

# Manchester United Fans' Forum – Minutes

## Friday 24<sup>th</sup> September 2021

### Forum Members Present

|                    |   |
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| Chas Banks         | MUDSA Secretary                         |
| Luca Black         | U21 STH Rep.                            |
| James Coatsworth   | STH Rep.                                |
| Alan Harvey        | STH Rep.                                |
| Deborah Henry      | Women's Team Rep.                       |
| Janine Kasmir      | Local Rep.                              |
| John Massey        | Executive Club Rep.                     |
| Rick McGagh        | STH Rep.                                |
| John-Paul Monck    | Overseas Members Rep.                   |
| Demetris Nathanael | Overseas MUSC Rep.                      |
| Chris Rumfitt      | Manchester United Supporters Trust Rep. |
| Anthony Sewart     | Family Stand Rep.                       |
| Ian Stirling       | Independent Supporter Liaison Officer   |
| Mick Thorne        | MUSC Rep.                               |

### Club and Foundation Officials Present

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| Joel Glazer    | Co-Chairman                             |
| Richard Arnold | Group Managing Director                 |
| John Murtough  | Football Director                       |
| Collette Roche | Chief Operating Officer                 |
| Charlie Brooks | Director of Communications              |
| Sam Kelleher   | Head of Ticketing & Membership          |
| Claire Mulroy  | Ticketing & Membership Services Manager |
| John Shiels    | Chief Executive – MU Foundation         |
| Jim Liggett    | Operations Director – Venue             |
| Andrew Ward    | Head of Corporate Communications        |

| Topic                            | Speaker | Topic Notes  |
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| <b>Introductions / Apologies</b> | CR      | <p><b>Apologies</b></p> <ul style="list-style-type: none"> <li>Fiona Lynch, Keith Coutts</li> </ul> <p><b>Introductions</b></p> <ul style="list-style-type: none"> <li>6 new Reps; Fiona already had commitments at the time of recruitment. A big welcome to Luca Black, Chris Rumfitt, Deborah Henry, John-Paul Monck, Demetris Nathanael</li> </ul>   |
| <b>Minutes of Last Meeting</b>   | CR      | <ul style="list-style-type: none"> <li>CR confirmed the minutes of the last meeting were accurate</li> </ul>   |
|                                  |         | <p>When I joined back in June, I reiterated how I enjoyed the interaction and discussion and the feedback and I just want to emphasise that it was meaningful, and I really did enjoy it.</p> <p>The other thing I mentioned is that I'm a big believer in learning from your mistakes, and having engaged with this forum, it was clear to me how important it is, so I appreciated that, and look forward to participating more in the future.</p> <p>A few other updates I just wanted to give on items that we had discussed back in June.</p> |

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| <p><b>Introductory Remarks – Joel Glazer</b></p>        | <p>JG</p> | <p>One is the Fans’ Advisory Board, which has made a lot of progress. We’re in the process of recruiting members for that and we’re getting to the end of that process. As a reminder, there's going to be two members of this forum on the Fan Advisory Board, to make sure there's good connection between the two and everyone's going in the same direction, because that's going to be very important to make it meaningful and impactful, and get the best possible results.</p> <p>With regards to the fan share scheme that we spoke about back in June, we’ve had a lot of progress with MUST on that. There's still work to be done. It’s rather complex and I think everyone’s realising that as they get deeper into it. But we're working hard, jumping all those hurdles and we’ll continue to progress, and hopefully bring it to conclusion in the not-too-distant future. Again, it's important to us that we have a wide scheme that involves as many fans as possible.</p> <p>On the redevelopment of Carrington and Old Trafford, early-stage planning work is underway. As I mentioned last time, it's going to be a process, it's not going to happen overnight. We have to bring in the professionals, we have to make sure we consult with everybody and make sure we go through all the steps that are necessary to end up with what I know we all want, which is to continue to have the best facilities in football. And that's what we will have, as we go through this process, and everybody's working to move that along.</p> <p>And of course, the most important thing is always on-the-pitch success.</p> <p>We’re very happy with the summer; welcoming Ronaldo back, his goals, Varane, Sancho, Tom Heaton. This area of work is never done. As we all know, we can always improve. There’s always more work to be done and John Murtough will speak to that a little later today, but we’re pleased with the summer, happy to start the season in the Premier League, and looking forward to the season as it unfolds.</p> <p>And of course, last but definitely not least, has been the return of fans. I know for me, I know for everybody, what's happened the last few weeks, having a full stadium and the crowd just reiterated what everyone's always known about how crucial fans are. They are the lifeblood of football. And I know for me personally, it's emotional, watching the first match, the roar of the crowd, the singing. It's been way too long. And I’m hoping it never happens again what we had experienced over the last year and a half. It has just been wonderful seeing a full Old Trafford.</p> <p>So it's great being here again with you today, and I'm going to turn it back over to Collette. I know there's a full agenda, and hopefully it will be a productive day.</p> <ul style="list-style-type: none"> <li>Joel noted the importance of the club keeping fans informed of the process and timescales for the fan engagement initiatives such as the Fans’ Share Scheme, and for improvement work at Carrington and Old Trafford.</li> </ul> |
| <p><b>Introductory remarks – Operational Update</b></p> | <p>CR</p> | <p>CR addressed the following points with the Forum</p> <ul style="list-style-type: none"> <li>Put on the record thanks to all our fans in welcoming them back to the stadium with the new processes and procedures around digital ticketing system and additional COVID measures.</li> <li>Thanks to Ian Stirling (MUST and ISLO), for his work discussing and challenging the club on what it would take to make that a success.</li> </ul>  |

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|  |           | <ul style="list-style-type: none"> <li>Digital ticketing has been introduced – acknowledged it hasn't been perfect and new processes have created some challenges that we have learned from.</li> </ul> <p>Stadium and facilities</p> <ul style="list-style-type: none"> <li>Busy summer at Old Trafford; key milestone was completion of £11 million pounds investment in the disabled facilities, with 118 wheelchair access seats and 158 amenity seats. Now offers disabled fans a lot more choice. MUDSA opening ceremony was held to celebrate the opening.</li> <li>Work with MUDSA on that has set the bar around how we want to work with our fans for development going forward around the stadium.</li> <li>1500 rail seats now installed in J-Stand. Installed for safety reasons in areas of persistent standing. Now UK Govt has announced that they are looking to launch safe standing from the 1st of January and club has applied for early adopter status.</li> <li>Also extensive work with The Red Army fan group to extend Stretford End Right Side atmosphere area to 2400, and will build to 3000. Atmosphere has been massively improved and thanks on record to TRA for that.</li> <li>£3 for a beer has also been introduced – cheapest in the Premier League and a good example of Forum working to deliver benefits for fans.</li> </ul> <p>Young fans</p> <ul style="list-style-type: none"> <li>Thanks on record to Forum member Rick McGagh for working with us to encourage more young fans to come on matchday. 50% discount on junior season tickets (capped at maximum price of £20 per game) now offered across the stadium. Today we welcome our new young person representative, Luca, who will be the voice for our under-21 fans going forward.</li> <li>Also continued with the Carabao Cup initiative for WHUFC game - giving tickets to local schools and local children to come to the match (despite fact stadium could have sold out against West Ham without this initiative).</li> </ul> <p>CR summary</p> <ul style="list-style-type: none"> <li>Lots of progress but the club is not complacent and there are still issues to work through.</li> <li>Areas of progress and achievement outlined above reflects the spirit of partnership we are building with fans.</li> <li>Looking forward to getting everyone's input over the course of the season.</li> </ul> |
| <p><b>Introductory remarks – Football update</b></p> | <p>JM</p> | <p>John Murtough addressed the Forum with a Football overview:</p> <p>Return of Fans</p> <ul style="list-style-type: none"> <li>Echoed Collette on the return of fans, at Old Trafford and also at Leigh Sports Village. Has given the players an enormous lift - example was the Leeds game, “when Rafa Varane walked out onto the pitch before the match - he’s about six foot four anyway, but I think he felt a foot taller walking back up that tunnel after you had all given him that welcome...”</li> </ul>   |

