



**HALF-YEARLY FINANCIAL REPORT**  
H1 2015/2016



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*Interim Group Management Report for the period from 1 July to 31 December 2015 of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien (hereinafter also "Borussia Dortmund" or the "Group")*

## **BUSINESS DEVELOPMENT**

### **LOOKING BACK ON THE FIRST SIX MONTHS OF FINANCIAL YEAR 2015/2016**

#### **ATHLETIC PERFORMANCE**

Borussia Dortmund's footballing prospects after the first half of the 2015/2016 season: three competitions, three excellent chances for silverware.

At the international level, the squad finished second in its group behind FC Krasnodar to advance to the knockout phase of the UEFA Europa League. Borussia Dortmund scored the most goals of any team in Group C and had already qualified for the next round going into the final match day of the group stage.

Borussia Dortmund headed into the Bundesliga winter break in second place behind league leaders FC Bayern Munich and six points ahead of third-place Hertha BSC Berlin, with all three teams in position to directly qualify for the UEFA Champions League at the end of season. Borussia Dortmund has been in second place since match day six.

This domestic success is underpinned by the club's strong performance in the DFB Cup. After advancing to the round of 16 on the heels of a 7:1 victory against SC Paderborn 07, Borussia Dortmund won 0:2 at FC Augsburg to progress to the quarter-finals.

All in all, a Borussia Dortmund squad has not been in such good scoring form in more than five decades. The only time Borussia Dortmund had already more goals after 16 match days was during the 1963/1964 season.

## **FINANCIAL PERFORMANCE**

### **Financial indicators**

#### **Borussia Dortmund KGaA (HGB)**

EUR '000	H1 2015/2016 31/12/2015	H1 2014/2015 30/6/2015
Equity	314,012	323,823
Capital expenditure	38,346	56,279
Gross revenue	138,881	127,004
Operating result (EBITDA)	16,800	22,334
Result from operating activities (EBIT)	-11,327	2,453
Financial result (investment income and net interest expense)	6,244	-382
Net loss/net income for the year	-5,213	1,684
Cash flows from operating activities	395*	-4,771*
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	-0.06	0.02

\* Taking into account the amendments to GAS 21

**Borussia Dortmund Group (IFRS)**

EUR '000	H1 2015/2016 31/12/2015	H1 2014/2015 30/6/2015
Equity	276,439	286,078
Capital expenditure	39,226	59,141
Gross revenue	170,054	153,155
Operating result (EBITDA)	25,480	30,697
Result from operating activities (EBIT)	-3,893	10,092
Financial result (investment income and net interest expense)	-646	-6,510
Consolidated net profit/loss for the year	-4,651	3,707
Cash flows from operating activities	3,662	-5,458
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	-0.05	0.04

**PERFORMANCE INDICATORS**

Various financial and non-financial indicators are used to measure performance. Borussia Dortmund uses these internally-defined performance indicators to guide its entrepreneurial actions and to select the focus of its internal reporting.

## Financial performance indicators

Of the numerous financial indicators that are always presented at the beginning of its financial reports, Borussia Dortmund focuses on those specific indicators that in the past few years were primarily used to steer the Company.

First and foremost is revenue. Management uses this indicator to internally manage the Company, knowing full well that – due particularly to one-time transfer effects – this indicator alone is not sufficiently meaningful. Nevertheless, it provides a clear indication of the Company's economic strength, especially when compared against that of competitors or when monitoring the Company's long-term revenue trend.

Earnings before interest and taxes/result from operating activities (EBIT) and net profit or loss for the year are also used to steer the Company. These financial performance indicators play a key role in preparing the budget for the coming financial year(s), in interim controlling with respect to the earnings performance and when looking back on a particular financial year.

As at the start of this financial year, management's list of key performance indicators will include operating result EBITDA. This change was made in light of the increase in investment activities and the associated increase in depreciation, amortisation and write-downs. Therefore, EBIT (EBITDA) was selected to benchmark the Company's annual performance adjusted for depreciation, amortisation and write-downs.

These indicators are framed by cash flows from operating activities, another component used for the Company's internal planning that forms the basis of the Company's strategic alignment. This allows the Company to identify future negative developments and leverage investment potential stemming from current budget surpluses at an early stage.

## Non-financial performance indicators

Borussia Dortmund has decided that its only non-financial performance indicator will be the reach of its brand.

While it is impossible to measure the reach of Borussia Dortmund's brand, it is determined by a number of criteria that, when taken together, are representative of the brand's reach.

Some of these criteria are measurable, while others are not. Nevertheless, they are a reflection of the company's appeal.

The number of criteria varies and they are thus exchangeable. While any one factor may be of relevance during one season, this may not necessarily be the case in subsequent years. New media in particular constantly provides new value drivers: for instance, the number of Facebook fans or page impressions represent relatively new indicators.

Measurable criteria include, for example, the number of season tickets sold, attendance figures and television broadcast hours.

Awards, surveys and studies represent possible criteria that cannot be measured quantitatively. Another "soft" criterion is the deliberate selection of sponsors whose products and brand images are aligned with the "Borussia Dortmund" brand.

Borussia Dortmund's decision-makers receive reports about all criteria on a regular basis. Furthermore, taken as a whole, these are an indicator of the success of the Company's strategic alignment.

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## **DEVELOPMENT OF THE MARKET AND COMPETITIVE ENVIRONMENT**

regarding to the first half of financial year 2015/2016

### **SPONSORSHIPS**

Borussia Dortmund and Champion Partner Radeberger Gruppe KG have extended their existing partnership early until the end of the 2022/2023 season. The partnership, which will thus continue for at least eight additional years, underscores the long-term ambitions of both partners. In addition two more Champion Partner have prolonged their contracts with Borussia Dortmund. However, existing partnerships are just as important as new cooperative efforts. These include the meat product experts at SPREHE Geflügel- u. Tiefkühlfeinkost Handels GmbH & Co. KG, which has provided sausages and other products at the stadium since 2009. Continuity pays off in the long run, which is why the Group renewed its contract with the Champion Partner through the summer of 2019.

The tyre manufacturer Hankook Reifen Deutschland GmbH has also been an esteemed Champion Partner since 2009. This cooperative effort is being expanded by increasing the company's presence at SIGNAL IDUNA PARK; its contract was also extended through the summer of 2018.

### **MARKETING**

Borussia Dortmund contributes significantly to solidarity and the quality of life in Germany. Those are the findings of a survey conducted by the Forsa polling institute on behalf of the HHL Leipzig Graduate School of Management and the University of St. Gallen. The survey polled 7,800 people about how great of a contribution 127 companies and public institutions made to society in Germany.

The squad garnered considerable international attention for its tour of Asia, which included stops in Japan, Singapore and Malaysia. Not only did Borussia Dortmund easily win both of its friendlies against Kawasaki Frontale (0:6) and Johor Southern Tigers (1:6), Dortmund's local fans also had numerous opportunities to meet the club's stars. While Borussia Dortmund has had an official representative office for Asia in Singapore since 2014, the club generated wide-scale interest during its six-day tour, as evidenced by more than 800 print articles and one million Facebook contacts per day.

The end of the first half of the financial year also marks the end of the 2015 calendar year. During this period, Borussia Dortmund continued to be a magnet for spectators, drawing nearly 1.9 million visitors to SIGNAL IDUNA PARK over 25 home matches, of which 18 were sold out with an attendance of 81,359 each.

## **BIG NAMES IN DORTMUND**

Several key players signed long-term contracts with Borussia Dortmund. For instance, Borussia Dortmund agreed to an early contract extension with Pierre-Emerick Aubameyang through 30 June 2020.

An early contract extension was also signed with centre-back Sokratis Papastathopoulos through the end of June 2019. The Greece international first joined Borussia Dortmund in 2013.

The third player to also sign an early contract extension through the end of June 2019 is 19-year-old defender Pascal Stenzel.

In addition to extending these contracts, Borussia Dortmund parted ways with Jonas Hofmann in December 2015. Hofmann left the club to join Borussia Mönchengladbach.

Off the pitch, Silke Seidel made history within the club's ranks. The lead real estate developer at Dortmunder Stadtwerke is the first woman on Borussia Dortmund GmbH & Co. KGaA's Supervisory Board. She replaced Harald Heinze, who departed after ten years of service.

## **OTHER BUSINESS**

Borussia Dortmund's youth academy was certified and received top honours. DFL Deutsche Fußball Liga GmbH, Deutsche Fußball-Bund e. V. and the international talent consulting firm Double PASS GmbH honoured the Group for its outstanding youth development.

Off the pitch, Borussia Dortmund also has a long tradition of demonstrating real character and this year once again visited the Dortmund Children's Hospital. Dating back to 1997, this annual tradition goes beyond simply putting a smile on the faces of young patients.

In addition to participating in numerous charitable events, Borussia Dortmund is also committed to helping refugees. Its STIFTUNG LEUCHTE AUF foundation is helping young refugees aged 16 to 20 to integrate by organising football training sessions, language courses and evening events.

Borussia Dortmund increased security at SIGNAL IDUNA PARK. Various measures were implemented in response to the increased threat level. For security reasons, these measures will not be made public.

## GROUP STRUCTURE AND BUSINESS OPERATIONS

The interim Group management report refers to the consolidated group of Borussia Dortmund GmbH & Co. KGaA. The newly formed BVB Asia Pacific Pte. Ltd., Singapore, has been part of the consolidated group since 30 July 2015.

In addition to its core activities of playing football and marketing SIGNAL IDUNA PARK, Borussia Dortmund has established football-related lines of business.

