

# INDIVIDUAL ACCOUNTS OF THE CLUBS

2020/2021 SEASON





# LIGUE 1





# ANGERS SCO

SA + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 21,300         |
| Sponsors - Advertising                   | 2,688          |
| Match receipts                           | 0              |
| Other income                             | 4,106          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>28,094</b>  |
| Remuneration of management personnel     | 40,192         |
| Depreciation of transfer fees            | 7,607          |
| Agent / Intermediary fees                | 2,244          |
| Other expenses                           | 9,675          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>59,718</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-31,624</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>12,397</b>  |
| Financial result                         | 6              |
| Extraordinary income: other              | -451           |
| <b>PRE-TAX RESULT</b>                    | <b>-19,672</b> |
| Corporate tax                            | 18             |
| <b>NET INCOME</b>                        | <b>-19,654</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 12,842         |
| Other fixed assets                     | 1,923          |
| Receivables from player transfers      | 9,876          |
| Other current assets                   | 6,724          |
| Cash and marketable securities         | 5,064          |
| <b>TOTAL ASSETS</b>                    | <b>36,429</b>  |
| Net position                           | -6,248         |
| Shareholder current accounts           | -189           |
| Provisions for C&L                     | 2,750          |
| Financial debts                        | 7,969          |
| Debts on player transfers              | 10,119         |
| Other debts                            | 22,028         |
| <b>TOTAL LIABILITIES</b>               | <b>36,429</b>  |
| <b>NET INCOME</b>                      | <b>-19,654</b> |





# FC GIRONDINS DE BORDEAUX

SA + ASSOCIATION + SUBSIDIARIES + LA DYNAMIE

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 23,829         |
| Sponsors - Advertising                   | 2,886          |
| Match receipts                           | 147            |
| Other income                             | 14,016         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>40,878</b>  |
| Remuneration of management personnel     | 65,692         |
| Depreciation of transfer fees            | 13,891         |
| Agent / Intermediary fees                | 4,099          |
| Other expenses                           | 24,365         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>108,047</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-67,169</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>8,983</b>   |
| Financial result                         | -4,136         |
| Extraordinary income: other              | -4,743         |
| <b>PRE-TAX RESULT</b>                    | <b>-67,065</b> |
| Corporate tax                            | 48             |
| <b>NET INCOME</b>                        | <b>-67,017</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 20,905         |
| Other fixed assets                     | 8,541          |
| Receivables from player transfers      | 2,517          |
| Other current assets                   | 33,212         |
| Cash and marketable securities         | 11,697         |
| <b>TOTAL ASSETS</b>                    | <b>76,872</b>  |
| Net position                           | -29,923        |
| Shareholder current accounts           | 12,369         |
| Provisions for C&L                     | 6,102          |
| Financial debts                        | 40,249         |
| Debts on player transfers              | 11,641         |
| Other debts                            | 36,434         |
| <b>TOTAL LIABILITIES</b>               | <b>76,872</b>  |
| <b>NET INCOME</b>                      | <b>-67,017</b> |





# STADE BRESTOIS 29

SA + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 16,782         |
| Sponsors - Advertising                   | 4,404          |
| Match receipts                           | 388            |
| Other income                             | 5,822          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>27,396</b>  |
| Remuneration of management personnel     | 25,432         |
| Depreciation of transfer fees            | 5,166          |
| Agent / Intermediary fees                | 2,281          |
| Other expenses                           | 8,249          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>41,128</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-13,732</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>8,025</b>   |
| Financial result                         | -102           |
| Extraordinary income: other              | 967            |
| <b>PRE-TAX RESULT</b>                    | <b>-4,842</b>  |
| Corporate tax                            | 314            |
| <b>NET INCOME</b>                        | <b>-4,528</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 17,369        |
| Other fixed assets                     | 4,921         |
| Receivables from player transfers      | 9,620         |
| Other current assets                   | 8,928         |
| Cash and marketable securities         | 231           |
| <b>TOTAL ASSETS</b>                    | <b>41,069</b> |
| Net position                           | -864          |
| Shareholder current accounts           | 12,131        |
| Provisions for C&L                     | 0             |
| Financial debts                        | 2,321         |
| Debts on player transfers              | 11,590        |
| Other debts                            | 15,891        |
| <b>TOTAL LIABILITIES</b>               | <b>41,069</b> |
| <b>NET INCOME</b>                      | <b>-4,528</b> |





# DIJON FOOTBALL CÔTE-D'OR

SA + ASSOCIATION + GRIFFE ROUGE

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 20,175         |
| Sponsors - Advertising                   | 4,708          |
| Match receipts                           | 37             |
| Other income                             | 4,854          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>29,774</b>  |
| Remuneration of management personnel     | 22,994         |
| Depreciation of transfer fees            | 7,029          |
| Agent / Intermediary fees                | 1,503          |
| Other expenses                           | 8,569          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>40,095</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-10,321</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>10,850</b>  |
| Financial result                         | 37             |
| Extraordinary income: other              | 675            |
| <b>PRE-TAX RESULT</b>                    | <b>1,241</b>   |
| Corporate tax                            | -290           |
| <b>NET INCOME</b>                        | <b>951</b>     |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 12,423        |
| Other fixed assets                     | 4,984         |
| Receivables from player transfers      | 5,398         |
| Other current assets                   | 7,853         |
| Cash and marketable securities         | 17,401        |
| <b>TOTAL ASSETS</b>                    | <b>48,059</b> |
| Net position                           | 16,932        |
| Shareholder current accounts           | 0             |
| Provisions for C&L                     | 2,067         |
| Financial debts                        | 5,901         |
| Debts on player transfers              | 9,421         |
| Other debts                            | 13,738        |
| <b>TOTAL LIABILITIES</b>               | <b>48,059</b> |
| <b>NET INCOME</b>                      | <b>951</b>    |





# RC LENS

SASP + ASSOCIATION + SCI

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 22,031         |
| Sponsors - Advertising                   | 3,233          |
| Match receipts                           | 437            |
| Other income                             | 7,704          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>33,405</b>  |
| Remuneration of management personnel     | 34,720         |
| Depreciation of transfer fees            | 7,065          |
| Agent / Intermediary fees                | 2,468          |
| Other expenses                           | 17,139         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>61,392</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-27,987</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>2,528</b>   |
| Financial result                         | -351           |
| Extraordinary income: other              | 1,922          |
| <b>PRE-TAX RESULT</b>                    | <b>-23,888</b> |
| Corporate tax                            | 0              |
| <b>NET INCOME</b>                        | <b>-23,888</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 22,506         |
| Other fixed assets                     | 57,182         |
| Receivables from player transfers      | 4,527          |
| Other current assets                   | 7,850          |
| Cash and marketable securities         | 11,936         |
| <b>TOTAL ASSETS</b>                    | <b>104,001</b> |
| Net position                           | 39,489         |
| Shareholder current accounts           | 237            |
| Provisions for C&L                     | 1,829          |
| Financial debts                        | 19,989         |
| Debts on player transfers              | 17,739         |
| Other debts                            | 24,718         |
| <b>TOTAL LIABILITIES</b>               | <b>104,001</b> |
| <b>NET INCOME</b>                      | <b>-23,888</b> |





# LOSC

SA + ASSOCIATIONS + SUBSIDIARIES

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 54,384         |
| Sponsors - Advertising                   | 7,416          |
| Match receipts                           | 212            |
| Other income                             | 22,062         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>84,074</b>  |
| Remuneration of management personnel     | 88,936         |
| Depreciation of transfer fees            | 39,561         |
| Agent / Intermediary fees                | 10,556         |
| Other expenses                           | 37,400         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>176,453</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-92,379</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>81,066</b>  |
| Financial result                         | -11,286        |
| Extraordinary income: other              | -420           |
| <b>PRE-TAX RESULT</b>                    | <b>-23,019</b> |
| Corporate tax                            | -139           |
| <b>NET INCOME</b>                        | <b>-23,158</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 76,470         |
| Other fixed assets                     | 31,504         |
| Receivables from player transfers      | 38,581         |
| Other current assets                   | 32,706         |
| Cash and marketable securities         | 33,214         |
| <b>TOTAL ASSETS</b>                    | <b>212,475</b> |
| Net position                           | -69,970        |
| Shareholder current accounts           | -215           |
| Provisions for C&L                     | 12,129         |
| Financial debts                        | 94,752         |
| Debts on player transfers              | 76,474         |
| Other debts                            | 99,305         |
| <b>TOTAL LIABILITIES</b>               | <b>212,475</b> |
| <b>NET INCOME</b>                      | <b>-23,158</b> |







