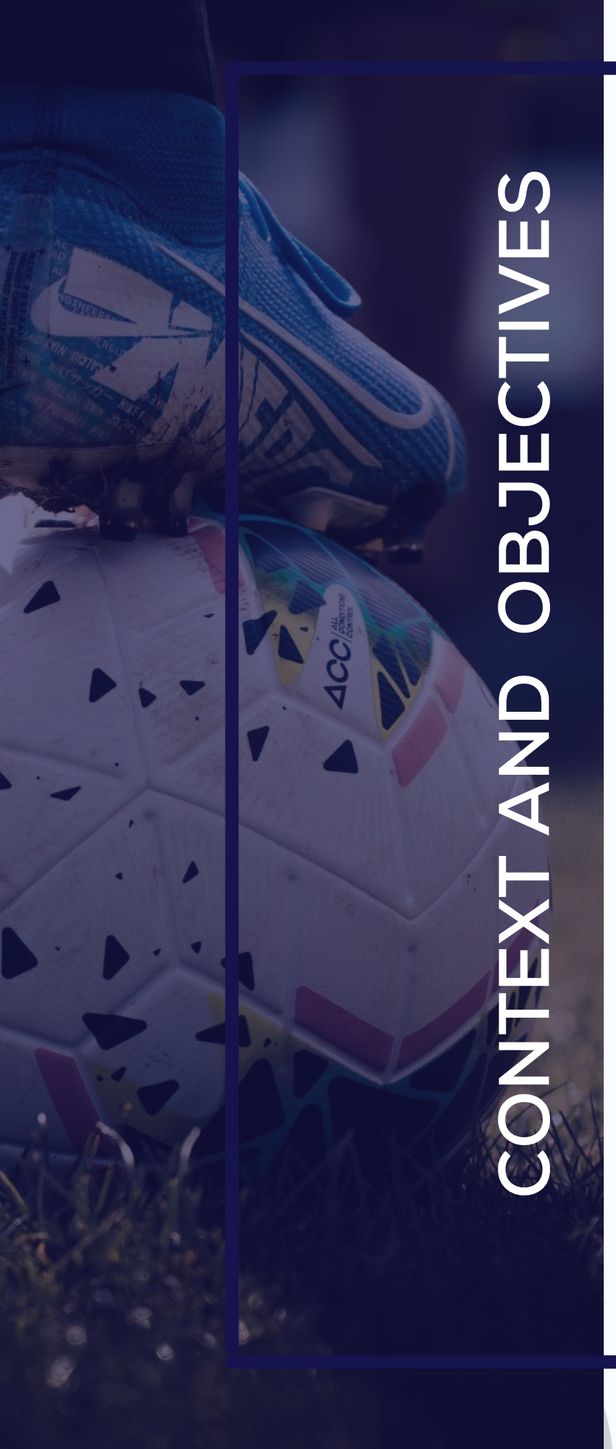
ÉTUDES ÉCONOMIQUES

ECONOMIC IMPACT AND SOCIAL UTILITY OF PARIS SAINT-GERMAIN

PSG: A CLUB AT THE HEART OF ITS REGION

SEASON 2023-2024

NOVEMBER 2024



CONTEXT AND OBJECTIVES

Published in June 2021, the study "**Economic impact and social utility of Paris Saint-Germain**" was carried out in the context of the Covid-19 health crisis and covered the 2018/2019 season, the last full and economically standard season before the outbreak of the pandemic.

Three years after its publication, Paris Saint-Germain asked for an update of the study. This request was motivated by the desire to integrate the local economic impact of the club's development between 2019 and 2024.

This period was marked by **economic recovery** following the health crisis, but also by the launch of an **ambitious sporting project**, the **club's structural investments** (symbolised by the completion of the Poissy Campus) and the strengthening of the **Paris Saint-Germain brand's international development** activities.

This new study integrates all of these elements and makes it possible to assess the **true economic impact and social utility of Paris Saint-Germain in the Paris Region (Île-de-France*).**

This study aims to:

1) Assess the economic impact of Paris Saint-Germain at the level of the Paris Region, i.e. the club's contribution to the creation of value in the Paris Region.

2) Analyse and promote the social and civic actions deployed by the club that position it as a responsible and committed actor.

*For the purpose of this study the reference territory will be referred to as the Paris Region

KEY FINDINGS

For the 2023/2024 season, Paris Saint-Germain wished to carry out a study on the club's economic impact on the Paris Region (Île-de-France). To this end, it commissioned the independent experts of the Centre for Law and Economics of Sport (CDES), who had previously carried out a similar study in 2021. Three main conclusions can be drawn from this new study.

A club that is highly internationalised

The strategy implemented by Paris Saint-Germain and its shareholders since the takeover of the club in 2011 has profoundly transformed the club, making it one of the leading international sports franchises. However, through its activities as a football club, a large part of Paris Saint-Germain's activities remain non-relocatable and benefit the local economic fabric. The study shows that the club is an important contributor to the local economy.

While maintaining undeniable local roots

Paris Saint-Germain, by organising its sporting activities in the Paris Region, contributes to the economic dynamism of the territory. The club is a significant contributor to the local economy. This study highlights that Paris Saint-Germain's activities resulted in an additional wealth of €243 million being injected into the local economy for the 2023/2024 season alone.

Supporting local employment and contributing to public finances

Paris Saint-Germain's activities support local employment. The club thus contributes to supporting more than 2,370 local jobs, whether directly, by employing a large workforce, indirectly, with its service providers and suppliers, or in an induced way in the local economic fabric.
Paris Saint-Germain also greatly contributes to public finances with a cumulative €2.9 billion since Qatar Sports Investments (QSI) arrival at the helm of the club.

KEY FIGURES

€243 m

The total economic impact of Paris Saint-Germain on the territory of the Paris Region for the 2023/2024 season

€194.4 m

Direct Economic Impact
(direct effects)

€48.6 m

Indirect Economic Impact
(indirect and induced effects)



2,379

FTE Jobs*

The number of full-time equivalent jobs supported by Paris Saint-Germain during the 2022/2023 season. The club has a total of 640 direct jobs. Its activities also support 291 jobs indirectly and another 1,170 jobs indirectly (induced). Due to the nature of the club's activities, these jobs are principally non-relocatable.

* Jobs created directly within the club, indirectly among service providers and induced within the local economy.

3,200

Paris Saint-Germain employs an average of 3,200 people on match nights at the Parc des Princes.

KEY FIGURES

€371 m

The amount of Paris Saint-Germain's contributions to public finances (State and local government budgets):*



€208m

of the club's contributions to the budget of social organisations (employers' social contributions)



€17m

taxes paid to the State and local authorities



€146m

theoretical taxes paid by the club's players

+61%



€1.9bn → **€2.9bn**

Since QSI's arrival at the helm of Paris Saint-Germain, the club's and its stakeholders' contributions to public finances have amounted to €2.9 billion. This amount is up 61% compared to the amount estimated in the study conducted in 2021.

* Contributions of the club to the budget of social organisations (employers' social contributions) and to the budget of the State and local authorities (corporate tax, local taxes and taxes paid by players).

KEY FIGURES

Comparison in millions between the study on the 2018-2019 season and its update on the 2023-2024 season

+33 %

Economic impact
Season 2018/2019

€182.2m

Economic impact
Season 2023/2024

€243m

The economic impact of Paris Saint-Germain on the Paris Region has increased from €182.2 million in 2018/2019 to €243 million in 2023/2024, an increase of 25%. This increase is mainly due to the significant investments (capital expenditure) made by Paris Saint-Germain during the season.

+79%

Contributions to public finances
Season 2018/2019

€207m

Contributions to public finances
2023/2024 Season

€371m

With a total of €371 million in 2023/2024, Paris Saint-Germain's contributions to public finances increased by 44% compared to 2018/2019.

KEY FIGURES

€805.9m

Paris Saint-Germain's turnover for the 2023/2024 season, the club's all-time record.

x7

Paris Saint-Germain's matchday revenues were €168.5m in 2023/2024, multiplied by 7 since 2010/2011.

x25.6

Paris Saint-Germain's commercial revenues have multiplied by 25.6 since 2011, reaching €281.9 million.

€3.9bn

Forbes estimates the value of Paris Saint-Germain at €3.9 billion ($4.4 billion) and up 4% at the end of the 2023/2024 season, positioning the club in 7th place in Europe by valuation.

€1.208bn

The value of the Paris Saint-Germain brand was valued at €1.208 billion by Brand Finance in September 2024, an increase of 7% year-on-year.

SUMMARY

01 Unprecedented economic growth p. 9

02 Economic impact p. 15

03 Promotion of social actions p. 27

04 Methodological appendix p. 36

05 CDES: who are we? p. 53

Sources and references p. 52

UNPRECEDENTED ECONOMIC GROWTH

SOME KEY FIGURES

€805.9m

Paris Saint-Germain's turnover in 2023/2024, which should allow the club to remain in the European TOP 3

€3.9bn

Paris Saint-Germain's valuation in May 2024 according to Forbes, up 4% compared to 2023

The increase in Paris Saint-Germain's turnover between 2011 and 2024, the strongest growth in European football over the period

X8.5

x7 The level of matchday revenue increase between the 2010/2011 and 2023/204 seasons

x25.6 The level of increase in commercial revenues between the 2010/2011 and 2023/2024 seasons

+7% The increase in the value of the Paris Saint-Germain brand between June 2023 and June 2024

The value of the Paris Saint-Germain brand was valued at €1.208 billion by Brand Finance in June 2024, this 7% increase over one year represents the 5th highest growth among the top 10 European football clubs in this area.