The list of shareholdings as at 31 December 2015 was as follows:

### Shareholding

	Registered office	Share capita EUR '000	Shareholding %	Equity EUR '000	Net profit/loss EUR '000
				as at 31/12/2015	1/7/2015 to 31/12/2015
<b>Fully consolidated companies</b>					
BVB Stadionmanagement GmbH*	Dortmund	52	100.00	66	-117
besttravel dortmund GmbH	Dortmund	50	51.00	169	119
BVB Merchandising GmbH*	Dortmund	75	100.00	10,881	4,836
Sports & Bytes GmbH*	Dortmund	200	100.00	2,510	96
BVB Event & Catering GmbH*	Dortmund	25	100.00	25	1,096
BVB Asia Pacific Pte Ltd.**	Singapur	66	100.00	66	0
<b>Investments accounted for using the equity method</b>					
Orthomed Medizinisches Leistungs- und Rehabilitationszentrum GmbH***	Dortmund	52	33.33	702	1

\* Profit and loss transfer agreements are in force. Profit/loss of the Company prior to transfer to/absorption by the consolidated tax group parent.

\*\* Included in the consolidated financial statements for the short financial year from 1 October to 31 December 2015

\*\*\* Included in the consolidated financial statements as at 31 December 2014 as an associate.

## THE SHARES OF BORUSSIA DORTMUND GmbH & Co. KGaA

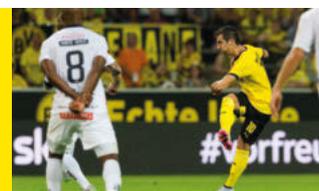
### SHARE PRICE PERFORMANCE IN THE FIRST SIX MONTHS OF FINANCIAL YEAR 2015/2016

During the reporting period for the first six months of the 2015/2016 financial year (1 July to 31 December 2015), the performance of BVB shares was influenced primarily by positive sport-related and business announcements by the Company (unless indicated otherwise, the following data is based on the closing price of shares in XETRA trading in Borussia Dortmund shares; where necessary, figures have been rounded up to the nearest hundredth).

The shares of Borussia Dortmund GmbH & Co. KGaA kicked off the new 2015/2016 financial year at EUR 3.42 on 1 July 2015. In July, exuberance generated by the start of a new season pushed up the share price significantly, where it stabilised above the EUR 4.00 mark. BVB shares traded at EUR 3.58 on 10 July 2015, at EUR 3.68 on 16 July 2015, at EUR 3.75 on 17 July 2015 and at EUR 3.95 on 28 July 2015. A new all-time record of 55,000 season tickets sold, a successful start to the season with an opening win over Chemnitzer FC in the DFB Cup, three victories in the Bundesliga and the team's survival in the qualifying rounds for participation in the group stage of the UEFA Europa League lifted the share price further over the course of August. Borussia Dortmund GmbH & Co. KGaA shares traded at EUR 4.07 on 6 August 2015, at EUR 4.08 on 17 August 2015 and at EUR 4.05 on 20 August 2015. On 21 August 2015, the Company announced the preliminary figures for the 2014/2015 financial year (see ad hoc disclosure from the same date), which included a 5.9% increase in consolidated revenue to EUR 276.0 million and a 13.2% increase in EBITDA to EUR 55.6 million. While the capital markets did not immediately respond positively to this news, once the squad had qualified for the group stage of the UEFA Europa League, the share price closed on 31 August 2015 at EUR 4.20, its peak for the reporting period. Despite a long series of matches with no losses, the share price could not maintain this level during September 2015 and was at times highly volatile. BVB shares traded at EUR 4.19 on 1 September 2015, EUR 4.04 on 3 September 2015, EUR 3.96 on 10 September 2015, EUR 4.09 on 17 September 2015 and EUR 3.97 on 28 September 2015. This trend also initially continued into the second quarter. The share price initially remained flat in October at the EUR 4.00 mark before a run of three Bundesliga matches with no losses – despite a previous resounding defeat to FC Bayern Munich – led to a slight increase in the share price. Shares traded at EUR 3.99 on 2 October 2015, EUR 3.96 on 12 October 2015 and EUR 4.05 on 22 October 2015 and also on 30 October 2015. Immediately thereafter, Borussia Dortmund advanced to the knockout phase and thus the winter break of the UEFA Europa League, leading to another slight increase in the share price at the start of November 2015. On 2 November 2015, BVB shares



3<sup>rd</sup> qualifying round UEL  
30 July 2015  
Wolfsberger AC – BVB 0:1



3<sup>rd</sup> qualifying round UEL  
06 August 2015  
BVB – Wolfsberger AC 5:0

were listed at EUR 4.17 and on 5 November 2015 at EUR 4.14. On 6 November 2015, Borussia Dortmund GmbH & Co. KGaA released the preliminary first quarter figures for financial year 2015/2016 (see ad hoc disclosure from the same date). Despite a negative result for the quarter, shares closed at EUR 4.11 on that trading day and at EUR 4.12 on the next trading day (9 November 2015). This was certainly also due to the positive business announcements such as the 26.8% increase in consolidated revenue in the first quarter. However, the share price then dropped back down to the EUR 4.00 mark. BVB shares were listed at EUR 4.03 on 23 November 2015, the date of the Annual General Meeting. On that same day, the Annual General Meeting resolved a dividend distribution of EUR 0.05 per share. The following day (24 November 2015), BVB shares were listed at EUR 3.99 after factoring in the drop in share price which commonly occurs after a dividend is paid out. This trend then continued until the end of the reporting period. Shares traded at EUR 4.06 on 1 December 2015, EUR 4.00 on 11 December 2015 and EUR 3.97 on 22 December 2015. The 2015 calendar year and the reporting period ended with shares in Borussia Dortmund trading at EUR 4.01 on 30 December 2015 (previous year: EUR 3.87).

## SHARE CAPITAL AND SHAREHOLDER STRUCTURE

As at 31 December 2015, Borussia Dortmund GmbH & Co. KGaA's share capital amounted to EUR 92,000,000.00 and was divided into the same number of no-par value shares. Based on the voting rights notifications we have received, the shareholder structure of Borussia Dortmund GmbH & Co. KGaA was as follows as at 31 December 2015:

- Evonik Industries AG: 14.78%
- Bernd Geske: 8.80%
- Ballspielverein Borussia 09 e.V. Dortmund: 5.53%
- SIGNAL IDUNA: 5.43%
- PUMA SE: 5.0%
- Free float: 60.46%

