

**Manchester United
Fans' Forum Agenda
Monday 16th December 2024**

Forum Members Present

Zygmunt Baranski	Loyalty Pot Season Ticket Holder Rep
Luca Black	Under-21 Season Ticket Holder Rep
Su Buckley	Season Ticket Holder Rep
Rick Clement (Virtual)	MUDSA Rep
Keith Coutts	Over-65 Rep
Duncan Drasdo	Covering ISLO Rep
Alex Hardman	United Member Rep
Deborah Henry	Women's Team Rep
Dips Jandu	Season Ticket Holder Rep
Carly Lyes	Local Resident Rep
Fiona Lynch	UK United Member Rep
John Massey (Virtual)	Executive Club Rep
John-Paul Monck (Virtual)	Overseas United Member Rep
Eric 'Naj' Najib	Rainbow Devils Rep
Stephen Pember	MUSC Rep
Zeeshan Qumer	Under-21 Rep

Club and Foundation Officials Present

Collette Roche	Chief Operating Officer
Jim Liggett	Operations & Maintenance Director
Rick McGagh	Director of Fan Engagement
Sam Kelleher	Director of Supporter Services
John Shiels	MU Foundation Chief Executive Officer
Toby Craig	Chief Communications Officer
Andrew Ward	Director of Media Relations & Public Affairs
Nicola Wellington	Fan Engagement Manager

Agenda

- Introduction and club update
- Club x Fans' Forum relationship (Rep requested agenda item)
- Recent ticketing changes (Rep requested agenda item)
- European Away collections (Rep requested agenda item)
- Fan Engagement update
- Feedback / questions from pre-circulated updates inc Q&A
- AOB

Topic	Speaker	Topic Notes
Apologies	CR	<ul style="list-style-type: none"> Chris Rumfitt, Dave Field, Demetris Nathanael
Minutes of last meeting	CR	<ul style="list-style-type: none"> The minutes of the October meeting were circulated, approved by reps, and published on the club website. The next meeting is due to take in March and information about deadlines for question submission will be advertised on our website manutd.com/fans.
Club update	CR	<ul style="list-style-type: none"> Welcome to our final Fans' Forum of 2024. Before I begin, I want to pay our respects again to Chas Banks, who was a valued member of this forum and the Manchester United family. I am sure I speak on behalf of everyone here by saying his contributions will be sorely missed and we will do our best to uphold his values. Succeeding Chas as the MUDSA representative will be Rick Clement and I am delighted Rick can join us today. Rick has been heavily involved in MUDSA for a number of years and was already working with Chas to plan his succession prior to Chas' passing. Welcome Rick. Before I give an overview of another period of change and transition, I want to reiterate the position of the club and explain the context to some of the decisions we have made. Our focus is to return Manchester United back to the top of English and European football. To achieve that we need to direct our revenue on the pitch and towards our infrastructure. Our club has been loss-making for successive years. This is not a sustainable position, and we are taking action to reduce our costs and generate greater income. To get to where we need to be requires making difficult decisions. We do not take these decisions lightly, but we know they will benefit Manchester United in the long term. This has included a significant reduction in staff numbers as we begin to operate in a leaner and more agile way. To support revenues this season, we took some limited short-term measures by increasing the price of General Admission tickets at our remaining Premier League matches – apart from the visits of Manchester City and Arsenal - at Old Trafford. We are proud to have one of the most generous concessions ticket schemes in the Premier League, both in terms of prices and the number of discounts offered. 97% of tickets for the remaining Premier League matches this season have been sold with these discounted price points applied. Longer-term, we need to find a balance between maximising revenues to keep the club economically sustainable and

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		<p>compliant with financial fair play rules while ensuring that tickets are priced at a level that keeps the stadium full and accessible to our fans.</p> <ul style="list-style-type: none"> • We remain committed to consulting the Fan Advisory Board and this forum in advance on the ticketing model for next season. • Ultimately, the biggest factor in the fortunes of the club is what happens on the pitch. • If we are consistently competing for the Premier League and reaching the latter stages of the Champions League, the economic picture will improve. • That's why we are putting our overwhelming focus on getting things right on the pitch. • With the right players and coach, supported by the right structure around them. • To this end, it was mutually agreed last week that Dan Ashworth would leave the club after supporting the sporting operation at Carrington through a period of significant transition. • This was a very difficult decision for both parties and Dan leaves with our best wishes for the future. • As we go through this transformation, we are constantly learning about what the best structure will be to help us to win. We acknowledge up front that this is not always an easy or straightforward process however everyone at Carrington is working hard and supporting Ruben as we build a fresh structure and winning culture around him. With more than half of the season still to go there is plenty to play for in all competitions, and yesterday's fantastic victory against Manchester City showed what this group is capable of. • On the women's side we have had a strong first half of the season, having only lost once in the league and progressing to the quarter-finals of the League Cup for the fourth time in our history. Yesterday saw another solid performance and win and we are well positioned going into the second half of the season to compete for Champions League qualification. • Work is well under way on the £50m upgrade to the main building at Carrington and I am pleased to report this project is on track to be completed schedule. • And consultations are continuing on the various options for the future of Old Trafford. • That might turn out to be new build or redevelopment, but in either scenario we want to ensure that Manchester United fans can enjoy watching their team play in a world-class stadium at the heart of a vibrant, regenerated community. • Whichever path we end up taking, we need to bring fans with us, and you'll hear more from Rick and Nicola shortly on the outcome of the initial phase of fan and community consultation.

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		<ul style="list-style-type: none"> In conclusion, I want to thank you for your support and understanding this year as we take the necessary steps to create the conditions for long-term success on the pitch, and a better experience for fans in the stands.
FAB update	TC	<ul style="list-style-type: none"> The second FAB met on 2nd December. Omar Berrada and Chris Saad provided co-chair update. Omar Berrada provided a financial and football update. There was discussion about ticketing changes this season and the lack of consultation to FAB. There was a conversation about the role of FAB and consultation principles. The club committed to consult with FAB at the first opportunity on any potential future changes for next season.
Club-forum relationship	Discus sion	<ul style="list-style-type: none"> Club reps thanked reps for their continued work and opened discussion around the relationship between the club and forum. Fan reps highlighted that the forum exists in the spirit of collaboration and was established as a source of counsel, representing views of all United fans. They argued that lack of consultation around recent ticket policy changes undermined the Fans' Forum and diminished fans' trust in the club. Fan reps requested that the consultation process should be formalised in writing. Club reps said the pace of decision-making around the ticket price changes reflected the need for decisive action to increase revenues, but acknowledged the concerns raised about lack of consultation. Club reps assured fan reps that the role and importance of the Fans' Forum has not changed and took an action to circulate the Fans' Forum terms of reference to all fan reps and to map out a process for future consultation. Club reps clarified that the role of FAB is for strategic matters (many under NDA) and Fans' Forum is operational around matchday issues such as ticketing and matchday experience. Fan reps highlighted the need for decision-makers to better understand the long-term value of fans and their loyalty, and warned against treating them solely as 'customers'. Fan reps urged the club and owners to focus on the importance of attracting and retaining the next generation of fans with appropriate concessionary pricing for children and young people. Fan reps argued that happy fans, who do not begrudge the price of tickets, will likely spend more money with the club over the long-term through discretionary spend at the stadium and online, and contribute to on-field success by creating a positive atmosphere within the stadium.

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		<ul style="list-style-type: none"> • <i>Responding to recent ownership comments in the media, fan reps challenged the comparison made between ticket pricing at Manchester United and Fulham.</i> • <i>Fan reps requested greater representation from ownership and senior leaders at future forums. Club reps pointed out that there had been strong engagement with the forum from senior leadership and ownership, but the main forum for board-level consultation is the FAB.</i> • <i>Fan reps thanked the club members for listening and enabling rep requested agenda items to be openly discussed.</i>
Ticket pricing	Discussion	<ul style="list-style-type: none"> • <i>Fan reps expressed their strong unhappiness about the ticketing changes and their concern about what it means for future pricing and policies. They highlighted particular concern about the impact of £66 prices on young fans, and argued that the policy was inconsistent with the club's desire to encourage youth attendance. Fan reps asked if the club would consider the return of concessions for returned tickets. Club reps confirmed this would not be changed for the remainder of the 24/25 season and provided context around which tickets are affected by the new policy.</i> <p>What is impacted:</p> <ul style="list-style-type: none"> • <i>97% of available tickets for confirmed, non-balloted matches have already been sold across 200+ ticket releases since the summer, with 'five age-related' concessions applied.</i> • <i>Age and seat concessions will be removed from remaining tickets (3%) in addition to seats cancelled by Season Ticket holders prior to games.</i> <p>What is not impacted:</p> <ul style="list-style-type: none"> • <i>Age and seat concessions will still be available for the upcoming Premier League ballots (Arsenal and Manchester City) and all home cup games in the FA Cup, the potential Carabao Cup Semi-Final and any knock-out round UEFA Europa League games.</i> • <i>The 25% discount for future UEFA Europa League games and the potential Carabao Cup Semi-final that has been offered so far this season will not be continued. This will bring pricing in line with publicised Premier League prices, and will not affect opted-in Season Ticket holders, or Cup Season Ticket holders</i> • <i>For games where we receive unexpected returns from e.g. the away club, these will be sold with discounts available.</i> • <i>Forwarded Season Tickets are not impacted.</i> <ul style="list-style-type: none"> • <i>Fan reps asked for the club to communicate to fans around plans for Season Ticket renewals. Club reps clarified that the</i>