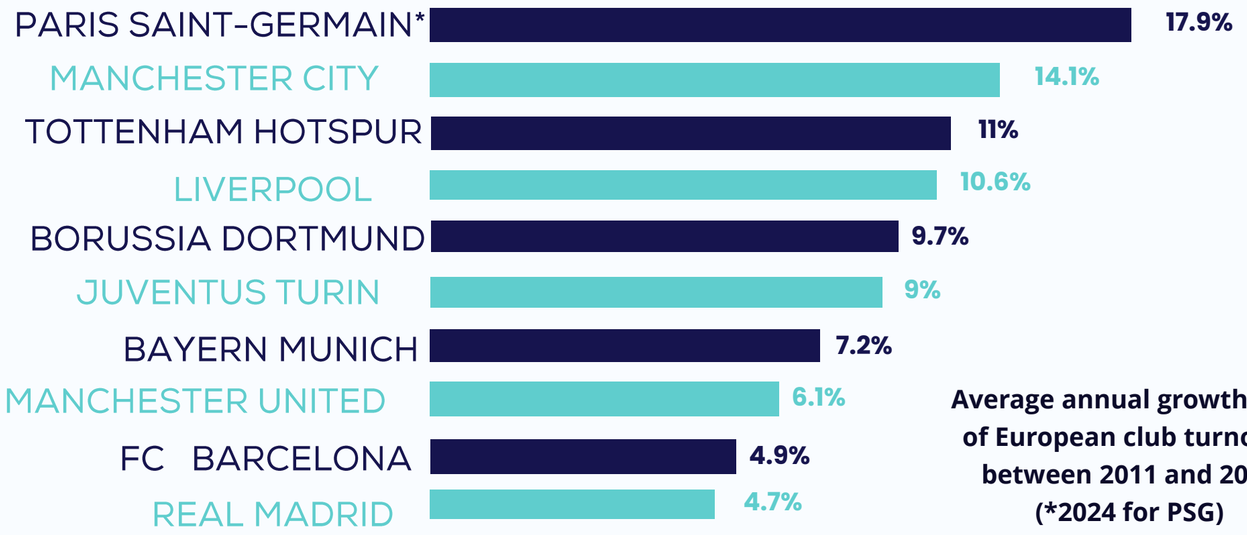


Paris Saint-Germain saw the strongest revenue growth of the top 20 European clubs between 2011 and 2024 (+17.9% on average).

Since the arrival of QSI in 2011, the economy of Paris Saint-Germain has been totally transformed.

The policy of development and diversification of income put in place by the club's directors has given particularly convincing results. Paris Saint-Germain's turnover has thus increased from €95 million in 2010/2011 to €805.9 million in 2023/2024 (i.e. an 8.5-fold increase).

Last year was the highest level ever recorded by the club and should enable it to maintain its position as the third largest European club in terms of turnover.

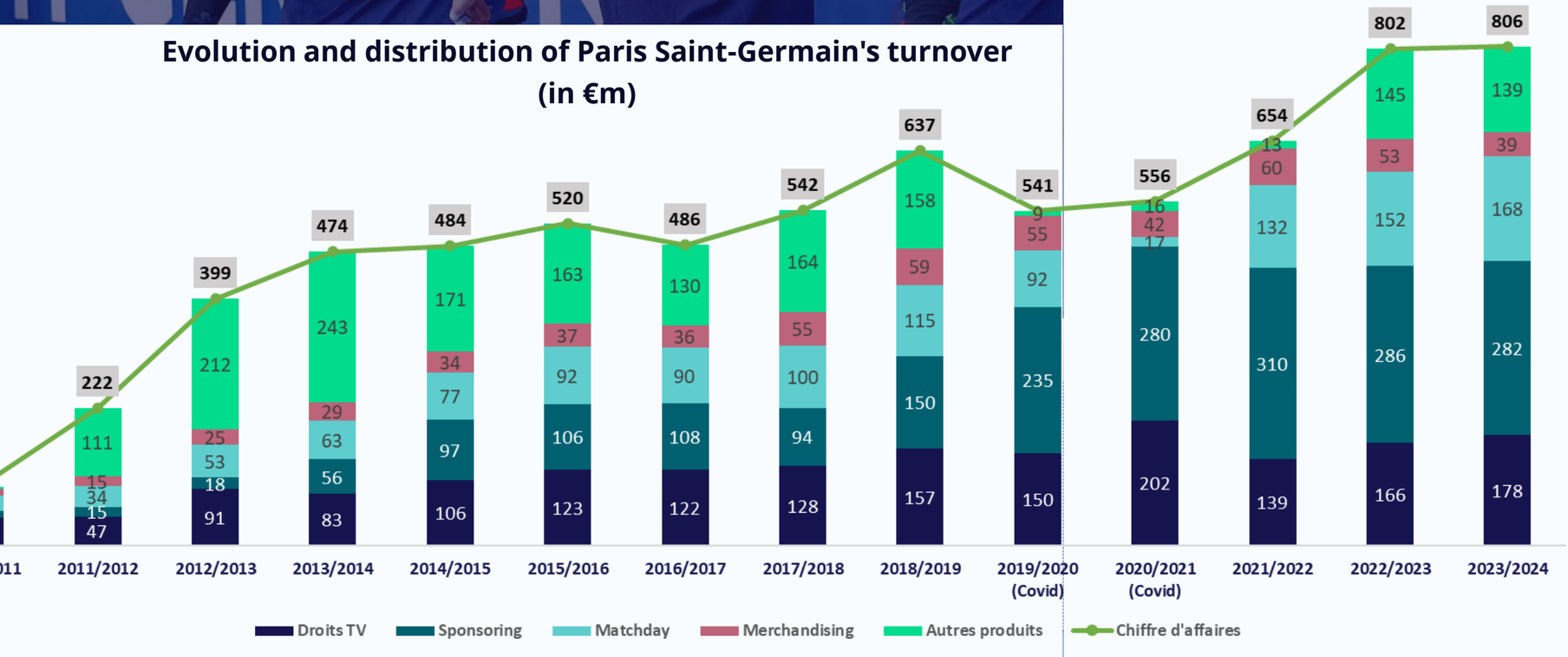


Average annual growth rate of European club turnover between 2011 and 2023 (*2024 for PSG)



Beyond this growth, it is also worth highlighting the diversification of revenues operated by Paris Saint-Germain. The club has moved from a predominantly "tv-dependent" model to a more homogeneous financing position. This transformation was made possible by the very strong growth in Paris Saint-Germain's matchday and commercial revenues over the period 2011-2024.

Evolution and distribution of Paris Saint-Germain's turnover (in €m)



Matchday revenues increased 7 fold between 2011 and 2024 to €168.5 million. Paris Saint-Germain was ranked second in Europe for generating the most matchday revenues during the 2022/2023 season*.

Commercial revenues have increased 25.6 times. The club was ranked fourth in Europe in this revenue category in 2022/2023*.

*2023/2024 data was not available for European clubs at the time of the study



THE OPPORTUNITY OF THE POISSY CAMPUS

Since 2011, Paris Saint-Germain President Nasser Al-Khelaifi has made the construction of this new high-end facility a major pillar of the club's development and future success. With the opening of this training centre in July 2023, Paris Saint-Germain has been sustainably strengthening its position as one of the World`s biggest sports clubs.

As a result, the club has an additional asset that will enhance its competitiveness and ability to attract the best players on the planet, as well as being able to focus on the development of its future talent. Paris Saint-Germain's ambition is to rely on a solid core of homegrown players trained in the heart of the Paris Region, one of the world's richest in sporting talent.

On the economic level

+100 people work onsite full-time.
(excluding staff and players from the sports sections).

Most of the service providers working in the Training Centre are local companies (green spaces, catering, etc.), thereby promoting local employment in the Yvelines department.

On the social level

Paris Saint-Germain intends to use the Poissy campus beyond the sports plan alone to:

- Promote the dual project, sporting and academic, of the young people at the training centre
- Develop new actions at the Foundation, including the opening of a Red and Blue School within the Campus
- Forge new partnerships with schools, the community, IMEs
- Recruiting local educators



€3.9bn

Paris Saint-Germain`s financial valuation in May 2024 according to Forbes

As a result of this economic growth and its structuring and development actions, Paris Saint-Germain has seen **a considerable increase in its financial valuation.**

The various firms specialising in the valuation of sports clubs (Brand Finance, Forbes in particular) had regularly highlighted the growth in the club's value during the period**. The estimated valuation of the club was €3.9 billion at the end of the 2023/2024 season**, positioning it in 7th place (Forbes) among the clubs with the highest financial value.

Arctos' entry into the capital of Paris Saint-Germain in December 2023 confirmed the trends highlighted in the various reports. Beyond the value of the club itself, **the value of the Paris Saint-Germain** brand has also increased considerably: it is valued at €1.208 billion by Brand Finance, up 7% in 1 year.

ECONOMIC IMPACT OF PARIS SAINT-GERMAIN ON THE PARIS REGION

METHODOLOGICAL DETAILS

ECONOMIC IMPACT

The **economic impact of a sports club is defined as the additional wealth that its activities generate in a given territory**. It is measured counterfactually by comparing two states of the economy: one, theoretical, without the club; the other, real, with the club. Measuring such a gap therefore implies thinking in terms of **net injection** and not turnover.

Assessing the economic impact therefore aims to measure a club's ability to attract both funds and spectators from outside its territory, and to have those funds and spectators spend locally.

REFERENCE TERRITORY

The economic impact of a club only makes sense in **reference to a precisely defined territory.**

For our study, we have chosen the territory of **the Paris Region**.

On the one hand, it is an economically integrated geographical area that includes the main factors of production and distribution and thus has a certain degree of autonomy. On the other hand, this territory corresponds to the reality of the club's organisation with a stadium in the west of Paris and a campus in Poissy (Yvelines).