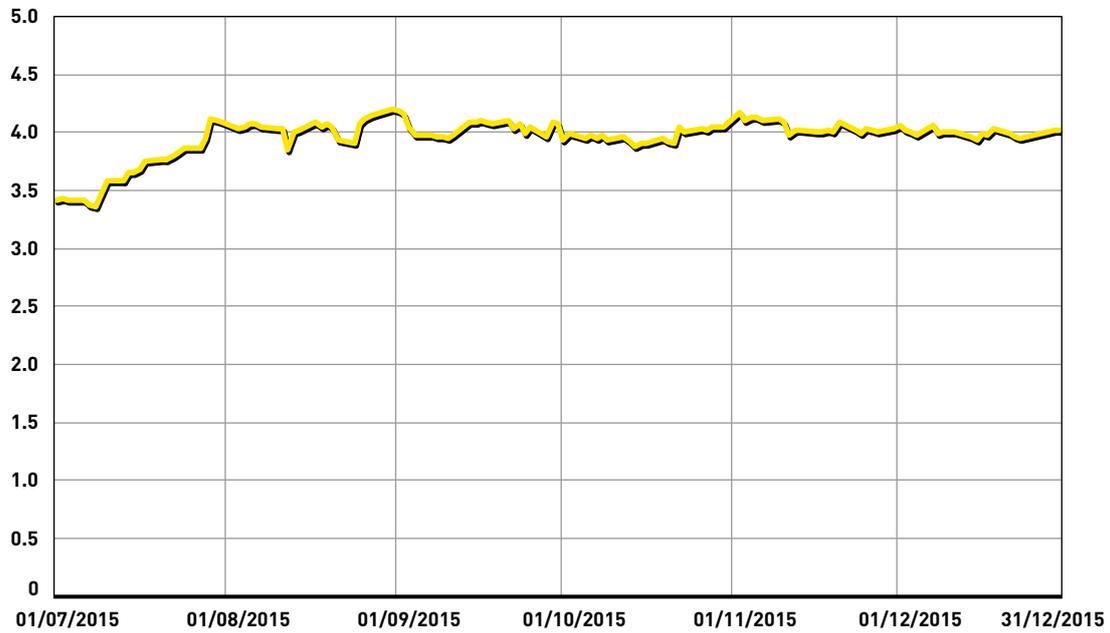


DFB cup 1<sup>st</sup> round  
09 August 2015  
Chemnitzer FC – BVB 0:2

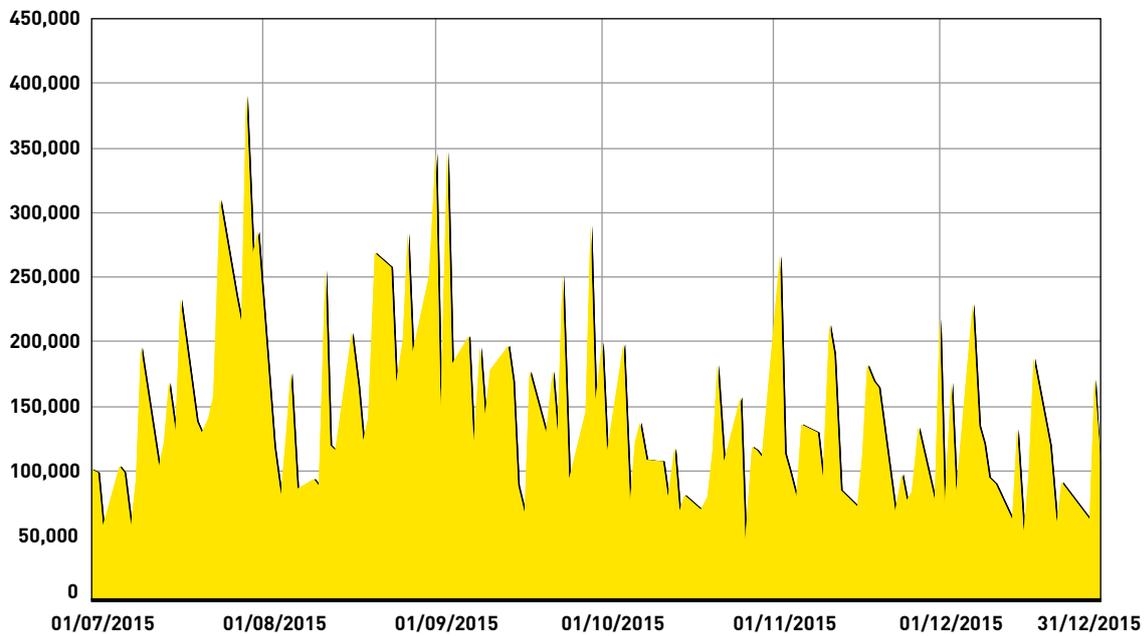


1<sup>st</sup> match day  
15 August 2015  
BVB – Bor. M'gladbach 4:0

**Share performance July – December 2015 (in EUR)**



**Revenue July – December 2015 (Shares)**



Play-Off UEL  
 20 August 2015  
 Odds BK – BVB 3:4



2<sup>nd</sup> match day  
 23 August 2015  
 FC Ingolstadt – BVB 0:4

## **SHAREHOLDINGS BY MEMBERS OF GOVERNING BODIES**

As at 31 December 2015, one member of management held 7,045 no-par value shares in the Company. As at the same date, the members of the Supervisory Board held a total of 8,092,009 no-par value shares. Members of management and the Supervisory Board hold a total of 8,099,054 no-par-value shares, which corresponds to more than 1% of the shares issued by Borussia Dortmund GmbH & Co. KGaA.

## **INVESTOR RELATIONS**

The objective of our Company's Investor Relations organisation is to obtain an appropriate valuation of the shares of Borussia Dortmund GmbH & Co. KGaA on the capital market. This is achieved by pursuing ongoing and open communication with all market participants. Investor Relations forms an ideal interface between institutional investors, financial analysts and private investors. The Company seeks to justify the confidence placed in it by investors and the public through immediate and transparent communication of its financial results, business transactions, strategy, and risks and opportunities. We are committed to communications principles such as openness, continuity, equal treatment and credibility, which make it possible to develop a long-term rapport based on trust with market participants and to ensure a true and fair view of the Company.

We therefore use online communication as our main form of communications, as this offers the best basis for providing all interested parties with equal access to up-to-date information. Because this information is highly pertinent, Borussia Dortmund maintains an investor relations webpage, "BVB Share" which is available online at [www.bvb.de/aktie](http://www.bvb.de/aktie) and <http://aktie.bvb.de/eng>. All annual and interim financial reports are available for download at this site. Mandatory disclosures and announcements under capital market law, such as ad hoc disclosures, corporate news, directors' dealings and/or advance notices are published here in a timely manner. At the same time, our service provider, EQS Group AG (formerly Deutsche Gesellschaft für Ad-hoc-Publizität mbH, Munich), ensures that these notices are distributed throughout Europe. Further detailed information, such as investor presentations and in-depth information on implementing the recommendations of the German Corporate Governance Code, is provided on our website. The information is published in German and, for the most part, in English as well.

Another objective of ours in financial year 2015/2016 was to continue to foster communication with the capital markets. The Annual Press Conference on the preliminary figures of the 2014/2015



Play-Off UEL  
27 August 2015  
BVB - Odds BK 7:2



3<sup>rd</sup> match day  
30 August 2015  
BVB – Hertha BSC 3:1

financial year was held in Dortmund on 21 August 2015. The Company also held an analyst conference on the same day in Frankfurt am Main. Furthermore, the Company held group and one-on-one meetings with capital market representatives during the reporting period and held roadshows on 10 July 2015 in Singapore (as part of BVB's summer Asia tour) and on 7 October 2015 in London, UK. Lastly, Borussia Dortmund also gave a company presentation and held several one-on-one meetings at the German Equity Forum in Frankfurt am Main on 24 November 2015.

The Company is also pleased to be included in the research coverage of the following firms:

- Bankhaus Lampe KG, Düsseldorf  
Most recent research update: 28 January 2015, Recommendation: "Buy" (previously: "Buy")
- GSC Research GmbH, Düsseldorf  
Most recent research update: 15 December 2015, Recommendation: "Buy" (previously: "Buy")
- ODDO Seydler Bank AG, Frankfurt am Main  
Most recent research update: 9 November 2015, Recommendation: "Buy" (previously: "Buy")
- Edison Research Investment Ltd., London, UK  
Most recent research update: 22 October 2015, Recommendation: "n/a"
- Bankhaus Lampe KG, Düsseldorf  
Research update: 30 September 2015, Recommendation: "Buy" (previously: "Buy")
- Hauck & Aufhäuser Institutional Research, Hamburg  
Initial research study: 11 September 2014, Recommendation: "Buy"

Individual studies and research updates are available online at [www.bvb.de/aktie](http://www.bvb.de/aktie) and <http://aktie.bvb.de/eng> under "BVB Share", sub-heading "Capital Market View".

ODDO Seydler Bank AG, Frankfurt am Main, was our Company's designated sponsor during the reporting period.



4<sup>th</sup> match day  
12 September 2015  
Hannover 96 – BVB 2:4



1<sup>st</sup> match day UEL  
17 September 2015  
BVB – FC Krasnodar 2:1

## POSITION OF THE COMPANY

## DEVELOPMENT OF PERFORMANCE INDICATORS

### DEVELOPMENT OF FINANCIAL PERFORMANCE INDICATORS

In the first six months of the 2015/2016 financial year, Borussia Dortmund's financial performance indicators – revenue, EBIT, EBITDA, net income/net loss for the year and cash flows from operating activities – were as follows:

#### Revenue

Revenue amounted to EUR 168,149 thousand in the reporting period. In the Annual Report as at 30 June 2015, Borussia Dortmund forecast revenue of EUR 265,000 thousand for the current financial year.

#### EBITDA

H1 EBITDA amounted to EUR 25,480 thousand; the forecast for the current financial year in the Annual Report dated 30 June 2015 had projected EBITDA to exceed EBIT by approximately EUR 48,000 thousand.

#### EBIT/net income

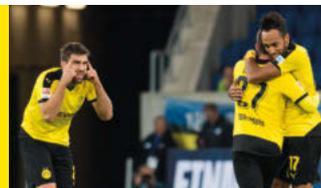
H1 EBIT amounted to EUR -3,893 thousand and the net loss for the year totalled EUR 4,651 thousand. The report on expected developments dated 30 June 2015 forecasted net income and positive EBIT for the full financial year, an outlook which the management continues to stand by.

#### Cash flows

Cash flows from operating activities amounted to EUR 3,662 thousand (previous year: EUR -5,458 thousand). Borussia Dortmund forecasted as at 30 June 2015 that it would generate cash flows from operating activities at the previous year's level for the full financial year.



5<sup>th</sup> match day  
20 September 2015  
BVB – Bayer Leverkusen 3:0



6<sup>th</sup> match day  
23 September 2015  
TSG Hoffenheim – BVB 1:1

Overview of financial performance indicators:

**Borussia Dortmund Group (IFRS)**

in TEUR	H1 2015/2016	H1 2014/2015
Revenue	168,149	150,328
EBITDA	25,480	30,697
EBIT	-3,893	10,092
Net income/net loss for the year	-4,651	3,707
Cash flows from operating activities	3,662	-5.458

**DEVELOPMENT OF NON-FINANCIAL PERFORMANCE INDICATORS**

Borussia Dortmund has decided that its only non-financial performance indicator will be the reach of its brand. As stated in its forecast from 30 June 2015, Borussia Dortmund expects awareness for the brand to continue to grow. The development of various indicators can be used to illustrate the growth of the brand's reach:

Borussia Dortmund continues to be the second-strongest force among Bundesliga clubs in the area of new media. During the reporting period, Borussia Dortmund gained 664,340 "likes" on Facebook, bringing its total to 13,683,281. Borussia Dortmund also gained 195,555 Twitter followers, for a total of 1,901,986 followers as at 31 December 2015. The club also reached one million followers on Instagram and set a new record in the process: never before had BVB reached so many followers on a similar platform in such a short period. As at 31 December 2015, the number of Instagram followers totalled 1,621,087.

In terms of brand reach, Borussia Dortmund were crowned the "autumn champions" of Facebook. The content management firm Content Fleet conducted a study comparing how often Facebook posts were shared, liked or commented on. Borussia Dortmund (20.4 million shares, likes and comments) gained the top spot by a wide margin ahead of FC Bayern Munich (13.2 million) and FC Schalke 04 (4.2 million), demonstrating once again just how tech-savvy the club's fans are. This is also substantiated by the most prolific Facebook post by a player, a distinction that went to Marco Reus, whose post was shared, liked and/or commented on 270,000 times. He was followed by Bayer 04 Leverkusen's Hakan Calhanoglu (248,000 shares, likes and comments).