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		<p><i>club is committed to consultation with fan bodies before announcing a renewal date. Fans will be given enough information and notice as possible to inform renewal decisions. Fans' Forum will be consulted before any decisions are announced, either by way of an additional meeting or for an earlier forum date and suggested the formation of a dedicated sub-group.</i></p> <ul style="list-style-type: none"> • <i>Club reps thanked RM and NW for quickly meeting with the Official Supporters' Club sub-group to establish the facts around the ticketing changes and any impact on the Supporters' Clubs. This was cited as a good example of club and Forum working together for the benefit of fans.</i>
European away collections	Discussion	<ul style="list-style-type: none"> • <i>Fan reps credited European away ticket collections as being valued by fans; the removal of collections is a consequence of the club streamlining costs and fans being negatively impacted.</i> • <i>Fan reps asked if European away game ticket collections are likely to return. Club reps confirmed domestic away collections are still in operation and European away collections are not currently in scope for the remainder of the season due to cost measures. A commitment was made for the response from fan reps and feedback from fans to be relayed to make a business case for next season.</i> • <i>Fan representatives proposed "freezing" the credit system as a viable alternative to maintain the integrity of the widely recognized fair system until the budget can be reviewed for next season. They emphasized the importance of preserving the system, given the many years it has taken to build up. Fan reps have observed the negative consequences of non-collections, such as tickets being touted and raffled online, and games that would usually go to zero credits only going down to 3/4 credits. They also asked if the club would consider abolishing the three-year rule whilst no collections are taking place. Additionally, they suggested adding a small surcharge or "ticket fee" whereby the additional revenue could cover the cost of ticket collections. No decision will take place until proper fan consultation has taken place.</i> • <i>The forum agreed to set up a sub-group to discuss proposals and collate fan feedback.</i> • <i>There was also mention of a potential ticket collection if we get a domestic euro away game.</i>
Fan Engagement	RMc & NW	<p>Old Trafford Redevelopment</p> <ul style="list-style-type: none"> • Since we last met, we have concluded the initial phase of fan consultation for the Old Trafford Regeneration Project • This included:

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		<ul style="list-style-type: none"> • Survey to all members/ST holders/ Executive club holders which received over 50,000 responses – the clubs highest ever response rate to a survey • Series of focus groups with fan representatives learning more about key topics such as affordability, atmosphere, heritage, accessibility and inclusivity, community, MUW team and matchday experience • Over 600 fans attended our two town hall sessions and the drop-in day, meeting with club staff and colleagues from Fosters and Partners • Fans feel overwhelmingly positive towards the regeneration project, with 9 in 10 saying they feel either ‘fairly positive’ or ‘very positive’. • 52% of fans favour a new build, while 31% prefer a redevelopment. 17% are currently unsure which option they prefer. • Age is a key determinant of a fan’s preference, with u25s more likely to prefer redevelopment while older fans are more likely to prefer new build. • Season Ticket holders are more likely to prefer new build (53% vs 28%) than redevelopment. • All the findings and insight from this phase of consultation have been fed back to the independent taskforce to help inform their options report to owners. • It is important to remember this is just the beginning of fan consultation and we will continue with this throughout the project. • Whilst we await a decision from club ownership on next steps, we are going to be spending time looking at what immediate improvements we can make to matchday experience at Old Trafford as well as looking to spend time with other clubs who have gone through similar projects to learn lessons and help inform our planning. • We will keep this forum updated and involved throughout the project. <p><i>Fan reps asked if supporters would have another opportunity to share their views on Old Trafford Regeneration, given the length of the first survey, many fans did not complete it. Club reps clarified the survey was intended to be robust, designed in collaboration with the University of Manchester Cathie Marsh Institute for Social Research, to obtain a full understanding of what aspects of the stadium are important to fans. The results from the survey (over 50,000 responses), fan focus groups and town halls combined will help to inform the Task Force ahead of their options report to club board and owners. Club reps acknowledged the survey findings present fan views from a fixed moment in time, and assured fans will have opportunities to share their views and input into the project as it progresses.</i></p> <p>FAB Roles</p>

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		<ul style="list-style-type: none"> • We're delighted to welcome Dan Jones and Shohan Khan to the Fans' Advisory Board, as newly appointed fan representatives, bringing a wealth of knowledge and experience with them. These are two additional fan roles which will supplement our current board, helping to facilitate strategic discussion between the club and fans. Dan Jones will start his tenure at the next meeting of the FAB, and Shohan will officially join at the start of the 2025/26 season. <p>Official Supporters' Club Network</p> <ul style="list-style-type: none"> • We are delighted to welcome 5 new clubs into our global family of supporters' clubs. This includes our first ever club in Ethiopia, along with new clubs in Taughmonagh, Miami, Geneva and Seattle. • We now have 321 clubs across 89 countries - something we are very proud of. • I would like to place on record my thanks to MUSC Fan Rep, Steve Pember, for his excellent representation of our supporters' clubs in relation to the recent changes to ticket prices for the remainder of the 24/25 season. Steve collated the questions and concerns of the branches and met with me, and several of members of my team and other secretaries to discuss. As a result, we were pleased to confirm that: <ol style="list-style-type: none"> 1. All tickets currently purchased by supporters' clubs but not yet allocated could still be allocated to members in the normal way with no additional charge. 2. Forwarding between branch members would not attract any additional charges. 3. Tickets for the 6 games that the 1k supporters' club allocation hadn't gone live with would still be charged at the original pricing for the season. <p>MUDSA</p> <ul style="list-style-type: none"> • As Collette said at the start of this meeting, everyone at the Club is devastated with the loss of Chas. He was a fantastic champion for fans, and he will be sorely missed • We were delighted to host the MUDSA annual dinner here at Old Trafford with guest of honour Denis Irwin. I am sure Chas would have been delighted at the turnout! • Last week we held the MUDSA Christmas party here at Old Trafford. The 94 guests were not only joined by members of our men's and women's first team, but were also entertained by world renowned magician Steven Frayne, (formally known as Dynamo). Steven wowed the fans with card tricks and more and all the players and fans joined in the fun! • MUDSA members also presented their annual player of the season award to Amad and Ella Toone. • It was a fantastic day and something which the players really enjoyed doing. <p>Matchday Experience Survey</p>

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		<ul style="list-style-type: none"> • Following our end of season review in July, we have continued to send match day experience surveys to all match-by-match general admission attendees and 1/8 of Season Ticket holders (STH) after every Premier League home game. We have issued 7 surveys so far this season (excluding Forest) and we've have received 8,963 responses. 6,486 responses from match-by-match ticket holders and 2,477 from STHs. • So far, the average overall fan satisfaction score is 69/100 (up from an average of 65 last season). The key determinant of satisfaction overall is the result, with the average for wins at 73, draws at 67, and losses down at 58. • MBM attendees are also significantly more positive than STHs. On average their FSAT rating is 73, vs. 57 for STHs. The top reasons for dissatisfaction given are consistently overcrowded concourses, issues with the facilities such as toilets, team performance, and issues with drinks from the kiosks. • Satisfaction scores remain consistent season on season, with the only significant change being an improvement in satisfaction with the atmosphere, which is up to 72 from 63 last season. • As with overall satisfaction ratings, the difference between STH and match-by-match supporters is stark across most metrics. STHs are significantly less satisfied with every metric, but the ones they rate the lowest are kiosk value for money (37), speed of queues (38), and comfort of seating (40). Compare that to the lowest rated factors among match-by-match supporters, which are: comfort of seating (49), kiosk value for money (49), and kiosk variety of products (52). While their ratings are higher overall, the same factors pop up as the key things that need improvement. Comfort of seating, value for money and variety of kiosk products, speed of queues, and toilet facilities are consistently rated as our worst performing metrics and the key areas for improvement. <p>Matchday Improvements</p> <ul style="list-style-type: none"> • In response to fan feedback received at previous Fans' Forums, Halal-certified and Halal-suitable products are now available from all kiosks on match days. We are in the process of updating kiosk screens to reflect Halal labels. We are also looking into the provision of Kosher options for our concourses. • We are also working closely with our Muslim Supporters' Club to identify additional prayer spaces for supporters to use on matchdays and to ensure our stadium is accessible and inclusive for all fans. • Another area under review is the Family Stand and ways we can elevate the matchday experience for our next generation of United supporters. This work will incorporate pre-match activities and entertainment along with ways to integrate Manchester United Foundation. We will be working with David to establish priorities and will feedback at the next forum. • Since our last meet, we have also been opening the International bar in the Stretford End post-game for fans to