SEASON

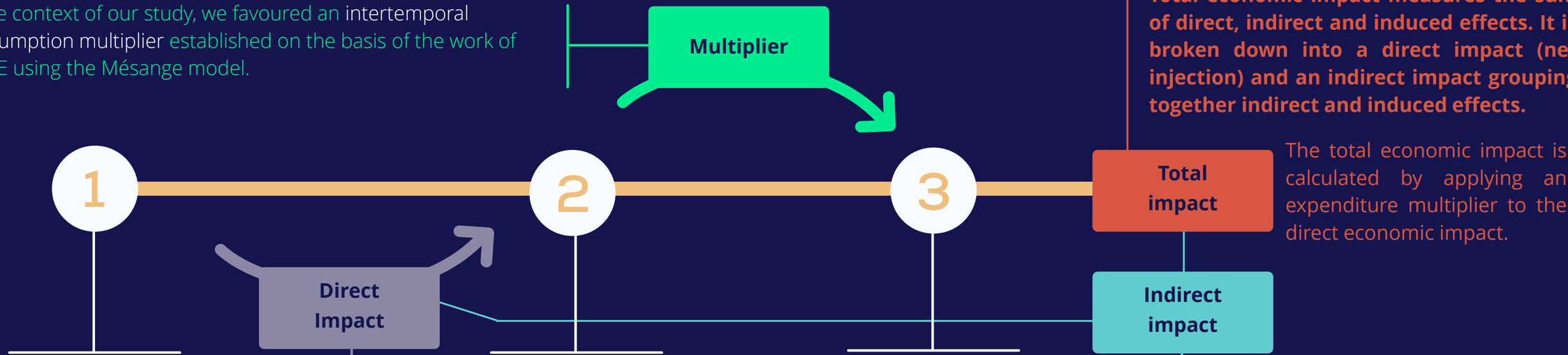
The data used to carry out this study covers the 2023/2024 season, **the last reference season in terms of sport and economics.**

NB: The detailed methodology for calculating the economic impact can be found in the appendix.

METHODOLOGICAL DETAILS

METHODS FOR CALCULATING THE TOTAL IMPACT

In the context of our study, we favoured an intertemporal consumption multiplier established on the basis of the work of INSEE using the Mésange model.



- ORGANISATION IMPACT
- INVESTMENT IMPACT
- VISITOR IMPACT

The direct economic impact measures the stimulation of the territorial economy resulting from the demand shock initially produced by the club's presence: purchases of goods and services for the organisation of its activities; spending patterns of visitors who come to attend club matches; capital expenditure to finance development projects.

- APPLICATION OF A SPENDING MULTIPLIER TO THE DIRECT IMPACT

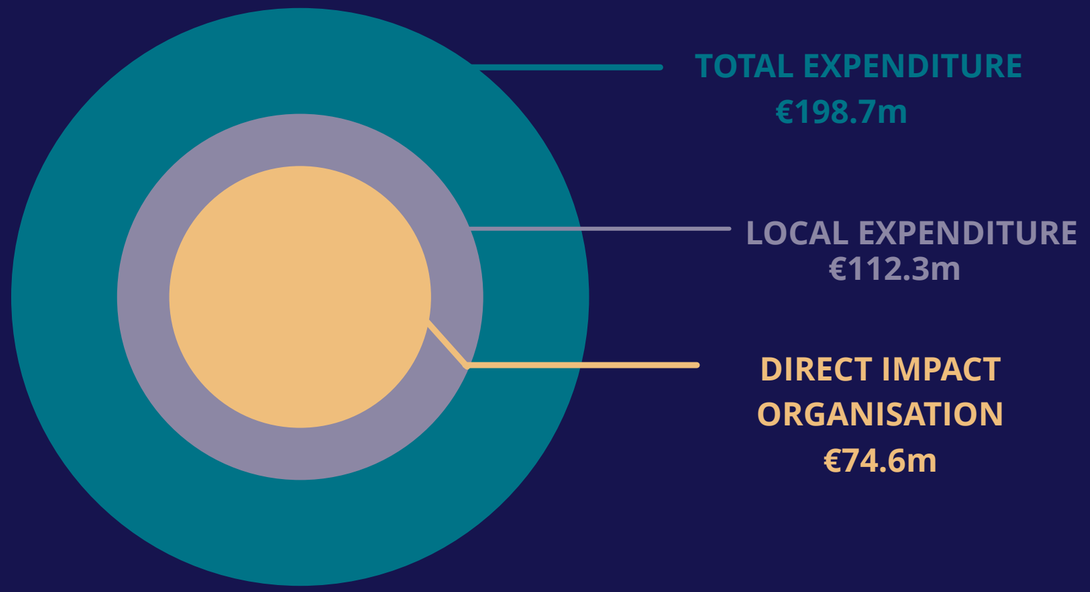
- DIRECT IMPACT
- Indirect impact

Total economic impact measures the sum of direct, indirect and induced effects. It is broken down into a direct impact (net injection) and an indirect impact grouping together indirect and induced effects.

The total economic impact is calculated by applying an expenditure multiplier to the direct economic impact.

The indirect economic impact measures the complementary economic activity linked to the spread of the initial injection of resources into the local economy due to the economic relations between the agents of the territory (households, companies, local authorities).
The indirect economic impact is calculated as the difference between the total impact and the direct impact.

DIRECT IMPACT – ORGANISATION



*Internally financed expenditure should be excluded from the calculation due to substitution effect. We have estimated the rate of external funding in the territory at 81% based on the accounting analysis of the geographical origin of the club's resources. The majority of these resources come from outside the Paris Region: payments from the LFP for television broadcasting rights and other marketing resources; income from UEFA for participation in the Champions League, sponsorship of French and international companies

Operating expenses

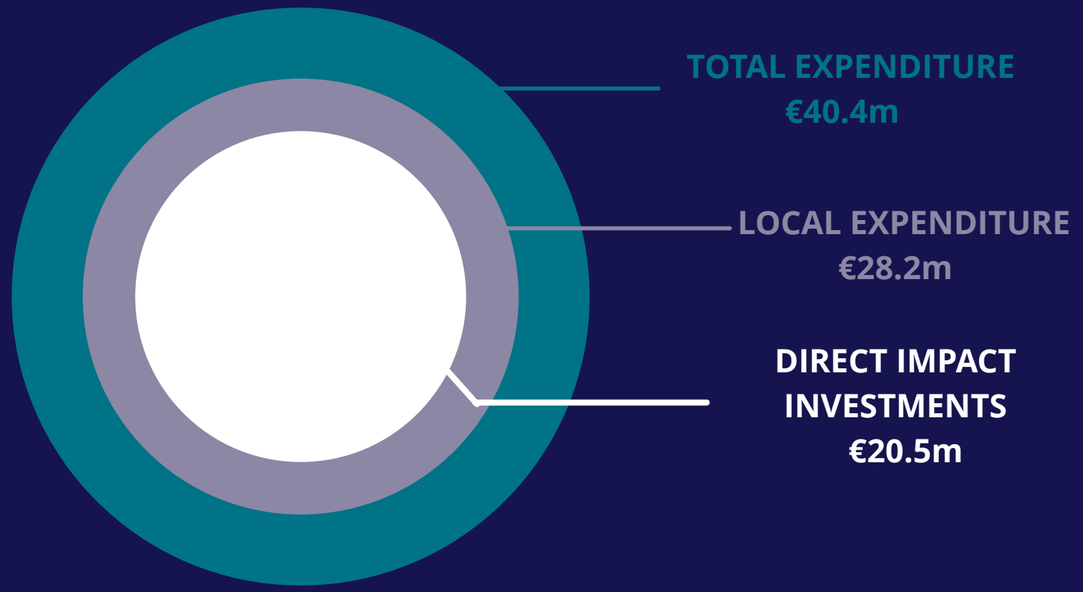
Excluding payroll

- **Paris Saint-Germain** generated a total of **€198.7 million** in operating expenses (**excluding the wage bill**) during the 2022/2023 football season.
- **€112.3 million** (57%) was spent in the Paris Region. **81%** of these local expenses were financed by revenues from outside the Paris Region (UEFA, LFP, national and international sponsors, merchandising, etc.), which means that the gross injection of income is estimated at **91 million euros**.

- **Other expenses (€86.4 million, 43%)** were incurred outside the Paris Region. As these were financed to the tune of 19% by internal revenues from the Paris Region (match revenues, merchandising, etc.), the result is a leakage of revenues outside the territory to the sum of **16.4 million euros**.

- **The direct impact** related to the **organisation** of Paris Saint-Germain's activities was **€74.6 million**. This refers only to local expenditure made by the club financed with resources from outside the territory*****, minus external expenditure financed from internal revenues.

DIRECT IMPACT – INVESTMENTS



Capital expenditure

- **Paris Saint-Germain** disbursed a total **of €40.4 million** as part of its capital expenditure during the 2022/2023 sporting season.

- **€28.2 million (70%)** was spent in the Paris Region. 81% of this local expenditure was financed by revenues from outside the Paris Region, which means that the gross injection is estimated at **€22.9 million**.

- **Other capital expenditure** (**€12.2 million, 30%**) was carried out outside the Paris Region. These were financed to the tune of 19% by internal revenues from the Paris Region. This results in an assessment of out-of-territory leaks of **€2.3 million**.

- **The direct impact** related to the club's **investments** (capital expenditure) was **€20.5 million**. This refers only to local investment expenditure made by Paris Saint-Germain financed with resources external to the territory, minus external expenditure financed with internal revenues.

