamente durante la temporada 08/09, tanto a nivel físico como lógico.

A nivel físico destaca la implantación de la biometría (concretamente la basada en reconocimiento de huellas dactilares) como mecanismo de acceso a las instalaciones, tanto en días de diario, como en días de partido. Dado el éxito y el grado de seguridad, se plantea el extenderlo como uso a otros ámbitos. De igual forma, se ha avanzado en el uso de la radiofrecuencia como medio de acceso al Estadio y se

ha implantado la tecnología necesaria para admitir en los tornos entradas basadas en esta tecnología haciendo de las mismas, un documento de acceso infalsificable.

A nivel lógico el Club ha dado un salto cualitativo, con la implantación de:

Nueva Plataforma de seguridad perimetral. Se ha rediseñado la arquitectura perimetral de comunicaciones, seguridad y accesos a la plataforma tecnológica del Club. Se ha adquirido nuevo equipamiento de sondas IDS, Anti-spam, IPS's, terminadores de túneles VPN, doble capa de protección con firewalls multif-

bricante. Además, toda la arquitectura se ha diseñado bajo parámetros de alta disponibilidad y velocidad y capacidad para separar redes, lo que redunda en la posibilidad de prestación de servicios a terceros (wi-fi pública por ejemplo). Este proyecto garantiza la protección lógica del Club ante la gran cantidad de ataques informáticos que sufre a diario.

Mantenimiento del Estadio Santiago Bernabéu

Oficinas en el Estadio:

1. Creación de las nuevas oficinas de la Dirección de Seguridad.
2. Mejoras en la distribución y dotación de las oficinas de gestión de Aforo y Prensa.

3. Adecuación del acceso por la puerta 46 en su dualidad como acceso al restaurante "El Asador del Bernabéu" y puerta de acceso de personal de servicio al Estadio.

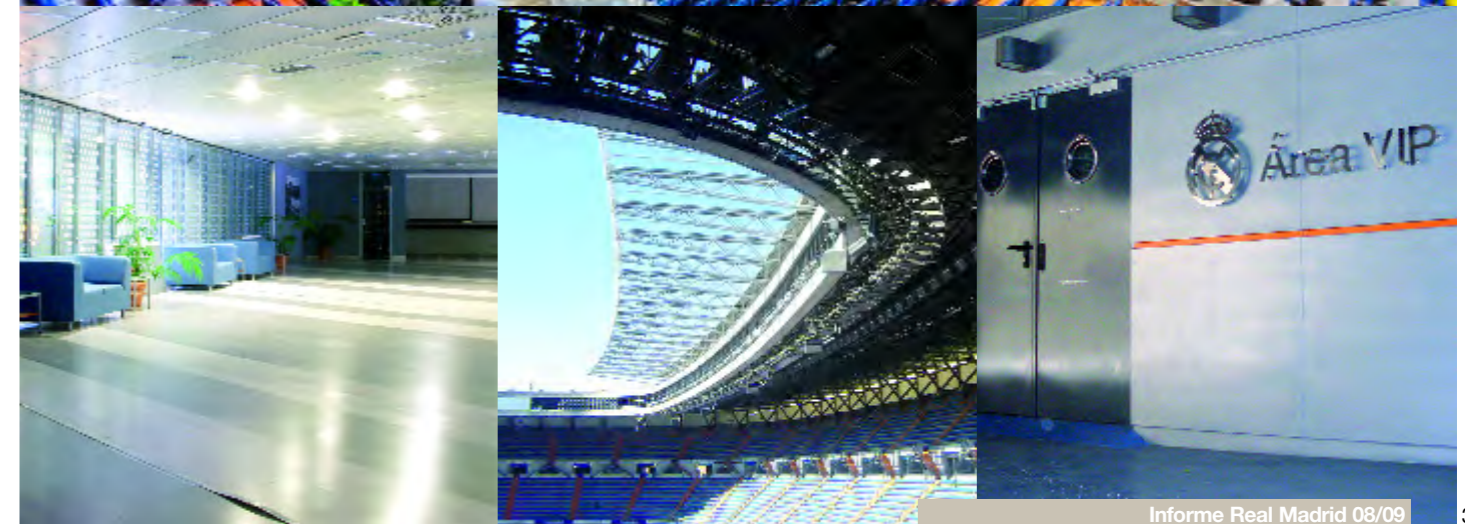
4. Potenciación del alumbrado de las galerías de tránsito.

5. Actuaciones varias para la adecuación y mejora en galerías y barras del Estadio.

Reparaciones en la cubierta del Estadio Santiago Bernabéu:

1. Actuaciones relativas a la impermeabilización y reparación de goteras de la cubierta, realizadas satisfactoriamente durante la temporada 2008/09.

2. Adecuación Lateral Oeste: comienzo de las obras en Junio de 2009.



Actuaciones en el aforo

1. Oficinas de Producción de Eventos del Nivel 2. Se integra la totalidad de oficinas de Producción de Eventos (y servicios asociados) en la Galería del nivel 2 del Lateral Este, con el objeto de optimizar los recursos de los dispositivos en el acceso y poder centralizar tanto la logística como los recursos. Todas estas oficinas se adaptan a lo dispuesto a la normativa de Seguridad y Salud Laboral.
2. Adecuación del Nivel 3 del Lateral Este. Ampliación de la dotación de los Salones

Centrales con el objeto de simplificar el siguiente paso de abrir un vomitorio hacia el primer anfiteatro. Esta temporada, este salón ya ha dado servicio a la nueva zona VIP creada en el primer anfiteatro del Fondo Norte.

3. "Balconcillos" Se crean dos zonas nuevas de localidades VIP asociadas a los salones y palcos del nivel 5 del Lateral Este.
4. Adecuación Set TV nivel 5. Se adecuan los SET de TV del ángulo contrario, ofreciendo posibilidades de nuevas localidades de empresa.



Ciudad Real Madrid

Inversión en mantenimiento de la Ciudad Real Madrid

1. Infraestructura y urbanización. La aparición de nuevas necesidades, así como la necesidad continua de adaptación a la nueva normativa de edificación e instalaciones, ha obligado a realizar inversiones de todo tipo: estructura en graderíos, reposiciones de solados, adecuación eléctrica de tanques de hielo para la producción de climatización, adecuación de instalaciones de incendios, nuevos pozos de decantación, adecuación de instalaciones en la galería de servicios etc.
2. Nuevos equipos de fertirrigación de los campos de fútbol para poder realizar

tratamientos a través del sistema de riego.

3. Nuevas necesidades de cocina y comedor para la primera plantilla. La Dirección Deportiva en su voluntad de mejora del control de la alimentación de los jugadores del Primer Equipo y Real Madrid Castilla, requirió la adecuación de la cocina y resto de instalaciones para que los jugadores profesionales pudieran comer en las instalaciones de entrenamiento. Esta adecuación se ha llevado a cabo de forma satisfactoria.
4. Mejoras en la Lavandería. Se instaló una nueva línea de lavado, así como se mejoró el saneamiento adecuándolo a las nuevas necesidades.



Real Madrid TEC

En un proceso continuo de optimización de la sede del Centro Médico del Real Madrid, se han ubicado las instalaciones más vanguardistas de control y pronóstico del estado físico de nuestro principal activo, los jugadores. El REAL MADRID TEC ocupa la planta baja del edificio que integra los servicios de la Ciudad del Real Madrid, junto a la zona de hidroterapia y directamente conectado con el vestuario del primer equipo para poder así cumplir con su objetivo principal, el seguimiento del desarrollo físico de todos los jugadores que componen los diferentes equipos del Real Madrid.

A nivel de infraestructura técnica se podría destacar:

Realmadrid TEC. Dotación y conexionado de los diferentes sistemas que componen Realmadrid TEC, de manera que se puedan emitir los informes integrados, así como compartir la información de las pruebas con las áreas Deportiva y del Centro Médico.

Integración con Sanitas. La externalización del Centro Médico incluía la parte de que Sanitas debía controlar el mismo con sus sistemas corporativos, sin dejar de compartir la red con el Real Madrid. Esto se ha conseguido, quedando una red externa dentro de la red corporativa y permitiendo trabajar con ambos entornos de forma segura.