# FC LORIENT

SASP + ASSOCIATION + LF DÉVELOPPEMENT PROMOTION + SUBSIDIARIES

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 15,362         |
| Sponsors - Advertising                   | 2,858          |
| Match receipts                           | 464            |
| Other income                             | 10,489         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>29,173</b>  |
| Remuneration of management personnel     | 32,173         |
| Depreciation of transfer fees            | 6,318          |
| Agent / Intermediary fees                | 2,479          |
| Other expenses                           | 8,310          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>49,280</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-20,107</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>8,779</b>   |
| Financial result                         | -2             |
| Extraordinary income: other              | -678           |
| <b>PRE-TAX RESULT</b>                    | <b>-12,008</b> |
| Corporate tax                            | 1,122          |
| <b>NET INCOME</b>                        | <b>-10,886</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 15,846         |
| Other fixed assets                     | 3,995          |
| Receivables from player transfers      | 3,314          |
| Other current assets                   | 12,776         |
| Cash and marketable securities         | 6,976          |
| <b>TOTAL ASSETS</b>                    | <b>42,907</b>  |
| Net position                           | 2,036          |
| Shareholder current accounts           | 2,500          |
| Provisions for C&L                     | 2,720          |
| Financial debts                        | 12,700         |
| Debts on player transfers              | 7,133          |
| Other debts                            | 15,818         |
| <b>TOTAL LIABILITIES</b>               | <b>42,907</b>  |
| <b>NET INCOME</b>                      | <b>-10,886</b> |





# OLYMPIQUE LYONNAIS

CONSOLIDATED ACCOUNTS OF THE OLYMPIQUE LYONNAIS GROUP

## INCOME STATEMENT

|  | 30/06/2021      |               |
|--|-----------------|---------------|
|  | €K              | % of turnover |
| Income from activities excluding player trading          | 118,164         |               |
| Capital gains / Player transfers                         | 45,215          |               |
| Income from transfers of player contracts                | 59,254          |               |
| Residual value of transferred players                    | -14,039         |               |
| <b>Total income from activities (API)<sup>1</sup></b>    | <b>177,418</b>  | <b>100%</b>   |
| Purchases consumed                                       | -22,198         | -13%          |
| External expenses  | -32,768         | -18%          |
| Taxes, levies and similar payments                       | -8,214          | -5%           |
| Personnel costs  | -134,093        | -76%          |
| <b>GROSS OPERATING SURPLUS</b>                           | <b>-33,893</b>  | <b>-19%</b>   |
| Depreciation allowances and net provisions               | -78,529         |               |
| Other current operating income and expenses <sup>2</sup> | 16,652          |               |
| <b>OPERATING RESULT</b>                                  | <b>-95,770</b>  | <b>-54%</b>   |
| <b>FINANCIAL RESULT</b>                                  | <b>-13,439</b>  |               |
| <b>PRE-TAX RESULT</b>                                    | <b>-109,209</b> | <b>-62%</b>   |
| Tax expense  | 2,435           |               |
| Share in net income of associated companies              | -688            |               |
| <b>NET INCOME FOR THE YEAR</b>                           | <b>-107,462</b> | <b>-61%</b>   |
| <b>INCOME ACCRUING TO COMPANY SHAREHOLDERS</b>           | <b>-106,970</b> | <b>-60%</b>   |
| Result accruing to minority interests                    | -492            |               |

30/06/2020  
€K % of turnover

|  |                |             |
|--|----------------|-------------|
| Income from activities excluding player trading          | 180,693        |             |
| Capital gains / Player transfers                         | 82,738         |             |
| Income from transfers of player contracts                | 90,866         |             |
| Residual value of transferred players                    | -8,128         |             |
| <b>Total income from activities (API)<sup>1</sup></b>    | <b>271,559</b> | <b>100%</b> |
| Purchases consumed                                       | -39,712        | -15%        |
| External expenses  | -36,864        | -14%        |
| Taxes, levies and similar payments                       | -8,531         | -3%         |
| Personnel costs  | -132,464       | -49%        |
| <b>GROSS OPERATING SURPLUS</b>                           | <b>45,860</b>  | <b>17%</b>  |
| Depreciation allowances and net provisions               | -76,246        |             |
| Other current operating income and expenses <sup>2</sup> | 11,982         |             |
| <b>OPERATING RESULT</b>                                  | <b>-18,404</b> | <b>-7%</b>  |
| <b>FINANCIAL RESULT</b>                                  | <b>-17,939</b> |             |
| <b>PRE-TAX RESULT</b>                                    | <b>-36,345</b> | <b>-13%</b> |
| Tax expense  | -84            |             |
| Share in net income of associated companies              | -177           |             |
| <b>NET INCOME FOR THE YEAR</b>                           | <b>-36,606</b> | <b>-13%</b> |
| <b>INCOME ACCRUING TO COMPANY SHAREHOLDERS</b>           | <b>-36,480</b> | <b>-13%</b> |
| Result accruing to minority interests                    | -126           |             |

<sup>1</sup> API (Alternative Performance Indicator) created on 30 June 2020 "Total income from activities" that includes income from non-trading activities as well as income from the transfers of player contracts, in order to maintain consistency and follow-up with previous publications.

<sup>2</sup> As at 30/06/21, this item includes aid for fixed costs (€10 million), and miscellaneous allowances including ticketing compensation (€3.1 million). As of 30/06/20, it included exceptional aid from the LFP for €12.9 million (PGE LFP)





# OLYMPIQUE LYONNAIS

CONSOLIDATED ACCOUNTS OF THE OLYMPIQUE LYONNAIS GROUP

## BALANCE SHEET – ASSETS

|  | 30/06/2021<br>€K | 30/06/2020<br>€K |
|--|------------------|------------------|
| Intangible assets                                  |                  |                  |
| Goodwill   | 1,919            | 1,919            |
| Player contracts                                   | 136,364          | 179,204          |
| Other intangible fixed assets                      | 1,447            | 1,546            |
| Tangible fixed assets                              | 357,474          | 368,596          |
| Assets related to usage rights                     | 6,868            | 9,362            |
| Other financial assets                             | 7,602            | 7,260            |
| Receivables on player contracts (> 1 year)         | 20,819           | 17,000           |
| Equity interest in associated companies            | 3,929            | 4,551            |
| Non-current assets held for sale                   | 2,007            | 0                |
| Corporate tax receivables                          | 1,197            | 0                |
| Deferred taxes                                     | 3,431            | 2,511            |
| <b>NON-CURRENT ASSETS</b>                          | <b>543,055</b>   | <b>591,949</b>   |
| Stocks   | 2,863            | 2,957            |
| Trade receivables and assets on customer contracts | 22,826           | 17,943           |
| Receivables on player contracts (<1 year)          | 22,275           | 17,353           |
| Other current assets, accruals                     | 37,384           | 40,099           |
| Cash and cash equivalents                          | 69,869           | 32,941           |
| <b>CURRENT ASSETS</b>                              | <b>155,217</b>   | <b>111,294</b>   |
| <b>TOTAL ASSETS</b>                                | <b>698,272</b>   | <b>703,243</b>   |