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|       |         | <ul style="list-style-type: none"> <li>New players consistently mentioned the energy and support from the fans at away games as well “please don't underestimate the power and the energy that gives the team.”</li> </ul> <p>Season start</p> <ul style="list-style-type: none"> <li>We have a long-term strategy and confidence in the direction that we're going.</li> <li>Premier League is one of most competitive leagues in the world - players in from abroad and other leagues tell us how different it is - but we are 100% up for that challenge.</li> <li>We believe that we've got the talent and the character within the squad to succeed.</li> <li>Need to keep control, don't get carried away, don't deviate from our plan. Ole and the staff are very focused on that.</li> <li>Don't get distracted by what's said on social media, which can sometimes create fervour and hysteria. It's part of the modern game, but we stay focused.</li> </ul> <p>Role of JM and DF</p> <ul style="list-style-type: none"> <li>Part of JM and DF appointments is to knit the football club together across all the departments – Academy, Women's team or the Men's team and the functions underneath that e.g. - Medical, Sports Science or Player Recruitment (JM gave examples of increased integration - for example between Medical and Psychology teams working with Men's, Women's and Academy groups).</li> <li>Darren Fletcher anchors everything that we do to Manchester United values and culture as a player who's come through the ranks and won trophies for us. Having him complement Ole and his staff is key.</li> <li>“An example of that collaboration, we recently signed an under-15 player. Darren was involved, and Nick Cox and the recruitment department, and when the parents met us with the player, they said ‘we met with you guys and you feel like a family, you're authentic in what you say, you're honest. You backed up that record of having an academy player in the in the first team for over 4,000 games, and when we go around the building and we talk to people, there's a culture here, there's a history, there's a feeling of authenticity and genuineness’. That's something that we really want to make sure we keep hold of and that's part of our plan going forward.”</li> <li>We want to achieve sustained success by building on those foundations and having a proper strategy and people in place, key that the Manchester United culture rings through everything we do.</li> </ul> <p>Academy</p> <ul style="list-style-type: none"> <li>Extensive work in last couple of years rebooting our youth system to continue traditions that started with Sir Matt and Sir Alex.</li> <li>Club has a massive commitment to youth development - shown with investment which has increased fivefold, on the pitch, and off the pitch with new staff.</li> </ul> |

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|       |         | <ul style="list-style-type: none"> <li>• Key that we keep strengthening this pipeline of players coming through. Scott, Mason and Marcus in the first team, but also players like Axel, Brandon out on loan.</li> <li>• Plus others further down the line getting their first experiences of playing league football - great for them and for us.</li> <li>• Another element is style of play, an identity to what Manchester United is.</li> <li>• We talk to players and coaches about playing fast, fluid attacking football, so when we link across all the age groups there's a thread that runs through the football club.</li> <li>• Exciting talent coming through the Academy - we've invested heavily and it is a tradition which is going to stay true to the heart of everything we do at Manchester United.</li> <li>• Hopefully that potential continues to grow and flourishes as players come through</li> </ul> <p>Recruitment</p> <ul style="list-style-type: none"> <li>• Our aim is consistency and continuity in recruitment.</li> <li>• We have a full process in place, making sure that we're planned in what we do.</li> <li>• The manager always has a key role in everything that we do on player recruitment. We listen to our recruitment department and support them in terms of their thoughts or opinions. Now have increased scouting coverage globally and trust our experts in what we do.</li> <li>• Squad development is never ending and constantly evolving. We're sitting with Ole and we're talking about future plans in terms of where the squad will go and how we think it will develop.</li> <li>• We want to balance squads with the right profile in terms of positions and in terms of age. Current squad has good balance - young exciting players coming through, those in the middle in the prime of their careers. Then the more experienced group - we can learn a lot from them, and they're already having an impact on some of those younger players.</li> <li>• We want a squad that can challenge today but also in the future as well.</li> </ul> <p><b>Q&amp;A for John Murtough</b></p> <p><b>Question: Does the club get to feed back on VAR?</b></p> <ul style="list-style-type: none"> <li>• Yes, there's regular dialogue between all clubs, the PL and the PGMOL to help us understand decisions, and to allow for feedback.</li> </ul> <p><b>Question: Foreign Referee this weekend – to be welcomed?</b></p> <ul style="list-style-type: none"> <li>• The PGMOL want to bring energy and new talent into the game. There are the usual routes for coming through - the EFL is one way of doing it.</li> <li>• Three or four new referees this year you may recognise as different faces and names on the team sheet, so anybody they bring in will hopefully be up to standard.</li> </ul> |

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|                                |           | <ul style="list-style-type: none"> <li>We have actively supported the PL/A-League Match Official development programme that has benefited Referees like Jarred Gillett.</li> </ul> <p><b>Question: Does the club operate or plan to introduce an academy process for girls in the same way it exists for boys?</b></p> <ul style="list-style-type: none"> <li>We are currently on a working group with the FA to look at those type of questions.</li> <li>The FA is looking at how they transition girls from the RTC into a more structured development program - hoping in the next 12 to 18 months there's concrete plans with the FA about how they're going to look to do that.</li> <li>Currently the head coach of the under 21's team works closely with MU Foundation staff who run the RTC programme.</li> <li>The MU Foundation is fantastic around how they engage and encourage young girls to play football around Manchester. We want to strengthen those ties – nothing would be better for us than seeing another Ella Toone coming through and playing for Manchester United women's team.</li> <li>We want to make sure there's a future pipeline on that. Planning is taking place and we have a seat at the table working through those things.</li> </ul>   |
| <p><b>Ticketing Update</b></p> | <p>SK</p> | <p><b>Summer Recap</b></p> <ul style="list-style-type: none"> <li>I would like to start by acknowledging that we have been incredibly busy since the initial easing of lockdown restrictions back in the summer, and that we recognise that this has impacted the level of service our supporters are used to in terms of wait time and resolution.</li> <li>We apologise to those supporters who have been affected.</li> <li>The issues have been caused by the high volume of work required to prepare for the return of fans after an 18-month gap, and the introduction of digital ticketing, all in a very short timeframe. To highlight a few specific challenges: <ul style="list-style-type: none"> <li>For the first time in over 20 years, we have changed our ticketing system. This is an extremely complicated process which usually takes a club 18 months to complete.</li> <li>Covid-related delays to the Season Ticket sales process meant the renewal window was condensed to a 30-day period, compared to the usual 5 months, as well as the implementation of the 1-year breaks offered to fans.</li> <li>As you know, we have moved to digital ticketing and introduced a new ticket forwarding platform which allows Season Ticket holders to forward their tickets if they are not personally attending. For the first two games, an average of 9,000 Season Ticket holders utilised this functionality.</li> <li>All the above has been in addition to our normal workloads, including the renewal of 200,000 Official Members in a condensed timeframe, ongoing ticket sales, and the delivery of two pre-season friendlies.</li> </ul> </li> </ul> |

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|       |         | <ul style="list-style-type: none"> <li>With such significant changes and challenges, some teething issues were inevitable and it is fair to say our system provider, and other clubs, are surprised at some of our policies. For example, due to recent stadium configuration changes, 4,000 Season Ticket holders receive complimentary cup tickets, and this has required our system provider to essentially rebuild their platform to ensure that people do not get charged. Similarly, we do not want to charge a person receiving a match ticket from a Season Ticket holder the full match ticket price; these are a couple of examples that have caused issues in recent weeks, that have stemmed from our unique approach. Other examples include the relocation of supporters for the TRA section. All of these processes are new to our new provider, and we are working extremely hard to ensure they are resolved as quickly as possible.</li> <li>We also noticed that at the Newcastle game many fans turned up later than they had for the Leeds game, and this led to congestion at some turnstiles, compounded by technology issues with our access control provider's servers.</li> <li>A cross-club team has worked with the provider throughout the last 10 days to identify the fault. We are advised that this issue has now been resolved, and significant 'load testing' has been undertaken to ensure the system has the resilience to cope with spikes in arrivals.</li> <li>Despite this, we continue to encourage supporters to arrive at least 60 minutes before kick off wherever possible.</li> </ul> <p><b>Staffing and Customer Service Levels</b></p> <ul style="list-style-type: none"> <li>Our Contact Centre and Ticketing staff have been and continue to be impacted by COVID-related staffing shortages.</li> <li>This is not only a Premier League-wide issue, with all 'bigger' clubs experiencing similar issues, advising they have thousands of people queuing for access to call centres for prolonged periods, but has been an unfortunate trend in the wider economy in recent times.</li> <li>We have trialled utilising new channels of communication within the Contact Centre, pushing fans to email and SMS. We have now determined that the quickest resolution for fans is to visit <a href="http://www.manutd.com/STHub">www.manutd.com/STHub</a> or <a href="http://www.manutd.com/Membership/Hub">www.manutd.com/Membership/Hub</a>. In a recent test, 95% of 4,000 people that had emailed an enquiry were able to answer their own question by visiting these pages.</li> <li>Our phone lines have remained open (unlike some other clubs that have closed their contact centres), and these only shut once the queue length exceeds the number of working hours in the day. For the last month, anyone who has contacted has been advised to select a call-back option, and the call-back has been completed within one working day.</li> </ul> |