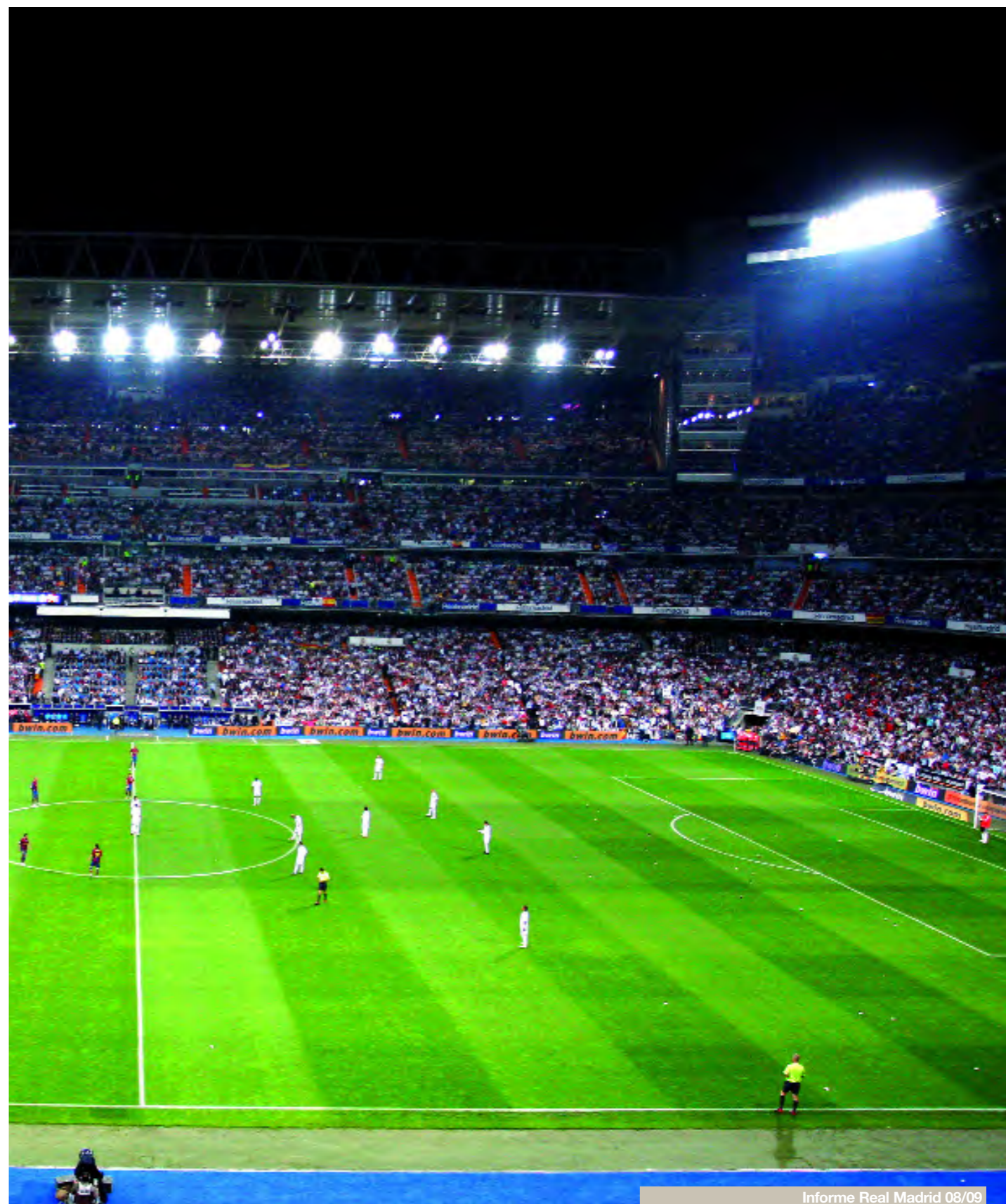
Revenue

At the forefront of sport clubs worldwide

Revenue from capacity management, luxury boxes and VIP area

Real Madrid's capacity management, especially that of Santiago Bernabéu Stadium, has a special value because of its impact on the Club's total revenue, and the special

relationship existing with members, madridistas, companies and supporters who want to enjoy the best football and basketball live.



Soccer

Durante la temporada 2008/2009, hemos asistido a un conjunto de situaciones internas del Club y externas, en particular la crisis económica, que han tenido un impacto negativo notable en la venta de en-

tradas, tanto de localidades de aforo normal como de las zonas VIP (palcos y butacas), a pesar de que el primer equipo se mantuvo en la pelea por el título hasta las últimas jornadas.

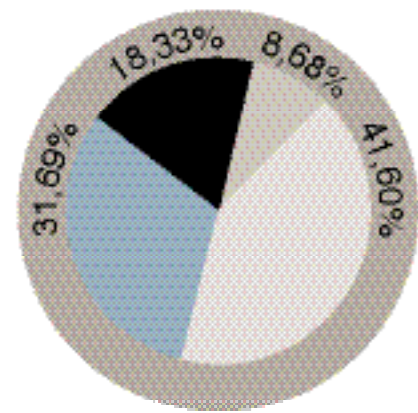
Total spectators at all competitions in Santiago Bernabéu Stadium

1.375.032 Members, Madridistas and Supporters

- **Normal capacity:** There has been a 32% reduction in the number of tickets sold (411,584 vs. 599,145) and 6% drop in revenue over the 2007/2008 season.
- **VIP capacity:** the total capacity on offer rose to accommodate 4,692 persons, of which 4,236 seats were marked for sale, 130 for marketing (sponsors and restaurant services) and 336 to club protocol. Seats in the Honor Box were also marketed.
- **Income from season ticket sales to members** stood for 31.39% of the total revenue for football capacity. Revenue from dues made for only 8.68% of the total.
- **Seat transfers made by season-ticket holding members have risen by 28%** over the 2007/08 season, with a total of 103,784 tickets transferred, of which 75,152 were sold, generating a return of 1,414,984 euros to members. A total of 86 season ticket-holders benefited from a complete reimbursement of the price of their season tickets.

Revenue distribution by football tickets

- Ticket sales
- VIP capacity sales
- Season tickets
- Dues



· **Sales by channels:** the sale of tickets for normal capacity as well as the VIP area has been conducted through three key channels: box office, telephone sales and Internet. Telephone and Internet sales now stand for over 60% of the total.

· Over 12,000 **tickets have been sold to foreign purchasers** (5% of the total) through these channels, making for a clear upward trend over prior seasons. By countries, the highest number of ticket purchasers come from the United States, followed by the United Kingdom.

Basketball

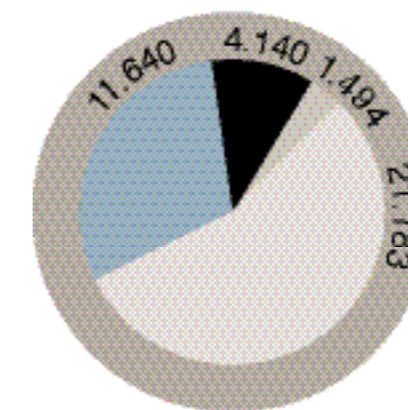
Total spectators at Palacio Vistalegre (our basketball team's home court)

256.600 people at games played there by Real Madrid in the regular season, play-offs and Euroleague

- **Ticket sales:** a total of 39,103 tickets have been sold, 646 of which were VIP packages.
- **By channels,** 11,640 tickets were sold at the box office (29.8%). A total of 26,817 tickets were sold through remote channels, with Internet being the clear leader (54.2% of the total).

Basketball ticket sales

- Internet sales
- Telephone sales
- Box office
- Servicaixa automatic tellers



Sponsorship and advertising

Sponsors

The sponsors of Real Madrid are major multinational corporations that, in addition to leading their sectors, share and espouse the values and principles that have governed our Organization for over a century.

Over this season, Real Madrid's involvement with its sponsors in the search for common interests has led to not only the renewal and expansion of the existing agreements in football as well as basketball, but also the incorporation of new companies.



International Sponsorship

As an universally-known organization, Real Madrid offers its international sponsors a worldwide marketing platform on which to expand and consolidate their brands.

Real Madrid and Bwin consolidate their Sponsorship agreement

In its second season of sponsorship, this Austrian multinational, in addition to using the Real Madrid jersey and the Club's advertising media as a communication vehicle, carried out intense promotion activity on an international level to bring its brand closer to the millions of Real Madrid fans over all five continents.

Campaigns such as "Come inside" and "Another team player" brought the Club's

clients and supporters closer to their idols, allowing them to live out unique experiences thanks to Bwin.

Coca-Cola and the **Mahou-San Miguel Group** consolidated their condition as International Sponsors of Real Madrid over the 2008/09 season.

Audi, international leader in the automotive sector, confirmed its trust and relationship with Real Madrid, extending its contract with the Club for two more seasons. Accuracy, innovation, and elegance are the values shared by both organizations.

The agreement was formalized in an institutional ceremony in which cars were delivered to First Team Players.



National Sponsorship

Real Madrid's national sponsors repeated their desire to maintain and reinforce the links between their brand and our organization in 2008/2009.