DIRECT IMPACT – VISITORS

SPECTATORS – GENERAL PUBLIC

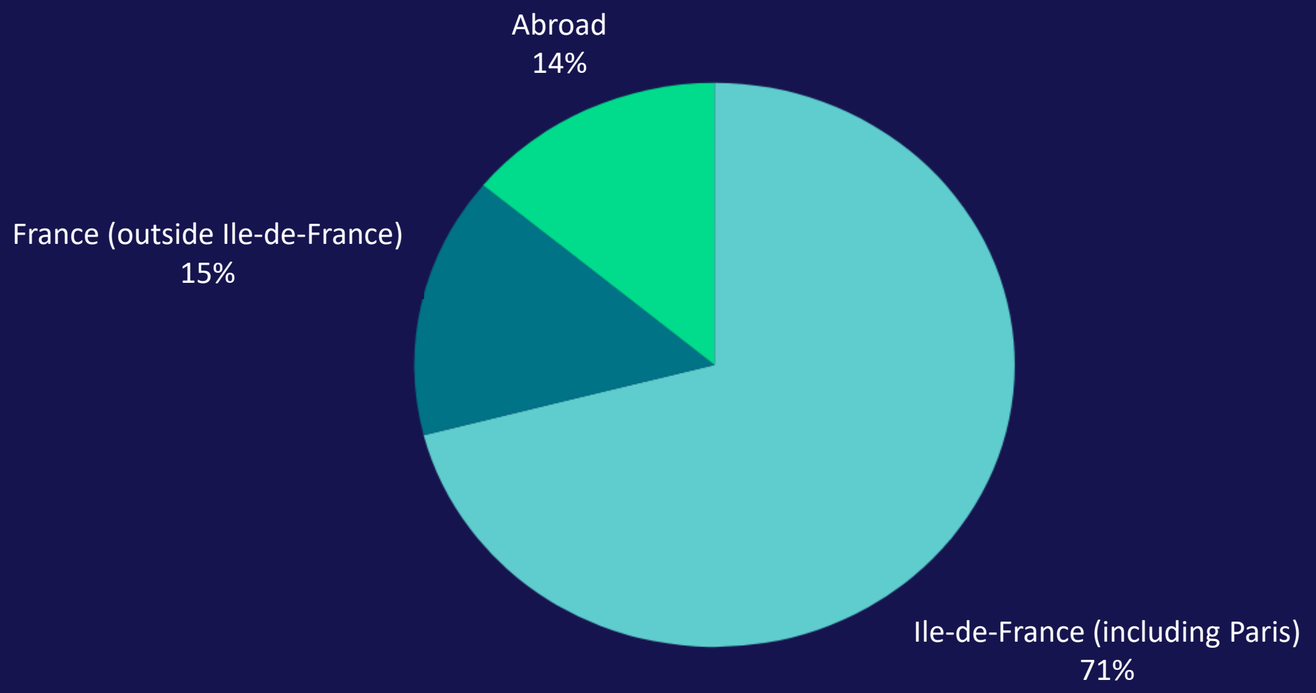
TOTAL ATTENDANCE	NON-LOCAL SPECTATORS	SPECIFIC SPECTATORS	TOTAL EXPENDITURE	DIRECT IMPACT
1,076,791	302,477	280,103	€110.1m	€82.6m

SPECTATORS – VIP

TOTAL ATTENDANCE	NON-LOCAL SPECTATORS	SPECIFIC SPECTATORS	TOTAL EXPENDITURE	DIRECT IMPACT
156,073	35,136	32,402	€20.6m	€15.4m

DIRECT IMPACT – VISITORS

29% of the fans welcomed at the Parc des Princes for the 2023/2024 season do not live in the Paris Region: 15% live in other French regions and 14% abroad.



Origin of Paris Saint-Germain spectators

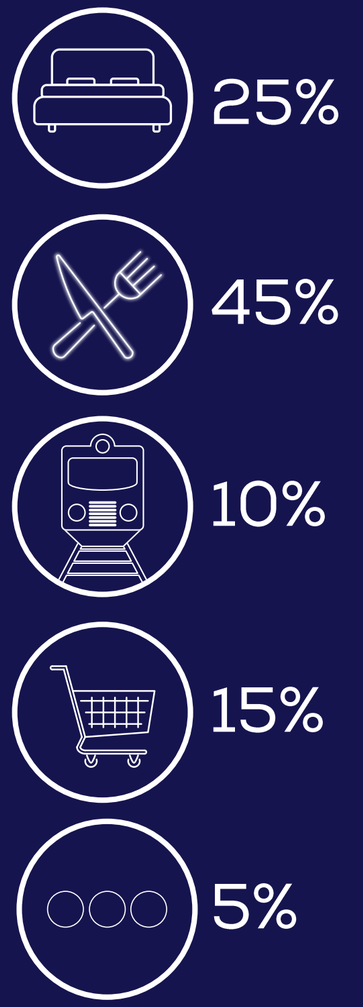
(2023/2024 Season)

€331*

The average spending pattern of non-Paris Region spectators who came to attend Paris Saint-Germain matches during the 2023/2024 season.

** This amount does not take into account:*

- *Expenses not incurred in the Paris Region (transport between home and the Paris Region, for example);*
- *Spending by visitors already included in the club's accounts (merchandising in the club's shops, consumption in the stadium, etc.).*



DIRECT IMPACT – VISITORS



DIRECT IMPACT
“opposition teams"

Regarding the opposition teams, we have applied different delegation sizes between matches in domestic competitions (40 people) and those in the Champions League (50 people), as well as different spending patterns (800 euros and 1,500 euros respectively) and integrated onsite transport expenses between the different sites (airport, hotel, Parc des Princes).



DIRECT IMPACT
“other accredited”

For the other accredited populations, we applied identical average spending patterns attributed to all the populations present in the territory as part of the organisation of Paris Saint-Germain matches but who reside outside the Paris Region.

TOTAL ECONOMIC IMPACT

DIRECT IMPACT
€194.4m

×

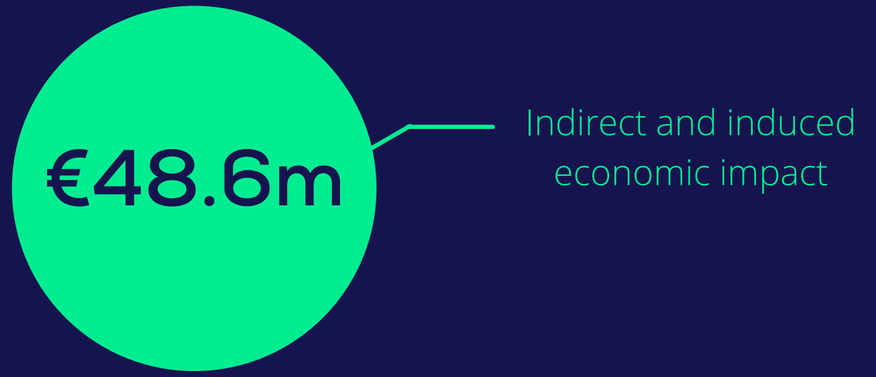
MULTIPLIER
1.25

=

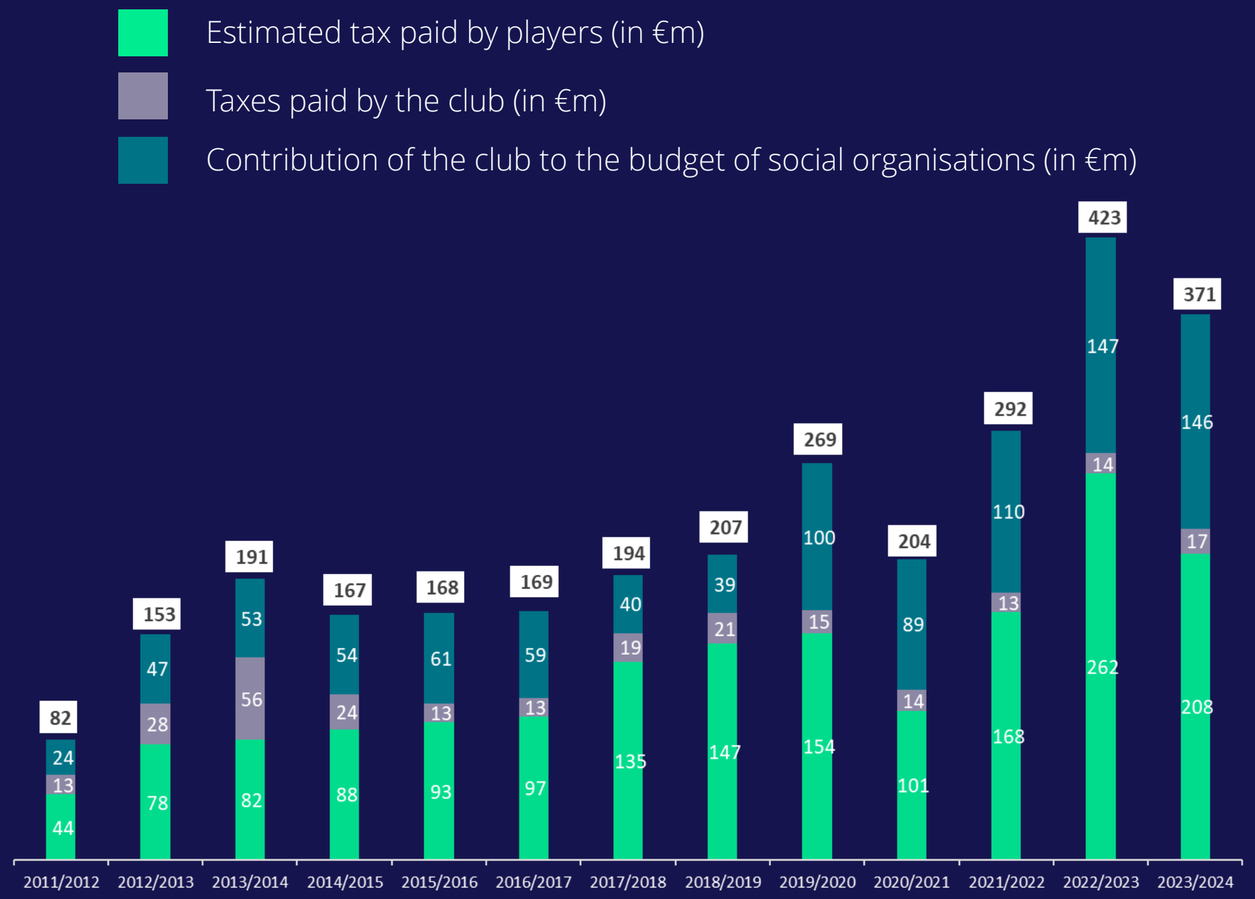
TOTAL ECONOMIC IMPACT
€243m

Paris Saint-Germain generated a total economic impact of €243 million on the economy of the Paris Region during the 2023/2024 season.