## BALANCE SHEET – LIABILITIES

|  | 30/06/2021<br>€K | 30/06/2020<br>€K |
|--|------------------|------------------|
| Capital  | 88,891           | 88,474           |
| Bonuses  | 123,566          | 123,388          |
| Reserves   | -124,913         | -87,045          |
| Other shareholders' equity                                       | 138,011          | 138,011          |
| Income accruing to company shareholders                          | -106,970         | -36,480          |
| Shareholders' equity – Group share                               | 118,586          | 226,348          |
| Minority interests   | 3,236            | 3,718            |
| <b>TOTAL SHAREHOLDERS' EQUITY</b>                                | <b>121,822</b>   | <b>230,067</b>   |
| Stadium bond loan  | 50,374           | 50,189           |
| Stadium bank loan  | 89,629           | 95,385           |
| Borrowings & fin. debts (share >1 year)                          | 172,314          | 53,483           |
| Debts on player contracts (share >1 year)                        | 25,826           | 63,688           |
| Non-current financial debts related to rental obligations        | 5,373            | 6,066            |
| Other non-current liabilities                                    | 44,996           | 19,277           |
| Provision for retirement commitment                              | 2,457            | 2,341            |
| Liabilities directly related to non-current assets held for sale | 1,611            | 0                |
| <b>NON-CURRENT LIABILITIES</b>                                   | <b>392,580</b>   | <b>290,430</b>   |
| Provisions (share <1 year)                                       | 466              | 115              |
| Financial debts (share <1 year)                                  |                  |                  |
| Bank overdrafts  | 621              | 392              |
| Stadium bond loan  | 149              | 2,663            |
| Stadium bank loan  | 7,808            | 13,075           |
| Current financial debts related to rental obligations            | 1,927            | 3,965            |
| Other borrowings & financial debts                               | 1,596            | 1,874            |
| Suppliers and related accounts                                   | 31,432           | 21,723           |
| Tax and social security debts                                    | 37,003           | 32,602           |
| Debts on player contracts (share <1 year)                        | 60,645           | 71,752           |
| Other current liabilities and deferred income                    | 42,222           | 34,585           |
| <b>NON-CURRENT LIABILITIES</b>                                   | <b>183,870</b>   | <b>182,746</b>   |
| <b>TOTAL LIABILITIES</b>   | <b>698,272</b>   | <b>703,243</b>   |



# OLYMPIQUE DE MARSEILLE

SASP + OM ASSOCIATION + OM DÉVELOPPEMENT + OM OPÉRATIONS + OM MÉDIAS

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 91,005         |
| Sponsors - Advertising                   | 28,972         |
| Match receipts                           | 236            |
| Other income                             | 25,447         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>145,660</b> |
| Remuneration of management personnel     | 122,088        |
| Depreciation of transfer fees            | 42,655         |
| Agent / Intermediary fees                | 8,479          |
| Other expenses                           | 55,460         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>228,682</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-83,022</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>6,695</b>   |
| Financial result                         | -823           |
| Extraordinary income: other              | 758            |
| <b>PRE-TAX RESULT</b>                    | <b>-76,392</b> |
| Corporate tax                            | 0              |
| <b>NET INCOME</b>                        | <b>-76,392</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 41,556         |
| Other fixed assets                     | 32,636         |
| Receivables from player transfers      | 31,006         |
| Other current assets                   | 46,463         |
| Cash and marketable securities         | 11,481         |
| <b>TOTAL ASSETS</b>                    | <b>163,142</b> |
| Net position                           | -4,361         |
| Shareholder current accounts           | 0              |
| Provisions for C&L                     | 15,641         |
| Financial debts                        | 63,894         |
| Debts on player transfers              | 24,790         |
| Other debts                            | 63,178         |
| <b>TOTAL LIABILITIES</b>               | <b>163,142</b> |
| <b>NET INCOME</b>                      | <b>-76,392</b> |



Fc Metz



# FC METZ

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 20,336         |
| Sponsors - Advertising                   | 3,368          |
| Match receipts                           | 439            |
| Other income                             | 12,429         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>36,572</b>  |
| Remuneration of management personnel     | 30,937         |
| Depreciation of transfer fees            | 7,427          |
| Agent / Intermediary fees                | 1,610          |
| Other expenses                           | 16,715         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>56,689</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-20,117</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>11,337</b>  |
| Financial result                         | -1,769         |
| Extraordinary income: other              | 161            |
| <b>PRE-TAX RESULT</b>                    | <b>-10,388</b> |
| Corporate tax                            | 0              |
| <b>NET INCOME</b>                        | <b>-10,388</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 16,280         |
| Other fixed assets                     | 10,341         |
| Receivables from player transfers      | 4,429          |
| Other current assets                   | 26,776         |
| Cash and marketable securities         | 8,341          |
| <b>TOTAL ASSETS</b>                    | <b>66,167</b>  |
| Net position                           | 27,649         |
| Shareholder current accounts           | 0              |
| Provisions for C&L                     | 2,504          |
| Financial debts                        | 5,760          |
| Debts on player transfers              | 5,479          |
| Other debts                            | 24,775         |
| <b>TOTAL LIABILITIES</b>               | <b>66,167</b>  |
| <b>NET INCOME</b>                      | <b>-10,388</b> |





# AS MONACO

SA UNDER MONACO LAW + ASSOCIATION

## INCOME STATEMENT

|  | €K              |
|--|-----------------|
| Audio-visual rights                      | 38,675          |
| Sponsors - Advertising                   | 12,138          |
| Match receipts                           | 63              |
| Other income                             | 12,562          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>63,438</b>   |
| Remuneration of management personnel     | 119,180         |
| Depreciation of transfer fees            | 85,701          |
| Agent / Intermediary fees                | 9,770           |
| Other expenses                           | 26,839          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>241,490</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-178,052</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>-11,407</b>  |
| Financial result                         | -6,831          |
| Extraordinary income: other              | 196,174         |
| <b>PRE-TAX RESULT</b>                    | <b>-116</b>     |
| Corporate tax                            | 0               |
| <b>NET INCOME</b>                        | <b>-116</b>     |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 196,094        |
| Other fixed assets                     | 51,748         |
| Receivables from player transfers      | 19,859         |
| Other current assets                   | 30,026         |
| Cash and marketable securities         | 17,580         |
| <b>TOTAL ASSETS</b>                    | <b>315,307</b> |
| Net position                           | 1,410          |
| Shareholder current accounts           | 26,790         |
| Provisions for C&L                     | 250            |
| Financial debts                        | 129,265        |
| Debts on player transfers              | 81,601         |
| Other debts                            | 75,991         |
| <b>TOTAL LIABILITIES</b>               | <b>315,307</b> |
| <b>NET INCOME</b>                      | <b>-116</b>    |





# MONTPELLIER HÉRAULT SC

SASU + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 25,987         |
| Sponsors - Advertising                   | 4,979          |
| Match receipts                           | 181            |
| Other income                             | 13,487         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>44,634</b>  |
| Remuneration of management personnel     | 41,707         |
| Depreciation of transfer fees            | 8,651          |
| Agent / Intermediary fees                | 2,109          |
| Other expenses                           | 12,693         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>65,160</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-20,526</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>1,705</b>   |
| Financial result                         | -122           |
| Extraordinary income: other              | 357            |
| <b>PRE-TAX RESULT</b>                    | <b>-18,586</b> |
| Corporate tax                            | 3,402          |
| <b>NET INCOME</b>                        | <b>-15,184</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 17,049         |
| Other fixed assets                     | 4,455          |
| Receivables from player transfers      | 4,489          |
| Other current assets                   | 12,533         |
| Cash and marketable securities         | 20,351         |
| <b>TOTAL ASSETS</b>                    | <b>58,877</b>  |
| Net position                           | 11,206         |
| Shareholder current accounts           | 10,018         |
| Provisions for C&L                     | 0              |
| Financial debts                        | 11,308         |
| Debts on player transfers              | 11,089         |
| Other debts                            | 15,256         |
| <b>TOTAL LIABILITIES</b>               | <b>58,877</b>  |
| <b>NET INCOME</b>                      | <b>-15,184</b> |