Solán de Cabras and **Unilever** strengthened their roles as domestic sponsors, distinguishing themselves from their competition through the emotional bond created with consumers with the promotional capitalization of the rights acquired.

Sanitas reinforced its commitment with the Club over this season by expanding its relations, and becoming Real Madrid's Official Medical Service Provider. The leading private insurer and health care provider of Spain represents and shares our values of humanity, trust and commitment.

Real Madrid has advanced in its environmental friendliness, signing an agreement with **Solaria Energía y Medio Ambiente**, a Spanish solar energy company that is an international leader, and the only company in this industry that trades on the Spanish stock market. By the terms of this agreement,

Solaria has become the team's national sponsor for three seasons.

Real Madrid and Solaria share such values as leadership, honesty, excellence and teamwork, making it the ideal companion to continue making our commitment to the environment a reality.

Banesto and its electronic banking service, **i-Banesto**, have shown their trust in Real Madrid over the past business year by renewing their contract with the Club for four more seasons. Both organizations seek to offer our members and madridistas the best conditions on the market. That is why the agreement has been extended with a bigger product and service portfolio.

Real Madrid wears Hugo Boss for second consecutive season. From the beginning of the 2007/08 season, prestigious clothier Hugo Boss and Real Madrid reached an agreement for two seasons to provide exclusive suits for Real Madrid's first and second teams, coaches, executives and the basketball team.

Hugo Boss also showed its confidence in Real Madrid, renewing their commitment to dress our players in all their official trips for another season.



Player Image

For yet another year, leading multinational corporations from various industries have trusted our players to prescribe their products and corporate image. The closeness and positive values they convey, such as loyalty, security and trust make them the best ambassadors for their trademarks.

In this ambit, Gonzalo Higuaín was the cover athlete of **EA's** FIFA 09 video game and Iker Casillas represented the French multinational **Groupama** for the second straight year, starring in the "Sure of Myself" campaign. Iker

Casillas continued the relationship begun last season with the **Mahou-San Miguel Group** by taking part in different promotional campaigns.

Major corporations such as **Adidas** and **Reebok** have also shown their trust in the Club by renewing image agreements with players such as Higuaín or Iker Casillas.

Real Madrid handles 50% of the players' image rights, making it possible to manage individual player agreements to guarantee optimum communication of the players as well as the companies associated with them.



Perimeter Advertising

Throughout the 2008/09 season, the advertising world rewarded the distinct relationships of exclusivity and visibility that come from the Real Madrid platform in a time of generalized financial crisis.

At a time in which companies examine their advertising investments with ever-increasing scru-

tiny, Real Madrid is proud to have a group of 15 companies who lead their respective industries. Major multinational leaders in innovation and technology such as Iberdrola and Samsung trusted in this platform yet again as a fundamental part of their global communication strategies.

The agreements reached over the years make for an increase of 4% in revenues over last season.

Friendlies

After several years of taking part in various preseason tournaments and friendlies, Real Madrid continues to arouse great interest throughout the world, making it necessary to participate once again in tournaments and friendlies in the 2008/09 preseason.

The 2008/09 preseason began in London with our first team's participation in England's premier summer tournament, the "Emirates Cup", in which major clubs such as Arsenal FC, Juventus FC and Hamburg FC also took part. Later, the team travelled to Colombia, where it was received by huge crowds of fans who unconditionally supported the team, to play in a match against **Independiente de Santa Fe** in Bogotá in the legendary Nemesio Camacho Stadium.

The last friendly took the club to Frankfurt, Germany to face Eintracht of Frankfurt, where tribute was paid to the "greatest final in

History", which meant Real Madrid's fifth consecutive European Cup, and where, minutes before the beginning of play, a representation of players from both teams who played in that final took to the pitch, among them such noteworthy as Gento, Santamaría and Pachín, cheered on by over 50,000 spectators on hand.

Real Madrid's internationalization process and the development of the brand in other markets is on a positive track, being articulated through solid agreements with international partners who dominate these markets, and that provide Real Madrid with a source of recurring revenue, such as the promotion of our image in different parts of the world, in which the sport arouses great interest.

In such matches, held outside Spain, we give our international supporters the chance to get closer to their idols and enjoy watching them play in a live match.



Licenses

The Consumer Product License and Promotion Division has undergone significant growth over the past year.

Our licenses have been consolidated on the domestic market, and have expanded internationally, thanks to the launch of new licensed products in countries such as Mexico, China and several Scandinavian countries. This advancement has helped raise international awareness of the Real Madrid brand.

The Club has also improved the profile of the licensed companies, ensuring that each of them is a leader in its industry.

Real Madrid now has over 800 official product references geared to targets of all ages. Among them, the limited edition luxury Real Madrid watch collection from the

Swiss firm Ebel. Additionally, the launch, under the Everest trademark, of an extensive collection of educational books and football and basketball-related activities to promote reading among children. Last, the list includes products related with other sports such as paddle tennis rackets and golf accessories.

With a view to increasing the attractiveness and quality of our products for the end consumer, two new packaging lines have been created, the Línea Plus, for products of high quality and the Línea Basket, for basketball products.

The Club continues to work for the Real Madrid brand to cross borders and reach the highest possible number of Madridistas around the world.

Madridista Card

Now in its seventh year since its launch, the number of Madridista cardholders has grown. Another 20,000 madridistas enjoyed its benefits, reaching the figure of 540,000 cards issued by season's end.



Cardholders were especially happy with the birthday wish, "We will always be together on the important days" a moving recorded tribute from first team captain Raúl González received by Madridista cardholders and club members.

The program continued to increase the number of benefits offered to members and Madridista cardholders. In a move to reward madridista loyalty, this year's novelty was the free projection of the UEFA Champions' League matches on giant screens in several Madrid cinemas.

When it comes to the latest technologies, and with the aim of bringing the madridistas

into closer contact with the Club to reinforce the idea of belonging, e-mail, and mobile phones have been consolidated as communication channels through which they are informed of the recent initiatives and promotions that reward the use and enjoyment of Club-associated products, services and facilities.

Along these lines, within the realmadrid.com widget, a space exclusively devoted to the Madridistas card was launched, through which supporters could receive promotions, novelties and the latest Club news through computer alerts.





Once again, international merchandising sales exceeded domestic figures

Facility management

Merchandising and distribution

For yet another season, the German multinational Adidas collaborated with Real Madrid as “Technical Sponsor” on a worldwide level. Along these lines, the Club’s sportswear is distributed in over 90 countries around the world, giving an idea as to Real Madrid’s international dimension.

International sales surpassed domestic figures, with a 60% vs 40% split, given the worldwide expansion process that our brand is enjoying.

The official “Hala Madrid” product line has continued to gain market share ever since its launch. These products stand out thanks to their attractive design and price, and are also a powerful tool in the war on brand piracy, and useful to carry out promotional activities with consumer product companies.

In the area of the Club’s official shops, Bernabéu Shop is worthy of mention. Since its



opening in 2006, it has had ongoing growth in sales, in addition to a significant improvement and expansion of the products offered to our supporters: official Real Madrid products and the garments and accessories necessary for any sport (football, tennis, basketball, athletics, etc.).

Thanks to its unbeatable location and size (1,500 square meters) it is one of the most relevant football club shops worldwide.

Real Madrid has another official shop located on Carmen street, which offers a vast range of official club products, Thanks to its unique lo-



cation, every year it gets traffic from visitors from numerous foreign countries. Among other things, the product offering includes sportswear, training clothes, sport accessories, toys, watches and balls, all bearing the Real Madrid trademark.

Bernabéu Tour

May marked the 10th anniversary of the Trophy Exhibition, which has registered over 5 million visitors since its opening. Although the Exhibition has remained in the same location, it has been remodelled and expanded several times in order to accommodate all the trophies won by the Club.

Now the Trophy Exhibition forms part of the Bernabéu Tour, which covers 3,000 square meters of Santiago Bernabéu Stadium in order for visitors to get to know its points of interest first-hand: panoramic view of the Stadium from the 4th amphitheatre, trophies from the football and basketball teams, current and historic Club players, dressing room tunnel, field of play, press room, the Bernabéu Shop, etc. All of it makes for a spectacular visit to our facilities.

Given the uniqueness and recognition of our Stadium, for yet another season, the Bernabéu Tour has been consolidated as one of Madrid’s key tourist attractions.

Over 700,000 visits were received in the 2008-09 season, 44% of which were from outside Spain. Large contingents of visitors came from France, Italy, Mexico, Portugal, USA, the United Kingdom, Brazil, Japan and many other countries, giving an idea of the dimension, recognition and significance of the Stadium outside Spanish borders.