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		<p>enjoy. Over 900 fans have already frequented the area post-match, meeting with supporters from across the stadium. Entry is ticketed at £5 per person and children can enter (must be accompanied by a parent/guardian). Fans can pre-purchase tickets for upcoming games now and the bar is open for two hours post- match.</p> <p><i>Fan reps asked the club to consider opening concourse kiosks post-match free of charge. Club reps advised that this has been trialled previously; it was not well-attended and did not positively impact fan satisfaction on match day.</i></p> <p><i>Fan reps asked for reasoning around increasing queues at W14 and S21 entrances on match day. JL highlighted that they are busy areas due to player arrivals at WX14 and Executive Club supporters are required to leave the International Suite and re-enter the stadium which causes multi-directional flows of traffic. The volume of supporters has not changed in this area; supporters are reminded to arrive early to the stadium and queues are likely to form closer to kick-off. JL agreed to monitor queues for upcoming fixtures and review signposting to ensure fans enter the correct turnstile queues.</i></p> <p><i>Fan reps asked for re-introduction of pre-match incentives to encourage early supporter arrival. JL advised that uptake for previous discounts was minimal, not helped by infrastructure limitations preventing fans from congregating if located in different areas of the stadium and late or lunchtime kick-off times impacting supporter arrival.</i></p> <p><i>Fans reps asked if there was the potential for the Youth teams to play more games at Old Trafford. Club reps explained that games played at Old Trafford are where there is a competition requirement, e.g., if required by UEFA. Club reps explained there are no plans to hold any additional games outside of these requirements at Old Trafford.</i></p> <p>Rainbow Laces</p> <ul style="list-style-type: none"> As a club, we are committed to supporting inclusivity and diversity across football and sport. We worked closely with our LGBTQ+ supporters' club, Rainbow Devils and Manchester United Foundation, to support Stonewall's Rainbow Laces campaign across our men's and women's teams, including a surprise call and Q&A with Jonny Evans and Harry Maguire, a banner-making workshop at partner schools and free rainbow laces giveaways at United Women versus Liverpool Women. We will continue to collaborate with Rainbow Devils to further these initiatives and to amplify inclusivity within football. <p>MUW</p>

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		<ul style="list-style-type: none"> • Congratulations to our official Manchester United Women’s Supporters’ Club for passing the 1,000-member milestone – a fantastic achievement! • We were delighted to partner with Cadbury to put on free transport for fans on the official club supporter coach for the recent away game at Chelsea, which was rearranged at short notice. In addition to the free travel for affected fans, we were also on hand to give out free bars of Cadburys for all travelling fans. Special thanks to our women’s supporters’ club for their help! • The post-game meet and greet sessions at LSV have continued for WSL home weekend fixtures and we are receiving great feedback from the fans and players alike. Over 137 fans have attended since we launched in October and Ella Toone, Aoife Mannion, Maya Le Tissier, Phallon Tullis-Joyce, Safia Middleton-Patel, Jess Simpson, Emma Watson, Anna Sandberg, Hinata Miyazawa, Rachel Williams, Millie Turner, Melvine Malard, and Celin Bizet have met with fans and signed autographs. • At the recent Liverpool game, we were also able to introduce half time penalty shootouts against Fred the Red for young fans to participate in. • We also invited fans to play on the 3G MUGA pitch outside LSV pre-game and test their skills against our Manchester United Foundation coaches, supplemented by our Premier League Fans’ Fund application. • We will continue with these initiatives and look for even more ways to connect with our women’s team fanbase. • As we continue to support the growth of the women’s game and our fanbase we are once again committing to a subsidy for travel to away games on our official coach. • We are also continuing with the shuttle bus service for home games at Leigh Sports Village. The bus departs from Old Trafford where parking is available and can be booked via One Club United. <p>Other</p> <ul style="list-style-type: none"> • We have continued to welcome our older fans to reminiscing sessions with the next one taking place tomorrow (17th December). These are great sessions where fans can share memories and discuss games and players from yesteryear. If you are interested in attending, please contact slo@manutd.co.uk. • Manchester United is the first Premier League club to have achieved gold-level BOG STANDARD charter accreditation in association with Prostate Cancer UK and phs Group, supporting male fans living incontinence and empowering them to return to the game. • We worked with SportsBreaks to welcome fans who were affected by the severe travel disruption for Porto away to a special screening of our recent away game versus Arsenal. Over 250 fans joined Denis Irwin at Old Trafford to watch the game

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		<p>and enjoy some complementary food and beverage. Fans who had their trip to Porto cancelled also received a full refund and their ticket for the next home EL game paid for.</p> <ul style="list-style-type: none"> • At last Saturday’s game versus Nottingham Forest, we were delighted to welcome Joe Glanville onto the pitch to receive his Ian Stirling Fan of the Year Award 2023/24. • The MMMF annual fundraising dinner took place at Old Trafford in October in memory of the Busby Babes and their families. It was a special evening with over 350 guests in attendance, including United icons Brian Kidd, Alex Stepney, John O’Shea, Danny Simpson. The event raised an incredible £23,056 for charities across Manchester, Munich and Belgrade. • We held our first #ILOVEUNITED event of the season in Beijing in November, United legends Wes Brown, Ronny Johnsen and Dong Fangzhou joined us and met with many of our international and loyal fans. <p><i>Fan reps asked if plans for Munich anniversary were likely to change. Club reps advised plans are ongoing and a full programme will be communicated in due course.</i></p>
Ticketing	SK	<p>Domestic Away Games</p> <ul style="list-style-type: none"> • We have again received a number of questions ahead of this forum regarding the allocation of away game tickets. • As mentioned in the October 2024 minutes, any requests to review the methodology applied to ballots will require 1) a fuller understanding of who is actually applying for matches with the intention of attending, and 2) buy-in from this forum. The away game subgroup is open to reviewing the methodology for away tickets and credits, but after careful consideration have not yet found a solution that enhances fairness without creating other issues. The away game subgroup believes no further changes should be made until further consultations have been conducted with ticket holders and until all possible improvements have been explored. • By way of update however, as agreed in this forum we will continue to conduct ticket collections at as many away games as possible as this has proven to be a key identifier in terms of behaviours and misuse of tickets: <ul style="list-style-type: none"> ○ Five times as many tickets are forwarded by fans who are asked to collect their tickets vs. those not asked to collect. ○ More than double the number of tickets are cancelled by fans who are asked to collect their tickets vs. those who are not asked to collect. ○ Over and above this, up to 16% of tickets held for collection are not collected and therefore go un-used. • The returns process for domestic away games has also been discussed in a ticketing sub-group meeting and raised by fans. It

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		<p>is a time-consuming task which at present we do not have resource to continue administering.</p> <ul style="list-style-type: none"> • We will therefore revert to all returned tickets being sold on the website, on a first-come, first-served basis. We will continue to publish one scheduled on-sale date and time for each game, with subsequent tickets being made available as soon as they are returned to us. <p>Plzen Away</p> <ul style="list-style-type: none"> • We have been asked to provide more information regarding ticket allocations for this game due to the low allocation. <ul style="list-style-type: none"> ○ 83% tickets allocated to fans with credits (inc disabled fans). ○ 12% tickets allocated to club partners with contractual rights. ○ 5% tickets allocated to players. ○ Less than 1% tickets allocated to staff working with the team. <p>Operating Hours</p> <ul style="list-style-type: none"> • From Monday 23rd December, our Supporter Services telephone lines and email inboxes will be manned between the hours of 8am-4pm, Monday-Friday. • Whilst fans generally don't need to visit the office as all activity is online now, the office will remain open 9am-5pm Monday-Friday. • On home match days we will continue to open 5 hours before kick-off at weekends and from 9am for a mid-week game. <p><i>Fan reps also asked for the club to reconsider ballot application dates, due to a number of fans missing out whilst in Plzen. SK agreed to review.</i></p> <p><i>Fan reps thanked the club for ongoing talks with the FA around increasing Arsenal away allocation. The club continues to push for its entitled full allocation and ticket prices will only be confirmed by the home team when allocations are finalised.</i></p> <p><i>Fan reps asked the club to clarify minimum Season Ticket usage requirements following the impact on fan attendance due to Storm Darragh at United v Nottingham Forest. SK confirmed minimum Season Ticket attendance is now 14/18 games and clarified that late resale (within 48 hours of game) counts as a Season Ticket being used, even if it doesn't resell.</i></p> <p><i>Fan Reps brought up the issue of the "other" ticket category when it comes to ticketing breakdowns being displayed on the website and requested that the club continued publishing these figures on the website. SK confirmed:</i></p>