# FC NANTES

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 20,537         |
| Sponsors - Advertising                   | 6,130          |
| Match receipts                           | 336            |
| Other income                             | 12,329         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>39,332</b>  |
| Remuneration of management personnel     | 45,570         |
| Depreciation of transfer fees            | 9,717          |
| Agent / Intermediary fees                | 1,320          |
| Other expenses                           | 17,482         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>74,089</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-34,757</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>15,636</b>  |
| Financial result                         | 494            |
| Extraordinary income: other              | 17,583         |
| <b>PRE-TAX RESULT</b>                    | <b>-1,044</b>  |
| Corporate tax                            | 0              |
| <b>NET INCOME</b>                        | <b>-1,044</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 16,817        |
| Other fixed assets                     | 4,388         |
| Receivables from player transfers      | 33,360        |
| Other current assets                   | 14,791        |
| Cash and marketable securities         | 194           |
| <b>TOTAL ASSETS</b>                    | <b>69,550</b> |
| Net position                           | 333           |
| Shareholder current accounts           | 22            |
| Provisions for C&L                     | 2,899         |
| Financial debts                        | 19,111        |
| Debts on player transfers              | 18,220        |
| Other debts                            | 28,965        |
| <b>TOTAL LIABILITIES</b>               | <b>69,550</b> |
| <b>NET INCOME</b>                      | <b>-1,044</b> |







# OGC NICE

SASP OGC NICE + SARL PROMOFoot + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 39,838         |
| Sponsors - Advertising                   | 18,128         |
| Match receipts                           | 15             |
| Other income                             | 9,695          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>67,676</b>  |
| Remuneration of management personnel     | 65,872         |
| Depreciation of transfer fees            | 24,163         |
| Agent / Intermediary fees                | 4,578          |
| Other expenses                           | 20,194         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>114,807</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-47,131</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>18,987</b>  |
| Financial result                         | 527            |
| Extraordinary income: other              | -2,544         |
| <b>PRE-TAX RESULT</b>                    | <b>-30,161</b> |
| Corporate tax                            | 0              |
| <b>NET INCOME</b>                        | <b>-30,161</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 69,812         |
| Other fixed assets                     | 16,618         |
| Receivables from player transfers      | 29,809         |
| Other current assets                   | 18,997         |
| Cash and marketable securities         | 4,417          |
| <b>TOTAL ASSETS</b>                    | <b>139,653</b> |
| Net position                           | 72,228         |
| Shareholder current accounts           | 6,507          |
| Provisions for C&L                     | 356            |
| Financial debts                        | 16,487         |
| Debts on player transfers              | 20,221         |
| Other debts                            | 23,854         |
| <b>TOTAL LIABILITIES</b>               | <b>139,653</b> |
| <b>NET INCOME</b>                      | <b>-30,161</b> |





# NÎMES OLYMPIQUE

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 18,666        |
| Sponsors - Advertising                   | 1,343         |
| Match receipts                           | 377           |
| Other income                             | 4,072         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>24,458</b> |
| Remuneration of management personnel     | 20,512        |
| Depreciation of transfer fees            | 5,482         |
| Agent / Intermediary fees                | 830           |
| Other expenses                           | 6,199         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>33,023</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-8,565</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>-368</b>   |
| Financial result                         | -80           |
| Extraordinary income: other              | 120           |
| <b>PRE-TAX RESULT</b>                    | <b>-8,893</b> |
| Corporate tax                            | 1,133         |
| <b>NET INCOME</b>                        | <b>-7,760</b> |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 10,576        |
| Other fixed assets                     | 3,290         |
| Receivables from player transfers      | 3,180         |
| Other current assets                   | 6,196         |
| Cash and marketable securities         | 11,110        |
| <b>TOTAL ASSETS</b>                    | <b>34,352</b> |
| Net position                           | 1,362         |
| Shareholder current accounts           | 13,184        |
| Provisions for C&L                     | 2,794         |
| Financial debts                        | 6,109         |
| Debts on player transfers              | 1,880         |
| Other debts                            | 9,023         |
| <b>TOTAL LIABILITIES</b>               | <b>34,352</b> |
| <b>NET INCOME</b>                      | <b>-7,760</b> |





# PARIS SAINT-GERMAIN

SASP + ASSOCIATION + PSG MERCHANDISING + SESE + PSG HANDBALL  
+ SNC TRAINING CENTRE + PSG JUDO

## INCOME STATEMENT

|  | €K              |
|--|-----------------|
| Audio-visual rights                      | 201,781         |
| Sponsors - Advertising                   | 290,174         |
| Match receipts                           | 961             |
| Other income                             | 76,779          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>569,695</b>  |
| Remuneration of management personnel     | 503,179         |
| Depreciation of transfer fees            | 142,104         |
| Agent / Intermediary fees                | 28,465          |
| Other expenses                           | 123,837         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>797,585</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-227,890</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>-4,557</b>   |
| Financial result                         | 843             |
| Extraordinary income: other              | 6,670           |
| <b>PRE-TAX RESULT</b>                    | <b>-224,934</b> |
| Corporate tax                            | 648             |
| <b>NET INCOME</b>                        | <b>-224,286</b> |

## CUMULATIVE BALANCE SHEET

|  | €K              |
|--|-----------------|
| Intangible assets: transfer allowances | 233,362         |
| Other fixed assets                     | 245,828         |
| Receivables from player transfers      | 91,406          |
| Other current assets                   | 244,196         |
| Cash and marketable securities         | 99,290          |
| <b>TOTAL ASSETS</b>                    | <b>914,082</b>  |
| Net position                           | 312,394         |
| Shareholder current accounts           | 68,442          |
| Provisions for C&L                     | 4,094           |
| Financial debts                        | 90,000          |
| Debts on player transfers              | 83,383          |
| Other debts                            | 355,769         |
| <b>TOTAL LIABILITIES</b>               | <b>914,082</b>  |
| <b>NET INCOME</b>                      | <b>-224,286</b> |





# STADE DE REIMS

SA + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 20,339         |
| Sponsors - Advertising                   | 2,631          |
| Match receipts                           | 307            |
| Other income                             | 17,067         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>40,344</b>  |
| Remuneration of management personnel     | 34,801         |
| Depreciation of transfer fees            | 10,049         |
| Agent / Intermediary fees                | 6,157          |
| Other expenses                           | 11,366         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>62,373</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-22,029</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>23,948</b>  |
| Financial result                         | -70            |
| Extraordinary income: other              | 796            |
| <b>PRE-TAX RESULT</b>                    | <b>2,645</b>   |
| Corporate tax                            | -428           |
| <b>NET INCOME</b>                        | <b>2,217</b>   |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 23,205        |
| Other fixed assets                     | 6,909         |
| Receivables from player transfers      | 18,898        |
| Other current assets                   | 15,827        |
| Cash and marketable securities         | 3,176         |
| <b>TOTAL ASSETS</b>                    | <b>68,015</b> |
| Net position                           | 14,487        |
| Shareholder current accounts           | 0             |
| Provisions for C&L                     | 5,113         |
| Financial debts                        | 12,304        |
| Debts on player transfers              | 11,088        |
| Other debts                            | 25,023        |
| <b>TOTAL LIABILITIES</b>               | <b>68,015</b> |
| <b>NET INCOME</b>                      | <b>2,217</b>  |





# STADE RENNAIS FC

SASP + ODORICO ETP ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                        | 65,914         |
| Sponsors - Advertising                     | 8,223          |
| Match receipts                             | 957            |
| Other income                               | 3,955          |
| <b>TOTAL NON-TRANSFER INCOME</b>           | <b>79,049</b>  |
| Remuneration of management personnel       | 74,807         |
| Other operating expenses                   | 15,942         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>         | <b>90,749</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b>   | <b>-11,700</b> |
| Transfer allowances received: capital gain | 33,792         |
| Depreciation of transfer fees              | 32,979         |
| Agent / Intermediary fees                  | 10,579         |
| <b>RESULT OF TRANSFER OPERATIONS</b>       | <b>-9,766</b>  |
| Financial result                           | -386           |
| Non-current income                         | 2,089          |
| Corporate tax                              | 0              |
| <b>NET INCOME</b>                          | <b>-19,763</b> |