In its commitment to ongoing improvement, the Bernabéu Tour is regularly updated in its permanent content as well as its more temporary components. Along these lines, the temporary exhibit devoted to Santiago Bernabéu, under the title “A President for All Times”, was successfully opened in December 2008. It gave visitors a graphic glimpse into the achievements and landmarks of his career as President of Real Madrid.

Visitors especially liked the digital photography service implemented on the Tour to cover the demand that had been expressed for it. It is now possible to hold the European Cup aloft, and have your photo taken with





your idols. This is a souvenir available to very few. An audio-guide service will soon be implemented, so that visitors can receive detailed explanations on the Stadium in five different languages, thus bringing the thousands of visitors closer to the unmatched history of our Club, and helping make everyone's experience unforgettable.

Events department

Thanks to facilities that are unique around the world, such as Santiago Bernabéu Stadium and Real Madrid City, constant efforts are made to rent them out to companies for their business events.

The challenge is to break up the seasonal way in which the premises have traditionally been used. Thus, when not being used for their main purpose, alternative uses are sought, making this a new line of income for the Club, with a high profitability that leads to their more appropriate management (365 days a year).

To do so, specific plans are adapted to every time of year, considering seasonal products (company matches, concerts, friendlies, etc.) and products offered year-round (product presentations, gala dinners, penalty kicks, training activities, company meetings, etc.) with a view to increase the offering and profitability ratios per event.

Special mention is deserved by the concert held last July 17, 2008 by Bruce Springsteen & the E-Street Band. It was a smash success in every way, as no concert of these characteristics had been held since 1987. This became a remarkably profitable activity for the Club, with tickets selling out just hours after going on sale.

Our sales and positioning strategy makes our facilities a point of reference on the event facility circuit. They are among the sites most sought-after by multinational corporations from various countries that work in the main industries. Significant growth in the revenue obtained through this activity is expected.



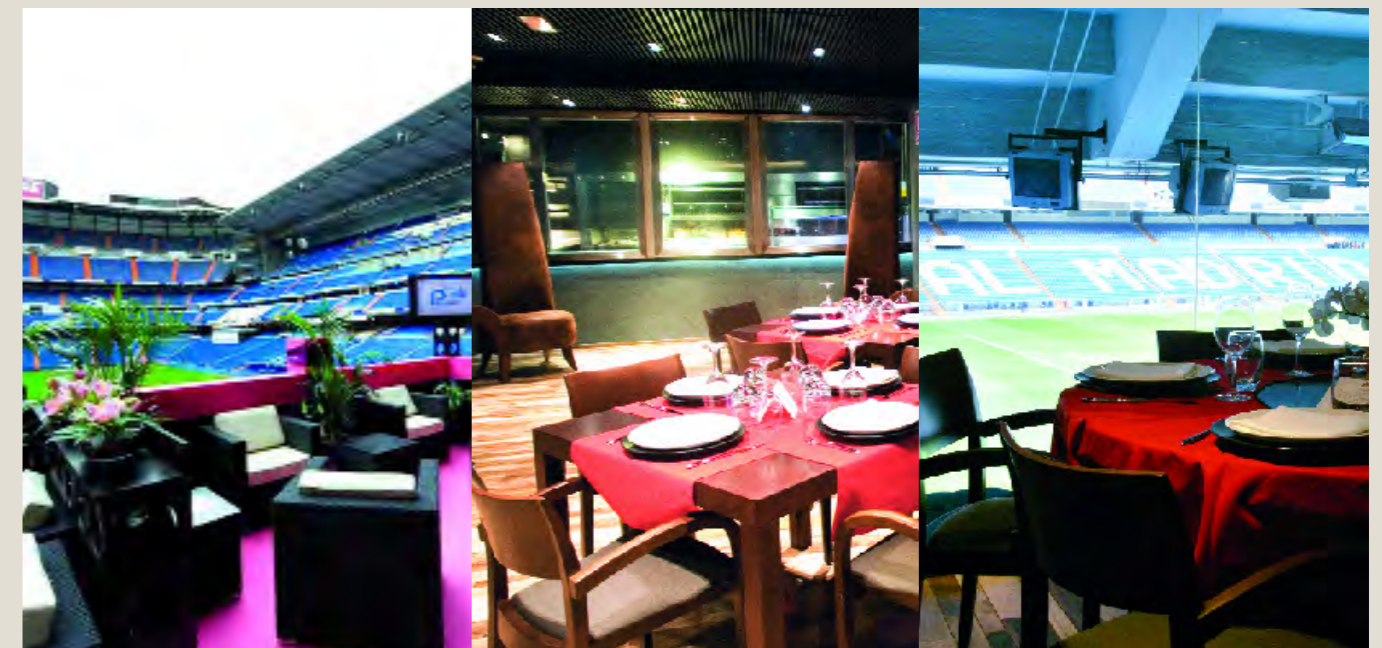
Restaurant service

As part of the facility management business diversification strategy, Santiago Bernabéu Stadium is now home to three top-notch restaurants.

- Puerta 57 on calle Padre Damián
- Asador La Esquina on calle Concha Espina
- Real Café on calle Concha Espina

They are all managed by top-ranking restaurateurs. With their unrepeatable location and the views of the inside of the stadium, they have become points of reference within Madrid's gastronomic offering.

It is an activity that values and capitalizes areas of the Stadium that previously offered no return for the Club, in addition to conditioning and covering areas devoted to companies, making for an additional revenue stream for the Club.



Content management

Revenue from sales of audiovisual formats and contents based on partial or complete programming of Real Madrid TV

Formats and channel sales 1,37 million euros

Agreement with + Digital 1 million euros

Realmadrid.com revenue 0,87 million euros

Revenues from mobile phone contents 0,9 million euros

Mobile Marketing

Once again, Real Madrid led sports clubs in the mobile phone sector, on a domestic and international level.

After formalizing international relations in countries in which it already had a presence such as China, Japan, Israel, etc. this year new territories with undisputable potential in this field such as the US, south-east Asia and Portugal have been added.

On a domestic level, Real Madrid has launched the Real Madrid Mobile Club, through which our supporters can enjoy unlimited mobile phone content at any place and time. With this project, Real Madrid has become the first football club to launch a mobile phone supporters club.

Along with this Mobile Club, Real Madrid has rounded out its service by offering its supporters the first-ever mobile community, called MyMadrid, thanks to which all Real Madrid supporters can take the club with them anywhere, anytime.

Among other special actions is the broadcast of new player presentations over mobile phones for the first time in history, allowing all supporters to watch the event from their phone.

Likewise, thanks to an SMS promotion, Real Madrid has given its supporters the possibility to win several of the cars driven by first team football players in the 2008-09 season. Over 100,000 Real Madrid supporters from around Spain took part in this promotion.

Over the past year, Real Madrid has continued to develop the mobile channel, as a new vehicle for information and content to madridistas around the world.

Digital business

The Club's objective for on-line business management has crystallized in the 2008/09 season, with the launch of official on-line shops.

Two official on-line shops began their activity in this 2008-09 season: www.tiendarealmadrid.com, which is our official shop for shipments inside Spain; and www.realmadrids-hop.com for shipments to the rest of the world.



¡Ahora puedes ganar los coches de los jugadores del Real Madrid!

Envía REAL al 5678 o llama al 905 447 250

Reservamos todos los derechos. Política de protección de datos y privacidad en www.realmadrid.com. Coste SMS: 1,74 euros (I.V.A. incluido). Necesarios 2 mensajes. Coste de llamada: 1,28 euros (I.V.A. incluido). Necesarios 2 llamadas.

These shops offer a broad range of official products beyond mere jerseys. The product catalogue is growing with the number of licensed products that the Licensing Department is managing within and beyond Spain.

Just as with other Club services, both shops offer exclusive discounts for members and madridistas.

Since their launch in September and November, respectively, throughout the season, both shops received nearly two million hits, with over 13,000 separate purchases being made. These visits came from over 210 different countries of the world, giving an idea of the international character of our team.

The countries of origin of these visitors are increasingly diversified, and do not come only from traditional football countries –those of Europe and South America– but also, and on an increasing basis, the United States, Asia and Oceania, opening a greater range of possibilities for our brand.