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		<ul style="list-style-type: none"> • <i>The ‘other’ figure includes tickets forward to non-members, this number will be displayed separately on the website by 2nd January.</i> • <i>Figures were incorrectly displaying due to human error given changes within the ticketing team.</i> • <i>That we would rectify the issues and continue to publish the requested information after each game.</i> • <i>Revised figures will be available by 2nd January.</i> <p><i>Fan reps asked for clarification on ticket forwarding for Junior Members, Youth Season Ticket holders and for Season Ticket holders receiving forwarded tickets in another area of the stadium. Fan reps raised that ST holders should be able to swap tickets to enable parents and children to sit together. Fan reps also raised the issue of banning members on the grounds of non-attendance when receiving a forwarded ticket. SK advised the club is working to resolve anomalies occurring due to recent changes. SK encouraged supporters to contact Supporter Services with any queries.</i></p> <p><i>Fan reps highlighted the increased frequency of “bot” checks on the ticketing website, impacting supporter access to the site. SK acknowledged and advised user experience is under review with the club’s ticket service provider.</i></p>
Operations update	JL	<p>December Fixtures</p> <ul style="list-style-type: none"> • United versus Bournemouth on 22nd December is expected to be one of the busiest days of the year as it’s the last weekend before Christmas, supporters are advised to give themselves plenty of travelling time regardless how they plan to travel as roads, trams, rail and buses will be busy. • Deansgate Rail Station will be closed on 22nd for safety reasons. <p>Ongoing Highway Schemes</p> <p>Deansgate</p> <ul style="list-style-type: none"> • There are ongoing works on Deansgate and will continue into Spring 2025. This will be a permanent change and will restrict traffic to a southbound direction only between the junctions of Quay Street/Peter Street and Liverpool Road/Great Bridgewater Street. • Phase one – Quay Street to Liverpool Road • All traffic will be permanently restricted to a southbound direction only between the junctions of Quay Street / Peter Street and Liverpool Road / Great Bridgewater Street. • Phase two - Liverpool Road to Whitworth Street West • Phase three - Bridgewater Viaduct and Chester Road <p>Chapel Street / New Bailey Street</p>

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		<ul style="list-style-type: none"> • Lane closures and temporary traffic signals from August 2024 for one year. <p>Red Routes</p> <ul style="list-style-type: none"> • Trafford Council have installed Red Routes on Chester Road, Dane Road to Bridgewater Way, and Red Route Clearway on Wharfside, providing Trafford Council with more enforcement powers to address the issue of illegal parking and poor driving behaviour on matchday. <p>Metrolink</p> <ul style="list-style-type: none"> • No current firmed up proposals, however, 2025 will see engineering on Eccles, Bury and city centre lines. <p>Buses</p> <ul style="list-style-type: none"> • On 5th January, the final phase of bus franchising will be launched, with the whole of Greater Manchester bus network being under the control of GMCA/TfGM. • The additional powers will allow TfGM to reintroduce post-match shuttles post 5th January. The post-match shuttles will be part of the Bee Network and operate in accordance with Bee Network bus operations in Greater Manchester and align with TfGM Bus Fares policy (£2 adult single). • The buses will be introduced for the first fixture after the 5th January, United v Southampton on the 16th January. The buses will operate for all home fixtures for the men’s team. The TfGM website will be updated with full information. • We are also working with TfGM to analyse network efficiencies for supporter travel and identifying gaps in the network etc. <p><i>Fan reps asked why cars are allowed on Warwick Road on matchday. JL highlighted traffic management of this area is under the remit of the local council and Highway Authority and the feedback from the Fans’ Forum will be discussed with them.</i></p>
<p>MU Foundation update</p>	<p>JS</p>	<p>Our Impact 2023/24</p> <ul style="list-style-type: none"> • I hope you all have a copy of our leaflet which contains a QR code where you can access our latest impact report. Inside you’ll find the headline figure that we have generated £50,392,636 of social and economic value. • This is something that the Foundation is very proud of, as this means for every £1 spent, we generated £10.33 of social and economic value. • Throughout the course of the last campaign, this helped to impact 42,178 children across Greater Manchester and beyond, with outreach programmes and partnerships also present in Carlisle, London and Northern Ireland. • Over 39,000 hours were delivered by dedicated coaches at 117 projects, culminating in over half a million free-of-charge attendances for young people aged 8 to18.

Topic	Speaker	Topic Notes
		<ul style="list-style-type: none"> • Most relevant of all to this meeting, the report also features a thank you to you, the fans, who through supporting our season ticket donation scheme have helped to raise of £608,000. <p>Fundraising</p> <ul style="list-style-type: none"> • In October we followed the progress of 24 United fans as they scaled the highest mountain in Africa, Mount Kilimanjaro, in aid of the Foundation. • Club Legend Bryan Robson and United We Stand editor Andy Mitten joined myself and the rest of our inspirational group to reach the summit and help raise over £120,000 in sponsorship. Thank you to them all for their herculean efforts! • Closer to home, we once again hosted our Old Trafford Stadium Sleep Out, in partnership with youth homelessness charity, Centrepont. • Over 120 participants joined us on a chilly Manchester night to help our efforts in supporting vulnerable young people in the harsh winter months. • We were also delighted to have the support of ex-Reds David May and Danny Simpson who joined the group to bed down under the stars, and another well-known United face in Lou Macari also spoke to those in attendance about the incredible work he does to combat homelessness. • The event raised over £30,000, a figure that will be split between ourselves and Centrepont. <p>Winter Effort</p> <ul style="list-style-type: none"> • We were delighted to see further support from Reds as we held a winter coat appeal prior to the men’s Premier League game vs Chelsea and the women’s team’s match against Arsenal. • Fans supported in their thousands with over 2,000 coats donated, which will be added to the 100,000 blankets that the Foundation are distributing to the most vulnerable families in the poorest areas of Greater Manchester. • In addition, staff and supporters have taken part in a Christmas toy appeal, adding to £5000 worth of toys that we purchased through the money raised by auction and raffle at a recent Supporters’ Club warm-up event. <p>Enrichment</p> <ul style="list-style-type: none"> • As ever, we continue to receive fantastic support from our men’s and women’s teams. This incredible enrichment, giving young people the chance to meet and engage with their heroes, make memories to last a lifetime and fosters a strong connection between them and their local club. • Hayley Ladd and Maya Le Tissier paid a visit to Buile Hill Academy in Salford in support of girls’ grassroots football, meanwhile Noussair Mazraoui, Altay Bayindir, Tom Heaton and Harry Maguire attended local SEND school, Pioneer House to enjoy a very competitive game of dodgeball.

Topic	Speaker	Topic Notes
		<ul style="list-style-type: none"> • This month, both sets of players will visit Royal Manchester Children’s Hospital, the Young Oncology Unit at the Christie Hospital and Francis House Children’s Hospice - helping to spread some joy amongst young people spending the festive period in hospital. <p>Operational</p> <ul style="list-style-type: none"> • In this quarter we have also hosted educational events for thousands of pupils from a range of schools across Greater Manchester. • At the start of October, more than 250 girls from Manchester United Foundation’s partner-school network descended on Old Trafford to gain an insight into opportunities for females in cyber and tech industries. • In the following month, students from six partner high schools joined representatives from Rainbow Devils, Manchester United’s LGBTQ+ Supporters’ Club, and the Proud Trust, an LGBTQ+ charity, in a special event championing inclusion at The Cliff Training Ground. • Also in November, we hosted the fourth annual Celebrating Excellence event at Old Trafford. Here, students were able to interact with industry leaders from ethnically diverse backgrounds, who shared their experience and offered careers advice and opportunities. <p>Awards</p> <ul style="list-style-type: none"> • It is therefore fitting to announce a very pleasing end to our update: We were delighted to receive the Promoting Inclusion Award at this year’s Northwest Football Awards. We want to thank our staff who work tirelessly to ensure all our young people feel safe and happy in an inclusive environment. • While it is always nice to be recognised, what truly inspires us is the young people we work with, and we will continue to support them into 2025 and beyond. <p><i>JS thanked fans and reps for supporting the Manchester United Foundation, enabling the facilitation of free youth programmes across Greater Manchester and helping to cement a strong affiliation to the club amongst supporters at a young age.</i></p>
MUDSA	RC	<ul style="list-style-type: none"> • We are deeply saddened by the loss of Chas Banks MBE, MUDSA member since 1997 and Secretary since 2016. • Rick Clement will step into the role of MUDSA Secretary as Chas’ successor and will continue his legacy and great work. • The annual MUDSA dinner took place at Old Trafford in November, with over 400 members and guests in attendance and a special guest of honour – Denis Irwin! • Last Tuesday, we hosted our annual Christmas party at Old Trafford for over 90 MUDSA members. It was a great afternoon

Topic	Speaker	Topic Notes
		<p>attended by players from both the men's and women's teams and magician, Steven Frayne.</p> <ul style="list-style-type: none"> • We are continuing to work closely with Manchester United Foundation. • Talks are ongoing with the club around future relationship under INEOS. • Following changes in matchday personal, the stewarding within the sections occupied by our disabled supporters is being discussed with the club to ensure consistency and a good level of understanding of fans' needs.