## CUMULATIVE BALANCE SHEET

|                                   | €K             |
|-----------------------------------|----------------|
| Transfer fees                     | 61,974         |
| Other fixed assets                | 5,571          |
| Receivables from player transfers | 60,718         |
| Other current assets              | 12,518         |
| Cash and marketable securities    | 18,055         |
| <b>TOTAL ASSETS</b>               | <b>158,836</b> |
| Net position                      | -5,163         |
| Shareholder current accounts      | 70,642         |
| Provisions for C&L                | 994            |
| Financial debts                   | 17,016         |
| Debts on player transfers         | 41,200         |
| Other debts                       | 34,147         |
| <b>TOTAL LIABILITIES</b>          | <b>158,836</b> |
| <b>NET INCOME</b>                 | <b>-19,763</b> |





# AS SAINT-ÉTIENNE

SASP + ASSOCIATION + SCI JEAN SNELLA + ASSE GROUPE  
+ ASSE PRODUCTS + LE CHAUDRON VERT

## INCOME STATEMENT

|                                       | €K             |
|---------------------------------------|----------------|
| Audio-visual rights                   | 29,269         |
| Sponsors - Advertising                | 5,368          |
| Match receipts                        | 65             |
| Income from transfers                 | 48,501         |
| Other income                          | 18,190         |
| <b>TOTAL INCOME</b>                   | <b>101,393</b> |
| Remuneration of management personnel  | 51,423         |
| Depreciation of transfer fees         | 13,167         |
| Net book value of transferred players | 6,635          |
| Agent / Intermediary fees             | 7,990          |
| Other expenses                        | 18,583         |
| <b>TOTAL EXPENSES</b>                 | <b>97,798</b>  |
| <b>OPERATING RESULT</b>               | <b>3,596</b>   |
| Financial result                      | -2,309         |
| Extraordinary income: other           | -1,031         |
| <b>PRE-TAX RESULT</b>                 | <b>256</b>     |
| Corporate tax                         | -194           |
| <b>NET INCOME</b>                     | <b>62</b>      |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 9,533          |
| Other fixed assets                     | 24,500         |
| Receivables from player transfers      | 28,000         |
| Other current assets                   | 14,308         |
| Cash and marketable securities         | 26,640         |
| <b>TOTAL ASSETS</b>                    | <b>102,981</b> |
| Net position                           | 23,198         |
| Shareholder current accounts           | 3              |
| Provisions for C&L                     | 4,412          |
| Financial debts                        | 36,502         |
| Debts on player transfers              | 6,058          |
| Other debts                            | 32,808         |
| <b>TOTAL LIABILITIES</b>               | <b>102,981</b> |

**NET INCOME**

**62**





# RC STRASBOURG ALSACE

SAS + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 20,352         |
| Sponsors - Advertising                   | 7,732          |
| Match receipts                           | 282            |
| Other income                             | 11,195         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>39,561</b>  |
| Remuneration of management personnel     | 32,181         |
| Depreciation of transfer fees            | 9,646          |
| Agent / Intermediary fees                | 1,484          |
| Other expenses                           | 14,358         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>57,669</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-18,108</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>5,070</b>   |
| Financial result                         | -253           |
| Extraordinary income: other              | 3,068          |
| <b>PRE-TAX RESULT</b>                    | <b>-10,223</b> |
| Corporate tax                            | 2,789          |
| <b>NET INCOME</b>                        | <b>-7,434</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 17,210        |
| Other fixed assets                     | 5,613         |
| Receivables from player transfers      | 180           |
| Other current assets                   | 14,130        |
| Cash and marketable securities         | 20,759        |
| <b>TOTAL ASSETS</b>                    | <b>57,892</b> |
| Net position                           | 7,973         |
| Shareholder current accounts           | 0             |
| Provisions for C&L                     | 0             |
| Financial debts                        | 14,971        |
| Debts on player transfers              | 9,475         |
| Other debts                            | 25,473        |
| <b>TOTAL LIABILITIES</b>               | <b>57,892</b> |
| <b>NET INCOME</b>                      | <b>-7,434</b> |





# LIGUE 2







# AC AJACCIO

SAS + ASSOCIATION + HOLDING

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 4,436         |
| Sponsors - Advertising                   | 980           |
| Match receipts                           | 151           |
| Other income                             | 2,278         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,845</b>  |
| Remuneration of management personnel     | 4,870         |
| Depreciation of transfer fees            | 0             |
| Agent / Intermediary fees                | 192           |
| Other expenses                           | 4,939         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>10,001</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-2,156</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>2,440</b>  |
| Financial result                         | -245          |
| Extraordinary income: other              | 140           |
| <b>PRE-TAX RESULT</b>                    | <b>179</b>    |
| Corporate tax                            | 29            |
| <b>NET INCOME</b>                        | <b>208</b>    |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 0             |
| Other fixed assets                     | 7,615         |
| Receivables from player transfers      | 0             |
| Other current assets                   | 2,938         |
| Cash and marketable securities         | 1,949         |
| <b>TOTAL ASSETS</b>                    | <b>12,502</b> |
| Net position                           | 3,012         |
| Shareholder current accounts           | 0             |
| Provisions for C&L                     | 287           |
| Financial debts                        | 4,274         |
| Debts on player transfers              | 0             |
| Other debts                            | 4,929         |
| <b>TOTAL LIABILITIES</b>               | <b>12,502</b> |
| <b>NET INCOME</b>                      | <b>208</b>    |





# AMIENS SC

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 7,758          |
| Sponsors - Advertising                   | 829            |
| Match receipts                           | 622            |
| Other income                             | 5,678          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>14,887</b>  |
| Remuneration of management personnel     | 11,750         |
| Depreciation of transfer fees            | 7,672          |
| Agent / Intermediary fees                | 1,505          |
| Other expenses                           | 9,532          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>30,459</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-15,572</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>15,606</b>  |
| Financial result                         | 58             |
| Extraordinary income: other              | 525            |
| <b>PRE-TAX RESULT</b>                    | <b>617</b>     |
| Corporate tax                            | -84            |
| <b>NET INCOME</b>                        | <b>533</b>     |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 9,941         |
| Other fixed assets                     | 4,708         |
| Receivables from player transfers      | 23,305        |
| Other current assets                   | 6,400         |
| Cash and marketable securities         | 1,546         |
| <b>TOTAL ASSETS</b>                    | <b>45,900</b> |
| Net position                           | 15,009        |
| Shareholder current accounts           | 1,020         |
| Provisions for C&L                     | 105           |
| Financial debts                        | 6,489         |
| Debts on player transfers              | 9,985         |
| Other debts                            | 13,292        |
| <b>TOTAL LIABILITIES</b>               | <b>45,900</b> |

**NET INCOME**

**533**





# AJ AUXERRE

SAS + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 4,994          |
| Sponsors - Advertising                   | 1,470          |
| Match receipts                           | 120            |
| Other income                             | 1,607          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>8,191</b>   |
| Remuneration of management personnel     | 15,307         |
| Depreciation of transfer fees            | 490            |
| Agent / Intermediary fees                | 427            |
| Other expenses                           | 6,712          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>22,936</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-14,745</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>1,748</b>   |
| Financial result                         | -29            |
| Extraordinary income: other              | 1,612          |
| <b>PRE-TAX RESULT</b>                    | <b>-11,414</b> |
| Corporate tax                            | -67            |
| <b>NET INCOME</b>                        | <b>-11,481</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 97             |
| Other fixed assets                     | 28,370         |
| Receivables from player transfers      | 923            |
| Other current assets                   | 2,147          |
| Cash and marketable securities         | 6,836          |
| <b>TOTAL ASSETS</b>                    | <b>38,373</b>  |
| Net position                           | 10,601         |
| Shareholder current accounts           | 17,491         |
| Provisions for C&L                     | 288            |
| Financial debts                        | 5,429          |
| Debts on player transfers              | 0              |
| Other debts                            | 4,564          |
| <b>TOTAL LIABILITIES</b>               | <b>38,373</b>  |
| <b>NET INCOME</b>                      | <b>-11,481</b> |





