



SUSTAINABILITY STATEMENT

Separate combined non-financial Group report
2025/2026 season

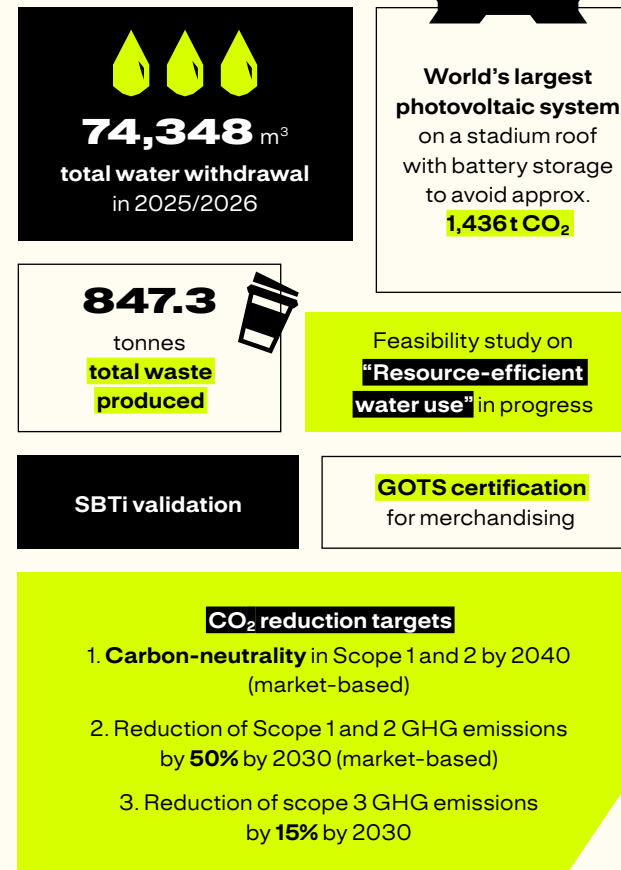


SELECTED METRICS AND PROGRESS

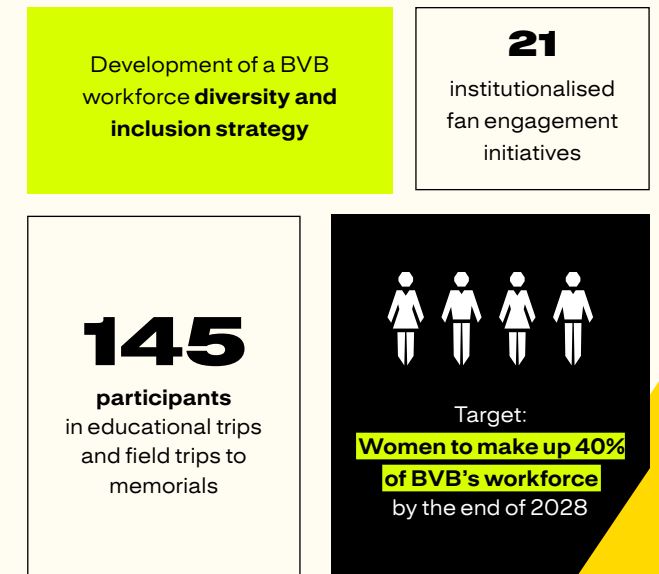
General & sporting



Environmental responsibility



Social responsibility



INTRODUCTORY REMARKS

Dear reader,

We at Borussia Dortmund are very pleased to present this year's Sustainability Statement covering the 2025/2026 season. We have now prepared this detailed report based on the European Sustainability Reporting Standards (ESRS) for the second year running. Our strategic ambition is to continuously refine and professionalise our proven approach to ESG management and to prioritise it throughout our entire organisation.

At the same time, we need to be candid about the current geopolitical and social climate, in which the interest of the public and the media in sustainability has markedly waned. We recognise this, but are undeterred: Sustainability is an essential part of our DNA. It's what leads us to take responsibility for our own actions, to give voice to our values and to anticipate external risks to Borussia Dortmund's prosperity.

As ever, our efforts are rooted in the firm conviction that responsibility and profitability are complementary forces, not opposing ones. This report underscores once more that our structured approach is gradually making BVB more resource-efficient, more resilient and more responsible.

One key example of this is our cross-divisional ESG Committee, in which our colleagues come together to discuss matters of responsibility and sustainability, to define action plans and to develop solutions to the challenges we face every day.

We work with strong partners to implement specific business cases, such as the world's most powerful stadium roof-mounted photovoltaic system at SIGNAL IDUNA PARK – which has now gone fully operational. With its battery storage unit, it is already making a significant contribution to meeting



Carsten Cramer



Thomas Treß



Lars Ricken



Svenja Schlenker

our match day energy needs. At the Dortmund-Brackel training ground, we are also continually investing in energy-efficient infrastructure solutions. External validations offer valuable affirmations of our commitment. These include BVB Merchandising GmbH's renewed certification in line with the Global Organic Textile Standard (GOTS) and the scientific endorsement of our climate targets by the renowned Science Based Targets initiative (SBTi) – making us the first professional German football club to receive such recognition.

A key principle on our journey is, and always will be, the outside perspective. We seek out the views of our stakeholders, not because we are formally obligated to do so, but because they provide a wealth of insights. To that end, we took advantage of a great number of formats for dialogue and understanding during the past year: from the structured club-fan dialogue and internal staff surveys through to a large-scale fan survey. The results are currently being analysed to inform the further development of our work.

Our tireless fight against anti-Semitism, racism and all forms of discrimination remains an immutable part of our identity. As part of the "United by Borussia" initiative, we have been following this path for almost 15 years with conviction, dedication and a commitment to ensuring that our words are backed up by real deeds. Through regular visits to memorial sites, numerous events and readings at the BORUSSEUM, as well as high-profile initiatives, we continue to inform, raise awareness and reach thousands of fans, members, partners and staff every year.

With a membership of just under 250,000, over 85 million social media followers and 81,365 people in Germany's largest football stadium, we continue to act as a social force with outstanding influence and are always mindful of the responsibility and role model status that this entails. Combined with the highest levels of intrinsic motivation and ambition, we will continue to do everything in our power to steadfastly follow our own path in the future.

We would like to thank you for your interest in our sustainability work, hope you enjoy reading this report, and invite you to join us on this journey.



Carsten Cramer
CEO



Thomas Treß
Managing Director



Lars Ricken
Managing Director



Svenja Schlenker
Managing Director

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Please note: All amounts presented in this Sustainability Statement have been rounded in accordance with standard commercial practice, which may lead to slight deviations in the totals. In the interest of readability, this Sustainability Statement does not differentiate between genders. References to the male gender also apply to all genders.

ABOUT THIS REPORT

General basis for preparation of sustainability statements

ESRS 2 BP-1

This separate combined non-financial Group report (hereinafter referred to as the Sustainability Statement) has been prepared on a consolidated basis and complies with the requirements of Article 48i of Directive 2013/34/EU. The scope of consolidation is identical to that for the consolidated financial statements of Borussia Dortmund GmbH & Co. KGaA. The separate non-financial report has been combined with the separate non-financial report of the parent company.

The parent company, Borussia Dortmund GmbH & Co. KGaA (hereinafter referred to as Borussia Dortmund or BVB), is required under §§ 289b and 315b HGB to issue a non-financial statement. The disclosures required pursuant to § 289c HGB are included in this Sustainability Statement. Borussia Dortmund has exercised the option to prepare the combined non-financial Group statement outside of the combined management report.

In light of continued expectations that the European Corporate Sustainability Reporting Directive (CSRD) will be transposed into national law, Borussia Dortmund has applied the first set of the European Sustainability Reporting Standards (ESRS) for the second time. ESRS are applied on a voluntary basis. Reporting is based on the ESRS, as it is disclosed outside of the combined management report. However, all data points were collected in accordance with the ESRS.

The information required in accordance with § 289c (2) and (3) HGB is therefore part of the general disclosures and the ESRS topical standards for the Sustainability Statement and can be reconciled as shown below.

Reconciliation of ESRS to HGB

Aspect in accordance with § 315 (1) HGB in conjunction with § 289c (2) HGB	Presentation in ESRS topical standards	Selected content
Environmental matters	ESRS E1 – Climate change ESRS E3 – Water and marine resources ESRS E5 – Resource use and circular economy	Greenhouse gas emissions, decarbonisation strategy, water consumption and waste management
Employee-related matters	ESRS S1 – Own workforce	Working conditions, equal treatment and opportunities for all, other work-related rights
Social matters	ESRS S3 – Affected communities ESRS S4 – Consumers and end-users	Dialogue formats, impact on the fan community and the region, fan safety and inclusion, anti-discrimination work
Respect for human rights	ESRS S2 – Workers in the value chain	Working conditions
Combating corruption and bribery	ESRS G1 – Business conduct	Corporate culture, corruption and bribery, whistle-blower protection, cyber security

The voluntary application of the ESRS is aimed at meeting the increasing demands of internal and external stakeholders and promoting the systematic further development of Borussia Dortmund's sustainability management.

The Sustainability Statement contains information on material impacts, risks and opportunities (IROs) along Borussia Dortmund's value chain. These include both the Company's own business as well as upstream and downstream activities and are orientated towards the Company's existing revenue segments.

Relevant parts of the value chain were systematically examined in the materiality assessment. The sustainability strategy derived on this basis, including the relevant targets and actions, is based on the results of the materiality assessment, taking into account the value chain. The greenhouse gas accounting includes Scope 1, Scope 2 and relevant Scope 3 emissions along the entire value chain.

Borussia Dortmund has exercised the option afforded under ESRS 17.7 to omit certain information, in particular in connection with intellectual property, company-specific expertise and innovations, in order to protect the Company's legitimate interests. These refer to information relating to professional and youth football. Mandatory disclosures in accordance with the German Commercial Code are not affected.

Disclosures in relation to specific circumstances

ESRS 2 BP-2

Time horizons, transitional provisions and corrections

In preparing the Sustainability Statement, Borussia Dortmund did not deviate from the time horizons defined in ESRS 1: short-term (0 – 1 years), medium-term (1 – 5 years) and long-term (more than 5 years). It availed itself of the option to omit material information within the scope of the transitional provisions (phase-ins) (ESRS 2 SBM-3, 48e, E1-9, E3-5, E5-6, S1-7, S1-13).

Use of extrapolated data

As part of the reporting, key metrics were included that are partly based on extrapolated data or indirect sources, which are explained below:

Own workforce

Productive working hours: The productive working hours were calculated on the basis of the average working days in North Rhine-Westphalia (public holidays and weekends already excluded) and the contractual working hours. The holiday entitlements for the reporting period were calculated

and deducted from the average working days. In addition, the average sick days were factored in on the basis of surveys by the German Federal Statistical Office (14.8 sick days in 2024).

Energy consumption: Projections were used for the consumption of the fan shops and the international locations, which individually account for less than 1% of Borussia Dortmund's total energy consumption. The electricity and heat consumption for the month of June 2026 was calculated using the previous year's figures, as the current invoices were not yet available. The Company is discussing improvements in measurement accuracy with the energy supplier. In addition, BVB's internal energy management software is being connected to the electricity infrastructure of the properties in Dortmund.

Water consumption: In financial year 2025/2026, the interpretation of the definition of "water consumption" was revised. Going forward, water consumption will be understood to mean evaporation from the irrigated training ground and stadium pitches. The evaporation figures published by the German national weather service will be extrapolated to the number of square metres of irrigated training ground and stadium pitches. Because the irrigated grass pitches have integrated drainage systems that channel water into the sewer system, seepage effects are not taken into account. At all other properties, water consumption corresponds to the volume of wastewater discharged, as only sanitary facilities are used there.

Further water consumption figures are extrapolated whenever water bills are not available. As the water bills for the Rheinlanddamm offices for the months of January to June were not available at the time of writing, water meter readings were used instead. The water withdrawal figures for the BVB Evonik Football Academy are based entirely on meter readings.

For water withdrawal at the other properties, figures from the previous year were used for June 2026, where the supplier's bills were not yet available. With regard to the other fan shops and the international locations, the extrapolations were derived based on the number of employees. The water consumption of the "Bistro 09" restaurant was calculated using a guideline value from the DEHOGA Association. Borussia Dortmund plans to expand its metering infrastructure in order to improve measurement accuracy at its Dortmund sites. The wastewater assessment notices issued by the City of Dortmund are used to calculate the volume of water discharged into the municipal wastewater system.

Stored water: To determine the amount of stored water, the amount of precipitation per square metre for the training ground in Dortmund-Brackel and at SIGNAL IDUNA PARK was analysed and set in relation to the capacity of the installed cistern. The runoff coefficient, which indicates how much rainwater actually enters the cistern, as well as the connected areas and system-related losses, such as overflow, were taken into account.

Waste generated by the “Bistro 09” restaurant, fan shops and international locations:

The residual waste from the fan shops, the international locations and the “Bistro 09” restaurant was extrapolated on a per-capita basis using the waste invoices from the management offices. The cardboard/paper waste of the fan shops was extrapolated across the shop area using an example fan shop. The Company does not currently have any initiatives to improve the accuracy of data collection.

Match-day food waste: Match-day food waste is calculated on the basis of invoices from the waste management company ReFood. These invoices capture the number of loads disposed of with an average capacity of 120 litres. Because it is not possible to weigh every waste bin during the collection process, the waste management company assumes an average weight of 65kg per 120-litre bin. To calculate the total weight of match-day food waste, the number of loads is multiplied by the specified average weight.

GHG footprint

Scope 3.11 Use of sold products (fan mobility): Several indicators were used to calculate the emissions resulting from fan mobility. This includes the kilometres travelled by season ticket holders from home to SIGNAL IDUNA PARK, results from mobility surveys and invoices from the ticketing department as well as assumptions about kilometres flown to attend away matches and the FIFA Club World Cup. The Company does not currently have any initiatives to improve the accuracy of data collection.

Catering calculations: For GHG accounting purposes, further extrapolations were made in the catering calculations for other events outside of match operations and for catering for athletes in Dortmund-Brackel. These are based on empirical values and general procurement planning.

Inbound logistics: The distances travelled by lorry and ship were determined using sample delivery routes.

Commuting: Commuting distances were determined by analysing the internal mobility survey and extrapolating the results to the current number of employees.

Changes in reporting

Compared to the previous reporting period, methodological adjustments were made to the collection of data for individual Scope 3 categories. This was done in light of the validation

of the Scope 3 emissions targets for this financial year by the Science Based Targets initiative (SBTi). In this context, the data collection methodology was adjusted to a limited extent to align with SBTi guidelines. The changes made are explained in more detail in Chapter [E1-6](#).

Corrections

Due to an erroneous interpretation of the term “water consumption”, the relevant metric was not reported accurately in the previous reporting period. This is corrected in section [E3-4](#) of this year's non-financial statement. The adjustment of the prior-year figures affected the following metrics: total water consumption and water intensity.

A variance analysis identified an error in the previous year's Scope 3 emissions in the greenhouse gas footprint. This error has been corrected in the current reporting period and is explained in detail in section [E1-6](#). The correction affects the Scope 3 figures for category 3.1 “Purchased goods and services”, which also affects the disclosures for total emissions, total Scope 3 emissions and GHG intensities.

Extended reporting basis

Borussia Dortmund relies on European standardisation systems, such as DIN ISO 14001 and DIN ISO 50001, which have been audited by external certification bodies. Reference is made to this in the environmental information section of this statement.

GENERAL DISCLOSURES

Borussia Dortmund regards sustainability as an integral part of its business model. As a social actor with over 240,000 members and more than 85 million social media followers, the club bears responsibility across the entire value chain – from match operations and merchandising to sponsorship and catering. The sustainability strategy is based on a dual materiality, which assesses both environmental and social impacts as well as financial risks and opportunities. Eight core strategic objectives have been derived from this. The strategy is steered by a cross-functional ESG committee chaired by the Executive Board. A structured stakeholder dialogue – involving fans, staff, partners and shareholders, amongst others – ensures the strategic relevance of all measures and embeds sustainability as a cross-cutting priority throughout the organisation.

- Sustainability strategy page 10
- Sustainability organisation page 22

**THE QUALITY OF A
FOOTBALL CLUB
DEPENDS ON HOW WELL
IT FULFILLS ITS SOCIAL
RESPONSIBILITIES.**

– FRANZ JACOBI, FOUNDING FATHER OF BORUSSIA DORTMUND



Note

This page is not part of the audited separate combined non-financial Group report.

SUSTAINABILITY STRATEGY

Strategy, business model and value chain

ESRS 2 SBM-1

Borussia Dortmund's business model is broadly diversified and is based on several value chains, at the heart of which are professional football and related business areas. This includes, in particular, the provision of a professional infrastructure, investments in the promotion of youth football, the transfer policy and the commercial exploitation of SIGNAL IDUNA PARK – both in match operations and beyond. The key revenue segments and thus the most important features of BVB's upstream and downstream value chain are match operations, the provision of advertising services, TV marketing, transfer deals, the sale of merchandise as well as conference, catering and other income.

Target groups and markets

The aforementioned economic activities are primarily aimed at the core target groups of fans, members and business partners. The Company's primary market is Europe, with a focus on national and international competitions. The Asian and US markets are also of central importance to the Company's internationalisation strategy. The objective is to develop the commercial potential of professional football in an international context – based on sporting performance, a greater fan base and increased loyalty, and a values-based community culture.

Sustainability concept and strategy

Borussia Dortmund considers itself a pillar of the community whose responsibility extends beyond its core business. The club leverages its appeal to promote social development – not only locally in Dortmund and the surrounding area, but also around the world. The three dimensions of sustainability – ecological, social and economic – each play an equally important role.

Based on its sporting and economic success, Borussia Dortmund is scrupulous in living up to its responsibility in this regard. Sustainability is anchored as a global guiding principle. The needs of today's generations should be met without curtailing the opportunities of future generations. The responsible organisation of business activities and relationships is integrated into the corporate strategy.

Borussia Dortmund pursues the objective of positioning itself as a modern football company for the long term and defending its position as one of the top Bundesliga clubs – all while

remaining economically sound. The club takes a long-term, growth-oriented and values-based approach to achieving this objective.

Sustainable development also includes the targeted promotion of young athletes, the strengthening of the Borussia Dortmund brand and the conscious use of resources along the value chain. In everything it does, the club is alert to its responsibility towards employees, fans, shareholders, business partners and society as a whole.

Borussia Dortmund's sustainability strategy is based on an analysis of material impacts, risks and opportunities along the value chain – with the involvement of stakeholders and nature as a silent partner. Eight core objectives were developed on this basis. These are the most important, fundamental areas of action. They are the cornerstones of Borussia Dortmund's sustainability strategy, providing focus and direction:

OUR CORE OBJECTIVES AT A GLANCE

Environment

- Achieving carbon-neutrality¹
- Improving water efficiency
- Promoting the circular economy

Governance

- Improving sustainable corporate governance

Social

- Promoting an efficient, attractive and healthy corporate culture
- Ensuring decent work in the value chain
- Preserving BVB's culture of values
- Promoting the football experience for all

¹ To improve readability, the term "carbon emissions" is used below, although carbon dioxide/CO₂ equivalents are also included.

These core objectives are explained in the respective thematic sections of the report, citing specific actions, targets and their impacts as examples. We will also provide more detail on the most important challenges we face with regard to achieving the targets, as well as on the relevant activities and projects.

Strategic resources

Borussia Dortmund utilises a variety of resources to operate its business model and implement its strategic objectives, including:

- Personnel resources (administration and retail, players, staff)
- IT infrastructure (servers, software, digital platforms)
- Real estate and facilities (stadium, training ground, head office, fan shops)
- Energy and water (for stadium and infrastructure operations)
- Trademark rights (for marketing and licences)
- Food and catering supplies (for stadium operations and events)
- Textiles and hardware (for sports operations and merchandising)

BVB manages the required resources input-specifically both through the relevant department and Central Purchasing and also uses its risk management system for this purpose in order to enable it to react to potential bottlenecks as they become apparent.

Our strategic resources	Managed by
Human resources	HR and Sports departments
IT infrastructure	Departments and Central Purchasing
Real estate and facilities	Organisation department
Energy and water	Organisation department
Trademark rights	Marketing & Digitalisation department and Internationalisation & Commercial Partnerships department
Food and catering supplies	BVB Event & Catering GmbH
Textiles and hardware	BVB Merchandising GmbH and partners such as Puma SE

Where these resources create value

Match operations: Numerous factors are critical for seamless match operations. This includes having sufficient staff to manage SIGNAL IDUNA PARK. Infrastructural and security-related requirements must also be met to facilitate fan travel to and from the stadium. Beyond planning and organising home matches, the stadium requires a guaranteed energy and water supply.

Advertising: In the sports business, Borussia Dortmund relies on advertising and sponsorship agreements. Successful marketing of advertising services requires human resources, external marketing service providers and an efficient IT infrastructure.

TV marketing: BVB matches are marketed on TV primarily via national and international football associations, such as Bundesliga GmbH (formerly Deutsche Fußball Liga GmbH (DFL)) and the Union of European Football Associations (UEFA). Participation in national and international competitions is necessary in order to participate in the associations' respective distribution systems. Other key factors for adding value are sporting success and the club's reputation.

Transfer deals: One of Borussia Dortmund's key business areas is the development and promotion of young players in conjunction with the transfer of youth and professional players. A professional sports staff – including scouting, comprehensive squad planning and efficient training organisation and infrastructure – are crucial for successful transfer deals.

Merchandising: As an international football club with a strong brand value, Borussia Dortmund sells merchandise to its fans both nationally and internationally. Personnel in the areas of procurement, design, sales and retail as well as a resilient IT infrastructure are essential for adding value in merchandising.

Conference, catering, other: In the conference and catering value chain, food deliveries and personnel are required for planning, purchasing, preparation and distribution of food. A comprehensive infrastructure is the foundation for successful catering on home match days and for events outside of match operations.

Employees by geographical area

Number of employees as a moving average in the 2025/2026 season

Total number of employees ²	1,096
Employees in Germany	1,081.2
Employees in Shanghai	7
Employees in Singapore	4.8
Employees in the USA	3

For more information on employees, please refer to section [S1 Own workforce](#).

Supplemental disclosures

Borussia Dortmund is not subject to exemption pursuant to Article 18(1)(a) of Directive 2013/34/EU. Beyond this, there are no additional relevant sectors within the meaning of ESRS 2 SBM-1.40 (b). The sports industry is categorised under the "Recreation and Leisure" sector.

Taxonomy-aligned turnover is presented in the [EU taxonomy](#) section. Borussia Dortmund is not active in the areas of fossil fuels, chemicals production, controversial weapons or the cultivation and production of tobacco.



Interests and views of stakeholders

ESRS 2 SBM-2

Borussia Dortmund maintains a close dialogue with its stakeholders. This includes fans, members, employees, sponsors, suppliers, the media, local residents, shareholders, the City of Dortmund and the region. Depending on the nature and intensity of the relationship, they influence decisions taken by the club and are also affected by its activities.

They have a legitimate interest in ensuring that their interests are taken into account in the Company's development and its strategic and operational decisions. Borussia Dortmund promotes this dialogue by systematically evaluating feedback via the relevant departments and integrating it into strategy development and action planning. The diversity and structure of the stakeholder dialogue are illustrated in the "Stakeholder dialogue" graphic.

Due to its special relationship with key stakeholder groups, Borussia Dortmund uses a large number of regular dialogue formats. This means that the relevant departments are kept continuously informed about stakeholder interests and incorporate them into their operational work. The management also engages in regular dialogue with the fan community at Fan Council meetings, the Fan Delegates' Meeting and other formats. This structured dialogue enables them to represent the concerns of all stakeholders to the Supervisory Board in a well-founded manner.

Stakeholder dialogue: formats and channels

Fans: Engaging with the fan community is a key priority for Borussia Dortmund. Institutionalised formats, such as the Fan Delegates' Meeting or dialogue with the Fan Council, ensure participation. These are held regularly, sometimes with the involvement of players from the professional squad and management representatives. In addition, there are specific Fan Council working groups – including on merchandising, digital and ticketing issues – which met up to three times during the reporting period. The close and trusting dialogue in these formats has become established as a regular feature.

² Non-guaranteed hours employees are not included.

Employees: Employee concerns are addressed via various structures, e.g., works councils, managers, persons of trust in connection with the Group-wide safeguarding protocol and mental health contacts. Regular employee surveys provide additional input that is channelled into specific strategies and action.

Sponsors and suppliers: As contractually bound business partners, they are key players within the value chain and are involved in strategic decisions via direct communication channels.

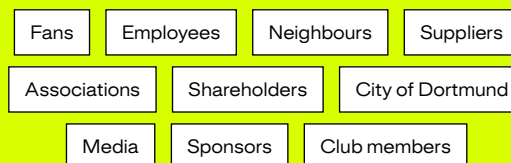
Media, city, region: As a pillar of the community, Borussia Dortmund is in constant dialogue with relevant civic and municipal bodies as well as the media in order to identify expectations early on and address them transparently.

Shareholders: As a listed company, Borussia Dortmund offers its shareholders a platform from which to exert influence, particularly at the Annual General Meeting. The management is also available to the Supervisory Board and the Audit Committee to provide information on stakeholder concerns.

The consideration of the stakeholder perspective in the context of due diligence and strategy development, in particular the double materiality assessment, is described in more detail in section [IRO-1](#).



CORE STAKEHOLDER GROUPS



Stakeholder dialogue

Examples of communication formats	Examples of dialogue topics	Frequency
Employees		
Intranet	Various	Several times a week
Works council meetings	Personnel issues	Weekly
Employee interviews	Individual personnel issues	Annually
Marketing roundtable	Exchange of information	Monthly
Onboarding	Brief presentation of the departments	Monthly
Suppliers		
Trade fairs	Price negotiations, products, performance	Quarterly
Face-to-face meetings	Campaign planning, potential partnerships, review	Half-yearly
E-mail/telephone	Day-to-day business	Daily
Fans		
Social media channels	Corporate Communications	Daily
Press releases	Corporate Communications	Daily
Newsletter (e-mail)	Exchange of information	Quarterly
Fan Delegates' Meeting	Fan issues	Annually
Fan Council meetings	Working groups (e.g., ticketing working group)	Every other month
Sponsors		
Sponsors' roundtable	Sustainability issues	Annually
BVB business network	Exchange of information, networking	Every fortnight
B2B newsletter	Exchange of information	Every other month
Partner support	Day-to-day business	Ad hoc
Public authorities		
Safety briefing	Local planning authority, evacuation routes	Match day-related
Traffic briefing	Arrival, evacuation routes, mobility restrictions	Match day-related
Local sport and safety committee (ÖASS)	Structural improvements, alcohol at the stadium	Quarterly
City of Dortmund	Urban development, mobility	Ad hoc

Examples of communication formats	Examples of dialogue topics	Frequency
Associations		
Meeting with the DFB safety officers	Exchange of information	Annually
Bundesliga working groups/ plenary sessions	Exchange of information	Weekly
Commissions	Strategic orientation of professional football, sustainability, financial affairs, media, Youth Academy, marketing and sponsorship, internationalisation	Half-yearly
Neighbours		
Regular meeting with Dortmund Exhibition Centre	Consultation on mobility, travel and evacuation routes	Match day-related
Dialogue via the Service department	Complaints management	Ad hoc
Shareholders		
Shareholders' meeting	Position of the Company, strategy and growth	Annually
Annual Report	Financial position, capital structure, balance sheet	Quarterly
Press releases	Exchange of information, ad hoc reports	Several times a week
Media		
Press releases	Exchange of information	Weekly
Press conferences	Exchange of information, ad hoc reports	Weekly
Annual Report	Financial position, capital structure, balance sheet	Quarterly
Club members		
Members' Meeting	Financial position, opportunities and risks, forecasts, elections	Annually
Club magazines (BORUSSIA/BORUSSIA aktuell)	News and exchange of information	Monthly
Newsletter (e-mail)	News and exchange of information	Quarterly

Material impacts, risks and opportunities and their interaction with strategy and business model

ESRS 2 SBM-3

Borussia Dortmund faces complex impacts, risks and opportunities (IROs) in the context of global challenges such as climate change, social polarisation and regulatory requirements. These IROs influence both the strategic direction of the club and its operational activities along the entire value chain. The environmental, social and governance (ESG) dimensions are an integral part of the sustainability strategy and are inextricably linked to the business model.

Environment

One key environmental aspect is the climate impact of the club's activities. Fan travel to home and away matches and purchased goods and services, which make a significant contribution to indirect emissions, are particularly important here. Operating SIGNAL IDUNA PARK and the training ground in Dortmund-Brackel is also associated with high energy and water consumption. At the same time, these locations offer substantial potential for efficiency improvements that can be realised through the use of renewable energies and innovative water solutions. With the advancing pace of climate change, the increasing frequency of extreme weather events can pose additional risks to infrastructure and match operations, necessitating continual modifications.

A functioning circular economy and the responsible use of resources are further strategic areas of action. The volumes of waste generated on match days in particular are dealt with in close cooperation with waste disposal service providers. The merchandising value chain and stadium catering activities also contribute to environmental pollution. In order to minimise the environmental impact of catering for stadium guests, further actions are taken to avoid waste and reduce food waste.

Social

Where social aspects are concerned, Borussia Dortmund must respond to a variety of needs within the workforce. While the focus for professional players is on preventing injuries and promoting health, youth players are supported by flexible learning and training models that balance school and competitive sports. Where youth players are concerned, prevention concepts against interpersonal violence and the personal development of talented young individuals are also at the forefront.

Development opportunities, flexible working conditions and forms of co-determination are continuously being enhanced for administrative staff. Challenges, such as non-transparent salary structures and high workloads on match days, are actively addressed. Borussia Dortmund has created a Diversity and Inclusion (D&I) Working Group to develop its D&I strategy, which is aimed at supporting the Company's diversity objectives.

The human rights risks along international supply chains require special attention due to their complexity. Borussia Dortmund continuously strives to achieve greater transparency in its procurement and production processes.

Borussia Dortmund positions itself as a pillar of the community with regional roots and international appeal. The club actively promotes diversity, inclusion and the fight against discrimination – on the pitch, in the stadium, in the fan community and throughout its own organisation. We are constantly working to shape the stadium experience, with an emphasis on participation and youth fan engagement. Visitor safety is also a key concern when it comes to events management. Misconduct, such as discrimination or violence in and around the stadium, is not tolerated and is addressed through targeted action.

Governance

Borussia Dortmund considers sustainability to be an integral part of its brand identity and strategic focus. The business model is geared towards long-term effectiveness, particularly in the social dimension. As a cultural and economic landmark of the region, the club contributes to the regional identity and value chain. For Borussia Dortmund, nature is a silent partner.

A functioning risk management system is an integral part of the Group structure. It ensures that the relevant risks are identified and assessed at an early stage and enables proactive responses at every level of the organisation. The ongoing

professionalisation of the departments helps to systematically exploit opportunities and effectively counter negative impacts.

Digitalisation is an increasingly important factor within the business model. It opens up new possibilities for addressing fans, optimising processes and analysing data, but also harbours risks in the area of cyber security. Borussia Dortmund makes targeted use of the potential of digitalisation to strengthen the resilience of its business model and future-proof its digital transformation processes.

Borussia Dortmund tests the resilience of its business against the impacts of climate change in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This ensures that risks in connection with climate change are identified at an early stage and addressed appropriately. The impacts, risks and opportunities are reviewed in an iterative process by the Corporate Responsibility department in collaboration with the relevant decision-makers. The identification and confirmation of material IROs and the associated topics and information to be disclosed was carried out using the double materiality assessment process described in section **IRO-1**.

The materiality assessment largely corroborates the findings from the previous year. The physical climate risks previously listed individually are consolidated in section **E1 – Climate change** to avoid duplication. Opportunities related to renewable energy were aligned with the financial opportunities cited in the financial report. To avoid ambiguity, opportunities which merely represent measures to address existing climate transition risks are no longer classified as material. Similarly,

in section **S1 – Own workforce**, positive impacts which merely represent corrective actions or statutory duties are no longer classified as material.

Following the materiality assessment, section **S2 – Workers in the value chain** now only includes one potential negative impact. The IRO “Job insecurity at suppliers due to the possibility of a strategic change of production partner” is no longer deemed material because BVB has no ability to exert an influence in this regard. Streamlined rules and regulations introduced in the Omnibus Regulation have scaled back reporting obligations within Borussia Dortmund’s supply chain, thus eliminating an element of regulatory risk. In section **S3 – Affected communities (fan community)**, one opportunity was harmonised with the opportunities presented in the financial report.

In section **G1 – Business conduct**, two potential negative impacts in relation to corruption were consolidated to avoid duplication. Although indeed a positive impact, whistleblower protection is no longer deemed material as this merely constitutes compliance with legal requirements. The entity-specific sub-topic of “Digitalisation” was renamed **Cyber security**; the two risks in question were merged together in the interest of clarity.