7<sup>th</sup> match day  
27 September 2015  
BVB – Darmstadt 98 2:2



2<sup>nd</sup> match day UEL  
01 October 2015  
PAOK Saloniki – BVB 1:1

Virtually all of Borussia Dortmund's digital content is now also available on mobile devices. As at the end of the year, the club's official mobile app had been downloaded 1.5 million times and has since surpassed BVB's official website in terms of page impressions and visits. Borussia Dortmund recognised the trend towards mobile apps early on and will continue to place a strong focus on further developing its digital content going forward.

Borussia Dortmund again sold 55,000 season tickets in the current season. A mere 93 season ticket holders chose not to take advantage of their opportunity to prepurchase tickets for the 2015/2016 season.

Borussia Dortmund will also welcome even more spectators to SIGNAL IDUNA PARK in the current financial year. In its third and final stage of expansion, SIGNAL IDUNA PARK had a capacity of 83,000. Due to a redesign for the 2006 World Cup, this capacity was reduced. Last season, it stood at 80,667. Now it will cross the 81,000 mark once again, with capacity increasing to 81,359.

In order to extend the brand's reach and in recognition of the high level of interest shown by football fans in Japan, Malaysia and Singapore – where BVB has maintained representative offices for more than a year and now founded a subsidiary– Borussia Dortmund travelled to Asia in July 2015. This was Borussia Dortmund's first trip to the continent since 2007, when the squad travelled to host country Indonesia on behalf of DFL Deutsche Fußball Liga GmbH.

## RESULTS OF OPERATIONS

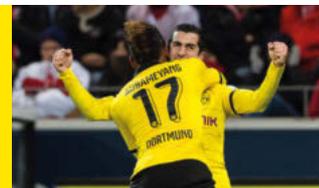
During the first six months of the 2015/2016 financial year, Borussia Dortmund put on an impressive performance, securing 38 points in 12 wins and 2 draws out of a total of 17 matches to move into second place in the Bundesliga standings. Furthermore the squad easily qualified for the round of 32 of the UEFA Europa League. The success on the pitch also translates to an improvement in Borussia Dortmund's revenue, which increased once again despite the fact that the club was competing in the UEFA Europa League, financially the lesser attractive of the two continental club competitions.

During the reporting period (1 July to 31 December 2015), Borussia Dortmund generated revenue of EUR 168,149 thousand (increase of EUR 17,821 thousand) and gross revenue of EUR 170,054 thousand (increase of EUR 16,899 thousand).

Result from operating activities (EBIT) amounted to EUR -3,893 thousand (previous year: EUR 10,092 thousand). The significant EUR 13,985 thousand decline was with EUR 7,469 thousand among



8<sup>th</sup> match day  
04 October 2015  
Bayern München – BVB 5:1



9<sup>th</sup> match day  
16 October 2015  
1. FSV Mainz 05 – BVB 0:2

others attributable to impairment losses of long term assets held for sale to its fair value and the EUR 16,221 thousand decrease in the UEFA revenue distribution on account of this year's participation in the UEFA Europa League instead of the UEFA Champions League. At EUR 25,480 thousand, operating result (EBITDA) was EUR 5,217 thousand below the previous year's figure.

Borussia Dortmund closed out the first half of the year with a consolidated net loss for the year of EUR 4,651 thousand, a decrease of EUR 8,358 thousand over the previous year.

## REVENUE TREND

Borussia Dortmund once again increased revenue during the first six months of the 2015/2016 financial year, generating EUR 168,149 thousand (previous year: EUR 150,328 thousand). The 11.85% increase resulted from positive performance across nearly all revenue items.

In addition to an increase in revenue from match operations of EUR 3,673 thousand, advertising revenue of EUR 2,550 thousand and revenue from transfer deals of EUR 19,062 thousand, conference, catering and miscellaneous revenue and revenue from marketing also increased by EUR 915 thousand and EUR 556 thousand, respectively. In contrast, at EUR 42,227 thousand, TV marketing remained EUR 8,935 thousand below the previous year's figure.

Revenue from match operations increased due to additional home matches – two qualifying rounds of the UEFA Europa League as well as friendlies during the Asia tour. Advertising revenue rose due primarily to marketing of the Asia tour and advertising boards displayed during the qualifying rounds of international competitions as well as due to bonuses for reaching the various stages of the UEFA Europa League (qualifying rounds through to the round of 32). The increase in revenue from transfer deals resulted from the sale of transfer rights for players Kevin Kampl, Kevin Großkreutz and Jonas Hofmann as well as from loaning out Ciro Immobile and Jakub Blaszczykowski.

Despite a significantly higher distribution of funds from the foreign pot for national TV marketing and positive net income from the 2014/2015 UEFA Champions League, revenue from TV marketing declined in the current financial year due to lower marketing income from the UEFA Europa League.

Gross revenue amounted to EUR 170,054 thousand in the period under review (previous year: EUR 153,155 thousand).

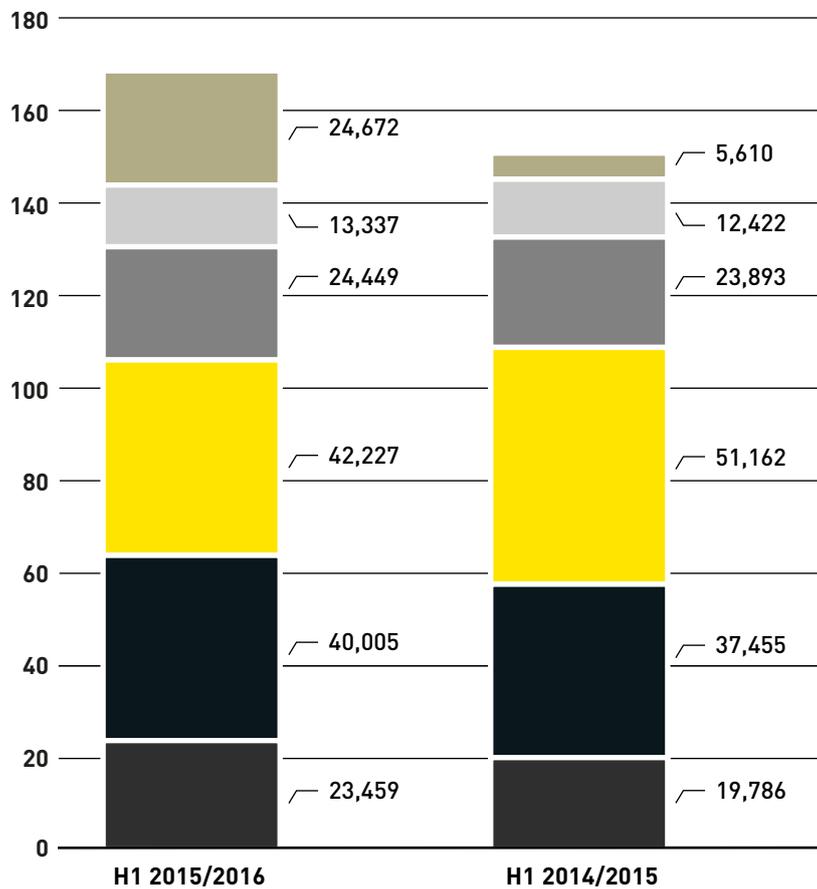


3<sup>th</sup> match day UCL  
22 October 2015  
Qabälä FK – BVB 1:3



10<sup>th</sup> match day  
25 October 2015  
BVB – FC Augsburg 5:1

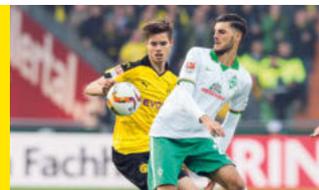
**Borussia Dortmund Group – Revenue in EUR '000**



- Transfer deals
- Conference, catering, miscellaneous
- Merchandising
- TV Marketing
- Advertising
- Match operations



DFB cup 2<sup>nd</sup> round  
 28 October 2015  
 BVB – SC Paderborn 7:1



11<sup>th</sup> match day  
 31 October 2015  
 Werder Bremen – BVB 1:3

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## **CHANGES IN SIGNIFICANT OPERATING EXPENSES**

### **COST OF MATERIALS**

Cost of materials increased by EUR 2,508 thousand to EUR 14,472 thousand in the first half of the year. Since the beginning of the financial year, BVB Event & Catering GmbH has also started catering during match days in addition to organising events and stadium tours. The rise in the cost of materials was principally attributable to the additional cost of goods sold related to this change.

### **PERSONNEL EXPENSES**

Personnel expenses amounted to EUR 66,142 thousand in the first six months of financial year 2015/2016, up EUR 9,516 thousand from the previous year.

Personnel expenses related to match operations increased by EUR 6,722 thousand and personnel expenses related to retail and administration areas increased by EUR 2,630 thousand. Personnel expenses for amateur and youth football increased slightly by EUR 164 thousand.

### **DEPRECIATION, AMORTISATION AND WRITE-DOWNS**

In the period under review, depreciation, amortisation and write-downs increased by EUR 8,768 thousand to EUR 29,373 thousand as compared to the first six months of the previous year.

Write-downs for depreciation and amortisation increased by EUR 1,299 thousand to EUR 21,904 thousand. Furthermore, the decrease of depreciation and amortisation of EUR 7,469 is due to impairment losses of long term assets held for sale to its fair value.

### **OTHER OPERATING EXPENSES**

During the reporting period, other operating expenses amounted to EUR 63,960 thousand (previous year: EUR 53,868 thousand). The EUR 10,092 thousand increase was attributable primarily to expenses resulting from transfer deals involving the players Kevin Kampl and Oliver Kirch and their residual carrying amounts. By contrast, other operating expenses related to match operations decreased. Other operating expenses related to retail and advertising were consistent with the previous year's level.

### **FINANCIAL RESULT**

The financial result improved by EUR 5,864 thousand to EUR -646 thousand in the first half of the year. The prior-year result had included current interest on loans as well as the costs of early redemption.