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|       |         | <p data-bbox="544 147 799 183"><b>Supporters' Clubs</b></p> <ul data-bbox="592 219 1506 1995" style="list-style-type: none"> <li data-bbox="592 219 1506 353">• Linked with the above, we have received a number of Supporters' Club (MUSC) related queries which I would like to cover off now, and provide a fully contextualised update as some of you will be unaware of the detail surrounding our global network of fans.</li> <li data-bbox="592 389 1506 589">• Historically, MUSC Season Tickets were allocated in the name of the MUSC and were not being used in-line with the terms &amp; conditions other supporters were required to comply with. This generated complaints from other Season Ticket holders, who felt that MUSCs received preferential treatment, e.g. with the volume of tickets allocated for home and away games.</li> <li data-bbox="592 624 1506 790">• This was also a time when the MUSC network mainly comprised of branches in the UK and Ireland who in the main assisted their Members with travel to home games, and we haven't recently reviewed policies alongside the significant increase in clubs outside the UK, and changes to modern day match attendance.</li> <li data-bbox="592 826 1506 992">• In recent seasons, and combined with the introduction of many more internationally based MUSCs, we have changed the way historic 'branch' tickets have been allocated. Today we have 5,000 (of 51,000) Season Tickets that are associated with an MUSC. These Season Tickets are categorised as follows:</li> <li data-bbox="592 1028 1506 1227">• Standard Season Tickets: i.e. A Season Ticket is held by an individual, where the individual supporter manages that ticket and any admin associated with it. These tickets are identical to ordinary Season Tickets, other than the owner has identified themselves as a member of an MUSC. The total number of this type of Season Ticket = 4,000.</li> <li data-bbox="592 1263 1506 1496">• MUSC Season Ticket: i.e. A ticket held in the name of the supporters' club, or MUSC Secretary and managed by the MUSC secretary. These tickets are for the purpose of facilitating club members to attend matches during the course of a season. These tickets are not eligible to apply for away games. The total number of this type of Season Ticket = 1,000 (of which half of these are allocated to a single European MUSC).</li> <li data-bbox="592 1532 1506 1630">• Official Supporters Clubs also have Official Members, currently we have 14,000 Official Members who are associated with an MUSC (this equates to 7% of members).</li> <li data-bbox="592 1666 1506 1765">• Unlike Season Tickets, Official Memberships are exclusively for the use of individuals, as are any match tickets that they purchase.</li> <li data-bbox="592 1800 1506 1995">• Historically, MUSCs received an additional allocation of match tickets for games. This was as high as 3,000 tickets, or 6% of the stadium / 50% of available match tickets. Based on the latest configuration of the stadium, we have up to 1,600 tickets available to MUSCs. However, these are only regularly taken for the bigger 2/3 matches.</li> </ul> |

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|       |         | <ul style="list-style-type: none"> <li>• 1,600 tickets could be as much as 90% of the total number of tickets available to Official Members for a match, and with MUSCs accounting for 7% of Official Members, we need to ensure parity across all supporters.</li> <li>• With this in mind, I would recommend that a Subgroup meeting takes place during the course of this season, with myself and MUSC, Official Member and Season Ticket holder reps to work through proposals for the 2022/23 season that ensure fairness and transparency with all supporter groups.</li> <li>• Hopefully this covers off the majority of questions submitted. I'm also pleased to confirm we are looking to recruit some additional staff dedicated to helping our MUSC secretaries grow the MUSC network and managing / improving the bespoke benefits currently in place (biennial dinner, key anniversary celebrations, pitch side visits, MUFC attendance at certain key functions, access to club Legends, and Fans' Forum representation).</li> <li>• Finally, I'd like to place on record our thanks to all those involved in the running of 250+ supporters clubs. The tremendous amount of work undertaken by MUSC Secretaries, is truly appreciated. We will undertake a number of exercises to ensure that the time currently spent managing the admin of those members associated with your clubs is moved to the individual member.</li> </ul> <p><b>European Away Games</b></p> <ul style="list-style-type: none"> <li>• We have also received a number of questions around European away ticketing.</li> <li>• In previous forums we agreed to change the way in which credits were allocated to a three-year rolling system. The third year being the current season.</li> <li>• Because of the impact of COVID-19, we have decided to ignore the 2020-21 season, and for the 21-22 season, use this current campaign, plus the 2018/19 and 2019/20 credits.</li> <li>• Some supporters seem to think this is penalising those who traditionally had a higher numbers of credits. It is not. Had we not made this decision in light of the pandemic, following the BSC Young Boys game, we will have been utilising credits for the 19/20, 20/21 and 21/22 seasons.</li> <li>• We have also received enquiries around the change in policy from accepting applications and conducting a ballot, to straight sales. Because of this policy change, last week we were able to email all fans with credits and advise that anyone with more than 8 credits would be able to purchase Atalanta away from next week rather than wait for ballot results.</li> <li>• We will also ensure that sales windows are clearly communicated at tickets.manutd.com.</li> <li>• For European competition Group Stages, we generally have a game which doesn't sell out and is therefore available to fans with no purchase history who wish to 'get on the ladder'. This was the case for our recent game against BSC Young Boys.</li> </ul> |

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|                                 |           | <ul style="list-style-type: none"> <li>• Our Official Travel Partner, Sportsbreaks.com also usually have an allocation of tickets, the sales of which almost always go down to supporters with 0 credits.</li> <li>• However, following a survey sent to all supporters with credits asking them to register their interest in a trip for Atalanta or Villarreal, it was clear that the vast majority of tickets issued via Sportsbreaks.com would have gone to supporters with no, or very low credits. We have therefore requested that Sportsbreaks do not offer a trip to Atalanta. Villarreal will be decided once we know the allocation in early October.</li> <li>• If there is a season where based on the draw we don't think tickets will be available to fans with no purchase history, we will implement the 5% allocation of tickets to those with 0 credits for Group Stage games, as previously discussed and agreed in this forum. However, we don't anticipate that this will ever be required.</li> </ul>   |
| <p><b>Operations Update</b></p> | <p>JL</p> | <p><b>COVID Certification</b></p> <ul style="list-style-type: none"> <li>• On 19 July, the Prime Minister served notice that, by the end of September, the Government was planning to make full vaccination a condition of entry to venues where large crowds gather. As a result, the Premier League and its clubs began to make preparations in readiness for this, beginning with communication of expectations to supporters, followed by trials at matches to assess different approaches and build evidence-based learnings. We issued an <u>initial statement</u> on 10 August, followed by more <u>detailed comms</u> and <u>FAQs</u> ahead of our first trial at the Newcastle United game on 11 September, when spot checks were undertaken.</li> <li>• On 14 September, the Government issued its COVID-19 Autumn and Winter Plan, within which it stated that mandatory vaccine-only certification will not be implemented from the end of September. It would, however, be part of the Government's Plan B if data suggests action is required to prevent unsustainable pressure on the NHS. If Plan B is implemented, it could be at short notice in response to concerning data, and further detail is expected to be published about the proposed certification regime in due course. In the meantime, the Premier League and its clubs will continue to plan for this eventuality, but any requirements that Manchester United places on supporters will be led by national guidance (at Government and/or Premier League level). The intention of COVID certification is to minimise the spread of the virus, rather than as a more general 'ID passport'.</li> <li>• Vaccinated ticket holders from outside England may provide proof of vaccination from the country they have been vaccinated in. Current guidance also allows proof of negative COVID-19 test (taken within 48 hours of kick-off) as an alternative, therefore unvaccinated supporters from outside the UK can present either a negative PCR test result required as part of their travel documentation or a negative PCR or lateral flow test result from any testing centre or pharmacy.</li> <li>• There are no plans to integrate certification with digital tickets at present, the functionality to link in with the NHS is not available at this time.</li> </ul> |