The adjustments to the material impacts, risks and opportunities present a clear picture of Borussia Dortmund’s business model. All material topics and datapoints reported in the previous year remain subject to reporting requirements despite the streamlining. Detailed information in the material impacts, risks and opportunities can be found in the relevant disclosures.

Description of the processes to identify and assess material impacts, risks and opportunities

ESRS 2 IRO-1

Borussia Dortmund conducted a double materiality assessment in accordance with ESRS for the first time in financial year 2024/2025. This analysis is reviewed annually and amended as required. The purpose of the double materiality assessment is to identify all relevant actual and potential impacts on the environment and the Company and all sustainability opportunities and risks of relevance to Borussia Dortmund.

The ESRS topics below were classified as material in the past season:

- Climate change
- Water and marine resources
- Circular economy
- Own workforce (professional sports, youth players, administration)
- Workers in the value chain
- Affected communities (fan community)
- Consumers and end users (fans and stadium visitors)
- Business conduct and cyber security

The assessment follows a multi-stage process involving internal and external stakeholders as well as management and the Supervisory Board, in which sustainability-related impacts, risks and opportunities are identified and analysed. Details of the individual steps are described below.

Methodology for determining the IROs

A wide variety of information sources are taken into account in determining the material impacts, risks and opportunities (IROs) for Borussia Dortmund. These include:

- Annual reports and sustainability reports
- Findings of prior materiality assessments
- Insights from internal dialogue and external perspectives
- Regulations and standards (e.g., UN Global Compact (UNGC), ISO, GRI)
- Industry requirements of football associations such as Bundesliga, DFB, UEFA, FIFA
- Relevant legal and regulatory framework conditions
- Current scientific publications and sustainability trends

This information forms the basis for analysing the business model and the value chain, including upstream and downstream activities. Company-specific resource dependencies, geographical effects, business relationships and relevance for internal and external stakeholders are taken into account.

Our material topics



Involvement of the departments and stakeholders

Topics are identified in close cooperation with Borussia Dortmund's departments, which have considered in detail the disclosure requirements of all European Sustainability Reporting Standards. A collection of relevant topics was compiled in bilateral discussions and adapted on an ongoing basis. The perspective of external stakeholders was also taken into explicit account in the 2024/2025 season – including the assessments of the Fan Council and the most significant investors and partners. Stakeholder dialogue therefore involves:

- Expert interviews with selected partners from the departments
- Online surveys of external stakeholders
- An assessment on a five-point scale based on defined criteria

The final evaluation of the IROs is carried out by the Corporate Responsibility department in consultation with the management, which together collate and verify the assessments. The IRO assessment is designed as an iterative process in which the relevance of individual topics is regularly reviewed and adjusted.

Special features of the business model

The specific business model of professional football is taken into account in the assessment. For example, the club's handling of youth players as a vulnerable group is analysed in particular. Differences between administrative staff and athletes are also taken into account – particularly in terms of impact and risk. Accordingly, a separate assessment of the workforce is performed.

Assessment methodology

Assessment of impacts

The materiality of impacts is determined based on actual and potential positive and negative impacts. The extent, scope, reversibility and probability of occurrence are assessed.

An impact is categorised as significant if it is in the upper third of the rating scale (value > 3/5).

Assessment of risks and opportunities

The club's sustainability opportunities and risks are assessed in the same way as its impacts. Dependencies between financial and impact-related considerations are taken into account.

The assessment is based on the scope and probability of occurrence of the risks and opportunities, each of which being rated on a scale of 1 to 5. Opportunities and risks for which the product of these assessments is greater than 13 is categorised as material.

- Criteria: Scope × probability of occurrence
- Scale: 1 to 5, with scores ranging from 1 to 25
- Materiality threshold: Score ≥ 14
- Case-by-case assessment to validate borderline cases

Opportunities and risks identified in the double materiality assessment are reconciled against the findings of the financial risk inventory and harmonised. Material sustainability risks are predominantly included as high-priority risks in the company-wide risk management system.

Finalisation of the double materiality assessment

IROs close to the materiality threshold are assessed and categorised on a case-by-case basis by management in cooperation with the Corporate Responsibility department. The results of the IRO assessment are then discussed in a management workshop, the final results validated and presented to the Supervisory Board.

Integration into risk management system

The double materiality assessment for risks and opportunities is systemically interlinked with Borussia Dortmund's general risk management system. The scales and valuation approaches used are compatible, thereby guaranteeing inclusion in the risk management system. Material opportunities and risks are also presented in the opportunity and risk report of the combined management report and included in the report on expected developments.

Review of the materiality assessment

In order to reveal any changes in the way in which the IROs are developing and to present how the Company currently exerts an influence on stakeholders, the double materiality assessment requires regular updating. In this process, the relevant departments performed a qualitative review of all material IROs from the prior year in financial year 2025/2026 to assess their currency and plausibility. They also ensured that the assessment was in line with the current requirements and reflected the latest developments. Any changes are summarised and presented under [ESRS 2 SBM-3](#).

Description of the processes to identify and assess material climate-related impacts, risks and opportunities

E1-IRO-1

Impacts

Borussia Dortmund exerts both a direct and indirect impact on climate change. This is reflected in the greenhouse gas footprint (GHG footprint), which is calculated annually. The direct emissions of CO₂ equivalents (CO₂e; hereinafter also referred to as CO₂ or carbon) are attributable mainly to the energy consumed in connection with operating the stadium and other properties (Scope 1 and 2). The most significant indirect impact in the 2025/2026 financial year resulted from purchased goods and services (Scope 3). The GHG categories and the calculation of emissions were determined in accordance with the Greenhouse Gas Protocol (GHG Protocol), whereby the use of extrapolations is minimised. The materiality of these IROs is reviewed and updated annually as part of the methodology described in section [ESRS 2 IRO-1](#).

Climate transition risks

Physical risks

Borussia Dortmund identifies climate-related physical risks across the entire value chain, i.e., upstream and downstream activities as well as the Company's own business, and did this in the materiality assessment using the climate risk classification table set out in Delegated Regulation (EU) 2021/2139. Risks were analysed over short, medium and long-term time horizons. Each of Borussia Dortmund's value chains was analysed using this classification table in order to identify actual and potential climate-related physical risks. Experts from the individual departments helped to set up and evaluate the IROs along the value chain. These risks were assessed based on their scope and probability of occurrence in order to determine the material climate risks.

In addition, a climate transition risk/scenario analysis was performed for the first time for financial year 2025/2026 (see section [E1-SBM-3](#)), which makes it possible to gauge climate transition risks in light of various climate scenarios. The focus in particular is on people, assets and processes that could be jeopardised by climate transition risks. The assessment was performed using the established climate scenarios RCP 4.5 and RCP 8.5 (RCP = Representative Concentration Pathway). This was based on different time periods: 0 to 10 years for the assessment of short-term risks, and 10 to 30 years for long-term risk profiles. The aim is to increase resilience against climate change risks and derive strategic adaptation actions.

In contrast to the time horizons for the climate resilience analysis, Borussia Dortmund bases the periods specified for IROs, targets and actions on the typical useful lives of the assets. Short-term is defined as a period of less than one year, medium-term as one to five years and long-term as more than five years. These horizons coincide with the financial planning periods, which comprise the current financial year, the 1.5-year plan in connection with the Bundesliga licence and a strategic four-year plan. Capital is also allocated according to these planning horizons.

For further information on the climate transition risk assessment and all climate-related impacts, risks and opportunities, please refer to sections [E1-SBM-3](#) and [E1-1 Transition plan for climate change mitigation](#).

Transition risks

The assessment of climate-related transition risks is based on the classification of the Task Force on Climate-related Financial Disclosures (TCFD). Risks arising from political and legal changes, technological developments and market changes were systematically recorded and reviewed for currency. The results of the analysis of transition risks are in line with the results of the double materiality assessment. For further information on the assessment of transition risks, please refer to section [E1-SBM-3](#).

Description of the processes to identify and assess material impacts, risks and opportunities in connection with pollution

E2-IRO-1

In discussions with experts from Borussia Dortmund's individual departments, possible interfaces with and dependencies on actual or potential air, water or soil pollution were identified, taking into account the Company's own sites and the upstream and downstream value chain. Based on this analysis with the support of the ESRS topic list (ESRS 2, AR 16), possible IROs on the topic of pollution were identified and evaluated. In addition to the areas of air, water and soil pollution, the pollution of living organisms and food resources, substances of (particular) concern and microplastics were also discussed. The double materiality assessment did not identify any material IROs in the area of pollution, so no further reporting is provided on this topic.

Description of the processes to identify and assess material impacts, risks and opportunities in connection with water and marine resources

E3-IRO-1

Identification of relevant interfaces for water use

As part of the identification of material IROs in the area of water and marine resources, a structured analysis was carried out in collaboration with Borussia Dortmund's departments. The aim was to identify interfaces between the club's business activities and natural water resources – both at the Dortmund site and along the upstream and downstream value chain.

In particular, the consumption of surface and groundwater and the associated withdrawals and discharges were taken into account. At the Dortmund site, specific groundwater points were analysed for possible dangers due to water stress. In addition, the specified locate, evaluate, assess, prepare (LEAP) approach was used to analyse the extent to which Borussia Dortmund's economic activities are directly or indirectly dependent on water availability – for example, in stadium operations, training ground irrigation or in the context of supply relationships.

The systematic identification of relevant IROs was based on the provisions of ESRS 1 Application Requirement 16 (AR 16) and in close dialogue with the relevant departments. The resulting IROs were assessed according to scope, probability of occurrence and potential impact and integrated into the results of the materiality assessment (see section [IRO-1](#)). The material water-related impacts, risks and opportunities are presented in section [E3](#).

Description of the processes to identify and assess material impacts, risks and opportunities in connection with biodiversity

E4-IRO-1

In cooperation with the departments, the Company's own business activities and the activities in its upstream and downstream value chain were analysed for their interfaces with biodiversity issues in accordance with ESRS 1 AR 16. BVB does not have any sites located in or near biodiversity-sensitive areas.

The impact of Borussia Dortmund's activities on the status of species and the extent and condition of ecosystems was discussed with internal experts. In addition, direct causes of biodiversity loss in connection with BVB's activities were analysed.

The results of the process have been incorporated into the list of IROs and their assessment.

Beyond this, no analyses of dependencies, transition risks and physical risks or consultations with affected communities were carried out.

No material impacts or systemic risks or opportunities were identified in relation to the topic. The topic E4 Biodiversity was therefore assessed as not material and was not analysed further in the context of reporting.

Description of the processes to identify and assess material impacts, risks and opportunities in connection with resource use and circular economy

E5-IRO-1

As part of the materiality assessment, experts also interviewed Borussia Dortmund's departments to identify the key ecological interfaces – along the entire value chain – in the area of resource use and the circular economy.

The central points of consideration were resource inflows based on purchased goods (e.g., textiles, food, packaging materials), resource outflows and the resulting waste streams based on waste disposal company invoices, particularly in the context of match days and events. The assessment was based on the waste hierarchy, i.e., options and quantities for the avoidance, reuse, recycling and disposal of materials. In addition, it was examined whether Borussia Dortmund is dependent on natural resources or external infrastructures, for example due to the limited availability of recycling capacities or specific waste treatment requirements.

Based on these findings, IROs were systematically established, evaluated and categorised within the framework of the methodology described in the section [IRO-1](#). No specific consultation with potentially affected communities took place, but the stakeholder perspective was taken into account as described in section IRO-1. The material circular economy impacts, risks and opportunities are presented in section [E5](#).

Disclosure requirements in ESRS covered by the undertaking's sustainability statements

ESRS 2 IRO-2

Category	Standard	Topic	Sub-topic
Environment	ESRS E1	Climate change	Climate change adaptation
			Climate change mitigation
			Energy
	ESRS E3	Water and marine resources	Water
	ESRS E5	Circular economy	Waste
Social	ESRS S1	Own workforce	Working conditions
			Equal treatment and opportunities for all
			Other work-related rights
	ESRS S2	Workers in the value chain	Working conditions
	ESRS S3	Affected communities	Communities' economic, social and cultural rights
			Own disclosure: Fan work
Governance	ESRS S4	Consumers and end-users	Personal safety of consumers and/or end-users
			Social inclusion of consumers and/or end-users
			Corporate culture
			Corruption and bribery
	ESRS G1	Business conduct	Political engagement
			Own disclosure: Cyber security



The impacts, opportunities and risks directly related to the professional players were also taken into account in the materiality analysis.

SUSTAINABILITY ORGANISATION

The role of the administrative, supervisory and management bodies

ESRS 2 GOV-1, G1.GOV-1

Borussia Dortmund's management, comprising four members, and the Supervisory Board, comprising nine, represent Borussia Dortmund's administrative, management and supervisory bodies. These bodies do not include workers' representatives. At present, 25% of managing directors are female (2024/2025: 25%) and 22.2% of Supervisory Board members are female (2024/2025: 22.2%). All members are considered independent.

Both the management and the Supervisory Board have relevant experience in the subject areas and fields of international business of relevance to Borussia Dortmund. This includes, in particular, sport, finance, marketing, ESG, HR, legal and cyber security for the locations in Germany, the United States, Shanghai and Singapore. All members of the management comprise the Executive Board of BVB's "leuchte auf" foundation, and can also contribute their experience to the development of social policies. All members of the Supervisory Board's Audit Committee have expertise in accounting and financial reporting. Prof Pellens and Mr Leitermann also have extensive knowledge of auditing, including the auditing of sustainability information. They are familiar with accounting principles, internal control systems and sustainability reporting requirements. More information on the individual members of the management bodies can be found in the combined management report in the annual report.

The management conducts the business of the Company in accordance with the applicable statutes, the Articles of Association and other relevant provisions. It works to ensure that Group companies comply with statutory and regulatory provisions as well as with internal Company guidelines. The business of Borussia Dortmund GmbH & Co. KGaA is managed with the objective of creating sustainable added value in the interests of the Company. The management sets the Company's strategic course in consultation with the Supervisory Board and ensures that the strategies adopted are implemented. The corporate culture rests on the pillars of sustainability, integrity and sound corporate leadership. The management provides the Supervisory Board with regular, timely and detailed reports on all relevant issues related to the business development, planning, financing, the risks facing the Company and sustainability strategy and how they are managed. The Supervisory Board exercises a supervisory function and monitors the management in the conduct of the Company's business.

Responsibility for sustainability in the Company

Responsibility for sustainability management lies with two members of the management. Carsten Cramer (CEO) and Thomas Treß jointly head the Corporate Responsibility department and monitor the implementation and progress of Borussia Dortmund's sustainable development. The sustainability strategy comprises targets and actions that are based on the Company's material IROs. Responsibility for coordinating this lies with the department which reports directly to

the two gentlemen. They receive regular progress reports, particularly with regard to target achievement, implementation of actions, policies and material IROs. The Sustainability Statement is monitored by the Audit Committee of the Supervisory Board. At its meetings, the Audit Committee is informed about current projects, results and developments, including those relating to the management of IROs.

ESG Committee

To support the flow of information and operational management of the sustainability strategy, Borussia Dortmund established an ESG Committee, which includes divisional management and executives from the subsidiaries. This committee is chaired by Thomas Treß. Implementation of the requirements imposed on the Committee is coordinated by the Corporate Responsibility department.

The ESG Committee is responsible for managing the material IROs for specific departments. Members also meet both to discuss and to identify interdisciplinary topics and projects related to sustainability as well as to report on progress in their own area. The Committee met twice in financial year 2025/2026.

New and modified targets, actions and projects are agreed with the management, as the highest authority of the ESG Committee. Procedures, controls and processes for monitoring, managing and supervising sustainability risks and opportunities represent part of the standard process of Group-wide risk and opportunity management. The Group Risk Report is prepared annually for the management and the Supervisory Board.

Internal controls

An internal control system (ICS) established throughout the Group ensures that the information presented in the Risk Report is accurate. Impacts are also defined by the Corporate Responsibility department in collaboration with the ESG Committee. The Corporate Responsibility department is aided by the internal controls established by the Compliance department. Monitoring is carried out by means of regular progress reports from the ESG Committee to the management and reporting to the Audit Committee.

Expertise and training

In June 2023 and May 2025, the Supervisory Board was offered training on the statutory sustainability reporting obligations. The content of the training included the German CSR Directive Implementation Act (CSR-Richtlinie-Umsetzungsgesetz, "CSR-RUG"), the EU Taxonomy Regulation, the introduction of ESRS and obligations under the CSRD.

The Corporate Responsibility department serves as a central point of contact for the management in all matters relating to sustainability. Its employees regularly participate in external training courses and take advantage of training opportunities through memberships, such as the United Nations Global Compact (UNGC). If necessary, external specialist advice is also sought in order to ensure adequate integration of current developments and regulatory requirements into the management system. This ensures that decision-makers and management personnel have access to appropriate expertise to facilitate management of the IROs.

Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies

ESRS 2 GOV-2

Responsibilities and decision-making processes

The Corporate Responsibility department pools all of the club's sustainability activities, continuously refines the overarching strategy and coordinates internal and external dialogue on sustainability-related topics. Regular dialogue with the management takes place via face-to-face meetings and decision papers. The flow of information is ensured by the proximity to the management; they play a part in directing the strategy and are involved in all key sustainability decisions. The Corporate Responsibility department coordinates closely with the relevant departments, boards and committees to implement it. Details on the sustainability strategy can be found in section **SBM-1** and in the sections on ESG-related topics.

The sustainability strategy is based on the material sustainability matters, which encapsulate the Company's material IROs. Within the sustainability strategy, which is subsumed under the business strategy, targets and actions have been defined for each sustainability matter. If an action requires the consent of the Supervisory Board (see Article 6 of the Articles of Association of Borussia Dortmund GmbH & Co. KGaA), this must be obtained prior to implementation.

The impacts, risks and opportunities addressed by the Supervisory Board and the management are listed at the beginning of each topic section in this Sustainability Statement.

Compromises in business decisions relating to impacts, risks and opportunities are only made if doing so does not give rise to any legal violations or breaches of any of the relevant sustainability-related codes.

Involvement of the Audit Committee

The Supervisory Board's Audit Committee receives quarterly reports on the actions, metrics, targets and the status of reporting at its meetings. It is also kept apprised of, and discusses with the management, all identified relevant sustainability impacts, risks and opportunities once these have been reviewed by the management.

Performance monitoring

Target achievement is monitored at regular management meetings chaired by the Corporate Responsibility department. Operational actions are finalised and approved within this framework.

Integration of sustainability-related performance in incentive schemes

ESRS 2 GOV-3, E1.GOV-3

Borussia Dortmund does not currently have any climate-related or other sustainability-related incentive systems for its administrative and supervisory bodies. The performance of Borussia Dortmund's management and supervisory bodies was not assessed in relation to reportable GHG emission reduction targets or other sustainability targets. Furthermore, there are currently no plans to introduce such incentive systems as part of remuneration.

Statement on due diligence

ESRS 2 GOV-4

Core elements of due diligence

	Relevant paragraphs/pages in the Sustainability Statement
a) Embedding due diligence in governance, strategy and business model	SBM-1, SBM-3, S1.SBM-3, GOV-1, GOV-2
b) Engaging with affected stakeholders in all key steps of the due diligence	SBM-2, IRO-1, S1-2, S2-2, S3-2, S4-2, G1-1
c) Identifying and assessing adverse impacts	IRO-1, E1.IRO-1, E3.IRO-1, E5.IRO-1
d) Taking actions to address those adverse impacts	E1-3, E3-2, E5-2, S1-4, S2-4, S4-4, G1-1, G1-3, G1-4
e) Tracking the effectiveness of these efforts and communicating	E1-4, E3-4, E5-3, S1-5, S2-5, S4-5, G1-1, G1-3/G1-4

Risk management and internal controls over sustainability reporting

ESRS 2 GOV-5

Coordination and quality assurance of reporting

Borussia Dortmund's sustainability reporting is coordinated by the Corporate Responsibility department in concert with the Finance department. A central core team, supported by external experts, collects the necessary quantitative and qualitative information in collaboration with all departments and the relevant decision-makers. All material content within the scope of reporting is submitted to the management for approval.

To ensure data quality, internal reporting manuals have been developed in which data collection methods, responsibilities and the control process are documented. The data is reviewed in accordance with the principle of dual control before being passed on to the team responsible for preparing the annual financial statements. This team verifies the plausibility of the information by comparing it with the financial reporting.

Following the first-time reporting in accordance with ESRS in financial year 2024/2025, the integration of sustainability reporting into the Finance department and the establishment of an internal control system to improve data reliability are among the key developments in the reporting process.

Risk assessment and process optimisation

Continuous communication between the relevant departments ensures that risks arising in connection with sustainability reporting are identified and addressed. Although there is currently no formalised methodology for prioritising risks, identified risks are addressed promptly and corresponding action plans are developed to counter them.

The processes are subject to continuous evaluation and further development with the aim of streamlining and standardising them. At present, however, there is no systematic reporting to the administrative, management or supervisory bodies on the results of internal controls or risk assessments. A corresponding institutionalised feedback system is currently being planned.

ENVIRONMENT

Borussia Dortmund has identified three key environmental topics: climate change, water resources and the circular economy. In the area of climate protection, the CO₂ reduction targets have been scientifically validated by the Science Based Targets initiative (SBTi) – a unique feature in German professional football. The world's most powerful photovoltaic system on a stadium roof is fully operational at SIGNAL IDUNA PARK and, together with the battery storage system, contributes significantly to CO₂ reduction. In terms of waste management, the volume of residual waste at the stadium has already been reduced by 21.1% compared with the reference year 2023/2024 – far exceeding the set target of 5%. Food waste has been reduced by 9%. A comprehensive circular economy strategy, as well as a water and wastewater strategy for SIGNAL IDUNA PARK, are currently being developed.

– Climate change E1

page 26

– Water and marine resources E3

page 38

– Circular economy E5

page 41

– EU Taxonomy

page 45

Note

This page is not part of the audited separate combined non-financial Group report.



percent less food waste during
the reporting period
(compared with 2023/2024)

CLIMATE CHANGE E1

Material impacts, risks and opportunities and their interaction with strategy and business model

E1-SBM-3

Borussia Dortmund's business activities result in the emission of greenhouse gases that are harmful to the climate. This applies to both direct emissions (Scope 1 and 2) and indirect emissions (Scope 3) (see [E1-6](#)). In order to further reduce these emissions and counteract the effects of climate change, Borussia Dortmund has developed a comprehensive decarbonisation strategy (see [E1-1 Transition plan for climate change mitigation](#)). At the same time, in the context of climate change, Borussia Dortmund faces physical risks that directly affect the club's business model and value creation.

Borussia Dortmund conducted its first internal climate transition risk and resilience analysis in financial year 2025/2026 in order to assess the impact of climate-related risks in Dortmund. Based on this, physical as well as transitional risks to the club's own business activities were systematically assessed as they related to buildings/infrastructure, match organisation and health and safety. Resilience along the upstream and downstream value chain was considered in the case where organisations were particularly exposed or highly dependent on system-critical activities.

The analysis took into account short-term (0 – 10 years) and long-term (11 – 30) risks based on internationally recognised climate and emissions scenarios: a scenario in which the temperature rises by more than two degrees (RCP 4.5) and one in which it rises by four degrees (RCP 8.5). The areas investigated were buildings/infrastructure, match organisation and health and safety. Although the RCP scenarios focus primarily on physical greenhouse gas concentrations and exclude economic and societal factors, they are suitable for assessing the physical risk to sites. For the analysis, climate data at both national and regional levels was used, where available. Based on historical climate data and using the RCP scenarios, forecasts have been drawn up to identify the climate risks facing Borussia Dortmund. The results were validated and refined through interviews with experts in the fields of spatial planning, facility management and human medicine.

The climate risk analysis reveals that Borussia Dortmund is primarily exposed to temperature-related risks. The focus is on chronic changes in temperature, which give rise to acute risks, such as heat stress, heatwaves, droughts and increased solar radiation. Fans, stadium staff and players – whether during matches or while training – are particularly at risk.

Acute risks can lead to health problems, such as heatstroke, circulatory disorders and an increased risk of skin cancer. A drought can also affect the watering of the pitches, particularly where there are regional restrictions on water use.

Increasing thermal stress accelerates material fatigue and increases wear, for example through the embrittlement of plastics or increased corrosion of concrete. This requires the maintenance budget to be adjusted and increased.



Rising temperatures can take a toll on players, fans, and staff, as well as on buildings and infrastructure.

The rise in average temperature increases the likelihood of extreme weather events that could disrupt match operations. For the Dortmund site, heavy rainfall and the resulting rainwater flooding represent the most likely extreme weather event. Events such as these can make it considerably more difficult for fans to get to and from matches. Given the high volume of sealed surfaces in and around SIGNAL IDUNA PARK, action is needed here. Borussia Dortmund is currently working on a comprehensive drainage plan for SIGNAL IDUNA PARK. Completion is scheduled by the end of the 2026/2027 season (see [E3 – Water and marine resources](#)).

Thanks to modern drainage systems at the training ground, the facilities in Dortmund-Brackel are not particularly vulnerable to heavy rainfall.

A "Net Zero Emissions by 2050" (NZE) scenario from the International Energy Agency (IEA) was used to analyse the transition risks. According to the IEA's assessment, this is the only scenario that limits global warming to 1.5°C by 2050 and is therefore in line with the Paris Agreement. In line with the useful lives of BVB's assets and its business activities, the time horizons used in the analysis of transition risks were selected in the same way as for the double materiality assessment. The relevant risks were identified

and assessed qualitatively on the basis of the TCFD classification of climate-related transition events. This revealed a significant transition risk in the TCFD category "Policy and Regulation", particularly as a result of geopolitical events affecting Borussia Dortmund's energy costs. The results of the analysis are consistent with the material IROs identified in the double materiality assessment.

No assets or business activities have been identified that are incompatible with the transition to a climate-neutral economy or that would require significant effort to bring them into line with that transition.

Current developments necessitate forward-looking strategic planning in order to ensure both the club's economic resilience and the effective pursuit of environmental objectives. To strengthen its expertise in environmental and climate matters, Borussia Dortmund employs an energy manager, an environmental manager and a further energy management specialist. These staffing changes serve to help meet the increasing demands in the area of environment and transformation. Material climate transition risks are identified and assessed on the basis of an internal analysis as part of a systematic risk management process, the results of which are presented in the table below.

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Risk	Physical climate risks relating to infrastructure, match operations and health and safety	Climate change has the potential to cause increasingly more frequent extreme weather events that can lead to matches being interrupted or cancelled. In addition, there is an increasing risk that extreme weather could cause damage to Borussia Dortmund's properties, which could necessitate an increase in the maintenance budget.	Borussia Dortmund	Medium- to long-term	
Actual negative impact	Scope 3 emissions	Scope 3 emissions represent the majority of Borussia Dortmund's greenhouse gas emissions. These are driven in particular by fan mobility and the purchase of goods and services, including food, beverages and merchandise. Accordingly, Scope 3 emissions are largely responsible for the Company's climate-related impacts.	Environment	Short- to long-term	
Potential positive impact	Expansion of renewable energy (RE)	Expanding the use of renewable energy, in particular by installing a photovoltaic system on the roof of SIGNAL IDUNA PARK, is intended to reduce the amount of electricity drawn from the grid. Excess generated electricity is primarily fed into the Company's own energy storage systems; any surplus beyond that is fed into the public grid. In this way, Borussia Dortmund is playing its part in the energy transition. Furthermore, a reduction in fossil fuel use helps to reduce Scope 2 emissions in the long run.	Environment	Short- to long-term	
Risk	Rising energy costs	Geopolitical developments may have an adverse impact on energy costs. In light of the current political conditions, rising energy costs represent a risk.	Borussia Dortmund	Medium- to long-term	

* whole value chain upstream own operations downstream

Transition plan for climate change mitigation

E1-1

Borussia Dortmund is pursuing a comprehensive decarbonisation plan, which is an integral part of its sustainability strategy. This strategy was approved by the administrative, management and supervisory bodies and partially incorporated into the investment plan. It is in line with the club's overarching business strategy. The objective of the sustainability strategy in the context of climate change is to align Borussia Dortmund's business activities with the requirements of the Paris Agreement, which aims to limit global warming to well below 2°C, or 1.5°C at best.

As part of its sustainability activities, Borussia Dortmund has already initiated and implemented numerous projects that make a significant contribution to reducing carbon emissions and help the club achieve its carbon reduction targets (see [E1-3: Actions and resources in relation to climate change policies](#)).

Strategic decarbonisation measures

The key levers for decarbonising business activities include the electrification of processes, converting the heat supply from fossil fuels to renewable energy sources, and increasing the share of renewable energies in the mix.



In the future, the energy generated will be stored in battery storage systems for later use.



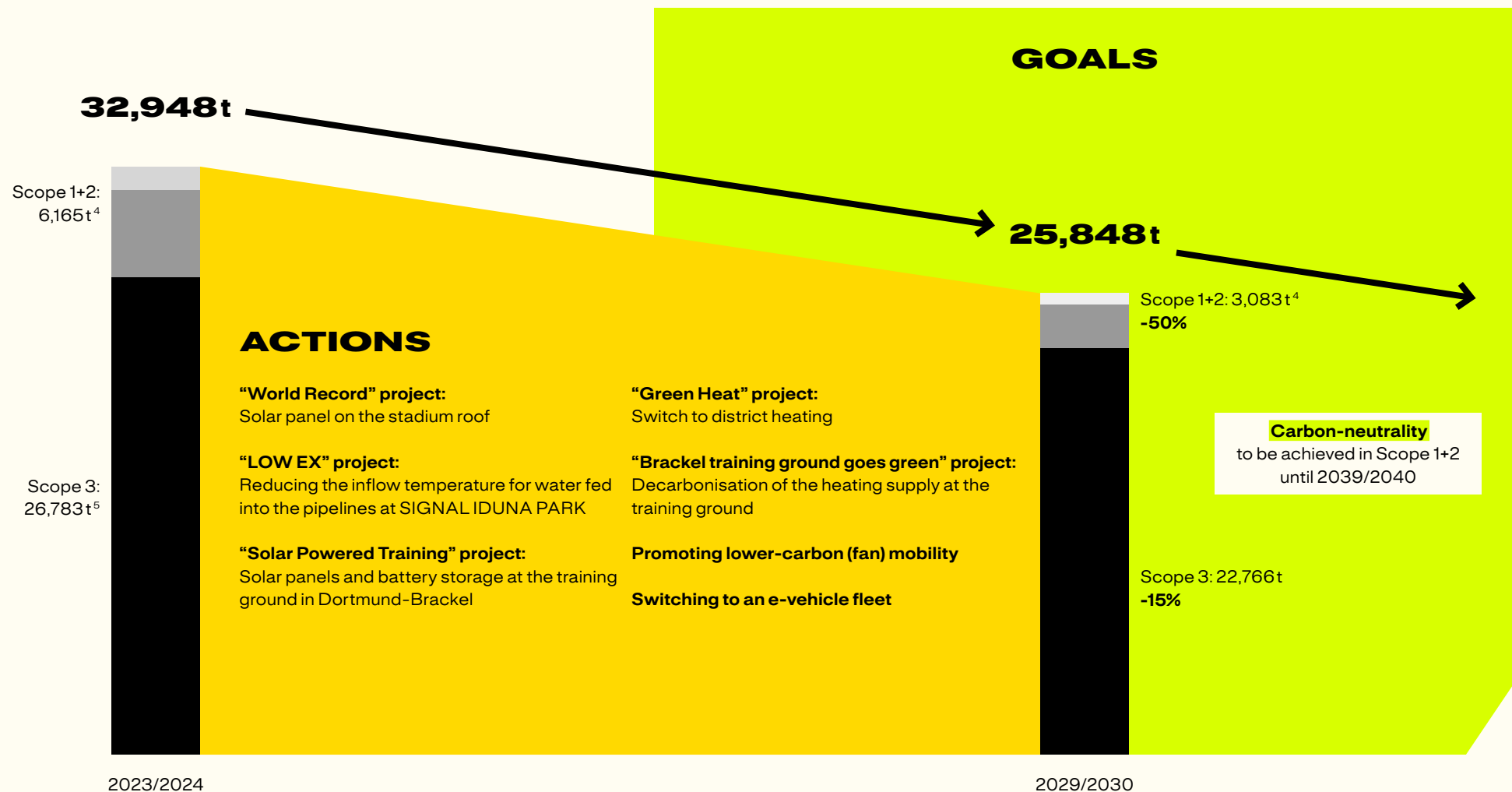
STRATEGIC DECARBONISATION MEASURES

The planned **strategic measures** include:

- Installation of a battery storage system at SIGNAL IDUNA PARK
- Construction of new photovoltaic systems including battery storage solutions for the Dortmund-Brackel site
- Technical conversion of decentralised heat supply systems to electric heat pumps
- Implementation of various small measures to boost energy efficiency
- Further development of the mobility concept
- Creation of a supply chain emissions reduction plan

Measures already implemented include:

- Commissioning of a photovoltaic system on the roof of the FanWelt service centre
- Commissioning of a photovoltaic system on the roof of SIGNAL IDUNA PARK
- Connection of several properties to the district heating grid
- Installation of heat pumps at the BVB Evonik Football Academy
- Installation of a photovoltaic system on the roof of the BVB Evonik Football Academy
- Gradual LED installation for stadium lighting
- Analysis of Scope-3 emission categories to identify areas which can be influenced and potential for doing so

BVB TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION³

³ Please note: The values are location-based figures in tonnes of CO₂ equivalents.