### **TAX EXPENSE**

The tax expense in the period under review amounted to EUR -64 thousand (previous year: EUR -598 thousand).



4<sup>th</sup> match day UEL  
05 November 2015  
BVB – Qäbätä FK 4:0



12<sup>th</sup> match day  
08 November 2015  
BVB – FC Schalke 04 3:2

## ANALYSIS OF CAPITAL STRUCTURE

## DEVELOPMENT AND PERFORMANCE OF THE BUSINESS

### CONSOLIDATED STATEMENT OF FINANCIAL POSITION

of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

ASSETS	31/12/2015		30/6/2015	
	EUR '000	Amount %	EUR '000	Amount %
<b>Non-current assets</b>				
Intangible assets	77.708	20,5	96.340	24,9
Property, plant and equipment	190.404	50,3	189.518	49,0
Investments accounted for using the equity method	293	0,1	293	0,1
Financial assets	308	0,1	463	0,1
Trade and other financial receivables	120	0,0	1.462	0,4
Deferred tax assets	1.136	0,3	1.136	0,3
Prepaid expenses	16.231	4,3	297	0,1
	286.200	75,6	289.509	74,9
<b>Current assets</b>				
Inventories	8.400	2,2	9.376	2,4
Trade and other financial receivables	28.910	7,6	29.680	7,7
Current tax assets	302	0,1	222	0,1
Cash and cash equivalents	29.285	7,7	53.739	13,9
Prepaid expenses	17.210	4,6	4.013	1,0
Assets held for sale	8.500	2,2	0	0,0
	92.607	24,4	97.030	25,1
	<b>378.807</b>	<b>100,0</b>	<b>386.539</b>	<b>100,0</b>

Total assets amount to EUR 378,807 thousand, representing a decrease of EUR 7,732 thousand as compared to 30 June 2015. This was due to both non-current and current assets.

Despite additions amounting to EUR 24,853 thousand, immaterial assets decreased by EUR 18,632 thousand due to disposals, reclassifications and depreciation, amortisation and write-downs.

Property, plant and equipment increased by EUR 886 thousand during the reporting period. Investments amounting to EUR 6,844 thousand offset disposals of property, plant and equipment amounting to EUR 598 thousand and depreciation, amortisation and write-downs amounting to EUR 5,360 thousand.

Non-current prepaid expenses increased by EUR 15,934 thousand to EUR 16,231 thousand. This was due to the increase in recognised consulting and salary payments.

Current assets decreased by EUR 4,423 thousand.

Inventories declined by EUR 9,376 thousand to EUR 8,400 thousand.



13<sup>th</sup> match day  
20 November 2015  
Hamburger SV – BVB 3:1



5<sup>th</sup> match day UEL  
26 November 2015  
FC Krasnodar – BVB 1:0

Current trade receivables and other financial receivables decreased by EUR 770 thousand to EUR 28,910 thousand.

Due to seasonal factors, cash and cash equivalents amounted to EUR 29,285 thousand, a decrease of EUR 24,454 thousand as compared to 30 June 2015.

Short-term prepaid expenses increased by EUR 13,197 thousand to EUR 17,210 thousand due primarily to pre-payments from insurers as well as marketing activities recognised during the course of the reporting period.

As at the reporting date, non-current assets held for sale amounted to EUR 8,500 thousand (30 June 2015: EUR 0 thousand).

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

EQUITY AND LIABILITIES	31/12/2015		30/6/2015	
	EUR '000	Amount %	EUR '000	Amount %
<b>Equity</b>				
Subscribed capital	92,000	24.3	92,000	23.8
Reserves	184,469	48.7	193,887	50.2
Treasury shares	-113	0.0	-114	0.0
Equity attributable to the owners of the parent company	276,356	73.0	285,773	74.0
Minority interests	83	0.0	305	0.1
	<b>276,439</b>	<b>73.0</b>	<b>286,078</b>	<b>74.1</b>
<b>Non-current liabilities</b>				
Non-current liabilities from finance leases	20,330	5.4	21,630	5.6
Trade payables	2,400	0.6	0	0.0
Other non-current financial liabilities	1,364	0.3	1,204	0.3
Deferred income	14,000	3.7	16,000	4.1
	<b>38,094</b>	<b>10.0</b>	<b>38,834</b>	<b>10.0</b>
<b>Current liabilities</b>				
Current liabilities from finance leases	2,568	0.7	2,497	0.6
Trade payables	16,669	4.4	22,809	5.9
Other current financial liabilities	23,005	6.1	15,011	3.9
Current income tax liabilities	801	0.2	803	0.2
Deferred income	21,231	5.6	20,507	5.3
	<b>64,274</b>	<b>17.0</b>	<b>61,627</b>	<b>15.9</b>
	<b>378,807</b>	<b>100.0</b>	<b>386,539</b>	<b>100.0</b>



14<sup>th</sup> match day  
29 November 2015  
BVB – VfB Stuttgart 4:1



15<sup>th</sup> match day  
05 December 2015  
VfL Wolfsburg – BVB 1:2

The Group's share capital again amounted to EUR 92,000 thousand as at 31 December 2015; reserves declined by EUR 9,418 thousand to EUR 184,469 thousand.

After factoring in total comprehensive income for the period from 1 July to 31 December 2015 and the dividend payment of EUR 0.05 per share distributed in November 2015, Group equity amounted to EUR 276,439 thousand, corresponding to an equity ratio of 73.0% (as at 30 June 2015: 74.1%).

Borussia Dortmund reported liabilities of EUR 102,368 thousand as at 31 December 2015. As at 30 June 2015, liabilities amounted to EUR 100,461 thousand.

Changes in liabilities were as follows:

Liabilities from finance leases decreased as scheduled by EUR 1,229 thousand to EUR 22,898 thousand. Trade payables totalled EUR 19,069 thousand (30 June 2015: EUR 22,809 thousand). Deferred income declined by EUR 1,276 thousand to EUR 35,231 thousand.

By contrast, other financial liabilities increased by EUR 8,154 thousand due in particular to salary obligations not yet due and liabilities from account balances for the new "Stadiondeckel" payment system.

Income tax liabilities (EUR 801 thousand) were consistent with those of the previous year.

## ANALYSIS OF CAPITAL EXPENDITURE

In the first half of the current financial year, Borussia Dortmund invested EUR 39,226 thousand. Of this amount, EUR 32,334 thousand was invested in intangible assets. Nearly the entirety of this amount was invested in the player base.

During the same period, EUR 6,844 thousand was invested in property, plant and equipment, which related primarily to fixtures and expansion work in and around SIGNAL IDUNA PARK, in particular the expansion of the west terrace as well as expansions and alterations to the training centre in Dortmund-Brackel.



6<sup>th</sup> match day UEL  
10 December 2015  
BVB – POAK Saloniki 0:1



16<sup>th</sup> match day  
13 December 2015  
BVB – Eintr. Frankfurt 4:1

## **ANALYSIS OF LIQUIDITY**

As at 31 December 2015, Borussia Dortmund held unrestricted cash funds of EUR 29,285 thousand. Borussia Dortmund also had access to an additional EUR 15,000 thousand in overdraft facilities which had not been drawn down as at the end of the reporting period.

Cash flows from operating activities amounted to EUR 3,662 thousand.

Cash flows from investing activities amounted to EUR -22,008 thousand. This includes payments for investments in the professional squad amounting to EUR 32,015 thousand and payments for investments in property, plant and equipment amounting to EUR 6,844 thousand.

Proceeds from the disposal of intangible assets, in particular transfer rights, amounted to EUR 16,662 thousand during the reporting period.

Cash flows from financing activities amounted to EUR -6,108 thousand due primarily to the dividend distribution in November 2015.

## **OPPORTUNITIES AND RISKS**

The entrepreneurial actions of Borussia Dortmund invariably expose it to risks which have the ability to exert a positive or a negative influence on its business activities. The Company's risk management system is designed to identify, assess and manage such risks. This ensures the Company's ability to continue as a going concern and detects any developments jeopardising its existence early on so that appropriate countermeasures can be taken to remedy the situation. Management monitors the risk management system and reports regularly to the Supervisory Board.

For the details, please refer to the notes on opportunities and risks in the 2014/2015 Annual Report.

There are no risks that jeopardise Borussia Dortmund's ability to continue as a going concern.



DFB cup 1/8-final  
16 December 2015  
FC Augsburg – BVB 0:2



17<sup>th</sup> match day  
19 December 2015  
1 FC Köln – BVB 2:1

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## **REPORT ON EXPECTED DEVELOPMENTS**

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### **EXPECTED DEVELOPMENT OF THE COMPANY**

Borussia Dortmund delivered impressive displays on the pitch and in turn advanced to the quarter-finals of the DFB Cup and the round of 32 of the UEFA Europa League; in addition, it easily secured its second-place standing in the Bundesliga, thereby positively influencing the club's financial outlook beyond the end of the current season.

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### **EXPECTED GENERAL ECONOMIC ENVIRONMENT**

The environment for commercial success in professional football is optimal during the lead-up to the European Championships.

In order to sustainably build on Borussia Dortmund's financial success, the club's focus rests primarily on the squad's footballing success and thus its performance in individual competitions. It has therefore been extra pleasing to witness the club's exceedingly satisfactory start to the season in all competitions.

Just as pleasing is the fact that the club once again sold 55,000 season tickets, which highlights the consistently strong interest in football matches at Dortmund's SIGNAL IDUNA PARK.

Sponsors have also continued to show interest in the club. Long-term agreements with the primary sponsor, the equipment supplier and the holder of the naming rights provide Borussia Dortmund with a degree of predictability and reliability that is, to the greatest possible extent, independent from the squad's footballing success in a given season. The steadily increasing income from sponsorships as a result of the unabated interest in Borussia Dortmund speaks for what continues to be favourable economic conditions in this area.