The direct economic impact produces, through a multiplier effect, indirect and induced effects. The total economic impact of the club is thus composed of the direct impact and the indirect impact and obtained by applying a Wilson multiplier.
The sum of indirect and induced effects amounted to €48.6 million, which represents just over 25% of the total impact.



CONTRIBUTION TO PUBLIC FINANCES



Evolution of the club's contributions to public finances in €m

Paris Saint-Germain's contribution to public finances since the arrival of QSI at the head of Paris Saint-Germain

€2.9bn

As a reminder, this contribution was estimated at €1.9 billion in the study conducted in 2021, which represents an increase of 61%.

Through its activities, Paris Saint-Germain contributes to the public finances of the State and local authorities.

This figure reached **€371** million for the 2023/24 season:

- **€208 million in contributions from the club to the budget of social organisations (employers' social contributions).**
- **€17 million in taxes paid to the State and local authorities.**
- **€146 million in taxes paid by the club's players.**

*Data as of the end of the 2022/2023 season. The club's audited accounts for the 2023/2024 season were not available at the time the study was carried out.

JOBS CREATED BY PSG

746
DIRECT FTE JOBS

In 2023/2024, Paris Saint-Germain directly employed a total of 890 full-time employees representing 699.4 FTEs per year:

- **510 people on permanent contracts**
- **380 people on fixed-term contracts or other types of contracts**

Additionally, there are 561 temporary employees on fixed-term contracts on matchdays, representing 47 FTEs per year.

Paris Saint-Germain has therefore created 746 FTE jobs directly.

2,379
FTE JOBS SUPPORTED

1,633
INDIRECT AND INDUCED JOBS

Indirect jobs

3,200 people employed on average on match nights at the Parc des Princes during the 2023/2024 season.

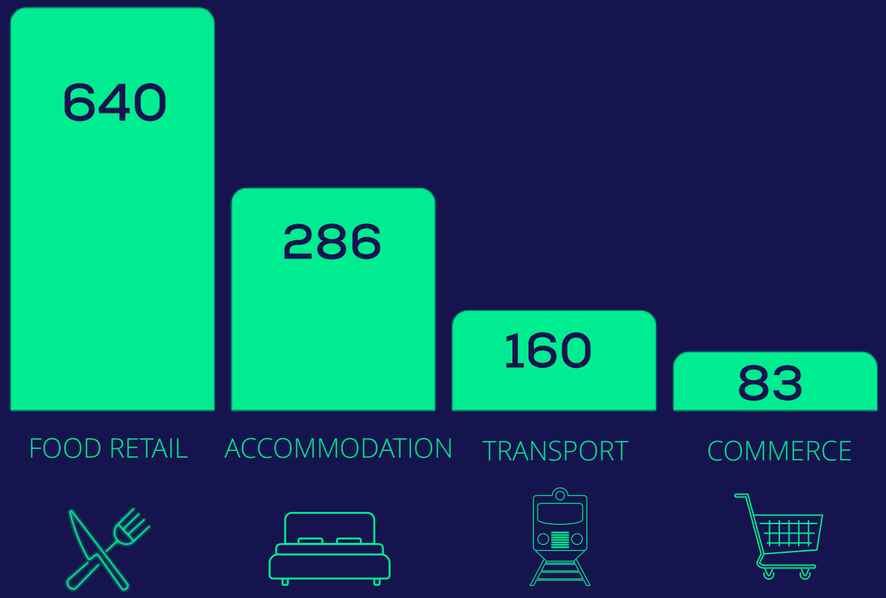
This is an average of 291 indirect FTE jobs on match nights in the 2023/2024 season.

Induced jobs

The spending patterns of the club's spectators also support a large number of jobs in the Paris Region ecosystem:

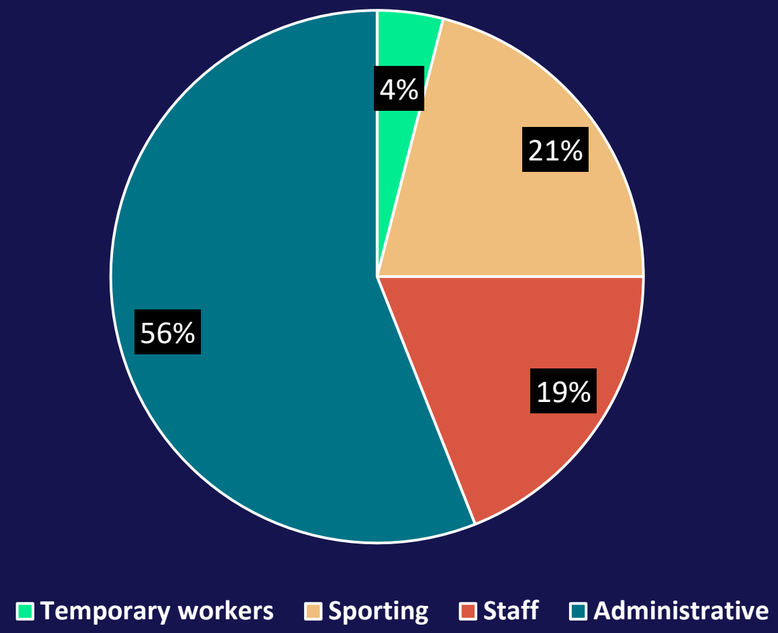
1,342 FTE jobs in the 2023/2024 season.

JOBS SUPPORTED BY PSG



Sectoral breakdown of induced jobs supported by Paris Saint-Germain's activity

Season 2023/2024



Distribution of direct annual jobs supported by Paris Saint-Germain

Season 2023/2024

PROMOTION OF SOCIAL ACTIONS

METHODOLOGY

OBJECTIVES

- To shed light on some "emblematic" social actions (with regard to their ambitions, means or challenges)
- Provide a description of the actions carried out (budget, developments, targets, etc.)
- Introducing the partners

TERRITORY

Paris Region: a majority of social actions are carried out in the Paris Region

DOCUMENTARY STUDY

Some non-exhaustive references:

- Brochure **PSG for Communities**
- Analysis of the **Eleven Legends** programme by the Sport and Citizenship Think Tank
- Financial documents provided by the club on the actions deployed
- Impact measurement of the **Red and Blue School** scheme
- Charter of the **Foundation** on various programmes
- Specifications of the **Eleven Legends** and the **Red and Blue School**

CONDUCTING INTERVIEWS

- Laura Delort, Head of the **Foundation** and **Endowment Fund** in charge of partnerships and communication
- Manon Duhem, **Head of CSR**
- Frédérique Poirier, Municipal Councillor in charge of **Disability and CSR** at the City of Clamart (Onze de légende)
- Florian Rippert, Co-founder of Studhelp (**Canteen for All**)

PSG FOR COMMUNITIES

Following the creation of the Foundation in 2000 and then the Endowment Fund, the two entities became **PSG for Communities** in 2023 to embody Paris Saint-Germain's actions off the pitch.

PSG for Communities pursues the historic ambition of the club and its President of **supporting future generations as well as the wider local community.**

The mission of **PSG for Communities** is to give children who do not have the same opportunities in life as others in their peer group the keys to discovering themselves and fulfilling their potential.

300,000 children supported over 23 years through more than **6,000 actions**.

15,000 children benefited from the support of PSG for Communities during the 2023/2024 season.

FOR COMMUNITIES

KEY FIGURES

24 years

PSG has been committed to carrying out social actions for 24 years. The PSG Foundation was created in 2000. To strengthen its capacity for action, the club set up an Endowment Fund in 2013

The number of actions deployed on average each year by PSG for Communities. These actions include both one-off and periodic interventions (via the club's flagship programmes) and testify to the structure's significant strength and territorial impact.

450

€3.1m

The PSG Foundation and PSG Endowment Fund entities exceed the €3 million budget available to them in (2023/2024). While the health crisis had temporarily shifted the goalposts, the increase in recent years is significant (+63% in 1 year)

+8%

between 2018/2019 and 2023/2024

KEY FIGURES

450

Annual operations

1,000

students hosted by the Canteen for All

1,500

"Sick children's dreams" come true every season

+ 100

Club employees hired as volunteers each season

10,000

children invited to the matches each season



300,000

young people supported since 2000, including 15,000 in 2023/2024

4 FLAGSHIP PROGRAMMES SUPPORTED BY PARTNERS IN THE PARIS REGION

Ecole Rouge & Bleu (Red & Blue School)

Onze de légende (Eleven Legends)

Allez les filles ! (Go Girls!)

Cantine Solidaire (Canteen for All)

These flagship programmes have been identified as priorities and will remain at the heart of the club's community project until 2027.

*** Medico-educational institutes**

PROGRAMMES WITH STRONG REGIONAL ROOTS

LOCAL PARTNERS

- DEPARTMENT OF YVELINES
- CITY OF MANTES-LA-JOLIE
- CITY OF POISSY, LOCAL CLUB
- CITY OF VITRY
- CITY OF CLAMART
- CITY OF SAINT-DENIS
- *IMEs OF NEUILLY AND SAINT GERMAIN EN LAYE

RED & BLUE SCHOOLS

The school **strengthens the link between education and sport**. Since 2016, this initiative has aimed to support children in difficulty with an "after-school" programme, based on an innovative sports pedagogical approach.