⁴ Location-based

⁵ Due to SBTi validation, the figures disclosed here deviate from those previously reported for base year 2023/2024. The changes are discussed in further detail in section [E1-4](#).

Our progress

The construction of the new photovoltaic system on the stadium roof will lead to a significant reduction in electricity procurement and this to a reduction in total energy procurement.

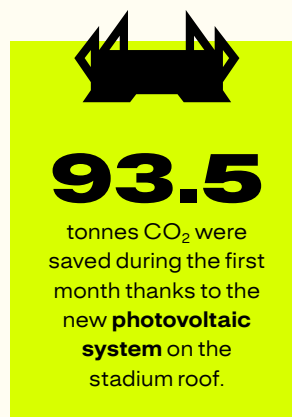
In March 2026, the first month in which the system was in continuous operation with full data capture, a total of 295,447 kWh of electricity was generated. Given that the battery storage system had not yet been connected, 80,412 kWh of surplus electricity was fed into the electricity grid. In that month, the Company's own consumption amounted to 215,035 kWh, replacing electricity purchased from external sources and thus saving approximately 93.5 t CO₂ during the reporting month. With the planned commissioning of the battery storage system, as well as a seasonal increase in electricity generation during the summer months, the potential for savings will rise.

Investment framework and Scope 3

Extensive capital expenditures were made to implement the decarbonisation plan in Scopes 1 and 2. Among other things, capital expenditure of EUR 5,361 thousand was incurred in the 2025/2026 financial year for the construction of PV systems. The implementation of additional measures is subject to ongoing review (see [E1-3](#)).

Compatibility with EU Taxonomy

Borussia Dortmund's business activities are relevant for the purposes of the EU Taxonomy, as defined in Delegated Regulation (EU) 2021/2139.⁶ Borussia Dortmund is not exempted from the Paris-compatible EU benchmarks. The material decarbonisation levers for our business operations mentioned above are not yet fully covered by the EU Taxonomy; consequently, only part of our transition plan consists of Taxonomy-eligible economic activities. The Taxonomy-eligible components of the transition plan comprise the



Investing in the Future: The solar power system on the roof of SIGNAL IDUNA PARK is one of the most effective ways to reduce the club's emissions.



investment costs for the photovoltaic system on the roof of SIGNAL IDUNA PARK and are disclosed in the section [EU Taxonomy](#). The planned and implemented measures are not covered by our extensive CapEx plan.

Policies related to climate change mitigation and adaptation

E1-2

Borussia Dortmund is pursuing a comprehensive strategy for coping with and adapting to the challenges of climate change. The basis for this is a Group-wide energy and environmental policy, which is anchored as a central foundation within the

club's ISO management systems (ISO 14001 and ISO 50001). It determines the strategic direction of the club's commitment to the environment and climate change mitigation. It therefore supports the implementation of the three environment-related core objectives of the sustainability strategy, including the achievement of carbon-neutrality.

The energy and environmental policy is reviewed at least once a year as part of external audits to ensure compliance and effectiveness. It does not serve exclusively as an

⁶ There are no targets or plans for converting EU Taxonomy-eligible activities into Taxonomy-aligned activities.

internal control instrument. The Sustainability Statement and the environmental and energy management certificates are publicly accessible.

Operational and strategic implementation

Overall responsibility for implementing the energy and environmental policy lies with the management, while operational implementation is carried out by the environmental manager and the energy management specialist in close cooperation with the relevant departments.

Consideration of risks and opportunities in policies

Risks and opportunities are systematically analysed as part of the double materiality assessment and are incorporated into the further development of the policies. The overarching energy and environmental policy at present does not explicitly address climate-related opportunities and risks. The findings of the resilience analysis will be reflected in the next iteration of the policy.

Involvement of stakeholders

The interests of the most important stakeholder groups were not taken into account separately when developing the energy and environmental policy, as these are primarily Company-specific procedures and operational processes. Nevertheless, the relevant policy is available, and the Sustainability Statement is publicly available. Employees have access to the energy and environmental policy on the Group-wide intranet.

Further obligations

Borussia Dortmund has also publicly committed to the goals of the UNGC and the Science Based Targets initiative (SBTi). These voluntary commitments emphasise the club's ambition to actively help shape the global sustainability goals. The external validation of the targets by the SBTi is intended to ensure compliance with the Paris Agreement and was completed in April 2026.

Actions and resources in relation to climate change policies

E1-3

Borussia Dortmund initiated and carried out a number of actions to achieve its own climate targets and reduce energy-related carbon emissions. These actions serve both to directly reduce energy consumption and to decarbonise the club's properties in the medium to long term (see [E1-1 Transition plan for climate change mitigation](#)).

Mitigation actions and decarbonisation strategy

BVB's decarbonisation strategy defines the key actions for reducing carbon emissions. It is an integral part of climate change mitigation policies and takes into account different types of actions that are applied at different levels of the Company. These include energy efficiency actions to reduce energy consumption, the electrification of processes to replace fossil fuels, the use of renewable energies in various areas and product-related changes to minimise the club's carbon footprint.

In financial year 2025/2026, an innovative project was launched to examine the use of mine water from disused collieries in the immediate vicinity of the stadium. The original aim was to drill a test borehole to harness the temperature gradient of the underground mine workings and, in the long term, to supply the pitch heating system with geothermal energy. The project was intended to facilitate resource-efficient and sustainable water use as part of the site's sustainable development. However, due to the presence of illegal mining, the planned test drilling could not be carried out, meaning that the entire project to utilise the groundwater had to be terminated at the end of 2025.

Among the actions already implemented is the "World Record" project, which saw the installation of the largest stadium roof-mounted photovoltaic system to date. The associated battery storage system, which will enable the use of self-generated electricity even during periods when the sun is not shining, is expected to be completed in the 2026/2027 financial year. Overall, this action is expected to contribute to an annual reduction in carbon emissions of 1,436 tonnes. In addition, as part of the "Green Heat" project, SIGNAL IDUNA PARK was fully connected to the municipal district heating network ahead of schedule. Completion was originally slated for the 2027/2028 season. This action is expected to result in a reduction of approximately 741 tonnes of CO₂ per year.

The still-to-be-completed projects to decarbonise Borussia Dortmund's economic activities are as follows:

- **“LOW EX” project:** to reduce the inflow temperature for water fed into the pipelines at SIGNAL IDUNA PARK by the end of the 2027/2028⁷ season
- **“Solar Powered Training” project:** construction planning for a photovoltaic system and battery storage at the Dortmund-Brackel training ground by the end of the 2028/2029 season⁸
- **“Brackel training ground goes green” project:** construction planning for decarbonisation, heat at the training ground by the end of the 2028/2029 season⁹
- **Other energy efficiency measures** across all properties (ongoing)
- **Further development of the mobility concept** by the end of the 2026/2027 season¹⁰

These measures have an impact on both direct and indirect emissions and contribute to the holistic realisation of Borussia Dortmund's climate protection targets. The actions are described in more detail below.

Technical measures for existing and new buildings

One key element is the successive installation of measurement technology at all properties. The aim is to identify energy vulnerabilities by recording consumption data more precisely and to optimise usage where possible. For example, the inflow temperature for water fed into the pipelines at

SIGNAL IDUNA PARK is expected to be reduced, thus lowering the heat requirement. This is expected to reduce carbon emissions by 12 tonnes per year.

Dortmund-Brackel training ground decarbonisation plan

Aside from the newly installed photovoltaic system on the roof of SIGNAL IDUNA PARK, there are long-term plans for another at the Dortmund-Brackel training ground. These systems are expected to contribute to the club's ability to supply its own electricity from renewable energies and thus increase its independence from the grid and market prices. The planned system will bring about a reduction of carbon emissions by 774 tonnes annually. In the 2024/2025 reporting year, the club kicked off a comprehensive evaluation of the possibility of completely decarbonising its heat and electricity supply at the Dortmund-Brackel site. The evaluation factors in the use of renewable energies, such as solar thermal energy and geothermal energy, in particular to supply the pitch heating system and the plant buildings. The aim is to ensure an energy supply that is as carbon-neutral as possible at neighbourhood level. The action plan to decarbonise activities at the Dortmund-Brackel training ground is intended to ensure a reduction in carbon emissions by 566 tonnes per year.

Further energy and emission-saving measures

In addition, an analysis of Scope 3 emissions was carried out in the 2024/2025 reporting year, which categorises the emission sources in terms of influenceability and materiality. This analysis serves as a basis for future actions. In the 2025/2026 season, the analysis culminated in the adoption of an SBTi-validated target for Scope 3 emissions. Furthermore,



Mobility as a club-wide initiative: Borussia Dortmund is also converting its car fleet to electric vehicles.

the club intends to refine its mobility concept for employees and fans alike by the end of the 2026/2027 season. In addition to incentives for public transport and cycling, lower-emission options for travel to and from the stadium on match days are being evaluated. Free return travel to BVB's home matches from anywhere in North Rhine-Westphalia is already included in the ticket price. The electrification of the club's own vehicle fleet is expected to cut 398 tonnes of carbon emissions per year.

⁷ The project is already underway but progress depends on other construction projects. Completion has been delayed by one season due to further construction work.

⁸ The “Solar Powered Training” project is currently in the planning phase and is expected to be delayed by one season due to various approval procedures.

⁹ Due to delays in completing the feasibility study on decarbonising the training ground in Dortmund-Brackel, the completion of the “Brackel training ground goes green” project has been delayed by one season.

¹⁰ The further development of the mobility concept has been delayed by one season due to the SBTi validation of the climate targets.



As part of the partnership with Eurowings, investments are also being made in alternative aviation fuels.

Finally, the implementation of various energy efficiency measures was continued in existing buildings. These include the replacement of conventional lighting systems, the optimisation of control technology and the insulation of system components. The various energy efficiency measures will lead to a planned reduction of carbon emissions by 586 tonnes per year.

Voluntary offsetting of emissions

The use of alternative aviation fuels has led to a partial reduction in emissions caused by team flights. In cooperation with its partner Eurowings, Borussia Dortmund invests in

sustainable aviation fuel (SAF), which is purchased in advance of the season and utilised by Eurowings accordingly. This fuel is produced from non-fossil raw materials and directly reduces carbon emissions compared to fossil fuels. It has made it possible to reduce carbon emissions by 421 tonnes (2024/2025: 141 tonnes).

In addition, a further 299 tonnes of carbon emissions from team flights were offset with Eurowings in the 2025/2026 financial year through Gold Standard projects (2024/2025: 328.5 tonnes). With reference to the identified IRO "Physical climate risks relating to infrastructure, match operations and health and safety", current weather forecasts are taken into account, leading to decisions at short notice, which are difficult to plan for in advance. Borussia Dortmund will explicitly address these issues when it analyses the findings of the climate risk analysis (see [E1-SBM-3](#)) and will draw up appropriate strategies.

Targets related to climate change mitigation and adaptation

E1-4

Borussia Dortmund's decarbonisation strategy is a central component of the Group-wide sustainability strategy and was fully integrated as part of its development. There are also additional targets for reducing Scope 1, 2 and 3 emissions (see also [E1-1 Transition plan for climate change mitigation](#)). The reduction targets are in line with the goal of the Paris Agreement, which aims to limit global warming to well below 2°C. The climate targets defined by Borussia Dortmund are based on the SBTi guidelines; these successfully underwent external validation by SBTi in April 2026. All targets refer to the underlying reference year 2023/2024.

CLIMATE TARGETS

- Carbon-neutrality in Scope 1 and 2 by 2040 (market-based)
- Reduction of Scope 1 and 2 GHG emissions by 50% by 2030 (market-based)¹¹
- Reduction of scope 3 GHG emissions by 15% by 2030 (excl. fan mobility)

To help achieve these targets, a DIN EN ISO 14001 and 50001-certified environmental and energy management system was introduced. The system is audited annually.

In the course of SBTi validation, the target for reducing Scope 3 emissions was adjusted. The original target called for a 12.5% reduction by 2030, in reference to the base year 2023/2024, and included fan mobility. This was equivalent to an annual savings of 5,374 t carbon emissions. In the course of SBTi validation, the category "Customer mobility" (hereinafter referred to as "fan mobility") was classified as an optional Scope 3 category because these emissions are difficult to control. For this reason, fan mobility was excluded from the calculation basis, and the base figure of 42,995 t CO₂ was adjusted to 26,783 t CO₂. The change in the system threshold significantly reduced the basis of comparison for Scope 3 emissions. In order to ensure that the club continues to pursue an ambitious, SBTi-compliant target, the relative reduction was increased from 12.5% to 15%. This is equivalent to an annual savings of 4,017 t CO₂.

¹¹ The target "25% decrease in energy consumption", defined in financial year 2024/2025, was subsumed under the target "50% reduction in Scope 1 and 2 GHG emissions by 2030".

Fan mobility-linked emissions remain strategically relevant for Borussia Dortmund and will continue to be measured in accordance with the GHG Protocol and reported in the GHG footprint (see E1-6). They will also be factored into the climate strategy. Another element of the decarbonisation strategy is the introduction of new technologies to achieve the carbon emission reduction targets. Target achievement is always calculated on a like-for-like basis. The decarbonisation strategy does not assume further growth. The associated levers include:

- **Scope 1:** Conversion from natural gas to district heating and electrification of the vehicle fleet (expected reduction in carbon emissions by 1,151 tonnes by 2030)
- **Scope 2:** Construction of own photovoltaic systems and conversion from local heating to district heating (expected reduction in carbon emissions by 3,361 tonnes by 2030)
- **Scope 3:** Measures to promote low-carbon fan mobility, sustainable construction, business travel and a reduction in the carbon footprint in the procurement of food and merchandising items (expected reduction in carbon emissions by 4,017 tonnes by 2030).

Energy consumption and mix

E1-5

	2025/2026	2024/2025
Total fossil energy consumption (MWh)	7,610	13,808
Share of fossil sources in total energy consumption (%)	31	56
Consumption from nuclear power sources (MWh)	0	0
Share of consumption from nuclear sources in total energy consumption (%)	0	0
Fuel used for renewable sources, including biomass (including industrial and municipal waste of biological origin, biogas, hydrogen from renewable sources) (MWh)	0	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	15,789	10,791
The consumption of self-generated non-fuel renewable energy (MWh)	1,329	90
Total renewable energy consumption (MWh)	17,118	10,881
Share of renewable sources in total energy consumption (%)	69	44
Total energy consumption (MWh)	24,728	24,689

In financial year 2025/2026, Borussia Dortmund generated 2,032 MWh of energy from renewable sources with the help of PV systems (2024/2025: 315 MWh).

Gross Scopes 1, 2, 3 and total GHG emissions

E1-6

Borussia Dortmund performs regular measurements for a comprehensive carbon footprint that takes into account emissions throughout the value chain. Carbon emissions are calculated and reported in accordance with the requirements of the GHG Protocol. Emissions are allocated based how organisational boundaries are defined. In practice, all emissions over which Borussia Dortmund exercises operational control are included in its carbon inventory.

The reporting period for carbon emissions corresponds to that of the consolidated financial statements. There were no changes to the definition of the upstream and downstream value chain in the reporting period.

Borussia Dortmund's total emissions are broken down into Scope 1, Scope 2 and Scope 3 emissions in accordance with the categories of the GHG Protocol:

- **Scope 1** comprises direct emissions from owned or controlled sources. In the reporting period, these amounted to 1,077 tonnes of CO₂ (t CO₂).
- **Scope 2** refers to indirect emissions from the purchase of energy. These are reported both by location and by market. The location-related Scope 2 emissions amount to 6,655 tonnes of CO₂, while the market-related emissions are 854 tonnes of CO₂. As part of the market-based calculation, it should be noted that the share of electricity procurement covered by contractual instruments, such as guarantees of origin for renewable energies, is 100%¹².

¹² With the exception of international locations and fan shops, where no green electricity is purchased.

– **Scope 3** includes other indirect emissions along the value chain. The total emissions from significant Scope 3 categories amount to 31,470 tonnes of CO₂. The main emission drivers within this category are:

- Use of goods sold (fan mobility): 10,933 tonnes of CO₂
- Purchased goods and services: 9,852 tonnes of CO₂

Other Scope 3 categories included in the inventory include upstream activities such as purchased capital goods, upstream transport and distribution, waste management, business travel, commuter transport and downstream transport, use and end-of-life treatment of sold products, leased or rented property, plant and equipment, and franchises. The processing of goods sold was excluded, as Borussia Dortmund only sells end products and services. In addition, the

investment and leased or rented property, plant and equipment categories were excluded, as these are not applicable to BVB.

Carbon emissions are calculated using consumption data and emission factors for conversion into CO₂. Both primary and secondary data from scientific databases and studies are used to convert consumption data into CO₂. The quality of the data basis for Scope 3 emissions can be categorised as moderate: 37.3% of emissions were determined on the basis of primary data from suppliers or other partners along the value chain.

This balance sheet shows all emissions as CO₂ equivalents. This means that in addition to CO₂, the six other greenhouse gases regulated by the Kyoto Protocol are also taken into

account in the calculations: methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). These are converted into the global warming potential of CO₂ and thus represent CO₂ equivalents. The emission factors were taken from the following sources/databases, among others:

- ecoinvent
- UBA
- Defra
- IFEU
- ÖKO Institut
- ESU
- BEIS
- EXIOBASE

GHG emissions in the 2025/2026 season¹³

	Retrospective			Targets	
	Compared to 2024/2025	Current year 2025/2026	Change (%)	2030	Annual % of target/ base year
Scope 1 GHG emissions					
Gross Scope 1 GHG emissions (t CO ₂)	1,046	1,077	+3.0		
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	–	–	–		
Scope 2 GHG emissions					
Gross location-based Scope 2 GHG emissions (t CO ₂)	6,458	6,655	+3.1		
Gross market-based Scope 2 GHG emissions (t CO ₂)	1,073	854	-20.4		

¹³ Borussia Dortmund has currently set itself combined targets for Scope 1 and Scope 2 (see section E1.4). No category-specific targets were set for Scope 3, but rather an overarching target for 2030.

	Retrospective			Targets	
	Compared to 2024/2025	Current year 2025/2026	Change (%)	2030	Annual % of target/ base year
Scope 3 GHG emissions					
Total gross indirect (Scope 3) GHG emissions (t CO₂)	36,630¹⁴	31,470	-14.1	22,766	-2.5%
1 Purchased goods and services	10,403 ¹⁵	9,852	-5.3		
2 Capital goods	2,534	5,076	+100.3		
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	1,682	1,444	-14.2		
4 Upstream transportation and distribution	193	189	-2.1		
5 Waste generated in operations	277	284	+2.5		
6 Business travel	4,061	1,813	-55.4		
7 Commuting employees	937	1,341	+43.1		
8 Upstream leased assets	-	-	-		
9 Downstream transportation	306	301	-1.6		
10 Processing of sold products	-	-	-		
11 Use of sold products	15,536 ¹⁶	10,933	-29.6		
12 End-of-life treatment of sold products	63	51	-19.1		
13 Downstream leased assets	438	-	-100.0		
14 Franchises	202	185	-8.4		
15 Investments	-	-	-		
Total GHG emissions					
Total GHG emissions (location-based) (t CO₂)	44,058¹⁷	39,155	-11.1		
Total GHG emissions (market-based) (t CO₂)	38,750¹⁸	33,400	-13.8		
GHG intensity per net revenue					
GHG intensity per net revenue in EUR million¹⁹ (location-based) (t CO₂)	83.8²⁰	85.1	+1.6		
GHG intensity per net revenue in EUR million (market-related) (t CO₂)	73.7²¹	72.6	-1.4		

¹⁴ Correction of total Scope 3 emissions due to a prior-year error in category 3.1 (prior-year figure: 43,443).

¹⁵ Correction of prior-year error in category 3.1 (prior-year figure: 18,167 t CO₂)

¹⁶ of which 15,132 t CO₂ attributable to fan mobility.

¹⁷ Correction of total location-based emissions due to a prior-year error in category 3.1 (prior-year figure: 50,923).

¹⁸ Correction of total market-based emissions due to a prior-year error in category 3.1 (prior-year figure: 45,538).

¹⁹ See Note (16) to the consolidated financial statements.

²⁰ Correction of location-based GHG intensity due to a prior-year error in category 3.1 (prior-year figure: 96.8).

²¹ Correction of market-based GHG intensity due to a prior-year error in category 3.1 (prior-year figure: 86.6).

The prior-year figures for the GHG footprint for the 2024/2025 season were adjusted due to methodological refinements carried out as part validation of SBTi-compliant targets and improved data quality.²² The adjustments were made to enhance the meaningfulness and comparability of the reported metrics. Fluorinated gases from refrigerants were also taken into account in the calculation of Scope 1 emissions. The total amount was 24 tonnes. Category 3.1 covers consultancy services totalling 1,207 tonnes. In addition, 13 tonnes of transmission and line losses were added to category 3.3. Category 3.4 emissions include 68 tonnes from heat usage in rented storage facilities. Overnight stays in hotels for the team and management are no longer included in category 3.6, meaning that 152 tonnes were excluded from the calculation. Packaging materials are now also included in the waste category (category 3.12), accounting for 30 tonnes. In addition, 204 tonnes in connection with franchise products were included in category 3.14 for the first time.

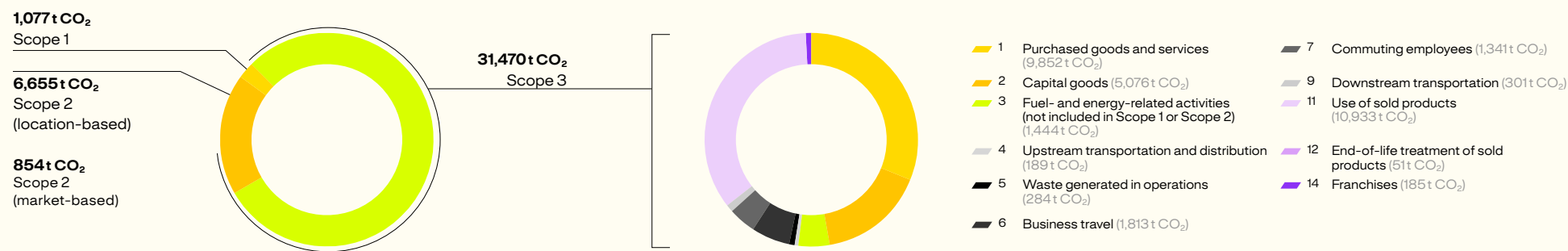
In addition, the use of an erroneous emission factor for Scope 3 category 3.1 "Purchased goods and services", sub-category 3.1.5 "Other goods and materials" was corrected in the 2024/2025 reporting period. This adjustment resulted in a reduction in emissions in sub-category 3.1.5 from 13,014 t CO₂ to 4,043 t CO₂. Overall, this translated to a change in category 3.1 emissions from 18,167 t CO₂ to 10,403 t CO₂. This correction led to subsequent adjustments in the GHG footprint for total emissions, total Scope 3 emissions and GHG intensities, offset by immaterial effects from other adjustments, including those stemming from the SBTi validation carried out during the financial year.

The electrification of Borussia Dortmund's vehicle fleet resulted in an increase in electricity consumption and thus leads to an increase in Scope 2 emissions. At the same time, the switch to district heating causes a decrease in the market-based emission factor by 20%, while the location-based calculation of emissions remains unchanged.

Compared to the previous year's figures, the GHG footprint shows a significant change in emissions in the Scope 3 category of capital goods. This was caused by the construction of a new training ground for the women's football team and refurbishment work in the SIGNAL IDUNA PARK hospitality zone.

In addition, there was a sharp decline in emissions from the categories of "Business travel" and "Use of goods sold (fan mobility)". This was due primarily to the club's early exit from the UEFA Champions League and to the geographic proximity of international away matches in the 2025/2026 season. In addition, following the adjustments in connection with the SBTi validation, emissions from hotel stays are no longer reported.

GHG emissions in 2025/2026



²² The data collection methodology for individual Scope 3 categories is being continuously developed in order to ensure consistently valid values and thus a more holistic overview of the emissions generated.

WATER AND MARINE RESOURCES

E3

Water is a relevant natural resource to Borussia Dortmund's operating activities – particularly in connection with pitch irrigation. The quality and playability of the pitches at the training grounds and in the stadium depend to a large extent on an adequate water supply.

Both the management of the pitches and the operation of the stadium are water-intensive. The maintenance of the stadium and training ground pitches in particular requires a high level of water consumption, as do the sanitary facilities at SIGNAL IDUNA PARK. Marine resources are not used to any significant extent within the business model; for this reason they are not referenced below.



IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Actual negative impact	Water usage	Operating SIGNAL IDUNA PARK requires the use of a significant amount of fresh water. Progressing climate change is having an increasing impact on the availability of water. Borussia Dortmund's use of fresh water has a negative impact on the environment.	Environment	Short- to long-term	

* whole value chain upstream own operations downstream

BVB withdrew 74,348 m³ of water last season – a significant proportion of which was used to water the pitches at SIGNAL IDUNA PARK and the training grounds in Dortmund-Brackel.

Policies related to water and marine resources

E3-1

The responsible use of water as a resource is an integral part of Borussia Dortmund's ecologically relevant topics. Key elements of water management are anchored in the Group-wide sustainability strategy as well as in the energy and environmental policy, which was developed in connection with the club's ISO 14001 certification. Further details on responsibilities, the scope and processes of the energy and environmental policy are provided in section [E1-2](#).

Among other things, the sustainability strategy names improving water efficiency as one of three Group-wide strategic goals in the area of the environment. The club is currently developing its water and wastewater strategy for SIGNAL IDUNA PARK, which will play a key role in improving water efficiency. A detailed survey of the water infrastructure is currently being carried out in order to identify suitable locations for water monitoring points. This makes it possible to systematically identify potential savings. Assessing rainwater harvesting is another important step in strategy development. A central focus is on water management. In this area, we are working on a water and wastewater strategy aimed at reducing water consumption at SIGNAL IDUNA PARK and the training ground in Dortmund-Brackel. The strategy is also intended to ensure that all regulatory requirements and Bundesliga guidelines are met.

Actions to reduce fresh water consumption are described in more detail in [E3-2](#). The club does not yet have a water treatment system, but Borussia Dortmund is working with external service providers, in particular engineering firms and landscape architects, to further develop water efficiency concepts. The aim is to improve individual locations' water efficiency. At the same time, none of Borussia Dortmund's sites are located in areas of high water stress.

Actions and resources in relation to water

E3-2

Borussia Dortmund implemented a number of measures to reduce the use of water resources during the reporting period. These have so far been carried out without the implementation of an overarching water management concept and did not require a comprehensive action plan with significant capital expenditure (CapEx). Nevertheless, they are part of the club's strategy to achieve sustainable resource utilisation and document a growing operational commitment in the area of water.

One key action is the club's involvement in the Circular Valley economic initiative, particularly concerning the topic of water. Within this framework, there is a continuous exchange with other stakeholders. The aim is to develop innovative solutions for dealing with water resources and to integrate them into existing systems.

As part of a feasibility study aimed at developing a comprehensive water and wastewater strategy, three specific measures at SIGNAL IDUNA PARK are being brought together: a drainage plan, a monitoring point plan and a rainwater harvesting plan. A detailed survey of the water infrastructure is currently being carried out in order to identify suitable locations for monitoring points. These will identify where and how the club can save water. At the same time, BVB is looking into how rainwater and greywater can be separated so that rainwater can either be discharged into the Emscher river or used for stadium maintenance, thereby reducing fresh water consumption. Discharging rainwater into the Emscher river serves in particular to relieve the urban sewer network and sewage treatment plants during heavy rainfall events and thus addresses a central challenge in urban water management. The feasibility study was launched in April 2026 and is expected to conclude at the end of the 2026/2027 season.

Developing a comprehensive
water and wastewater strategy
for the SIGNAL IDUNA PARK



Continuous exchange
through participation in the
economic initiative
Circular Valley

Once the study has been finalised, the next steps will be planned and specific water use targets at SIGNAL IDUNA PARK will be defined.

In addition, Borussia Dortmund will continue to take action to reduce fresh water consumption. A rainwater drainage system is used at the training ground in Dortmund-Brackel. A cistern with a capacity of around 300,000 litres collects rainwater, which is used to irrigate the pitches via a pipe system.

In addition, a 55,000-litre cistern was installed at the stadium in connection with the modernisation of the container yard. The future use of the water is currently still being assessed. For the current reporting year, the water will be discharged into the sewer system.

The environmental management system is responsible for systematically tracking water consumption. Going forward, the plan is to gradually install remotely readable meters. Even though the utilisation of resources has not yet been explicitly regulated in guidelines, it forms an important part of the club's practical environmental actions.

Targets related to water

E3-3

The club has set itself the goal of developing a water and wastewater strategy and quantitative targets by the end of the 2026/2027 financial year based on the ongoing feasibility study. The strategic goal of "improving water efficiency" is anchored in energy and environmental policy, among other things.

Although Borussia Dortmund has yet to adopt quantitative targets, it tracks the effectiveness of the relevant policies and measures by monitoring water consumption and recycling rainwater. This monitoring forms the basis for further developing and defining targets with corresponding actions.

The aim of developing a new water and wastewater management plan for SIGNAL IDUNA PARK is not based on any further legal provisions.

Water consumption

E3-4

Borussia Dortmund's total water consumption amounts to 22,883 m³ (2024/2025: 25,603²³ m³). Its water intensity was 49.8 m³/EUR million in net revenue (2024/2025: 48.7²⁴ m³/EUR million).

Total water withdrawal for the 2025/2026 financial year amounts to 74,348 m³ (2024/2025: 61,784 m³). Total water withdrawal comprises the fresh water purchased from Stadtwerke Dortmund, determined on the basis of billing, as well as the extrapolated water withdrawal of Borussia Dortmund's rented fan shops and international locations. Water withdrawal depends largely on the number of home matches and events held at SIGNAL IDUNA PARK. Weather conditions, especially drought and rainfall, play a decisive role in pitch irrigation.

Water consumption was calculated on the basis of an extrapolation of evaporation figures; the water consumption metric is based entirely on extrapolated figures.

Water consumption (m³)

	2025/2026	2024/2025
Total water consumption	22,883	25,603
Total volume of recycled and reused water	0	0
Total volume of stored water	35,495	34,785

In the 2024/2025 financial year, the definition of the metric "Water consumption" was incorrectly interpreted. This error has been corrected in this year's report. Water consumption is now understood to refer to evaporation during the watering of the stadium and training ground pitches. The total water consumption reported previously corresponds, by definition under the ESRS, to total water withdrawal. To ensure comparability between this year's and the previous year's figures, the metrics "Total water consumption" and "Water intensity" have been recalculated retrospectively for the year 2024/2025.

The total volume of stored water relates to rainwater, which is stored in the cisterns at the training ground in Dortmund-Brackel and at the container yard at SIGNAL IDUNA PARK. The cistern in Dortmund-Brackel has a capacity of 300,000 litres. The use of metering devices was planned for the 2025/2026 season in order to improve the data on water stored in the cistern. This has been delayed due to various factors and work on this will continue in the 2026/2027 season. BVB does not otherwise have facilities that treat used water for recycling. The cistern at the SIGNAL IDUNA PARK container yard has a capacity of 55,000 litres and is fitted with the appropriate measurement technology.

²³ Adjusted figure; the prior-year figure was the previous year's water withdrawal (61,784 m³)

²⁴ Adjusted figure; prior-year figure = 117.5 m³/EUR million

CIRCULAR ECONOMY

E5

Borussia Dortmund has identified two material negative environmental impacts in the area of recycling management: Firstly, a considerable amount of waste is generated on home match days, some of which is also generated outside the club's premises. Secondly, food waste is generated on home match days and at other events. Both impacts affect our own operations and require targeted action to avoid and recycle waste and conserve resources.



The club plans to develop a comprehensive circular economy strategy by the end of 2026.

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Actual negative impact	High volume of waste on home match days (including outside the club's premises)	Events at SIGNAL IDUNA PARK, which attract over 80,000 visitors, generate a large volume of waste, some of which is generated outside the club's premises. The production of (plastic) packaging and other consumables requires a significant amount of resources and has a negative impact on the environment. The disposal and recycling of this waste are also resource-intensive and therefore have a further negative impact on the environment.	Environment	Short- to medium-term	
Actual negative impact	High volume of food waste	As well as catering for fans on home match days and at other events, Borussia Dortmund also provides catering for its staff (athletic as well as administrative) on working days, as well as for the players at the Youth Academy. Food waste is produced when meals are prepared. This has a negative impact on the environment during production, processing and disposal, placing a strain on natural resources and releasing greenhouse gases.	Environment	Medium-term	

Policies related to resource use and circular economy

E5-1

Borussia Dortmund's strategic objective is to systematically integrate the principles of the circular economy into its operational processes and optimise the use of resources and the amount of waste generated. BVB's home match days are associated with a high volume of waste. Particularly at the end of a match day, a high level of food waste is produced, which should be taken into account in an overarching circular economy strategy in future. The club expects to finalise its circular economy strategy by the end of 2026. Promoting the circular economy is already one of the core objectives of the Group-wide sustainability strategy.