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### **OVERALL ASSESSMENT OF EXPECTED PERFORMANCE**

Borussia Dortmund has demonstrated that it can perform well financially, even in years of mediocre sporting performance. Bearing this and the club's successful start to the season in mind, the current season looks like it will deliver solid sporting and financial results.

The management still holds the expected developments of the group management report in the Annual Report dated 30 June 2015.

## **EVENTS AFTER THE END OF THE REPORTING PERIOD**

### **ATHLETIC PERFORMANCE**

Borussia Dortmund kicked off the second half of the Bundesliga season with two wins and one draw. A 1:3 away win over Borussia Mönchengladbach, a 2:0 home win against FC Ingolstadt and a 0:0 tie against Hertha BSC Berlin means that the squad now trails the league leaders by eight points and leads the third-place team by ten points.

With a 1:3 away win over VfB Stuttgart, Borussia Dortmund makes it to the semi-final, where the squad will face Hertha BSC Berlin.

In the lead-up to the second half of the season, the squad won test matches against 1. FC Union Berlin (1:3) and against the Czech UEFA Europa League contender Sparta Prag (3:1), as well as test matches at its winter training camp against Eintracht Frankfurt (4:0) and South Korean champion Jeonbuk Hyundai Motors (4:1).

### **BIG NAMES IN DORTMUND**

Pierre-Emerick Aubameyang, Borussia Dortmund's 26-year-old offensive mastermind, was voted Africa's Footballer of the Year. Aubameyang is the first player from his native country of Gabon to win the award. He has scored 20 goals so far in the current season, making him the Bundesliga's top goal scorer.

Ciro Immobile left Borussia Dortmund with effect from 13 January 2016. Meanwhile Adnan Januzaj will prematurely return to his club, Manchester United. All of the parties agreed that Januzaj would return to England in January 2016 and not at the end of the season in June, as had been originally planned.

19-year-old Pascal Stenzel is leaving Borussia Dortmund on a short-term loan to second-division club SC Freiburg through 30 June 2017.

In February 2016 Borussia Dortmund have signed the Spanish talent Mikel Merino Zazón from Season 2016/2017 onward from CA Osasuna. The 19-year-old central midfielder gets a five-year contract.

### **MARKETING**

Borussia Dortmund is pay-TV broadcaster Sky's most popular German Bundesliga club. An average of 720,000 viewers per match tune in to watch the broadcaster's coverage of Borussia Dortmund.

### **DISCLAIMER**

This interim Group management report contains forward-looking statements. Such statements are based on current estimates and are by nature subject to risks and uncertainties. Actual results may differ from the statements made in this report.

**CONDENSED INTERIM CONSOLIDATED FINANCIAL STATEMENTS**

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

EUR '000	31/12/2015	30/06/2015
<b>ASSETS</b>		
<b>Non-current assets</b>		
Intangible assets	77,708	96,340
Property, plant and equipment	190,404	189,518
Investments accounted for using the equity method	293	293
Financial assets	308	463
Trade and other financial receivables	120	1,462
Deferred tax assets	1,136	1,136
Prepaid expenses	16,231	297
	<b>286,200</b>	<b>289,509</b>
<b>Current assets</b>		
Vorräte	8,400	9,376
Trade and other financial receivables	28,910	29,680
Current tax assets	302	222
Cash and cash equivalents	29,285	53,739
Prepaid expenses	17,210	4,013
Assets held for sale	8,500	0
	<b>92,607</b>	<b>97,030</b>
	<b>378,807</b>	<b>386,539</b>
<b>EQUITY AND LIABILITIES</b>		
<b>Equity</b>		
Subscribed capital	92,000	92,000
Reserves	184,469	193,887
Treasury shares	-113	-114
Equity attributable to the owners of the parent company	276,356	285,773
Minority interests	83	305
	<b>276,439</b>	<b>286,078</b>
<b>Non-current liabilities</b>		
Non-current liabilities from finance leases	20,330	21,630
Trade payables	2,400	0
Other non-current financial liabilities	1,364	1,204
Deferred income	14,000	16,000
	<b>38,094</b>	<b>38,834</b>
<b>Current liabilities</b>		
Liabilities from finance leases	2,568	2,497
Trade payables	16,669	22,809
Other current financial liabilities	23,005	15,011
Current income tax liabilities	801	803
Deferred income	21,231	20,507
	<b>64,274</b>	<b>61,627</b>
	<b>378,807</b>	<b>386,539</b>

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien

EUR '000	H1 2015/2016	H1 2014/2015	Q2 2015/2016	Q2 2014/2015
Revenue	168,149	150,328	78,152	80,366
Other operating income	1,905	2,827	907	1,218
Cost of materials	-14,472	-11,964	-7,498	-6,292
Personnel expenses	-66,142	-56,626	-35,073	-31,843
Depreciation, amortisation and write-downs	-29,373	-20,605	-10,260	-10,503
Other operating expenses	-63,960	-53,868	-24,897	-26,676
<b>Result from operating activities</b>	<b>-3,893</b>	<b>10,092</b>	<b>1,331</b>	<b>6,270</b>
Finance income	81	173	34	25
Finance costs	-727	-6,683	-360	-5,720
<b>Financial result</b>	<b>-646</b>	<b>-6,510</b>	<b>-326</b>	<b>-5,695</b>
<b>Profit before income taxes</b>	<b>-4,539</b>	<b>3,582</b>	<b>1,005</b>	<b>575</b>
Income taxes	-112	125	-48	723
<b>Consolidated net profit/loss for the year</b>	<b>-4,651</b>	<b>3,707</b>	<b>957</b>	<b>1,298</b>
Items that were subsequently reclassified to profit or loss				
<b>Cash flow hedge</b>				
– effective portion of the change in fair value	-109	-538	-9	-154
– reclassification to profit or loss	0	2,058	0	2,058
<b>Other gains/losses incurred during the period, after taxes</b>	<b>-109</b>	<b>1,520</b>	<b>-9</b>	<b>1,904</b>
<b>Total comprehensive income</b>	<b>-4,760</b>	<b>5,227</b>	<b>948</b>	<b>3,202</b>
<b>Consolidated net loss/profit for the year attributable to:</b>				
– Owners of the parent:	-4,710	3,621	914	1,238
– Minority interests:	59	86	43	60
<b>Total comprehensive income attributable to:</b>				
– Owners of the parent:	-4,819	5,141	905	3,142
– Minority interests:	59	86	43	60
<b>Earnings per share in EUR (basic/diluted)</b>	<b>-0.05</b>	<b>0.04</b>	<b>0.02</b>	<b>0.02</b>

## CONSOLIDATED STATEMENT OF CASH FLOWS

of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

EUR '000	H1 2015/2016	H1 20 14/2015
<b>Profit before income taxes</b>	-4,539	3,582
Depreciation, amortisation and write-downs of non-current assets	29,373	20,605
Loss on disposals of non-current assets	-9,837	-2,797
Other non-cash income	-1,968	-1,003
Interest income	-81	-173
Interest expense	727	6,683
Changes in other assets not classified as from investing or financing activities	-21,686	-21,425
Changes in other liabilities not classified as from investing or financing activities	12,460	-4,034
Interest received	35	122
Interest paid	-715	-6,683
Income taxes paid	-107	-335
<b>Cash flows from operating activities</b>	<b>3,662</b>	<b>-5,458</b>
Payments for investments in intangible assets	-32,334	-53,519
Proceeds from disposals of intangible assets	16,662	7,012
Payments for investments in property, plant and equipment	-6,844	-5,604
Proceeds from disposals of property, plant and equipment	353	0
Proceeds from financial assets	203	18
Payments for investments in financial assets	-48	-18
<b>Cash flows from investing activities</b>	<b>-22,008</b>	<b>-52,111</b>
Cash receipts from issue of capital	0	140,705
Proceeds from the sale of treasury shares	1	1
Distributions to minority shareholders	-281	-310
Repayments of financial liabilities	0	-41,028
Dividend payments	-4,599	-6,141
Repayment of liabilities under finance leases	-1,229	-799
<b>Cash flows from financing activities</b>	<b>-6,108</b>	<b>92,428</b>
Change in cash and cash equivalents	-24,454	34,859
Cash and cash equivalents at the beginning of the period	53,739	17,852
<b>Cash and cash equivalents at the end of the period</b>	<b>29,285</b>	<b>52,711</b>

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

EUR '000	Subscribed capital	Reserves			Treasury shares	Equity attributable to owners of the parent company	Minority interests	Consolidated equity
		Capital reserves	Other revenue reserves	Cash flow hedge				
<b>1 July 2014</b>	61,425	33,797	52,236	-2,427	-116	144,915	334	145,249
Distributions to shareholders	0	0	-6,141	0	0	-6,141	-310	-6,451
Issue of ordinary shares	30,575	109,565	0	0	0	140,140	0	140,140
Sale of treasury shares	0	1	0	0	1	2	0	2
Transactions with shareholders	30,575	109,566	-6,141	0	1	134,001	-310	133,691
Consolidated net profit for the year	0	0	3,621	0	0	3,621	86	3,707
Other gains/losses incurred during the period, after taxes	0	0	0	1,520	0	1,520	0	1,520
Total comprehensive income	0	0	3,621	1,520	0	5,141	86	5,227
<b>31 December 2014</b>	<b>+92,000</b>	<b>+143,363</b>	<b>+49,716</b>	<b>-907</b>	<b>-115</b>	<b>+284,057</b>	<b>+110</b>	<b>+284,167</b>
<b>1 July 2015</b>	92,000	143,364	51,346	-823	-114	285,773	305	286,078
Distributions to shareholders	0	0	-4,599	0	0	-4,599	-281	-4,880
Issue of ordinary shares	0	0	0	0	0	0	0	0
Sale of treasury shares	0	0	0	0	1	1	0	1
Transactions with shareholders	0	0	-4,599	0	1	-4,598	-281	-4,879
Consolidated net loss for the year	0	0	-4,710	0	0	-4,710	59	-4,651
Other gains/losses incurred during the period, after taxes	0	0	0	-109	0	-109	0	-109
Total comprehensive income	0	0	-4,710	-109	0	-4,819	59	-4,760
<b>31 December 2015</b>	<b>+92,000</b>	<b>+143,364</b>	<b>+42,037</b>	<b>-932</b>	<b>-113</b>	<b>+276,356</b>	<b>+83</b>	<b>+276,439</b>

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**NOTES** to the consolidated financial statements for the first six months of financial year 2015/2016  
of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

**GENERAL DISCLOSURES**

Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien (hereinafter "Borussia Dortmund" or the "Group") has its registered office at Rheinlanddamm 207–209, 44137 Dortmund, Germany.