# STADE MALHERBE CAEN

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 5,628          |
| Sponsors - Advertising                   | 1,312          |
| Match receipts                           | 215            |
| Other income                             | 7,938          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>15,093</b>  |
| Remuneration of management personnel     | 17,525         |
| Depreciation of transfer fees            | 2,013          |
| Agent / Intermediary fees                | 442            |
| Other expenses                           | 6,731          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>26,711</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-11,618</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>708</b>     |
| Financial result                         | -69            |
| Extraordinary income: other              | -147           |
| <b>PRE-TAX RESULT</b>                    | <b>-11,126</b> |
| Corporate tax                            | 441            |
| <b>NET INCOME</b>                        | <b>-10,685</b> |

## CUMULATIVE BALANCE SHEET

|  | €K             |
|--|----------------|
| Intangible assets: transfer allowances | 1,717          |
| Other fixed assets                     | 6,155          |
| Receivables from player transfers      | 3,664          |
| Other current assets                   | 8,381          |
| Cash and marketable securities         | 6,280          |
| <b>TOTAL ASSETS</b>                    | <b>26,197</b>  |
| Net position                           | 5,125          |
| Shareholder current accounts           | 1,750          |
| Provisions for C&L                     | 466            |
| Financial debts                        | 6,986          |
| Debts on player transfers              | 264            |
| Other debts                            | 11,606         |
| <b>TOTAL LIABILITIES</b>               | <b>26,197</b>  |
| <b>NET INCOME</b>                      | <b>-10,685</b> |





# FC CHAMBLY OISE

SAS + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 3,785         |
| Sponsors - Advertising                   | 1,287         |
| Match receipts                           | 61            |
| Other income                             | 1,490         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>6,623</b>  |
| Remuneration of management personnel     | 5,811         |
| Depreciation of transfer fees            | 93            |
| Agent / Intermediary fees                | 170           |
| Other expenses                           | 1,711         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>7,785</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-1,162</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>0</b>      |
| Financial result                         | 1             |
| Extraordinary income: other              | 1,271         |
| <b>PRE-TAX RESULT</b>                    | <b>110</b>    |
| Corporate tax                            | 0             |
| <b>NET INCOME</b>                        | <b>110</b>    |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 177          |
| Other fixed assets                     | 253          |
| Receivables from player transfers      | 0            |
| Other current assets                   | 1,108        |
| Cash and marketable securities         | 819          |
| <b>TOTAL ASSETS</b>                    | <b>2,357</b> |
| Net position                           | 831          |
| Shareholder current accounts           | 0            |
| Provisions for C&L                     | 38           |
| Financial debts                        | 0            |
| Debts on player transfers              | 130          |
| Other debts                            | 1,358        |
| <b>TOTAL LIABILITIES</b>               | <b>2,357</b> |
| <b>NET INCOME</b>                      | <b>110</b>   |





# BERRICHONNE DE CHÂTEAUROUX

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 4,132         |
| Sponsors - Advertising                   | 543           |
| Match receipts                           | 119           |
| Other income                             | 1,337         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>6,131</b>  |
| Remuneration of management personnel     | 5,337         |
| Depreciation of transfer fees            | 17            |
| Agent / Intermediary fees                | 169           |
| Other expenses                           | 2,439         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>7,962</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-1,832</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>2,540</b>  |
| Financial result                         | 25            |
| Extraordinary income: other              | 762           |
| <b>PRE-TAX RESULT</b>                    | <b>1,495</b>  |
| Corporate tax                            | -312          |
| <b>NET INCOME</b>                        | <b>1,183</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 0            |
| Other fixed assets                     | 130          |
| Receivables from player transfers      | 1,600        |
| Other current assets                   | 1,303        |
| Cash and marketable securities         | 4,584        |
| <b>TOTAL ASSETS</b>                    | <b>7,617</b> |
| Net position                           | 4,105        |
| Shareholder current accounts           | 0            |
| Provisions for C&L                     | 110          |
| Financial debts                        | 1,695        |
| Debts on player transfers              | 0            |
| Other debts                            | 1,707        |
| <b>TOTAL LIABILITIES</b>               | <b>7,617</b> |
| <b>NET INCOME</b>                      | <b>1,183</b> |





# CLERMONT FOOT 63

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 5,154         |
| Sponsors - Advertising                   | 1,375         |
| Match receipts                           | 56            |
| Other income                             | 1,030         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,615</b>  |
| Remuneration of management personnel     | 7,665         |
| Depreciation of transfer fees            | 92            |
| Agent / Intermediary fees                | 616           |
| Other expenses                           | 5,872         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>14,245</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-6,630</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>5,416</b>  |
| Financial result                         | 5             |
| Extraordinary income: other              | 803           |
| <b>PRE-TAX RESULT</b>                    | <b>-406</b>   |
| Corporate tax                            | 138           |
| <b>NET INCOME</b>                        | <b>-268</b>   |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 197           |
| Other fixed assets                     | 455           |
| Receivables from player transfers      | 198           |
| Other current assets                   | 2,209         |
| Cash and marketable securities         | 7,739         |
| <b>TOTAL ASSETS</b>                    | <b>10,798</b> |
| Net position                           | 864           |
| Shareholder current accounts           | 754           |
| Provisions for C&L                     | 125           |
| Financial debts                        | 4,348         |
| Debts on player transfers              | 99            |
| Other debts                            | 4,608         |
| <b>TOTAL LIABILITIES</b>               | <b>10,798</b> |
| <b>NET INCOME</b>                      | <b>-268</b>   |





# USL DUNKERQUE

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K           |
|--|--------------|
| Audio-visual rights                      | 3,808        |
| Sponsors - Advertising                   | 549          |
| Match receipts                           | 74           |
| Other income                             | 3,242        |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,673</b> |
| Remuneration of management personnel     | 4,660        |
| Depreciation of transfer fees            | 0            |
| Agent / Intermediary fees                | 86           |
| Other expenses                           | 2,032        |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>6,778</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>895</b>   |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>0</b>     |
| Financial result                         | 0            |
| Extraordinary income: other              | -187         |
| <b>PRE-TAX RESULT</b>                    | <b>708</b>   |
| Corporate tax                            | -172         |
| <b>NET INCOME</b>                        | <b>536</b>   |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 0            |
| Other fixed assets                     | 238          |
| Receivables from player transfers      | 0            |
| Other current assets                   | 520          |
| Cash and marketable securities         | 1,567        |
| <b>TOTAL ASSETS</b>                    | <b>2,325</b> |
| Net position                           | 1,023        |
| Shareholder current accounts           | 17           |
| Provisions for C&L                     | 0            |
| Financial debts                        | 0            |
| Debts on player transfers              | 0            |
| Other debts                            | 1,285        |
| <b>TOTAL LIABILITIES</b>               | <b>2,325</b> |
| <b>NET INCOME</b>                      | <b>536</b>   |







# GRENOBLE FOOT 38

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K           |
|--|--------------|
| Audio-visual rights                      | 4,421        |
| Sponsors - Advertising                   | 1,179        |
| Match receipts                           | 204          |
| Other income                             | 2,294        |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>8,098</b> |
| Remuneration of management personnel     | 4,426        |
| Depreciation of transfer fees            | 114          |
| Agent / Intermediary fees                | 155          |
| Other expenses                           | 3,401        |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>8,096</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>2</b>     |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>65</b>    |
| Financial result                         | 1            |
| Extraordinary income: other              | 2            |
| <b>PRE-TAX RESULT</b>                    | <b>70</b>    |
| Corporate tax                            | 0            |
| <b>NET INCOME</b>                        | <b>70</b>    |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 116          |
| Other fixed assets                     | 92           |
| Receivables from player transfers      | 0            |
| Other current assets                   | 718          |
| Cash and marketable securities         | 5,078        |
| <b>TOTAL ASSETS</b>                    | <b>6,004</b> |
| Net position                           | 1,696        |
| Shareholder current accounts           | 700          |
| Provisions for C&L                     | 518          |
| Financial debts                        | 1,603        |
| Debts on player transfers              | 0            |
| Other debts                            | 1,487        |
| <b>TOTAL LIABILITIES</b>               | <b>6,004</b> |