* whole value chain upstream own operations downstream

Divisional measures and projects have been initiated to achieve the defined environmental targets, and will be implemented in particular via the ISO 14001-certified environmental management system. In this context, an environmental team meeting was held on the topic of the circular economy.

Further details on responsibilities, the scope and processes of the energy and environmental policy, which form the basis for the sustainability strategy, are provided in section [E1-2](#).

Actions and resources related to resource use and circular economy

E5-2

Borussia Dortmund has initiated a number of operational measures to promote resource efficiency and implement the principles of the circular economy, particularly with respect to the amount of waste generated on match days. These measures are implemented at an operational level by the departments without the need for a specific action plan with material capital expenditure (CapEx).

Additional waste management measures were implemented in the past year to optimise waste separation and reduction. Such measures include continuous infrastructure improvements, for instance container space optimisation, employee training and an ongoing pilot project for waste separation. The waste hierarchy (see also [E5-3](#)) plays an important role in realising this objective. Regular cooperation with waste disposal service providers ensures that waste avoidance and separation are monitored and further developed in practice.

Borussia Dortmund endeavours to increase the material utilisation rate in the sense of a closed resource cycle in order to reduce the amount of waste produced. In that vein, the hybrid cup system was continued at the stadium this season. Whenever possible, reusable cups were used. In the zones where reusable cups posed a safety risk to spectators at SIGNAL IDUNA PARK (e.g., as projectiles), recyclable single-use PET cups continued to be used.

In addition to using a hybrid cup system, Borussia Dortmund is continuing its ongoing work with social organisations. Surplus food from the stadium that is still fit for consumption is donated to the Dortmund Tafel food bank or the Gasthaus

statt Bank e.V. initiative, in accordance with HACCP guidelines²⁵. In addition, social organisations such as Tafel and Gasthaus are regularly invited to lunch. These measures are intended to prevent the waste of resources and help those in need.

Further measures to reduce food waste include the use of smaller plates in selected hospitality zones, as well as switching certain zones from a buffet-style service to a plated service. The savings resulting from these measures are recorded and assessed on a regular basis. The purchasing process is slated for optimisation at the end of the 2026/2027 season to enable just the right amounts of food to be purchased to meet demand. A detailed analysis of actual requirements will prevent over-ordering, thereby further reducing the amount of food waste.

The club's environmental management apparatus is subject to regular audits as part of the ISO 14001 certification process. The impact of individual actions on Borussia Dortmund's waste footprint are monitored.

²⁵ HACCP stands for Hazard Analysis and Critical Control Points and is a preventive control system designed to ensure food safety.

Targets related to resource use and circular economy

E5-3

One overarching goal is to develop a comprehensive circular economy strategy by the end of 2026. Although Borussia Dortmund has taken individual actions to date, these will be bundled into an interdisciplinary circular economy strategy based on the latest advances in science and technology. The strategy will cover all relevant dimensions of resource and waste management, including the consideration of resource inflows and outflows. The circular economy strategy will focus on the following areas of action: food, products, consumables and stakeholders.

The waste management objectives are in line with those drawn up specifically for ISO 14001 and are reviewed annually by external auditors. Borussia Dortmund has set a target of reducing the volume of residual waste at the stadium by 5% by the end of the 2026/2027 season, compared with the reference year 2023/2024. The volume of residual waste in the reference year 2023/2024 was 565.2 tonnes. In financial year 2025/2026, residual waste was 444.7 tonnes. This corresponds to a significant reduction of 21.1%, which was due to a variety of measures. Waste volumes are calculated on the basis of an analysis carried out by the Dortmund Waste Management Company (DOGA) and include waste category 150106.

Another aim is to reduce food waste from the stadium's catering operations. Food waste is also to be reduced by 5% by the end of the 2026/2027 season, compared with the 2023/2024 reference year. Doing this will reduce the club's overall environmental impact. Food waste is calculated based on the invoices issued by the waste management company ReFood.

In the reference year 2023/2024, food waste totalled 169.3 tonnes. In the 2025/2026 season, the volume of food waste stood at 154.3 tonnes, representing a reduction of 9%.

WASTE HIERARCHY

The general waste hierarchy is as follows:

1. prevention
2. re-use
3. recycling
4. other recovery
5. disposal

The club's waste management targets under the five-stage hierarchy also include prevention. The targets were formulated on a voluntary basis and are not prescribed by law. No ecological thresholds were taken into account when defining the targets. Nevertheless, they serve the continuous improvement and evaluation of the Group's environmental performance.

After match days, parts of the food from SIGNAL IDUNA PARK that is still edible is donated to the Dortmunder Tafel or the organization Gast-Haus e.V.



21.1%

reduction of residual waste in the financial year 2025/2026 (compared with 2023/2024)

9%

reduction of food waste in the financial year 2025/2026 (compared with 2023/2024)



Resource outflows

E5-5

In addition to food waste, the relevant waste streams include primarily waste generated on home match days, in particular food and beverage packaging. The Company generated a total of 847.3 tonnes of waste (2024/2025: 773.6 tonnes). The total amount of waste destined for disposal was 0.7 tonnes (2024/2025: 0.6 tonnes). None of this waste was incinerated

or disposed of in the landfill. In the 2025/2026 financial year, 741.4 tonnes of non-recycled waste was generated (2024/2025: 676.8 tonnes). The total amount of hazardous waste generated was 0.7 tonnes (2024/2025: 0.6 tonnes), while no radioactive waste as defined in Article 3(7) of Council Directive 2011/70/Euratom was generated (2024/2025: 0 tonnes).

As part of the strategic sustainability partnership between Borussia Dortmund and RWE, a new photovoltaic (PV) system was installed on the roof of SIGNAL IDUNA PARK during the reporting period. Borussia Dortmund is once again leading by example when it comes to the responsible use of resources and the promotion of renewable energy at its Dortmund site.

The previously installed PV system, whose modules had a total weight of 141.7 tonnes, was professionally dismantled as part of the modernisation work.²⁷ In total, 82% of the dismantled old system was reused or recycled. The remainder was classified into the "other recovery" category. The dismantled modules are not considered hazardous waste. Particularly in the case of silicon-based PV modules, which consist of around 85% glass, the processes currently used are primarily mechanical treatment methods used in (specialised) glass recycling. The focus of the recycling process was on ensuring that the glass and metal components were recycled to the highest possible standard. As part of the overall recycling process, 100% of the components were recovered; no materials were disposed of. Project-related waste generated during the dismantling and recycling of PV modules is reported separately from the regular waste figures.

Waste in the 2025/2026 season²⁶

Category (t)	Non-hazardous 2025/2026	Hazardous 2025/2026	Total 2025/2026	Total 2024/2025
Total waste	846.6	0.7	847.3	773.6
Waste recycling				
Prepared for reuse	0	0	0	3
Recycling	105.9	0	105.9	93.7
Other recovery	740.7	0	740.7	676.2
Waste disposal				
Incineration	0	0	0	0
Landfill	0	0	0	0
Other disposal	0	0.7	0.7	0.6
Total waste not recycled			741.4	676.8
in %			87.5	87.5

²⁶ The data and background information are based on the waste reporting of the disposal companies. The waste data for the fan shops and the international locations and "Bistro 09" are based on extrapolations (see [ESRS 2 BP 2](#)).

²⁷ The old modules were dismantled in the 2024/2025 financial year. Because an investigation into the possibility of reusing the old PV system had not been completed during the 2024/2025 season, and given that the project is slated for completion in the 2025/2026 season, all project-related waste is attributed to the current reporting period.

EU TAXONOMY

The introduction of the EU Taxonomy Regulation is intended to channel investment flows from the financial sector into environmentally sustainable economic activities. The aim is to promote the transition to a climate-neutral, resource-efficient and circular economy. The EU Taxonomy clearly defines which activities are considered environmentally sustainable.

In accordance with Article 8 of Regulation (EU) 2020/852 and Delegated Regulations (EU) 2021/2178 and 2023/2486, Borussia Dortmund is required to report on its contribution to the EU's six environmental objectives. In January 2026, Delegated Regulation 2026/73 came into force, with the aim of simplifying how the EU Taxonomy is applied. Under these simplifications, companies may omit the assessment of whether their economic activities are Taxonomy-eligible and Taxonomy-aligned if, taken together, these activities account for less than 10% of the denominator of the Taxonomy KPIs. Furthermore, it is not necessary to calculate the Taxonomy eligibility and alignment of operating expenses if these are not material to the business model. In addition, there are simplified templates for reporting Taxonomy KPIs.

Application of EU Taxonomy simplifications

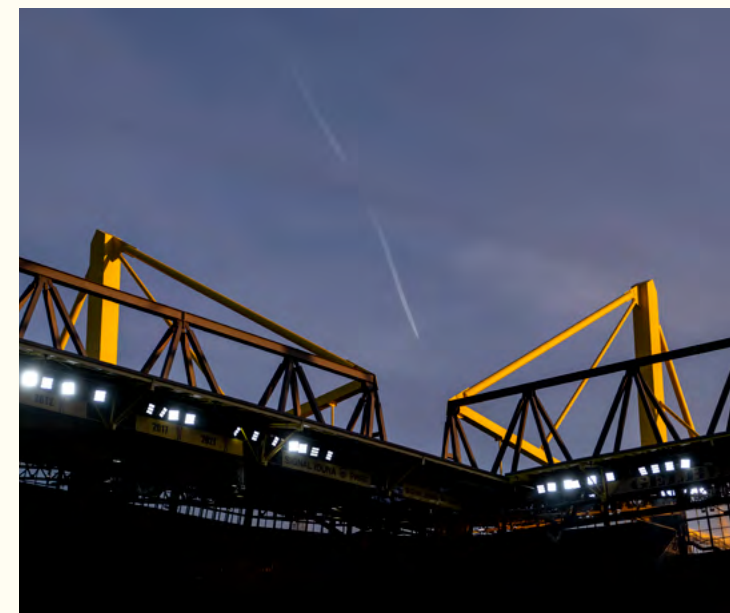
The following presents the Taxonomy-eligible and the Taxonomy-aligned shares of revenue and capital expenditures (CapEx). The new reporting tables set out in Delegated Regulation (EU) 2026/73 are used for this purpose.

Operating expenditure (OpEx) is not considered material to Borussia Dortmund's business model, as the relevant cost categories are neither planned nor specifically managed. Rather, capital expenditure (CapEx) – such as major maintenance work at SIGNAL IDUNA PARK or at the training ground in Dortmund-Brackel – is at the heart of the Company's business activities. Ongoing operating expenses for maintenance and repairs are therefore limited. Furthermore, there are no relevant expenditures on research and development. Short-term leases also play only a minor role, as the underlying leased assets mainly comprise IT services and company cars. Against this background, and in accordance with Delegated Regulation (EU) 2026/73, no separate analysis was carried out of the Taxonomy eligibility and alignment of operating expenditures.

The EU Taxonomy does not currently cover all economic activities relevant to Borussia Dortmund. Consequently, the majority of activities are classified, across the board, as non-Taxonomy-eligible. Economic activity which nonetheless may be aligned with the EU's environmental objectives are not included in the EU Taxonomy.

Environmentally-relevant economic activities

SIGNAL IDUNA PARK and the Dortmund-Brackel training ground are essential to the club's core business. The administration buildings furthermore play a vital role in maintaining Borussia Dortmund's match operations and other business activities. Therefore, in connection with the environmental objective of "climate change mitigation" (CCM), the economic



activity "Acquisition and ownership of buildings" (CCM 7.7) was also defined as relevant (Taxonomy-eligible) to Borussia Dortmund's core business under the EU Taxonomy.

This Taxonomy-eligible economic activity comprises the ownership of the stadium and the buildings in Dortmund-Brackel. The buildings in Dortmund-Brackel include a number of training pitches as well as the professional building, the Youth Academy, the residence hall and a multifunctional building for stewards and other administrative staff in the athletics departments. In addition, the administration building for BVB Event & Catering GmbH and Borussia Dortmund's sports management offices are attributed to CCM 7.7.

According to the EU Taxonomy, only buildings which have a class A energy performance certificate (EPC) or fall within the upper 15% of national or regional building standards make a material contribution to climate protection. Because the existing buildings have not yet received any energy performance certificates, buildings which fall under economic activity CCM 7.7 were reported in 2025/2026 as non-Taxonomy-aligned.

As all other economic activities examined account for less than 10% in total of the denominator comprising the Group's revenue and capital expenditure, these business activities are considered financially immaterial and, taking cost-benefit considerations into account, have not been assessed for Taxonomy-alignment. These economic activities are in line with the environmental objective of climate change mitigation (CCM) and cover the following areas:

- Electricity generation using photovoltaic technology (CCM 4.1)
- Electricity storage (CCM 4.10)

Economic activities relevant to the environmental objectives of climate change adaptation (CCA), sustainable use and protection of water and marine resources (WTR), pollution prevention and control (PPC) and protection and restoration of biodiversity and ecosystems (BIO) were not identified for the 2025/2026 financial year. Nor were any enabling or transitional activities identified.

Calculating the Taxonomy KPIs

The total figures for the Group which form the basis of calculation pursuant to the EU Taxonomy Regulation were as follows for the 2025/2026 season: turnover: EUR 460,467 thousand (2024/2025: EUR 526,019 thousand); CapEx: EUR 102,726 thousand (2024/2025: EUR 189,440 thousand); OpEx: EUR 11,493 thousand (2024/2025: EUR 12,051 thousand). Pursuant to the EU Taxonomy, turnover was equivalent to the revenue reported in the consolidated income statement. CapEx was calculated based on the consolidated statement of changes in equity in accordance with IFRS and comprises the total additions for property, plant and equipment and intangible assets. Capital expenditures are not an element of the CapEx budget pursuant to the EU Taxonomy. Pursuant to the EU Taxonomy, operational expenditures comprise all direct, uncapitalised costs attributable to research and development, building renovation work, short-term leases, maintenance and repairs and all other direct expenditures in connection with the daily maintenance of property, plant and equipment.

Turnover

The economic activity "Acquisition and ownership of buildings" (CCM 7.7.) has been identified as Taxonomy-eligible. Turnover in connection with this economic activity is the revenue attributable directly to Borussia Dortmund's land and buildings, which amounted to EUR 144,908 thousand (2024/2025: EUR 143,209 thousand). This revenue includes all income from match operations, income from conference and catering operations, income from event organisation,

income from rental and leasing and stadium-related income from sponsoring and advertising agreements. The share of Taxonomy-eligible turnover was 31.6% of total revenue (2024/2025: 27.2%). The turnover KPI has changed slightly year on year, as stadium-related revenue has remained the same while total revenue has declined.

The turnover KPI was calculated based on revenue recognised in accordance with IAS 1.82 (a). The calculation was based on the disclosures in Annex I paragraph 1.1.1. of the Delegated Regulation (EU) 2020/852. Information about revenue can be found in Note (16) to the consolidated financial statements.

CapEx KPI

Capital expenditure in connection with Borussia Dortmund's buildings and land amounted to EUR 5,226 thousand in the 2025/2026 season (2024/2025: EUR 2,622 thousand). The share of Taxonomy-eligible capital expenditures was thus 5.1% (2024/2025: 1.4%). The increase in the CapEx KPI is due to the substantial investment in the women's training ground and the refurbishment of a hospitality zone at SIGNAL IDUNA PARK.

The CapEx calculation was based on the disclosures in Annex I paragraph 1.1.2. of the Delegated Regulation (EU) 2020/852. Information about capital expenditures can be found in Notes (1) and (2) to the consolidated financial statements.

SOCIAL

In the social sphere, Borussia Dortmund takes its responsibilities seriously as an employer, a community partner and a host to over 80,000 people in Germany's largest football stadium. A diversity and inclusion strategy has been developed for its own workforce, with the aim of increasing the proportion of women to 40% by the end of 2028. 21 formalised dialogue formats strengthen engagement with fans and staff. As part of the 'Borussia verbindet' (United by Borussia) initiative, the club is consistently committed to combating anti-Semitism, racism and all forms of discrimination – through visits to memorial sites, in which a total of 145 people took part during the 2025/2026 season, as well as numerous events at the BORUSSEUM. Throughout the value chain, decent working conditions at suppliers are systematically monitored. Merchandising GmbH has once again been certified to the Global Organic Textile Standard (GOTS).

- BVB's own workforce **page 48**
- Workers in the value chain S2 **page 69**
- Affected communities S3 **page 75**
- Fans and stadium visitors
(Consumers and end users) S4 **page 86**



FOR US, SOCIAL RESPONSIBILITY BEGINS FIRST AND FOREMOST WITH THE PEOPLE WHO SUPPORT US EVERY DAY—OUR EMPLOYEES, FANS, AND ALL THE KEY STAKEHOLDERS WITH WHOM WE ENGAGE IN A RELATIONSHIP BUILT ON TRUST.

– **SVENJA SCHLENKER**, MANAGING DIRECTOR OF HUMAN RESOURCES AND DIRECTOR OF WOMEN'S AND GIRLS' FOOTBALL



Note

This page is not part of the audited separate combined non-financial Group report.

BVB'S OWN WORKFORCE S1

Material impacts, risks and opportunities and their interaction with strategy and business model

S1-SBM-3

Borussia Dortmund systematically analysed the categories of its own employees as part of the ESRS 2 disclosures in order to assess their exposure to material impacts, risks and opportunities in connection with its business activities. To that end, the workforce was divided into the administration and sports segments. The administration segment covers administrative employees, including temporary staff, trainees, integrated degree programme students, interns and student employees. In addition, short-term workers are employed on match days, for example in ticketing or security (non-guaranteed hours employees). The club also cooperates with external service providers in match operations, particularly in the areas of catering and hospitality (non-employees).

In the sport segment, employees, including players and staff of the professional and youth teams, are considered separately, as their working environment and the associated impacts, risks and opportunities differ significantly (see [Professional sport](#)).

The analysis has shown that material negative impacts on the Company's own workforce can occur both systemically and in the form of individual incidents. Employees who are involved in the organisation of the match days often work at off-peak times, such as weekends or in the evenings, which can cause additional stress.

At the same time, no risks of forced labour or child labour were identified, either within the Company's own activities or in the relevant geographical areas.

To ensure a healthy and safe working environment for all employees, Borussia Dortmund relies on an integrative concept that includes preventive, interventional and rehabilitative measures. These include, for example, psychological support services and a range of sports activities. In addition, BVB offers flexible working models that enable a better work-life balance – for instance through mobile working solutions, flexitime arrangements and individual part-time options. Internal and external training programmes are offered in order to promote personal and professional skills development.

The Company's ongoing management process guides how the identified impacts on the Company's own workforce affect Borussia Dortmund's strategic orientation. Risks, such as those arising from working hours, are taken into account, as are opportunities that can be leveraged through training and investments in personnel.



Can't do it without them: BVB's own workforce is the driving force behind black and yellow's daily successes.

The following presents an overview of the relevant impacts, risks and opportunities:

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Actual positive impact	Healthy and safe working environment through prevention, intervention and rehabilitation measures	Health and safety at work form the basis for ensuring the well-being of Borussia Dortmund's staff.	Employees	Short- to long-term	
Actual negative impact	For the majority of staff, working hours and the place of work depend on match days and kick-off times	On match days, employees often work at off-peak times, such as weekends or in the evenings, which can cause additional stress. This affects almost every department within the Group. Furthermore, the scheduling of match days depends on how the team performs in the various competitions, meaning that the workload cannot be planned in the long term.	Match day-dependent employees	Short- to long-term	
Actual negative impact	Lack of transparency as to salary structures	A lack of transparency regarding salaries and pay structures can lead to uncertainty and a sense of unfairness among employees. In the long term, this can have a negative impact on employee satisfaction and retention.	Employees	Medium-term	
Actual positive impact	Enabling personal skills development	Strategic skills development is essential in order to meet current and future workplace requirements. Workforce training and further education ensure the Company's competitiveness, as the workforce's expertise is an important intangible asset for Borussia Dortmund. At the same time, continuous personal development helps to boost employee motivation and retention.	Employees	Short- to long-term	
Potential positive impact	Promoting an inclusive, diverse and non-discriminatory corporate culture	Borussia Dortmund aims to create the conditions in which all staff can participate fully and develop their strengths – regardless of their background, gender, age or abilities. This includes reaching out to under-represented talent and implementing recruitment processes that systematically ensure diversity and inclusion. Through a targeted onboarding programme and ongoing training opportunities, all new and existing staff are inspired and supported.	Employees	Short- to long-term	

In accordance with ESRS S1 ("Own Workforce"), Borussia Dortmund draws a clear distinction between the various employee groups in order to achieve transparency regarding the composition of the workforce and working conditions within the club. The following statements in accordance with ESRS S1 relate exclusively to the defined group of employees in administration. Where necessary, footnotes are added to improve the transparency of the data.

The specific group of players and youth players is considered separately from the strategic objectives and actions in the area of human resources (see the section on **professional sport**) and is excluded from the following information.



BVB'S BEATING HEART: THE EMPLOYEES

The overarching objective is to promote an efficient, attractive and healthy corporate culture. All IROs are addressed below, divided into the three sub-topics according to ESRS: working conditions, equal treatment and equal opportunities for all, and other work-related rights.

Sub-topic	IRO	IRO-Typ
Working conditions	Healthy and safe working environment through prevention, intervention and rehabilitation measures	Actual positive impact
	For the majority of staff, working hours and the place of work depend on match days and kick-off times	Actual negative impact
Equal treatment and opportunities for all	Promoting an inclusive, diverse and non-discriminatory corporate culture	Potential positive impact
	Lack of transparency as to salary structures	Actual negative impact
Other work-related rights	Enabling personal skills development	Actual positive impact

Policies related to own workforce

S1-1

Borussia Dortmund pursues a holistic management approach in dealing with its workforce that is based on both international standards and Company-specific policies. Strategic responsibility for the organisation and implementation lies primarily with the Human Resources department, which reports directly to the management and works in close cooperation with the works councils. The Corporate Responsibility department and the Compliance department are also responsible for helping to implement individual guidelines.



The policies presented apply to all Borussia Dortmund administrative employees in Germany – including permanent full-time and part-time employees, temporary staff, student employees, trainees, integrated degree programme students and interns. International locations are subject to local legal requirements, which are taken into account accordingly.

Involvement of the workforce

The Company involves its workforce in ensuring compliance with and further developing its work-related policies. The works councils of the parent company, BVB Merchandising GmbH and BVB Event & Catering GmbH actively participate in decision-making processes. Ongoing dialogue between employees, managers and the Human Resources department is maintained through a variety of formats. These include regular discussions with employees, management events for the workforce, internal surveys, interdisciplinary working groups and the intranet as a communication tool.

Adherence to international principles

BVB is committed to internationally recognised human rights and labour law principles and has enshrined these in its policy documents. These include, in particular, the internal Code of Conduct, the Declaration of Principles on Human Rights and the focus on the UN Guiding Principles on Business and Human Rights, the ILO core labour standards, the OECD Guidelines for Multinational Enterprises and other relevant conventions. As a signatory to the UNGC, BVB integrates its ten principles into its business practices, in particular to prevent forced labour, child labour and discrimination, as well as to ensure freedom of association.

Internal Code of Conduct and Declaration of Principles on Human Rights

The Group-wide Code of Conduct sets out binding standards for conduct that is lawful, fair and transparent, and must be adhered to by all employees. In particular, it addresses the prevention of corruption and conflicts of interest, the protection of confidential information, and treating one another with respect and without discrimination. Furthermore, the Code of Conduct raises awareness of health and safety at work, the sustainable use of resources and environmental protection.

The measures and processes designed to ensure respect for human rights are regularly reviewed and further developed. Borussia Dortmund reports transparently on the progress it makes, the challenges it faces and the areas in which it falls short as part of its sustainability reporting. Both the internal Code of Conduct and the Declaration of Principles on Human Rights are accessible via the intranet and the website.

Promoting personal skills development

The Company's management guidelines have been developed with the involvement of various departments and divisions and represent a key instrument for supporting a safe, fair and performance-enhancing working environment. They form part of BVB's holistic learning and development strategy, which is managed and further developed by the Learning & Development department. Group-wide opportunities for professional development – including language training, academic and personalised programmes, coaching and leadership training – are therefore managed and evaluated

centrally. A skills model provides a strategic framework for identifying, assessing and developing relevant skills, and serves as the basis for targeted staff development measures.

Occupational health and safety

Occupational health and safety is an indispensable element of Borussia Dortmund's corporate culture. BVB has implemented a preventive, systematic occupational health and safety management programme in the interest of offering its employees a safe and healthy working environment. It is based on current legal requirements and established standards. Third-party certification is currently being planned. Specialised service providers implement the legal requirements for safety-relevant construction or maintenance measures.

Legal developments and corresponding measures are discussed at the meetings of the Occupational Health and Safety Committee. Together with an external occupational health and safety specialist, the health and safety officer conducts regular inspections – from stadium safety to building management. A holistic risk assessment helps to identify and document risks and opportunities before they arise. This proactive approach helps to prevent accidents and optimise working conditions. In addition to physical safety, mental health also plays a key role. Among other things, mental health first aiders were trained to act as trusted points of contact for staff and to further develop measures for dealing with psychological stress.

Equal treatment and equal opportunities

Equal treatment and equal opportunities are fundamental components of the HR strategy. The dimensions of origin and nationality, gender and gender identity, age, social status, physical and mental abilities, sexual orientation, and religion and creed are reflected in the Code of Conduct for staff, in the Declaration of Principles on Human Rights, and in our long-standing work to combat discrimination. Furthermore, during the reporting period, Borussia Dortmund adopted a diversity strategy, the actions and measures under which are being implemented and further developed by interdisciplinary project groups. A training programme lasting several hours, designed to raise awareness of discrimination and how to deal with it, was introduced during the reporting period.

Borussia Dortmund's overarching safeguarding policy provides a framework across the Group and the club for the protection of all those working for or under the care of the club – in particular children, young people and others in need of protection – against violence, abuse of power, breaches of boundaries and discrimination. It applies to all departments, employees, volunteers, athletes and relevant external partners.

Key elements include binding codes of conduct, systematic risk analyses, departmental safeguarding strategies, compulsory training, and clearly defined, confidential reporting and grievance channels. Managers bear a particular responsibility for fostering a respectful, transparent and safe organisational culture, as well as ensuring fair HR processes.

Children and young people are provided with age-appropriate information about their rights and the support available to them. An independent case assessment process, structured procedures for dealing with suspected cases and measures to protect those affected are firmly established. The safeguarding policy is continuously refined through regular evaluation, anonymised reports and external audits. It has been published on the intranet and sent to all employees by e-mail.

The whistleblower system, which guarantees independence and confidentiality and can be used anonymously, also supports a transparent grievance mechanism and protects against reprisals.

Ensuring fair working conditions

Flexible working hours and work location models, such as mobile working and flexitime arrangements, were established in consultation with the works councils and set out in works agreements. The works agreements will be revised in the 2026/2027 financial year in order to further improve conditions, particularly with regard to work on match days, in the interests of the workforce.

BVB's remuneration policy strives for fair and non-discriminatory remuneration. The Human Resources department is involved in salary decisions and liaises closely with senior management. The works councils also have the right to inspect salary structures and support the internal control of fair remuneration. In principle, the benefits for part-time and full-time employees are the same; contributions towards pension schemes and capital-forming benefits are standard provisions. In preparation for the statutory requirements on equal pay and pay transparency, BVB wishes to ensure equal

pay for equal work and that gender-related differences are disclosed. To that end, the first step is to draw up a job grading and pay structure system.

Processes for engaging with own workforce and workers' representatives about impacts

S1-2

Borussia Dortmund has established procedures for actively involving its employees and their elected representatives in the identification, assessment and management of actual and potential impacts on employees. These processes are based on continuous dialogue, a structured culture of participation and feedback mechanisms. Operational responsibility lies with the Human Resources department, which reports to the management and coordinates with works councils, managers and departments. The following elements represent the strategic integration of the employee perspective into corporate decision-making.

Direct and indirect involvement

The stakeholders are involved both directly and indirectly. Employees influence decision-making processes directly via workshops, surveys and one-on-one discussions. Employee interests are represented indirectly via the works councils, which meet regularly in accordance with the statutory co-determination obligations and discuss specific topics with the Human Resources department and management. In the companies with existing works councils, these are involved in strategic processes, for example in connection with the introduction of technical systems or operational reorganisation measures. The statutory notification deadlines for operational changes are complied with.

One-on-one discussions with employees are another core element of integration. They take place at least once a year, must be documented and offer a safe space for discussing individual experiences, stresses and development opportunities. They serve not only to evaluate performance, but also to identify improvement potential.

Data-supported analysis of impacts and risks

As part of the IRO assessment, entity-specific risks and impacts were recorded and documented with employees and managers. This analysis forms an important basis for assessing significant impacts on the workforce. The findings are incorporated into the HR strategy and the implementation of suitable measures. Qualitative and quantitative instruments were combined for review and further development. A digital employee survey was conducted and completed in May 2025 and again in May 2026. Employees were asked about their level of satisfaction, stress indicators and development potential. Exit interviews are also conducted for key positions. Regular formats, such as director meetings, department management meetings, team meetings and dialogue with the management, have been established for overarching communication. Information is also provided via circulars and intranet posts.

Legally compliant works agreements and grievance channels

A series of works agreements were concluded with the works councils that specify employee safeguarding – including on topics such as the whistleblower system, workplace integration management, working time regulations and monitoring systems. Protection against discrimination is also an integral element of cooperation. Employees have several options for addressing grievances confidentially: either via their line manager, the Compliance department, the works council, the whistleblower system or the Human Resources department.

Evaluation and continuous improvement of participation processes

The impact of the participation process is subject to regular evaluation. This is done by analysing the satisfaction surveys, evaluating the feedback systems and reflecting on measures together with the employee representatives. The results lead to corresponding adjustments, for example in communication, training planning or the introduction of new technical systems, such as the Group-wide time recording system. In this way, Borussia Dortmund makes a continuous contribution to improving working conditions and the sustainable integration of employees into company processes.

Processes to remediate negative impacts and channels for own workforce to raise concerns

S1-3

Borussia Dortmund has established a system for identifying, addressing and improving negative impacts on the workforce. One pillar of this is the whistleblower system, which provides a confidential and anonymous communication channel for all employees. The individualised online platform at <https://bvb.integrityline.app>²⁸ is accessible around the clock and allows employees to submit reports in a protected digital space and track the processing status of their reports independently.

The legal basis for the system was created by a works agreement between Borussia Dortmund GmbH & Co. KGaA and BVB Merchandising GmbH. The procedure is supplemented by a Group-wide policy that defines the processes and ensures that the reports are handled in compliance with BVB's Code of Conduct, data protection and data security. In addition to the digital whistleblower system, there are various other channels through which employees can report negative impacts or express their concerns. The works councils are a central point of contact for all employees, even if there is no formal policy on making contact. Employees may contact them flexibly and directly. In addition, contact persons are available who are specially trained in the areas of mental health and dealing with interpersonal violence. These contact persons are listed on the intranet. They help employees to deal with stressful situations and support them in implementing corrective action.

²⁸ The website is not part of the audited statement.

Managers are also integrated into the system and serve as the first point of contact for lodging and forwarding concerns. They are sensitised to interpersonal violence and involved in the processes for resolving conflicts and implementing improvement measures. In combination with the other channels, a multidimensional system is available that offers flexible and accessible communication channels.

Regular surveys are conducted to continuously identify potential negative impacts. The insights gained through these surveys are channelled into measures that are coordinated and monitored by the Human Resources department. Feedback on external evaluation platforms is also actively analysed and commented on. A separate survey on the awareness or trustworthiness of the reporting channels is not yet planned, although the existing procedures are actively publicised via all available communication channels.

Employees are continuously made aware of their rights and safeguarding options via internal communication channels. All relevant procedures, contact persons and guidelines are outlined on the intranet. For employees without direct intranet access, especially short-term employees and temporary staff, information is made available via managers and notice boards.

The existing infrastructure is designed to mitigate negative impacts at an early stage and to sustainably improve working conditions through targeted corrective action.

Taking action on material impacts on own workforce, and approaches to minimising material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions and approaches

S1-4

Borussia Dortmund takes a systematic, Group-wide approach to managing the material risks related to its own workforce. The Human Resources department is structured by topic and tracks the employee life cycle, covering all of the strategic HR focus areas through Talent Acquisition, HR Operations, Employer Branding, and Learning & Development. The core topics of the action plan cover physical and mental health, fair pay, flexible working time models, continuing professional development and diversity.