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| <b>Transport update</b> | JL      | <ul style="list-style-type: none"> <li>We are aware that for the recent matches the post-match shuttle service from the A56 to Manchester has not been running. One key reason is that during August there was widespread disruption to the Metrolink network. As with all planned and unplanned disruption, Metrolink implemented a bus replacement schedule, with buses operating on areas of the network where Metrolink wasn't able to. Unfortunately, due to the high number of buses required to support the Metrolink replacement buses, Stagecoach were not in a position to operate the normal match day football shuttle. TfGM however did provide extra travel advice, including information about a Metrolink replacement bus from Trafford Bar, or, alternatively the normal service buses, 250, 255 or 256.</li> <li>It is also important to explain that the post-match shuttle service is operated independently by Stagecoach for commercial purposes. During the 2019 football season, following concerns raised by Stagecoach, this service operated with additional security resources that were part-funded by MUFC and other stakeholders. The plan was that this arrangement was to last for the whole season but was cut short due to the Covid pandemic and the initial cessation of matches and then the return of games without supporters. It is understood that Stagecoach recently reviewed their post-match football bus provision and concluded that it was no longer financially viable to continue with the service.</li> <li>We have recently met up with Stagecoach to explore the options, including a proposal by MUFC to continue to offer a contribution to the associated security costs for running the service. This is being reviewed by Stagecoach with no decision at this time.</li> <li>A further recent issue is the proposed industrial action/strike by Metrolink drivers in the coming weeks that adds additional complexity to the situation in an environment of potential wider transport disruption.</li> <li>Due to the above circumstances, we are not in a position to confirm if or when the post match shuttle service will be in operation.</li> </ul> |
| <b>MUDSA Update</b>     | Cba     | <p><b>Disabled Facilities Expansion</b></p> <ul style="list-style-type: none"> <li>The new disabled viewing platforms are finally up and running and we've been opening them in stages. Starting with the Leeds game at 50% capacity, then 75% for the Newcastle game and so on until we reach 100%.</li> <li>Together with the club, we held an event to celebrate and showcase the new facilities on Thursday 9<sup>th</sup> September. The event was attended by around 50 people, including the local MP, Kate Green; the CEO of the Level Playing Field charity and representatives of the Architects and main contractors.</li> <li>The club were also well represented and MUDSA presented the club with a large brass plaque (which Collette very kindly unveiled) and some individual miniature versions as a gesture of thanks to the club for all their efforts.</li> <li>There are some good photos and videos on the MUDSA website (<a href="https://mudsa.org.uk/">https://mudsa.org.uk/</a>) if you get the chance to take a look. Thanks again to the club for hosting the event and providing the food and drink.</li> </ul>  |

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|                                    |           | <p><b>MUDSA Events</b></p> <ul style="list-style-type: none"> <li>Unfortunately, all our usual social events are still cancelled due to Covid, for the foreseeable future. We felt the future was just too uncertain to take the risk.</li> </ul> <p><b>PL Disability Advisory Group</b></p> <ul style="list-style-type: none"> <li>As the secretary of MUDSA, I represent our DSA within the DAG. We have now moved forward and have a physical meeting organized for October 6<sup>th</sup> at Villa Park. We've already received some very positive comments from the Leeds and Newcastle Disabled fans about how good the new platform for away fans is.</li> </ul> <p><b>The Foundation</b></p> <ul style="list-style-type: none"> <li>The project we are enabling the Foundation to deliver, "Ability Counts", is back in full swing and producing some great results.</li> </ul>  |
| <p><b>MU Foundation Update</b></p> | <p>JS</p> | <ul style="list-style-type: none"> <li>In a season like no other, Manchester United Foundation continued to support those who need it most in some of the most highly deprived areas of Greater Manchester.</li> <li>When I last attended the Fans' Forum, I spoke to you about the work we would be doing in the mental-health space. Since then, our team have been working extremely hard on a number of activations:</li> <li>Supported by club captains Harry Maguire and Katie Zelem, and in partnership with publisher DK, the Foundation distributed 5,000 books, balls and resources to children to help them look after their wellbeing.</li> <li>Working with Manchester Mind we also trained 74 frontline staff in recognising mental health concerns in young people, enabling coaches to be better equipped in advising children and signposting them to services.</li> <li>Continuing with the theme of wellbeing, thanks to the Club, the Premier League and adidas, we were able to facilitate three pitch days at Old Trafford, giving our young people from across our projects a once-in-a-lifetime opportunity to emulate their heroes and play on the pitch at the Theatre of Dreams. We also received further support from adidas who kindly donated kit for us to use as incentives and rewards for pupils in our partner schools.</li> <li>Over the summer we launched Rooney's Inclusive Reds. This project has been running for some time now and gives opportunities in sport for young people of all ability levels and is a wonderful legacy for Wayne's long-term commitment to the Foundation. We've also been busy this close season running seven weeks of summer holiday delivery which included 110 holiday camps – catering for 3500 participants.</li> <li>Fans continue to provide a key source of support for the Foundation. I have been delighted with some of the incredible gestures of fundraising including an astonishing effort from United fan and journalist Andy Mitten – who I am sure many of you will know - who cycled from Land's End to John O'Groats in nine days to raise money that will go towards ensuring the young people of Greater Manchester are taught lifesaving skills, including: defibrillation, CPR and basic first aid. At the time of writing Andy has raised over £15,000, a figure that the Club have kindly agreed to match. The importance of the valuable skills we will now be able to pass on cannot be underestimated and we thank Andy for his incredible effort.</li> </ul> |

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|   |         | <ul style="list-style-type: none"> <li>• There is also young Samuel, a 10-year-old United fan from Kent who walked, ran and cycled 272 miles – the distance between his home and Old Trafford – to raise funds for our projects. You can see that passion for our causes spans all ages and this kind of dedication never ceases to amaze me.</li> <li>• I also enjoyed a lovely catch up with 35 of our supporters' clubs from around the world in a virtual chat, along with Bryan Robson and Dwight Yorke. It's important to me that we keep strong connections with our loyal supporters' clubs who I am looking forward to working in partnership with again in the near future.</li> <li>• Working within Covid safety guidelines, I'm delighted to say that as of this September all our schools and projects are now back up and running, involving a workforce of 90 staff members all dedicated to charitable delivery.</li> <li>• This includes delivery at 12 Street Reds projects, 31 high schools, five special educational needs schools, 24 primaries and three colleges.</li> <li>• Finally, the season has kicked off for us with some incredible wins for our employability team. Not only have we had over 50 young people from across the community becoming Manchester United ball assistants at Old Trafford and Leigh Sports village, but 17 participants who were part of our first jobs programme have successfully gained match day jobs at Old Trafford. Incredible opportunities in what is sure to be an unforgettable year on the pitch.</li> </ul>   |
| <p><b>Q&amp;A</b><br/><b>Following</b><br/><b>ticketing</b><br/><b>update</b></p> |         | <p>A number of points were raised questions in relation to the new ticketing system and level of service provided to the fans:</p> <ul style="list-style-type: none"> <li>• While it looks like it could be a fantastic system, there is a growing level of frustration amongst supporters who feel that there is a lack support and guidance given the amount of change.</li> <li>• When the system works well, it is fine but when it doesn't, supporters need immediate help – particularly when there are games approaching.</li> <li>• More work could be done to enable fans to self-serve. In particular, it would take a lot of pressure off of the Ticket Office if fans could download their individual tickets instead of relying on Ticket Office to email the tickets out</li> <li>• All the issues should have been mapped out and worked through before the system was launched.</li> <li>• The club should have upscaled the level of service support given the expected changes.</li> </ul> <p><i>Collette Roche and Sam Kelleher responded to the points raised:</i></p> <ul style="list-style-type: none"> <li>• While there have been a number of issues, it was stressed that the new system is the right system, but it is taking time to get used to it and to fine tune it in line with our working practices and policies.</li> <li>• There was a significant amount of testing done before launch but we have many outlier cases which require further system development. As each case is identified and fixed, the system becomes more refined which should prevent it happening again.</li> <li>• It was acknowledged that the response times have not been quick enough but staff shortages, huge demand and the volume of games have conspired against us.</li> </ul> |

