

THE ECONOMIC IMPACT AND SOCIAL VALUE OF PARIS SAINT-GERMAIN

A CLUB SERVING ITS LOCAL
REGION

JUNE 2021



BACKGROUND AND AIMS

For over a year, the public health crisis has caused considerable damage to all of the world's economies. The international sporting economy in general and professional sport in particular have unfortunately not been spared from the downturn brought about by the Covid-19 pandemic.

Having already been impacted by the cancellation, via a governmental decision, of the end of the 2019/2020 season, professional clubs are once again experiencing financial disruptions in 2020/2021, with, in particular, matches held behind closed doors since September.

It was in this extremely unfavourable climate that Paris SG entrusted the Centre of Sport Law and Economy (or CDES) at the University of Limoges to conduct a study to measure its economic and social footprint.

The aim of this study is to:

Evaluate the economic impact that PSG has had within Paris Region (Île-de-France), specifically its contribution to the generation of wealth in that area.

Analyse and highlight the social and civic initiatives rolled out by the club which position it as a responsible and socially engaged stakeholder.



KEY FIGURES

2011

Takeover of Paris St Germain by QSI

\$2.5 Bn

According to Forbes, Paris Saint-Germain is now valued at USD 2.5 billion. **Boasting a 207% growth over a 5-year period, PSG has recorded the most significant increase among the 50 most valuable sports teams of the NBA, NFL, NHL, MLB and major European football leagues.**

26.9%

This figure represents the average annual revenue growth rate between 2011 and 2019. With €637.3 million in 2018/2019 (the last financial year before the pandemic broke out), **Paris Saint-Germain was the seventh highest revenue generator among European football clubs, according to the Deloitte Money Football League.**

In just ten years, the club's organisation, finances, position on the sporting spectrum and ambitions have been completely transformed. **Paris Saint-Germain has therefore become one of the leading franchises in international sport.**

TRANSFORMATION

KEY FIGURES

€102.2 M

The amount of investment made by Paris Saint-Germain over the 2011/2021 period (excluding player acquisitions) to improve its facilities (Parc des Princes, Ooredoo Training Centre) and develop its commercial structures.



The amount invested by Paris-Saint-Germain in the construction of its future Training Center in Poissy, the delivery of which is scheduled for 2023.

Driving force

Paris Saint-Germain is one of the driving forces of French football and handball. The club's away trips often enable Ligue 1 Uber Eats and Lidl Starligue teams to record their best attendances and best matchday revenues.

DIVERSIFICATION

In addition to its growth, Paris Saint-Germain's revenue has **diversified** considerably: **sponsorship** revenue has increased tenfold, **matchday** revenue has been maximised, and **merchandise** revenue has been boosted.

71%

In 2019/2020, commercial (54%) and matchday (17%) revenue represented 71% of the club's non-transfer revenue, in comparison with 49% in 2010/2011. **Paris Saint-Germain is now mainly financed from resources collected individually** rather than collectively marketed audiovisual rights (by the LFP and UEFA). These now account for just 28% of the club's revenue (versus 47% in 2010/2011), of which only 12% comes from domestic TV rights.

KEY FIGURES



€145.8 M
of primary economic impact
(direct effects)

€36.4 M
of secondary economic impact
(indirect and knock-on effects)



€1.9 Bn **
Social security contributions
and tax payments over the
last 10 years



* Direct jobs within the club, indirect jobs with service providers, and induced jobs within the local economy.

** The club's contributions to social agencies (employer's social contributions) and contributions to the state and local authorities (corporate taxes, local taxes) and taxes paid by the players.

KEY FIGURES

15 countries 66 cities

Paris Saint-Germain has built up an impressive network of youth academies. **The club now has a presence in 66 cities in 15 countries.**

These academies enable more than 20,000 children to benefit from Paris Saint-Germain's know-how as they discover and learn about football.



The number of beneficiaries of initiatives run by the Paris Saint-Germain Foundation and the Paris Saint-Germain Endowment Fund since 2011/2012, i.e. more than 14,000 direct beneficiaries per year on average.



A large teal circle containing the number '129' in white, representing the number of Paris Saint-Germain fan clubs.

The number of Paris Saint-Germain fan clubs. The club is present in 82 countries, across all of the world's continents.



A large teal circle containing the text '34%' in white, representing the percentage of UEFA coefficient points total earned by all French clubs that Paris Saint-Germain has collected.

Paris Saint-Germain has collected 34% of the UEFA coefficient points total earned by all French clubs. The club has been the undisputed French leader on the European stage over the past ten years.

Tons of waste recycled at The Factory in 2020



A large teal circle containing the number '5.6' in white, representing the tons of waste recycled at The Factory in 2020.

KEY FIGURES

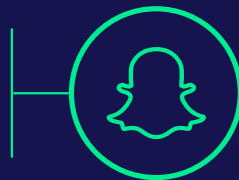
+100M

In the space of ten years, the Paris Saint-Germain digital community has grown from 500,000 to **over 100 million, all following one of the club's 20 official accounts** (excluding handball, women's team, Foundation, youth academy, etc).

4.05 Bn **potential reach**
through the website and digital content
produced in eight different languages

1.3M

Île-de-France
residents follow Paris
Saint-Germain's
transient content



372M

The **cumulative TV audience for Paris Saint-Germain matches** during the 2019/2020 season.

**€1.1
Bn**

The **economic media value** of Paris Saint-Germain matches during the 2019/2020 season .

CONTENTS

01

An ambitious and innovative club

p. 9

02

A club that creates value

p. 38

03

A responsible and socially engaged club

p. 59

04

Spotlight on impact of Covid-19 crisis

p. 81

05

CDES: Who are we?

p. 85

Sources and references

p. 88

p. 32

PARIS SAINT-GERMAIN: AMBITIOUS AND INNOVATIVE

HISTORY LESSON: 1970 TO 2011

Paris SG was founded on 12 August 1970 through the merger of two clubs, Paris FC (a club created from the ashes of Racing Club de France and Stade Français) and Stade Saint-Germainois, an historic club founded in 1904 and based in Saint-Germain-en-Laye.


Run by the directors of the two founding clubs, the club was taken over in 1973 by a group of investors led by Daniel Hechter and then, from 1978 onwards, Francis Borelli.

Between 1973 and 1991, PSG made rapid progress on the pitch, gaining promotion to Division 1 in 1974, taking part in European competitions several times and, most importantly, winning its first trophies courtesy of two French Cup wins (1982 and 1983) and a French league title (1986).

In 1991, Borelli and his associates sold the club to the Canal+ Group, whose ambition was to very quickly turn PSG into one of the top clubs in France.

The club subsequently secured a number of domestic crowns, namely a French league title (1994), five French Cups (1993, 1995, 1998, 2004 and 2006), two French League Cups (1995 and 1998) and two Trophées des Champions (1995 and 1998). During this era, PSG enjoyed some of its greatest European victories, reaching five consecutive continental semi-finals between 1993 and 1997 and, above all, defeating Rapid Vienna in the final of the European Cup Winners' Cup in May 1996.

HISTORY LESSON: 1970 TO 2011



In 2006, Canal+ sold the club to a consortium made up of two investment funds - one American (Colony Capital), one French (Butler Capital Partners) - and an American investment bank (Morgan Stanley). Despite the capture of two new trophies (the 2008 French League Cup and the 2010 French Cup), this period was notable for disappointing results (the club narrowly avoided relegation to Ligue 2 in 2006 and 2007) and by a complicated situation off the pitch, which saw violent behaviour exhibited by certain supporters.

It was in this problematic context on and off the pitch that Qatar Sport Investment acquired 70% of the club's shares in 2011 (before completing the purchase of the remaining shares the following year). The arrival of QSI and the project implemented by its leadership team would catapult the club into a new era, firmly establishing it as one of the major European clubs. Since 2011, PSG has claimed 48 domestic trophies, 27 of which have been won by its men's football division alone: seven French league titles, six French Cups, six French League Cups and eight Trophées des Champions. The club takes part in the UEFA Champions League every season. The only honour missing from the list is a final victory in this competition, although the team came very close in 2020, reaching the final in Lisbon.

Since QSI's arrival, the club has also significantly broadened its sphere of influence. In addition to the men's football team, PSG now also boasts one of the most prestigious women's football teams (French Champion 2021, two-time Champions League finalists and French Cup winners in 2018), an elite-level handball club (19 national titles since 2011) and a judo division that features Teddy Riner, one of the best French judokas in history. In the space of a decade or so, PSG has transformed from a solid French football club into a rapidly growing international sports franchise.

The background of the slide is a photograph of a baseball field, specifically the area around first base. The green grass is visible, along with the white chalk lines of the base paths. A yellow rectangular box is centered on the image, containing the title text. The box is flanked by two horizontal yellow lines, one above and one below it.

QSI: A FOUR-PILLAR STRATEGY

QSI: A FOUR-PILLAR STRATEGY

Since arriving at PSG, the club's leadership team have implemented a far-reaching four-pillar transformation plan.

1

Professionalise the club's management

2

Build a highly competitive team

€

Develop top-level facilities

4

Redefine and develop the PSG brand



QSI: A FOUR-PILLAR STRATEGY

1

Professionalise the club's management

This professionalisation was symbolised by the **establishment of two major departments by President and CEO Nasser Al-Khelaifi**:

- A general management department run by Jean-Claude Blanc
- A sports division

These two departments work closely together to develop, each in their own field, the PSG project, under the supervision of a five-member board of directors chaired by Nasser Al-Khelaifi.

2

Build a highly competitive team

The transformation of the team has been achieved extremely quickly through a massive investment in sporting talent. **A large number of reputed or highly promising players have signed for PSG over the past ten years**, including Javier Pastore, Thiago Silva, Zlatan Ibrahimovic, Edinson Cavani, Marquinhos, Angel Di Maria, Kylian Mbappé and Neymar. The club has also invested heavily in its youth academy so as to give structure to its youth teams (from U-13 to U-19) and bolster its senior teams. The women's football division and the handball and judo divisions, with their plethora of talented players, are not to be outdone either.

QSI: A FOUR-PILLAR STRATEGY



Since 2011, PSG has made extremely significant investments in its facilities and infrastructure. The club put together a €75M investment plan related to the **Parc des Princes** – this has made it possible to substantially increase the hospitality seating (from 1,500 to over 5,000), and the consequent ability to offer high-quality and highly segmented marketing packages and services has contributed to the club's revenue growth.

The club also has ambitious plans for a **74-hectare training centre in Poissy**. Costing €350M, this complex will be one of the most efficient in the world, will house the first team and youth academy, and will be supplemented by a huge building programme. It is scheduled to open its doors in mid-2023.



The arrival of QSI was motivated by the image conveyed by Paris and **Nasser Al- Khelaifi's desire to build a major international sports franchise in one of the most celebrated cities in the world**. The club's management team has therefore been committed, over the past decade, to bringing the image of PSG and that of Paris closer together, and to developing innovative collaborations that enhance its international reputation.

Among the components put in place were a renewal of the club's corporate identity, as well as ground-breaking partnerships such as those formed with the Colette Concept Store, Paris Fashion Week and, of course, the Jordan Brand, and not forgetting the projects launched in tandem with the worlds of cinema, photography, fashion and music.

TEN YEARS OF SPORTING SUCCESS



2011

48 NATIONAL
TROPHIES

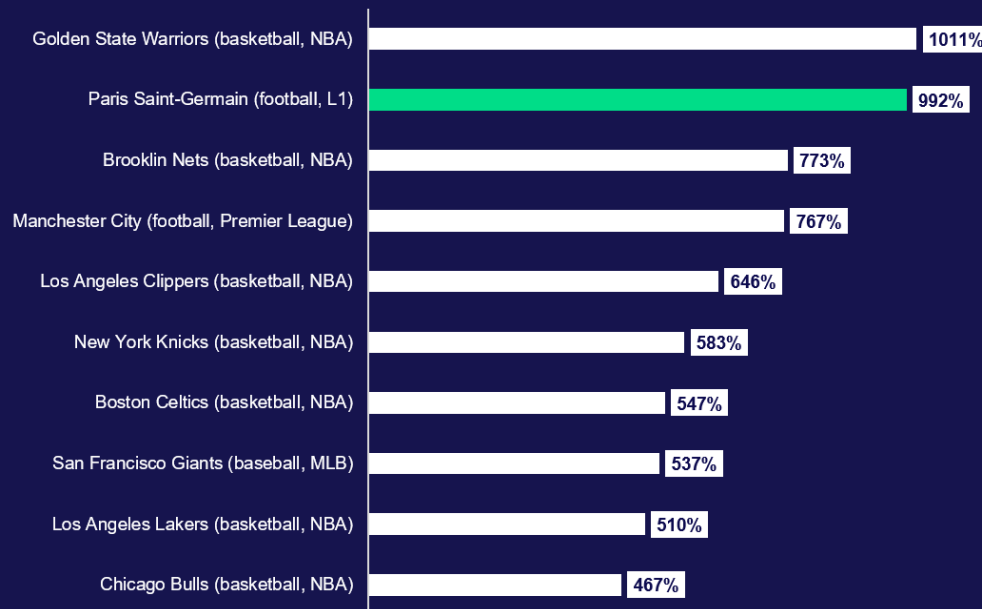
2021



Two e-sport world titles, including one on Brawl Stars.

TEN YEARS OF ECONOMIC VALUE

Over the past ten years, the development strategy implemented by the club has led to a clear increase in its economic value.



\$2.5
Bn

The value of Paris Saint-Germain in 2021, according to Forbes. PSG is ranked **ninth among the world's most valuable football clubs.**

In 2021, the club entered the top 50 of the World's Most Valuable Sports Teams list: it is ranked 43rd among franchises from the NBA, NFL, NHL, MLB and European football.

