

WE CARE ABOUT FOOTBALL



- Chief Executive
- Communications and Public Affairs
- Competitions Operations
- Finance
- Football Development
- Legal Services and Assistance Programmes
- Professional Football and Marketing
- Services

UEFA
Route de Genève 46
CH-1260 Nyon
Switzerland
Telephone +41 (0) 22 994 44 44
Telefax +41 (0) 22 994 44 88
uefa.com

Union des associations
européennes de football



CEO Annual Report 2002

XXVII Ordinary UEFA Congress, Rome, Italy



Our Mission

Our Mission

UEFA's core mission is to safeguard the development of European football at every level of the game and to promote the principles of unity and solidarity.

Working closely with our member associations and with the leagues and clubs of Europe, we aim to:

- organise successful competitions for professional, youth, women's and amateur football
- increase access and participation, without discrimination on grounds of gender, religion or race, and support growth in the grassroots of the game
- achieve commercial success and sound finances without distorting the sporting qualities of our competitions
- use UEFA's revenues to support re-investment and re-distribution in the game
- target specific aid and assistance to help member associations with the greatest need
- promote positive sporting values, including fair play and anti-racism, as well as safe and secure match environments
- act as a representative voice for the European football family
- ensure a coherent approach to decision-makers and opinion-formers on issues of relevance to European football
- maintain good relations with the other continental football Confederations and FIFA; and
- ensure that the needs of those playing the game and the interests of fans are properly reflected in UEFA's thinking.

These aims should be pursued with an approach based on transparency, accountability, pride and respect for the many stakeholders within European football.

UEFA's goal is to provide leadership but also top quality services for our members, leagues, clubs, fans and our various broadcast and commercial partners.

At UEFA we aim to lead and we aim to serve. In all that we do we hope to show that: We Care About Football.



CEO: Gerhard Aigner

"It is important to manage the present – it is essential to prepare for the future".

In recent years we are frequently asked: "Has football at top level still anything to do with sport? Is it not all about money nowadays?" Clearly, these questions are motivated by the perception that those persons concerned have of today's top class game.

We are all aware that the economic factors connected with elite football are widely publicised in the media through discussions on high salaries and transfer fees, premiums, shareholder value, investors, leasing arrangements, etc. Regrettably there are also increased reports about indebted clubs, unpaid wages, clubs going into administration and unemployed players.

With the money-related debate increasing, the pure football issues seem sometimes to lose significance. There appears to be a growing perception that the money determines the action on the field of play. Where does this lead us?

I am convinced that the game of football is very much alive and kicking. It remains the most popular sport and offers on a regular basis great entertainment to hundreds of millions of people all over the world.

Professional standards

However, in these modern times it is no longer sufficient to offer high class action on the field play. We must be equally skilled and competent in the management of the business around our games. Skill and professional conduct also means loyalty and acting in accordance with the rules and principles of corporate governance. And it appears that it is in this respect that the standards do not always correspond to the high level that we should expect.

Why is this so? I believe football was not well prepared for the management of the substantial revenues from TV and sponsorship that we have known over recent years. And in many instances the adaptation to appropriate structures to cope with this new situation did not take place or, at least, not fast enough. Often the handling was left to individuals who were not familiar with the particularities of our game, or some had other objectives and at the same time traditional practices were not sufficiently challenged.

"I am convinced that the game of football is very much alive and kicking."



"The year 2002 has shown that UEFA has had the right vision in adapting its work force to the new requirements and this enables us to report about positive results on crucial issues."

UEFA is well prepared

Together with my colleagues I am happy that the President and the members of the Executive Committee acted in time in order to bring the UEFA administration up to the required standards for these developments. The present report describing our activities over the last 12 months and the evolution within our organisation is ample evidence of this.