Promoting health and well-being

One focus of our human resources work is to promote a safe and healthy working environment. Many initiatives aimed at maintaining and improving physical and mental health are already in place and are being refined as needed. These established initiatives include long-term staff benefits and health programmes, such as free gym access and providing ergonomic workstations. The 2024/2025 season also saw mental health contacts trained to act as first responders for staff facing challenging situations.

A holistic occupational health strategy is currently under development. Staff were involved in the process through a survey carried out in May 2026 to identify specific needs and evaluate existing services. The results will be included in work to develop the strategy.

When it comes to occupational health and safety, Borussia Dortmund fulfils the legal requirements by working with external specialists and regularly inspecting all of its locations. The division of responsibilities in terms of occupational health and safety is laid down in the HR organisational chart. The Occupational Health and Safety Committee meets regularly and uses risk assessments to identify action points for improvement. A key element of this is the partnership between the in-house health and safety officer and the external safety expert. The actions apply to all employee groups across all locations – from management and administration through the operating units at the stadium, down to the fan shop. Borussia Dortmund has implemented a Group-wide risk management system to further reduce the potential risks and safeguard the success of its business in the long term. In addition, the groundwork has been laid to work towards Group-wide external ISO certification.

Employee satisfaction and retention

Borussia Dortmund continues to offer a wide range of benefits to ensure ongoing employee satisfaction and retention. Those currently on offer include courtesy tickets to home matches, gifts to mark employment anniversaries, a subsidy for the Deutschlandticket public transport initiative and a monthly daycare allowance for permanent staff.

These actions help raise employee satisfaction and encourage them to identify with the company. The impacts of actions taken to date are regularly evaluated in discussions and through feedback from the works councils, and reviewed by means of an employee survey. The most recent survey was carried out in May 2026, and the results will be analysed in detail in the coming financial year in order to adjust existing initiatives and identify further action areas.

Salary structures

To ensure fair and transparent pay, the salaries of all employees were increased by 2% during the reporting year as an appropriate response to ongoing inflation-related price rises. Salaries are also reviewed annually in light of the minimum wage and economic developments. The remuneration structure is regularly reviewed in consideration of relevant industry standards. A job grading and pay structure system, including with regard to gender-based differences, is being implemented with the help of external consultants.

Diverse and inclusive corporate culture

Borussia Dortmund adopted a diversity strategy during the reporting period to further develop a diverse corporate culture that fosters a working environment free from discrimination. One key initiative within the strategy is to assess employees' level of knowledge regarding diversity and inclusion in order to determine specific needs and identify further targeted action. In addition, the first D&I campaign will be finalised by creating a website that provides information on diversity and inclusion matters at Borussia Dortmund and raises awareness among both staff and external target groups.

Employee development and advancement

As part of its strategic human resources development, Borussia Dortmund has established both individual and overarching training and development opportunities and courses. Training sessions on topics such as mental health, interpersonal violence, anti-discrimination and sustainability are offered throughout the year. The sessions on offer also include coaching, language learning and academic programmes, as well as training for managers.

BVB will systematically assess the current state of our learning activities and identify development needs in order to further promote the culture of learning at Borussia Dortmund. Based on this, the intention is to derive and develop a Group-wide learning and development strategy by the end of 2027.

An existing competence model for managers, which was developed during the previous reporting period, will serve as the central reference framework for this strategy by aligning the competencies described in it with our desired learning culture and deriving learning objectives.

These needs will be further clarified in mandatory, documented annual meetings with employees. The outcome of these meetings is factored in as we plan further actions, and empowers us to manage individual and structural development needs.

The effectiveness of the actions and efforts to constantly refine them is assessed through a combination of feedback from the workforce, internal controls, feedback from the works councils and regular consultations with HR.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

S1-5

A forward-looking corporate culture is based on the ongoing efforts to ensure employee satisfaction, promote a sense of belonging and foster loyalty to Borussia Dortmund in the long term. As part of its strategic HR work, Borussia Dortmund has set itself a total of five sustainability-related and forward-looking targets concerning its own workforce, which are supported by the actions outlined in section **S1-4**. They are aimed at creating a motivational, opportunity-rich working environment that enhances performance and enables employees to develop their potential and actively contribute to achieving our business goals. HR acts as the operational lead and stands ready to offer support and advice, with clear responsibilities defined within the department. The progress of the work is measured and evaluated at regular update meetings. Interim results are communicated both in the form of reports presented in management bodies and to the management and works councils.

A comprehensive employee satisfaction survey was conducted in the past financial year and repeated during this reporting period. The survey is conducted by an external service provider as an online questionnaire and is aimed at all permanent employees as well as temporary staff, student employees, integrated degree programme students and trainees. It firstly assesses commitment – understood as motivation, enthusiasm and loyalty to the company – and secondly the quality of the working environment, which describes the conditions necessary for efficient and effective work. In

order to define specific targets for employee satisfaction, two objectives were identified from the survey. The aim is to increase the "Quality of the Working Environment" index from the employee survey from 7.2 (2025) to 8.0 by 30 June 2028, while ensuring that the "Engagement" index does not fall below 8.0 (2025: 8.5).

- BVB aims to increase employee satisfaction with pay transparency from 4.0 points (2025) to 6.0 points by 30 June 2028.

A further pillar of our HR work lies in creating a diverse corporate culture that does not discriminate against origin or nationality, gender or gender identity, age, social status, physical or mental abilities, sexual orientation, or religion or beliefs. In addition to developing and implementing a wide range of actions as part of the diversity strategy adopted in 2025, Borussia Dortmund has set itself the following new target:

- Borussia Dortmund aims to increase the gender balance target within the Group to 40% women by the end of calendar year 2028 (30 June 2026: 33.3%, excluding players).

We have adopted a new target to create an ever more healthy and safe working environment through targeted prevention, intervention and rehabilitation actions, to strengthen the health and well-being of our staff in the long term, and

to further professionalise the protection of our employees. Having achieved the target, BVB is now focusing on a more holistic approach to occupational health management: By the end of calendar year 2027, Borussia Dortmund will have obtained ISO 45001 certification for occupational health and safety management systems.

Borussia Dortmund has centralised the recording of its Group-wide training and development activities with a view to expanding strategic skills development to nurture and train its employees. In addition, a competence model was developed in the 2024/2025 season which was designed in consultation with various stakeholders through a series of five interviews and covers 17 different skills. The leadership development programme was revised, with a corresponding development initiative designed for each of the identified core competencies. Six different workshops were offered to managers, covering the following core competencies: authenticity, holistic thinking, resilience, decisiveness, leadership, and communication skills.

Borussia Dortmund has defined the following new target in the interest of fostering personal skills development:

- To devise a learning and development strategy that includes establishing the status quo, defining a "culture of learning" at Borussia Dortmund and developing actions by the end of calendar year 2027.

Characteristics of the undertaking's employees

S1-6

Borussia Dortmund employed an average of 1,096²⁹ people³⁰ in the 2025/2026 reporting period, of which 749 were men and 347 women. This is the moving annual average. The majority of employees work in Germany. An overview of the employees per region is given in [ESRS 2 SBM-1](#).

Number of employees as a moving annual average

Gender	Number of employees (headcount)	
	2025/2026	2024/2025
Male	749	722
Female	347	335
Other	0	0
Not specified	0	0
Total number of employees	1,096	1,057

In the following, the figures for employees, including employees with non-guaranteed hours, are given in full-time equivalents (FTEs). Borussia Dortmund employed 845.5 FTEs as at the reporting date (2024/2025: 843.6). Of that number, 466.4 FTEs were on permanent contracts (2024/2025: 463), 311.4 FTEs were temporary (2024/2025: 306) (including 61.3 FTE players) (2024/2025: 72.7) and 67.7 FTEs were non-guaranteed hours employees (2024/2025: 74.6).

²⁹ See Note (36) to the consolidated financial statements in the 2025/2026 Annual Report.

³⁰ Excludes non-guaranteed hours employees.

This corresponds to the following figures as at the reporting date:

Full-time equivalents as at 30 June 2026										
	Female		Male		Other ³¹		Not specified		Total	
	2025/2026	2024/2025	2025/2026	2024/2025	2025/2026	2024/2025	2025/2026	2024/2025	2025/2026	2024/2025
FTEs – employees	243.7	247.1	601.9	596.5	0	0	0	0	845.5	843.6
FTEs – permanent employees	170.5	171.5	295.9	291.5	0	0	0	0	466.4	463
FTEs – temporary employees	56.7	58.3	254.7	247.7	0	0	0	0	311.4	306
Of which players	0	0	61.3	72.7	0	0	0	0	61.3	72.7
FTEs – non-guaranteed hours employees	16.5	17.3	51.3	57.3	0	0	0	0	67.7	74.6

The overall employee turnover rate in the reporting period was 12.8% (154 departures; 2024/2025: 16.6%, 196 departures). Differentiating between the various employment relationships shows that player transfers, temporary staff, student employees and interns tend to significantly inflate the turnover rate. The turnover rate for full-time and part-time employees was 9.1% (68 departures; 2024/2025: 11.1%, 80 departures).

Employee turnover

	Number of departures	
	2025/2026	2024/2025
Permanent employees (full and part-time)	68	80
Student employees, temporary staff, interns	43	73
Players	43	43
Total	154	196
Turnover rate (%)	12.8	16.6

Evaluation and application of the metrics

All of the metrics referred to and given below are recorded annually and verified internally in application of the principle of dual control. No external verification takes place. They are based on quantitative analyses of our own databases.

³¹ Gender as indicated by the employee

WORKING AT BVB

BVB is present on a global stage: Various colleagues work in the USA, China and Singapur.

Adequate wages**S1-10**

All employees at Borussia Dortmund receive appropriate pay in line with the applicable benchmarks. Fair pay is based on wages and salaries customary in the market and forms the basis for a trusting and respectful working relationship. Pay is based on objective criteria. To consolidate this system, the implementation of a job grading and pay structure system was initiated with the help of external consultants (see [S1-4 Salary structures](#)).

Health and safety metrics**S1-14**

For Borussia Dortmund, the health and safety of its employees is an integral part of its corporate culture and there is a close link between athletic performance, occupational health and safety and business success. With that in mind, BVB aims to ensure a safe and healthy working environment – and that applies in equal measure to the team, staff, administration, shops and stadium personnel. At the organisational level, responsibility for occupational health and safety rests with HR.

The occupational health and safety management system covers the workforce in Germany, and the respective legal requirements at the international locations are complied with. Accordingly, 100% of employees are covered by statutory requirements, recognised standards and BVB's internal health and safety measures. Borussia Dortmund would like to develop this further and have it ISO-certified by an external body.

A key element of the occupational health and safety system are the regular meetings of the Occupational Health and Safety Committee, which are attended by HR, the works councils, the internal health and safety officer and external occupational health and safety specialists. The meetings evaluate changes to the law and regulations, safety inspections and risk analyses, and identify requisite action points. There are also regular inspections of all relevant locations in order to identify potential risks at an early stage and take preventative action to counter them. The close cooperation between internal stakeholders and external partners is essential to ensuring the implementation of effective health and safety measures.

Operational responsibility for coordinating and monitoring occupational health and safety lies with the occupational health and safety officer, even if they have not been formally appointed. The duties assigned to the role include coordinating employee training on topics such as first aid and fire safety, carrying out risk assessments, delegating duties to managers, and monitoring compliance with statutory health and safety guidelines.

The external occupational health and safety specialists bring additional expertise and conduct regular audits to ensure that the internal health and safety standards and workplace conditions meet the statutory requirements. The external specialists also advise on how to continually improve health and safety practices. The synergy between internal and external stakeholders is the key to successful occupational health and safety management: Regular evaluation ensures that potential risks can be recognised early on and effective action taken to prevent them materialising. This not only helps to protect employees but also boosts their confidence in the measures implemented to ensure occupational health and safety.

During the reporting period, 8 (2024/2025: 7) work-related accidents were reported, corresponding to a rate of 6.4% (2024/2025: 6.1%). The calculations do not take into account athletes, since their jobs expose them to a specific risk of injury. During the reporting period, there were no fatalities attributable to work-related injuries or illnesses, nor were there any reportable work-related illnesses. The productive working hours were calculated on the basis of the average working days in North Rhine-Westphalia (public holidays and

weekends already excluded) and the contractual working hours. The holiday entitlements for the reporting period were calculated and deducted from the average working days. In addition, the average sick days were factored in on the basis of surveys by the German Federal Statistical Office (14.8 sick days in 2024).

These results demonstrate the effectiveness of the existing occupational health and safety system and the importance of proactive health management for the entire workforce.

Work-life balance metrics

S1-15

Work-life balance is seen as a key factor for long-term employee retention, motivation and satisfaction, and for promoting equal opportunities. This is based on a social policy that gives all Company³² employees a legal entitlement to take time off for family reasons.

In the reporting period, 3.0% of male employees and 7.2% of female employees took advantage of this entitlement (2024/2025: m 1.5%, f 6.2%).

³² The metric excludes non-guaranteed hours employees and professional athletes.

EQUAL OPPORTUNITIES AND DIVERSITY AS THE BASIS FOR BUSINESS SUCCESS

Diversity metrics

S1-9

Borussia Dortmund's top management comprises a total of 15 people (2024/2025: 18), of whom 13.3% are women and 86.7% are men (2024/2025: f 11%, m 89%). It is made up of the management teams at Borussia Dortmund Geschäftsführungs-GmbH, consisting of 4 members (2024/2025: 4), Borussia Dortmund GmbH & Co. KGaA, consisting of 6 members at the executive level (2024/2025: 8) and BVB's subsidiaries, comprising 5 members (2024/2025: 6).

The age groups break down as follows:

Age groups (%)	Administrative employees ³³		Athletes	
	2025/ 2026	2024/ 2025	2025/ 2026	2024/ 2025
<30 years	31.3	30.9	91.2	95.7
30–50 years	49.8	50.9	8.8	4.4
>50 years	18.8	18.3	0	0

Persons with disabilities

S1-12

Borussia Dortmund recognises persons as having disabilities based on the statutory definitions in §2 (2) and (3) of the German Social Code, Book IX (Sozialgesetzbuch IX, "SGB IX"). Both employees with a degree of disability of at least 50 (severely disabled) and persons with a degree of disability of 30 or higher who have applied for and received equal status are taken into account. Data was collected using a system as at the 30 June 2026 reporting date.

The share of employees with disabilities is calculated exclusively for employees who are not classified as athletes or non-guaranteed hours employees. This deliberate distinction is intended to reflect a consistent and meaningful relationship within the context of the rest of the workforce.

As at the reporting date, this resulted in a figure of 2.1% for persons with disabilities among Borussia Dortmund employees (2024/2025: 1.9%). In this way, the club is establishing a transparent framework that will enable it to monitor and further develop its progress in the area of inclusion.

Remuneration metrics

S1-16

Borussia Dortmund has created segments to illustrate the percentage pay gap between male and female employees. These relate on the one hand to administrative employees including management, and on the other hand to the athletes segment, which includes the players from all teams and the coaches as well as staff and sports management roles.

In financial year 2025/2026, the gender pay gap between female and male administrative employees was 30.3% (2024/2025: 34%). The gender pay gap was not surveyed for the athletes because the employees are exclusively male. The ratio of the total remuneration paid to the Company's highest earner in the administration segment to employees' median total remuneration is 72 (2024/2025: 94).

³³ Excludes non-guaranteed hours employees.

SUPPLEMENTARY RIGHTS AND PROVISIONS FOR EMPLOYEES

Social protection

S1-11

Borussia Dortmund guarantees social protection for all of its own employees, providing cover in the event of major life events.³⁴ This protection is provided primarily by means of statutory social security systems and includes benefits in the event of illness, unemployment, incapacity to work, workplace accidents, retirement and parental leave. Employees are protected from their first day in the job and protection applies equally to all groups of employees at the Company.

To provide additional support for retirement provision, BVB subsidises its employees' deferred compensation by 20% of the deferred amount. In addition, a monthly allowance of EUR 13.30 is paid for capital-forming benefits.

When it comes to family commitments, Borussia Dortmund is committed to an active culture promoting work-life balance. New parents returning from parental leave are able to discuss their individual arrangements with the relevant departments. Borussia Dortmund also grants a childcare allowance of EUR 50 per month for children below school age, regardless of the type of childcare chosen.

Special leave arrangements supplement the existing programmes and provide support for employees in exceptional circumstances. They include time off for the birth of a child, bereavement, relocation for business reasons, or marriage. These actions highlight BVB's holistic approach of going beyond providing statutory social protection to actively promoting it by means of support services.

Incidents, complaints and severe human rights impacts

S1-17

In October 2025, Borussia Dortmund was confronted with a media report containing allegations of sexual abuse against a former employee of Ballspielverein Borussia 09 e.V. Dortmund. Ballspielverein Borussia 09 e.V. Dortmund and Borussia Dortmund GmbH & Co. KGaA commissioned a forensic investigation to independently and thoroughly clarify the allegations and examine how these allegations had respectively been handled in the past at Ballspielverein Borussia 09 e.V. Dortmund and Borussia Dortmund GmbH & Co. KGaA. Borussia Dortmund GmbH & Co. KGaA has cut through the red tape to make the whistleblower system available to Ballspielverein Borussia 09 e.V. Dortmund for these purposes. This support is not based on any legal entitlement on the part

of Ballspielverein Borussia 09 e.V. Dortmund or any third party, but rather on Ballspielverein Borussia 09 e.V. Dortmund's own commitment and proactive desire to ensure a consistent, solution-oriented and comprehensive investigation. A total of 25 reports have been submitted via the whistleblower system, all of which relate exclusively to the aforementioned allegations. The investigation was still pending as at the reporting date.

During the 2025/2026 season, 15 reports of discrimination, including harassment, within our own workforce were received via the procedures set out in section **S1-3** – Processes to remediate negative impacts and channels for own workforce to raise concerns. Borussia Dortmund has not paid any fines, incurred any sanctions or made any payments in damages in connection with the aforementioned incidents and complaints. Nor have any severe incidents of human rights violations been reported.

³⁴ Excludes non-guaranteed hours employees.

PROFESSIONAL SPORT



Material impacts, risks and opportunities and their interaction with strategy and business model

S1-SBM-3

Borussia Dortmund's corporate strategy combines sporting success, sustainable talent development and social responsibility. In professional sport, key risks arise from the high level of physical strain placed on players, which can lead to an increased risk of injury and, consequently, to periods during which professional players are unable to play. This has a direct impact on both sporting results and the revenue streams of the business model. At the youth football level, risks arise due to the time pressure and psychological stress resulting from the dual demands of school and competitive sport, as well as the great emotional stress experienced when young athletes fail to turn professional. BVB offers systematic educational support, personal development and career guidance to help build resilience in its youth players and enhance their career prospects both within professional football and elsewhere.

The IROs for professional footballers differ significantly from those for the general workforce. For the professional squad, there is a link between the increased risk of injury and the risk of periods during which professional players are unable to play. A variety of preventive measures have been enacted to mitigate this. Borussia Dortmund's professional, human and infrastructural resources ensure that professional athletes receive the full range of care they need. There is also a risk of interpersonal violence against particularly vulnerable groups of people. To address this risk, Borussia Dortmund has a club-wide safeguarding policy in place, which sets out mandatory procedures and established reporting channels that are embedded within Borussia Dortmund's governance structures.

Overall, there are both positive and negative impacts, as well as risks, which are systematically taken into account in ESG management:

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Actual negative impact	Considerable physical strain on professional players and increased risk of injury	As the number of competitive matches for the professional squad in various competitions increases, the physical strain on the players is rising steadily.	Professional squad	Short- to long-term	
Actual negative impact	Dual burden (timing and psychological) of school and sport for youth players	The dual burden of school and sport weighs even heavier on players who are not housed in partner schools. The U17 World Cup, held annually in Qatar, means that U17 internationals miss several weeks of school. Any missed lessons must be made up independently alongside regular training and school activities. This means that, all in all, youth players are unable to play for five to six weeks out of every year.	Youth players	Short- to long-term	
Actual negative impact	High burden on youth players if they fail to go professional	At BVB's Youth Academy, the pressure to perform and compete for places is great, as many talented youth players are focused on turning professional. Those players who fail to make the cut need more guidance and support to help them find alternative educational and career paths. Without this focussed support, they risk facing uncertainty and delays in making plans for the future.	Youth players	Short- to long-term	
Potential negative impact	Risk of interpersonal violence against particularly vulnerable groups of people	Working with underage athletes in the context of its youth work at the Youth Academy and the Football Academy, Borussia Dortmund is exposed the risk of interpersonal boundaries being violated.	Youth players	Short- to long-term	
Actual positive impact	Promoting education and personal development	Educational support and personal development are essential components of BVB's youth work, as this work improves the prospects of up-and-coming young talents and prepares them for living life responsibly both on and off the football pitch.	Youth players	Short- to long-term	
Risk	Periods during which professional players are unable to play	Periods during which professional players are unable to play can have a direct impact on the professional squad's sporting performance and success. Prolonged absences of players have a negative impact on outcomes and, consequently, on the club's economic targets.	Borussia Dortmund	Short- to long-term	
Risk	Loss of the player base due to travel and other accidents or terrorist attacks	The loss of the player base poses an immediate threat to the club's sporting future and would therefore have severe financial consequences.	Borussia Dortmund	Short- to long-term	

* whole value chain upstream own operations downstream

Policies related to sport

S1-1

Professional football is Borussia Dortmund's core business, and achieving the best possible sporting success in the long term – both at the level of the professional squad and in youth football – is therefore a fundamental part of the business strategy. The professional squad's standing goal is to compete for the national title and qualify for the Champions League. At the same time, the systematic and holistic promotion and training and education for youth players is a strategic foundation for our athletic and business continuity.

A holistic approach has been implemented to minimise risk and promote performance that is based on professional training, rehabilitation and support systems – both in the professional squad and at the Youth Academy. The club's work with young players also takes into account their school education and psychosocial support.

BVB's goal for its athletes is to safeguard their sporting development and their physical and mental health. The focus is on:

- **Ensuring superlative working and overall conditions**, with particular regard to protecting health, preventing injury and providing medical care.
- **Protecting against external risks**, such as travel incidents, acts of terrorism and accidents.
- **Avoiding psychological stress**, in particular in youth football resulting from the dual burden of school and sport or if a player fails to turn professional.
- **Promoting personal development** in addition to sports training.

The central pillars of our youth work are personal development on the one hand, as well as decision-making and leadership skills on the other. These aspects define our underlying approach to youth training and education and aim to promote individual young talents in a holistic manner – both in terms of their sporting and personal development. The unique mix of performance-driven training as well as educational and psychological development work stands out from the competition in German youth football.

Safeguarding policy

As described in [S1 – Administration](#), Borussia Dortmund's overarching safeguarding policy prioritises the protection of children and young people. They are provided with age-appropriate information about their rights and available support services to promote their personal empowerment and safety. An independent case assessment process, structured procedures for dealing with suspected cases and confidential reporting channels are in place to ensure swift and effective protection. Training courses are held to raise awareness of employees and volunteers of the special needs of young people. Regular evaluation and external audits are conducted to continuously refine and optimise the policy. The aim is to create a respectful and safe environment in which children and young people are protected from violence, abuse of power and discrimination.

Responsibility

Responsibility for all sporting matters, including the focus areas described and the strategy pursued, lies with the Managing Director for Sport and the Sporting Director. Both are responsible for the development, implementation and evaluation of sports-related policies in relation to the professional squad and to youth football.

Communication

The policies are primarily communicated internally via regular communication with the players. Explicit external communication is not part of the strategic communication planning. However, indirect media coverage is possible due to the considerable public interest in Borussia Dortmund's professional sport.

Taking action related to sport

S1-4

Professional squad

Within the professional squad, Borussia Dortmund pursues a systematic, data-driven and interdisciplinary approach to safeguarding the performance and health of its professional players. This is based on integrating modern technologies, taking a targeted approach to expanding human and infrastructural resources and protecting against external risk factors.

Innovative technologies and the BVB Sports Data Hub

As part of its ongoing BVB Sports Data Hub project, Borussia Dortmund is working to develop a platform for the centralised collection, analysis and use of sports-related data. Drawing on academic, scientific and technological expertise, the aim is to ensure empirical-based optimisation of stress management, training schedules and medical care for players. In this regard, the club is increasingly relying on innovative, data-driven technologies to control stress levels, prevent injuries and optimise individual training schedules. The technologies used include motion sensors, analytics software and specialised AI-based monitoring systems. Specific health and performance metrics are also systematically collected and analysed to gain and apply empirical-based insights for individually tailored stress management.



Collecting, analyzing, and utilizing data: The "BVB Sports Data Hub" is designed to help players achieve optimal performance and maintain their health.



The dream of a professional career: To improve the transition from youth players to the professional ranks, BVB is focusing on systematically aligning both departments.

Strategic evaluation of HR structures for the team's key support staff

The medical and athletics units within the professional squad were reviewed during the reporting period. The focus is on the precise interplay between specialists from the fields of medicine, sports science, nutrition and psychology to ensure holistic player support.

Construction of the health centre in Dortmund-Brackel

By building an ultra-modern health centre at the training ground in Dortmund-Brackel, Borussia Dortmund is creating a forward-looking centre for prevention, regeneration, diagnostics and rehabilitation. It is expected to open by the end of the 2027/2028 season.

Security for the professional squad

The Group Security department constantly assesses potential external risks, such as travel accidents, attacks or other threats to the team, and develops preventative protection protocols to safeguard the professional squad.

Youth football

Borussia Dortmund also takes a holistic approach at the Youth Academy, which in addition to athletic training focuses on education, personal development and social responsibility. The goal is to lay the optimal groundwork for youth players to transition to a potential professional career, while at the same time highlighting the skills needed for a career outside of football.

Harmonising medical standards with the professional squad

Systematic efforts have been made to bring injury prevention and stress management practices into line with the standards applied in the professional squad. This ensures better integration in sports medicine between youth football and the professional squad.

Youth development and education policies

In the U17 to U23 youth squads, the focus is on practical actions to support young players as they develop their personalities, vocational aspirations and life goals, including if they fail to go professional. In the 2025/2026 season, these included life skills training, nutrition workshops, the Leadership Academy, a project with the Wuppertal Correctional Facility, and the theatre performance workshop with the Dortmund Theatre.



Holistic Approach: In addition to football itself, the academy focuses on important topics such as education, personal development, and social responsibility.

Integrating parents in the educational process

The club is strengthening its players' social integration thanks to the BVB Parents' School and targeted training initiatives for parents and guardians. The BVB parents' brochure is updated each year and serves as a guide to processes and contact persons at the Youth Academy. In addition, all coaches from the U9 squad upwards complete mandatory training on parent communication to ensure that care and support is coordinated holistically.

Teaching democracy and work to combat discrimination at the Youth Academy

The Youth Academy is committed to teaching democracy and combating racism. It holds regular dialogues for the U12 to U16 squads and organises activities such as remembrance visits and educational events.

Sustainability as an overarching educational topic

Integrating sustainability topics into the curriculum at the Youth Academy is a strategic component of the young players' development off the pitch. The aim is to empower them to act responsibly in their professional and personal lives.

Child protection and psychosocial responsibility

To prioritise the protection of children and young people in youth football, topic-specific, compulsory training courses have been introduced for all employees working in the relevant areas. During the reporting period, the Youth Academy also organised a week-long campaign against interpersonal and sexual violence, featuring talks on various aspects of child and youth protection, including informative lectures by university faculty members for staff and parents. From an organisational perspective, all staff at the Dortmund-Brackel site are now required to submit an enhanced certificate of good conduct.

Resources for actions in professional sport

Substantial operational resources and investments are needed to implement these actions. Given their strategic importance and competitive sensitivity, these expenses are protected as trade secrets. In accordance with ESRS, these budget items are thus not disclosed in detail.

Targets related to sport

S1-5

Professional squad

The definition of targets for the professional squad is based on the strategic alignment of Borussia Dortmund's core sporting business. The focus is on ensuring players' physical and mental performance and on protecting them against physical and security risks.

Specific targets:

– Maximising performance while minimising injuries

The target is to optimise individual stress levels in order to reduce the amount of time players spend injured.

– Cutting rehabilitation time while maintaining the same high quality

Optimised medical procedures and individual rehabilitation plans cut return times after injury without compromising the quality of the recovery.

– Minimising security risks off the pitch

Action to prevent against external risks are systematically developed with the involvement of the Group Security department.

Note on confidentiality

The specific metrics, internal targets and timelines in the professional squad are sensitive information subject to protection; as such, they are not publicly disclosed in accordance with ESRS.

Youth football

In its youth work, Borussia Dortmund pursues a holistic education strategy that combines top-level sporting development with school education and teaching support. The defined targets help ease the transition to the professional squad and support the young players as they transition into adulthood.

Specific targets:

– **Significant number of youth players transitioning to the professional squad with 100% completing school education**

The aim is for two Youth Academy players to be promoted to the professional squad each year. (2025/2026 season: 4 players; 2024/2025 season: 3). At the same time, the aim is for all players in the system to complete school education. Both targets were achieved in the 2025/2026 financial year.

– **100% training rate in child protection and psychosocial responsibility for all employees who come into contact with youth players (2025/2026 season: 69.5%)**

The institutional safeguarding policy at the Youth Academy stipulates that all relevant employees must undergo regular training and awareness measures. In the 2025/2026 season, there were 210 relevant employees, of whom 146 received training during the financial year (training rate: 69.5%). The reason for falling short of the target is that training sessions were postponed from June to July 2026. The comparative figure from the previous year was 62%.

Context of the target definition

The targets are based on the strategic requirements set by the sports management team and operating experience in the fields of medicine, education and sports science. There is no formalised stakeholder involvement in the sense of a structured consultation. However, the targets are developed taking into account substantive feedback from the regular dialogue with the players, coaching teams, medical staff and relevant internal and external contacts.

All of the targets referred to relate to Borussia Dortmund's respective financial year. Progress and developments are assessed as part of the annual reporting and modified where necessary.

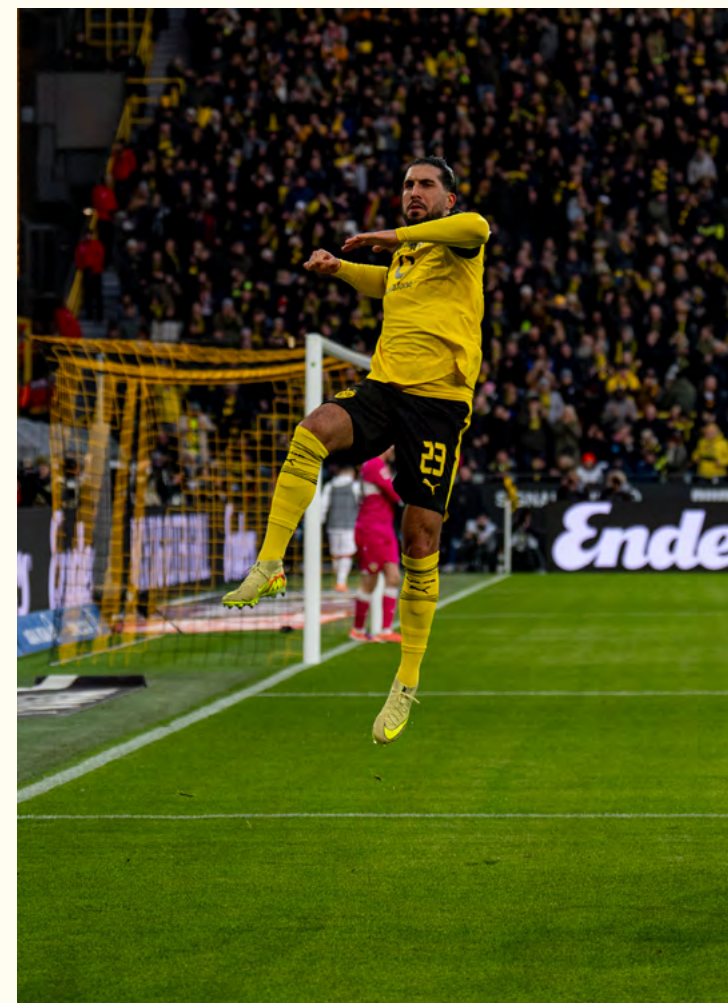
Metrics related to sport

Professional squad

Within the professional squad, success is measured based on a wide range of performance, health and safety metrics. These are of direct strategic relevance to the core sporting business; as such, they are protected as trade secrets and not publicly disclosed in accordance with ESRS.

Youth football

Unlike the professional squad, the Youth Academy collects and uses various quantitative metrics to evaluate the effectiveness of educational, athletic and organisational actions. These metrics are used to transparently measure target achievement in the areas of athletic development, school education and social responsibility.



Sports success is the top priority and is measured by various key performance indicators.

Key metrics:

– **Number of employees with an educational background and no explicit connection to sport (2025/2026 season: 13; 2024/2025 season: 9)**

The metric indicates the level of teaching support and staff capacity to implement educational and personal development measures.