Boasting a 207% growth over a 5-year period, PSG has recorded **the most significant increase among these 50 most valuable sports teams.**

Value growth rate of professional sports franchises

(Source: Forbes)

TEN YEARS OF STRUCTURAL INVESTMENTS

In addition to the sporting success and revenue growth, the financial value of Paris Saint-Germain can also be explained by the way in which the management team have structured the club.

This has taken the form of investments made over the last ten years, particularly in the club's facilities and infrastructure, commercial services, and sporting sector.



TEN YEARS OF STRUCTURAL INVESTMENTS

VENUES

Since the takeover by QSI, **Paris Saint-Germain has invested massively in its facilities**, particularly in the Parc des Princes and the Ooredoo Training Centre.

The Parc des Princes has undergone several upgrades in order to maximise its potential (see below, matchday revenue). **€75.7M** was directly invested by the club.

The Ooredoo Training Centre has had a number of improvements made – to the tune of **€6.8M** in total – to it, with a view to getting the best possible sporting performance out of the players.

Finally, the club has also invested **€4.1M** to modernise its head office at La Factory.

€86.6M

BUSINESS

The club's economic growth has been made possible due to **a modernisation of its business approach**.

To rise to become one of the most successful clubs in Europe in this sphere, Paris Saint-Germain has made numerous investments, which may not be as well publicised as player purchases, but which have had a major structuring effect on its business model.

These investments pertained to, in particular, the club's commercial structure (merchandise), as well as other business functions (communication, marketing, sponsorship, IT).

The investments made over a ten-year period amounted to **€15.6M**.

€15.6M

SPORT

This is, of course, the most visible sphere, due it being the object of considerable media attention: to become one of Europe's top clubs, Paris Saint-Germain has invested hugely in the sporting sector. This has naturally involved the recruitment of some iconic players such as Thiago Silva, Zlatan Ibrahimovic, Edinson Cavani, Angel Di Maria, Neymar Jr and Kylian Mbappé. The club has also invested in nurturing young talent and in all areas aimed at optimising sporting performance: backroom staff, pitch management, etc.

Investment in the acquisition of sporting talent has amounted to **€1,368M** over the past ten years. Paris Saint-Germain has also been highly successful in getting the best value for its players, and received **€446M in player sales** between 2011 and 2020.

The net spend over ten years is therefore **€922M**.

€922M

SPOTLIGHT ON FUTURE TRAINING CENTRE IN POISSY

74 ha

17
pitches

€350M

Paris Saint-Germain is also preparing for the future through the construction of its new training centre in Poissy, in the western suburbs of Paris. Initiated at the beginning of 2018, with completion earmarked for the start of the 2023/2024 season, this ultra-modern complex will include:

- A **10,000 m² space dedicated to the first team**, made up of three outside pitches (+ a training area for goalkeepers), a performance area, a medical treatment room and living spaces (dining and accommodation).
- A **13,000 m² space dedicated to the youth academy**, consisting of three main buildings (for youth development, education and accommodation), eight training pitches, two pitches for matches and two stands with a capacity of 500. Several interior spaces will also be incorporated: a performance area, a medical treatment room, classrooms for secondary school students, a therapeutic pool and living spaces.
- A **club house**, with a central gathering place overlooking the first two plateaux, a lecture hall with a capacity of 230, a multimedia library, a reception area, workspaces and a dining area.

The project is also intended to be environmentally responsible, with less than 10% of the surface area taken up by buildings, and a strong commitment made to preserve and develop the site's biodiversity. 4,000 trees will be planted and more than 30 ha of green space will be developed (for a nursery, a vegetable garden, meadows, and wooded areas).

A second stage of the project is scheduled to be launched in the summer of 2024, the aim of which will be to develop a business centre comprising offices, a hotel and a sports clinic. Discussions with local public stakeholders (Town of Poissy, Grand-Paris Seine et Oise urban community, Yvelines Departmental Council) are ongoing so as to connect and adapt the project to local issues.

This project will therefore enable Paris Saint-Germain to move to a new level and draw level with the very top European clubs.

1,000

jobs are expected to be created during the building phase, while 200 employees will eventually work on-site (including the professional players and sports staff).

TEN YEARS OF FANBASE DEVELOPMENT

100M

followers on social media,
including **83M international
followers** (March 2021)

Although the club had just 500,000 followers and was only present on Facebook in 2011, it has now passed the symbolic 100 million milestone. This total puts it in sixth place among the major European clubs.

This remarkable increase has been achieved by **gradually launching accounts on the various social networks**. After Facebook and Twitter (2009), the club ventured onto YouTube (2010), Instagram (2012), Snapchat (2015) and TikTok (2019).

CONTENT

As well as an increased presence, PSG has implemented **four key content categories (news, entertainment, entertainment and brand content)** and adopted a **strategy of targeted content** depending on the network and the followers it is addressing within four major zones (Asia, America, Europe and MENA/Africa). The aim is to **provide content that is tailored to suit each platform and its specific practices**.

2nd

PSG is the second most followed club in the world on TikTok. The dynamics on this network, which is aimed at young people, have served the club well: over the past three months, PSG has seen a greater growth in follower numbers than all other European football clubs.

3rd

Once the club's followers and those of its players are combined, **PSG emerges as the third most followed club in the world**.

TEN YEARS OF FANBASE DEVELOPMENT

DEVELOPMENT AND GROWTH

From 500K to 100M+

A **global community**, with 20 official Paris Saint-Germain accounts on social networks (excluding handball, women's team, Foundation, academy, etc.)

1.3M Île-de-France residents follow Paris Saint-Germain's transient content



In less than two years of presence, the club has enjoyed spectacular growth and flourished with this new manner of communicating, **with content that can exceed 60M views**



18 million minutes viewed on PSG streams since the launch of the channel in 2020



438 million video views since the launch of the channel in 2010

Paris Saint Germain is also present on Facebook, Instagram and the principal Chinese social networks: Weibo, Douyin, WeChat, Toutiao and Dongqiudi.



TEN YEARS OF FANBASE DEVELOPMENT

INTERNATIONAL... AND REGIONAL IMPACT

4.05 Bn
potential
reach

The PSG website and digital content are produced **in eight different languages** (French, English, Spanish, Portuguese, Arabic, Mandarin, Indonesian and Japanese).

Global accessibility of content maximised



Indonesia

Largest number of
Facebook followers



Brazil

Largest number of
Instagram followers



Egypt

Largest number of Twitter
followers, after France

TEN YEARS OF REVENUE GROWTH

Paris Saint-Germain
(hors transferts, en M€)



Progression of Paris Saint-Germain revenue
(excluding transfers, in M€)

In ten years, Paris Saint-Germain's revenue has increased by a factor of 5.7, rising from €95M in 2010/2011 to €540.6M in 2019/2020 - **an average annual growth rate of 21.3%.**

TEN YEARS OF REVENUE GROWTH

DELOITTE FOOTBALL MONEY LEAGUE RANKING

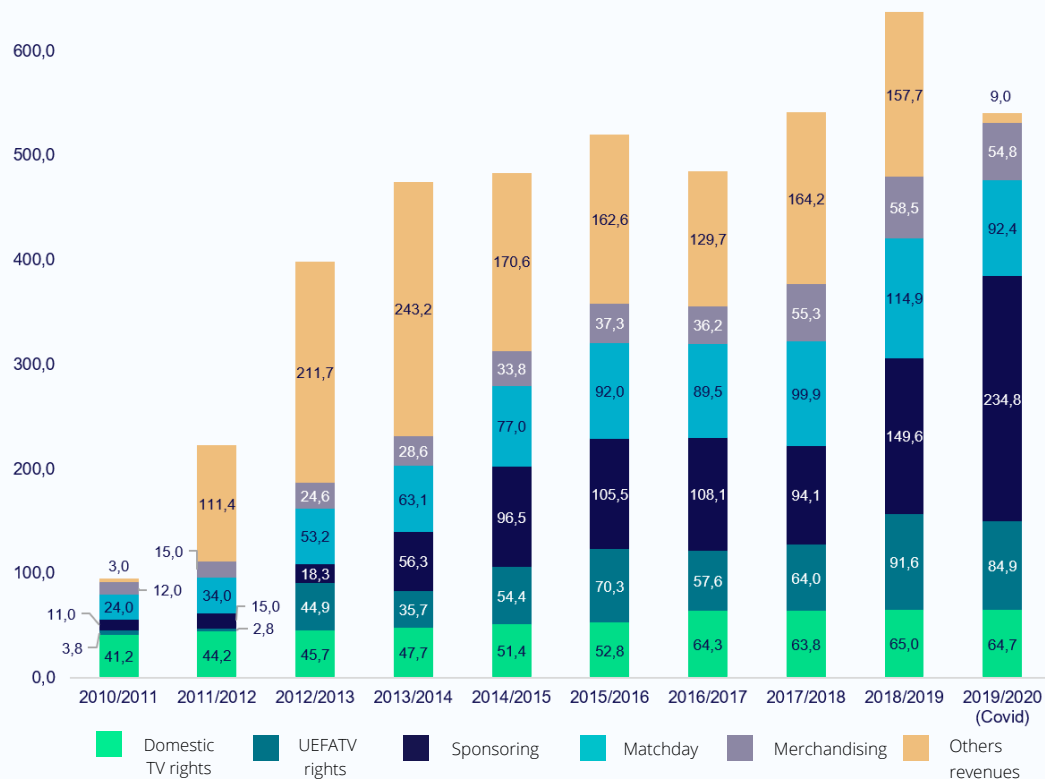
2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
N/A	10	5	5	4	6	7	6	5	7

This revenue growth has positioned the club among the top performers in this domain, as illustrated by its **rapid rise in Deloitte's league table of Europe's highest revenue-generating football clubs.**

While Paris Saint-Germain did not even feature in the top 20 in 2010/11, it now finds itself rubbing shoulders with the cream of the crop in Europe, such as Barcelona, Real Madrid, Bayern Munich, Liverpool and Manchester City.

TEN YEARS OF REVENUE DIVERSIFICATION

71% of the club's revenue now comes from commercial (sponsorship and merchandise) and matchday income.



Progression of Paris Saint-Germain revenue
(excluding transfers, in €M)

- Very strong growth in **sponsorship revenue**, which represented just €11M in 2011 and reached its highest level of €235M in 2020, courtesy of the **internationalisation of the club's strategy**.

- An increase in **matchday revenue**, which quadrupled between 2011 and 2020, rising from €24M to €92M, due, in particular, to the **optimisation of space and hospitality revenue**, which reached €56.8M in 2020.

- A highly significant increase in **merchandise revenue**, which rose from €12M to nearly €55M due to the implementation of an innovative approach and **innovative brand agreements**.

Paris Saint-Germain is now mainly financed by resources collected individually rather than collectively marketed audiovisual rights (by the LFP and UEFA), which now account for just 28% of the club's revenue (versus 47% in 2010/2011), of which only 12% comes from domestic TV rights.

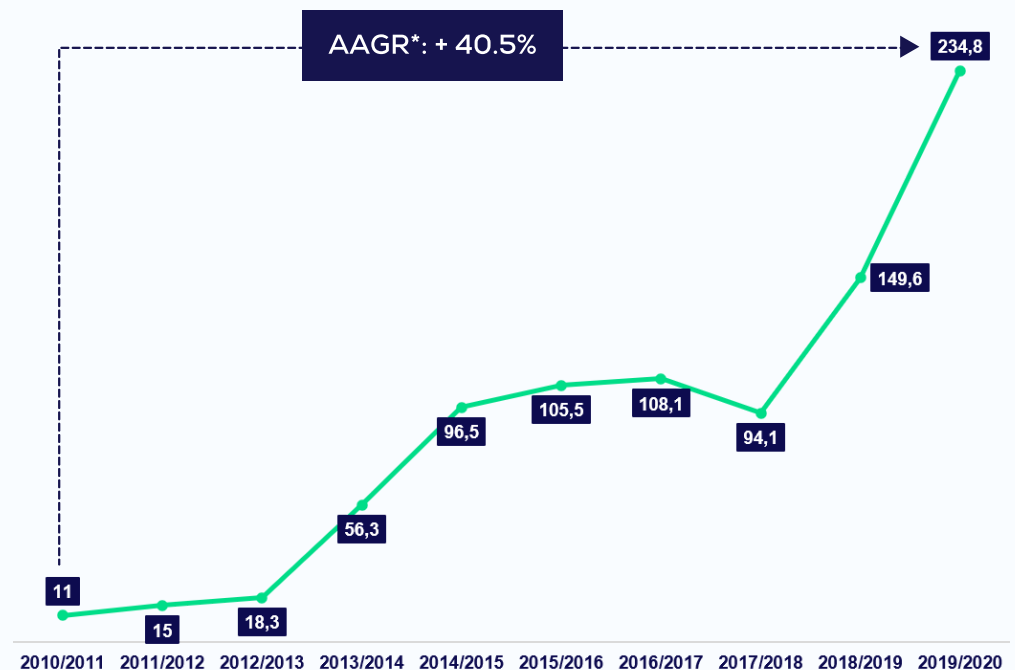
TEN YEARS OF SPONSORSHIP REVENUE GROWTH

In the space of ten years, **Paris Saint-Germain's sponsorship revenue has been multiplied by 21**, from 11 to 234.8 million Euros.

Paris Saint-Germain's marketing strategy has been completely repositioned in ten years, switching from a thoroughly French focus to an international outlook. Today, the clear aim of the club is to **partner with French and international companies that are industry leaders** and that favour **global activations**. As far as the advertisers are concerned, joining forces with Paris Saint-Germain now enables them to **expand their national and international audience and associate with a club that is becoming increasingly prominent**.

This is completely in line with **the club's internationalisation strategy of becoming a powerful sports and lifestyle brand**.

To achieve this, the marketing teams can build on the implemented sporting strategy and the presence of **iconic players** like Neymar and Kylian Mbappé. In addition, Paris Saint-Germain has also been able to strike **agreements with brands (Jordan Brand) and sectors (cinema, fashion) that are sometimes far removed from football**, allowing it to reach a different socio-demographic and/or geographical audience.