In brief

- For children from 7 to 11 years old (CE1-CM2)
- Extracurricular time (out of school)
- Intended for children in priority neighbourhoods
- Methodology and pedagogy developed by the club (80 modules created by the Foundation)

SPORT

Sport at the service of Education

SCHOOLS

- Paris & Mantes-la-Jolie
- Supervision by club educators

PROJECT

A school project in Poissy

1,300 **children helped every year**

ELEVEN LEGENDS

This programme **embodies PSG for Communities' vision of promoting inclusion through sport**. This initiative brings together children with autism and neurotypical children for weekly training sessions, supervised by professionals. Football becomes a learning ground where children can develop their social skills, motor coordination and self confidence. Since 2021, this programme has been extended to Clamart and Poissy, demonstrating its success.

In brief

- The Foundation's flagship programme in the field of disability
- 1 team made up of children with autism and neurotypical children trains once a week in Clamart
- Team created in 2018 and bringing together young people from 3 Medico-Educational Institutes (IMEs) in the Hauts-de-Seine

500 **children with disabilities supported every week since 2018**

4 **programmes in 23/24**

20 **children per programme**

GO GIRLS!

This annual **programme introduces young girls to the practice of sport and raises their long-term awareness of its benefits and values**. Mentored by the Paris Saint-Germain players, they open up to new horizons through the discovery of sport and culture and develop their self confidence.

In brief

- The first class was inaugurated in 2012
- Young girls from disadvantaged neighbourhoods who are far removed from sport
- Development of women's football, introduction to the culture, meetings with players from the club (sponsors of the promotions)

4 CITIES

Colombes, Vitry-sur-Seine, Paris, Poissy

COMING SOON

Saint-Denis

600 **young girls have participated since 2012**

CANTEEN FOR ALL

This initiative **allows the distribution of food at the Parc des Princes for students in great difficulty**. The programme is based on a solid collaboration with the associations Studhelp, Cop1, Aïda, TrouveTaVoie and the Communauté Ecotable.

In brief

- Free meals for students in vulnerable situations
- Each canteen has a theme: second-hand goods, housing, employment, etc.
- The internships/apprenticeships/jobs found often mean students no longer need to use the scheme

PROVISION OF SPACES, STAFF, MATCH TICKETS BY THE CLUB

9 **editions since 2021 have provided a hot meal and a warm and friendly environment for 1,000 underprivileged students.**

CONCLUDING REMARKS

What are the prospects for development?

HORIZON 2027

Focus on Flagship actions

- The proliferation of projects over the last 5 years could be a transitional phase
- PSG wanted to set up actions with various audiences before entering a development/sustainability phase

OPPORTUNITIES

Poissy Training Centre / Partnerships

- Development of new programmes
- Opening of an Red and Blue school within the Campus (March 2024) and the Necker Hospital (spring 2025) in order to strengthen the territorial anchoring
- Creation of new partnerships with schools, the community, IMEs
- Creation of a partnership with Linkee for the development of Canteen for All
- Development of the Go Girls! programme: 1 new programme in Paris (19th) and one programme in Saint-Denis (93)
- Strengthening of the Eleven Legends programme (Target: 6 programmes by 2025)

DEVELOPMENT

Link with the CSR department to be consolidated

- Development of links between the CSR department and the Foundation
- Environmental education spin-off

TEMPORALITY

Mitigate the risk of short-term (contradictory) programmes with a coherent social project

- Work in this direction on the part of the club
- For example, with Studhelp, a project to introduce meal vouchers throughout the year and over the long term (in addition to the one-off actions of Canteen for All)



METHODOLOGICAL APPENDICES AND DEFINITIONS

METHODOLOGY

THEORETICAL MODEL

We opted for **Base theory** in its **Keynesian version**.

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

SOURCES OF INJECTION

Organisational and capital expenditure carried out by the club in order to organise its activities that have been financed by external resources.

Spending by external visitors to the reference territory (the Paris Region) who came mainly because of the club's activities to attend or work on one or more Paris Saint-Germain matches: spectators; delegations of opposition teams, officials, service providers, suppliers.

METHODOLOGY

ORGANISATION AND INVESTMENT IMPACT

The data was collected from the various departments of Paris Saint-Germain concerning all the club's entities (association, sports company and subsidiary managing merchandising).

Integrated capital expenditure corresponds only to those actually disbursed and not to the total cost of the projects.

VISITOR IMPACT

We were able to retrieve all the attendance data during the 2023/2024 season as well as the distribution of the geographical origin of all spectators.

Spectator spending was estimated based on assumptions arrived at from previous studies carried out by CDES. We have examined several average spending patterns of spectators present during club competitions (football, rugby) or during major international sporting events (EURO 2016, Ryder CUP 2018, World Ski Championships 2023). We have also reviewed the work carried out on this subject by other major clubs or sporting institutions in European football (Premier League, La Liga).

Finally, we reconstructed the impact of the "accredited" population from information provided by the club.

Data collection methods

Carrying out an economic impact study of a club requires the support of all its components. By voluntarily committing to this approach, Paris Saint-Germain has facilitated the collection of the data necessary to carry out this study, both in terms of economic data and the collection of information from external stakeholders.

DIRECT IMPACT – ORGANISATION



DIRECT IMPACT RELATED TO THE CLUB'S ACTIVITY

The direct impact of the organisation measures the additional wealth generated by the club's activity within the local economy. It is a question of measuring **the club's ability to capture revenues from outside the territory and its propensity to spend them locally.**

The club, as an economic entity, uses a certain number of service providers (purchases of goods and services) and pays remuneration to its employees (professional players, as well as sports, management and administrative staff).

IMPACT MEASUREMENT

The impact of the club's activity is measured gradually:

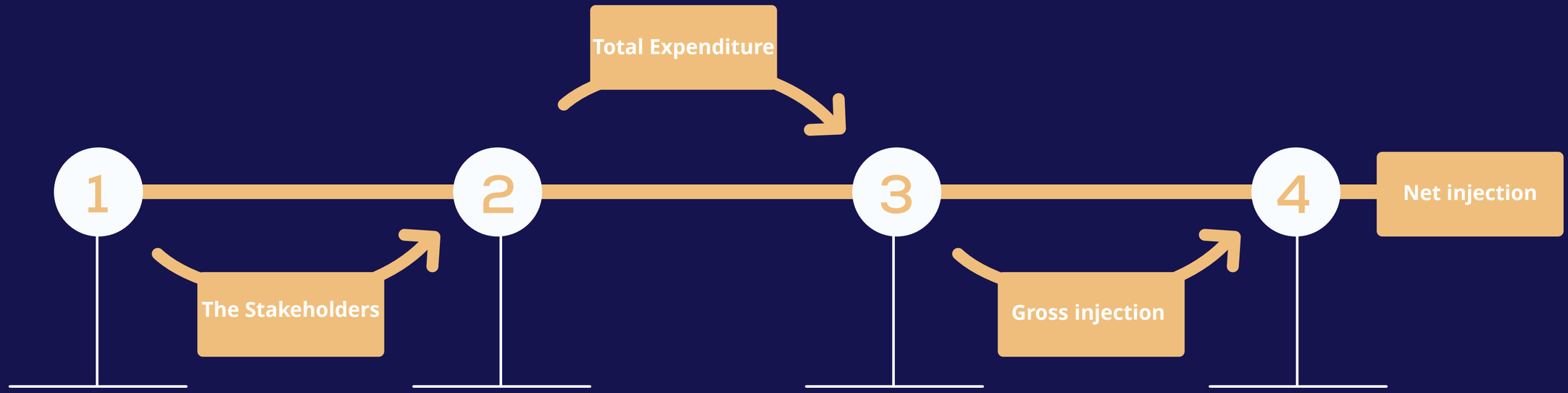
The first step is to assess the **total amount of the club's total expenditure** (sometimes composed of different distinct legal structures (sports company, association support, other subsidiaries/structures).

It is then necessary **to exclude leaks outside the local territory** by keeping only the amount of expenditure (purchases of goods and services; remuneration) made from actors located in the reference territory.

Finally, it is necessary to **only** take into account **the share of those local expenditures financed by revenues external to the reference territory, and to deduct from this the leakage composed of extraterritorial expenditures financed by revenues internal to the reference territory.**

METHODOLOGY

METHODS FOR CALCULATING THE DIRECT “ORGANISATION” IMPACT



IDENTIFICATION OF THE DIFFERENT ENTITIES

IDENTIFICATION OF EXPENDITURE

MEASUREMENT OF LOCAL EXPENDITURE *

NEUTRALISATION OF INTERNAL FINANCING WITHIN THE TERRITORY **

* In order to take into account the **leaks** outside the territory: the use of external service providers paid thanks to part of the income of local agents constitutes an escape from the local economic circuit. The share of expenditure outside the reference territory that has been financed by local revenues must therefore be deducted.

** Under the **substitution effect**: Local funding is neutralised to the extent that, if it had not been intended for the club, it would have been used in another sector of the local economy. To measure **net injection**, therefore, only the share of local expenditure that is financed by funds external to the reference territory is deducted, from which the share of external expenditure financed by funds internal to the reference territory is deducte

DIRECT IMPACT LINKED TO EXTERNAL VISITORS



The direct impact of visitors measures the additional wealth generated by the **expenditure incurred locally by people who do not live in the Paris Region who have come specifically to** attend one or more club matches during the 2023/2024 season.