– **Number of young people successfully completing school education (2025/2026 season: 13; 2024/2025 season: 10)**

The indicator forms the basis for measuring achievement of the goal of enabling all players to obtain a full school education qualification.

– **Number of partner schools**

(2025/2026 season: 4; 2024/2025 season: 4)

This figure reflects the institutional network providing school assistance and support as part of the dual education system.

– **Youth players who signed professional contracts (2025/2026 season: 5; 2024/2025 season: 5)**

The transition from youth to professional football is measured by the annual number of players who have signed a professional contract.

– **Number of active youth internationals (2025/2026 season: 31; 2024/2025 season: 42)**

Nomination for national teams is deemed an externally validated metric for individual athletic development and ability to play at the international level.

Evaluation and application of the metrics

The metrics referred to are recorded annually and verified internally in application of the principle of dual control. No external verification takes place. They are based on quantitative analyses of the club's own databases and are used both for strategic management of youth football and to track progress for internal and external stakeholders. If target achievement deviates from the desired path, the corresponding modifications are made to the action taken.

**4****partner schools****5**youth players who signed
professional contracts**31**active youth
internationals**13****employees**with an educational background
and no explicit connection to sport**13**young people successfully
completing **school education**

WORKERS IN THE VALUE CHAIN S2

Impacts, risks and opportunities and their interaction with strategy and business model

S2-SBM-3

In the context of its disclosures under ESRS 2, Borussia Dortmund takes into account all relevant groups of workers in the value chain. They include staff employed directly at suppliers and service providers at all levels, as well as workers who are integrated upstream and downstream via sub-contractors. They are involved in various value chains and sales segments, including the BVB Evonik Football Academy, conference and catering, match operations, merchandising, TV marketing, advertising and sponsorship, transfers and player development, and travel organisation.

The materiality analysis involved identifying especially vulnerable groups of workers, including in particular women, young people and migrant workers in the upstream stages in the merchandising, conference and catering and travel segments. Their particular vulnerability to negative impacts is often the result of weak labour law structures, limited legal protection and a lack of controls, in particular in certain international contexts.

The geographical risk assessment revealed that countries like Bangladesh, China, India, Pakistan, Turkey and Vietnam in particular feature an increased risk of human rights violations. In catering, South America and Spain were identified as regions with relevant risk exposures.

The analysis carried out reveals that widespread and systemic negative impacts can occur in connection with business relationships in the value chain. The previously identified negative impact of potential job insecurity due to changes at suppliers is no longer applicable due to the fact that the equipment supplier PUMA has established a strategic supplier management system that ensures a stable allocation of the relevant production volumes. No material positive impacts were identified in this context. The previously relevant risk of rising costs due to stricter legislation no longer applies, in particular in light of the consultations on the EU Omnibus Package, which have since been finalised, and the final text of the Omnibus Directive simplifying sustainability reporting has since been adopted. No material opportunities in terms of disclosure have been identified to date.



Together with PUMA, Borussia Dortmund is continuously working to develop more resource-efficient processes and procedures for the club's merchandising products.

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Potential negative impact	Potential violation of human rights in the value chain	Given the complexity of operating in the business, sporting and social realms, our activities may, in addition to the many positive impacts, also have a negative impact on various groups of people in terms of potential human rights violations.	Workers in the value chain	Short- to long-term	■■■■■

* ■■■■■ whole value chain ■■■■■ upstream ■■■■■ own operations ■■■■■ downstream

Policies related to value chain workers

S2-1

Borussia Dortmund pursues a comprehensive approach to avoiding negative impacts on workers in the value chain, in particular in relation to upholding human rights, and has implemented policies to this end.

Declaration of Principles on Human Rights

This is based on the Declaration of Principles on Human Rights (also referred to as the Human Rights Policy), which reaffirms the club's commitment to preventing, avoiding and minimising negative impacts on workers. This commitment is also aimed expressly at human rights in upstream and downstream supply chains, where human rights due diligence obligations are of particular relevance. The Third Party Code

of Conduct (see next section) serves among other things to implement the described approach to human rights in the supply chain.

Through its direct activities and contractual relationships, Borussia Dortmund is integrated into a legally defined framework that serves to uphold and safeguard human rights.

The material human rights risks arise primarily within the supply chains, such as when sourcing kits, equipment and merchandising items, in particular from regions with increased risk. In such cases, it cannot be guaranteed that production conditions will meet international standards. Violations of fundamental rights can occur, particularly in countries with weak monitoring systems.

Third Party Code of Conduct

In the context of its sustainability-related due diligence obligations, Borussia Dortmund has established a Third Party Code of Conduct that serves as a binding standard for the entire supply and value chain. The code applies to all contractual and cooperation partners of Borussia Dortmund GmbH & Co. KGaA and its subsidiaries – including suppliers, sponsors and sales partners – and serves to ensure responsible, legally compliant and ethical business practices.

Key requirements relate to upholding fundamental human and labour rights, such as the ban on child and forced labour, recognition of freedom of association and protection against discrimination. Business partners also undertake to maintain safe working conditions, pay fair wages and comply with minimum environmental standards – in particular when handling resources, waste and hazardous substances.

In the field of corporate integrity, BVB expects active efforts to combat corruption, uphold competition law and data protection, and to handle conflicts of interest with sensitivity. The code is publicly available and also requires partners to ensure compliance with the requirements within their own supply chains. Violations can lead to contractual consequences up to and including termination of cooperation.



BVB has established a code of conduct for all its business partners that covers fundamental human and labor rights.

Strategic positioning and responsibility

Responsibility for managing the above impacts and human rights risks lies with CFO Thomas Treß, who manages implementation via the ESG Committee and the Corporate Responsibility department. The ESG Committee and its workings are presented in detail in GOV-1 (section **ESRS 2 GOV-1**).

The policies are based on internationally recognised frameworks, including the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the ILO's core labour standards, the UN Convention on the Rights of the Child and the UN Convention on the Elimination of All Forms of Discrimination against Women, as well as the OECD Guidelines for Multi-national Enterprises.

Risk analysis and due diligence

The human rights risk analysis of suppliers is carried out annually and on an ad hoc basis using a digital supplier platform. It comprises a step-by-step assessment based on the OECD due diligence processes. The procedure includes recording the suppliers, conducting an abstract risk analysis based on industry and country of origin, conducting a specific risk analysis including plausibility checking, and prioritising them by criteria such as severity, likelihood of occurrence, influence and causal contribution.

The specific priority risk areas are: child labour, forced labour, insecure employment, lack of occupational health and safety, discrimination, unfair pay, environmental damage, land rights violations, corruption and abuse by security forces.

Preventative and corrective action

Borussia Dortmund's preventative action includes the policies referred to as well as assessments, supplier audits and a whistleblower system as part of its risk-based approach.

Corrective action is taken in the case of deviations. The corrective action includes action plans with defined responsibilities, budgets, deadlines and a binding framework for implementation. The process is based on a step-by-step logic: identify, analyse the root cause, plan corrective action, implement, document, review and follow-up. The ethical framework is based on the principle of "empowerment before termination". The aim is to find a joint solution with business partners to remedy the shortcomings.

Integration in existing systems and communication

Borussia Dortmund uses a digital supplier platform to identify and manage risks. The codes of conduct – both for employees and for third parties – and the Declaration of Principles on Human Rights are publicly accessible at bvb.de/³⁵. The whistleblower system and the associated rules of procedure can be found at aktie.bvb.de³⁵. The policies are aimed at internal and external stakeholders, in particular employees, suppliers, service providers and investors.

Reporting status and results

No cases of non-compliance with the relevant human rights frameworks were detected in the reporting period, either in relation to the UN Guiding Principles, the ILO core labour standards or the OECD Guidelines. Nor were there any documented cases of human rights violations in the value chain. No substantial changes were made to the existing policies.

Processes for engaging with value chain workers about impacts

S2-2

Borussia Dortmund uses the findings of the Fairtrade® sourcing programme to gather feedback and identify the perspectives and needs of workers in the value chain, particularly in conjunction with the "From Field to Fanshop" project, where the supply chain is Fairtrade Textile Production®-certified. In this respect, Fairtrade acts as a credible advocate for the interests of workers in the value chain in the dialogue with stakeholders, as the organisation has extensive experience in stakeholder engagement in the respective local contexts. Meetings are held at least once annually. The Head of Operations in the Merchandising department and the Deputy Head of the Corporate Responsibility department are responsible for incorporating and implementing the findings. Goods sourced through the programme to date account for approximately 14% of the current textile range in terms of sales. While the assessed supply chain – from cultivation to shipment to Europe – is located entirely in India, the insights gained from participating in the programme are also being evaluated for purposes of sourcing textiles in general.

The aim is to lay the groundwork for recognising and taking adequate action in partnership with the stakeholders affected to address human rights risks and potential impacts.

³⁵ The website is not part of the separate combined non-financial report.

Processes to remediate negative impacts and channels for value chain workers to raise concerns

S2-3

Borussia Dortmund has put in place procedures to systematically minimise negative impacts on workers in the value chain. These procedures are based on action-specific remediation plans that define clear responsibilities, deadlines for implementation, budgetary frameworks and the areas of the business affected. Implementation follows a defined process based on five stages: from identification, root cause analysis through defining a remediation plan through to review and documentation and ultimately a follow-up process. Feeding back insights already gained is an integral part.

At the core is the principle of "empowerment before termination". The aim is to work together with business partners to eliminate human rights risks in the long term instead of terminating contractual relationships prematurely. This procedure is aimed at facilitating a long-term improvement in the human rights conditions in supply chains.

Borussia Dortmund provides a technical whistleblower system (<https://bvb.integrityline.app/>³⁶) for value chain workers to raise concerns. The system, called "Integrityline", is operated by an external provider and enables confidential and anonymous communication. The availability of this system is explicitly addressed in the Third Party Code of Conduct. Suppliers are expected to notify their own employees about this channel.

There is a whistleblower policy in place that increases the effectiveness of the whistleblower system. To date, there has been no structured survey of the actual reach or use of the system within the supply chain. Nevertheless, it is ensured that reports are made anonymously and that whistleblowers are protected against reprisals. Affected workers and their representatives also have access to additional grievance mechanisms provided by government agencies, NGOs, industry associations and cooperation initiatives.

Detailed information about protection from reprisals, confidentiality and data protection in the case of grievances can be found in section **G1-I**.

Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions and approaches

S2-4

Borussia Dortmund has taken action to avoid and minimise potential negative impacts on value chain workers and associated risks for BVB. This action has been taken or is in the process of being taken without significant operating or capital expenditure.

- Formalisation of the sustainable procurement guidelines in a procurement policy (implemented in the 2025/2026 season)
- Establishment of an institutionalised supplier dialogue with annual meetings on sustainability for core suppliers (these will be introduced in the first half of the 2026/2027 season)

ESG management and operational monitoring by the ESG Committee

General information on the ESG Committee is available in **GOV-I**. The purchasing managers in the respective departments and subsidiaries are responsible for operational implementation of supplier-related action. The Corporate Responsibility department coordinates the committee and provides support in implementation and monitoring the effectiveness of the action.

Risk owners are appointed within the ESG Committee who are responsible for assessing and managing the impacts, risks and opportunities within their remits.

Principles and certifications

A central component of human rights risk management are the Declaration of Principles on Human Rights and the Third Party Code of Conduct, which stipulate binding expectations for compliance with labour, environmental and social standards. The code is part of the comprehensive supplier management, which is based on the requirements of the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz, "LkSG") and the principles of the UN Global Compact. Since June 2025, BVB Merchandising GmbH has also been certified in accordance with the Global Organic Textile Standard (GOTS) and is permitted to offer products certified accordingly in its merchandising. GOTS is a globally recognised certification standard that defines environmental and social criteria along the entire textile supply chain in order to ensure that textiles are produced sustainably and fairly.

³⁶ The website is not part of the separate combined non-financial report.



Sustainability reaching the fan shop: Borussia Dortmund will address ESG issues during its annual one-on-one meetings with its key suppliers from 2026/2027 onwards.

BVB Merchandising GmbH has been certified under the GOTS (Global Organic Textile Standard) since June 2025.



Institutionalised supplier dialogue

Borussia Dortmund is planning to introduce a structured supplier dialogue on ESG topics. The aim is to facilitate an ongoing dialogue with strategic core suppliers on social and labour-related issues in the context of annual meetings. The focus is on strategy, targets, climate, resources, risk management within the value chain, compliance, certifications and partnership-based frameworks, as well as the identification of stakeholder-specific concerns.

The dialogue was set to be introduced in the 2025/2026 season and to become an integral part of the club's sustainable supply chain management, but this timeline could not be met. To improve efficiency, plans are to introduce this dialogue as part of the annual one-to-one meetings with core suppliers in the first half of the 2026/2027 season.

Procurement Policy

Sustainable procurement rules were implemented in an overarching procurement policy in the 2025/2026 season. The process includes priority-based risk management that analyses the potential risks after onboarding and assesses them based on specific impact drivers and geographical factors. A specific focus is on higher-risk suppliers, for whom self-assessments, audits and training can additionally be carried out.

Infrastructure and digital management

Borussia Dortmund relies on digital tools for transparent, data-driven management to enhance its ability to control the supply chain. It supports the departments in their standardised assessment and documentation of human rights risks and actions. Furthermore, the analytics functions in the supplier platform make it possible to identify and address managed and unmanaged risks relating to the respective suppliers by means of surveys (assessments).

Preventative and corrective action

Borussia Dortmund uses a multi-stage action model to avoid and minimise human rights risks. It covers preventative elements such as training videos for employees, voluntary commitments by suppliers and a technical whistleblower system backed by a corresponding policy. Violations trigger graduated corrective action, including action plans that define responsibilities, deadlines and budgets. The principle of “empowerment before termination” applies.

The means of assessing effectiveness include analysing the use and development of the whistleblower system. No severe violations were reported in the reporting period, and as such no corrective action had to be taken.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

S2-5

In addition to the actions and processes described above, Borussia Dortmund has defined the following target in relation to working conditions in order to improve occupational health and safety and support the physical and mental well-being of affected employees:

- By the end of 2027, Borussia Dortmund is aiming to use maturity assessments to review all potentially risky suppliers (upstream) with annual purchasing volume of EUR 150,000 or more and business partners (downstream) with annual turnover (revenue) from EUR 500,000 or more in respect of human rights and compliance risks. An upstream supplier platform is already being used for this purpose. The new procurement policy published in the 2025/2026 season will serve to standardise the relevant process and roll them out across all areas of the organisation in due course. Downstream, the existing process will also be refined and is slated for implementation by the end of 2027.

Progress is constantly being monitored and included in the reporting to management.

Target development and frameworks

The target system was developed in consultation with management and was supplemented by real-world experience from international partnerships such as with Germany’s Federal Ministry for Economic Cooperation and Development and Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ) on the “From Field to Fanshop” project. Here, BVB worked together with other Bundesliga clubs to support Fairtrade®-certified smallholder farmers in India in making the switch to organic cotton. Participation in the

project has been extended until 2028. In addition, purchasers made regular visits to suppliers in order to formulate a realistic target.

The work to uphold human rights in the supply chain, and in doing so the target described, is based in particular on various international standards and frameworks. In addition to the UNGC, these include the UN Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the conventions and recommendations of the International Labour Organization (ILO) on working and social standards, the UN Convention on the Rights of the Child and Convention on the Elimination of All Forms of Discrimination Against Women, and the Guidelines for Multinational Enterprises issued by the Organisation for Economic Cooperation and Development (OECD). The internal points of reference are the Declaration of Principles on Human Rights (Human Rights Policy) and the Third Party Code of Conduct.

Participation and implementation

During the reporting year, there was still no direct cooperation with workers in the value chain in terms of target tracking or the development of optimisation measures. The aim is to ensure that stakeholder engagement is expanded in future implementation phases through credible proxies such as Fairtrade®, e. g., by utilising the Fairtrade® Risk Map.

AFFECTED COMMUNITIES S3

Impacts, risks and opportunities and their interaction with strategy and business model

S3-SBM-3

Borussia Dortmund has included all affected communities in its disclosures in accordance with ESRS 2. These include local residents, retailers and restaurants in the immediate vicinity of Borussia Dortmund's locations as well as everyone affected by the club's activities, whether in Dortmund or internationally. The relevance of these communities stems in particular from the club's specific role as a pillar of the community that people identify with and that boasts regional and international appeal.

A crucial factor in this context is the diverse fan community – a key stakeholder group that plays a dual role in the club's value creation. Fans play a decisive role in the atmosphere and the club's cultural identity, while simultaneously being at the end of the value chain, consuming products, experiences and communications content.

Furthermore, retailers, restaurants, leisure and event venues, and Dortmund's travel and tourism sector benefit from the money spent by fans and visitors and the added value football creates. As one of the city's biggest employers, Borussia Dortmund also has far-reaching influence on the regional economy.

One example of a positive impact on the club's fan community is the educational work in the context of the anti-discrimination initiatives. These are aimed at assuming social responsibility and raising fans' awareness of democratic values, diversity and inclusion. In this way, Borussia Dortmund strengthens social cohesion within its communities and helps create an open society.



The material impacts, risks and opportunities related to affected communities – in particular in terms of the fan community – are documented in the following table. The table also presents specific dividing lines between the individual groups within these communities. It thus forms the basis for the strategic assessment and ongoing work to fine-tune Borussia Dortmund's commitment within its social environment.



Whether young or old, BVB inspires fans and has an enormous influence in the region that extends far beyond the stadium.

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Risk	Increasing propensity for violence due to greater radicalisation among certain groups	The growing propensity for violence due to greater radicalisation among certain interest groups could have an impact on stadium security and Borussia Dortmund's reputation, putting fans and staff at risk and exposing the club and the city of Dortmund to social and legal repercussions.	Borussia Dortmund	Medium- to long-term	
Risk	Reputational damage caused by active right-wing groups in Dortmund	Borussia Dortmund is deeply woven into the city's social landscape and development. A visible or active right-wing presence could have a negative impact on the club's public image, as Borussia Dortmund stands as a symbol of diversity, inclusion and openness. If right-wing groups appear in the club's vicinity or are associated with it, this could cause significant reputational damage, alienating fans, sponsors and partners, tarnishing its international image and going against everything the club stands for. Borussia Dortmund also has a social responsibility to take a clear stand against right-wing extremism and to create a safe, non-discriminatory environment free for all.	Borussia Dortmund	Medium- to long-term	
Actual positive impact	BVB as the business and cultural landmark of the City of Dortmund	Beyond football itself, Borussia Dortmund plays a key role in shaping the city's identity and image. BVB is the face of the city, attracts the national and international spotlight to Dortmund, and is a major economic force through job creation, tourism and regional value creation. At the same time, BVB embodies the identity, solidarity and cultural diversity of the urban community.	Residents, fans, City of Dortmund	Short- to long-term	
Actual positive impact	BVB as a relevant employer in the region	Borussia Dortmund creates and secures jobs, both directly and indirectly, both in sports and in areas such as administration, services, security and catering. Local businesses and service providers also benefit from BVB's economic pull, for example through events, merchandising and tourism. As a major employer, Borussia Dortmund has a special social responsibility to promote fair working conditions, training opportunities and social commitment in the region.	Employees, fans, City of Dortmund	Short- to long-term	
Actual positive impact	Promoting diverse communities and regional structures	Borussia Dortmund plays a unifying role in the city and the surrounding region. BVB brings together people from different origins, age groups and social backgrounds to create a strong sense of community. Through targeted projects, initiatives and partnerships, the club supports local organisations, social services and cultural activities. In this way, Borussia Dortmund actively contributes to strengthening the city's social fabric, promoting integration and fostering vibrant, diverse communities in Dortmund and the surrounding area. This sense of responsibility and commitment to the region shape the club's positive image and make it a key player in the social and cultural life of the city.	Fans	Short- to long-term	
Actual positive impact	Work to combat discrimination	Combating discrimination is a key priority for Borussia Dortmund, as the club stands for diversity, inclusion and respect and is committed to actively promoting these values. Discrimination – whether on the grounds of origin, religion, gender, sexual orientation or other characteristics – goes against the club's core values and undermines the sense of community and harmony both in the stadium and in the BVB family as a whole. BVB has long been committed to actively identifying, preventing and supporting the victims of discrimination through targeted action, campaigns and educational initiatives.	Employees, society, partner organisations	Short- to long-term	
Opportunity	Establishing and developing youth fan work	This includes conceptual and strategic work, as well as initiatives tailored to young BVB fans, such as providing access to tickets for all BVB home matches or selected trips to away matches during which young fans are offered educational activities on socio-political topics.	Borussia Dortmund	Short- to long-term	
Actual positive impact	Cultivating shared experiences, a sense of belonging and identity across social divides	Borussia Dortmund fulfils its social responsibility by creating shared experiences for people of all ages and from all walks of life through a variety of initiatives, such as special match days, inclusive activities and a strong fan club network. A sense of identity is forged through the practice of shared values, social projects and taking a clear stance against discrimination, ensuring that a sense of belonging transcends different social milieus. In this way, BVB acts as a social catalyst and a unifying force, building bridges across communities that reach far beyond the confines of the stadium.	Fans	Short- to long-term	
Actual positive impact	Role model effect on fans	As a pillar of the community, Borussia Dortmund serves as a role model for its fans by actively embodying values such as diversity and inclusion. By championing social causes, taking a firm stance against discrimination and driving sustainability initiatives, the club sets standards that fans can align with, and in this way helps to shape not only the fan spirit in the stadium, but also the broader community spirit beyond its walls.	Fans, professional squad	Short- to long-term	

* whole value chain upstream own operations downstream

WHAT BVB MEANS TO THE REGION



Policies related to affected communities

S3-1

Borussia Dortmund's athletic and economic activities have a wide range of direct and indirect impacts on the City of Dortmund and beyond. With more than 81,000 spectators on average for each home match at SIGNAL IDUNA PARK, Borussia Dortmund plays a central role in the region's social, cultural and economic life. The club itself provides jobs for a large number of employees in areas such as administration, communication, event management, retail and sport, and also acts as an economic factor for the food service, retail, and tourism industries. The policies described below relate to our own activities in connection with the affected communities, in particular BVB's fans. The fans and the broader club community are at the centre of our strategic considerations.

Acting based on values and social responsibility

A core element of BVB's social responsibility is its commitment to fighting racism, anti-Semitism, hostility to the LGBTQIA+ community, sexism, violence and all forms of discrimination. Borussia Dortmund embraces diversity as part of its identity and is committed to the working definition of anti-Semitism developed by the International Holocaust Remembrance Alliance (IHRA) and the principles of the UN Global Compact. The concept underlying the club's anti-discrimination work is based on five interlinked action fields: fan work, networking, internal measures, public relations and fostering a culture of remembrance. These fields form the

BVB's fan engagement program focuses on dialogue and active participation with and among the various fan groups.

conceptual basis for specific projects, events, campaigns and training initiatives. The policies are applied in Dortmund, the region and in all relevant markets in which BVB is active.

Policy for addressing fan communities

Borussia Dortmund has a policy for actively shaping the relationship with its national and international fans. More than 1,200 fan clubs and upwards of 243,000 club members around the world support BVB.

The fan community is a diverse group that has grown over decades. It includes club members, season ticket holders, stadium visitors, ultras groups, fans who sign up for volunteering work and official fan clubs in Germany and abroad. It is a key element of BVB's identity and impact and has a range of expectations that go beyond purely the match day and stadium experience.

The conceptual fan work is based on a holistic approach that builds on the following pillars:

- **Strengthening the dialogue** between Borussia Dortmund and its fans and fostering dialogue within the fan community;
- Enabling **active participation and input** in relation to BVB's development; and
- Expanding the fan community and further developing **work with young fans**.

In addition, Borussia Dortmund has various initiatives in place for handling material sustainability aspects related to affected communities, in particular in the City of Dortmund, the region and other relevant markets. The initiatives are outlined below:

Declaration of Principles on Human Rights

The human rights obligations towards fans and stadium visitors are laid down in the club's Declaration of Principles on Human Rights. These have been put into practice among other things in the stadium rules and in the "PANAMA" safety protocol for stadium visitors and fans.

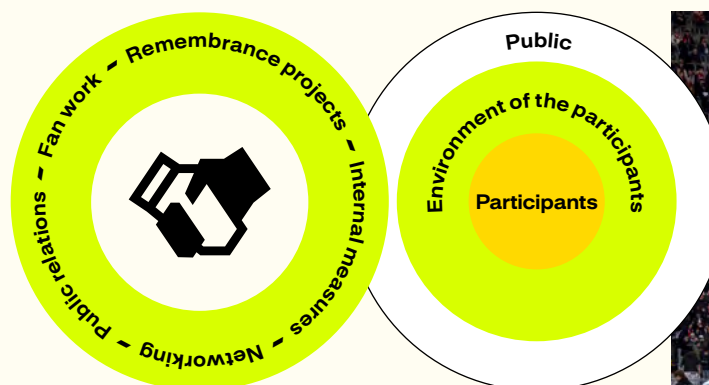
For details of the policies and initiatives, please refer to sections [S2-1](#) and here in [S3-1](#).

Stadium rules

The aim of the stadium rules is to provide a binding framework for the use and safety of SIGNAL IDUNA PARK and thereby guarantee a pleasant stadium experience for all visitors. In addition to safety considerations, it also addresses the conduct of stadium visitors with a view to preventing discrimination of any kind.

"PANAMA" safety protocol

Borussia Dortmund has established the low-threshold "PANAMA" intervention protocol to protect stadium visitors. It offers an opportunity for anyone at SIGNAL IDUNA PARK who feels uncomfortable, harassed or threatened to seek help discreetly. They can use the code word "PANAMA" to contact trained staff who will provide immediate support and take further action where necessary. All incidents are documented in a compliance scorecard and assessed using a

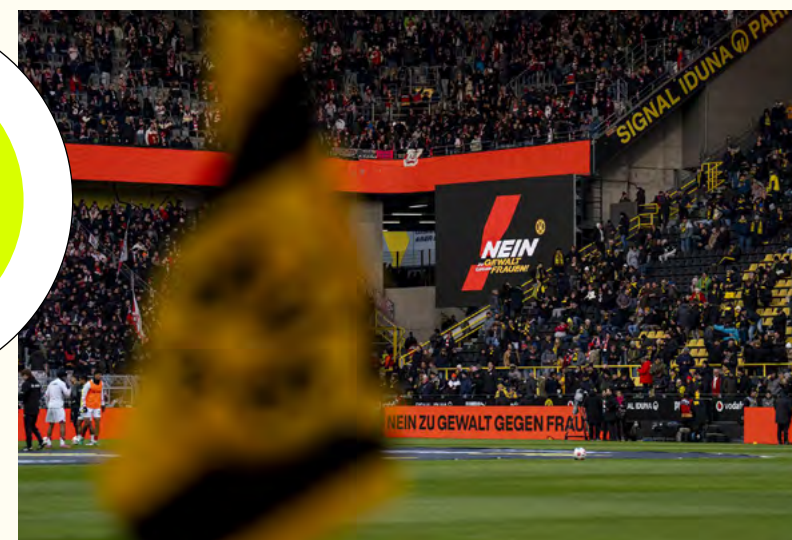


As a club with tremendous appeal, BVB also addresses socially critical issues and takes responsibility.

traffic light system. This enables a systematic follow-up and responses tailored to the situation – from counselling and reprimands to preventive or punitive action such as stadium bans.

"Guidelines on youth fan work"

Young fans are a particular focus within Borussia Dortmund's fan community. They help shape the fan culture, atmosphere and engagement of the future. Empowerment, active involvement and safe, respectful environments provide fertile ground to deepen the club's bond with young fans and cultivate a strong sense of responsibility. To this end, the Department for Fan Affairs has drawn up guidelines that dictate the club's stance, clarify expectations and shape daily practices in youth fan work – whether in the stadium, online or in any other interactions.



Underlying concept for diversity and anti-discrimination

The club's diversity and anti-discrimination work is closely interlinked in five basic components:

- Grassroots-based **fan work**;
- **Networking** with external partners;
- Internal **training and awareness** processes;
- Public relations work to **communicate** the club's stance; and
- Work to foster a **culture of remembrance** (historical and political education).

They form a holistic means to advance the efforts to promote a diverse society and combat discrimination at all levels. Borussia Dortmund considers itself a mediator when it comes to current social challenges and stands for the values of diversity and anti-discrimination. The goals are to provide internal and external training and education for influencers, foster awareness, enable dialogue and communication, and in doing so to strengthen or change attitudes. BVB's influence is threefold: a direct impact on those taking part in initiatives and events, an indirect impact on the environment in which those participants are active, and a direct impact on the general public thanks to BVB's broad appeal.

Responsibility and implementation of the policies

Responsibility for implementing the policies lies with the highest management level (managing directors). Operational implementation is largely managed by the Department for Fan Affairs and the Corporate Responsibility department. The policies also take into account international human rights frameworks and are based on the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises.

Engaging with the fan community

Engagement with the fan community takes place through various dialogue formats and forms the basis for concepts and policies that are continuously reviewed and refined. They include in particular face-to-face dialogue with the Department for Fan Affairs and dialogue with other BVB departments, which is also documented in the sustainability reporting and other communication formats. Targeted and institutionalised forms of dialogue are used, such as Fan Council meetings and the Fan Delegates' Meeting (please see [S3-2](#)).

The policies to uphold human rights and protect affected communities are communicated to specific target groups and are directly linked to the Declaration of Principles on Human Rights and the Third Party Code of Conduct.

Monitoring, communication and corrective action

The implementation of and compliance with human rights principles are ensured by means of defined processes. Potential or actual impacts trigger the application of corrective action that is governed in the Declaration of Principles on Human Rights and the whistleblower system. Relevant content is communicated to individuals, groups and institutions via the dialogue formats already described, internal events or public statements, for example.

No cases of non-compliance with international policies in relation to affected communities were reported in the reporting period. The existing policies remain in force without material changes.

Processes for engaging with affected communities about impacts

S3-2

Borussia Dortmund has put in place a structured process for engaging with its fan community that is aimed at identifying, classifying and addressing actual and potential impacts early on. In particular, Borussia Dortmund sees the dialogue with its fan community as a key element of its social responsibility and identity. It is implemented via continuous dialogue that integrates feedback, expectations and perceptions into decision-making processes. The aim is to strike a balance between different interests and to further build mutual trust on a permanent basis. The dialogue with various stakeholder groups ensures transparency in relation to the club's own

actions so as to gain fresh momentum for strategic development. The actions to engage with fans serve to strengthen the sense of togetherness, remain open and accessible and promote participation, diversity and a culture of dialogue. They are embedded in a dynamic and constantly evolving holistic concept that is tailored to the situation and evaluated at regular intervals.

Structure of the dialogue process

The various stakeholder groups are engaged both directly and via bodies and organisations outside of BVB. Borussia Dortmund is in ongoing dialogue with the relevant groups in order to understand which topics they consider relevant both now and in the future, how they gauge the club's performance and what they expect from BVB. The central link for the fan community is the Department for Fan Affairs, where 13 permanently employed fan representatives coordinate and promote the ongoing dialogue with the fan community in all relevant geographical markets. It also acts as an internal and external point of contact for fan-related issues and works closely with the other departments at BVB.

Operational responsibility and implementation

Operational responsibility for engagement lies with management, who ensure that the communities are involved and that the insights are integrated into the corporate strategy. The aim is to harmonise the interests of the communities with the club's economic, sporting and social orientation.



Various forms of engagement help foster a connection between fans and the club.

Institutionalised formats for engagement

The dialogue takes place in both formal and informal formats, including, for example:

- **Institutionalised formats such as the Fan Council:** Borussia Dortmund's Fan Council represents the interests of all BVB fans who identify with Borussia Dortmund's values. To fulfil this task, the Fan Council strives not only to act as a communication link between Borussia Dortmund GmbH & Co. KGaA, Ballspielverein Borussia 09 e.V. Dortmund and the fans, but also to bring individual fan clubs, fan institutions and other fan groups together. Consequently, it comprises both appointed members and members elected (by the fan club representatives) at the Fan Delegates' Meeting. One of the Fan Council's primary objectives is to ensure that BVB remains a fan-based club and therefore to establish and maintain communication between all



partners on the basis of mutual respect. In addition to this objective, the Fan Council can also be called upon to mediate conflict situations.

- **Fan Delegates' Meeting:** The fan representatives organise the Fan Delegates' Meeting twice a year. It gives all BVB fan clubs a forum to get the latest on what is happening in and around BVB, and primarily to learn about fan club news. In addition, fan club representatives have the opportunity to take part in Q&A sessions with various guests, such as coaches, players or managing directors.
- **Events and communications initiatives aimed at specific target groups, such as regional fan club meetings:** In addition to the principal Fan Delegates' Meetings in Dortmund, regional meetings are also held throughout Germany at individual BVB away matches. At these regional meetings, the fan representatives from the Department for Fan Affairs travel to selected away matches to meet with local fan clubs and fans. The aim is to connect BVB fans in the



various regions and to enable them to interact with each other and with representatives from Borussia Dortmund. In addition to the fan representatives, where feasible, representatives of management and the club's sporting staff, as well as BVB legends also attend these meetings to provide the opportunity for participants to speak face-to-face with them and ask questions.