Progression of PSG sponsorship revenue

(in €M)

TEN YEARS OF SPONSORSHIP REVENUE GROWTH

Among the most notable deals are two emblematic examples that recently boosted the club's revenue:

ACCOR

The contract with **Accor Live Limitless**, which became the main jersey sponsor for three seasons from 2019/2020 onwards, again placing PSG among the most successful clubs in this domain.



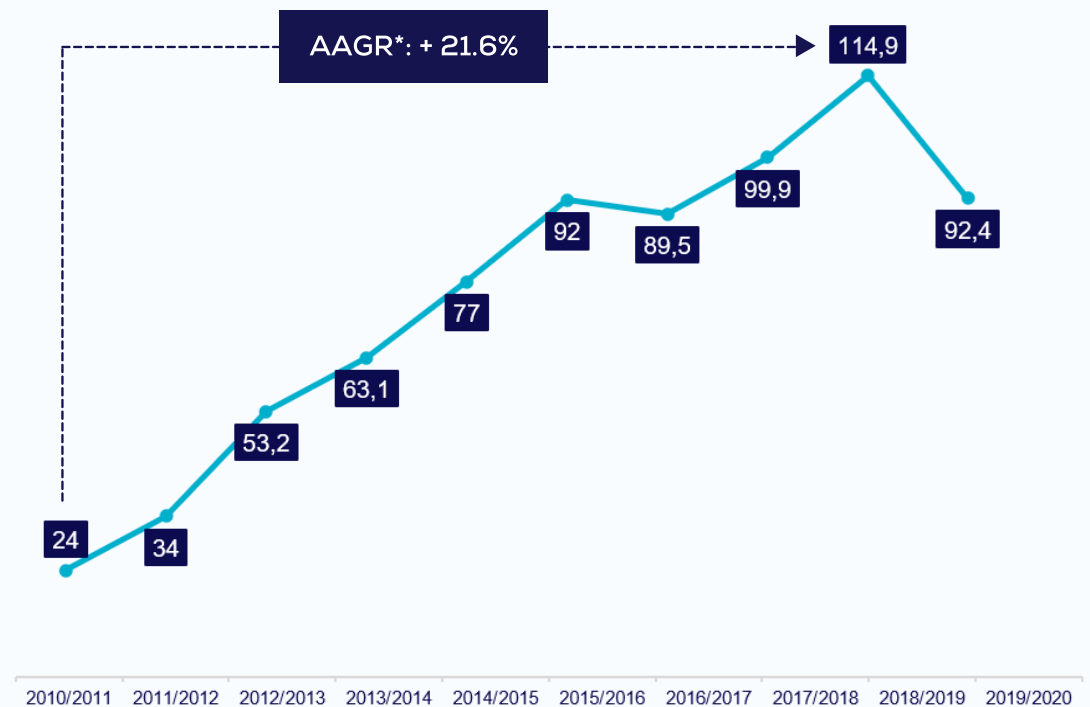
NIKE

The renewal of the **Nike** contract. Kitted out by the American brand since 1989, Paris Saint-Germain announced in 2019 that it had renegotiated the contract until 2032, with "the largest sponsorship contract in its history", and a spot in the European top 5.



TEN YEARS OF OPTIMISED MATCHDAY REVENUE

Prior to the pandemic breaking out, Paris-Saint-Germain had almost quintupled its **matchday revenue**, from **€24M in 2010/11 to nearly €115M in 2018/19** - an average annual growth rate of 21.6%. PSG alone accounts for **25% of the total League 1 matchday revenue**. This growth has been achieved via the implementation of a policy combining the transformation of space and price segmentation.



Progression of Paris Saint-Germain matchday revenue

(in €M)

*Average Annual Growth Rate

TEN YEARS OF OPTIMISED MATCHDAY REVENUE

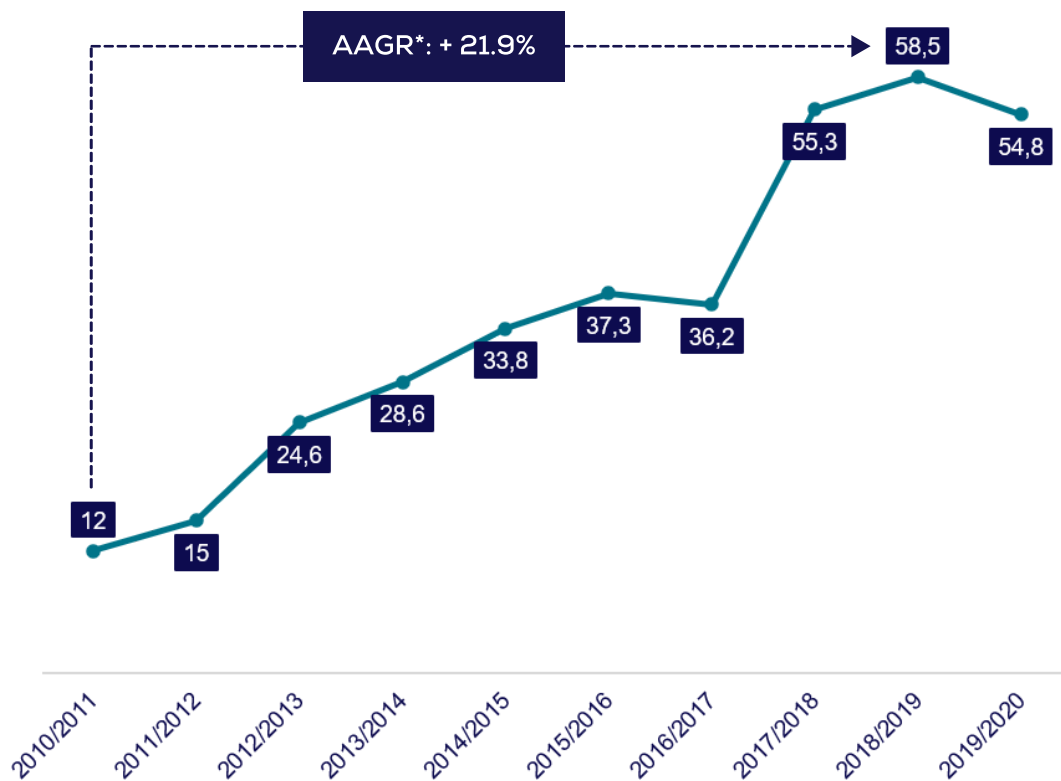
TRANSFORMATION

Some spaces, particularly within the **Parc des Princes**, underwent **significant changes** between 2011 and 2016 in order to support the **club's development strategy**. These included: the relocation of the head office to allow for the development of new hospitality areas, the creation of private boxes, the construction of new areas in the passageways, and the use of all unemployed space to **optimise the stadium** and be able to **generate increased revenue**.

SEGMENTATION

The pricing policy was reviewed in its entirety with a view to **optimising revenue** while achieving two firm objectives: **ensuring a net positive profit margin** for the club and **playing in a packed stadium with an electric atmosphere**. The work undertaken by the club's teams therefore consisted in **segmenting the pricing policy** so as to **give maximum value to each seat**. This was accomplished by developing services for hospitality clients and/or guaranteeing a **fan experience tailored** to the expectations and desires of a broad array of fans. The club has brought in a wide range of tickets and 'experience areas': Duplex (works councils), Football Room (amateur football clubs), the SO/Bar Parc des Princes, Junior Club, and the Ultras (Auteuil). The club has also implemented a policy aimed at **limiting no-shows** and the black market by launching a **ticket exchange**.

TEN YEARS OF MERCHANDISE REVENUE GROWTH



Progression of Paris Saint-Germain's merchandise revenue

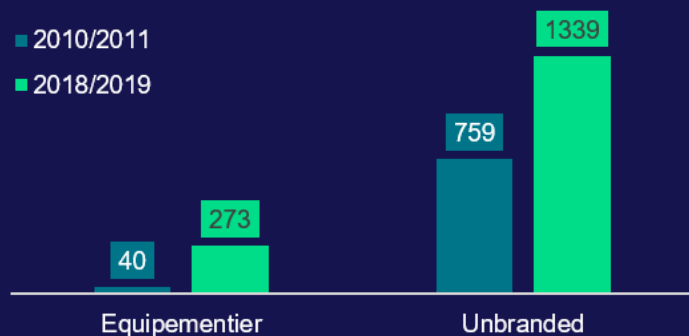
(in €M)

Up until the Covid-19 crisis, the club's **merchandise revenue** had grown substantially, from **€12M to €58.5M** between 2010 and 2019 - an average annual growth rate of 21.9%.

Often used as a benchmark, the **club's jersey sales** have gone through the roof, jumping from 40,000 units sold in 2010 to over **one million jerseys placed on the market in 2018/19**.

TEN YEARS OF MERCHANDISE REVENUE GROWTH

However, the increase in merchandise revenue is not solely down to jersey sales. The club has implemented a **360° strategy** and put together numerous agreements that have helped the PSG brand to grow over the past ten seasons, including: the streamlining and internationalisation of the number of **licences** granted; the development of **e-commerce** (€6M increase in revenue), the launching of **youth academies in 66 cities across 15 countries** with a qualitative rather than quantitative approach and a clear affiliation with PSG and its brand; the development - from 2016 onwards - **of an e-sport strategy** (thus becoming the first major European club to get involved in the sector) with a long-term vision; and the establishment of **129 fan clubs** in 82 countries.



Progression of the number of PSG items



The agreement with **Jordan Brand**, a globally recognised brand, is **emblematic** and constitutes both a **powerful marker** and a **business accelerator**. It confirms the club's strategy of no longer being perceived as a purely sporting brand, but as a **powerful international lifestyle brand**. The Jordan Brand lifestyle range generated 16% of revenue in 2019/2020 versus 8% in 2018/2019.

A symbol of the growing strength of the PSG brand: **the expansion of PSG items**, the number of which has increased considerably, particularly those offered by Nike, which rose by a factor of 6.8 between 2011 and 2019.

PSG, LIGUE 1'S DRIVING FORCE

While the Parc des Princes boasts a 98% occupancy rate, **Paris Saint-Germain also often enables Ligue 1 clubs to record their best attendances of the season:** the occupancy rates of Ligue 1 clubs against Paris Saint-Germain vary from 76% to 100%, with **an average gain of 23 points compared to the average occupancy rate for the whole season.**

2018/19 season	Average occupancy rate	Occupancy rate vs. PSG	Difference
FC Girondins de Bordeaux	51%	99%	+47
OGC Nice	54%	93%	+39
Toulouse FC	49%	82%	+33
AS St-Etienne	63%	94%	+32
LOSC Lille	69%	100%	+31
Montpellier Hérault SC	63%	93%	+30
Stade de Reims	70%	99%	+29
FC Nantes	71%	97%	+26
AS Monaco	51%	76%	+25
Angers SCO	71%	94%	+23
EA Guingamp	77%	100%	+22
Olympique de Marseille	76%	98%	+22
Stade Rennais	81%	100%	+19
SM Caen	83%	99%	+16
Olympique Lyonnais	86%	100%	+14
Dijon FCO	84%	98%	+13
Nîmes Olympique	88%	97%	+9
Amiens SC	94%	100%	+6
RC Strasbourg Alsace	97%	98%	+2

PSG, LIGUE 1'S DRIVING FORCE

This interest in attending matches against Paris Saint-Germain often enables other French clubs to offer packages that include several fixtures and to optimise their matchday revenue.

€46.10

The attendance and security report produced by the French professional football League (LFP) also includes some interesting items of information:

- When PSG travelled away from home during 2019/20, the **average ticket price sold by home clubs was 46.10 Euros**, versus an average price of 26.86 Euros for other matches, and opponents' stadiums were 93% full on average.
- The **average matchday revenue** (excluding season tickets) recorded **by PSG's opponents was 671,000 Euros**.

7

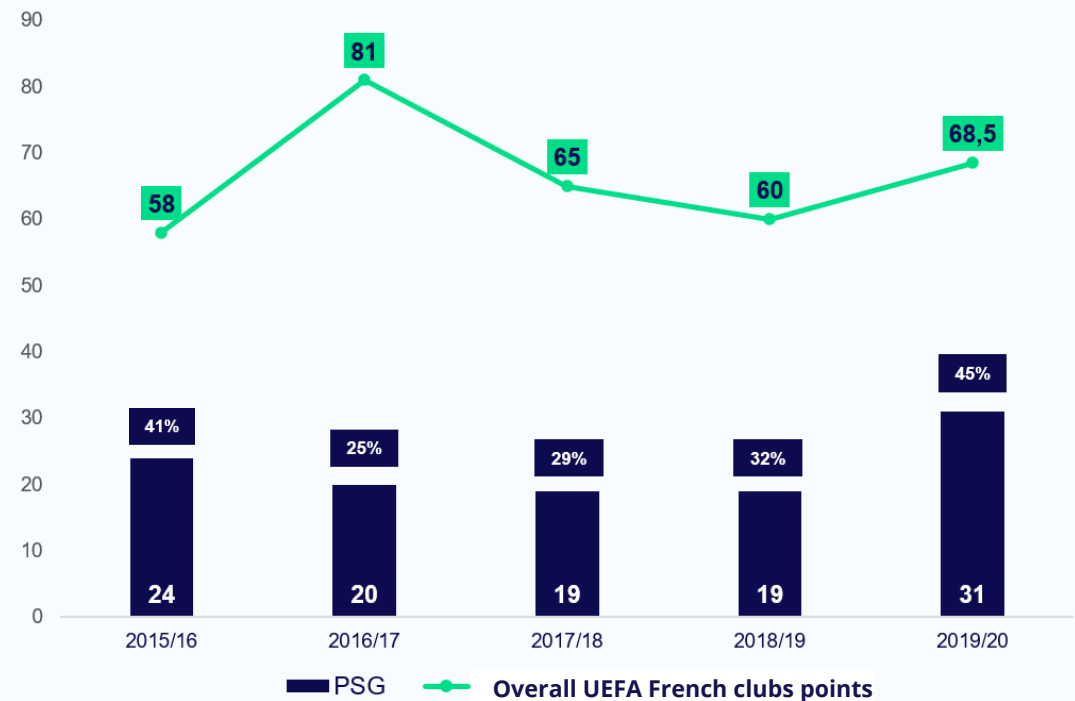
Seven of the 14 clubs that hosted PSG in 2019/20 (a season that was halted at Matchday 28) made that match their most expensive of the season, with an **average ticket price (excluding season tickets) that was 69% higher than the average ticket price for the season.**

PSG, FRANCE'S EUROPEAN LEADER

Since the arrival of QSI at the helm, Paris Saint-Germain has qualified for the **UEFA Champions League every year**.