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|       |         | <ul style="list-style-type: none"> <li>• It was also underlined how responsive the new system could be to new developments which was not possible with the old ticketing system.</li> <li>• The club are looking into giving fans the option of downloading their tickets instead of waiting for them to be emailed.</li> </ul> <p><b>Delays at the Newcastle game and queues on entry</b></p> <p>The issue of the delays which a number of fans experienced getting into Old Trafford at the Newcastle United Newcastle United game was discussed. FF Reps highlighted that it is unacceptable for fans who are in the queue at 2:30pm miss the first 10minutes of a game that kicks off at 3pm. There were no more fans in attendance at the Newcastle game than at any other game in recent years (covid-aside) and the delays were unacceptable. It was also questioned whether more could be done to prepare people for the security and ticket checks while they are in the queue to speed the entry process up. A general discussion also took place on COVID certification and on whether the creation of an outer perimeter could improve the entry process for fans.</p> <p>Collette Roche explained that the issues at the Newcastle game were as a result of an IT failure and were not caused by the new ticketing system. The issues from that match should not be conflated with the other teething problems with the ticketing system.</p> <p>While pointing out that it was not an excuse, a combination of the new system, alongside the mandatory introduction of digital ticketing, staff shortages and COVID had created a perfect storm of issues which had to be overcome. This was compounded with having to roll the changes out at shorter notice than would have been ordinarily planned. COVID-certification, and the related training required for new staff added another layer of difficulty to the operation. There is no getting away from the fact that the COVID checks and security screenings take time. Given the learning processes involved, the club feel that staff will quickly get up to speed and things will improve.</p> <p><b>Communications</b></p> <p>Fan representatives raised a number of points in relation to communications around the rollout of the new ticketing system.</p> <ul style="list-style-type: none"> <li>• While many answers to frequently asked questions can be found online, there is still an expectation amongst fans to be able to access the Ticket Office staff in person or over the phone.</li> <li>• There is a feeling that with some of the communications which have been sent out had created confusion and this is leading to fans losing faith in the system.</li> <li>• The user journey for fans on how best to raise enquiries must be clearer.</li> <li>• The club need to increase the number of call centre staff to manage the volume of incoming calls.</li> <li>• The automated message for fans should be reviewed to try and reduce anxiety and provide reassurance to the fans that they will receive a call back or that their call will be answered in a certain amount of time ahead of any given match.</li> </ul> <p>Collette Roche and Sam Kelleher responded to these comments:</p> <ul style="list-style-type: none"> <li>• There was an acknowledgement that communications had been complicated but that it was difficult to simplify the when so much</li> </ul> |

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|       |         | <p>information about the new procedures, the new system and the new COVID regulations had to be communicated.</p> <ul style="list-style-type: none"> <li>• With the new ticketing system now in place, the next project which is being worked on is the development of a new Contact Centre system. This will be built to complement the ticketing system and to offer additional ways to contact the Ticket Office.</li> <li>• It was noted that waiting times had been reduced significantly but they are not at the desired level yet.</li> <li>• Fans were reminded that as it stands, fans should ring the Ticket Office with any issues, and request a call back. This is the best way to address any issues.</li> </ul> <p><b>Summary</b></p> <p>Ian Stirling referenced that while there had been made concerns about fans not being able to print their tickets or that fans may have phone issues – these issues had not materialised. Nevertheless, there was still an underlying feeling of anxiety across the fanbase with the new system.</p> <p>Richard Arnold summarised the key points and restated the club’s apology for the stress and inconvenience that the issues had caused the fans. He said that the club had committed significant resource to getting ahead of the issues in relation to the new ticketing system and will continue to do so to prioritise and fix the outstanding problems.</p> <p>Joel Glazer reflected on the discussion. He acknowledged that many valid, common-sense points had been raised and that the discussion demonstrated how valuable the forum is. He outlined his experience with the NFL where they moved to digital ticketing several years ago and had to deal with similar teething problems. He reiterated that the complaints had been listened and that the club were working hard to resolve them.</p> |

### Members' Questions

*We received several questions which have been answered, 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. Overseas members tend to see branch reps as their bridge of communication with the Club. They reasonably expect branch reps to have easier and quicker access to Club officials and have a stronger understanding on the Club’s admin matters and policy directions. However, this is not always the reality – branch reps are often kept in the dark on these matters as much as “ordinary” members. This makes it very difficult for branch reps to provide the necessary support to their members and undermines the official recognition of branches (e.g. branch reps are seen as “useless” in helping to deal with membership issues). We do not want to be viewed as a “thorn in the Club’s side” nor as a “necessary evil”, but as lieutenants committed to offering a service on the Club’s behalf. The Club should also endeavour to prioritise responding to branch reps’ queries to help lessen our burden. From the feedback I have received, it is evident that queries from branch reps are usually quite similar in nature, meaning a response to one branch, most likely answers the queries put forward from several branches. Hence, responses to “supporter club based-queries” should automatically be communicated to all branches.
2. Prior to COVID, each branch, regardless of size, are told that they can apply for a maximum of 40 tickets per each Category B match. However, if the aggregate number of ticket applications from all branches exceed a certain threshold, the Club will need to apply a mechanism to reduce the number of tickets allocated to each branch. This happened for the home league game against Newcastle in November 2017, and shocked a number of branch reps. Needless to say, this created a difficult situation for overseas branch reps. I hope the Club will appreciate that for Overseas Members, a trip to Old Trafford could be a “once-in-a-lifetime” occasion. Overseas Supporter Clubs will arrange for tickets based on the communicated quota – but if this is suddenly reduced, there could be grave consequences to the branch and the members concerned. In such a situation, it would be the branch rep left to deal with a hugely disappointed member, which should not be expected from an unpaid volunteer. I would like to ask the Club to consider the following reasonable and just approach: Allow for each and every overseas branch a permanent, fixed allocation of tickets. Then, based on the respective size of each overseas branch, give branches additional, fixed allocation of tickets for their efforts in growing their Supporters Club (e.g. for sake of simplicity, Overseas Supporters Clubs could be classified in three tiers). At present, it only takes 30 members to become an officially recognised branch – and it might not make good sense when both newly-formed branches and established branches (with over 200-300 members) receive the same number of tickets. A tiered system could help create a more fair and equitable allocation, and indirectly serves as an incentive for branches to grow. Above all, the communicated quota for overseas branches, whatever final allocation is dictated, must remain fixed throughout the season.
3. Will the club commit to properly resourcing the Ticket Office to improve service and enable fans to speak to staff about issues? The waiting time over the past few weeks has been unacceptable and is a very poor experience for supporters.
4. I’ve spoken to a lot of people who are unhappy with being able to contact United for various issues for example ticketing. They’ve struggled to get hold of them over phone or email and as youngsters where some are just getting into going on our own and sorting out tickets and memberships etc. ourselves, it’s a bit of an issue for many people that I spoke with U21 and they’re having some trouble with it.
5. The club moved to a new ticketing system this summer and there have been issues, either with the ticketing system itself or the communication around it. For example, for some the digital tickets for the Everton pre-season friendly stated Brentford as well as emails and/or texts being sent to some but not all impacted individuals who could not access their ticketing account. What is the club doing to learn