In June, the end of the 2008/09 season, and at the outset of the current season, visits to and purchases from the official on-line shops had seen a significant rise in number, and number of countries of origin, due to the greater at-

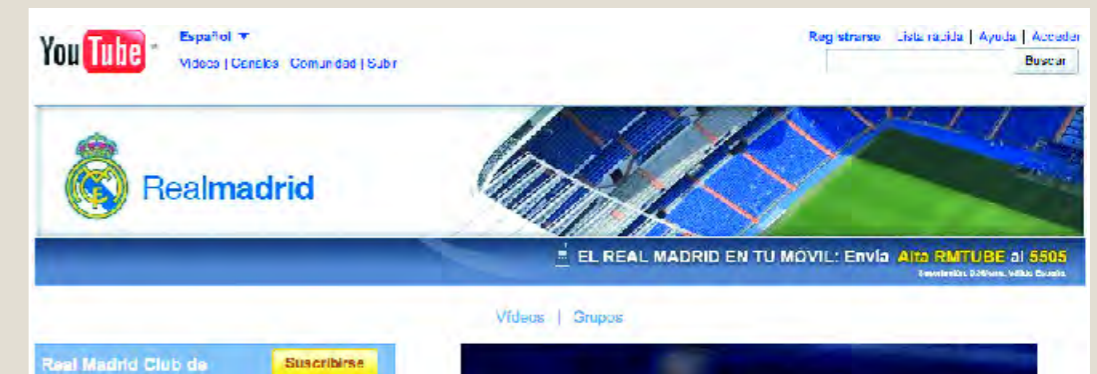
traction toward our club in markets once considered remote.

Real Madrid and social networking

The Club continues to seek out new media and new possibilities to interact with users. Along these lines, social networking sites are a clear path, made apparent in our official YouTube and Facebook sites.

The www.facebook.com/realmadrid site was created in January 2008, and has seen exponential growth since then. By July 2009, some 600,000 supporters from 50 countries had been "friended". This new channel has become a significant means of conveying information between the Club and supporters, who are able to enjoy videos and photos, learn about Club events, and discuss the news in addition to countless other possibilities.

The video channel www.youtube.com/realmadridcf is another of the most successful projects within the realm of new media. The content posted on this internationally-accessed platform are commented on and shared by our supporters around the world, in real time. Along these lines, communication possibilities are multiplied, and can be applied for institutional as well as commercial purposes.





Media and Contents

Over 2,500 interviews managed, 2,150 press conferences, 1,475 public appearances through news media, and over 450 interviews of players in the Club's lower football categories

Activities in the 2008/09 season

In a year as complex at the institutional level as last season, with the election of a new President and Board of Directors, as well as on the playing field, with changes at head coach, signings, players leaving the club, etc., Real Madrid has been a constant source of information, though at times it would have preferred not to be.

The Communication Department also went through its share of changes and reorganizations. It has had to ensure the day to day operations of an activity that is important because of its institutional requirements and those of other news media, as well as the items concerning the follow-up of the football activities, the generation of content and management of Club media -Real Madrid TV and realmadrid.com- and Club publications (Hala

Madrid, Hala Madrid Junior, Tiempo de Descuento, Grada Blanca, the Members' Newsletter and the Foundation magazine).

This has all been possible thanks to the Club's excellent professional staff and technical resources. The daunting communication workload, which allows members, madridistas and supporters to be an integral part of the Club, and to follow it practically in real time, as well as the need to meet the demand of hundreds of communication media around the world, generate considerable statistics: over 2,500 interviews managed, 2,150 press conferences, 1,475 public appearances through the news media, over 450 interviews for the Club's lower football categories, without overlooking similar activity for basketball (123 press conferences and over 1,000 individual interviews of players and coaches through different media and platforms).

Real Madrid regularly publishes five magazines



A special mention is deserved by realmadrid.com, which following its new visual, organizational and technological design, has continued its expansion as a fundamental medium for the communication and interaction of madridistas from around the world. With visitors from over 215 countries/territories, and a number of unique visits (over 320,000) that multiplies that of the prior season. It is a universal website, in transition toward a multimedia, multiplatform model that will make a worldwide reference in design and features.



RMTV

Realmartid TV, the television channel for all madridistas, continues its expansion on the international market, distributed and marketed in over 85 countries and in over 20 million homes all over the world through subscription platforms.

Its mission is one of service to madridismo, and it continues to be a major source of income for Real Madrid. Such prestigious worldwide channels as SKY, Supersport, Al Jazeera, DirecTV and DIGITAL +, which already offered our channel in their territories, have been joined by others such as Portugal Telecom, MTV3, Eridivisie Channel, etc. This way, the current events of our Club are accessible to millions of Madrid supporters around the world.

For upcoming seasons, the mission is to make it possible for all madridistas, wherever they are, to feel close to our Club through our television channel.

Realmartid TV has the trait of being a window offering ideal support to the rest of the Club's activities, thus being able to develop content that drives consumption of other Club services. It is an extraordinary place to provide visibility, conduct direct recruitment, and grow our brand.

It is a channel that serves not only Real Madrid, but our entire fan base. Thanks to its global character, it can reach many different cultures, which often have just one thing in common: **Madridismo**.

Realmartid Television

Structure Update (tape-free content management system).

Multicon Updating, continuity system used to broadcast Realmartid TV's signal.

VOD Service. A new video system has been implemented for technical and sport purposes, which is valid for football as well as basketball. This system allows the technical staff to conduct the technical and tactical preparation for their upcoming opponents.

Realmartid.com

Since the launch of the new website, Realmartid.com has added new functions or internal micro-sites.

The new Social area, with more security (change to a 6-digit PIN), will make it possible to carry out on-line many operations that can now only be done in person.

New On-line Shop (domestic and international).

Try-out application service (to recruit children for the academy)

Caching and streaming service that makes it possible to multiply the capacity to serve information to Internet users by 20, in addition to on-line broadcasting of club events (for example, player presentations).





Real Madrid Foundation activities in the 2008-09 business year had a direct impact on over 15,000 members of different groups

Real Madrid Foundation annual report

Real Madrid Foundation activities in the 2008-09 business year had a direct impact on over 15,000 persons with activities in 15 football schools, seven basketball schools, 16 prison football schools, five integration schools, five

hospital schools and three schools in shelters. In foreign countries, Foundation actions reached a total of 6,500 children through schools. On an educational level, this includes the workshops and courses carried out with over 300 beneficiaries, and the over 2,000 children and young people who enjoyed the 2008 summer campus.



Anniversary Gala

The Real Madrid Foundation's anniversary was celebrated with brilliance. It offered a showcase of all the projects conducted throughout the season. One of the most touching moments of the gala was the designation of first team captain Raúl González as "Foundation Ambassador". The ceremony, held in the Honor Box of Santiago Bernabéu Stadium was attended by leading figures from the sport, cultural, artistic and social worlds.

Schools and Campuses

The Football and Basketball schools, and the Summer Campus occupied the attention of the youngest participants again this year. The Foundation continues to develop and reinforce its sport and training activities through all of these channels.

Christmas Solidarity

As has become customary, several members of the Real Madrid football and basketball teams visited children in different Madrid hospitals, bringing gifts for them on the night before Epiphany. This is a project repeated each

year by the Club, consolidating the madridista effort to achieve social closeness. The captains of the football and basketball teams, Raúl and Felipe Reyes, paid the kids a visit, accompanied by their teammates.

Penitentiary centres

Collaboration between the Foundation and Directorate General for Penitentiary Centres has been reinforced over the season with the signing of new agreements. The work carried out in the various penitentiary centres had its most touching moment during Raúl's visit to the Madrid IV Penitentiary Centre, where he spoke before over 100 inmates. It was the captain's first visit as Foundation Ambassador. Raúl handed out "Football Academy Counselor" diplomas to the inmates who had completed the course, and highlighted "the effort made by inmates to work for future reintegration, and the importance of doing so through sports activities."

The Queen with the Foundation

Her Majesty the Queen of Spain, Sofia de Borbón, visited the Real Madrid Foundation's solidarity stand at the "New Future Bazaar



2008". Queen Sofia took an interest in the activities conducted by our Club's Foundation, highlighting their social dimension. The Queen was given plush toys dressed in the Real Madrid jersey for her seven grandchildren, which she accepted with an enthusiastic smile.

7th Marathon for Social Integration

Over 1,000 boys and girls from ages six to 13 took part in the 7th running of the Marathon for Social Integration, the aim of which is to promote cohabitation among children with and without disabilities and immigrants, in addition to engendering greater social awareness among the youngest members of society.

Luis de Carlos Forum

The Luis de Carlos Forum is still a key voice in debates with resounding impact, due to the subjects discussed as well as the quality of the speakers. Over this season, there was great interest in the sport and social content, in addition to one of society's worst problems: drugs. Under the title, "Yes to Sport, No to Drugs" the Forum brought together a panel of

well-known figures. Among other equally interesting debates was that devoted to tourism and sport, or the one related with companies' corporate social responsibility.

Documentation Centre

The Foundation's Documentation Centre collection has grown notably over this year, with many donations from private citizens. Special mention is deserved by the donations from the family of Mr Santiago Bernabéu de Yeste, who last month donated 8,167 objects and documents that belonged to Real Madrid's emblematic president. The Foundation is responsible for keeping, classifying, storing and tracking the use of some 200,000 documents and objects that make up a precious asset that is an important part of our Club history. Among the key items of the Documentation centre are the stadium plans, former player contacts, historic trophies, gifts and publications from all periods of history.