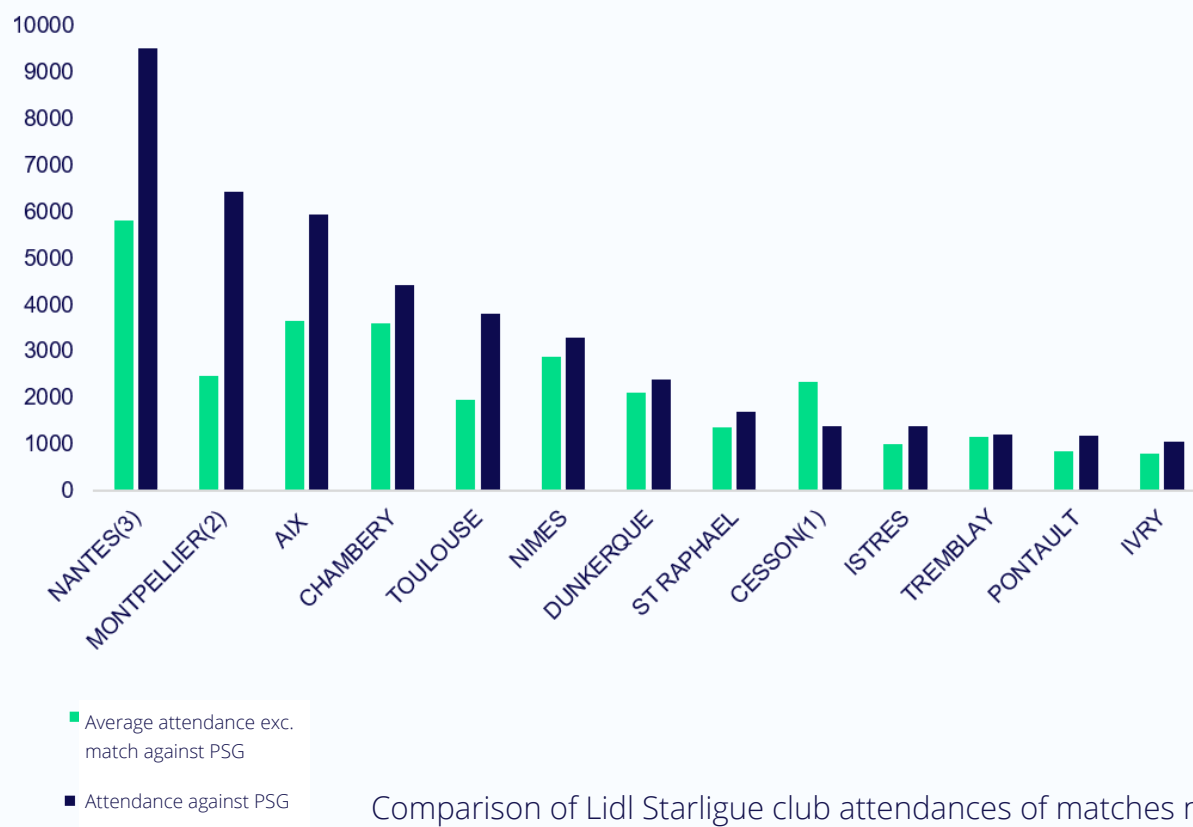
Although victory has eluded the club so far, PSG has secured some **convincing results**, reaching the round of 16 three times, the quarter-finals four times, the semi-finals once and the final once, in 2020.

Paris Saint-Germain has consequently made a significant contribution to France's UEFA coefficient. With 113 points over the past five seasons, Paris Saint-Germain has provided 34% of the points gained by all French clubs on average and **as much as 45% during 2019/2020**.



PSG's contribution to France's UEFA coefficient

PSG, CORNERSTONE OF THE LIDL STARLIGUE



Comparison of Lidl Starligue club attendances of matches not involving PSG vs. matches against PSG.

Season 2018/2019

Mirroring the men's football team, **Paris Saint-Germain's handball division also contributes to galvanising the Lidl Starligue.** This is particularly visible on two levels: on the one hand, through the attendance figures achieved by the top-flight clubs that host PSG, and on the other hand, through the matchday revenue recorded by these clubs when PSG pays them a visit.

PSG, CORNERSTONE OF THE LIDL STARLIGUE

Apart from Cesson, which was unable to move its match to a larger venue than its usual arena (1,402 capacity), all of the clubs registered a record crowd when they welcomed PSG during 2018/2019.

Montpellier Handball, at the Sud de France Arena (8,750 capacity), and Handball Club de Nantes, at the Hall XXL (11,000 capacity), took advantage of **PSG's visit to move their matches to arenas with significantly higher capacities**. Indeed, HCN set a season record (9,511 fans), ahead of MHB (6,418).

Not counting these relocations, **Lidl Starligue clubs' attendances against PSG were between 6% and 95% higher than those recorded against the other clubs in the division**.



6.7

From a commercial viewpoint, welcoming PSG enabled Lidl Starligue clubs to record **ticketing revenue (excluding season tickets) that was 6.7 times higher on average than for other league matches**.

For the two clubs that moved the match to another venue, the revenue from their game against PSG was 5.8 and 9.3 times higher than the average, while for the other clubs it was between 2.1 and 7.2 times higher.

PARIS SAINT-GERMAIN, A CLUB THAT CREATES VALUE



METHODOLOGY

METHODOLOGY

ECONOMIC IMPACT

The economic impact of a professional sports club is defined as the **additional economic activity produced by the club in an area of reference**.

It is measured in a counterfactual manner, by comparing two states of the local economy: one, theoretical, without the club, and the other, real, with the club. Assessing the economic impact therefore aims to **measure a club's ability to attract funding/fans from outwith its area and to spend it/make fans spend locally**.



AREA OF REFERENCE

An economic impact study can only be conducted by determining a clearly defined territorial area.

For our study, we chose the area of **Paris Region (Île-de-France)**. First, because it is an **economically integrated geographical area** that includes the main production and distribution factors and that consequently has a high degree of autonomy. And second, because it seemed **relevant, given the club's different locations**.



SEASON

In order to gain a snapshot that is as close as possible to reality, we decided to use the **2018/2019 season**, which is the last campaign to date that could be described as "normal", both in sporting and financial terms.

Interrupted before its conclusion, the 2019/2020 season was nonstandard and was not considered relevant, just like the 2020/2021 season, which had not yet been completed at the time of our assignment and which was played almost entirely behind closed doors to boot.



METHODOLOGY

THEORETICAL MODEL

We opted for **the Keynesian version of economic base theory**.

This theory aims to measure the effects of the external demand shock generated by the presence of Paris Saint-Germain benefiting local stakeholders, i.e. Île-de-France.

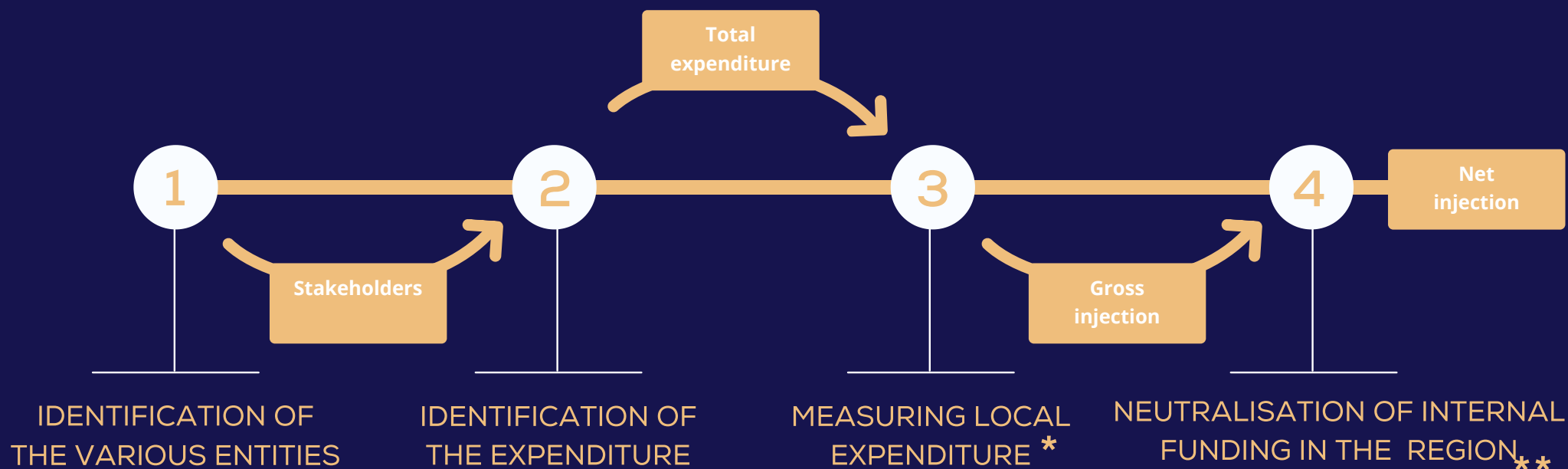
SOURCES OF INJECTION

Organisational and investments expenditure incurred by the club while organising its activities that were funded by external resources.

Spending by visitors from outside the study area who came mainly because of the club's activities, i.e. to attend or work at one or more of Paris Saint-Germain's matches: fans, delegations from opposing clubs, officials, service providers, and suppliers.

METHODOLOGY

METHODS FOR CALCULATING THE PRIMARY "ORGANISATION" IMPACT



* In order to take leakage outside the region into account: the use of external service providers paid with a share of local agents' revenue constitutes leakage outside the local economy. The part of the external expenditure that is financed by funds from inside the region should be excluded.

** Under the substitution effect, local funding is neutralised to the extent that, if it were not destined for the club, it would have been used in another sector of the local economy. To measure the net injection, only the part of the local expenditure that is financed by funds from outside the region is therefore retained.

METHODOLOGY

METHODS FOR CALCULATING THE PRIMARY "VISITOR" IMPACT



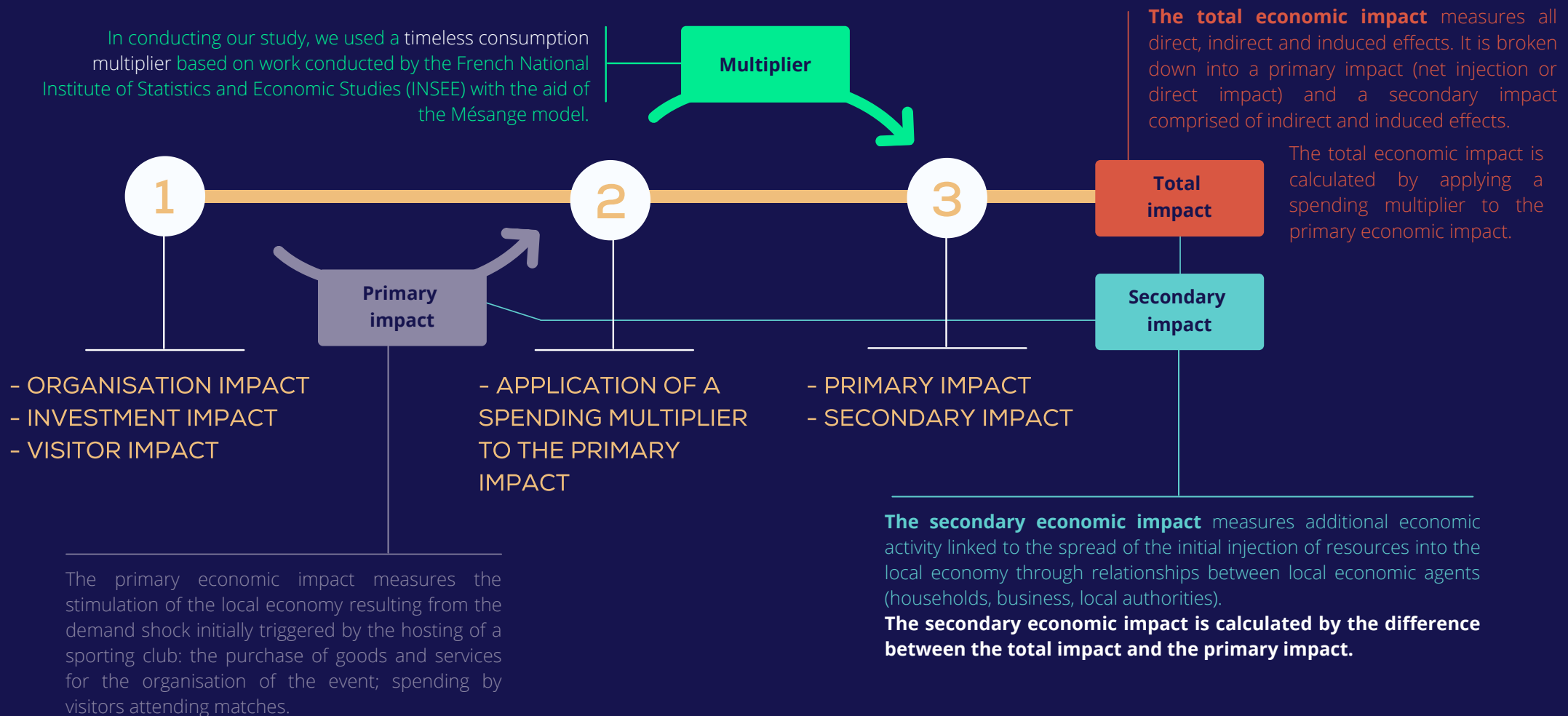
*** No shows:** spectators with a ticket to a match, recorded by the French Professional Football League in the gate receipts, but who have not travelled to the match. This is sometimes the case with season-ticket holders who do not attend every match and who do not make their tickets available on the club's resale platform.