Fan submitted questions

Is there any way to find out the actual number of responses to the Old Trafford stadium regeneration survey that were received?

We received 50,534 valid responses (taking out ineligible supporters / duplicates etc)

There was a lot of talk by Jim Ratcliffe, Gary Neville etc. about 'putting the Manchester back in Manchester United'. Those from Manchester know about the history of how our city was built up. Manchester is a community, and this statement originally sounded very promising. However, we've seemed to be taking more of the 'Manchester' out of the club. Pricing out and making it difficult for many locals to go to games, especially those with kids or teenagers in general. I feel there are more aspirations like a London club or an American football team. Is it the case that Jim Ratcliffe therefore A. Lied with this statement B. Doesn't know what he's doing C. Simply doesn't care about loyal fans

Our club has been loss-making for successive years. This is not a sustainable position, and we are taking action to reduce our costs and generate greater income. To get to where we need to be requires making difficult decisions. We do not take these decisions lightly, but we know they will benefit the long-term interests of Manchester United.

This has included a significant reduction in staff numbers as we begin to operate in a leaner and more agile way and, to support revenues this season, we took some limited short-term measures by increasing the price of General Admission tickets at our remaining Premier League matches – apart from the visits of Manchester City and Arsenal - at Old Trafford. We are proud to have one of the most generous concession ticket schemes in the Premier League, both in terms of prices and the number of discounts offered. 97% of tickets for the remaining Premier League matches this season have been sold with these discounted price points applied so this policy will affect a small number of fans but go some way to supporting the club operate more sustainably.

Longer-term, we need to find a balance between maximising revenues to keep the club economically sustainable and compliant with financial fair play rules while ensuring that tickets are priced at a level that keeps the stadium full and accessible to our fans.

Topic	Speaker	Topic Notes
		<p>We remain committed to consulting our official fan groups in advance on the ticketing model for next season. We understand the need to cultivate the next generation of fans, so that's something that will be foremost in our minds when planning.</p>
		<p>We now have a clearer understanding of this new ownership model, which appears to place fan accessibility and affordability low on its list of priorities. In light of this, can we hold a straightforward vote/revote (that would hopefully receive higher number of ST holder participation) regarding Jim Ratcliffe's proposed stadium project? The recent FC58 survey indicates that 84% of fans oppose the idea of a new stadium if it results in higher ticket prices which it most likely will! The survey also has similar results to the club's survey in other questions. This shows at least some form of accuracy!</p>
		<p>Please give an update on the sale/redevelopment of OT and what the likelihood is of have this confirmed in the next 12 months also please explain the reason for the price increase midway through the season and who enforced this?</p>
		<p>A huge amount of work has been undertaken on the feasibility study for redeveloping the existing stadium and building a new one. A Task Force chaired by Lord Seb Coe has been established to bring experience and expertise to a complex project. We are nearing the completion of the first phase of this work, and we have communicated that we will provide a direction of travel on new build or redevelopment in the summer of 2025.</p>
		<p>Whichever path we end up taking, we need to bring fans with us, and we have begun this work in recent months, hearing directly from more than 50,000 fans. This research will help shape our plans and we will continue to consult throughout the project on a range of subjects including ticketing.</p>
		<p>I would like to ask: if the ownership is so focused on cost-cutting and increasing revenue, why did INEOS charge the club £50 million in legal and takeover fees? Additionally, why aren't the costs associated with the owner's expensive transportation options scrutinised? Has this issue been raised with them, and if so, how have they responded?</p>
		<p>Legal and advisory fees are a normal part of any large financial transaction. The transaction also included a commitment to invest \$300m (£234m) in fresh capital into the club, of which \$200m has already been paid, helping to finance the £50m investment in redevelopment of the Carrington training complex.</p>
		<p>Will the CEO/Owners be able to give up more of their time to engage with fan groups etc. directly to help firefight the issues that have arisen and communicate more clearly their intentions? At the moment it just seems as though they don't care. The CEO only giving 15 minutes of his time at the last FF meeting was not good enough!</p>
		<p>The Fans' Forum is chaired by Collette Roche, in her role as COO, and generally attended by operational members of staff. Members of the forum represent all areas of the fan base and provide high quality advice and consultation on important club operational matters. Omar came to the first fan forum of his tenure to provide an update, precisely because it is important that we engage with this group.</p>

Topic	Speaker	Topic Notes
		<p>There is regular representation from the owners and executive leadership team. The first meetings Sir Jim attended after completing his acquisition of shares was with the Fans' Advisory Board and the Fans' Forum. Joel Glazer attended a Fans' Advisory Board meeting in July. We hold these two groups as a great source of counsel and are proud of our achievements together.</p>
		<p>Can the club please guarantee that if there is ever an initiative to play one of our league or domestic cup games abroad (just like La Liga tried to do with Barcelona vs Atletico Madrid) that we will refuse to do so?</p> <p>There are no existing plans to play competitive domestic fixtures abroad and this question is more relevant for the Premier League and FA.</p>
		<p>What safeguards are in place that we actually increase the numbers of youth fans coming in and not decrease them? This is absolutely vital for the future support and sustainability of our support. I fear if the number is not increasing, then naturally the lifeblood of Manchester United will start to dwindle out. When you break the ability for young fans to consistently go to games because they can't afford to go every game, there won't ever be a future of loyal fans. We've seen that just having tourists and day trippers replace these loyal fans won't work as there were loads of tickets left for the home games the £66 ticket prices were implemented for.</p> <p>We will work with our official fan groups in advance on the ticketing model for next season. We understand the need to cultivate the next generation of fans, so that's something that will be foremost in our minds when planning.</p>
		<p>I've had reports on the lack availability of vegan/vegetarian options in several parts of the ground with all options sold out. In one case the fan had paid for a vegan hot dog and was told after that it wasn't available with the staff member at this kiosk stating that they were unable to issue a refund. Eventually a member of staff went to ask around other kiosks and found one however this is unsustainable as the kiosks are already extremely busy and losing a staff member even for a short time causes further delays and should a member of staff be unable to find one or less willing to help it would be wrong for the fan to be left out of pocket. Compared to meat options, how much vegetarian/vegan options are stocked on a match day? and why aren't refunds possible?</p> <p>We apologise for the inconvenience caused to the supporter in this occasion. There may well be occasions when we sell out of stock and on this occasion, it appears efforts have been made to find additional product at a neighbouring kiosk. Supervisors are empowered to deal with refunds as appropriate.</p>
		<p>For the kiosks with digital signs that scroll through different screens, can it show the food and drink prices for a bit longer?</p> <p>Thank you for this feedback – this is incredibly helpful. We will increase the time the menu boards are displayed by a further 10 seconds before the screen rotates. They currently display for 10 x seconds, so we will extend for 20 x seconds.</p>