The condensed interim consolidated financial statements for the period from 1 July to 31 December 2015 include the parent entity and its subsidiaries and one associate.

**ACCOUNTING POLICIES**

The condensed interim consolidated financial statements for the period from 1 July to 31 December 2015 were prepared in accordance with International Financial Reporting Standards (IFRSs) relating to interim reporting (IAS 34), as adopted by the European Union.

The same accounting policies are applied in the interim financial statements as in the most recent consolidated financial statements as at 30 June 2015.

More detailed information on the accounting policies applied can be found in the notes to the consolidated financial statements as at 30 June 2015. All interpretations of the International Financial Reporting Interpretation Committee (IFRIC) which were binding as at 31 December 2015 have been applied.

Borussia Dortmund applied the following Standards, Interpretations and amendments to existing Standards, as adopted by the European Union, for the first time in the 2015/2016 financial year.

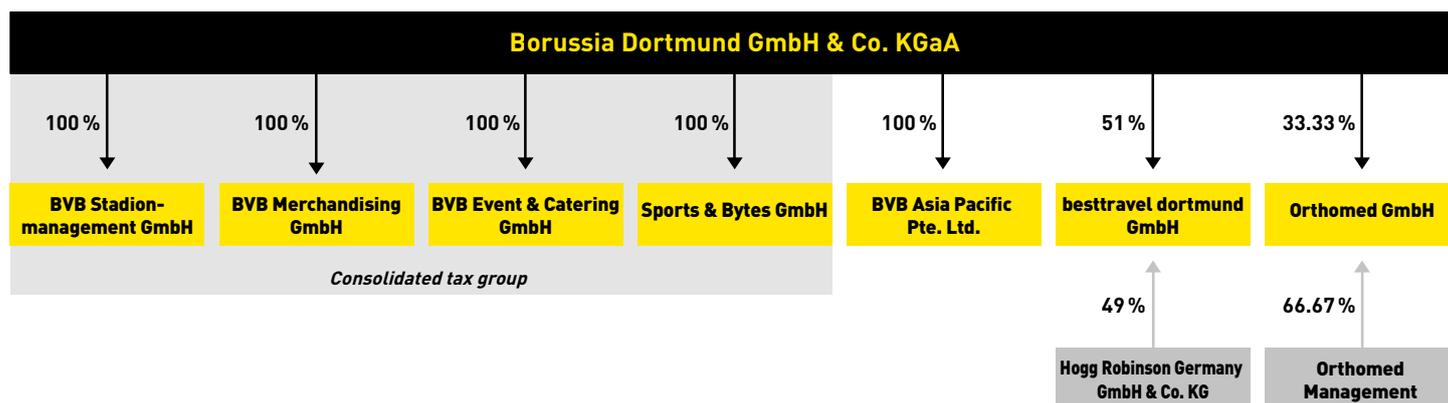
**Improvements to IFRS 2011 – 2013**

Amendments were made to four Standards as part of the annual improvement project. The purpose of these amendments was to clarify existing rules by adapting the wording of individual IFRSs. The scope of these amendments included IFRS 1, IFRS 3, IFRS 13 and IAS 40.

The Amendments must be applied for the first time for financial years beginning on or after 1 January 2015. The Amendments did not have any impact on the consolidated financial statements.

## SCOPE OF CONSOLIDATED FINANCIAL STATEMENTS

Borussia Dortmund included BVB Asia Pacific Pte. Ltd., Singapur (formed on 25 September 2015) in its consolidated financial statements with effect from 1 October 2015. The new Group structure is as follows:



## PREPAID EXPENSES

Long-term prepaid expenses increased by EUR 15,934 thousand to EUR 16,231 thousand. This was due to the increase in recognised consulting and salary payments. Short-term prepaid expenses increased by EUR 13,197 thousand to EUR 17,210 thousand due primarily to prepayments from insurers as well as marketing activities recognised during the course of the reporting period.

## ASSETS HELD FOR SALE

Non-current assets are classified as "held for sale" and "measured at the lower of carrying amount and fair value less costs to sell" if their carrying amount will be recovered principally through a sale transaction rather than through continuing use.

By virtue of a contractual arrangement in the first quarter relating to the pending sale of a transfer right in one of the upcoming transfer windows, a non-current asset was written down by EUR 7,469 thousand (previous year: EUR 0) to its fair value less costs to sell (meaning the transfer income to be generated less transaction costs) and reclassified as held for sale. The impairment was recognised under depreciation and amortisation.

## CONSOLIDATED EQUITY

Subscribed capital as at 31 December 2015 was EUR 92,000 thousand and is divided into the same number of no-par value shares, each representing a notional share in the share capital of EUR 1.00. Reserves amounted to EUR 184,469 thousand (previous year: EUR 193,887 thousand).

Changes in equity are presented in the consolidated statement of changes in equity.

## OPERATING SEGMENTS

The Group has two reportable segments, which are responsible for the main activities of the overall Group. The first segment consists of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, which operates a football club including a professional football squad and leverages the associated revenue potential arising from transfers, catering, TV marketing, advertising and match operations. The second segment consists of the separate merchandising business, which is carried out by BVB Merchandising GmbH, a legally independent entity. Internal reporting is based on the provisions of the German Commercial Code (*Handelsgesetzbuch*, "HGB").

EUR '000	KGaA		BVB Merchandising GmbH		Total	
	H1 2015/2016	H1 2014/2015	H1 2015/2016	H1 2014/2015	H1 2015/2016	H1 2014/2015
External revenue	136,908	124,239	24,449	23,893	161,357	148,132
Internal revenue	629	355	709	520	1,338	875
Segment profit before income taxes*)	-11,124	-3,274	4,836	5,233	-6,288	1,959
Segment assets	388,212	403,065	24,311	25,154	412,523	428,219
Segment liabilities	74,200	79,987	13,430	14,273	87,630	94,260

\*) before profit or loss transfer

Reconciliation of segment profit to be reported		
EUR '000	H1 2015/2016	H1 2014/2015
Segments total	-6,288	1,959
Other gains and losses	1,254	265
Change in Group earnings	495	1,358
Consolidated net profit before taxes	-4,539	3,582

The changes in the Group's earnings as reported in the reconciliation were due primarily to adjustments made when translating HGB accounting to IFRS accounting as well as the elimination of transactions between Group entities.

Income from centralised national marketing amounted to EUR 31,955 thousand (previous year: EUR 25,715 thousand), and thus exceeded the 10% threshold for a single customer set forth in IFRS 8.34. The reason for this was the centralised marketing strategy used by DFL Deutsche Fußball Liga GmbH.

## CONSOLIDATED STATEMENT OF CASH FLOWS

The Group's statement of cash flows was prepared in accordance with IAS 7 (Statement of Cash Flows). Cash and cash equivalents reported in the statement of financial position amounted to EUR 29,285 thousand (30 June 2015: EUR 53,739 thousand).

## MATERIAL INVESTMENTS

In the first half of the current financial year, Borussia Dortmund invested EUR 39,226 thousand. Of this amount, EUR 32,334 thousand was invested in intangible assets. Nearly the entirety of this amount was invested in the player base.

During the same period, EUR 6,844 thousand was invested in property, plant and equipment, which related primarily to fixtures and expansion work in and around SIGNAL IDUNA PARK and the training centre in Brackel.

## FINANCE LEASE

The amount to be recognised as an asset under the finance lease corresponds to the lower of the fair value of the asset at the beginning of the finance lease or the present value of future minimum lease payments. That amount is reduced by cumulative depreciation and amortisation and, where appropriate, write-downs and impairment losses.

The corresponding liabilities to the lessor are reported as current and non-current liabilities from finance leases, minus payments already made.

## FINANCIAL INSTRUMENTS

Borussia Dortmund concluded an interest rate swap with a German Landesbank in connection with the exercise in 2014 of an option to purchase a leased administration building and plot of land, and the corresponding financing planned for calendar year 2017. A bank has already approved a credit facility with a term extending until 2028 for the swap. The notional amount and the related fair value are as follows:

### Interest rate swaps

EUR '000	31/12/2015	
	Notional amount	Fair value
Pay-fixed swaps	8,000	-1,364

### Interest rate swaps

EUR '000	30/6/2015	
	Notional amount	Fair value
Pay-fixed swaps	8,000	-1,204

The fair value of the interest rate swap is determined using standard market valuation methods which factor in market data as at the valuation date. Under these methods, standard market interest rates are used to discount future cash inflows and outflows over the remaining term of the interest rate swaps to determine their value.