**** Resident spectators:** spending by resident spectators must not be included when calculating the economic impact because of the substitution effect, an economic theory that holds that if they hadn't spent their money at club matches, they would have spent it locally for other reasons and/or in other sectors.

***** Opportunity effect:** spending by spectators who attend matches but are in Paris for other reasons (family and job-related reasons, holidays, etc) should not be included when calculating the impact.

METHODOLOGY

METHODS FOR CALCULATING THE TOTAL IMPACT



A wide-angle photograph of the Paris Saint-Germain football team lined up on the pitch at night. The players are wearing their dark blue home kit with red and white accents. They are standing in a line, facing forward. In the background, the stadium lights are on, and the stands are visible. The sky is dark. The overall image has a blue tint.

ECONOMIC IMPACT

PRIMARY IMPACT – ORGANISATION

The “organisation” primary impact measures the **additional wealth generated by the club's activity in the local economy**.

It measures the **ability of the club to attract revenue** from outside the region and **its propensity to spend it locally** in funding its activities, without overlooking the fact that it can also attract some of the local revenue that it spends outside the region:

- The club, in its capacity as an economic entity that organises sporting events, calls on a certain number of service providers and suppliers (the purchase of goods and services). The part of this expenditure that goes to actors in the Ile-de-France region and is funded by revenue from economic agents outside the region constitutes an **injection into the local economy**.

- Conversely, by using non-local service providers and suppliers (located elsewhere in France or abroad) who are paid by the club with revenue from local economic agents, the club can also create **leakage outside the local economy**.

GAUGING OF THE IMPACT

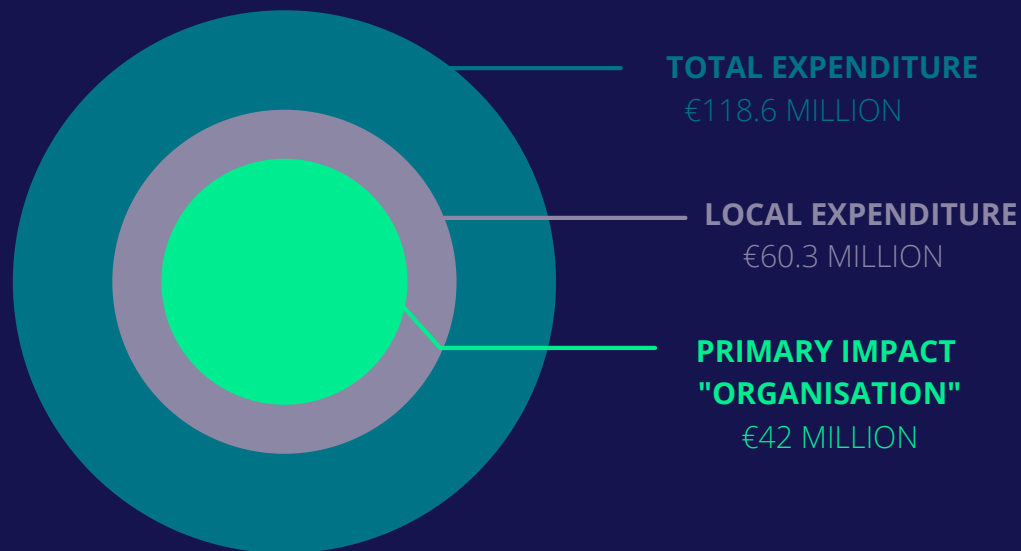
The process for gauging the impact of the club's activity is a gradual one:

It involves, first of all, estimating the **club's total expenditure**, bearing in mind that club's can be made up of different legal entities (registered company, non-profit organisation, other subsidiaries/structures).

The next step is to **identify where** the club's expenditure is going by making a distinction between money spent locally (gross injection) and money spent outside the region (leakage). It is also necessary to identify **how the club is financed**.

Finally, **the primary (or direct) impact is determined**: this is the balance between the amount of local expenditure financed by revenue from outside the region and the amount of external expenditure financed by local revenues.

PRIMARY IMPACT – ORGANISATION



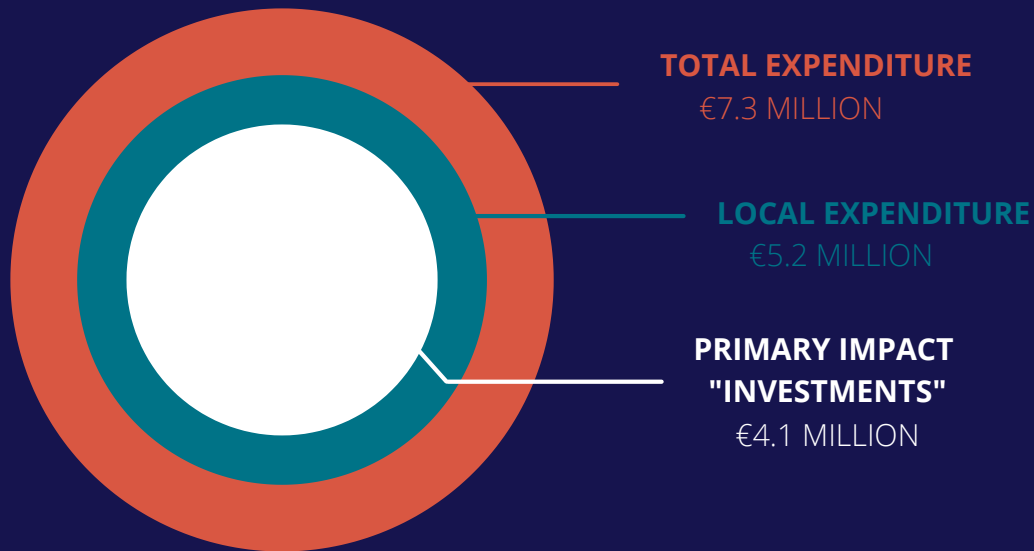
Excluding payroll

- Paris Saint-Germain's total operational expenditure for the 2018/19 season was €118.6m.
- Some **€60.3m** (51%) of this expenditure went to regional actors (service providers and suppliers), with the remaining €58.3m being spent in the Île-de-France region.
- The primary (or direct) impact relating to the organisation of the club's activities is **€42m**.

This figure is broken down as follows:

- **The total local expenditure** (€60.3m) **financed with the aid of external revenue** (85%), €51m of which can be deemed gross injection. Internally financed local expenditure must be excluded from the calculation because of the substitution effect, as it involves the redistribution of local money.
- From which **external expenditure** (€58.3m) **financed with local revenue** (15%) **has been deducted**, which equates to €9m and which is deemed to be leakage. External expenditure financed by local funds must be deducted insofar as some local money is taken out of the regional economy.

PRIMARY IMPACT – INVESTMENTS



Investment expenditure

- Paris Saint-Germain disbursed a total of **€7.3m** in capital expenditure during the course of the 2018/19 season.
- Some **€5.2m** (85%) of this amount was spent on regional actors (service providers and supplier), with €2.1m being spent outside the region.
- The primary impact of the organisation of the club's activities was **€4.1m**.

This figure is broken down as follows:

- **Total local expenditure** (€5.2m) **funded with external revenue** (85%), €4.4m of which can be deemed gross injection.
- From which **external expenditure** (€2.1m) **financed with local revenue** (15%) **has been deducted**, which equates to €0.3m and which is deemed to be leakage.

PRIMARY IMPACT – VISITORS

"GENERAL PUBLIC" SPECTATORS

TOTAL
ATTENDANCE
1,122,830

ACTUAL
ATTENDANCE
916,092

NON-LOCAL
SPECTATORS
243,872

SPECIFIC
SPECTATORS
226,854

PRIMARY
IMPACT
€85.4M

VIP SPECTATORS

TOTAL
ATTENDANCE
120,366

ACTUAL
ATTENDANCE
117,491

NON-LOCAL
SPECTATORS
26,540

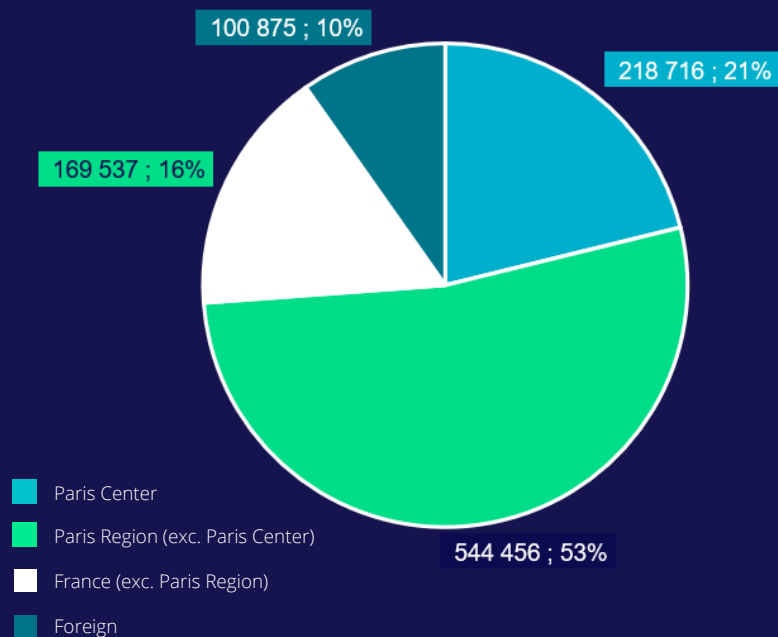
SPECIFIC
SPECTATORS
25,213

PRIMARY
IMPACT
€13.5M

An explanation of the methodology: In view of the fact that we conducted the study during the 2020/21 season, in which matches were played behind closed doors, we were not in a position to conduct a survey of Paris Saint-Germain's ticket-holding customers. As a result, average spectator spend was calculated in line with conservative estimates based on work conducted previously by the CDES with regard to club competitions (football, rugby) and major international sporting events (the 2014 World Equestrian Games, EURO 2016 and the 2018 Ryder Cup). We also looked at similar surveys conducted by other major European football clubs (La Liga, Premier League).

PRIMARY IMPACT - VISITORS

Some 26% of the fans who attended matches during the 2018/19 season live outside the Île-de-France region, including more than 100,000 foreign spectators. On average Paris Saint-Germain welcomed more than 3,700 foreign fans per match.



Origin of Paris Saint-Germain spectators

(2018/19 season)

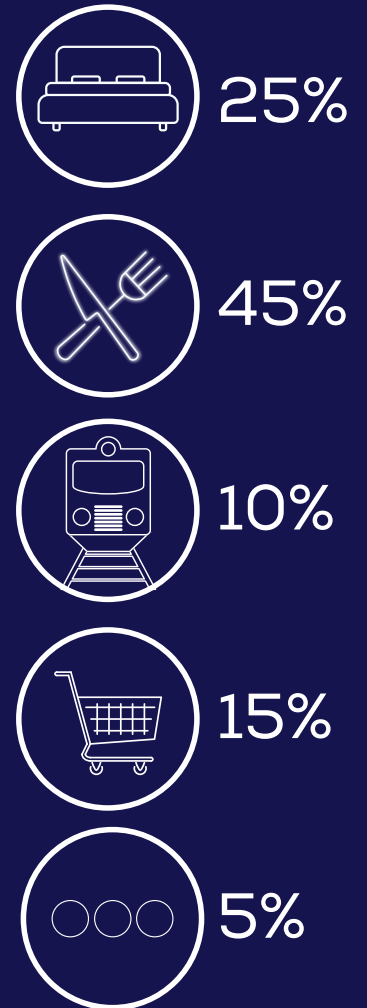
47%

47% of the economic impact generated comes from foreign fans and equates to €46.4m.

€393

The average spend of spectators from outside the region attending Paris Saint-Germain matches in the 2018/19 season.

On average foreign spectators spend more (€511) than French spectators who live outside Île-de-France (€326).



PRIMARY IMPACT – VISITORS

€0.8M

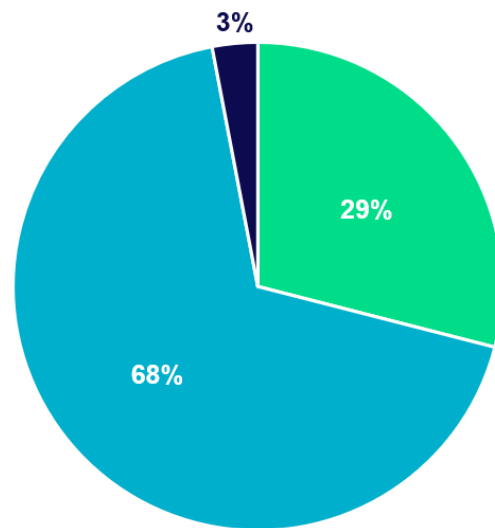
PRIMARY IMPACT
OF AWAY TEAMS

€0.8 MILLION

Away teams

- Visits by opposing teams to the Île-de-France also contribute external revenue to the regional economy. As we were unable to conduct a survey of away teams, we calculated their impact by **estimating their spending**.
- During the course of the 2018/19 season, Paris Saint-Germain played **27 matches at the Parc des Princes**: 19 in Ligue 1, four in the Champions League, three in the Coupe de France, and one in the Coupe de la Ligue.
- We applied different **delegation sizes** to domestic matches and Champions League games (30 people and 45 people respectively), and different **spends** (€800 and €1,500 respectively), and included spending on transport between the various sites (airport, hotel, Parc des Princes).
- The primary impact of opposing teams visiting PSG was estimated to be **€0.8m**.