Agreements

The Foundation continued with its social activities with the signature and renewal of collabo-



ration agreements with various public and social organizations. Among the highlights in this category are the ones signed with Penitentiary Institutions, the Red Cross, the FAO, the City Council of Madrid, and the Autonomous Community of Madrid, among others.

Social and sport schools in foreign countries

The Social and Sport schools in foreign countries have enjoyed special progress this season, with the creation of the José Emilio Santamaría School in Montevideo (Uruguay), the Iker Casillas School in Sierra Leone, those of Tangiers and Rabat in Morocco, which are home to over 1,000 children; that of Israel and the Palestinian Territories, named "School for Peace"; that of Colombia, visited by Colombian president Álvaro Uribe, and the renewal of agreements with existing schools, strengthening Real Madrid's social work around the world through the Foundation.

Awards

The Foundation's work has been recognized through awards. One of the most relevant was

the International Solidarity in Sport Award, given by the prestigious NGO Deporte y Desarrollo for the project, "Football Schools for Peace in Israel and the Palestinian Territories". Likewise, the Sierra Leone School was acknowledged with a special diploma.



Former Players

Former Real Madrid Football Players Association

The activity of the Former Real Madrid Football Players Association was notably increased in 2008/09 over last season. It did so by winning the three most important titles played for at this level, such as the Spanish Winners' Cup and the indoor football Spanish Cup, in addition to Liga runner-up. Another area of interest is the incorporation of new members in the Association. Four former players joined the association last season Rojas, Óscar Rubio, Koke Contreras and above all, because of the media impact it caused, Zinedine Zidane.

As for sports activity, the former players played 31 matches in 2008 -seven more than in the prior season- distributed as follows: 11 indoor football, 13 11-a-side, four 7-a-side football, and three futsal matches, with the admirable record of 27 wins, two draws and just two losses.



Spanish Cup and Winners' Cup Champions

The national indoor football league is made up all of the teams who have been Liga champions. The Real Madrid former players' team was proclaimed runner-up, behind Barcelona, which it bested in the Spanish Cup final by 10-9 in a vibrant match. The top team scorers were Julio Llorente (4), Alfonso (3), Iván (2) and Ballina (1). In the Winners' Cup, the title also went to Real Madrid former players, who overcame Deportivo de La Coruña, champions of the last Liga running, by an overwhelming 12-5, with goals from Iván (4), Alfonso (3), Amavisca (2), Ramis (2) and Juanma (1).

As has become custom since its establishment, the Former Players Association regularly collaborates in all institutional events organized by the Club. This collaboration is also extended to the various news media requesting their presence and the different noble causes for which they are requested. They also help former players and former players' widows with economic assistance.

Meeting with Florentino Pérez

Just four days after his inauguration ceremony, Real Madrid President Florentino Pérez met with some of the leading figures who have defended the madridista jersey throughout history. Alfredo di Stéfano, Gento, Pachín, Zoco, Santamaría, Amancio, Pérez Payá, Buyo, Amavisca and Rubiñán were on hand to congratulate the top Madrid executive for his win, and discuss the daily activities of the Real Madrid Former Players Association.



Rafael Rullán, Real Madrid's historic centre, took over from Corbalán, with appreciation for the work done over the past four years

This represents the peak of activity in the Real Madrid Former Basketball Players Association, which had two new enrolments last year. The members now total 66 legends of Real Madrid basketball and the Spanish national side. On an institutional level, a new Board of Directors was established, being approved by the General assembly. Rafael Rullán was designated chairman. Real Madrid's historic centre relieved Corbalán, with appreciation for the work done over the past four years. He then outlined his management platform and the various initiatives that he would strive to implement in this new period, with the approval of association members. The new Board is as follows: Chairman: Rafael Rullán; Vice-chairmen: José Manuel Beirán and Luis María Prada; Treasurer-Secretary: Vicente Paniagua; Boardmembers: Fernando Romay, Antonio Lorente, Francisco Capel and Darío Quesada.

On a sport level, the excellent season played is notable. The basketball veterans played a total of 18 matches, with a balance of 16 wins and just two losses. The game played between former players of Maccabi of Tel Aviv and Real Madrid on occasion of the first team's road trip to Tel Aviv to play a Euroleague match was especially interesting. Basketball fans relived the historic matches in a first-rate game featuring players such as Doron Jamchy, Willie Sims, Tal Brodi, Motti Aroesti or Mickey Berkowitz -for Macabbi- and Juan Antonio Corbalán, Alberto Herreros, Fernando Romay, Wayne Brabender, Rafael Rullán or "Chechu" Biriukov (for Real Madrid).

On another note, the Real Madrid Basketball Legends were proclaimed champions of the former player triangular tournament played in Manresa on May 3rd, in which the DKV Joventut and Ricoh Manresa, tournament organizer, also took part. This tournament was part of the campaign to assist the club, entitled, "We Are All Manresa". While Manresa beat DKV Joventut by 51-39, the Real Madrid



former players Association did the same with Badalona (59-38) and the hosts (45-58).

Over the course of the year, the Basketball Players Association launched a publication entitled "White Legends". The attractive journal is distributed free of charge on a quarterly basis. It is a magazine that "helps keep up the memory of players who have built the history of Real Madrid" in the words of Juan Antonio Corbalán, then president of the Association.

Meeting with Antonio Maceiras

A delegation from the acting Real Madrid Former Players Association board of directors, led by its chairman, Rafael Rullán, met with Antonio Maceiras, new director of Real Madrid's basketball division, to exchange points of view on the various activities in which the association takes part, and to discuss the different future collaboration projects between the two organizations.





New Board of Directors

“All together, let’s bring the excitement back”

Presidential and Board of Directors Elections

The latest Real Madrid presidential and board of directors elections were held last season. The only candidacy, presented by Florentino Pérez Rodríguez, was ruled valid by the Electoral Board, and Pérez was officially appointed President of the Club on June 1, 2009.

These elections, which were so important for the future of the Club, were convened by the former Board of Directors in the General Assembly held on March 29, 2009.

Over the next four years, Florentino Pérez will be accompanied in his presidency by the following Members who make up his Board of Directors: Mr Fernando Fernández Tapias, first Vice-president, Mr Eduardo Fernández de Blas, Vice-president and Spokesman, Mr Enrique Sánchez González, Secretary, and Messrs Santiago Aguado García, Luis Gómez-Montejano Arroyo, Jerónimo Farré Muncharaz, Enrique Pérez, Manuel Cerezo Velázquez, Pedro López Jiménez, José Sánchez Bernal, Luis Blasco Bosqued, Gumersindo Santamaría Gil, Raúl Ronda Ortiz, José Manuel Otero Lastres, and Nicolás Martín-Sanz García as boardmembers.

With the slogan “All together, let’s bring back the excitement”, the first measure taken by the new Board of Directors was to approve the Code of Ethics and Conduct that will govern the behaviour of all members of the Board, a commitment made by all Executives and commended by the entire sport world.



06 05 07 08 09 02 03 01 04 10 11 12 13 14 15 16 17

President

01 Florentino Pérez Rodríguez
Member 3.303

Honorary President

02 D. Alfredo di Stéfano

1st Vice-president

03 Fernando Fernández Tapias
Member 33.958

2nd Vice-president and Spokesman of the Board of Directors

04 Eduardo Fernández de Blas
Member 6.763

Secretary of the Board of Directors

05 Enrique Sánchez González
Member 16.800

Boardmembers

06 Santiago Aguado García
Member 2.737

07 Enrique Pérez Rodríguez
Member 8.467

08 Pedro López Jiménez
Member 15.069

09 Luis Gómez-Montejano y Arroyo
Member 3.778

10 Luis Blasco Bosqued
Member 18.031

11 Gumersindo Santamaría Gil
Member 20.575

12 Raúl Ronda Ortiz
Member 21.479

13 José Sánchez Bernal
Member 15.133

14 Manuel Cerezo Velázquez
Member 13.604

15 José Manuel Otero Lastres
Member 22.099

16 Nicolás Martín-Sanz G^a
Member 24.362

17 Jerónimo Farré Muncharaz
Member 3.773

New appointments

Executive Director and Assistant to the Presidency Department
Jorge Valdano Castellano