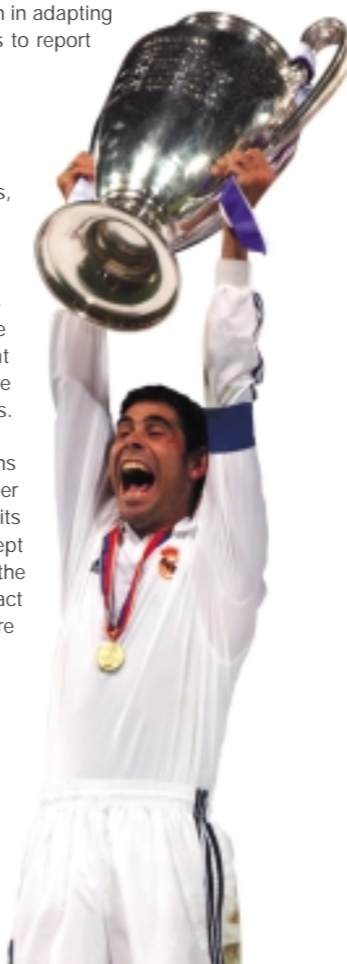
UEFA has upgraded its capacity and competence in a number of key areas of professional expertise in order to keep abreast with the development of professional football in Europe. Crucially we have stepped up our marketing capacity, which has in turn helped us to generate the revenues required for investing in the grassroots and in education as well as in raising standards in the game. The new programme for assistance and development that is being prepared by the Executive Committee is the direct consequence of this policy.

The year 2002 has shown that UEFA has had the right vision in adapting its work force to the new requirements and this enables us to report about positive results on crucial issues.

UEFA and Professional Football

As organiser of the popular European club competitions, UEFA is fully confronted with the realities of the club football world. The competitions have seen some dramatic changes over the last 10 years that were, to an extent, initiated and driven by TV market conditions. The UEFA Champions League is a result of these developments and is today the most important and popular international club event worldwide. This did not happen by itself. It required intensive market research and careful adaptation to new requirements.

The change to the current format of the UEFA Champions League, decided by the Executive Committee in the summer of 2002, is one more proof of the careful monitoring of its competitions by the Executive Committee. The new concept of the UEFA Cup still remains to be decided and here again the Committee chose to first analyse carefully the sporting impact and the economic environment, before finalising the future landscape of the competition.



The second major revenue driver is the European Football Championship. The income that we can generate through this event is designed to substantially enhance the financial conditions for all UEFA Member Associations in the years that follow UEFA EURO 2004™. We have set up an in-house marketing expert group, the Marketing Operation Centre (MOC), which directly handles the sales of the marketing rights and the servicing of the contracts without use of an agency. This will provide higher revenues but also the development of in-house expertise, which will not only increase our chances for successful marketing in the future but also ensures cost efficiency.

The creation of UEFA New Media can be seen in the same light. Not only do we have today an extremely successful web site; we are also frontrunners in the development of new products. This proved to be extremely important in our dealings with the European Commission for the central marketing of the UEFA Champions League rights. We were also able to demonstrate to the clubs that UEFA has ensured in-house expertise for future opportunities, which others have to buy from external partners. We are therefore able to provide services to clubs and associations, which enable them to benefit from new developments without necessarily having to make the same investments.

A novelty in the area of sports marketing is also the integrated package that UEFA is able to offer sponsors, which includes services and products from UEFA New Media.

Our contacts with clubs from all member associations have been further strengthened through the European Club Forum and we continue to co-operate closely with the Professional Leagues. By doing so, we are in a better position to contribute to the solution of problems and to better understand the challenges facing the modern game in Europe.

UEFA and its Partners

The co-operation with FIFA has been intensified by the re-institution of the Consultative Committee principle. A first meeting was held in 2002 and further meetings have been suggested. We are in regular contact with our colleagues of FIFA on operational matters in all sectors and we look forward to increasing our co-operation with them.

We also keep contact with a number of European and International Sports Associations who have their headquarters in the Lake Geneva area, in particular the IOC in Lausanne. We are able to discuss with them issues of mutual interest and in particular the position of sport within the EU.



We have been successful over the last business period in ensuring the continued involvement of major sponsors in our top competitions. Most of the companies concerned have been partners for many years and their interest in our events testifies the trust they place in UEFA. However, sponsors wish to be granted more tailor-made arrangements nowadays and therefore appreciate to have direct contact with the sports organisations. We have been able to respond positively to this trend.