PRIMARY IMPACT – SUMMARY



■ Organisation impact

■ Visitors impact

■ Investments impact

Breakdown of the primary impact of Paris Saint-Germain in the Île-de-France region

2018/19 season

In the 2018/19 season the primary (or direct) economic impact generated by Paris Saint-Germain in the Île-de-France region was €145.8m.

This impact can be attributed primarily to people visiting the Île-de-France region for PSG matches at the Parc des Princes. **The “visitors” impact was calculated to be €99.7m** (€98.9m from spectators and €0.8m from opposing teams) and accounts for 68% of the direct impact.

The second-highest contribution, totalling €42m (29% of the primary impact), was made by the **“organisation” impact**, i.e. the club’s operational expenditure on regional actors (service providers, suppliers and employees), financed by external revenue. This figure does not include player salaries.

Finally, **the “investments” impact amounted to €4.1m** over the 2018/19 season, which equates to 3% of the direct impact. This is the amount disbursed by the club over the season to regional actors and financed by external revenue.

TOTAL ECONOMIC IMPACT

$$\begin{array}{|c|} \hline \text{PRIMARY IMPACT} \\ \hline \text{€145.8M} \\ \hline \end{array} \times \begin{array}{|c|} \hline \text{MULTIPLIER} \\ \hline 1.25 \\ \hline \end{array} = \begin{array}{|c|} \hline \text{TOTAL ECONOMIC IMPACT} \\ \hline \text{€182.2M} \\ \hline \end{array}$$

Paris Saint-Germain generated a total economic impact of €182.2M for the economy of the Ile-de-France region during the 2018/19 season.

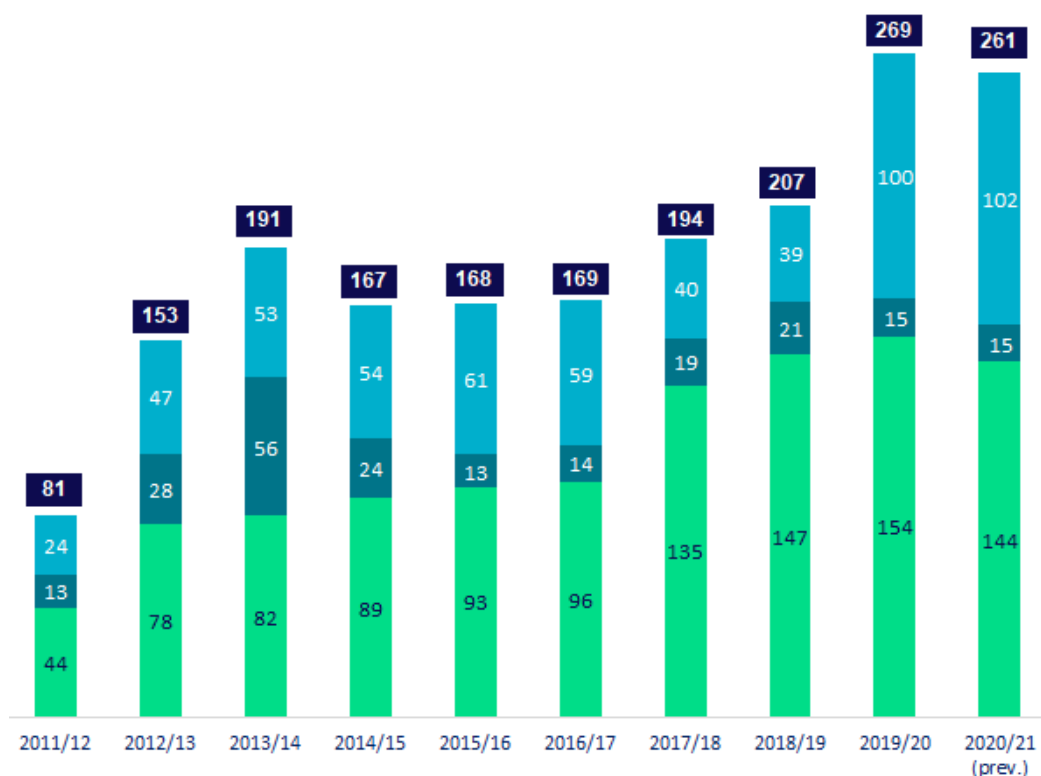


Direct economic impact
(primary)



Indirect and induced economic impact
(secondary)

CONTRIBUTION TO PUBLIC FINANCES



The club's contributions to public finances

in millions of €

- Taxes paid by the club's player
- State and local authority taxes
- Social security contributions by the club

Paris Saint-Germain's contribution to public finances over the last ten years

€1.9
bn

Through its activities, Paris Saint-Germain contributes to public finances at both state and local authority level. **Between 2011 and 2021, the club and its players paid €1.9bn to the state and local authorities.**

In 2019/20 a record €269.3m was paid. This included:

- €154.1m in social security contributions by the club.
- €15.4m in state and local authority taxes.
- €99.8m in taxes paid by the club's players.

JOBS CREATED BY PSG

670 DIRECT JOBS

In 2018/19, Paris Saint-Germain directly employed 676 people across the club as a whole:

- 123 sporting staff
- 152 players
- 401 administrative

According to the information provided by the club, this equates to 623 full-time equivalent jobs.

In addition, casual employees working on matchdays on temporary contracts account for 47 FTEs a year.

In total across 2018/19, Paris Saint-Germain directly generated 670 FTE jobs.

1,480 INDIRECT AND INDUCED JOBS

Indirect jobs

On match evenings, an average of 3,500 people are on duty at the Parc des Princes. We applied an average working time for these people and estimated the number of **indirect jobs to be equivalent to 400 FTE jobs over the 2018/19 season.**

Induced jobs

Spectator spend also supports a certain number of jobs in the regional ecosystem. We have calculated that **induced jobs equate to 1,080 FTE jobs in total for the 2018/19 season.**

2,150
JOBS

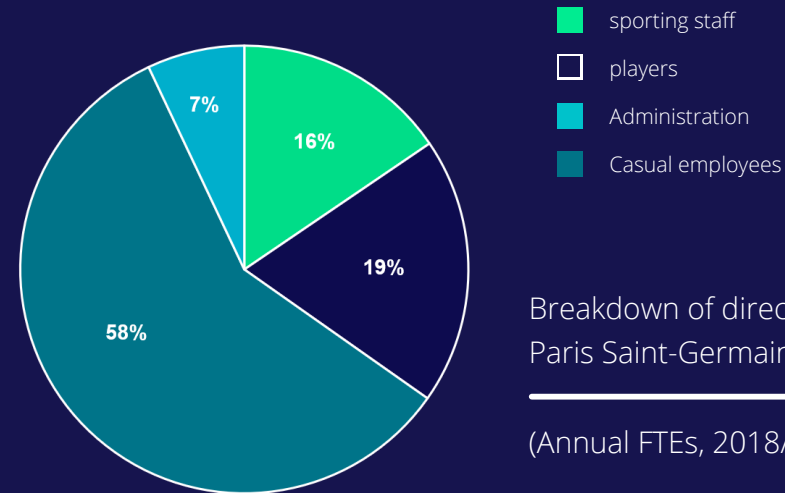
Paris Saint-Germain created 2,150 full-time equivalent jobs during the 2018/19 season.

JOBS SUPPORTED BY PSG



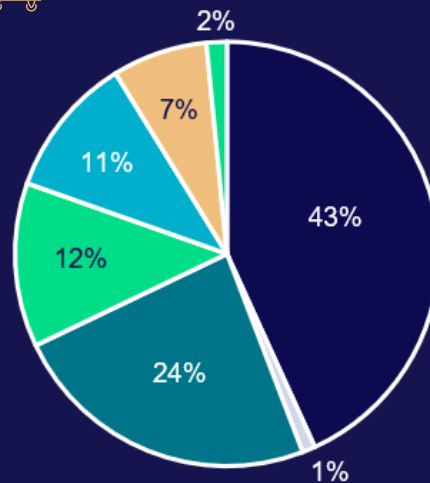
Breakdown per sector of induced jobs supported by the activity of Paris Saint-Germain

2018/19 season



Breakdown of direct jobs supported by Paris Saint-Germain per sector

(Annual FTEs, 2018/19 season)



Breakdown per sector of indirect jobs created by Paris Saint-Germain

(Annual FTEs, 2018/19 season)

MEDIA IMPACT

Aside from its economic impact, Paris Saint-Germain has a very substantial media impact, as shown by the key figures below.

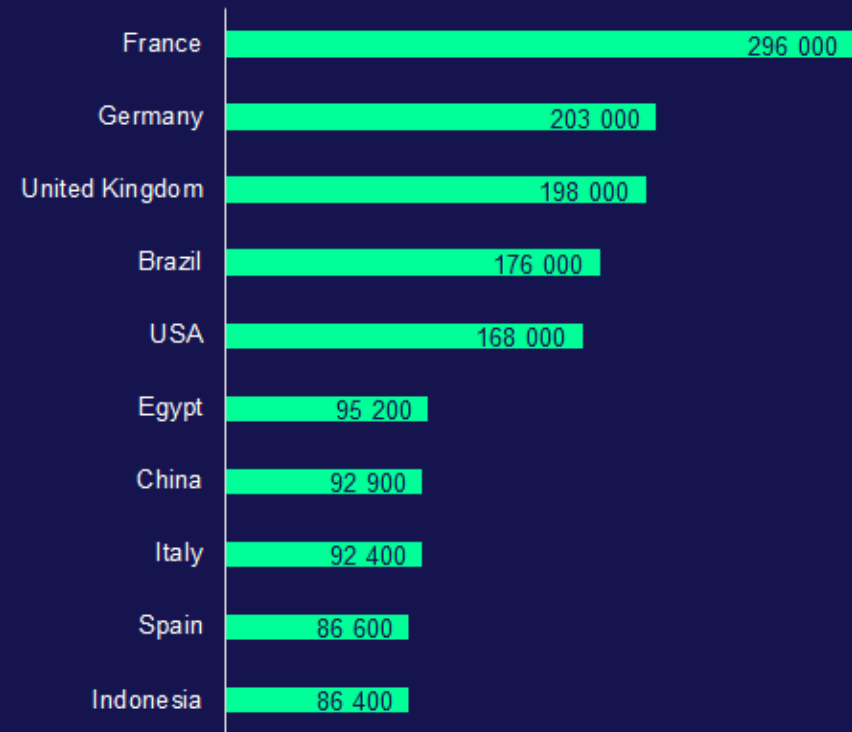
Paris Saint-Germain is now regularly featured in the world's most influential online media outlets (Tencent, Financial Times, New York Times, CNN, BBC, The Guardian, Globo, Kompas, etc.)

The daily presence of Paris Saint-Germain in the online media goes beyond sports, with growing coverage in the economic and cultural media.

The area of influence of Paris Saint-Germain is growing strongly on all continents, especially in Asia and North America.

2.1M

A total of 2.1 million articles on Paris Saint-Germain went online during the 2019/20 season, generating a potential reach of 4.6 billion people, with internet users viewing an average of 1,022 items on PSG.



Number of articles dedicated to Paris Saint-Germain TOP 10 countries

MEDIA IMPACT

Despite the fact that the 2019/2020 Ligue 1 season was cut short by 11 matches, **Paris Saint-Germain's media impact noticeably increased**. This can be explained by, in particular, the club's sterling performances in the Champions League. This can be seen with the help of two indicators.

372M

Paris Saint-Germain's matches generated **a cumulative TV-audience of 372 million people in 2019/2020 (+39% in comparison with 2018/2019)**.

The **economic value of the club's media coverage** during the 2019/2020 season (+27% in comparison with 2018/2019).

€1.1
Bn

**PARIS SAINT-GERMAIN:
A RESPONSIBLE AND SOCIALLY
ENGAGED CLUB**

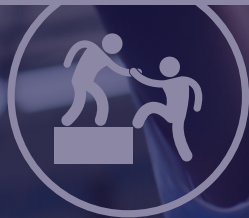
A large mascot character, resembling a stylized orange fox or dog with a blue and red jersey, is interacting with a young girl with braided hair. The girl is smiling and reaching up towards the mascot's hand. They are on a grassy sports field with a fence and trees in the background. The word "METHODOLOGY" is overlaid in a yellow box in the center of the image.

METHODOLOGY

METHODOLOGY

SOCIAL UTILITY

Gauging the social utility of a professional club is a particularly challenging task as it is not something that is immediately quantifiable (social cohesion, collective identification, etc). This analysis focuses on the club's strictly "social" activities and seeks to gain an understanding of how it is rooted in the local community.



GEOGRAPHICAL SCOPE

Our analysis looks at the Île-de-France region but is not restricted to it. Given that the club's social policy extends well beyond its boundaries, we have also taken into account the various activities carried out in France and around the world.



SEASON

Just as we did in studying the economic impact, we have looked at the 2018/19 season in assessing the club's social utility. We have, however, taken as dynamic an approach as possible and studied several previous seasons, with a view to better understanding how the club's social policy has evolved.



MULTI-FACETED SOCIAL INVESTMENT

PSG ASSOCIATION

Though the association does not have a “social” role as such, it does play an important role in ensuring close ties between the club and the region. Whatever the links between PSG the professional football club and PSG the association, it is the latter that represents the club at a local, grassroots level.



FOUNDATION AND ENDOWMENT FUND

In 2000, PSG became the first French club to set up its own foundation which is mainly focused on initiatives that support sick and disadvantaged children and on helping young people find their way in the world of work. An endowment fund was then created in 2013, giving patrons the opportunity to commit themselves alongside Paris Saint-Germain in carrying out actions of general interest.