These formats enable current concerns, needs and inspiration from the fan community to be fed directly into the strategic management and for appropriate action points to be identified.

In addition, ongoing discussions are held with representatives of the urban community, initiatives and network partners. These are not just for information purposes, but also enable an exchange of opinions, criticism and suggestions.

Continuity and evaluation

Engagement is an ongoing process and an integral part of BVB's sustainability management. Continuity in the stakeholder dialogue builds trust, broadens internal perspectives and provides momentum for innovation. The effectiveness of the process is reviewed on a regular basis by evaluating the dialogue formats. In the context of sustainability, efforts to engage affected communities go beyond simply exchanging information. They are aimed at leveraging BVB's appeal, active efforts to develop common standards and framework conditions and cooperation on social and sustainability-related projects to raise awareness among social groups.

Processes to remediate negative impacts and channels for affected communities to raise concerns

S3-3

Borussia Dortmund has put in place procedures to identify negative impacts on affected communities early on and to address them appropriately. Structures have been created to handle and evaluate concerns and integrate them into the improvement process.

Ways to raise concerns

BVB has established several channels for affected communities to raise concerns:

- The principal communication channel is the stakeholder dialogue as described in [S3-2](#). This structured dialogue records concerns and integrates them into the strategic evaluation.

- BVB's service team acts as a direct point of contact for questions, comments and grievances, in particular on match and event-related issues.
- The whistleblower system also gives individuals the opportunity to submit reports confidentially and anonymously if they wish.
- Another channel is personal dialogue with the respective departments, in particular Fan Affairs and Corporate Responsibility.
- "PANAMA" as an accessible safety protocol for fans at the stadium: A total of 55 cases were processed in the reporting period. The data are used to continually refine the protocol.

The channels are designed to be highly accessible and transparent. A core goal is for the affected communities to be aware of the structures in place, build trust in their effectiveness and be able to openly address their concerns.

Handling and reviewing concerns

Borussia Dortmund's risk management is closely linked with the handling of concerns raised. Reported problems are documented, prioritised and given a substantive evaluation. This systematic approach enables potential negative impacts to be tracked effectively and specific actions to prevent and minimise them to be identified. The stakeholder dialogue is also used to assess familiarity with the existing channels and their effectiveness. The insights gleaned are incorporated into actions to refine the communication and grievance processes.

Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions

S3-4

Actions in the context of anti-discrimination work

In order to maximise the effectiveness of its diversity and anti-discrimination work in terms of fan communities, and in doing so to mitigate material risks, BVB has developed a concept that combines five key elements (please see: [Underlying concept for diversity and anti-discrimination](#)). On the one hand, the work is based on activities that have been institutionalised over the years, such as educational trips and trips to memorials for employees and fans, regular events and participation in remembrance days. On the other hand, reference is made to social developments for which specific custom actions are developed. The actions developed do not require any significant expenditures. Rather, they are limited to communications activities within stakeholder management. The following specific actions are being implemented:

Remembrance projects relating to National Socialism and anti-discrimination work

The annual education and remembrance trips to concentration camp sites at Auschwitz and in the Lublin region originated in the fan community, and since 2011 these important trips have been offered by Borussia Dortmund. In addition to education and awareness, they also serve to network positive forces within the fan community. Since 2017, Borussia Dortmund has also organised an annual educational trip for

employees and partners. For the first time, a multi-day educational trip to Auschwitz is being planned specifically for young fans; it is scheduled to take place in September 2026.

In addition, the 2025/2026 reporting period saw Borussia Dortmund once again take part in German football's Remembrance Day, a nationwide initiative to strengthen the culture of remembrance and combat anti-Semitism, racism and discrimination of different groups. During the home match against Bayer Leverkusen, Borussia Dortmund paid tribute to Mehmet Kubaşık, a victim of the National Socialist Underground (NSU) from the north of Dortmund. The aim of its

During the home game against Bayer Leverkusen, the NSU victim Mehmet Kubaşık was honored.



commitment is to highlight the historical and social impacts of discriminatory structures, to promote empathy and to actively strengthen democratic attitudes in the stadium environment.

During the past financial year, Borussia Dortmund launched the event series "United by Borussia at the Borusseum". Lectures and readings address and discuss a range of topics as part of the activities to combat discrimination. For example, one reading in September concerned the NSU murders. In total, four events of this kind were held during the reporting period.



Sports as a platform for remembrance: Here, at a game featuring the Dortmund women's team.

The actions showcase BVB's commitment to its social responsibility and its efforts to actively promote a culture of diversity, respect and coexistence – both in football and beyond.

Stadium bans and training for security staff

Borussia Dortmund imposes stadium bans in cases where serious violations of the stadium rules are identified, in particular in connection with discrimination, acts of violence or behaviour that endangers safety and security. The basis for such actions is the National Sport and Security Strategy (Nationales Konzept Sport und Sicherheit), which was developed and is updated on an ongoing basis in close cooperation with the security services, associations and various specialist bodies.

A core tool is the "PANAMA" safety protocol (details can be found in section [S3-1](#) and elsewhere), which, in addition to awareness-raising and de-escalation actions, can also result in individuals being given temporary or permanent stadium bans. Borussia Dortmund also provides training for its stewards on right-wing symbolism.

Borussia Dortmund ensures proportionality and transparency when resorting to such actions. Those concerned are notified about the grounds for the decision, and there are formalised procedures for reviewing and, where applicable, lifting stadium bans. The club-fan dialogue also includes a regular exchange with fan representatives to refine preventative and dialogue-based aspects of the practical measures.

Promoting diverse communities and regional structures

To combat discrimination beyond the stadium experience and reinforce additional positive forces, dialogue with the Jewish community in Dortmund, events to mark the breaking of the fast and posts on religious holidays are also part of the catalogue of measures, as are financial and promotional support for institutions and events in Dortmund advocating inter-cultural and non-discriminatory dialogue. Borussia Dortmund's work over the years has enabled it to build up a large network within the city for this purpose.

Actions in the context of fan work

BVB creates shared experiences for people of all ages and from all walks of life through a variety of initiatives (e.g., wheelchair accessible seating and seating for the visually impaired) and a strong network of fan clubs. A sense of identity is forged through the practice of shared values, social projects and taking a clear stance against discrimination, ensuring that a sense of belonging transcends different social milieus. As a pillar of the community, BVB serves as a role model for its fans by actively embodying values such as tolerance and diversity. By championing social causes, taking a firm stance against discrimination and driving sustainability initiatives, the club sets standards that fans can align with.

Targeted ticket allocation

Borussia Dortmund leverages a targeted and socially balanced ticket pricing structure to ensure that socially disadvantaged groups can attend home matches. A particular

focus is on persons with disabilities, children and young people under the age of 18, families and other groups with limited financial resources.

Permanent discounts on ticket prices and specific ticket quotas ensure that social diversity continues to be represented in the stadium. Pricing is based on the principle of participation: football as a cultural asset should be experienced regardless of physical limitations or social position.

Regularly allocating reduced-price tickets for regular home matches to children and young people is a key investment in Borussia Dortmund's future fan base. This enables BVB to give the younger generation access to SIGNAL IDUNA PARK, reduce financial barriers and promote long-term fan loyalty from the earliest possible age.

Engagement with young fans

Borussia Dortmund has developed a variety of actions as part of its youth fan work to reinforce their loyalty to Borussia Dortmund, ensure their involvement and strengthen their engagement. Some examples of this are the formation of the youth working group "AG Jugend", a communications platform and organised away trips and events such as "Youth Night".

These actions are regularly reviewed and refined in cooperation with fan representatives and civil society organisations. The aim is to break down existing barriers and promote stadium visits as an inclusive community experience.



Access to football for everyone: BVB is committed to fair pricing and specially reserved ticket allocations.

Public team training sessions

To strengthen the bond between the club and its supporters, Borussia Dortmund regularly invites fans to public training sessions for the professional squad at the training ground in Dortmund-Brackel. These sessions play a key role in attracting young fans in particular: free access and direct contact with the players combined with a formative experience and a behind-the-scenes peak at how the club actually works create a sense of community and go a long way to ensuring that the next generation of supporters remain true to the club.

Reducing risks

A comprehensive risk management system has been established to reduce potential risks and safeguard the continued existence of the business. This system supports Borussia Dortmund's successful further growth and extends to all divisions and subsidiaries. It enables risks in the respective areas of responsibility to be assessed and managed and also involves the affected divisions and decision-makers. The respective decision-makers are responsible for managing the impacts in the day-to-day business, while management bears overall responsibility.

Effectiveness of the actions

The effectiveness of the actions is tracked and assessed by means of the continuous stakeholder dialogue, and the indicators captured in the anti-discrimination and fan work play a central role in this process. The stakeholder dialogue serves as an essential tool for managing impacts and is actively supported by the Department for Fan Affairs and the service team. This regular dialogue is a way to engage with affected communities, which play a major role in decisions about investments and programmes designed to generate positive impacts.

Targets related to the club's fan community and its diversity and anti-discrimination work

S3-5

With respect to the topics of fan community and anti-discrimination work, BVB has set itself the following targets for managing its impact on the fan community and the associated risks and opportunities (see section [S3-SBM-3](#)), as effectively as possible.

IRO	Target
Establishing and developing youth fan work	Maintaining and institutionalising the youth fan dialogue: At least 10 initiatives aimed exclusively at young fans are organised each year
Cultivating shared experiences, a sense of belonging and identity across social divides	Maintaining and strengthening the club-fan dialogue by means of at least ten institutionalised dialogue formats for fans per season
Work to combat discrimination	"United by Borussia" – 50 participants in remembrance and educational trips and 500 participants in dialogue formats

These targets focus primarily on promoting participation, social integration and freedom from discrimination in the local and regional environment. Due to the fact that one "United by Borussia" event had to be cancelled, this year's target for participant numbers was not fully met (2025/2026: 274) (see the section entitled [Metrics in relation to material sustainability matters](#)).

BVB does not currently have a quantitative target set for upholding the club's values, promoting democracy, inclusion and diversity and combating racism, anti-Semitism and discrimination in football or through the medium of professional football. The implementation and effectiveness of the actions are reviewed on a project-by-project basis and taken into account annually when defining future actions.

There are also some topics with respect to which BVB does not set quantitative targets but instead focuses on qualitative indicators. Here too, the implementation and effectiveness of the actions are reviewed on a project-by-project basis and taken into account annually when defining future actions.

IRO	Qualitative targets
Increasing propensity for violence due to greater radicalisation among certain groups	Continuous assessment of fan conduct, institutional and bilateral dialogue with fan-based organisations in Dortmund and with the authorities regarding match day organisation
Reputational damage caused by active right-wing groups in Dortmund	Annual review and further development of the relevant regulations aimed at preventing far-right extremism from gaining a foothold in Dortmund and in the greater BVB community
BVB as the business and cultural landmark of the City of Dortmund	Borussia Dortmund is the face of the city, shapes its identity, cultural diversity and social fabric, and is a major economic force
BVB as a relevant employer in the region	Borussia Dortmund creates jobs, both directly and indirectly, in Dortmund and the surrounding region
Promoting diverse communities and regional structures	Consolidating and enhancing efforts to promote diverse communities and regional structures
Role model effect on fans	BVB helps shape not only the fan spirit in the stadium, but also the broader community spirit beyond its walls
Cultivating shared experiences, a sense of belonging and identity across social divides	BVB helps shape not only the fan spirit in the stadium, but also the broader community spirit beyond its walls

Using dialogue to set and track targets

The structured stakeholder dialogue is a key tool for reviewing and refining target achievement. It is maintained both internally and via formalised engagement formats and facilitates a direct connection with the affected communities. This approach gives Borussia Dortmund valuable insights for assessing the effect of its actions and enables it to pinpoint the potential for optimisation.

Metrics in relation to material sustainability matters

S3 – MDR-M

Borussia Dortmund records a number of quantitative metrics to assess the effectiveness of its fan and anti-discrimination work. They form the basis for performance to be measured transparently in relation to defined targets and actions in and around the fan community. They also support the strategic development of fan-related activities and enable material impacts, risks and opportunities to be monitored.

Metrics recorded

The data recorded (see boxes on the right) reflect the core dimensions of fan engagement, intensity of dialogue and social impact:

Data quality and validation

Internally, the metrics are captured by the competent departments, with a defined capture and verification procedure used to ensure data quality. The metrics are not additionally validated by a separate external body. This procedure is aimed at ensuring the accuracy, comparability and reliability of the data with regard to the assessment of material developments in the context of the fan community.

21

institutionalised dialogue formats

with the fan community
(2024/2025 season: 21)

77,119

fan club members
(2024/2025 season: 71,928)

81,285

Average spectator numbers at SIGNAL IDUNA PARK (2024/2025 season: 81,365)

85.9

million **social media followers**
(2024/2025 season: 80.7)

55

PANAMA incidents in the stadium
reported at home matches
(2024/2025 season: 71)

5

**educational and
remembrance trips**
(2024/2025 season: 5)

145

participants
(2024/2025 season: 126)

1,217

official **fan clubs** and

58

newly founded official fan clubs
(2024/2025 season: 1,152 and 55)



4

"United by Borussia"
events
(2024/2025 season: 5)

274

participants
(2024/2025 season: 371)

FANS AND STADIUM VISITORS (CONSUMERS AND END USERS) S4

Material impacts, risks and opportunities and their interaction with strategy and business model

S4-SBM-3

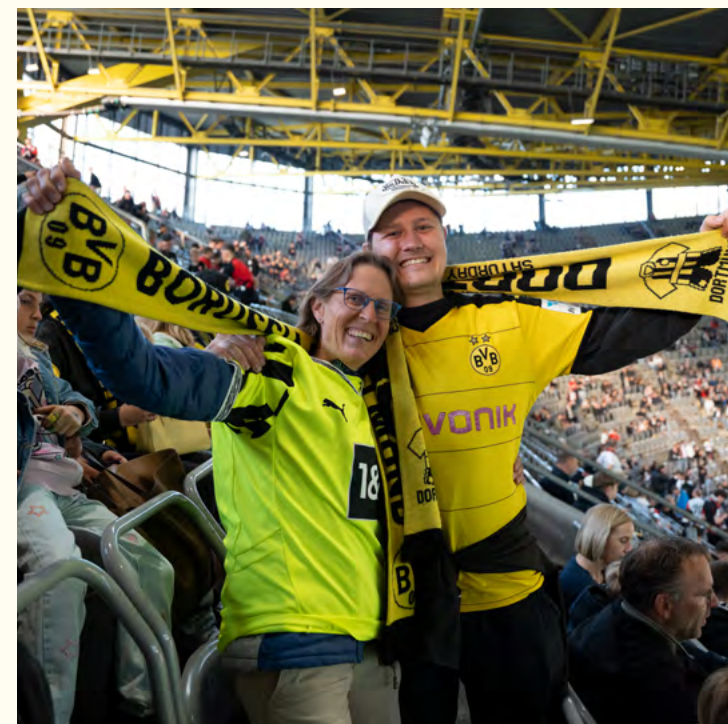
As part of its strategic focus, Borussia Dortmund considers all consumers and end users potentially affected by the material impacts of its business activities. This does not relate to activities or products that are harmful to end users in the sense of diseases, nor to groups that are particularly susceptible to impacts and consequently in need of protection.

The specific focus is on fans and stadium visitors, not just in direct relation to match operations but also as consumers of services and products along the club's entire value chain. This group is a specific part of Borussia Dortmund's sphere of influence due to their emotional bond and active participation.

In addition to the personal health and safety of all fans and stadium visitors, inclusion is a key component of Borussia Dortmund's day-to-day activities and an expression of its social responsibility. The aim is to enable as many people as possible to participate equally in the BVB experience,

regardless of their individual circumstances. The club develops programmes for people with disabilities and takes specific action to promote participation in the stadium experience, including disabled access and assistance, such as descriptive commentary for visually-impaired people and sign language interpreting.

Borussia Dortmund is also committed to reducing social inequality, a target it also pursues in the context of communication and its direct dialogue with fans and other stakeholder groups. The club is in close contact with these groups to identify their needs, understand their expectations and adapt its strategic orientation on an ongoing basis. Topics, such as raising awareness in the social context, fair business relations and cooperation in the implementation of projects, form the substantive core of this interaction. The table below lists Borussia Dortmund's material impacts, risks and opportunities in relation to end users. These form the basis for strategic action to promote participation, transparency and protection within this key stakeholder group.



Social participation, personal safety, and inclusion are the most important sustainability issues as they relate to fans and stadium visitors.

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain *
Risk	Crowd surge	The safety and well-being of spectators at SIGNAL IDUNA PARK is Borussia Dortmund's top priority. In one of Europe's largest stadiums, a crowd surge triggered by unforeseen events or misconduct can quickly lead to serious injuries or even fatalities. Such incidents would not only have serious personal and legal consequences, but could also permanently undermine the trust of fans and the general public in the club's security arrangements.	Borussia Dortmund	Short- to long-term	
Risk	Terrorist attacks	Major events, such as football matches at SIGNAL IDUNA PARK, are potential targets for terrorism. As such, it is imperative that BVB develop comprehensive security plans, work closely with the authorities and security services, and take preventative action to minimise the risk of terrorist attacks as far as possible and ensure a safe environment for all concerned.	Borussia Dortmund	Short- to long-term	
Risk	Match cancellation due to structural conditions	The safety and structural integrity of SIGNAL IDUNA PARK are essential for the smooth running of match operations. Structural defects or damage may result in matches having to be cancelled or postponed at short notice, leading to considerable financial losses, organisational issues and dissatisfaction on the part of fans, sponsors and partners alike.	Borussia Dortmund	Medium- to long-term	
Actual negative impact	Individual danger to stadium visitors due to misconduct and violations of the stadium rules by individuals	Misconduct or violations of the stadium rules by individuals may jeopardise the safety and well-being of all fans, hurt the club's image and result in sanctions. Therefore, it is important for Borussia Dortmund to consistently enforce clear rules and ensure a safe and respectful atmosphere in and around the stadium.	Fans, stadium visitors	Short- to long-term	
Actual positive impact	Inclusion in the stadium due to various actions	Appropriate actions advocating inclusion are designed to enable everyone – regardless of their limitations or disabilities – to share in the stadium experience. In this way, Borussia Dortmund promotes diversity, fosters a sense of community and fulfils its social responsibilities.	Fans, persons with disabilities	Short- to long-term	
Risk	Unfavourable macroeconomic developments can place a financial burden on football fans, thereby adversely impacting earnings potential	Unfavourable macroeconomic developments can place a financial burden on many football fans, thereby adversely impacting earnings potential from ticket sales, merchandising and sponsorships.	Borussia Dortmund	Medium- to long-term	

*  whole value chain  upstream  own operations  downstream

Policies related to fans and stadium visitors

S4-1

Borussia Dortmund has adopted policies that systematically shape its dealings with fans and stadium visitors in line with material sustainability matters. The scope of these policies extends to Dortmund, the region, all club properties and, above all, SIGNAL IDUNA PARK.

Security management system and security concept

A core element is the safety and security of stadium visitors. BVB has a security concept for SIGNAL IDUNA PARK in place to prevent security-related risks. This includes a clear structure for the security organisation, defined roles and close cooperation with the authorities and emergency services. The utmost priority is given to compliance with statutory requirements and ongoing efforts to refine security standards. This is based on a security management system certified in

accordance with the DFB's guidelines concerning the "Certification of security management in professional football" (Zertifizierung des Sicherheitsmanagements im Profifußball), which is regularly audited by external bodies. Security management at Borussia Dortmund is also based on association guidelines issued by the DFB, Bundesliga and UEFA as well as the Special Construction Regulation of the State of North Rhine-Westphalia (Sonderbauverordnung NRW).

The security management system serves to enhance the security of participants, stadium visitors and staff at home matches in SIGNAL IDUNA PARK and consequently comprises a large number of actions. It also includes organisational and operational actions in addition to specifications relating to structural measures.

The security concept relies on trained staff who ensure that the stadium rules are adhered to and intervene to de-escalate conflict situations. Medical and rescue services are on hand on each match day. A detailed evacuation plan ensures that every spectator is able to exit the stadium safely and in an orderly fashion in an emergency.

This approach is complemented by participation in the DFB and Bundesliga safety audits monitored by DEKRA and active involvement in the DFB qualification programme for security staff and stewards (QuaSOD). The QuaSOD programme is aimed at improving safety and security at football stadiums by providing security staff and stewards specific training for their work. The training covers various topics relevant to working at the stadium, such as managing conflicts, handling difficult situations and enforcing rules. The club's security staff are trained accordingly. In addition, work is regularly carried out to modernise SIGNAL IDUNA PARK, particularly outside of match operations, to ensure structural integrity and thus spectator safety in the long term.

In summary, the **security concept** covers the following aspects:

- A clear structure for the security organisation;
- Standardised processes for hazard prevention;
- Regular training for stewards;
- Structured cooperation with the authorities and emergency services;
- Internal security inspections and audits;
- A detailed evacuation plan to ensure safe evacuation in an emergency.



Over 80,000 people per game: In addition to security personnel, the stadium's security plan includes many other measures.

BVB's inclusion policy: "Fans with disabilities"

Another key concern is to promote social unity within the stadium by means of various inclusion measures. For many years now, Borussia Dortmund has been an active proponent of including people with disabilities and impairments. Services such as descriptive commentary for sight-impaired people, sign language interpreting and stadium tours for hearing-impaired people are a fixture at home matches. Inclusion is considered part of the club's philosophy; it is aimed at reducing social inequalities and protecting minorities.

Declaration of Principles on Human Rights

The human rights obligations towards fans and stadium visitors are laid down in the club's Human Rights Policy. As described in [S3-1](#), these have been put into practice in the stadium rules and in the "PANAMA" safety protocol for stadium visitors and fans.

For details of the policies and initiatives, please refer to sections [S2-1](#) and [S3-1](#).

Corrective action

The primary corrective action is the "PANAMA" safety protocol, which is described in detail under [S3-1](#) and [S3-4](#) in the "Affected communities" section.

Communication and development of policies

These policies are communicated and refined through ongoing stakeholder dialogue with fans and other relevant groups. Feedback from these dialogues is taken into account systematically and helps to continually improve the focus on fans and end users.

Responsibility and implementation

Responsibility for implementing the policies lies with the management. The policies also take into account international human rights frameworks and are based on the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the OECD Guidelines for Multinational Enterprises.

No cases of non-compliance with these guiding principles and declarations were reported in the past year.

Processes for engaging with consumers and end users about impacts**S4-2**

Borussia Dortmund follows a structured and continuous approach to engaging with fans and end users to identify and manage the impacts affecting them. At its core is an ongoing stakeholder dialogue that includes both a direct exchange with those affected as well as cooperation with credible proxies, such as fan organisations, social initiatives and subject-matter specialist bodies.

This engagement is an ongoing endeavour and is embedded in the club's operational processes. The management bears overall responsibility for ensuring that the insights gained are integrated into strategic and operational decisions. It is supported by the Department for Fan Affairs as well as the Communications, Security, Merchandising, Corporate Responsibility and Service departments, which each take on specific tasks for implementation and feedback.

A key tool for capturing the views of end users with special protection needs are the activities of the service team, which acts as the first point of contact for feedback.

These procedures ensure that relevant impacts on consumers and end users are not only identified but also taken into systematic consideration and addressed. The ongoing stakeholder dialogue also serves to assess the effectiveness of action already taken and enables us to react flexibly to changing requirements and needs.



An inclusive stadium experience for everyone is a key element of BVB's responsibility activities.

Processes to remediate negative impacts and channels for consumers and end users to raise concerns

S4-3

Borussia Dortmund has put procedures in place to enable early identification of potential negative impacts on consumers and end users – in particular fans – and to handle them transparently and remedy them effectively.

A key tool is the whistleblower system, which is operated by an external service provider and facilitates anonymous, secure communication with the club. The underlying whistleblower policy ensures that incoming reports are handled in accordance with BVB's Code of Conduct and in observance of data protection, data security and protection against reprisals. Grievances are processed confidentially and in accordance with the right to privacy.

A service team is also available to respond to questions. Other established communication channels include the Fan Council and its working groups. Cases are systematically recorded and tracked across all channels, including via a compliance scorecard that is used for internal monitoring. Further details on "PANAMA", the safety protocol at SIGNAL IDUNA PARK, can be found in sections [S3-1](#) and [S3-4](#).

A continuous stakeholder dialogue with end users is used to review and refine these structures. This involves regularly evaluating whether those concerned are aware of and trust the channels, and whether the safety mechanisms are effective. It is possible to integrate external mechanisms where necessary to ensure independent clarification.

Taking action on material impacts on consumers and end users, and approaches to managing material risks

S4-4

Borussia Dortmund took numerous actions in the reporting period to prevent material negative impacts on consumers and end users (in particular fans), to mitigate risks effectively and to take advantage of existing opportunities. The actions did not involve considerable capital expenditure (CapEx). While there was no formalised overall action plan, the actions were coordinated and integrated into existing processes in a targeted manner.

Actions for the security of stadium visitors

A security concept for SIGNAL IDUNA PARK is currently in place to prevent security-related risks.

Details can be found in [S4-1](#). The regular DFB/Bundesliga security audit was successfully passed again in the reporting period.

In addition, the following actions were taken in the 2025/2026 reporting period:

- Ongoing development of a match day organisation app for stewards
- Conducting a campaign to recruit new stewards;
- Organising BVB-specific steward training led by/with potential input from the German Red Cross, fan services, the legal department and the match operations and stadium security department.

Actions to promote inclusion at SIGNAL IDUNA PARK

As part of the existing inclusion policy, various ongoing actions have been integrated to promote social unity and participation in match day operations for home fixtures:

- Accessible ticketing for fans with disabilities;
- Inclusion initiatives and separate seating at SIGNAL IDUNA PARK for persons with disabilities and special needs;
- Walker storage areas in the stadium;
- Match day survey for fans with disabilities;
- Annual meeting of season ticket holders in the wheelchair, visually and hearing-impaired areas;
- Invitations to lunch at SIGNAL IDUNA PARK for network partners who work with those in need (Gast-Haus e.V., Dortmunder Tafel e.V.);
- Audio description at SIGNAL IDUNA PARK, a service that brings visually-impaired fans closer to the match experience;
- Sign language interpreter for hearing-impaired fans;
- Stadium tour for hearing-impaired fans.

In the 2025/2026 season, the inclusion working group ("AG Inklusion") was formed to provide yet another opportunity for specific club-fan dialogues.

These actions aim to enable as many people as possible to take part in the stadium experience, regardless of their social or physical situation.

Responsibility and implementation

Responsibility for implementing and managing the actions rests with the management in close consultation with the responsible departments. The respective decision-makers are responsible for managing the effects in the day-to-day business to ensure alignment with practical realities. An ongoing stakeholder dialogue with fan representatives and other groups serves to identify impacts, risks and opportunities, to prioritise actions and to assess the effectiveness and acceptance of existing processes. The instruments used include the following:

- Whistleblower system with anonymous and secure communication;
- Service team to respond to fan-related requests;
- Feedback from Fan Council working groups (e. g., digital, ticketing, merchandising, inclusion working groups); and
- Evaluation of (positive) media coverage or lack of coverage as an impact indicator.

Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities

S4-5

Security

In terms of the security of consumers and end users, the safety and security of stadium visitors is the top priority. Borussia Dortmund therefore works closely with the security staff and stewards to expand this, ensure quality and improve work-flows between the individual parties involves.

The Match Operations and Stadium Security department is in constant dialogue with the City of Dortmund and its authorities regarding spectator safety targets and actions. In its 2024/2025 Sustainability Statement, Borussia Dortmund set itself the following target: 80% of stewards to receive additional BVB training each season that goes beyond the mandatory Bundesliga/DFB training.

However, the way in which targets were presented in the 2024/2025 Sustainability Statement proved not sufficiently meaningful and difficult to control due to the unpredictable fluctuation in the number of stewards each season. The revised target, based on absolute figures for the number of training courses delivered and the total number of stewards taking part, thus provides a much more measurable and meaningful insight into the training opportunities available to the stewards working for BVB. An adjusted comparative figure is not applicable in this case.

204

Stewards participated in BVB-specific training sessions.

BVB has set itself the following revised target:

- At least two BVB-specific steward training courses per season are to be held for a total of at least 200 stewards, which go beyond the mandatory training.

During the 2025/2026 season, a BVB-specific steward training course was held for a total of 204 participants.

In addition to the security concept for SIGNAL IDUNA PARK, BVB also plans to update the existing security concept for the Rote Erde stadium. The target is as follows:

- Draw up and implement a new security concept for the latter by Q1 2026/2027 to proactively create an environment where all can enjoy the game of football safely.

The implementation and effectiveness of the actions (see section [S4-4](#)) are reviewed on a project-by-project basis and taken into account annually when defining future actions.

Inclusion

For the topic of inclusion at the stadium, BVB strives to continuously promote social unity at the stadium. In that vein, work continued on refining the inclusion policy during the 2025/2026 season. Borussia Dortmund has not currently set itself any measurable targets in this regard. The implementation and effectiveness of the actions are reviewed on a project-by-project basis and taken into account annually when defining future actions.

In light of potentially unfavourable macroeconomic developments, which could make it more difficult for fans to attend BVB matches, Borussia Dortmund is engaging in a dialogue between the club and its fans in an effort to establish a sustainable, consensus-based pricing structure for stadium-related services.

Effectiveness of targets and actions

For Borussia Dortmund, the ongoing stakeholder dialogue plays a central role in tracking performance in relation to policies and actions within this framework. The dialogue enables valuable insights to be gained and opportunities for improvement to be identified. Borussia Dortmund works closely with consumers and end users to integrate their perspectives and needs into processes.

In order to manage the impacts, risks and opportunities adequately, Borussia Dortmund captures the following metrics, with the metrics relating to the security staff and stewards not validated by an external body as they serve BVB's specific internal management purposes:



990
stewards via the
staff management system
(2025/2026 season)

EUR 354,925

fines imposed on Borussia Dortmund
by UEFA or the DFB
(2025/2026 season)

EUR 80,800

reinvestment of fines in actions
to prevent violence and improve security
(Borussia Dortmund can use one-third of the
fines imposed by the DFB to "**improve the
security infrastructure**")
(2025/2026 season)

The fines mentioned reflect the status of the proceedings of the respective associations concluded as at mid-March 2026. Other proceedings were still ongoing as at the close of the financial year.

No specific metrics have yet been determined for actions to promote inclusion. However, the number of actions is defined via the policy, evaluated and refined for specific target groups.

GOVERNANCE

As a club with international appeal, Borussia Dortmund regards integrity, transparency and compliance with regulations as core strategic priorities and a crucial prerequisite for long-term sustainability. Key governance issues include corporate culture, the prevention of corruption, the protection of whistleblowers, political engagement and cyber security. A Group-wide Code of Conduct and an established whistleblower system form the basis for value-based corporate governance. The ESG Committee, chaired by the Executive Board, coordinates sustainability efforts across all divisions and ensures the involvement of all relevant departments.

- Business conduct G1
- Cyber security

page 94
page 100



percent of high-risk roles have received training
on key compliance topics

Note

This page is not part of the audited separate combined non-financial Group report.

BUSINESS CONDUCT G1

In an increasingly fast-paced regulatory and social environment, Borussia Dortmund considers itself responsible for setting binding standards for ethical conduct and for legal and regulatory compliance. With this in mind, compliance structures, control systems and preventative action are expanded and adapted to current developments.

At the same time, Borussia Dortmund sees sustainable corporate governance as more than just compliance with the rules: it also means promoting a corporate culture based on responsibility, openness and a willingness to innovate. This includes designing digital infrastructure to be resilient and taking a responsible approach to the use of new technologies such as artificial intelligence.

The material impacts, risks and opportunities identified in relation to business conduct include:

IRO type	IRO	IRO description	Stakeholder	Time horizon	Value chain*
Potential negative impact, risk	Legal transgressions by professional players, club representatives and business partners	Violations of the law by representatives or business partners of Borussia Dortmund could have a negative impact on stakeholders, for example due to a loss of trust.	All stakeholders, excl. environment	Short- to long-term	
Opportunity	Tapping and expanding new markets	Borussia Dortmund has identified an opportunity to generate growth in regions such as the U.S. and East Asia through its appeal and proximity to the market.	Customers, partners, fans, shareholders	Short- to long-term	
Risk	Political/ethical risks in the internationalisation process	Internationalisation comes with the challenge of doing business with partners and in countries that have different regulatory frameworks and contrasting views on social issues and/or environmental concerns. It may bring with it financial uncertainties, such as a loss of revenue or reputational damage.	Customers, partners, fans, shareholders, public authorities	Short- to long-term	
Actual positive impact	Constructive dialogue with associations and political stakeholders for common problem-solving	Borussia Dortmund is actively involved in the discussion about general conditions in professional football. The club engages in constructive dialogue with political and association stakeholders at the national and international levels: nationally, for example, to help defend the 50+1 rule, which Borussia Dortmund supports as a key contribution to the integrity and stability of professional football in Germany; and internationally with the aim of safeguarding and promoting European football at club level through its membership in European Football Clubs (EFC), the body representing European association football clubs.	All BVB stakeholder groups	Short- to long-term	
Risk	Cyber security (formerly Risks relating to AI)	A failure in cyber security (unauthorised access, cyber attacks, e.g., using AI or due to inadequate security) can lead to information leaks, business interruptions and data breaches, which can have a material impact on business operations, the brand, competitiveness and financial results. This risk is exacerbated by increasing IT integration and complex value chains, and may result in further financial impacts and a loss of customer confidence.	Employees, customers, partners, fans	Short- to long-term	

* whole value chain upstream own operations downstream

The underlying process to calculate these IROs is described in ESRS 2 IRO-1.