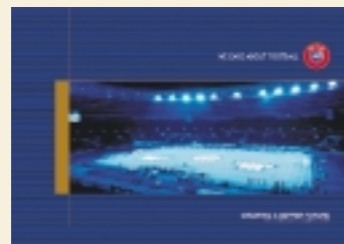
After the conclusion of our contract negotiations with TEAM AG, the sales process for the rights of the UEFA Champions League 2003-2006 has started and we have been able to obtain results in various markets that are superior to the past while offering fewer matches. However, we have to be aware that the situation will be difficult in some of the crucial markets, which will be approached in a second phase.

The EU and National Governments

"This means that soon more than half of our member associations will be located within the EU area."

Ten new states will join the EU in 2004. Others will follow a few years later. This means that soon more than half of our member associations will be located within the EU area. No doubt, these developments will increase the impact on UEFA. Already today we are in regular contact with the European institutions. As from spring 2003 UEFA will have its own representative office in Brussels.

We continue our endeavours to obtain a more secure legal framework for sport within the EU. For this purpose we must agree first of all in the sports world what exactly we want - a Protocol to the Treaty or an Article for Sport in the Treaty. It will be essential that we speak with one voice if we want to be successful and we hope to convince other sports bodies that a Protocol would be the best solution. We have stepped up our lobbying activities, put them on a more professional footing and we continue to speak to national governments and ask for their support.



UEFA provides its contribution to the European integration process not only through the organisation of the European competitions but also through the European Club License and the UEFA Convention for Football Coaches, which are both examples of our efforts to establish proper European standards in the world of football.

In general terms we can say that our relations with the EU institutions are cordial and marked with respect. We have found a positive climate, been rather successful in our negotiations with the European Commission services in this last year on a number of issues and we are developing more and more possibilities of co-operation.

Achievements and Impact

Many of the initiatives announced in my report to the Congress 2002 have taken shape, as you will be able to note from the contents of this report.

UEFA New Media has become an important part of UEFA in serving the football movement and UEFA itself. Details on this are described elsewhere.

EURO 2004 SA, a joint venture with the Portuguese Football Federation and a new method of organising the final tournament of the European Football Championship, has developed well and I am convinced that this will be a significant step for the management of future events as we are gaining precious experience through this new way of working.

The establishment of MOC, as mentioned earlier, for the purpose of marketing the UEFA EURO 2004™ commercial rights is a direct consequence of the bankruptcy of ISL and is designed to optimise the revenues of the competition. Hundreds of contracts have been drafted over the past 12 months. This was done mostly by the marketing and legal services and the material represents an extremely precious database for our future work.

In the field of information technology UEFA has engaged in a new policy by taking the lead and developing and setting standard European solutions. This will again make it possible to use synergies in this field. The investments that are made today will result in better and more sophisticated solutions for the benefit of future organisers of final rounds, final matches and other major events.





The research work that has been undertaken with regard to the needs of our member associations in the East has been completed. The same applies to the promotion of young talented referees, which has become a permanent feature in the work of the Referees Committee.

The European Club License is well on its way and good progress has been made over the last 12 months in view of implementing the scheme.

The artificial turf project is entering its phase of practical testing and we are looking forward to the results, which hopefully will enable us to establish quality standards that allow the use of artificial turf in the European top competitions.

The preparation activities for the 50th Jubilee of UEFA in 2004 are intensifying. A project team has been formed composed of Per-Ravn Omdal as representative of the Executive Committee, Andy Roxburgh as representative of the management and the newly appointed full time project manager Keith Cooper. During his two years' mandate the latter will fully focus on this event. A detailed programme is in the process of being elaborated.

2004 will also mark the Centenary of FIFA and of the National Associations of Sweden and Austria. The Asian Confederation (AFC) will also be 50 years old in 2004. Furthermore, the EU has declared 2004 as the European Year of Education through Sport. We shall co-ordinate our activities with those parties and actively co-operate with them where appropriate.

"The European Club License is well on its way and good progress has been made over the last 12 months in view of implementing the scheme."

UEFA and the public

UEFA's ability to communicate with the public directly has increased considerably, particularly through our work in developing uefa.com. Thanks to the internet we have regular contact with an age category that is much younger than those that normally follow our games in the stadiums or on TV. At the same time our more traditional communication tools, such as publications, brochures, reports and media releases have been brought up to new standards. Our media relations have been put on to a much more proactive footing and our media services at all events and tournaments continue at the highest level. Our next challenge is to make the public at large more aware of the activities of UEFA in the field of education, assistance and development as well as charity. We have started an active programme in these areas and we will increase this work in the year ahead.