ADVOCACY

The club, through various partnerships, also takes a stance on a range of social issues, such as the fight against racism, anti-Semitism and homophobia and raising people's awareness of problems relating to disability in these various activities.

The club is also strongly committed to environmental protection.





PSG ASSOCIATION

PSG ASSOCIATION

The PSG association was created in 1970 to manage the amateur and professional football teams, and did so until 1991.

It is currently only in charge of the amateur teams and its job is to nurture young talents who might go on to join the club's training centre. The PSG association is a key component in the club's regional anchorage, with:

- 488 male players and 128 female players
- 70 managers
- 47 instructors
- 23 referees

One of the association's aims over the next few years is to work on creating and/or consolidating its links with the SASP, but also with the Foundation and the Endowment Fund.





FOUNDATION & EF

FOUNDATION & EF – MISSIONS

The PSG Foundation was created in 2000.

The Endowment Fund (EF) later joined the Foundation in order to raise more considerable funds and allow for the development of new actions. It was created during the 2012-13 season, but it really started to take off in 2015-16.

The Foundation and EF develop actions based around three main missions:

- Offering a social and professional integration programme for young adults
- Helping children from disadvantaged neighbourhoods
- Comforting sick children

Between 2011 and 2020, 126,823 people were involved in the actions run by the Foundation and the EF, which is an average of 14,091 people per year. Note that this number does not include the people who directly benefitted from the club's actions, in particular the people helped thanks to donations from the EF or other charities.



STRUCTURE OF THE DIFFERENT TYPES OF ACTION

The Foundation and EF's missions are expressed in a variety of different actions:

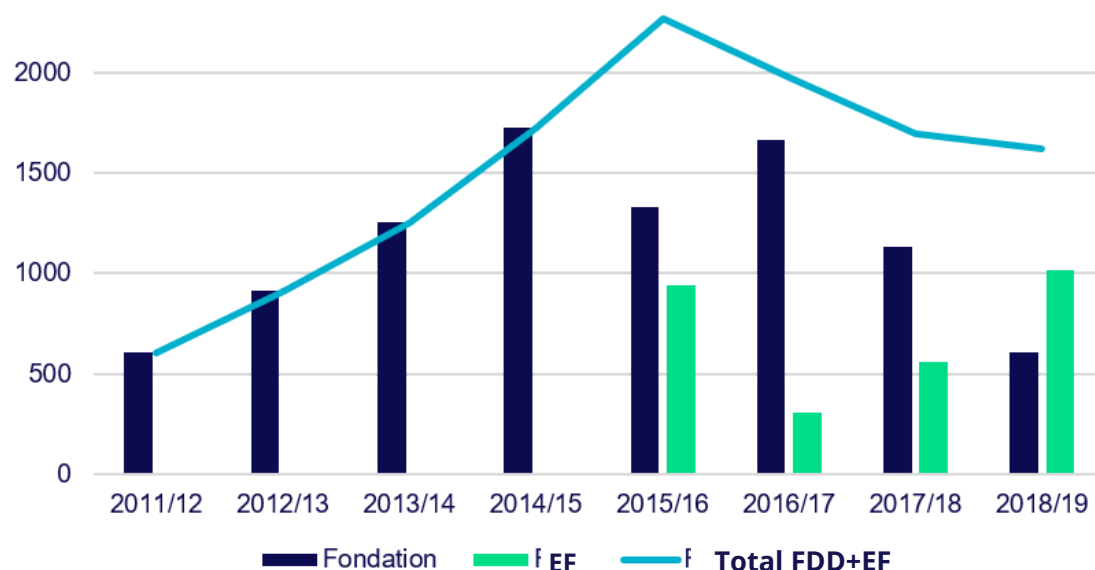
FOUNDATION

- Professional integration programme
- Operations approved by the City of Paris, Yvelines department, Île-de-France region
- Red & Blue Schools (RBS) in Mantes-la-Jolie

ENDOWMENT FUND

- "Allez les filles!" programme
- PSG holidays
- "Allez les femmes!" programme
- Programme to help refugees, with the Secours Populaire Français
- Actions to help disabled people
- International charity actions
- Supporting projects run by charities in France and abroad
- RBS in Paris

A SHARP INCREASE IN THE RESOURCES ALLOCATED



Progression of Foundation and EF revenue

Since the arrival of QSI in 2011, the Foundation's revenue has almost tripled, going from €600k to €1.7M.

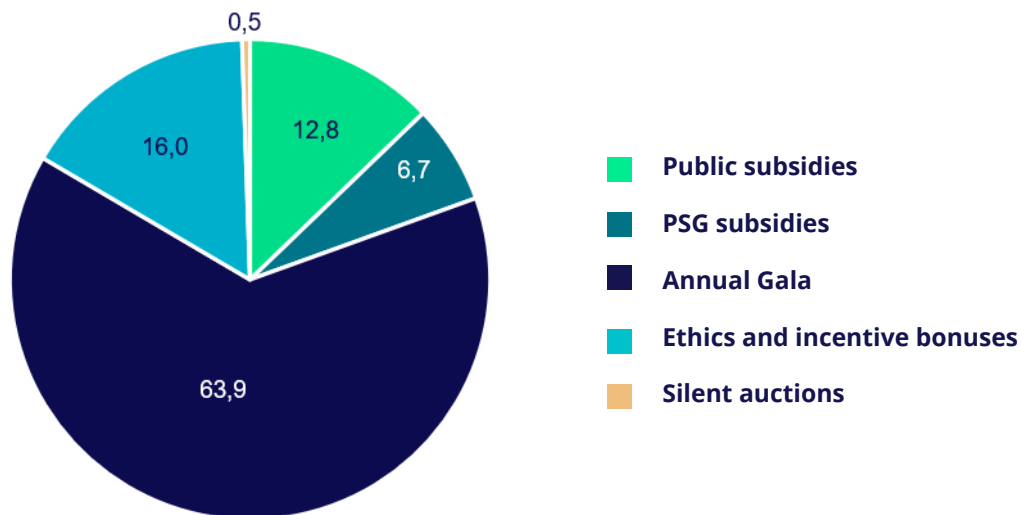
Though the Foundation's budget has now reached a level comparable to that of the 2011-12 season (around €600k in 2018-19), at the same time we have seen the creation of the EF and its strong financial upswing (€1M budget in 2018-19).

By adding together the budgets of these two organisations, we see that the resources available to finance the club's social actions increased by 168% between 2011-12 and 2018-19.

Today, the Foundation has one employee on its payroll, and the EF has 21 staff.

GRADUAL PRIVATISATION OF RESOURCES

From the outset, the Foundation has benefitted from the financial support of two public partners, who are still on board today: the City of Paris and Yvelines Departmental Council.



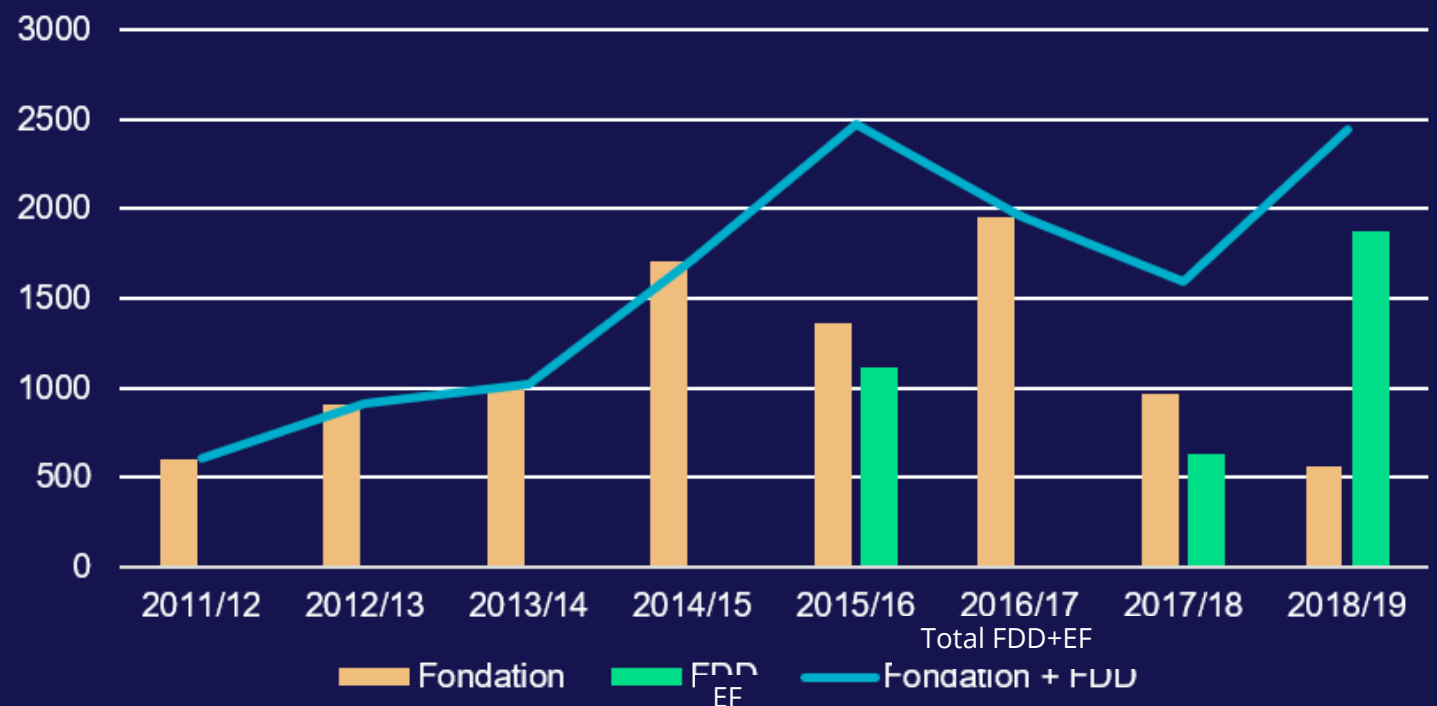
Progression of Foundation and EF revenue

Though the Foundation's resources mainly came from public subsidies during the 2011-12 season (70%), since then its resources have been diversified. In 2018-19, **government subsidies represented 32% of revenue, the annual gala accounted for 28%, and PSG grants for 18%.**

The situation is very different **for the EF**, as **almost all of its revenue comes from the annual gala** (98% of revenue in 2018-19). This means that the EF heavily relies on the success of this event. Nevertheless, we can see that in recent years there has been a slight diversification, with some of the players' ethical and profit-sharing bonuses going to the EF, representing around €150k annually.

A SIGNIFICANT INCREASE IN EXPENDITURE

Though the Foundation and EF benefit from increasing financial resources, there has been an even greater increase in the amount of money spent. Between 2011-12 and 2018-19, **the amount spent by the Foundation and EF went from €603k to €2.4M, which is a more than 300% increase.**



Progression of Foundation and EF expenditure

A group of Black men are gathered on a grassy sports field, smiling and looking towards the camera. In the foreground, a person's arm is visible, holding a clipboard and a pen, appearing to be taking notes or interacting with the group. The background shows a fenced-in sports area with trees and a clear sky. A large yellow rectangular box with a thin black border is centered over the image, containing the text "SPOTLIGHT ON KEY ACTIONS".

SPOTLIGHT ON KEY ACTIONS

FOUNDATION & EF SPOTLIGHT ON KEY ACTIONS

Some of the actions led stand out because they have been running for a long time, and others because they have received significant investment from the Foundation and/or EF.

Three of them particularly stand out:

- Red & Blue Schools (RBS)
- Regional programmes
- Charity support



RED & BLUE SCHOOLS

The first RBS opened in January 2016, in the 19th arrondissement in Paris, and there are now two, with the RBS in Mantes-la-Jolie.

Another is currently in the project stage at the Necker hospital. The aim is to have around ten in the next few years, including some abroad.

The aim of these structures is to provide after-school activities for children aged 7 to 11 from disadvantaged inner-city neighbourhoods. They combine sporting activities with academic support, based around four educational cornerstones:

SPORT

DIGITAL

CULTURE

CITIZENSHIP

The children are supervised by the Foundation and Endowment Fund's instructors, who are assisted by apprentices, which also ties in with the mission of promoting professional integration.

In 2019, 107 children benefitted from this programme. An assessment carried out by (Im)prove highlighted how these projects benefit the children involved, particularly in terms of self-esteem, their relationship with their family, behaviour, problem-solving skills and relationship skills.

From a financial point of view, we see a clear increase in investment in the RBS. Beyond the salaries of the employees working on these projects, **the money spent on the RBS has gone from €26k in 2017-18 to €160k.**



€160k

REGIONAL PROGRAMME

PSG HOLIDAYS

The regional programme includes extremely varied actions such as summer holidays, the "Allez les filles" and "Allez les femmes" programmes (to support women who are victims of violence), and the set-up of adaptive teams in collaboration with special needs centres.

The club also organises holidays for children from disadvantaged backgrounds, as well as year-round activities within the framework of agreements set up with the local authorities.

In this way, it fulfils its role as one of the region's key stakeholders by seeking not only to interact with the disadvantaged local populations but also acting in accordance with the public policies rolled out by the authorities.

2,700

children involved in these government-approved programmes in 2020-21.

Furthermore, we have seen an increase in the money spent by the club on its regional programmes in recent years. **Expenditure has doubled in the last three years, going from €93k in 2017-18 to €200k in 2019-20.**



€200 K

REGIONAL PROGRAMME

ALLEZ LES FILLES!

The amount spent on this programme in 2018-19 was €50k, compared with €15k in 2017-18.



€50k

The “Allez les filles!” programme was created in 2012 and every year enables around fifty girls to learn to play football and sport in general.