Topic	Speaker	Topic Notes
		<p>I have noticed recently that the club has started to play loud music before the start of games. This is setting completely the wrong tone. The excessive volume is even drowning out the crowd making it difficult to hear anything other than that.</p> <p>We are not Liverpool and should not be adopting their pre match routines and having a slow melodic sing along before games. It has a much bigger impact to have short, crowd led punchy chants that gets the crowd pumped up and ready to start the game fully behind the team. Can this please be reviewed?</p> <p>In response to match day experience surveys and fan feedback where pre-match atmosphere and music has been rated poor, we are interested in finding out what fans would like to see and/or hear around pre-match entertainment. Please note that we also liaise with football, players, Premier League, UEFA etc. around preferences and requirements.</p>
		<p>Are there any plans to name the East Stand/K Stand? The three other stands are named either traditionally (West Stand – Streford End) or after legendary figures in the club’s history, (South Stand, Sir Bobby Charlton, North Stand Sir Alex Ferguson). With the statue of Sir Matt sitting at the front of K stand could consideration be given to renaming it to the Sit Matt Busby Stand?</p> <p>We are happy to review this once we clarity on the Old Trafford Regeneration project.</p>
		<p>We’ve been coming to the ground roughly the same amount of time throughout the season- yet the queues to get in have started becoming extremely long- and have been getting worse not better. There are conspiracies that this has been implemented on purpose to try and get people to come earlier and spend more money. What is the real reason for this huge increase in queue time to get in (or is the conspiracy true)?</p> <p>We have undertaken a significant amount of work recently regarding queuing times and supporter arrival. We are one of the few stadia that deploy a significantly higher number of security at the turnstiles to ensure searches of those entering does not delay entry. It is clear that if supporters arrive 30 minutes before the kick-off time, then they will enter within a couple of minutes, and some turnstile even twenty minutes before kick-off entry is within a few minutes. Where fixtures are played in the evening during the week, or early at the weekend we do observe supporters arriving at the turnstiles later and the potential for longer queues. However, we load the stadium with over 1000 people per minute at peak times which is significant. We would always ask our supporters to arrive at least 30 minutes before kick-off to ensure a seamless entry.</p>
		<p>There has been a lot of frustration regarding mixed zone access given to some fan channels who build their platform by abusing players. Please can you clarify why channels such as the Forever United channel are allowed this access and what action does the club take when this access is used to further create abuse for players.</p> <p>Fan media channels are currently not permitted to access media facilities such as the press box and mixed zone at Premier League home games under the accreditation rules of that competition. However, they are permitted to participate in media activity around UEFA games. All media personnel are expected to adhere to professional standards when attending games or other media events, and we reserve the right to withhold accreditation if these standards are breached. While fan channels</p>

Topic	Speaker	Topic Notes
		<p>have a valid place in the football media ecosystem, we agree that they and all media outlets should take care to avoid fuelling hatred and abuse.</p>
		<p>If supporters could fund a mosaic for big games- would the club allow and support this? Yes, we would be happy to consider any fan led request and look to work with fans who want to visually or audibly enhance the atmosphere</p>
		<p>How come a season ticket holder, after reselling their ticket, is unable to buy a new ticket without also having to buy a membership? Furthermore, how come if someone were to forward a ticket to me, they would have to pay the additional £10 to transfer to a non-member?</p> <p>A Season Ticket secures a fan a ticket for every game. If a Season Ticket holder chooses to return a ticket and then changes their mind they fall in line with general sales arrangements. Season Ticket holders secure their seat currently at a discounted rate and from there we do what we can to make as many seats available to Members as priority. We will also review cup game methodology in more detail and bring in-line, ahead of next season.</p>
		<p>Tickets are always released on a weekday morning. My job makes it very difficult to access ticket releases at this time. Could ticket releases be held at a range of times, or even better, in evenings when more people are at home?</p> <p>Ticket releases are scheduled for times when our staff are available to administrate the release, monitor the release and react to queries, as well as times when our ticketing system provider is also available to monitor queues, bot activity and general website performance. We try to advertise release dates and times with notice so fans are aware.</p> <p>However, don't forget that not all tickets are made available in scheduled on-sales. Several thousand tickets are returned for every game by Season Ticket holders who cannot attend – these tickets show available online immediately, as soon as the Season Ticket holder releases it (providing all scheduled on-sales for that game have taken place). As Season Ticket holders do this at times that suit them, tickets do become available for sale in the evenings and at weekends</p>
		<p>Can we ask for a full reform of the appeals process regarding official sanctions? The current system offers no evidence and contact details through the club are extremely poor. The customer experience is horrendous.</p> <p>Our appeals process is League-leading and has been complimented by the league itself as well as the Football Ombudsman for being fair and robust. The contact details for our appeals team is shared in any sanction communication, and all emails are responded to. If an individual has had a particularly poor experience, I'm sorry to hear that and would encourage them to contact us via feedback@manutd.co.uk so we can look into their specific case in more detail.</p> <p>During 2023/24, 338 cases were referred to the Appeals Panel. 25 of these cases were referred to the IFO, of which they supported the club's decision in 20 cases with their investigation on the remaining 5 still to be concluded.</p>

Topic	Speaker	Topic Notes
		<p>I have a child who is Gluten intolerant. It would be great if United could put something edible for people who are Gluten Free. Their options are limited to crisps, chocolate buttons and wine gums. Is there anything else that can be done?</p> <p>We are in contact with our supply chain to see if there are any further gluten-free options available, however for all allergies, fans can contact us (Supporter Services) and we will provide an allergy-safe option for them which will be delivered to an agreed kiosk. We currently do this for a small number of fans across the stadium and it works well.</p> <p>Bottle lids in the Family Stand. Please can the club implement a sensible rule whereby the lids are able to be kept on the bottles. Young children cannot be expected to hold drinks upright until they have finished the drink, the bottle lids are now actually physically attached to the bottle due to environmental/recycling reasons so to separate them is actually creating extra recycling, purchasing the bottle at what is a hugely marked up price means you are purchasing the lid as well so technically the staff have no legal right to take the lid from you, we are so far up in height in the family stand there is no way anyone could purposefully use a bottle with a lid on as any sort of missile (it is mostly children in the stand anyway !). Letting people keep bottle lids reduces spillages so it reduces the workload of cleaning staff and it reduces the risks involved of people slipping on spilled drinks. Please can we apply some common sense specifically in the Family Stand?</p> <p>The family stand is not an exclusive area and can be accessed by supporters throughout the north stand and as such we remove tops off all bottles. We have had instances where bottles have been thrown and as such as part of our documented risk mitigation measures, we remove all tops from bottles throughout the stadium to reduce that risk.</p> <p>Vaping: certain parts of the ground are rife with people doing this disgusting habit, both me and my son (who sit in both the Family Stand and within TRA) come away most weeks with headaches because we are breathing in peoples vapes - can anything additional be done to combat this please?</p> <p>Vaping and smoking are both against ground regulations and we regularly eject supporters on a matchday for doing it. Supporters are welcome to inform a steward at the time if the see people vaping or experience problems of this nature. This can also be done anonymously through our text alert system.</p> <p>(I'd like to comment on) how appalling the concourse area and toilets are before the game and at half time in terms of overcrowding and getting around. The u12 only toilets in the old family stand I thought were a great idea, and was surprised that there isn't something similar in tier 2 unless I've missed something?</p> <p>Whilst our concourses are busy, they meet the legal requirements in relation to the number of supporters located in there. We monitor the flow on concourses and throughout the stadium at peak periods such as halftime to ensure they are safe. However, at those times you will have to allow extra time to move across those areas. We will review the toilet provision in the Family Stand and will provide an update at the next meeting.</p>

We received 40 questions which have been answered today or in previous meetings, or we have referenced that we cannot answer, within the updates so far. These will not be read / answered individually now but will be published in the minutes.

1. In response to the fans' forum minutes from today, I would like to see what the club is going to do regarding the euro away situation, collection ensured you were able to plan trips, made it fair to prevent touting, and stopped tickets being sold for well over face value. Think that supporters who trend European aways are some of the most loyal and to state that this is non critical is a bit of a joke, some of us will spend thousands following United home and away, and with it being hard enough to get a ticket for a domestic away, the European away system was one that was fair, and everyone knew where they stood, and people could get credits who weren't on the ladder, whereas now they are opening themselves up for touting, everything that they state they are against. And rather than ask supporters to come up with solutions, why don't United come up with one. Even though one isn't needed as the system was fair, and worked, imagine seeing this as a waste of resources for some of the most loyal United fans.
2. Following the non-collection at Porto and the absence of information on collections for Fenerbahce leading to tickets selling out on an abnormally high amount of credits for a game of its nature how are supporters with 1 or 2 credits supposed to attain credits in the future? I have 2 credits and I'm worried that my prospects of getting a ticket to a European away have been diminished. Could the club not establish a more streamlined collection process to enable the club to save money at the same time as not encouraging fans to buy tickets for the credits with no intention of showing up?
3. With the removal for the requirement to collect tickets at Euro aways do the club realise that they have created a 'closed shop' and removed the opportunity for fans to obtain tickets for Euro aways. If there is no ticket collection based on economical reasons post staff redundancies surely there should be evidence required such as passport stamps, boarding passes and hotel bills that show a supporter has actually travelled? United have now for several years been collecting data on domestic away matches. Surely everyone knows that the only piece of worthwhile data is that when asked to collect tickets that there are many non-collections. Surely if this happens then those not collecting should face some sanction unless a good reason is provided e.g. if you miss a collection then you need to collect at the next away game and if that collection is missed then you should not be allowed to apply for away tickets until the following season.
4. Is there anyway of the club withholding credits from Fenerbahçe until proof of travel is provided? This could be a boarding pass or passport stamp. I did mention passport stamp but it's worth bearing in mind at least some would travel on EU passports.
5. I am aware that this has already been picked up upon but as a regular Euro away traveller I would like to request confirmation that ticket collections at the destination town or city will be reinstated in order to ensure that those who attend Euro aways most regularly are awarded, and others are not enabled to game the system by collecting credits without having travelled. It is perhaps worth reiterating that the reason that Euro away collections with passport ID was made permanent from September 2010 onwards is because the number of tickets not being collected was more or less equal to the number of applicants who were missing out in the ballots, and the current collection system eliminated that problem.
6. Following today's news that European aways will no longer have ticket collections with ID required what will the club be doing about proof of attendance to earn a credit? I am aware of numerous fans (I am up to 11) who have applied and been successful for Fenerbahçe away who have no intention of attending the game let alone travel to Turkey just to gain a credit to them a better chance of getting tickets for other games. This has various implications. 1) it's prevented my son who is on 0 credits of having a chance of a ticket for a game that would usually drop to 0 to go to the game for his first European away game and gain a credit as these have stopped it going to low credits. 2) it's created a touting market as he's now been offered

tickets by those who aren't going with no reward of credit if he takes one up. 3) those who have gained a credit now have an unfair advantage over me to getting a highly sort after ticket for Plzen. Having gained 7 credits by fair means I am now competing with those who have just bought credits and could jump me in what is a tight ballot. 4) the team won't have as many as it should supporting it!