Two categories of visitors were identified in our study:

- **Spectators**: those who come to watch Paris Saint-Germain matches.
- **Accredited attendees** and in particular the delegations of the teams that have faced Paris Saint-Germain in Ligue 1, Champions League and Coupe de France, the staff employed by service providers, the media, officials (FFF, LFP, UEFA).

The impact of external visitor attendance is measured gradually:

- The first step is to **assess the total number of attendees** who visited the Parc des Princes during the 2022/2023 season.
- It is then necessary to **exclude people living in the Paris Region** but also **non-residents whose visit is not directly linked to one or more Paris Saint-Germain match** (who are referred to as occasional spectators).
- Finally, it is necessary to evaluate their local expenditure, which has been done on the basis of assumptions from our previous work and by favouring a prudent approach.

METHODOLOGY

METHODS FOR CALCULATING THE DIRECT “VISITOR” IMPACT –THE SPECTATORS

Exclusion of Resident spectators **

Application of the Average spending pattern****

THEORETICAL TOTAL ATTENDANCE → ACTUAL TOTAL ATTENDANCE → NON-LOCAL SPECTATORS → SPECIFIC SPECTATORS → TOTAL EXPENDITURE spectators outside the territory → DIRECT IMPACT

Application of the No Show Rate*

Exclusion of Occasional visitors***

* ***No show: spectators with a ticket for a match, counted by the Professional Football League on the revenue sheets but not travelling to the match. This is sometimes the case for the public who are season ticket holders who do not come to see all the matches and do not sell their ticket on the resale exchange set up by the club.***

** **Resident spectators: Resident spectators' expenditure should be removed from the calculation of the economic impact under the substitution effect, because according to economic theory, if they had not spent their expenditure on the club's matches, they would have spent locally for other reasons and/or in other sectors**

*** **As an opportunity effect: the expenditure of spectators who have taken advantage of a stay in Paris for reasons other than the club's matches (family reasons, professional reasons, holidays) and who have attended matches must not be taken into account in the impact calculation.**

**** **In order to avoid double counting: the expenditure of spectators outside the territory of the Paris Region integrated into the club's accounts (catering, commerce) must be deducted.**

DIRECT IMPACT LINKED TO THE ARRIVAL OF EXTERNAL VISITORS: THE ACCREDITED

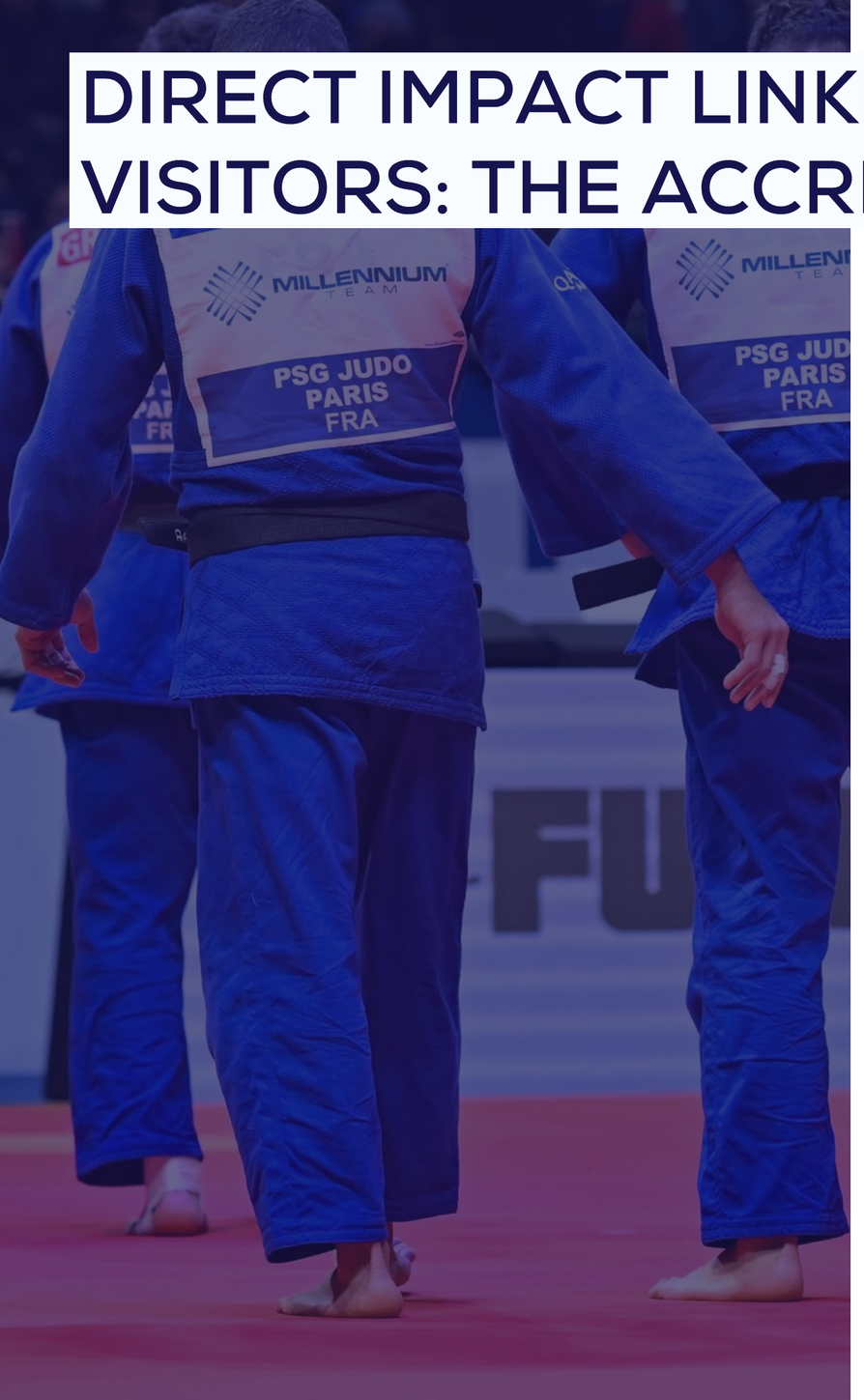
In addition to spectators, other categories of visitors can inject income into the local economy. In order to identify them, we worked with the club on the basis of the supplied demographic data of accredited populations.

Four categories of populations have been selected:

- **Delegations from opposition teams**: by staying locally for a few hours or a few days, these delegations contribute to the economic impact of Paris Saint-Germain's activity. Having organised 23 matches (Ligue 1, Coupe de France and Champions League), Paris Saint-Germain has welcomed as many teams from outside the local territory.
- **The staff of the service providers**: while some of the service providers and their staff come from the Paris Region, others are not local service providers and send staff who spend locally.
- **Officials** sent to matches by the LFP, FFF or UEFA.
- **The media** (including national and international media) covering Paris Saint-Germain matches.

As we were not able to directly interview these populations, the identification of their number and geographical origin was made in close collaboration with the club's services and their spending patterns were assessed on the basis of conservative assumptions.

DIRECT IMPACT LINKED TO THE ARRIVAL OF EXTERNAL VISITORS: THE ACCREDITED



According to the information provided by the club, an average of 4,600 people from six target populations have an accreditation for Paris Saint-Germain matches:

- Those involved in the “operations" category;
- The opposition teams (players and delegations);
- The police officers mobilised;
- Service providers;
- Club employees and temporary employees;
- The media.

11% of these populations do not live in the Paris Region and can therefore be directly responsible for injecting income into the local economy.
To assess the impact of accredited populations, we assigned them an average spending pattern based on our observations from other studies.

METHODOLOGY

METHODS FOR CALCULATING THE DIRECT “VISITORS” IMPACT – OTHER VISITORS

In addition to spectators, other visitors from outside the Paris Region can come specifically for the matches organised by Paris Saint-Germain. This is particularly the case for:

- Opposition teams
- Accredited population: club service providers, officials, media covering the event, etc.

As we were unable to carry out a specific survey of these populations, we have estimated their number and their expenditure (favouring conservative hypotheses), in direct connection with the club's services.



METHODOLOGY

METHODS FOR CALCULATING THE TOTAL IMPACT 1/4



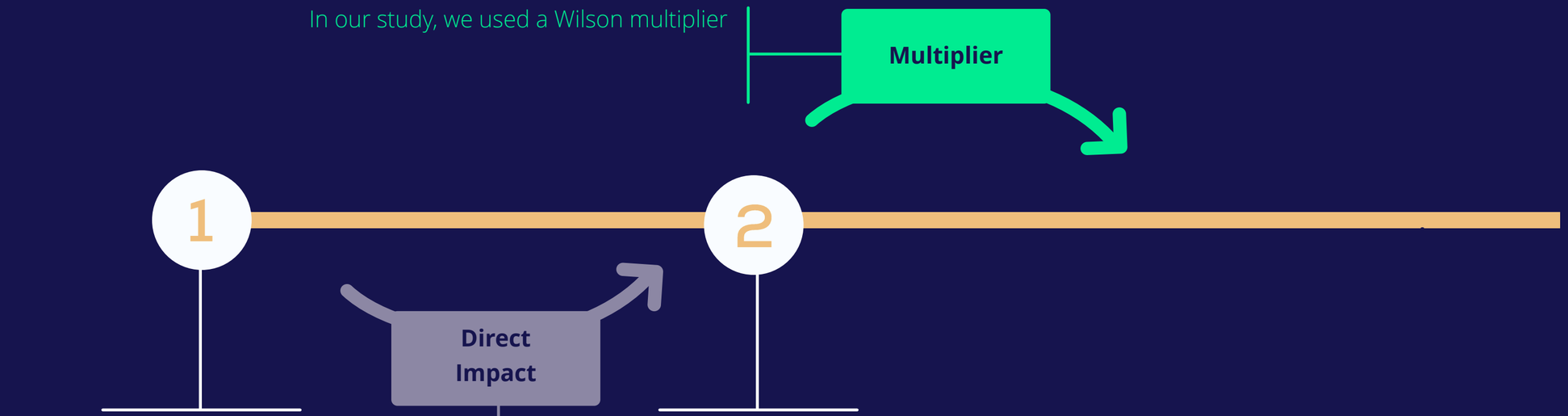
- ORGANISATION IMPACT
- INVESTMENT IMPACT
- VISITOR IMPACT

The direct economic impact measures the stimulation of the territorial economy resulting from the demand shock initially produced by the club's presence: purchases of goods and services for the organisation of its activities; expenditure of visitors who come to attend club matches; capital expenditure to finance development projects.