Aimed at girls who do not generally have access to sport, this programme’s mission is to encourage young girls to continue doing sport after their time on the programme. To do this, after the year the girls are enrolled on the programme, the Endowment Fund pays for an additional year’s membership to the sports club of their choice for all of the girls involved. By doing this, the club shows its commitment to encouraging women to get involved in sport.

SUPPORTING CHARITIES

The Foundation and EF provide substantial support to various charities in both France and abroad.

This is the case for the Secours Populaire Français, with whom they have worked since 2016. Over this time, a million euros has been donated by the Foundation, for actions carried out abroad or in the Île-de-France region. Recently, the EF paid for a vehicle which is used as a mobile branch of the Secours Populaire, called the Solidaribus, which cost €150k and was financed in full by Foundation (previously the cost was shared with other benefactors). The EF has supported two projects run by Action Against Hunger in recent years, one in Central Africa (€120k) and the other in Madagascar (€80k), which helped more than 200,000 people.

The EF has supported two projects run by Action Against Hunger in recent years, one in Central Africa (€120k) and the other in Madagascar (€80k), which helped more than 200,000 people.

The health crisis was also an opportunity to make one-off donations to various charities:

- **Fondation des Femmes (€72k)**
- **Secours Populaire Français (€100k)**
- **Action Against Hunger (€100k)**



€72K



€100K



€100K

A photograph of two young boys in soccer uniforms (white jerseys with red accents and red shorts) hugging on a grassy field. They are both smiling and appear to be celebrating. In the background, a person in a red shirt is walking, and the scene is slightly blurred. A semi-transparent blue overlay covers the entire image, and a yellow rectangular box with horizontal lines above and below it is centered over the boys.

DEFENDING CAUSES

DEFENDING CAUSES

In addition to the actions run by the Foundation and EF, PSG has taken a stance in terms of some of the important issues in society: the fight against discrimination and disability inclusion.

These position statements are expressed in various ways:

Fighting racism, antisemitism and homophobia

Partnerships with national associations such as SOS Racisme and LICRA (for the last 15 years) and Sportitude (for the last 10 years) with various actions held in the Parc des Princes.

Disability inclusion

A desire to promote diversity in the Foundation, EF and the club in general.

The background of the image is a close-up, slightly blurred photograph of green grass. The blades of grass are sharp in the foreground and become more out of focus towards the background. A bright yellow rectangular box is centered in the middle of the image, containing the text "ENVIRONMENTAL COMMITMENT" in a dark blue, bold, sans-serif font. Two thin yellow horizontal lines are positioned above and below the text box, extending across its width.

ENVIRONMENTAL COMMITMENT

A STRONG ENVIRONMENTAL COMMITMENT

Since 2017, Paris Saint-Germain has increased its commitment to ecological constraints by integrating a **3-pillars based environmental policy** into its organisation and operating principles:

1. Teaming up with leading experts (WWF / UN)
2. Setting ambitious, practical and achievable goals
3. Raising awareness among the club's communities through its unique strike force

This policy is focused on Paris and its region.

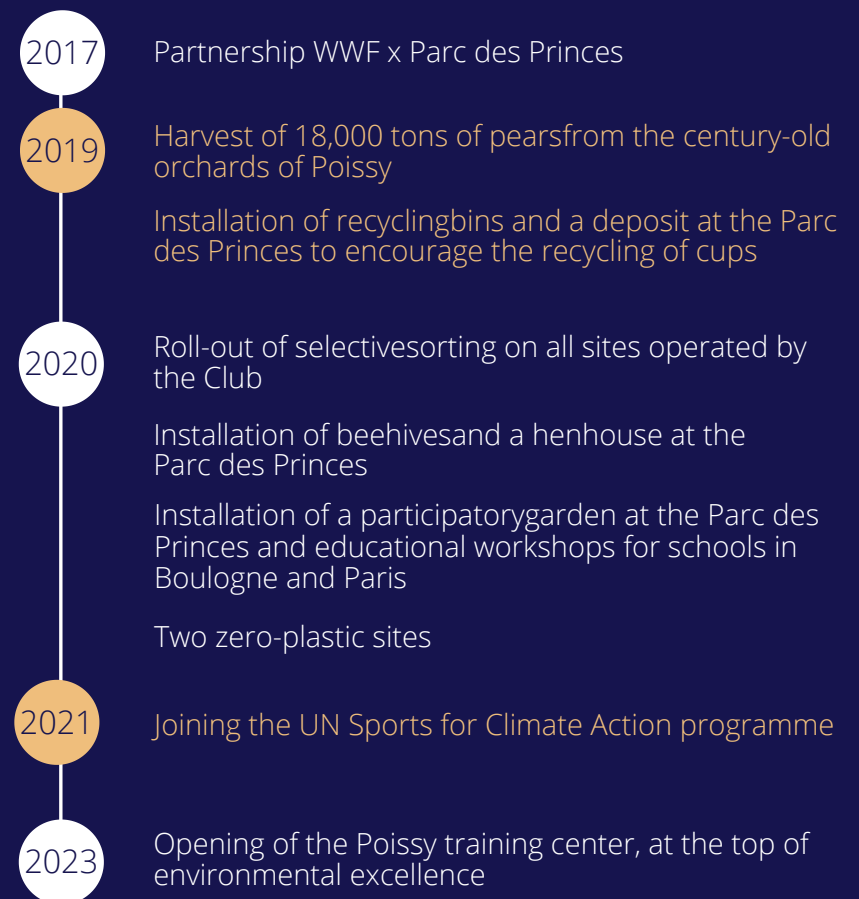
Paris Saint-Germain has made continuous improvements to its practices at each of the 8 sites operated in the Île-de-France region, using the Parc des Princes as a laboratory.



5,6
tons of waste
recycled at The
Factory

160
Kg of honey
harvested in
August 2020

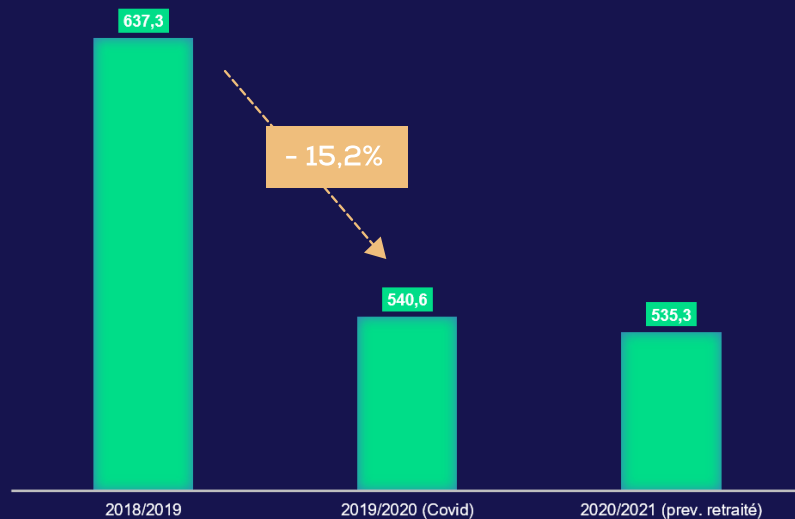
13 K
foodstuffs donated
to associations



SPOTLIGHT ON
IMPACT OF
COVID-19 CRISIS

A DROP IN TURNOVER

Though the 2019-2020 season was **historic from a sporting point of view**, with the club reaching the Champions League final for the first time ever, it was also marred by a **serious blow from a financial point of view**.



Paris Saint-Germain's turnover

between 2018 and 2021

Paris Saint-Germain's turnover dropped by 15.2% between 2018-2019 and 2019-2020, one of the most severe drops of all the major European clubs:

- Recording a **€23.6M fall (-19.6%)**, **matchday revenue** suffered the most. The premature end of the L1 after 28 days led to the **cancellation of 5 matches in the Parc des Princes**. Similarly, the club had to play its **Champions League Round of 16 encounter against Borussia Dortmund behind closed doors**, before playing the quarterfinals and semifinals, which should have been hosted in the Parc des Princes, in Lisbon as part of the Final 8.

- The **revenue from TV rights** was also affected by the crisis, as **the Professional Football League withheld some of the money paid** by its broadcasters (Canal+ and beIN Sports), and **less revenue was distributed by UEFA**. Despite the club winning the French championship title and finishing runners-up in the Champions League, TV rights revenue **dropped by €7M (-4.5%)**.

- **Sales revenue** also experienced a **drastic fall (€64.8M)**, which may be explained the **expiry of the contract with Qatar tourist board** rather than the health crisis.

The season that is coming to a close will also be affected, with a provisional turnover of €535.3M (after the removal of one-off elements). **The overall financial impact of the Covid-19 crisis is evaluated at €127M for the 2020-2021 season.**

LESS OF A BOOST TO THE LOCAL ECONOMY

Since the 2020-2021 was so heavily affected by the restrictions in place due to the health crisis (successive lockdowns, curfews, national and international travel bans), **Paris Saint-Germain was much less able to boost the local economy.**

LOCAL ECOSYSTEM

While the club welcomed more than a million spectators in 2018-2019, **the 2020-2021 season was played almost entirely without spectators.** Paris Saint-Germain's fans were therefore unable to attend the club's fixtures in the Parc des Princes or Pierre de Coubertin stadium (for handball).

In addition to the lost matchday revenue, **the whole local ecosystem was negatively affected by the absence of spectators spending money** before and after the fixtures. The reopening of the stadiums and arenas next season will therefore be even more important, to **help reboot local businesses.**

EMPLOYMENT

The **number of people employed by the club also dropped because of the crisis**, in particular indirect and induced employment.

- Though an average of 3,500 people are recruited for club fixtures in normal circumstances, **the number of people on duty at spectator-free fixtures is much lower:** between 750 (including 260 media representatives) and 900 people (including 300 journalists) per Champions League match and 500 people (including 150 journalists) for L1 fixtures.

- Due to the absence of spectators, we might deem that **no induced employment was generated during the 2020-2021 season.**

In the end, we estimate that Paris Saint-Germain may have generated three times fewer jobs due to the health crisis.

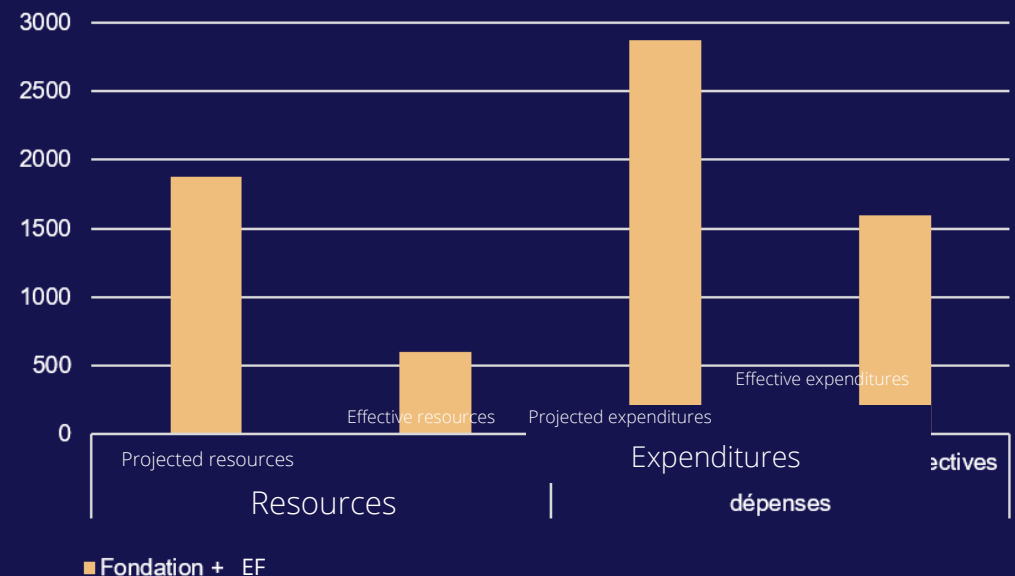
A CONSIDERABLE IMPACT ON THE FOUNDATION AND EF

The fact that the Foundation and EF are largely funded by the gala meant that the crisis had a considerable impact, given that this event could not be held in 2020 and will probably not take place in 2021 either.

The impact on the Foundation's resources was moderate compared with the impact on the EF's resources:

- The Foundation's resources were only reduced by 18% compared with the provisional budget. This drop was compensated by a 35% reduction in expenditure.
- With regard to the EF, the impact was much greater, given that the gala could not take place. The EF only recorded €16k in revenue, compared with the expected €1.2M. Less money was spent than originally planned (€1.2M compared with €2.2M), but it was a proportionally lower reduction.

This makes the idea of diversifying the sources of revenue even more important, so that it does not all rely on one annual event like the gala.



Paris Saint-Germain's turnover

between 2018 and 2021

CDES: WHO ARE WE?

CDES

“

Anchored in academia and committed to the sports industry

”

Thanks to our members' profiles and our numerous missions to assist stakeholders in the sport movement, we boast a complementary and multi-disciplined team that is used to working with federations and has a wealth of experience in writing questionnaires and analysing sports policies.

Ever since it was created in 1978, the Centre of Sport Law and Economy (*Centre de Droit et d'Économie du Sport* or CDES) has adopted a multidisciplinary approach, which is a huge strength and is what makes it so original. Striving for academic precision while immersing ourselves in the daily reality of sport, the CDES has a number of strings to its bow: Expertise, Training and Publications, which make it a veritable reference in the Sports industry.

In-depth knowledge of the sports industry and its institutional stakeholders.

A wealth of expertise in the territorial analysis of sport.

An original and unique view of sporting issues, thanks to our multidisciplinary approach and academic anchorage.

ECONOMIC ASSESSMENT REFERENCES

FRENCH SPORT MOVEMENT



INTERNATIONAL SPORT MOVEMENT



PRIVATE COMPANIES



PUBLIC ADMINISTRATION AND REGIONAL AUTHORITIES



SOURCES AND REFERENCES

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