7. I am writing to further raise disappointment at the already raised issue at the fans' forum, removal of European ticket collections. The issue raised at the fans' forum is on ticket touting - which is a valid problem but is not the full extent of the issue. Below I have raised all the issues and possible options for new systems. For context, I have two European away credits and am also an active England Supporters Travel Club member. The ticket collection system being revoked by United is best-in-class and also used by England. I agree it may be expensive but the argument that it costs too much is absolutely offensive. Please see my explained issues and potential options below:

Touting: the club say they implemented the home ticketing forwarding mechanism as a way to stop touting. If they truly have fans at heart and want to stop touting, they would not be removing the collection process. As already raised, it encourages exploitation and touting through ticket holders not travelling to the city, selling their tickets to people without continued loyalty to the club. This is easily a key issue but I'm aware this has been raised at the forum, and more importantly it is not the worse part of the problem. Closed shop (main problem) and low attendance: I am a fan with 2 European away credits. Under the new approach of no collections, I now will not be able to obtain tickets. The new approach will create a closed shop which is the main problem. There is now no disincentive for fans with high credits to not apply for tickets even if they cannot attend. They can either sell their ticket on, or just keep it themselves and not attend at all, in order to get the European Away Credit. This way the top credit holders will keep and build their credits and the low-to medium credit holders will never get tickets, and slowly lose them as the seasons goes on. This will result in top credit holders reaching max credits, and only a handful of people getting opportunity when the 5% of allocation rule is enacted - but they will not get enough opportunity to build credits. I'm aware that top existing credit holders are loyal fans, however, there has to be disincentives in place for not attending even for them. The new system essentially relies on trusting these people - and it doesn't take a genius to realise that's a bad idea. If people do not attend and just want the credits, there will be lower attendances at these matches - again, something United are trying to eradicate at home matches. Impact on current credit holders: as mentioned, low-to-mid credit holders will be cut out. They have started to purchase tickets following a system which promoted fairness and access. The sunk cost of these expensive trips will now render useless. Cutting fans out by changing process without consultation is appalling and offensive. No match going fan would approval this. Issues with 'random checks': an option proposed was random checks. Firstly, the implementation of this still has cost and as the club are being cheap on the matter, they won't be able to implement this. The main issue is that random checks are not enough. Everyone who has got a ticket should deserve to be there. If you want a loyalty system, you have to have verification of ticket use. Without verification, loyalty systems fall apart. If you want to remove the verification, you need to move back to a randomised system such as what is in place for domestic away games.

Options: Ideally, the club will come to their senses and reinstate the fair system. In the grand scheme of operating costs, it is not much. You could even alter the existing process to make it cheaper: Send less employees - fans would not mind queuing for longer if it meant fairness. Shorten the timeframe of collection. All fans are there on match day so collection on this day only should be enough. This would only need one maybe two nights' accommodation for staff and reduce the room rental costs. The forum said the club send 2 security staff from the UK. This seems strange and expensive with no logical reason. Renting local security instead of sending them from the UK would be far cheaper. Hire a local contracting company for ticket collection. This would drastically save money as no travel, accommodation or food expense

would be needed. This is the best idea I have come up with after consultation with fellow fans. Request opposition clubs to have names on tickets and ID checks at the stadium. The club could even offer to cover the cost of this. Fans don't like carrying passports to matches so any credit / debit card or driver's license should do for this. Ballot. If it works for domestic, it would work for European games. It may require a redesign on the current ballot system - England supporters travel club have a great system in place which allows supporting loyalty and an element of randomness. Disincentives for not attending.

8. So have been giving things a little thought and have scoped out two concept I think could work separately or together actually. The problem: the club have been clear the say no more European away in city pick up by them due to 'cost cutting'. I assume this is on a number of levels but only guess work 1. They have cut the ticketing staff that they cant afford now to have staff away at European aways due to this 2. The actual cost per match it was for them to do this – this would be interesting to know but I am sure it would have been no more than £10,000 excluding the staffs salaries per match? I am sure the club might be willing to share this with fans forum? My ideas below are two fold: first one is based on club wanting to cut costs but still happy to have a cost for this as its vital to the fan base. Idea two is based on the club unwilling to pay anything towards this but understand its vital to the fan base (when I say fan base – I say the fans that actually travel away – which will have a completely different opinion than home fans and twitter fans). If the club do embrace the second idea but suggest a survey (which is not a good idea) I would suggest its only the fans that have credits that are surveyed. In city event management team – concept 1; all major hotels have a events co-ordinator that is used to putting on events in hotels and hire in casual staff to organise registration and check in. So the club partners with a hotel group (lets pretend that's the Hilton Group). A guide is built on the process, that guide is shared to each Hilton hotel in the city we have to play in. If there is a city that does not have a hilton for example -we find a hotel that will cope. Within the hotel we have a function room for two days with their staff there; same process – you arrive with you ID to collect your ticket. If there is a problem with getting envelope with ticket etc. The hotel have set up computer and printers with all the pdf tickets on them and print it out for you. I think in this model above you will save 50% of the current cost. No flights and no hotels. Concept Two – Fans Supporting the Ticket office Staff and keeping our Euro Away System as previous I believe all fans want a solution that it results in going back to where we were – in city ID collections. The club will have a cost each time for them to put staff into the city and do as they previously done (if it is that they simply don't have enough staff as previously – they maybe only send 1 or 2 that oversees the above concept) Price of the in-city collection divided by the number of tickets we have been allocated (the club don't make any money from this it is simply us as fans covering the cost of something that we feel is vital) Each fan who is successful in the ballot has a small charge on top of the ticket to cover the cost of the in city collection. This part will be a little controversial, but it boils down to how important it is for the fans that go and my feeling would be that a £5/£7.50 charge on top of that will be more than accepted by the travelling fans to keep the system in place. Also the ticket office staff have one of the hardest jobs to do and now there staff have been cut and on top of that one of the very few perks they had – this is fans supporting the ticket officing staff in a way. Anyway there is a concept here I believe that can work – and hope you agree Would be interested to hear your initial reaction and believe this should be organised for the Bucharest match. Just to put context on this I am on 4 credits so probably just about in a position that I will be ok but its not about that its about keeping something that was good. In Istanbul last week – the amount of people around me who where Turkish with half and half scarves on (all Turkish mufc fans) but this is only the start of a path where we are going if this remains. I would say a good 300 in our section last week where Turkish locals.
9. I speak on behalf of 10 or so people from our group who travel regularly to most games. First and foremost it's a disgrace that the club have chosen to cancel away ticket collections to gain credits in what is the only fair way to obtain tickets from the club and one system in which the

majority of fans are happy to abide by. To be cancelled due to “cost cutting” is a slap in the face to the fans that our so called owners care about. It doesn’t really affect us getting tickets as our credit number is quite high but it needs pointing out to the owners that we have a system in place and we won’t just stand for it being taken away because they don’t want to pay for a couple of people to spend a night in a hotel abroad. It’s pathetic and insulting to us. We are Manchester United. Act like it. Treat the fans with respect and stop picking and choosing when it’s ok to tell us what we have to do or can and can’t do with our season tickets for example and then open up euro away tickets for the touting system it’s going to become, when you are so called trying to clamp down on touting. It’s double standards because it doesn’t suit your pockets, whereas you can re-sell someone’s season ticket for inflated prices. We’re not stupid!! If you’re going to be so “cheap” then we have a few solutions we’d be willing to do to keep the system in place and we expect you to act on one of our solutions across the whole fan base and not leave it open to touting and a closed shop for those on zero or very low credits. 1. Partial collections instead of the whole allocation. 2. Provide actual proof of flight/travel details for the trip to obtain the credit. 3. Ticket collections at Old Trafford ticket office for season ticket holders either on a home match day or a day leading up to the European away game. For members only/people living abroad they either collect at OT, abroad or provide travel details same as above. 4. Outrageous to even suggest this but each fan allocated a ticket pays a couple of quid to fly a member of staff out and pay for their hotel/time abroad to keep the collections/system operating. (This is how insistent we are in keeping this system going, that we’d be willing to cover the cost) ridiculous! 5. Perhaps ask them half arsed first team footballers to throw a few quid in for the staff to travel to keep the fans happy. You know the same fans the players always go on about, the same fans who spend hours/days/time out of work/away from family to follow our club relentlessly. Let’s face it they don’t deserve us. So, we expect you to act on your decision and reverse it in one way or another and keep the system going. You’re going to start losing the support from fans very fast unless you start meeting us in the middle. We’re not asking for much.