Problem areas

Security issues are still a frequent topic. In order to strengthen our expertise in the field and put it at disposal also of our member associations, UEFA has recruited a young expert who used to work for the KNVB. The situation in the Middle East has not improved and since February 2002, UEFA has not permitted the staging of European competition matches in Israel. The situation in the area remains unstable and the risk of a larger armed confrontation is in an ongoing concern.

On the other hand we need to develop solutions for incidents that seem to have become a permanent feature at matches in certain countries, such as fireworks. Although these incidents are severely punished by our disciplinary bodies, there seems to be no improvement. UEFA cannot afford to tolerate improper behaviour that spoils the reputation and image of our sport and our organisation. However, we need the co-operation from associations, leagues and clubs to rid the game of these unwanted occurrences.

In the field of doping controls we are waiting for the outcome of the discussion between FIFA and WADA. The involvement of WADA may have limited our action to improve the situation within European football but we are making progress and extending the number of random tests. What is urgently needed is uniform standards for testing methods and also harmonized rules with regard to the consequences in case of positive test results. The same applies to the legal provisions with regard to doping offences in the various countries. The question of blood testing is still open and requires further analysis.

Regrettably, incidents of racist behaviour and xenophobia have again surfaced in our competitions in the past year. UEFA's reaction has been swift and firm. Nevertheless, we found that good evidence is needed to act against such reprehensible behaviour and we have launched an initiative for intensified co-operation with clubs and associations in order to tackle any racist incident. UEFA is also engaged in a public campaign of co-operation with other relevant bodies, including Football Against Racism in Europe (FARE).

Another delicate area exists in the domain of refereeing. The aggressive conduct of numerous players on the field of play, the open and blatant criticism against decisions by the referee by players and technicians and the gamesmanship at televised top matches have had very negative effects at amateur level, where this behaviour is copied. This increasing lack of respect for the rules and for those who are mandated to implement them makes it more and more difficult for national associations to recruit young referees for the enormous bulk of matches at amateur level. Action is needed to reverse this negative trend. The Executive Committee is giving attention to this matter.

"We need to develop solutions for incidents that seem to have become a permanent feature at matches in certain countries."



Inside UEFA

The Executive Committee in nine meetings dealt with the numerous issues of importance over the last business year. Apart from the four management letters per year from the CEO, the Committee receives oral or written reports on all matters of relevance. The representatives of the Executive Committee in the various Committees deliver complementary information on the work of the Committees. The strategic working groups set up by the Executive Committee are each supported by the administration and one director has been appointed to each of the working groups.

The Standing Committees meet in regular intervals. Action lists of the meetings are established within 48 hours. The action lists are examined in the meetings of the directors to decide upon the next steps. The Panels serve different purposes. Some function almost like a Committee, others represent a pool of experts from which members can be appointed for missions or to working groups to resolve specific issues.

We have continued our meetings with groups of General Secretaries of the member associations. A number of issues were discussed, such as our competitions, latest market developments, new media issues and extranet, communication policies and other matters of operational nature. We find the meetings very beneficial for the co-operation with our colleagues in the national associations.

Meetings are preferably organised at UEFA headquarters in Nyon. This facilitates the task of the administration and helps to save costs. All in all we organise around 600 meetings per year in our premises, including internal work sessions and meetings with external partners.





UEFA's new accounting system will considerably increase the transparency of our finances. Three-dimensional accounting will enable us to closely oversee our figures and to detect unexpected developments at a very early stage. The newly appointed Internal Controller reports directly to the CEO. He has been instrumental in setting up the financial documents to be presented to the Congress and is the driving force in creating conditions for proper controlling.

UEFA's strategy to in-source key competences to ensure that European football continues to develop positively is clearly reflected in the achievements listed in this report. We continue however to regularly evaluate the advantages and disadvantages of outsourcing relevant functions.