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|       |         | <p>from these issues? How can individuals provide feedback to the club on these issues? Is there a better way for the club to communicate any ongoing ticketing issues to individuals?</p> <ol style="list-style-type: none"> <li>6. Why are there no bus services to Manchester after matches?</li> <li>7. Will the club provide the resource needed to reintroduce the busses back into Manchester after games?</li> <li>8. What is the clubs view on the proposed COVID passports? Can you please confirm that any requirement placed on supporters by the PL/GOV for such documentation will only exist for the duration of the pandemic and not be continued as an 'ID passport'?</li> <li>9. Have the club planned how they will validate EU Digital COVID Certificates? A lot of EU citizens live in the UK and went back home to receive their vaccine</li> <li>10. What plans do the club have ahead of covid passports being introduced and does the club support the introduction?</li> <li>11. If ID passports are introduced, could season ticket holders who are fully vaccinated provide this once and the status be linked to the digital season ticket?</li> </ol>   |
| a.    | CB      | <p><b>Joel Glazer talked about the mistakes he and his family consistently made over 15 years by refusing to engage with fans, and how valuable the June meeting was. When is he next planning to engage with fans?</b></p> <ul style="list-style-type: none"> <li>• Joel Glazer attended the meeting today. As previously committed to, Joel or Avram Glazer will attend the FAB meetings regularly (at least one per year).</li> </ul>  |
| b.    | CB      | <p><b>What is the latest in relation to recruiting a replacement for Ed Woodward?</b></p> <ul style="list-style-type: none"> <li>• When Ed resigned it was announced that he would be staying until the end of this year and that remains the current plan. Any news on his successor will be announced in due course.</li> </ul>   |
| c.    | CB      | <p><b>Florentino Perez has reportedly stated that all 12 ESL clubs remain committed to the ESL and that there is still a binding contract in place. Can you please confirm exactly what the legal status of the club currently is in relation to the ESL? Are we still shareholders? And if so how will we exit from this?</b></p> <ul style="list-style-type: none"> <li>• Our position as announced previously has not changed - we will not be participating in the European Super League. This has been communicated repeatedly and unequivocally to The Premier League, UEFA and the ECA. The process for dissolving the actual European Super League entity is the subject of ongoing litigation in Spain, which we are not involved in and therefore can't comment on.</li> </ul>  |
| d.    | CR      | <p><b>Joel Glazer promised significant investment and development of Old Trafford and Carrington. Has this work started / been scoped yet? What are the timescales for this? And how will this be funded?</b></p> <ul style="list-style-type: none"> <li>• We have embarked on extensive works at OT and Carrington over the summer and into this season, at a cost of more than £20m, including: <ul style="list-style-type: none"> <li>- Completion of the new accessible facilities which have been fully opened this season;</li> <li>- Installation of a new LED floodlighting system;</li> <li>- Construction of a barrier seating trial area in J stand;</li> <li>- Remodelling/expansion of home and away dressing rooms, and tunnel media facilities;</li> <li>- External renovations and maintenance programme, inc re-painting of the external facias and steelwork around the stands.</li> </ul> </li> <li>• Regarding longer-term redevelopment work, as referenced by Joel in June, the strategy is to improve and modernise the stadium while preserving the history and heritage that makes it special.</li> <li>• Master planners have been appointed for the training ground, and we are in the process of appointment for stadium work. We will then accelerate the process of scoping the full project planning, with significant investment and upgrades.</li> </ul> |

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|       |         | <ul style="list-style-type: none"> <li>We will consult with supporters throughout the process to end up with a result we can all be proud of.</li> <li>There are a variety of options for funding major infrastructure work and we will be considering these once the projected costs have been established.</li> </ul>  |
| e.    | CR      | <p><b>Towards the end of last season and during the summer break there was some negative comment on the United Ladies team in relation to lack of a decent changing room and inferior practice pitches. Has anything been done to correct these problems?</b></p> <ul style="list-style-type: none"> <li>The Club has spent over £20m across the summer and into this season on OT and Carrington.</li> <li>18 months of pandemic were challenging for everyone at Carrington, with men's, women's and academy teams all operating under separate protocols. For the women's team, training arrangements had to be adapted to comply with COVID protocols and the move to Carrington from Leigh Sports Village meant short-term solutions around space and facilities had to be put in place.</li> <li>Some of the issues raised were already being addressed. Facilities for the women's team at Carrington have been improved over the summer with work on pitches and changing facilities, and more work on new modular buildings is due to continue over this season as part of wider Carrington upgrades.</li> <li>The club also appointed new medical, physio and sports science staff as well as new Head Coach Marc Skinner.</li> <li>The Club has invested heavily since the inception of the women's team and has continued to do so - the commitment to the team is total. Budget has been committed on new staff and improved facilities.</li> <li>Long-term, the intention is for a fully integrated approach to the training ground with the Women's team, Men's team and Academy all based within one purpose-designed and updated facility.</li> </ul> |
| f.    | CR      | <p><b>Will MUTV be able to offer streaming options for overseas members / subscribers (like Disney+) notwithstanding broadcaster deals?</b></p> <ul style="list-style-type: none"> <li>Under the rules of the Premier League, UEFA Champions League, FA Cup and Carabao Cup, we are unable to stream these games live on MUTV.</li> <li>The live rights for these games are sold centrally by the respective football authorities. We do not see this situation changing in the near future.</li> <li>MUTV is able to show a variety of women's matches live alongside selected U18 and U23 matches. Our pre-season matches are also shown on a live basis on MUTV around the world.</li> <li>MUTV is available digitally globally, via App stores and also at mutv.com.</li> </ul>  |
| g.    | CB      | <p><b>To what extent will the member-share ownership afford the opportunity for overseas members to buy into the club?</b></p> <ul style="list-style-type: none"> <li>Constructive discussions are continuing with MUST about the proposed Fans' Share Scheme, with input from expert advisers. The geographic scope of the proposed scheme is among the issues under discussion, with significant regulatory complexities to take account of. We will communicate further details in due course.</li> </ul>   |

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| h.    | CB      | <p><b>Will the club remain listed on the NYSE only? Wouldn't it make sense to be listed in the UK (either dual or otherwise)?</b></p> <ul style="list-style-type: none"> <li>We currently have no plans to move our listing from the NYSE nor to add a dual listing. Our A shares are available for purchase by UK shareholders via most consumer trading platforms</li> </ul>  |
| i.    | CB      | <p><b>We received a number of questions relating to the Forum, its structure and future plans, and also requesting updates on the Fan Advisory Board and the fan share scheme</b></p> <ul style="list-style-type: none"> <li>Regarding the Fans' Advisory Board, we agreed its composition and Terms of Reference in consultation with the Fans' Forum and MUST before the start of the season, as planned. The club has advertised for two fan representatives, in addition to the four representatives to be selected by MUST and the Fans' Forum, and a formal search process is under way for the fan co-chair. We remain on schedule to complete the recruitment in coming weeks and hold the first meeting next month/thereafter.</li> <li>Constructive discussions are continuing with MUST about the proposed Fans' Share Scheme, with input from expert advisers. While good progress has been made, there are many legal and regulatory complexities to the proposed scheme which have required the preparatory work to continue past the beginning of the season. Discussions are now at an advanced stage and we will communicate further details in due course.</li> </ul> <p><b>We welcome the expansion of the fans' forum but should the club not to look to introduce a representative for black and ethnic minority fans?</b></p> <ul style="list-style-type: none"> <li>We want Manchester United to be welcoming and inclusive towards all fans, regardless of race, ethnicity, religion, gender, sexuality or disability.</li> <li>All Forum members should consider it their responsibility to help promote diversity and act against discrimination among fans, and to be alert to the concerns of minority groups within the constituencies which they represent.</li> <li>It remains our objective to increase the diversity of the Forum over time and we will look at establishing a sub-committee focused on diversity and inclusion, including participants from outside of the Forum.</li> </ul> <p><b>How will the Fan Advisory Board update supporters on their work / discussions?</b></p> <ul style="list-style-type: none"> <li>The Fans' Advisory Board is intended as a forum for in-depth dialogue between fan representatives and senior club leaders, to help increase mutual understanding and co-operation between the club and the fans. This will build on and complement the dialogue which already occurs through the Fans' Forum.</li> <li>While FAB meetings will be confidential to encourage candid discussion, we expect that the Fans' Forum and MUST representatives on the board will report back to their respective bodies on the broad themes covered, and seek input on issues to raise.</li> </ul> |
| j.    | CB      | <p><b>This year's kits have clear differences between the 'authentic' and the 'replica' versions, pushing people towards the £100 authentic shirt. Do you think this is fair?</b></p> <ul style="list-style-type: none"> <li>Our approach, together with adidas, is to provide fans with a variety of choices. This is reflected in the different styles evident in the home, away and third kits, and between the different fits and price points of the authentic and replica shirts. The authentic shirts allow fans who prefer to wear the</li> </ul>   |