Business conduct policies and corporate culture

G1-1

Borussia Dortmund pursues a holistic approach to responsible corporate governance based on a clearly defined set of values.

EXTERNAL GUIDANCE

As a signatory to the UNGC, BVB is committed to complying with the ten principles in the areas of human rights, labour, environment and anti-corruption. The club also supports the following initiatives and guidelines in the context of sustainability:

- Universal Declaration of Human Rights (UN-UDHR);
- UN Guiding Principles on Business and Human Rights;
- Conventions of the International Labour Organization (ILO);
- UN Convention on the Rights of the Child (UN-CRC);
- UN Convention on the Elimination of All Forms of Discrimination Against Women (UN-CEDAW);
- OECD Guidelines for Multinational Enterprises;
- Science Based Targets initiative (SBTi).

Sustainability is a defining foundation of Borussia Dortmund's business activities and its social impact. The corporate culture is based on respect, integrity and openness, which are the hallmark of our day-to-day actions both within the club and externally. Responsibility for implementing and monitoring the associated policies lies with the management.

The target is to integrate the statutory, company-internal and contractual requirements into the business processes so as to prevent any breaches of laws and regulations and ensure there are no (= 0) cases of corruption or legal/regulatory violations by the entire workforce.

Compliance management system

To ensure this, an integrated compliance management system with clearly defined responsibilities and processes has been put in place. It contains structured processes and policies for preventing, identifying and responding to all compliance issues. These include, for instance, training and coaching (prevention), rules for suppliers and due diligence (identification) and specific investigations into compliance incidents (reaction). It also covers use of an internal control system (ICS). The compliance management system, including internal and

external communication, and continuous improvement form the basis for an integrated compliance culture at Borussia Dortmund.

Internal policies and organisational integration

The corporate governance policies are integrated into a number of frameworks. The Code of Conduct for Employees defines binding principles for all staff and provides guidance on handling legal and ethical issues. The corresponding Third Party Code of Conduct is based on national and international standards, including the principles of the UN Global Compact and the OECD Guidelines, and applies to suppliers, sponsors and other contractual partners. The codes of conduct are based on the human rights policy, which aims to avoid and reduce human rights risks throughout the entire value chain (for details please refer to section [S2-1](#)). BVB has also adopted the anti-Semitism working definition of the International Holocaust Remembrance Alliance (IHRA) as a clear commitment against discrimination.

Corporate governance also includes other frameworks:

- The **management guidelines**, which outline the culture of values at BVB;
- The **anti-corruption policy**, which defines standards for conduct in the case of contract negotiations, marketing and customer care in particular;
- The **whistleblower policy**, which creates a secure framework for reporting violations anonymously; and
- **Security concepts and safety protocols** that contribute to overall safety and security (such as the “PANAMA” protocol to protect stadium visitors; please also refer to section **S4-1**).

These frameworks are based on the international conventions referred to above.

The principles are communicated as part of onboarding processes and via digital policy management. This means that all relevant guidelines and policies are available to employees on the intranet. In the 2025/2026 season, all employees were given access to a central policy tool in which mandatory content has to be read and confirmed, with non-compliance triggering an escalation process via the respective manager. The system is designed to be universally accessible. Managers will also make their teams aware of the specialist requirements.

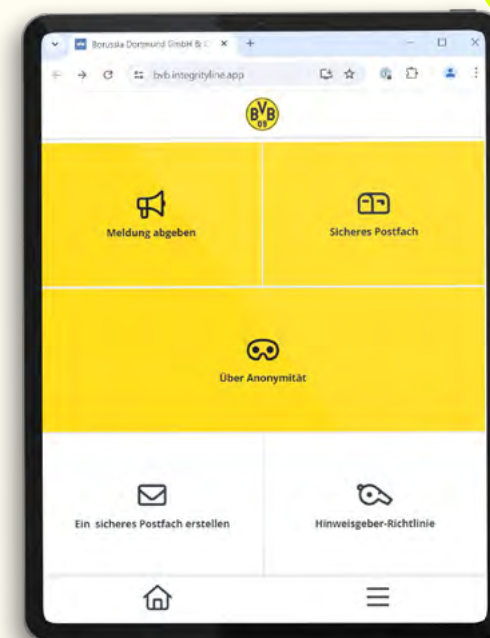
The implementation of the compliance standards is overseen by an independent compliance function and internal audit. Both are independent of the operating business, have comprehensive rights to receive information and regularly report to the management. The **compliance scorecard** documents the implementation status on a quarterly basis.

Whistleblower system

Reports of violations or critical concerns can be submitted via various reporting channels, including the works councils, HR, managers, contact persons and the anonymous whistleblower system, which is operated by an external service provider. The underlying whistleblower policy guarantees protection against reprisals and complies with EU Directive 2019/1937.

Anti-corruption

To prevent corruption, Borussia Dortmund has implemented an anti-corruption policy for all employees that applies in particular to contact negotiations, marketing and customer care. Specific control mechanisms are in place in areas subject to particular risk, such as ticketing and finance, and a corresponding procurement policy was developed in Central Purchasing. The structured approval process is based on the principle of dual control. Violations are investigated independently, confidentially and without undue delay in accordance with clearly defined procedures.



Internationalisation strategy and development of new markets

Borussia Dortmund's internationalisation strategy to tap new markets is a key element of its business strategy. The aim of the strategy is to increase the number of international fans without losing the base in Dortmund. Borussia Dortmund carefully weighs all international decisions relating to its business activities. Potential ethical and political risks can nevertheless arise in the internationalisation process. These can arise primarily as a result of differing regulatory and political conditions and as a result of geopolitical conflicts in the international markets. Potential ethical risks may arise for instance in relation to cultural differences and values. To minimise potential risks in the internationalisation process, Borussia Dortmund maintains representative offices in the target markets. The club's own employees are on hand locally at all times so as to ensure

a continuous presence and minimise risk. Borussia Dortmund and its marketing agency subject potentially risky business partners to an ESG and compliance check.

BVB is also working on creating new business areas, such as through the planned construction of BVB Health World near the training ground in Dortmund-Brackel. The club is also cooperating with a university to work on the issues of the future. This partnership is aimed at consolidating innovation processes at Borussia Dortmund.

Continuous development

The corporate government policies are published on the club's website and actively communicated as part of the ongoing stakeholder dialogue. The close communication with stakeholder groups – in particular the fan base – underpins the further development of the corporate culture and efforts to foster a sense of responsibility at all levels.

Corruption and bribery

G1-3/G1-4

Borussia Dortmund pursues a preventative and systematic approach to preventing and detecting corruption and bribery. The foundation is an active compliance culture that is integrated into the organisation and supported by internal frameworks, control mechanisms and technical and organisational measures.

Compliance and internal audit

The compliance function is responsible centrally for implementing and monitoring the actions. It works systematically to ensure implementation and compliance with the requirements, including in relation to combating corruption and bribery. Managers also play a key role within the departments in their efforts to ensure compliance with the internal policies. Furthermore, controls are built into the business processes to ensure compliance with the applicable rules and regulations. For instance, all financial decisions are subject to a defined approval process and the principle of dual control. The target is to integrate the statutory, company-internal and contractual requirements into the business processes so as to prevent any breaches of laws and regulations and ensure there are no (= 0) cases of corruption or bribery. This helps to protect employees, agents and governing bodies from corruption and other forms of white-collar crime. It also helps to ensure compliance with data protection laws and the Financial Sustainability Regulations.

The legal requirements are regularly assessed to identify potential risks, and the business units affected are notified accordingly. A regular inventory and assessment of the legal rules and regulations means that compliance risks can be identified at an early stage. The business units are actively notified of new legal developments. Furthermore, managers are responsible for department-specific and legal regulations.



Internationalization and the expansion into new markets are key components of Borussia Dortmund's business operations.

Training

To raise employees' awareness, mandatory training courses are regularly offered on topics including the prevention of and response to corruption and bribery, with the aim of ensuring compliance with legal requirements and internal company policies. In the reporting period, 100% of high-risk functions were covered by corresponding training activities. The process of training all employees equally was implemented during the 2025/2026 season. It was implemented via a learning management system that helps transfer the content into employees' everyday working lives. In June 2026, voluntary training was offered to the Supervisory Board and the management.

Grievance mechanisms

A key part of the compliance system is the whistleblower system, which offers employees a secure and confidential channel for any reports. The associated policy specifies binding rules for handling reports and ensures that whistleblowers are protected. Those responsible for the whistleblower system have signed a non-disclosure agreement. The system is designed for reports and information relating to the Company, the well-being of employees and third parties and all other concerns. These are investigated independently, as those assigned to do so are not part of the management chain involved. The compliance function submits a quarterly report to the management on the whistleblower reports received.

Monitoring of ticket sales

Controls have been integrated into the business processes to minimise corruption risks in practice. There is a special duty of care when it comes to the monitoring of ticket sales on the

black market, and additional monitoring processes were set up outside of the official procedures. Borussia Dortmund encourages its fans to deposit tickets not purchased via official BVB channels in "black market boxes" at the stadium. In addition, regular reminders of the ban on reselling are provided and the rule is set out in the ticketing terms and conditions.

Compliance scorecard

The effectiveness of the actions is documented in a quarterly compliance scorecard and reported to the management. The respective departments are responsible for managing operational impacts. In the case of critical information from stakeholders, the management takes action and notifies the Supervisory Board.

No incidents relating to corruption or bribery were identified at Borussia Dortmund in the 2025/2026 season. There were no legally binding convictions or fines imposed for corresponding violations. There was no disciplinary action or dismissals for acts of corruption and bribery within the workforce.

Nor were any contracts or agreements with external business partners terminated or not extended due to allegations of corruption or bribery. Given the lack of incidents, no additional action was identified in the reporting period to combat corruption and bribery.

The existing policies for preventing and detecting corruption will be continued irrespective of the actual number of incidents. Their implementation is part of an overarching governance action plan that does not entail any considerable capital expenditure (CapEx).



Through careful monitoring of ticket sales on the black market and other measures, BVB protects its fans and stadium visitors from counterfeit tickets.

Political influence and lobbying activities

G1-5

Borussia Dortmund does not undertake any institutionalised lobbying activities in the sense of direct or indirect political contributions. No financial or in-kind contributions were made to political parties or candidates for political office in the reporting period. Similarly, no support is provided via third parties, such as lobbying agencies or non-governmental organisations with a political connection. The total value of political contributions is zero. There is no entry in the EU Transparency Register. Furthermore, there is no legal obligation to belong to a chamber of commerce or comparable interest group.

Nevertheless, Borussia Dortmund is actively involved in the discussion about general conditions in professional football. The club engages in constructive dialogue with political and association stakeholders at the national and international levels. A key issue is to defend the 50+1 rule, which Borussia Dortmund supports as a key contribution to the integrity and stability of professional football in Germany. BVB is also a member of European Football Clubs (EFC), the body representing European association football clubs, with the aim of safeguarding and promoting European football at club level.

In particular, political engagement takes the form of positions held by individual executives. Borussia Dortmund is also represented in various European club football bodies, such as the EFC. Other employees are active in the Bundesliga's specialist

committees and in the Association of German Stadium Operators (Vereinigung Deutscher Stadionbetreiber, "VdS"), which is currently chaired by our Director of Organisation.

In the reporting period and in the two years preceding it, no member of the administrative, management and supervisory bodies was newly appointed who had previously held a position in public administration.

Whether in the German Bundesliga or on the international stage within the EFC, BVB is actively committed to improving the conditions for professional football.



CYBER SECURITY

As part of the ongoing digital transformation, BVB last year combined material aspects of corporate governance under the topic of "digitalisation", particularly in the areas of compliance, internationalisation and IT security. Digitalisation continues to form the basis for efficient processes, data-driven decision-making and interacting with national and international stakeholders, and is thus a key driver for the further development of business models, internal processes and interaction with fans, partners and other stakeholders. However, as digital processes and systems mature, one aspect of digitalisation is moving to the forefront as being of paramount importance to the stability and resilience of the business model: cyber security. In light of increasing regulatory requirements, an escalating threat landscape in cyberspace and the highly sensitive nature of the data processed (e.g., personal data, financial and contractual information), BVB has therefore decided to specify the scope of the former topic "digitalisation" and shift the focus under the new moniker "cyber security". This sharpened focus makes it possible to consolidate existing actions across IT security, data protection, compliance, and risk management within a structured framework and advance them in a targeted manner. Cyber security is thus understood as a separate Governance focus area, albeit one that is closely linked to the overarching digital

transformation. As such, the shift from the general term "digitalisation" to "cyber security" does not constitute a departure from the digital agenda, but rather a deepening and refinement of one of its most fundamental areas of action.

Policies related to cyber security

Cyber security is a core part of Borussia Dortmund's strategic corporate governance and will make a significant contribution to future economic development.

The recommendations of the German Federal Office for Information Security (BSI) and the CIS benchmarks are taken into consideration when addressing the topic of cyber security. Marketing & Digitalisation and Finance are responsible for managing and implementing the digital initiatives. The interests of key stakeholders, in particular in terms of data protection and technological responsibility, are taken into consideration through external expertise, including by the data protection officer.

A key risk associated with digitalisation relates to data breaches that can potentially have substantial legal and financial consequences, such as fines or claims for damages. Other risks arise from the influence and content of

AI technology that does not reflect Borussia Dortmund's values and intentions. A failure in cyber security (unauthorised access, cyber attacks, e.g., using AI or due to inadequate security precautions) can lead to information leaks, business interruptions and data breaches, which can have a material impact on business operations, the brand, competitiveness and financial results. This risk is exacerbated by increasing IT integration and complex value chains, and may result in further financial impacts and a loss of customer confidence. An IT security policy has been established to manage these risks that applies to both internal and external employees.

In addition, an AI policy was developed in the second half of the financial year that serves both to minimise risk and to manage potential strategically. It lays the foundation for the responsible use of artificial intelligence and creates a framework to evaluate, deploy and monitor the corresponding solutions. The aim of the policy is to prevent reputational damage and financial losses due to the improper use of artificial intelligence. It lays down binding guidance for the responsible use of artificial intelligence throughout the entire organisation and is an integral part of the digital transformation process.

Actions

In the course of digitalisation, Borussia Dortmund has taken specific actions to proactively counter risks and specifically leverage potential. A key element is the above-mentioned AI policy, which was developed in close cooperation between the relevant departments, subsidiaries and an external technology partner. The policy serves to identify, assess and track the use cases for AI solutions. It helps to bring technological progress into line with Borussia Dortmund's values and objectives. AI guidelines, drawn up at the end of the 2025/2026 season on the basis of the policy, provides specific instructions on how the specialist departments should deal with AI in their everyday activities. In the process of harmonising the policy and the guidelines, the decision was made to rename the AI policy "AI Principles" and the guidelines based on it will be called the "AI Guidelines".

In addition to the strategic focus, employees receive continuing training as part of the IT security policy. A training platform provides content on IT security and data protection aimed at

promoting security awareness and skills in the digital working environment. This continuous learning approach helps establish a security-driven corporate culture and promotes organisation-wide resilience to digital threats.

IT security audits are carried out regularly to identify and rectify technical and organisational vulnerabilities at an early stage, thereby enhancing IT resilience.

The associated actions are implemented with operational efficiency and no significant additional capital expenditure is required.

Targets

Borussia Dortmund's ongoing target is that all employees complete the required online IT security policy training at least once every 12 months. The target was achieved in the past season.

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Note

This page is not part of the audited separate combined non-financial Group report.

ESRS INDEX

The following section lists the ESRS disclosure requirements that have been met as well as disclosures under other legislation, including a reference to where the disclosures can be found in the report.

General information

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S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	55	S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	84
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DATAPPOINTS

List of datapoints in cross-cutting and topical standards that derive from other EU legislation

The table below contains all datapoints resulting from other EU legislation as listed in Appendix B of ESRS 2, and indicates which datapoints can be found in the Sustainability Statement or are classified as "not material".

Disclosure requirement/ section reference	Datapoint		SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Relevance for BVB
ESRS 2 GOV-1	21 (d)	Board's gender diversity	x		x		Relevant
ESRS 2 GOV-1	21 (e)	Percentage of board members who are independent			x		Relevant
ESRS 2 GOV-4	30	Statement on due diligence	x				Relevant
ESRS 2 SBM-1	40 (d) i.	Involvement in activities related to fossil fuel activities	x	x	x		Not material
ESRS 2 SBM-1	40 (d) ii.	Involvement in activities related to chemical production	x		x		Not material
ESRS 2 SBM-1	40 (d) iii.	Involvement in activities related to controversial weapons	x		x		Not material
ESRS 2 SBM-1	40 (d) iv.	Involvement in activities related to cultivation and production of tobacco			x		Not material
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				x	Relevant
ESRS E1-1	16 (g)	Undertakings excluded from Paris-aligned Benchmarks		x	x		Relevant
ESRS E1-4	34 (a), (b)	GHG emission reduction targets	x	x	x		Relevant
ESRS E1-5	37	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	x				Not material
ESRS E1-5	37	Energy consumption and mix	x				Relevant
ESRS E1-5	37	Energy intensity associated with activities in high climate impact sectors	x				Not material
ESRS E1-6	48-52	Gross Scopes 1, 2, 3 and total GHG emissions	x	x	x		Relevant
ESRS E1-6	53-55	Gross GHG emissions intensity	x	x	x		Relevant
ESRS E1-7	56	GHG removals and carbon credits				x	Not material
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			x		Phase-in option
ESRS E1-9	66 (a)	Disaggregation of monetary amounts by acute and chronic physical risk		x			Phase-in option
ESRS E1-9	66 (c)	Location of significant assets at material physical risk		x			Phase-in option
ESRS E1-9	67 (c)	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		x			Phase-in option

Disclosure requirement/ section reference	Datapoint		SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Relevance for BVB
ESRS E1-9	69	Degree of exposure of the portfolio to climate-related opportunities			x		Phase-in option
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	x				Not material
ESRS E3-1	9	Water and marine resources	x				Relevant
ESRS E3-1	13	Dedicated policy	x				Relevant
ESRS E3-1	14	Sustainable oceans and seas	x				Not material
ESRS E3-4	28 (c)	Total water recycled and reused	x				Relevant
ESRS E3-4	29	Total water consumption in m ³ per net revenue on own operations	x				Relevant
ESRS 2 – IRO-1 – E4	16 (a) i.		x				Not material
ESRS 2 – IRO-1 – E4	16 (b)		x				Not material
ESRS 2 – IRO-1 – E4	16 (c)		x				Not material
ESRS E4-2	24 (b)	Sustainable land/agriculture practices or policies	x				Not material
ESRS E4-2	24 (c)	Sustainable oceans/seas practices or policies	x				Not material
ESRS E4-2	24 (d)	Policies to address deforestation	x				Not material
ESRS E5-5	37 (d)	Non-recycled waste	x				Relevant
ESRS E5-5	39	Hazardous waste and radioactive waste	x				Relevant
ESRS 2 SBM3 – S1	14 (f)	Risk of incidents of forced labour	x				Relevant
ESRS 2 SBM3 – S1	14 (g)	Risk of incidents of child labour	x				Relevant
ESRS S1-1	20	Human rights policy commitments	x				Relevant
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8			x		Relevant
ESRS S1-1	22	Processes and measures for preventing trafficking in human beings	x				Relevant
ESRS S1-1	23	Workplace accident policy or management system	x				Relevant
ESRS S1-3	32 (c)	Grievance/complaints handling mechanisms	x				Relevant
ESRS S1-14	88 (b), (c)	Number of fatalities and number and rate of work-related accidents	x		x		Relevant
ESRS S1-14	88 (e)	Number of days lost to injuries, accidents, fatalities or illness	x				Relevant
ESRS S1-16	97 (a)	Unadjusted gender pay gap	x		x		Relevant
ESRS S1-16	97 (b)	Excessive CEO pay ratio	x				Relevant
ESRS S1-17	103 (a)	Incidents of discrimination	x				Relevant

Disclosure requirement/ section reference	Datapoint		SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Relevance for BVB
ESRS S1-17	104 (a)	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	x		x		Relevant
ESRS 2 SBM3 – S2	11 (b)	Significant risk of child labour or forced labour in the value chain	x				Relevant
ESRS S2-1	17	Human rights policy commitments	x				Relevant
ESRS S2-1	18	Policies related to value chain workers	x				Relevant
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	x		x		Relevant
ESRS S2-1	19	Due diligence policies on issues addressed by the fundamental International Labour Organisation Conventions 1 to 8			x		Relevant
ESRS S2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	x				Relevant
ESRS S3-1	16	Human rights policy commitments	x				Relevant
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	x		x		Relevant
ESRS S3-4	36	Human rights issues and incidents	x				Relevant
ESRS S4-1	16	Policies related to consumers and end users	x				Relevant
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD Guidelines	x		x		Relevant
ESRS S4-4	35	Human rights issues and incidents	x				Relevant
ESRS G1-1	10 (b)	United Nations Convention against Corruption	x				Relevant
ESRS G1-1	10 (d)	Protection of whistle-blowers	x				Relevant
ESRS G1-4	24 (a)	Fines for violation of anti-corruption and anti-bribery laws	x		x		Relevant
ESRS G1-4	24 (b)	Standards of anti-corruption and anti-bribery	x				Relevant

TAXONOMY TABLE I

Template I

Breakdown of Taxonomy-aligned activities for environmental objectives

	Total 2025/2026	Proportion of Taxonomy- eligible activities	Taxonomy- aligned activities	Proportion of Taxonomy- aligned activities	Climate change mitiga- tion	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Proportion of enabling activities	Proportion of tran- sitional activities	Not assessed, non- material activities	Taxonomy- aligned activities, 2024/2025	Proportion of Taxonomy- aligned activities, 2024/2025
	in TEUR	in %	in TEUR	in %	in %	in %	in %	in %	in %	in %	in %	in %	in %	in TEUR	in %
Turnover	460,467	31.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital expenditures (CapEx)	102,726	5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	8.1	0.0	0.0
Operating expenditures (OPEX)	11,493														

TAXONOMY TABLE II

Template II:
Turnover

Environmental target of the actions aligned with the Taxonomy

	Code	Taxonomy- eligible turnover	Taxonomy- aligned turnover	Taxonomy- aligned turnover	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity	Enabling activities	Transitional activities	Proportion of Taxonomy- aligned activities
Economic activities		in %	in TEUR	in %	in %	in %	in %	in %	in %	in %	E	T	in %
Acquisition and ownership of buildings	CCM 7,7.	31.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			0.0
Total KPIs		31.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

TAXONOMY TABLE III

Template III:
CapEx

Economic activities	Code	Environmental target of the actions aligned with the Taxonomy									Enabling activities	Transitional activities	Proportion of Taxonomy-aligned activities
		Taxonomy-eligible CapEx	Taxonomy-aligned CapEx	Taxonomy-aligned CapEx	Climate change mitigation	Climate change adaptation	Water	Circular economy	Pollution	Biodiversity			
		in %	in TEUR	in %	in %	in %	in %	in %	in %	in %	E	T	in %
Acquisition and ownership of buildings	CCM 7,7.	5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
Total KPIs		5.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

ASSURANCE REPORT OF THE INDEPENDENT GERMAN PUBLIC AUDITOR

Assurance report of the Independent German Public Auditor on a limited assurance engagement in relation to the separate combined non-financial report of the Group

To Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund/Germany

Assurance Conclusion

We have conducted a limited assurance engagement on the "separate combined non-financial report" of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund/Germany, combining the non-financial group report and the non-financial report of the parent, for the financial year from 1 July 2025 to 30 June 2026 (hereafter referred to as "the Non-Financial Reporting"). The Non-Financial Reporting was prepared for complying with Sections 289b to 289e, 315b and 315c German Commercial Code (HGB) including the disclosures for complying with the requirements under Article 8 of Regulation (EU) 2020/852 included therein.

The parts of the Non-Financial Reporting marked as unassured were not subject to our assurance engagement.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Non-Financial Reporting for the financial year from 1 July 2025 to 30 June 2026 is not prepared, in all material respects, in accordance with Sections 289b to 289e, 315b and 315c HGB and the requirements of Article 8 of Regulation (EU) 2020/852, and the specifying criteria presented by the executive directors of the Company.

We do not express an assurance conclusion on the parts of the Non-Financial Reporting marked as unassured.

Basis for the Assurance Conclusion

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the International Auditing and Assurance Standards Board (IAASB).

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our responsibilities under ISAE 3000 (Revised) are further described in section "German Public Auditor's Responsibilities for the Assurance Engagement on the Non-Financial Reporting".

We are independent of the entity in accordance with the requirements of European law and German commercial and professional law, and we have fulfilled our other German professional responsibilities in accordance with these requirements. Our audit firm has applied the requirements of the IDW Quality Management Standards. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

Emphasis of Matter – Principles of Preparation of the Non-Financial Reporting

Without modifying our conclusion, we draw attention to the details provided in the Non-Financial Reporting, which describe the principles of preparation of the Non-Financial Reporting. According to these principles, the Company has applied the European Sustainability Reporting Standards (ESRS) to the Non-Financial Reporting to the extent described in the section "General basis for preparation of the sustainability statement".

Responsibilities of the Executive Directors and the Supervisory Board for the Non-Financial Reporting

The executive directors are responsible for the preparation of the Non-Financial Reporting in accordance with the applicable German legal and European requirements as well as with the specifying criteria presented by the executive directors of the Company and for designing, implementing and maintaining such internal control as they have considered necessary to enable the preparation of a non-financial reporting in accordance with these requirements that is free from material misstatement, whether due to fraud (i.e., fraudulent reporting in the Non-Financial Reporting) or error. This responsibility of the executive directors includes establishing and maintaining the materiality assessment process, selecting and applying appropriate reporting policies for preparing the Non-Financial Reporting as well as making assumptions and estimates and ascertaining forward-looking information for individual sustainability-related disclosures.

The supervisory board is responsible for overseeing the process for the preparation of the Non-Financial Reporting.

Inherent Limitations in Preparing the Non-Financial Reporting

The applicable German legal and European requirements contain wording and terms that are subject to considerable interpretation uncertainties and for which no authoritative comprehensive interpretations have yet been published. The executive directors have disclosed interpretations of such wording and terms in the Non-Financial Reporting. The executive directors are responsible for the reasonableness of these interpretations.

As such wording and terms may be interpreted differently by regulators or courts, the legality of measurements or evaluations of the sustainability matters based on these interpretations is uncertain. The quantification of non-financial performance indicators disclosed in the Non-Financial Reporting is also subject to inherent uncertainties.

These inherent limitations also affect the assurance engagement on the Non-Financial Reporting.

German Public Auditor's Responsibilities for the Assurance Engagement on the Non-Financial Reporting

Our objective is to express a limited assurance conclusion, based on the assurance engagement we have conducted, on whether any matters have come to our attention that cause us to believe that the Non-Financial Reporting has not been prepared, in all material respects, in accordance with the applicable German legal and European requirements and the specifying criteria presented by the executive directors of the Company and to issue an assurance report that includes our assurance conclusion on the Non-Financial Reporting.

As part of a limited assurance engagement in accordance with ISAE 3000 (Revised), we exercise professional judgment and maintain professional skepticism. We also

- obtain an understanding of the process used to prepare the Non-Financial Reporting, including the materiality assessment process carried out by the entity to identify the disclosures to be reported in the Non-Financial Reporting.

- identify disclosures where a material misstatement due to fraud or error is likely to arise, design and perform procedures to address these disclosures and obtain limited assurance to support the assurance conclusion. The risk of not detecting a material misstatement resulting from fraud is higher than the risk of not detecting a material misstatement resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control. In addition, the risk of not detecting a material misstatement in information obtained from sources not within the entity's control (value chain information) is ordinarily higher than the risk of not detecting a material misstatement in information obtained from sources within the entity's control, as both the entity's executive directors and we as practitioners are ordinarily subject to restrictions on direct access to the sources of the value chain information.
- consider the forward-looking information, including the appropriateness of the underlying assumptions. There is a substantial unavoidable risk that future events will differ materially from the forward-looking information.

Summary of the Procedures Performed by the German Public Auditor

A limited assurance engagement involves the performance of procedures to obtain evidence about the sustainability information. The nature, timing and extent of the selected procedures are subject to our professional judgment.

In performing our limited assurance engagement, we

- evaluated the suitability of the criteria as a whole presented by the executive directors in the Non-Financial Reporting.
- inquired of the executive directors and relevant employees involved in the preparation of the Non-Financial Reporting about the preparation process, including the materiality assessment process carried out by the entity to identify the disclosures to be reported in the Non-Financial Reporting, and about the internal controls related to this process.
- evaluated the reporting policies used by the executive directors to prepare the Non-Financial Reporting.
- evaluated the reasonableness of the estimates and related information provided by the executive directors. If, in accordance with the ESRS, the executive directors estimate the value chain information to be reported for a case in which the executive directors are unable to obtain the information from the value chain despite making reasonable

efforts, our assurance engagement is limited to evaluating whether the executive directors have undertaken these estimates in accordance with the ESRS and assessing the reasonableness of these estimates, but does not include identifying information in the value chain that the executive directors were unable to obtain.

- performed analytical procedures or tests of details and made inquiries in relation to selected information in the Non-Financial Reporting.
- considered the presentation of the information in the Non-Financial Reporting.
- considered the process for identifying taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the Non-Financial Reporting.

Restriction of Use

We issue this report as stipulated in the engagement letter agreed with the Company (including the "General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften (German Public Auditors and Public Audit Firms)" dated 1 January 2024 of the Institut der Wirtschaftsprüfer (IDW)). We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform

the Company about the result of the assurance engagement. Consequently, it may not be suitable for any other than the aforementioned purpose. Accordingly, the report is not intended to be used by third parties as a basis for making (financial) decisions.

Our responsibility is to the Company alone. We do not accept any responsibility to third parties. Our assurance conclusion is not modified in this respect.

Düsseldorf/Germany, 21 August 2026

Deloitte GmbH

Wirtschaftsprüfungsgesellschaft

André Bedenbecker
Wirtschaftsprüfer
(German Public Auditor)

Dr. Matthias Schmidt

PUBLICATION DETAILS

PUBLISHED BY

Borussia Dortmund GmbH & Co. KGaA
Rheinlanddamm 207-209
44137 Dortmund, Germany
Tel.: +49 (0)231 - 90 20 0
Fax: +49 (0)231 - 90 20 4105
E-mail: verantwortung@bvb.de
Internet: www.bvb.de

The online version can be found at bvb.de/verantwortung

Responsibility

Marieke Philippi

Contact

Please address any enquiries about this report and Borussia Dortmund's sustainability strategy in writing to: verantwortung@bvb.de

Consulting, concept, editing and design

Silvester Group GmbH, Hamburg
www.silvestergroup.com

PHOTOGRAPHY

Visual material of Borussia Dortmund GmbH & Co. KGaA.

NOTES

This report was prepared based on the ESRS standards and is Borussia Dortmund's tenth annual Sustainability Report. The basis of reporting has not changed as against the prior year. Please see pages 103 et seq. for an overview of the relevant GRI disclosures ESRS disclosures (ESRS index).

The reporting period is the 2025/2026 season. Unless explicitly stated otherwise, all information pertains to the period from 1 July 2025 to 30 June 2026. This report was also prepared in accordance with the reporting requirements of the UN Global Compact (Communication on Progress – CoP).

EXTERNAL CONSULTANTS

Silvester Group assisted in the preparation of this report and the associated internal processes related to the sustainability strategy, management approach and generation of data. Deloitte GmbH Wirtschaftsprüfungsgesellschaft reviewed the combined separate non-financial group report. The report was prepared in accordance with the requirements of §§315b, 315c in conjunction with §§ 289c to 289e HGB. The limited assurance report can be found on pages 111 et seq.

EDITORIAL NOTES

The copy deadline for this report was 30 June 2026. The most recent previous Sustainability Report was published at the end of September 2025 for the 2024/2025 season.

In the interest of readability, this report does not differentiate between genders and primarily refers to the male gender. References to the male gender also apply to all genders.



Borussia Dortmund GmbH & Co. KGaA

Rheinlanddamm 207-209

44137 Dortmund, Germany

verantwortung@bvb.de

www.bvb.de