10. I appreciate that locking tickets to phones and not allowing forwarding is to stop touts, which is a good thing. However, in the weekend's game vs Leicester, I had a valid, paid-for ticket in my father's name which I could not use, due to his illness, despite having other friends (members) who would have taken it. This would not happen at another ticketed event like a concert or the theatre. I also could not put it for potential resale. Ticket forwarding only works for season tickets, but I was told by the ticket office that no new season tickets have been issued for the past two seasons (at least). To make it worse, I had three empty seats next to me, as well as four empty seats for the Chelsea game previously, in another part of the ground. The system is clearly having a negative effect on the attendance at Old Trafford. I believe the solution is that tickets bought by members individually (as opposed to season tickets) should be able be forwarded to members with a strong relationship which was already set up at the time of purchase. I think this is tout-proof and allows tickets, money and seats not to go to waste.
11. Can a relook/ revamp of the domestic away ballot system be explored? It is difficult to see how it is 1) fair when you see people going a full season applying for every game without one successful application 2) people only applying for 1 game- such as Manchester City away yet and being successful over those who apply for every game to attend. This system is not a fair system, nor does it support dedication and loyalty to following United.
12. I understand there has been many complaints about European away ticket collections but something needs doing with Away Domestic Ballots. People are complaining about no collections for European games because people now will just do hand-me-downs for Friends/Family but surely the same could apply for Domestic away because you see a lot of people on social media doing “swaps” or people who don’t have ST attending away games. Applications are at an all-time high but nothing is being done about it and it always seem to be the same people in the away ends week in week out.

13. One question I wanted to raise was the possibility of refining the domestic away game ballot allocation. From experience now having applied over the last 5 years (i.e. I've been a silver level ST holder for 5 years), the ballot system is broken in that almost every fan eligible applies even though a large number of fans have no intention of ever attending that particular game. Instead these tickets (if lucky) are given to family members or sold for an excessive mark up. This disadvantages other fans who don't have a large network to lend / borrow tickets from or who are playing by the rules and not trying to scalp a fellow fan. The issue could easily be made better if the club imposed a no forwarding policy on away tickets. Stopping them being forwarded would also mean there is a greater chance of re-sale tickets being made available for those unsuccessful which was the club's original intention. It wouldn't fix this issue given we are sent paper tickets, but it would be a start. This open lottery system is being abused by fans with a large network at the detriment for newer / younger fans. It isn't right when I hear one fan telling me they only succeeded in 1 ballot in 2023/24 and another group tell me they've been to every away game that season! When digital tickets are eventually introduced for away games, this solution would then also become more effective also.
14. Can the way domestic away returns are released/re-sold be looked at? As the current online random drop excludes all of us who work and are unable to sit behind a computer screen all day refreshing. It needs to be a fair system- evidently it isn't which is why it is the same faces who secure these online drops of away tickets
15. How do you interact with other fans around the world even if I'm not attending games despite I'm a member.
16. Why was the Rangers money taken so early?
17. Why were PAOK fans in the home end in large clusters?
18. There seems to have been a rise in away tickets being touted for several hundred pounds whilst other fans claim to have been banned under touting rules for passing tickets to relatives/friends who are eligible for away tickets. Just to avoid confusion in this matter please can you provide a definition of ticket touting.
19. Why was the first communication around the £66 ticket prices to members after the first game impacted? Why was it in email with the subject related to the FA Cup, which the email says won't be impacted by the price changes?
20. Has the demand for tickets changed since the price changes?
21. The day before the game against Nottingham Forest, there was plenty of tickets left on general sale at £66. May I remind those who made this poor decision that seats will now go empty, when I personally could've given out 10x this number of tickets to youth who wanted to go but can't afford £66 per game. Have the club recognised why this pricing initiative has failed and could they care to explain more!?
22. Does the club expect the demand for balloted games to increase? These are not impacted by the price changes.
23. The club discounted child tickets for the men's FA Cup final as a message around the cost of some of the child prices available. The club has now significantly increased prices for children part way through the season. Do you not think this is a bit of a contradiction?
24. When changes are made to ticketing processes, even if it is trial, please can these be communicated with FF reps, and if the changes are permanent, can they be documented somewhere on the ticketing website? When people come to us with a ticketing problem for something we have not heard about, it makes our job more difficult and if rules are constantly changing, this can make it difficult for fans to keep up with.
25. Please can you confirm that should season tickets become available what the criteria will be for allocating them to United Members.
26. What news do we have on youth subsidies for tickets/Season tickets for the 25/26 season? Obviously, we know Season ticket prices will have a price hike - but can it be guaranteed that the current youth price category won't exceed the percentage increase that standard season

tickets increase by? e.g. if standard STs increase by 10%, then youth STs won't increase by more than 10%?

27. What assurances can the club give to members that all tickets won't cost £66 (or more) for all of next season and that age related prices will be available?
28. How can existing ST holders find a sensible way of bringing their child members who don't normally sit with them, to a game (pricing notwithstanding)? There has to be a sensible way to do this?
29. There seem to be very few children in the Family Stand for some games. It seems that a lot of children's tickets are sold on with an upgrade to adult, which, admittedly is absolutely understandable in terms of a rule but should there be a wider requirement that all groups / sets of tickets sold in the Family Stand have a child place?
30. My son and I are Season tickets holders in the Family Stand. He is now 17 and it's time we were out of the FS. We had asked United for a possible move, but nothing available at the minute, which I understand. What's the club's position about children who have now grown up and are no longer children. Will there be an effort to move them when seats become available elsewhere?
31. Why are the club selling £400 hospitality tickets in the Family Stand? This was - apparently - the case for Liverpool
32. Can the Club explain how they can justify making all branch allocated tickets £66 for remainder of season where the tickets have been reserved by the Club since July? Have you simply forgotten about your commitment to the MUSC branch network? What value do you place in this network?
33. The change to stadium ticket pricing for the rest of the season, whereby all concessionary pricing has been removed for future ticket sales is unjust and an insult to our match-going members, introduced without consultation of the fan groups that we value. I Recently took part in an MUTV documentary "One Love" which featured and highlighted the dedication of Supporters Clubs in their support of Manchester United, focusing on family and youth support, this ticketing policy change goes totally against this and will drive away, young people, families and Supporters Club due to tickets being no longer affordable. What are the clubs plans for ticket prices next season? This needs to be discussed with the relevant fan groups and communicated to members prior to purchasing Official Membership for 2025/2026 season.
34. Why are the cost of children's tickets also increasing? In an age of social media, this can be a rare time for parents to spend with their children. In many cases, this will stop the special day out parents have with kids
35. What is the justification not to charge u16 pricing for U16 fans. These are the next generation of fans and invariably not paying for their own tickets.
36. Are we going to see the same strategy every season with regards to ticket concessions?
37. Irrespective of whether you think a £66 match ticket is justifiable (It's not), have you bothered to consider the impact it will have on the local community in Manchester? How are the next generation of Mancunian boys and girls going to be able to experience Old Trafford when a ticket will cost £132 for one adult and one child? I implore you to reconsider this, and really reflect on the type of club you want to be. Do you want to be a tourist club, with little to no soul, or do you want to be a club that is built on community and that's representing Manchester in the correct way?
38. How has the quoted 97% figure been obtained when tickets still to be sold this season are dependent on returns? At no stage have I ever been made aware that tickets were 'discounted' based on location. This was simply the face value for each section of the stadium. When did 'location discounts' get introduced? What are the clubs future plans regarding ticket pricing for season tickets, members and concessions?
39. Why are the ticket prices so high now with no concessions? Pensioners and children do not receive salaries but are expected to pay same? If we can't afford to sell remaining tickets, dock

the 1st men's teams' wages to cover it. We've all watched enough of their appalling performances that it's the least they could do.

40. Why are the club seemingly trying to dissuade loyal supporters from attending games by continually raising ticket prices?