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|       |         | exact performance version the players wear, while others may prefer the replica.  |
| k.    | CR      | <p><b>The last visit to Australia was amazing. Will the club include Asia-Pacific on its tour again in the near future?</b></p> <ul style="list-style-type: none"> <li>We are proud of our large and passionate fan base in Australia and across the Asia-Pacific region and look forward to returning to the region in future.</li> </ul>  |
| l.    | JL      | <p><b>At the Leeds match the food available in the 100 Club was “free”. Was this a one-off or will it be the same all season?</b></p> <ul style="list-style-type: none"> <li>The hospitality package in the 100 Club now includes food.</li> </ul>  |
| m.    | JL      | <p><b>When will the kiosk staff at Old Trafford be properly trained in order to speed up service? For the Leeds game it seemed some staff were being trained while the kiosks were open, creating delays</b></p> <ul style="list-style-type: none"> <li>All kiosk team members receive full induction and training. Ongoing ‘on the job’ training is an essential part of our plan to continuously improve the level of service. Thank you for understanding during these early matches as the new team gains experience.</li> </ul>  |
| n.    | JL      | <p><b>Some 18-21s enquiring if anything could be done regarding variety of drinks available (alcoholic). They would definitely like to see more of a variety available</b></p> <p>We have trialled an increased range of products in some areas of the ground pre-covid. The take up was very low and the added choice in some cases slowed down transaction time. We have however listened to the feedback and we are planning to run another trial involving local beers. A tasting session will be held after the Fans’ Forum to identify some preferred options and the results shared with the intention of trialling the new products as soon as possible.</p>  |
| o.    | JL      | <p><b>Some female fans have raised the issue of condition and number of women’s bathrooms.</b></p> <ul style="list-style-type: none"> <li>We have noted the feedback, and discussed this matter in recent forums. The number of bathrooms provided has always been compliant with legislation, which has varied when stands have been constructed to accommodate between 10% and 25% of facilities for female spectators.</li> <li>Given our terms and conditions have permitted the transfer of the vast majority of tickets, we have never been able to accurately forecast the actual number of female vs. male attendees. However, with the introduction of ticket forwarding, we will be able to do this from this season. Early indications are that 11% of our attendees are female, which should mean we have sufficient toilets for female attendees. We will continue to monitor this over the course of the season.</li> <li>If the question relates to other issues with female toilets, we will follow up with representatives from the Fans’ Forum to assess the facilities and will review any requests and recommendations so they can be considered for inclusion within up and coming refurbishments across the stadium.</li> </ul> |

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| p.    | JL      | <p><b>We received 2 questions in relation to the Family Stand facilities:</b></p> <p><b>The much heralded new family stand was a disappointment. Has the club plans to actually do something to show they appreciate the young fans as much as other groups?</b></p> <p><b>Can we introduce raffles and prizes for junior fans?</b></p> <ul style="list-style-type: none"> <li>We are sure that you will enjoy the new graphics that have now been put in place since the Leeds fixture. Arcade games, Fred the Red visiting, a magician, MC and a freestyle footballer were all well received at the last match. As we come out of the pandemic, events and activities that involve manual handling of paper and face painting etc will be reintroduced. Spot prizes that are aimed at our younger fans are also planned as part of the activity starting from the Newcastle fixture on 11th September.</li> </ul>   |
| q.    | JL      | <p><b>Can there be a space dedicated to younger fans where they can go, socialise, there would be drinks for the 18-21s but to keep it so that it's a place just for youngsters to go, have a good time and build relationships with each other and find mates we can go and watch United with all over the country and enjoy going to watch them play. maybe music, under some shelter, food, a tv for other matches on that day.</b></p> <ul style="list-style-type: none"> <li>We are aware of a desire for a facility like this and we are considering plans to trial an area at some matches later in the season.</li> </ul>   |
| r.    | JL      | <p><b>With the change in legislation, will the club be extending the areas of rail seating this season? And if so to which sections?</b></p> <ul style="list-style-type: none"> <li>There are indications that the Government will instruct the SGSA to oversee a number of safe standing pilot schemes early in 2022 [or - The Government have announced that they have instructed the SGSA to oversee a number of safe standing pilot schemes early in 2022].</li> <li>We welcome this development and the positive impact it can have on supporter safety. We are in discussions with the SGSA and Trafford Council about the possibility of Old Trafford being selected as one of the 'early adopters' for the trials. We expect that one of the conditions of this trial will be that there are designated safe standing areas in both the home and away sections of the stadium.</li> <li>To ensure that we are ready to be considered as an 'early adopter', we intend to install around 500 barrier seats in the away section (S229) at Old Trafford in November. This follows the installation of 1519 barrier seats in the home section of the North East quadrant during Summer 2021.</li> <li>Subject to the club being selected and any subsequent trials, the club is committed to reviewing other areas that may be suitable for barrier seats including the Stretford End lower/South West quadrant.</li> </ul> |
| s.    | JL      | <p><b>When will action be taken to improve Wifi availability in the Manchester Suite facilities situation - for example, installation of a booster?</b></p> <p><b>Is there an update on the data/wifi improvements at Old Trafford?</b></p> <ul style="list-style-type: none"> <li>We are working with a number of potential providers to look at options and undertaking detailed technical reviews of requirements.</li> </ul>  |

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| t.    | SK      | <p><b>Can the club look at 'safe standing' and 'unreserved seating' where groups of U21's who are friends can apply and then sit/stand together. I'm not sure if this could be a part of something TRA could look at with you, or whether we can look at ways as for example ten friends who are all members could be sat all over but they would like to be sat closer to each other.</b></p> <ul style="list-style-type: none"> <li>• Unreserved seating is not something we are looking to introduce for a number of safety &amp; security reasons, as well as our obligations under COVID protocols. In addition, any seating area that doesn't have specific seat information for attendees is required to be reduced in capacity by 10% and the capacity of the stadium is something we are looking to increase, not reduce.</li> <li>• Having said that, a section for young supporters has been discussed in the past, and if this Forum agrees, we can take it away and review available options or proposals for configuration changes to enable this.</li> </ul>   |
| u.    | SK      | <p><b>Based on some feedback, have we had any difficulties dealing with renewals on the phone or were there internet problems during the renewal timescale?</b></p> <p><b>For elderly supporters who may not have smart phones or a printer in their house, can Season Ticket cards be introduced as an option?</b></p> <ul style="list-style-type: none"> <li>• We understand that moving to digital ticketing is a big change for our supporters, and appreciate the efforts that all fans have gone to, to download and print their ticket so far.</li> <li>• Digital ticketing provides a number of benefits including reduced waste, immediate delivery, reduced environmental impact due to no postage, no requirement for fans to visit the Ticket Office for replacements or reprints etc.</li> <li>• We did consider offering a printed option with an associated cost for supporters, but this would have been an entirely manual job, which we did not believe was manageable in the closed season in time for the opening game to be delivered.</li> </ul>  |
| v.    | SK      | <p><b>What are the dates for the rest of the 21/22 season fan forum meetings?</b></p> <ul style="list-style-type: none"> <li>• We are in the process of checking internal calendars to provide a schedule for meetings. Claire will communicate these by email as soon as confirmed, to give as much notice as possible.</li> </ul>   |
| w.    | SK      | <p><b>Membership packs:</b></p> <p><b>Feedback indicates issues with membership packs getting delivered – these mainly being that packs either did not arrive at all or if they did arrive, that would be just a few months before the end of the season.</b></p> <p><b>Post-Brexit issue with membership packs and customs and duty fees. This additional cost, ranging from 15€ to 30€ on a Full or Premium Pack, for each member, means that the Club could ultimately lose a good amount of memberships next season. Not everyone will be willing to pay up to 70€ for membership. Overseas members are already “migrating” towards Lite Packs to avoid such additional costs. Can this cost impact could be mitigated or reduced by way of categorizing the packs as being of negligible value?</b></p> <ul style="list-style-type: none"> <li>• We didn't receive any widespread feedback from Official Members last season about delays with Membership pack delivery. We also telephoned all Official Members as part of our outreach campaign during the pandemic, so would have expected this to have been raised on these calls if it was an issue.</li> </ul> |