Director for Institutional Relations
Emilio Butragueño Santos

Advisor to the President
Zinedine Zidane

Executive Director of the Presidency Department
Manuel Redondo Sierra

Director of the Social Affairs Department
José Luis Sánchez García

Director of Operations and Services
Fernando Tormo Ruiz

Director for Sports
Miguel Pardeza Pichardo

Director of the Legal Department
Javier López Farré

Controller and Director of Internal Auditing
Carlos Martínez de Albornoz

Communication Director
Antonio José Galeano Pérez



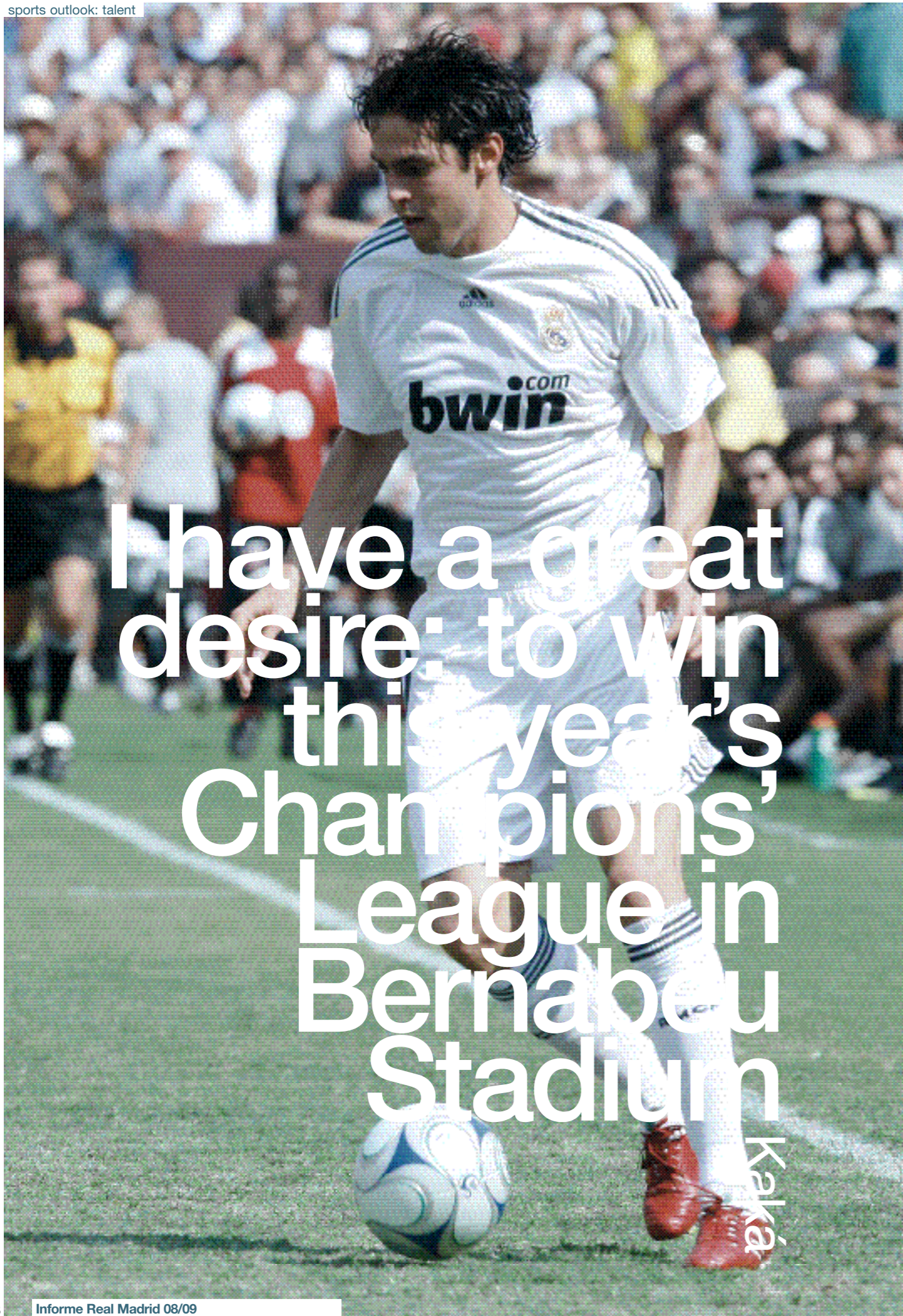
Madrid is accustomed to winning

Cristiano Ronaldo

Sports Outlook: Talent

We are the heirs of 107 years of history, over which Real Madrid was the greatest football club of the 20th century. Together, we made it the best and biggest sports organization in the world, of any sport. Winning is in our DNA; not winning in any way, nor at any price, but with respect for our opponents and the rules of fair play. The best players in the world fighting and sacrificing for the white jersey.

All members are convinced that this is the model to follow, the legacy of Santiago Bernabéu. When asked what he was planning for the next season, his answer was clear and direct: "My program for next season? Sign the best players and win all the titles we can." It is about going back to our roots, our strengths, our history.



I have a great desire: to win this year's Champions' League in Bernabeu Stadium

Kaká

Playing in Madrid is a dream
Albiol

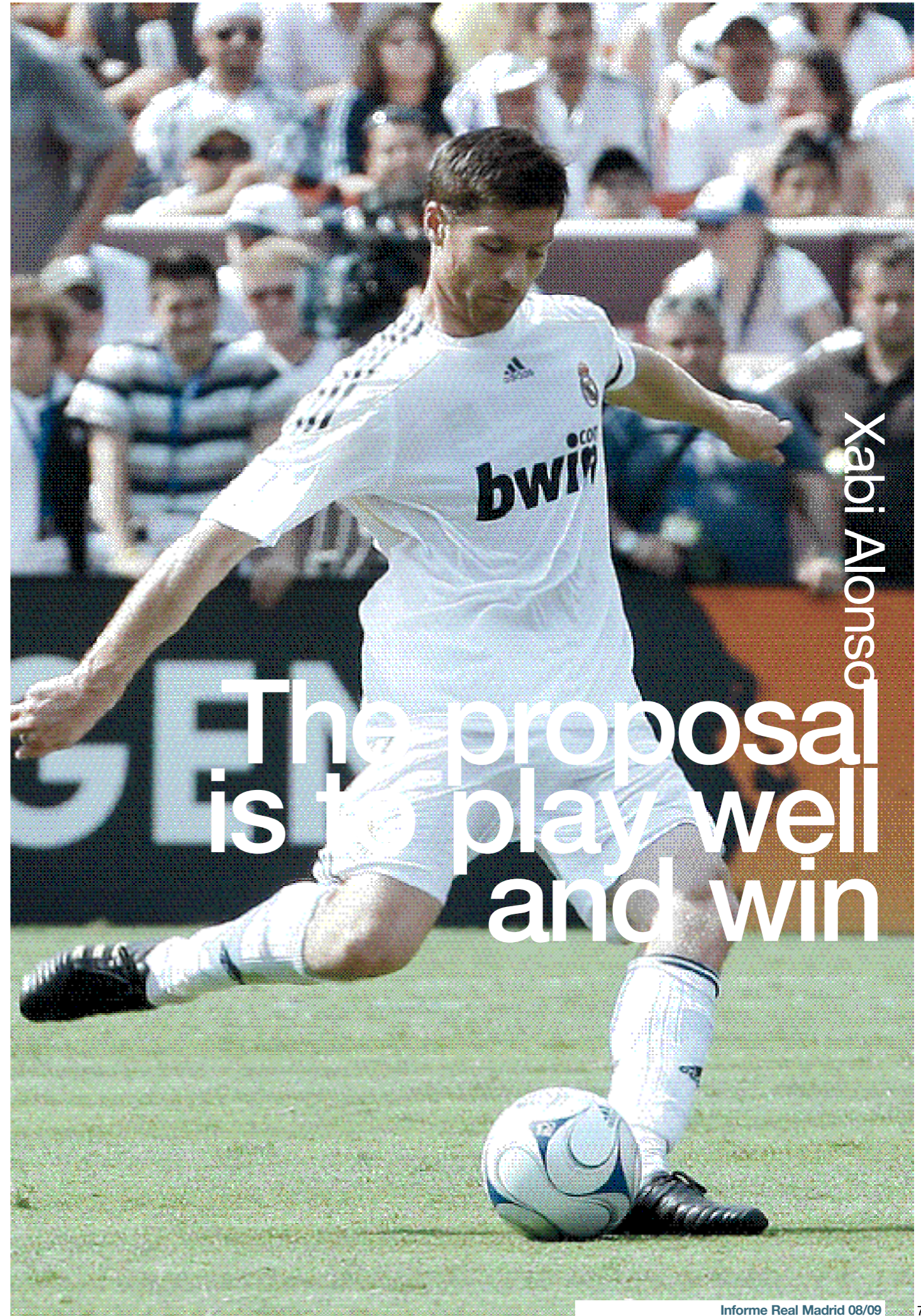


We are building a spectacular team, with some of the greatest national and international players in the world. All of our efforts are concentrated on making Real Madrid a symbol on and off the pitch, the undisputed and undisputable leader in the world of football.