In accordance with IFRS 13.72 *et seq.*, the interest rate swap is classified in Level 2 of the fair value hierarchy since the input parameters used for measurement (yield curves) are observable on the market. The Group does not make its own estimates or assumptions for fair value measurement. The measurement results are substantiated by bank calculations.

Highly probable forecast transactions are accounted for as cash flow hedges (micro hedging).

The effective portion of the change in market value of the derivatives (EUR -109 thousand; previous year EUR -302 thousand) is recognised directly in other comprehensive income after deducting deferred taxes (EUR 36 thousand; previous year EUR 99 thousand). The ineffective portion amounting to EUR -27 thousand (previous year: EUR -27 thousand) is recognised immediately in profit or loss.

If a hedge of a forecast transaction results in the recognition of a financial asset or financial liability, any gain or loss on the hedging instrument is reclassified from equity (OCI) to profit or loss in the same period(s) in which the financial asset or liability (the hedged item) affects profit or loss. The hedging instrument parameters are established based on the assumption that the forecast transaction will occur. The derivative in the form of an interest rate swap employed by Borussia Dortmund for hedging purposes is an economically effective hedge. Changes in the market value of the derivative are offset by compensating changes in the value of the hedged underlying, which are demonstrated through effectiveness calculations.

During the reporting period, there were no reclassifications from other comprehensive income to profit or loss.

In order to limit currency risks, BVB Merchandising GmbH's pending foreign-currency cash flows from operating activities were hedged.

Currency forwards were used to hedge the purchase of materials in foreign currencies. During the reporting period, the hedges related exclusively to US dollars. The value of currency forwards is determined by discounting the future value to the valuation date using the yield curve (net present value method). The valuation is substantiated by the banks calculations. In accordance with IFRS 13.72 *et seq.*, currency forwards are classified in Level 2 of the fair value hierarchy since the input parameters used for measurement (yield curves as well as US dollar Forward Rates) are observable on the market. The Group does not make its own estimates or assumptions for fair value measurement.

Hedge accounting within the meaning of IAS 39 is not applied to economic hedges for future purchase transactions, meaning that fair value changes in the derivatives are recognised in profit or loss. The fair value as at 31 December 2015 amounting to EUR 80 thousand was recognised under other financial liabilities

The carrying amounts of financial assets and liabilities to which IFRS 7 applies are generally identical to their fair values. The only deviations related to long-term liabilities from finance leases whose carrying amount was EUR 20,330 thousand (30 June 2015: EUR 21,630 thousand) as compared to their fair value of EUR 18,459 thousand (30 June 2015: EUR 20,068 thousand).

## **DIVIDEND**

On 23 November 2015, the Annual General Meeting of the Company resolved the following:

The net retained profits of EUR 4,600,000.00 reported in the Company's annual financial statements for the 2014/2015 financial year will be used as follows:

- EUR 4,599,055.00 will be used to distribute to the limited liability shareholders a dividend of EUR 0.05 per share carrying dividend rights.
- EUR 945.00 attributable to treasury shares not carrying dividend rights will be transferred to other revenue reserves.

The dividend was paid on 25 November 2015.

## **OTHER FINANCIAL OBLIGATIONS**

There have been no significant changes to other financial obligations since the date of the consolidated financial statements, 30 June 2015.

## **EMPLOYEES**

At the Group level, Borussia Dortmund employed an average of 697 people during the first half of the 2015/2016 financial year, of which 16 were trainees, 221 salaried employees in the Sporting segment and 460 administrative employees (first half of the previous year: 592 employees, of which 15 trainees, 209 salaried employees in the Sporting segment and 368 administrative employees).

This increase is mainly based on the development of BVB Event & Catering GmbH.

## SUPERVISORY BOARD

The following table provides an overview of the composition of the Supervisory Board as at 31 December 2015:

### Supervisory Board of Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund

Gerd Pieper	Harald Heinze	Peer Steinbrück	Bernd Geske	Christian Kullmann	Dr. Werner Müller	Ulrich Leitermann	Björn Gulden	Dr. Reinhold Lunow	Silke Seidel
Chairman	Deputy Chairman (until 23/11/2015)				Deputy Chairman (until 23/11/2015)				(from 23 November 2015)

### OCCUPATIONS

Managing shareholder of Stadt-Parfümerie Pieper GmbH, Herne	Chairman of the Board (ret.) of Dortmunder Stadtwerke AG	Member of German Bundestag	Managing partner of Bernd Geske Lean Communication, Meerbusch	Member of the Executive Board of Evonik Industries AG, Essen	Chairman of the Board of Executives of the RAG Foundation, Essen	Chairman of the Board of the SIGNAL IDUNA Group, Dortmund	Chief Executive Officer of PUMA SE, Herzogenaurach	Medical Director of Praxisklinik Bornheim, Bornheim	Senior Executive at Dortmunder Stadtwerke AG and Managing Director of Hohenbuschei Beteiligungsgesellschaft mbH, Westfalentor 1 GmbH and Dortmund Logistik GmbH, all in Dortmund
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### OTHER RESPONSIBILITIES

Member of the Advisory Board of Borussia Dortmund Geschäftsführungs-GmbH, Dortmund	Member of the Supervisory Board of Evonik Performance Materials GmbH (from 1 July 2015)	Chairman of the Supervisory Board of Evonik Industries AG, Essen  Chairman of the Supervisory Board of RAG Aktiengesellschaft, Herne  Chairman of the Supervisory Board of RAG Deutsche Steinkohle AG, Herne  Member of the Supervisory Board of Contilia GmbH, Essen  Member of the Board of Directors of Stadler Rail AG, Bussnang, Switzerland	Member and Chairman of the Supervisory Board of Dortmunder Volksbank eG, Dortmund	Member of the Supervisory Board of Dansk Supermarked A/S, Højbjerg, Denmark  Member of the Supervisory Board of Tchibo GmbH, Hamburg  Member of the Supervisory Board of Pandora A/S, Copenhagen, Denmark	Member of the Advisory Board of Borussia Dortmund Geschäftsführungs-GmbH, Dortmund
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## **EVENTS AFTER THE END OF THE REPORTING PERIOD**

We refer to the discussion of significant events after the end of the reporting period, contained in the Group management report.

Dortmund, 26 February 2016

Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien

Borussia Dortmund Geschäftsführungs-GmbH



Hans-Joachim Watzke  
Managing Director (Chairman)



Thomas Treß  
Managing Director

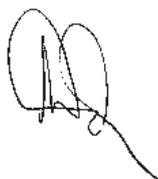
## **RESPONSIBILITY STATEMENT**

To the best of our knowledge, and in accordance with the applicable accounting principles for interim financial reporting, the interim consolidated financial statements give a true and fair view of the assets, liabilities, financial position and profit or loss of the Group in accordance with German principles of proper accounting, and the interim management report of the Group includes a fair review of the development and performance of the business and the position of the Group, together with a description of the material opportunities and risks associated with the expected development of the Group for the remaining months of the financial year.

Dortmund, 26 February 2016

Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien

Borussia Dortmund Geschäftsführungs-GmbH



Hans-Joachim Watzke  
Managing Director (Chairman)



Thomas Treß  
Managing Director

## CONFIRMATION AFTER REVIEW BY THE AUDITORS

To Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund:

We have reviewed the condensed interim consolidated financial statements of the Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund, – comprising the consolidated balance sheet, consolidated statement of comprehensive income, consolidated statement of cash flows, consolidated statement of changes in equity and selected explanatory notes – together with the interim group management report of the Borussia Dortmund GmbH & Co. Kommanditgesellschaft auf Aktien, Dortmund, for the period from July 1 to December 31, 2015 that are part of the semi annual financial report according to § 37 w WpHG [„Wertpapierhandelsgesetz“: „German Securities Trading Act“]. The preparation of the condensed interim consolidated financial statements in accordance with those IFRS applicable to interim financial reporting as adopted by the EU, and of the interim group management report in accordance with the requirements of the WpHG applicable to interim group management reports, is the responsibility of the Company's management. Our responsibility is to issue a report on the condensed interim consolidated financial statements and on the interim group management report based on our review.

We performed our review of the condensed interim consolidated financial statements and the interim group management report in accordance with the German generally accepted standards for the review of financial statements promulgated by the Institut der Wirtschaftsprüfer (IDW) and additionally in accordance with International Standard on Review Engagements 2410. Those standards require that we plan and perform the review so that we can preclude through critical evaluation, with a certain level of assurance, that the condensed interim consolidated financial statements have not been prepared, in material respects, in accordance with the IFRS applicable to interim financial reporting as adopted by the EU, and that the interim group management report has not been prepared, in material respects, in accordance with the requirements of the WpHG applicable to interim group management reports. A review is limited primarily to inquiries of company employees and analytical assessments and therefore does not provide the assurance attainable in a financial statement audit. Since, in accordance with our engagement, we have not performed a financial statement audit, we cannot issue an auditor's report.

Based on our review, no matters have come to our attention that cause us to presume that the condensed interim consolidated financial statements have not been prepared, in material respects, in accordance with the IFRS applicable to interim financial reporting as adopted by the EU, or that the interim group management report has not been prepared, in material respects, in accordance with the requirements of the WpHG applicable to interim group management reports.

Dortmund, February 26, 2016

KPMG AG  
Wirtschaftsprüfungsgesellschaft

Blücher  
German Public Auditor  
(*Wirtschaftsprüfer*)

Trujillo Hesseler  
German Public Auditor  
(*Wirtschaftsprüfer*)

## FINANCIAL CALENDAR

**13/05/2016** Disclosure of the quarterly financial report – Q3 fiscal year 2015/2016

*For more information visit our website [www.bvb.de/aktie/eng](http://www.bvb.de/aktie/eng)*

## PUBLICATION DETAILS

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