METHODOLOGY

METHODS FOR CALCULATING THE TOTAL IMPACT 2/4

In our study, we used a Wilson multiplier



- ORGANISATION IMPACT
- INVESTMENT IMPACT
- VISITOR IMPACT

- APPLICATION OF A SPENDING MULTIPLIER TO THE DIRECT IMPACT

The direct economic impact measures the stimulation of the territorial economy resulting from the demand shock initially produced by the club's presence: purchases of goods and services for the organisation of its activities; expenditure of visitors who come to attend club matches; capital expenditure to finance development projects.

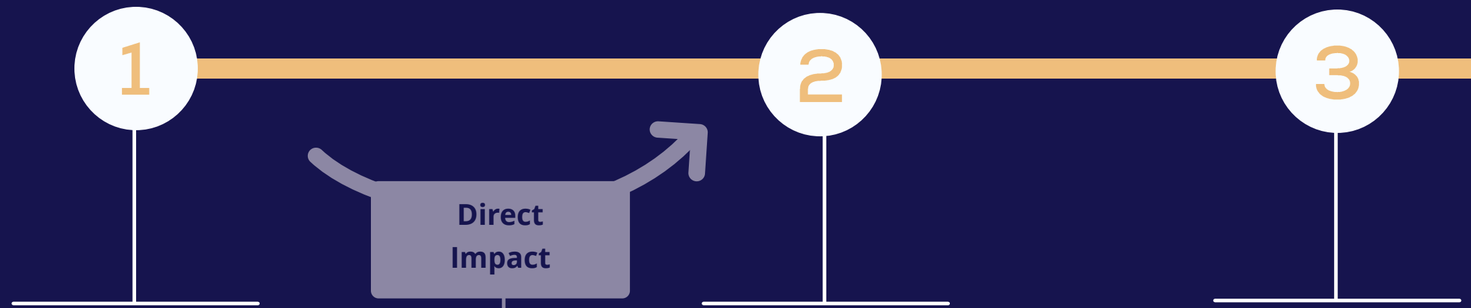
METHODOLOGY

METHODS FOR CALCULATING THE TOTAL IMPACT 3/4

In our study, we used a Wilson multiplier

Multiplier

Total economic impact measures the sum of direct, indirect and induced effects. It is broken down into a direct impact (net injection) and an indirect impact grouping together indirect and induced effects.



The total economic impact is calculated by applying an expenditure multiplier to the direct economic impact.

- ORGANISATION IMPACT
- INVESTMENT IMPACT
- VISITOR IMPACT

The direct economic impact measures the stimulation of the territorial economy resulting from the demand shock initially produced by the club's presence: purchases of goods and services for the organisation of its activities; expenditure of visitors who come to attend club matches; capital expenditure to finance development projects.

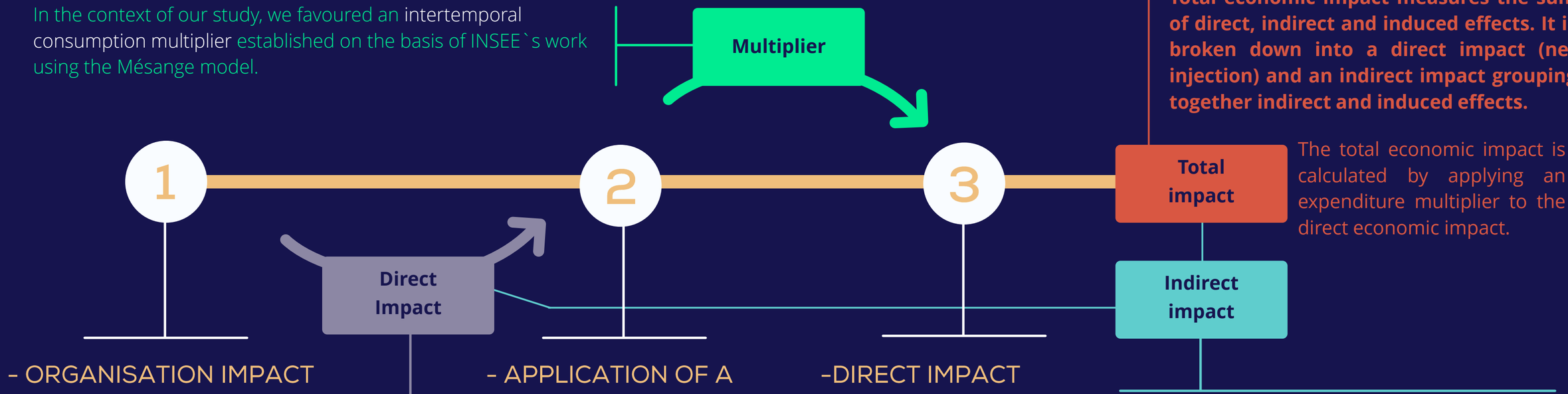
- APPLICATION OF A SPENDING MULTIPLIER TO THE DIRECT IMPACT

-DIRECT IMPACT
Indirect impact

METHODOLOGY

METHODS FOR CALCULATING THE TOTAL IMPACT 4/4

In the context of our study, we favoured an intertemporal consumption multiplier established on the basis of INSEE`s work using the Mésange model.



Total economic impact measures the sum of direct, indirect and induced effects. It is broken down into a direct impact (net injection) and an indirect impact grouping together indirect and induced effects.

The total economic impact is calculated by applying an expenditure multiplier to the direct economic impact.

- ORGANISATION IMPACT
- INVESTMENT IMPACT
- VISITOR IMPACT

The direct economic impact measures the stimulation of the territorial economy resulting from the demand shock initially produced by the club's presence: purchases of goods and services for the organisation of its activities; expenditure of visitors who come to attend club matches; capital expenditure to finance development projects.

- APPLICATION OF A SPENDING MULTIPLIER TO THE DIRECT IMPACT

-DIRECT IMPACT
Indirect impact

The indirect economic impact measures the complementary economic activity linked to the spread of the initial injection of resources into the local economy due to the economic relations between the agents of the territory (households, companies, local authorities).
The indirect economic impact is calculated as the difference between the total impact and the direct impact.

SOCIAL ASPECT: WHAT DO THIS MEAN?

Promotion of social actions

SOCIAL IMPACT / SOCIAL UTILITY

"Social impact consists of all the consequences (evolutions, inflections, changes, ruptures) of an organisation's activities, both on its external stakeholders (beneficiaries, users, customers) direct or indirect in its territory and internal (employees, volunteers and voluntary workers), and on society in general."

(Measuring social impact, after the time of speeches, here comes the time for action, Working Group of the Higher Council of the SSE, 2011)

As the changes induced by the club's actions are difficult to assess in the timeframe of the study, we will not use the concept of social impact

According to Jean Gadrey:

"The activity of a social economy organisation is of social utility if it has the ascertainable result and, in general, the explicit objective, beyond other possible objectives of producing goods and services for individual use, to contribute to social cohesion (in particular by reducing inequalities), to solidarity (local, national or international), the social bond of proximity and sociability, and the improvement of the collective conditions of sustainable human development (including education, health, the environment and democracy)."

(The Social Utility of Social and Solidarity Economy Organisations, Synthesis Report for the DIES and the MIRE, 2004)

No consensus on the definition of social utility
Difficult concept to apply



DEFINITIONS OF THE GUIDELINES

CORPORATE FOUNDATION / ENDOWMENT FUND

The club's wish not to make distinctions between the two entities

FOUNDATION
Created in 2000

"Corporate foundations are legal entities in their own right, created for a minimum period of five years. They cannot receive donations or bequests outside of corporate sponsorship or their employees. The total amount of their multiannual action programme must be at least equal to €150,000."

Foundation of France

ENDOWMENT FUND
Created in 2013

"The Endowment Funds require an initial commitment of €15,000 and a filing of the statutes with the prefecture. The founder(s) must assume the creation process, then the administrative and accounting management, alone. They bear legal and fiscal responsibility, and must ensure that the projects they support are indeed eligible in the public interest."

Foundation of France

The main difference lies in the financing capacity of each entity (including receipt of donations or bequests)



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CDES
WHO ARE WE?

CDES

“Academic roots and commitment to the sports sector”

Through the profile of our members and our numerous missions to support actors in the sports movement, we have a complementary and multidisciplinary team, used to working with the federal world and with significant experience in the production of studies and the analysis of sports policies.

Since its creation in 1978, the work of the Centre for Law and Economics of Sport has been part of a resolutely multidisciplinary approach that makes it unique and resilient.
Striving to reconcile academic rigour and immersion in the daily reality of sport, it has developed numerous activities: Expertise, Training and Publications, which make it a real reference in the sports sector.

In-depth knowledge of the sports sector and its institutional actors.

Strong expertise in the territorial analysis of sport.

Original and unique perspective on sporting issues, thanks to a multidisciplinary and academic approach.

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MOUVEMENT SPORTIF INTERNATIONAL

ENTREPRISES PRIVÉES

ADMINISTRATION PUBLIQUE ET COLLECTIVITÉS TERRITORIALES

ÉTUDES
ÉCONOMIQUES



STUDY CARRIED OUT BY CDES

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