That is why we have established a solid sport structure, under the leadership of **Jorge Valdano**. Under his vision and leadership, we also have a new **Director for Sports, Miguel Pardeza**, a man from within the Club who has played on the first team and knows the idiosyncrasies of our members and supporters. A new head coach, **Manuel Pellegrini**, an experienced hand with taste for high quality football, of the kind that Santiago Bernabéu Stadium misses and deserves. Finally, the arrival of **Raúl Albiol, Karim Benzamá and Kaká, Cristiano Ronaldo, Granero, Xabi Alonso and Arbeloa** are the clearest evidence of our sporting model, which holds the same ambition as Real Madrid's members and supporters, and that forms part of our history since **Alfredo Di Stéfano's** days: to hold a place of honour, and continue building the legend of Real Madrid.

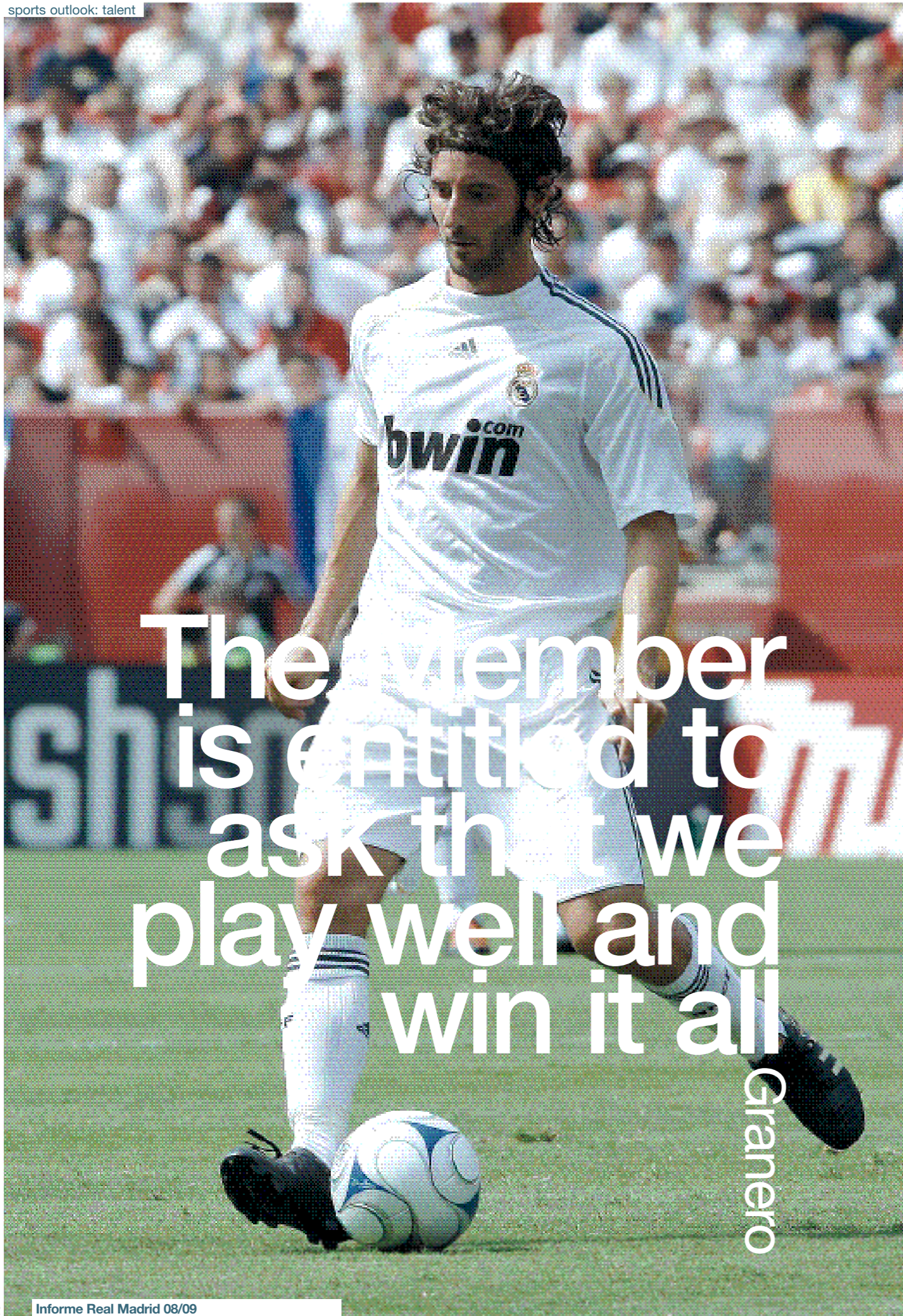


Coming to this organization with this project is a source of pride, and a major challenge
Arbeloa



Xabi Alonso

The proposal is to play well and win



The Member
is entitled to
ask that we
play well and
win it all

Granero



Karim Benzema,

I've come to
win it all

44

Real Madrid around the World



In Spain

Supporters
Clubs in Spain:
Total 1.985 Supporters
Clubs

- Andalucia 434
- Aragon 39
- Asturias 46
- Balearics 39
- Valencia 187
- Canary Islands 29
- Castilla La Mancha 265
- Castilla y León 141
- Catalonia 117
- Ceuta 1
- Extremadura 223
- Galicia 124
- La Rioja 28
- Madrid 189
- Melilla 2
- Navarre 20
- Basque Country 13

Supporters clubs
in the World:
74 Supporters clubs in
36 countries

- Albania 1
- Germany 4
- Andorra 1
- Australia 1
- Azerbaijan 1
- Belgium 4
- Bulgaria 1
- Chile 1
- China 2
- Costa Rica 1
- Denmark 1
- Egypt 2
- United Arab Emirates 1
- France 4
- Gibraltar 1
- Greece 2
- Guatemala 1
- Equatorial Guinea 2
- Holland 3
- Indonesia 1
- England 1
- Japan 2
- Morocco 8
- Mexico 1
- Norway 1
- Panama 1
- Puerto Rico 1
- Dominican Republic 1
- Senegal 2
- Syria 1
- Sweden 2
- Switzerland 9
- Tunisia 2
- Ukraine 1
- United States 3
- Venezuela 2

1.985 Supporters Clubs

Total tickets transferred to supporters clubs over the 2008/09 season 49,399, over 66,251 requests (74.5%).

Considering the commercial activity, distribution of Real Madrid schools, realmadrid.com, Real Madrid TV, Carnet Madridista and Real Madrid product marketing, we are in 215 countries/territories. In other words, practically the whole world.

74 supporters clubs in 36 countries

A Universal Real Madrid

Football is a universal feeling. Santiago Bernabéu said that it could have more influence than the dove of peace to calm an agitated, unequal world. Real Madrid is the greatest sports organization in the world, and bears the responsibility of being an ambassador of this message of harmony through sport.

Our main obligation is to train elite athletes who may one day enjoy success on the Club's first football and basketball teams, and do so as upstanding, responsible citi-

zens. Thanks to Real Madrid's worldwide dimension, this message of peace and integration must be taken by the Club, its players, leaders and employees to every corner of the globe.

We are going to build a Club in which ethics are a fundamental pillar of our activity and an uncompromising value for the future. A model Real Madrid, the home of the values of effort, unity, talent, sacrifice and success, an outlet for our social awareness, and symbol for the children and youth of the world.

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The challenge

We want Real Madrid to hold the place of honour and leadership that it is entitled to, of one day being considered the Best Club of the 21st Century



directing the world's most prestigious sports organization with four years. A sentiment common to all members and madridistas the values and greatness that put Real Madrid in the position of history makes it worthy of. We want a strong, united and exemplary

right conviction, capacity, dedication, persons and a project. In the new term were hectic, because the most pressing need was all madridistas, and build a spectacular team, with great national addition of their talent and identity with those already in the Real a worldwide reference and the hope for all of our supporters in with registered madridistas.

It is a major responsibility to need the assistance, complicity and union of all madridismo to make our dreams a reality. At the same time, we are working on several fronts:

Completing the Real Madrid facility, and equipping it with the facilities that Real Madrid, its members and privileged fans could have.

Improving Santiago Bernabéu Stadium, finishing its construction and the closure of the facade, building new facilities and improving the existing ones as much as our human, technical and material resources allow.

Making the Real Madrid audiovisual and Internet communication media a worldwide reference for the attainment of information on the Club. We will be the first to offer this and our media, will offer the best quality and variety of content.

Helping the club to recover its rightful place in the world for an organization of the size and prestige of Real Madrid, especially in helping the most underprivileged members of society and children and the messages and values of our trademark and history.