**NET INCOME**

**70**





# EN AVANT DE GUINGAMP

SA + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 6,094          |
| Sponsors - Advertising                   | 1,846          |
| Match receipts                           | 148            |
| Other income                             | 3,031          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>11,119</b>  |
| Remuneration of management personnel     | 14,397         |
| Depreciation of transfer fees            | 3,466          |
| Agent / Intermediary fees                | 217            |
| Other expenses                           | 9,504          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>27,584</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-16,465</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>17,052</b>  |
| Financial result                         | -7             |
| Extraordinary income: other              | -734           |
| <b>PRE-TAX RESULT</b>                    | <b>-154</b>    |
| Corporate tax                            | 70             |
| <b>NET INCOME</b>                        | <b>-84</b>     |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 2,216         |
| Other fixed assets                     | 8,255         |
| Receivables from player transfers      | 6,539         |
| Other current assets                   | 3,020         |
| Cash and marketable securities         | 9,372         |
| <b>TOTAL ASSETS</b>                    | <b>29,402</b> |
| Net position                           | 13,082        |
| Shareholder current accounts           | 0             |
| Provisions for C&L                     | 31            |
| Financial debts                        | 5,241         |
| Debts on player transfers              | 0             |
| Other debts                            | 11,048        |
| <b>TOTAL LIABILITIES</b>               | <b>29,402</b> |
| <b>NET INCOME</b>                      | <b>-84</b>    |





# HAVRE AC

SASP + ASSOCIATION + SCI + SUBSIDIARIES

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 5,021          |
| Sponsors - Advertising                   | 1,329          |
| Match receipts                           | 140            |
| Other income                             | 4,191          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>10,681</b>  |
| Remuneration of management personnel     | 13,595         |
| Depreciation of transfer fees            | 974            |
| Agent / Intermediary fees                | 353            |
| Other expenses                           | 8,299          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>23,221</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-12,540</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>2,064</b>   |
| Financial result                         | 544            |
| Extraordinary income: other              | 6              |
| <b>PRE-TAX RESULT</b>                    | <b>-9,926</b>  |
| Corporate tax                            | 325            |
| <b>NET INCOME</b>                        | <b>-9,601</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 1,342         |
| Other fixed assets                     | 8,874         |
| Receivables from player transfers      | 6,830         |
| Other current assets                   | 6,497         |
| Cash and marketable securities         | 128           |
| <b>TOTAL ASSETS</b>                    | <b>23,671</b> |
| Net position                           | -7,751        |
| Shareholder current accounts           | 6,711         |
| Provisions for C&L                     | 111           |
| Financial debts                        | 13,906        |
| Debts on player transfers              | 335           |
| Other debts                            | 10,359        |
| <b>TOTAL LIABILITIES</b>               | <b>23,671</b> |
| <b>NET INCOME</b>                      | <b>-9,601</b> |





# AS NANCY LORRAINE

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 4,701         |
| Sponsors - Advertising                   | 1,366         |
| Match receipts                           | 260           |
| Other income                             | 3,198         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>9,525</b>  |
| Remuneration of management personnel     | 8,846         |
| Depreciation of transfer fees            | 0             |
| Agent / Intermediary fees                | 136           |
| Other expenses                           | 4,971         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>13,953</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-4,428</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>472</b>    |
| Financial result                         | -100          |
| Extraordinary income: other              | 468           |
| <b>PRE-TAX RESULT</b>                    | <b>-3,588</b> |
| Corporate tax                            | -27           |
| <b>NET INCOME</b>                        | <b>-3,615</b> |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 0             |
| Other fixed assets                     | 4,002         |
| Receivables from player transfers      | 3             |
| Other current assets                   | 3,025         |
| Cash and marketable securities         | 1,648         |
| <b>TOTAL ASSETS</b>                    | <b>8,678</b>  |
| Net position                           | -5,012        |
| Shareholder current accounts           | 2,634         |
| Provisions for C&L                     | 0             |
| Financial debts                        | 1,438         |
| Debts on player transfers              | 0             |
| Other debts                            | 9,618         |
| <b>TOTAL LIABILITIES</b>               | <b>8,678</b>  |
| <b>NET INCOME</b>                      | <b>-3,615</b> |





# CHAMOIS NIORTAIS FC

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K           |
|--|--------------|
| Audio-visual rights                      | 4,277        |
| Sponsors - Advertising                   | 942          |
| Match receipts                           | 219          |
| Other income                             | 2,305        |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,743</b> |
| Remuneration of management personnel     | 4,638        |
| Depreciation of transfer fees            | 246          |
| Agent / Intermediary fees                | 59           |
| Other expenses                           | 3,099        |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>8,042</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-299</b>  |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>1,412</b> |
| Financial result                         | -4           |
| Extraordinary income: other              | -310         |
| <b>PRE-TAX RESULT</b>                    | <b>799</b>   |
| Corporate tax                            | -49          |
| <b>NET INCOME</b>                        | <b>750</b>   |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 316          |
| Other fixed assets                     | 1,423        |
| Receivables from player transfers      | 118          |
| Other current assets                   | 2,108        |
| Cash and marketable securities         | 2,823        |
| <b>TOTAL ASSETS</b>                    | <b>6,788</b> |
| Net position                           | 1,931        |
| Shareholder current accounts           | 0            |
| Provisions for C&L                     | 816          |
| Financial debts                        | 2,108        |
| Debts on player transfers              | 144          |
| Other debts                            | 1,789        |
| <b>TOTAL LIABILITIES</b>               | <b>6,788</b> |
| <b>NET INCOME</b>                      | <b>750</b>   |





# PARIS FC

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 5,175         |
| Sponsors - Advertising                   | 6,122         |
| Match receipts                           | 51            |
| Other income                             | 1,020         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>12,368</b> |
| Remuneration of management personnel     | 13,176        |
| Depreciation of transfer fees            | 163           |
| Agent / Intermediary fees                | 194           |
| Other expenses                           | 5,345         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>18,878</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-6,510</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>1,482</b>  |
| Financial result                         | -231          |
| Extraordinary income: other              | 2,603         |
| <b>PRE-TAX RESULT</b>                    | <b>-2,656</b> |
| Corporate tax                            | 0             |
| <b>NET INCOME</b>                        | <b>-2,656</b> |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 293           |
| Other fixed assets                     | 7,311         |
| Receivables from player transfers      | 0             |
| Other current assets                   | 9,031         |
| Cash and marketable securities         | 1,261         |
| <b>TOTAL ASSETS</b>                    | <b>17,896</b> |
| Net position                           | 2,513         |
| Shareholder current accounts           | 1,998         |
| Provisions for C&L                     | 0             |
| Financial debts                        | 5,499         |
| Debts on player transfers              | 70            |
| Other debts                            | 7,816         |
| <b>TOTAL LIABILITIES</b>               | <b>17,896</b> |
| <b>NET INCOME</b>                      | <b>-2,656</b> |





# PAU FC

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K           |
|--|--------------|
| Audio-visual rights                      | 3,718        |
| Sponsors - Advertising                   | 1,357        |
| Match receipts                           | 147          |
| Other income                             | 2,161        |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,383</b> |
| Remuneration of management personnel     | 3,847        |
| Depreciation of transfer fees            | 0            |
| Agent / Intermediary fees                | 111          |
| Other expenses                           | 2,151        |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>6,109</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>1,274</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>200</b>   |
| Financial result                         | 0            |
| Extraordinary income: other              | -6           |
| <b>PRE-TAX RESULT</b>                    | <b>1,468</b> |
| Corporate tax                            | -291         |
| <b>NET INCOME</b>                        | <b>1,177</b> |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 0            |
| Other fixed assets                     | 287          |
| Receivables from player transfers      | 70           |
| Other current assets                   | 598          |
| Cash and marketable securities         | 2,332        |
| <b>TOTAL ASSETS</b>                    | <b>3,287</b> |
| Net position                           | 1,789        |
| Shareholder current accounts           | 139          |
| Provisions for C&L                     | 0            |
| Financial debts                        | 0            |
| Debts on player transfers              | 0            |
| Other debts                            | 1,359        |
| <b>TOTAL LIABILITIES</b>               | <b>3,287</b> |
| <b>NET INCOME</b>                      | <b>1,177</b> |