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|       |         | <ul style="list-style-type: none"> <li>• We have also not been alerted to any widespread Official Membership delivery problems this season through customer queries. Supporters are sent tracking details and can monitor when their pack has been dispatched and this has been well received.</li> <li>• Regarding the customs and duty fees, we were only alerted to this issue quite recently. Please rest assured that this is not a tax charge that Manchester United are passing on to customers, the post Brexit rules surrounding local VAT on EU imports for goods sold online, changed on 1 July 2021.</li> <li>• As a supplier of online goods to EU customers, Manchester United has put a new system in place, whereby local import VAT is charged to us and paid over to local taxation authorities on a monthly basis. The system is termed Import One Stop Shop ((IOSS). As this compliance system is very new, some territories are experiencing teething problems with the implementation and as such are charging end customers VAT in error.</li> <li>• We are working closely with our tax team and our fulfilment house to ensure that all steps are taken to ensure that customers are not charged this VAT in error, and any fans who have contacted us directly about this have been advised to contact their local customs office to request a refund; they can inform them that the VAT has been paid on their behalf by Manchester United via IOSS.</li> <li>• For any fans who require the IOSS Registration Number so that deliveries can be recognized as “VAT already paid”, it is: IM3720001497.</li> </ul>                    |
| x.    | SK      | <p><b>We received 2 questions about the sterile area in Sir Bobby Charlton Stand: STH 124 lower has been moved to the NW quadrant due to a sterile area being created. STHs have been told it will be in place for 5 games. Is there a more definitive timeline?</b></p> <p><b>Some fans have been moved from their season ticket in ‘the sterile zone’ all the way up to NW Quadrant. This is a completely different view / match experience. When will they be moved back? And will the club commit to working to get them closer to the pitch in the interim?</b></p> <ul style="list-style-type: none"> <li>• Unfortunately, we do not have a definitive timeline that we can share.</li> <li>• Initially we communicated to affected fans that they would be impacted for the opening 5 games, but as of last week this was extended until January 2022.</li> <li>• We understand that this is frustrating for supporters, but the sterile area is a Premier League requirement which only came to us after we had sold out of Season Tickets for 2021/22.</li> <li>• The only alternatives currently available to fans are a refund for the cost of their Season Ticket and a 1-Year break. It is worth noting that the seats we have secured for these relocations are usually held for executive clients, are accessible via stairs or lift, and have an excellent view of the pitch.</li> <li>• As soon as we receive any more information from the Premier League as to how long this requirement will remain in place for, we will communicate directly with impacted supporters, and we thank them for their patience and understanding.</li> </ul> |

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| y.    | SK      | <p><b>The complimentary tickets for schools and clubs have again been incredibly popular for the West Ham cup game. Will the club commit to providing tickets for all cup games this season?</b></p> <ul style="list-style-type: none"> <li>As per previous agreement in this forum, we will provide free tickets to schools and other youth groups for cup games which are not mandatory as part of Season Tickets – Carabao Cup and UEFA Europa League (if applicable).</li> <li>We were delighted to see that so many young people want to join us again this season at the West Ham Carabao Cup game, and had to double the number of seats we had initially made available – all of which sold out in less than 10 minutes.</li> </ul>  |
| z.    | SK      | <p><b>What are the club doing to get away tickets out to fans earlier than we have seen for Southampton and Wolves? Receiving them (if at all) on the Friday is hopeless for those fans who may want to go for the weekend and set off on the Friday morning</b></p> <ul style="list-style-type: none"> <li>We understand and agree that the timings for these games was not ideal and thank supporters for their co-operation. We have experienced delays in receiving tickets from opposition clubs this season, due to complexities in the way they are issued this season, and uncertainty at the start of the season around digital vs. physical tickets for away fans.</li> <li>We keep in regular contact with opposition clubs and will continue to request that tickets are received as early as possible to prevent further delays.</li> <li>We also posted all away tickets so far this season via tracked mail, which saw limited undelivered tickets requiring duplicates, and will continue to do this where necessary.</li> </ul>   |
| aa.   | SK      | <p><b>Will the club reconsider its decision to stop sending text reminders for away ballots?</b></p> <ul style="list-style-type: none"> <li>All ballot application dates are now listed at tickets.manutd.com for fans to access anytime, and we are also working with our social media team and have asked them to post reminders on our @ManUtdMatchday Twitter account.</li> <li>At the moment there are no plans to resume sending SMS reminders.</li> </ul>   |
| bb.   | SK      | <p><b>Why did the club think it was acceptable to initially charge fans £30 for the pre-season friendly games against Brentford and Everton? That's £2 more than a Premier League game in Stretford lower!</b></p> <ul style="list-style-type: none"> <li>The pre-season friendly games initially had a limited capacity of 10,000 fans. This was later increased for each game and more tickets became available. At this point, with fewer restrictions in place which made the games more accessible, we reduced ticket prices.</li> <li>Whilst we aim to price tickets as competitively as possible for such events, we do need to cover the costs involved in hosting an event.</li> <li>We purposely implemented a simple pricing structure for these games, with all general admission tickets at one price, rather than the 9 price levels usually in place.</li> <li>Whilst this meant that East and West Tier 1 lower were initially £2 more expensive than a Premier League Season Ticket holder ticket, the average price across the stadium was significantly reduced, and in some areas £28 cheaper vs. Premier League tickets.</li> </ul> |

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| cc.   | SK      | <p><b>How many fans took the option of a 12-month break from their season ticket?</b></p> <ul style="list-style-type: none"> <li>Without giving exact figures, I can confirm that the number of Season Ticket holders who did not renew, including those who took a 1-Year Break, was in-line with churn pre-COVID</li> </ul>   |
| dd.   | SK      | <p><b>How do the club measure season ticket holder satisfaction? And what does the current data show?</b></p> <ul style="list-style-type: none"> <li>The club issues a survey annually, to measure supporter satisfaction.</li> <li>The survey was not sent last summer because of the pandemic; however we did telephone all Season Ticket holders and Official Members as part of our previously discussed outreach campaign.</li> <li>Surveys will be sent again this season, a little later than usual, as we wait for a quieter spell to be able to prepare and distribute this.</li> </ul>  |
| ee.   | SK      | <p><b>How many fans remain in the away loyalty pot?</b></p> <ul style="list-style-type: none"> <li>562</li> </ul>   |
| ff.   | SK      | <p><b>Will the publishing of away allocations, application numbers and success rates as they used to do pre-Covid? That information is very useful and provides a lot of transparency. It hasn't been done for the first couple of away games this season - I'm not sure if this is temporary whilst they get used to the new ticketing platform etc, but it would be helpful to have the information published again going forward.</b></p> <ul style="list-style-type: none"> <li>Yes, we do plan to continue publishing this information. As has been previously discussed, we are incredibly busy at the moment and our time and focus has been on responding to supporter queries.</li> <li>When this information is published again, it will be backdated to include games which have already been played so you have full visibility.</li> </ul> |
| gg.   | SK      | <p><b>Why hasn't a credit been applied for the Europa League Final?</b></p> <ul style="list-style-type: none"> <li>Credits were not issued for the 2021/22 Europa League final due to travel restrictions and isolation requirements. This information was communicated at the time and is published on our European Away Game web page.</li> </ul>   |