# RODEZ AVEYRON FOOTBALL

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K           |
|--|--------------|
| Audio-visual rights                      | 4,006        |
| Sponsors - Advertising                   | 510          |
| Match receipts                           | 291          |
| Other income                             | 2,251        |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,058</b> |
| Remuneration of management personnel     | 3,822        |
| Depreciation of transfer fees            | 253          |
| Agent / Intermediary fees                | 119          |
| Other expenses                           | 2,057        |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>6,251</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>807</b>   |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>0</b>     |
| Financial result                         | 15           |
| Extraordinary income: other              | -50          |
| <b>PRE-TAX RESULT</b>                    | <b>772</b>   |
| Corporate tax                            | -7           |
| <b>NET INCOME</b>                        | <b>765</b>   |

## CUMULATIVE BALANCE SHEET

|  | €K           |
|--|--------------|
| Intangible assets: transfer allowances | 280          |
| Other fixed assets                     | 445          |
| Receivables from player transfers      | 0            |
| Other current assets                   | 1,922        |
| Cash and marketable securities         | 1,859        |
| <b>TOTAL ASSETS</b>                    | <b>4,506</b> |
| Net position                           | 1,571        |
| Shareholder current accounts           | 337          |
| Provisions for C&L                     | 20           |
| Financial debts                        | 900          |
| Debts on player transfers              | 0            |
| Other debts                            | 1,678        |
| <b>TOTAL LIABILITIES</b>               | <b>4,506</b> |

NET INCOME

765







# FC SOCHAUX-MONTBÉLIARD

SA + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 4,989         |
| Sponsors - Advertising                   | 1,548         |
| Match receipts                           | 182           |
| Other income                             | 1,007         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,726</b>  |
| Remuneration of management personnel     | 8,645         |
| Depreciation of transfer fees            | 222           |
| Agent / Intermediary fees                | 212           |
| Other expenses                           | 6,026         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>15,105</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-7,379</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>9,219</b>  |
| Financial result                         | 5             |
| Extraordinary income: other              | 432           |
| <b>PRE-TAX RESULT</b>                    | <b>2,277</b>  |
| Corporate tax                            | -172          |
| <b>NET INCOME</b>                        | <b>2,105</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 363           |
| Other fixed assets                     | 2,582         |
| Receivables from player transfers      | 665           |
| Other current assets                   | 3,174         |
| Cash and marketable securities         | 11,226        |
| <b>TOTAL ASSETS</b>                    | <b>18,010</b> |
| Net position                           | 9,370         |
| Shareholder current accounts           | 4,000         |
| Provisions for C&L                     | 745           |
| Financial debts                        | 0             |
| Debts on player transfers              | 0             |
| Other debts                            | 3,895         |
| <b>TOTAL LIABILITIES</b>               | <b>18,010</b> |
| <b>NET INCOME</b>                      | <b>2,105</b>  |





# TOULOUSE FC

SASP + SAS TFC DÉVELOPPEMENT + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 12,791         |
| Sponsors - Advertising                   | 2,270          |
| Match receipts                           | 100            |
| Other income                             | 10,884         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>26,045</b>  |
| Remuneration of management personnel     | 25,908         |
| Depreciation of transfer fees            | 6,992          |
| Agent / Intermediary fees                | 2,002          |
| Other expenses                           | 10,080         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>44,982</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-18,937</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>16,808</b>  |
| Financial result                         | -183           |
| Extraordinary income: other              | 225            |
| <b>PRE-TAX RESULT</b>                    | <b>-2,087</b>  |
| Corporate tax                            | 0              |
| <b>NET INCOME</b>                        | <b>-2,087</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 4,824         |
| Other fixed assets                     | 2,054         |
| Receivables from player transfers      | 21,721        |
| Other current assets                   | 12,723        |
| Cash and marketable securities         | 15,664        |
| <b>TOTAL ASSETS</b>                    | <b>56,986</b> |
| Net position                           | 3,610         |
| Shareholder current accounts           | 18,175        |
| Provisions for C&L                     | 1,468         |
| Financial debts                        | 15,370        |
| Debts on player transfers              | 1,252         |
| Other debts                            | 17,111        |
| <b>TOTAL LIABILITIES</b>               | <b>56,986</b> |
| <b>NET INCOME</b>                      | <b>-2,087</b> |





# ESTAC TROYES

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K             |
|--|----------------|
| Audio-visual rights                      | 5,558          |
| Sponsors - Advertising                   | 1,823          |
| Match receipts                           | 216            |
| Other income                             | 2,401          |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>9,998</b>   |
| Remuneration of management personnel     | 13,879         |
| Depreciation of transfer fees            | 315            |
| Agent / Intermediary fees                | 455            |
| Other expenses                           | 5,406          |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>20,055</b>  |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-10,057</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>5,830</b>   |
| Financial result                         | -11            |
| Extraordinary income: other              | -1,256         |
| <b>PRE-TAX RESULT</b>                    | <b>-5,494</b>  |
| Corporate tax                            | 230            |
| <b>NET INCOME</b>                        | <b>-5,264</b>  |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 6,137         |
| Other fixed assets                     | 412           |
| Receivables from player transfers      | 5,985         |
| Other current assets                   | 2,260         |
| Cash and marketable securities         | 23,839        |
| <b>TOTAL ASSETS</b>                    | <b>38,633</b> |
| Net position                           | 5,051         |
| Shareholder current accounts           | 19,600        |
| Provisions for C&L                     | 942           |
| Financial debts                        | 956           |
| Debts on player transfers              | 5,908         |
| Other debts                            | 6,176         |
| <b>TOTAL LIABILITIES</b>               | <b>38,633</b> |
| <b>NET INCOME</b>                      | <b>-5,264</b> |





# VALENCIENNES FC

SASP + ASSOCIATION

## INCOME STATEMENT

|  | €K            |
|--|---------------|
| Audio-visual rights                      | 4,561         |
| Sponsors - Advertising                   | 1,369         |
| Match receipts                           | 238           |
| Other income                             | 1,059         |
| <b>TOTAL NON-TRANSFER INCOME</b>         | <b>7,227</b>  |
| Remuneration of management personnel     | 6,013         |
| Depreciation of transfer fees            | 36            |
| Agent / Intermediary fees                | 269           |
| Other expenses                           | 4,638         |
| <b>TOTAL NON-TRANSFER EXPENSES</b>       | <b>10,956</b> |
| <b>RESULT OF NON-TRANSFER OPERATIONS</b> | <b>-3,729</b> |
| <b>RESULT OF TRANSFER OPERATIONS</b>     | <b>4,918</b>  |
| Financial result                         | -205          |
| Extraordinary income: other              | -1,930        |
| <b>PRE-TAX RESULT</b>                    | <b>-946</b>   |
| Corporate tax                            | 0             |
| <b>NET INCOME</b>                        | <b>-946</b>   |

## CUMULATIVE BALANCE SHEET

|  | €K            |
|--|---------------|
| Intangible assets: transfer allowances | 29            |
| Other fixed assets                     | 9,966         |
| Receivables from player transfers      | 86            |
| Other current assets                   | 3,435         |
| Cash and marketable securities         | 8,619         |
| <b>TOTAL ASSETS</b>                    | <b>22,135</b> |
| Net position                           | 1,269         |
| Shareholder current accounts           | 7,465         |
| Provisions for C&L                     | 0             |
| Financial debts                        | 5,317         |
| Debts on player transfers              | 0             |
| Other debts                            | 8,084         |
| <b>TOTAL LIABILITIES</b>               | <b>22,135</b> |
| <b>NET INCOME</b>                      | <b>-946</b>   |





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