Increased activities

UEFA has undertaken a number of new initiatives in the course of 2002 including:

- the European Club Forum
- the consultation process connected with the future format of the UEFA Champions League and the new concept for the UEFA Cup
- the negotiations with the European Union and in particular the drafting of our response to the Statement of Objections to the marketing of the broadcast rights of the UEFA Champions League
- the conducting of a tender procedure to designate the agency to deal with the UEFA Champions League commercial rights from 2003 to 2006
- the implementation of the UEFA Club Licensing system

The expansion of our activities in practically all areas has had its repercussions also on units that provide service within the administration, such as travel, human resources, information technology, legal services and logistics where additional personnel had to be recruited in order to provide the required support.

More attention than in the past is devoted to the continued education of the personnel. The objectives of the newly introduced education programme are enhanced competencies at reasonable costs, increased job satisfaction and motivated, self-assured staff members and eventually the determination to be fit for new challenges.

The chapters that follow will give you an insight into the full range and extent of work undertaken by UEFA's Divisions over the past 12 months.



Director: Mike Lee

"This has been an exciting and challenging year for the Division. The team has risen to the challenges and we are looking forward to hitting new heights in 2003."

We have worked hard this year to meet an increasing number of demands from our wide range of stakeholders and audiences both in the media, the football family and in the political world.

Over the 2002 period the Division has emerged as a strong and integrated team delivering top quality media services around all the UEFA events and strategic support work to the President and the CEO on matters ranging from anti-racism to the campaign for a legal basis for sport in the EU.

This year we have brought together the communications side of our brief with an increasing role in UEFA's wider public affairs and relationship building. Many initiatives have been taken and the Division has been at the forefront of the work that is now underway to further build and enhance the public image and reputation of UEFA.

"This year we have brought together the communications side of our brief with an increasing role in UEFA's wider public affairs and relationship building."

We have been active in improving media services at both top and non-top competitions, initiating a new on-line accreditation system, and in consulting with the Media Panel and the Media Task Force on these and other issues.

We have played a key role in helping to develop and publicise UEFA's determination to kick racism out of football and to initiate a new 10-point action plan for use by national associations, leagues and clubs. We are also active in bringing together the European football family for a major anti-racism conference scheduled for March 2003 in London.

We continue to have strong links with UEFA New Media and the website, uefa.com, and to develop and integrate 'on-line' and 'off-line' communications strategies. From the UEFA New Media Board to the operation of daily editorial policy on the site there is excellent co-operation and partnership. This is now extending into the development of UEFA's Extranet initiative and a new video library and archive for use by UEFA and the wider football family.

We are also stepping up our work in relation to UEFA EURO 2004™ and in addition to the links with the press office of EURO 2004 SA, the Director chairs a Communications Strategy Group, which is responsible for all aspects of the communications and media services for the final tournament.

The Director is now supporting the Executive Committee's EU Matters Working Group, chaired by UEFA Vice-President Per Ravn Omdal, and works closely with him and the UEFA CEO in forging new political links and initiatives with the European institutions, including the EU Presidency, the European Commission and the European Parliament as well as appropriate national governments. Underlying this proactive approach is a determination to build partnerships with these bodies and to nurture support for UEFA's policies.

The Division is closely involved in supporting the communications work within Legal Services on the charity portfolio and important steps have been taken to give additional profile to UEFA's charitable partners, particularly the International Committee of the Red Cross (ICRC) and Football Against Racism in Europe (FARE) in the course of 2002.

We are responsible for the daily management of the media, mainly via a busy Media Desk, a set of 'hot' mobile telephones as well as a consistent flow of UEFA media releases, press kits and media information. As part of the development of this work and to help build quality media services across Europe, the Division organised UEFA's second European Media Conference in December 2002 in Manchester, England, which was widely seen as an extremely successful event.

The Division has worked hard to improve the quality of UEFA's publications, working closely with brand management to enhance and grow the UEFA brand. The new football family magazine uefadirect has been very well received and a wider publications review is now underway to see what further improvements can be made to UEFA's publications in 2003.

Good work has also been done to deliver an improved Gala Dinner Awards ceremony in Monaco and an unprecedented level of TV interest in the event.

The Division works closely with all of the other UEFA Divisions and the CEO's office to try and ensure a consistent and corporate approach to all aspects of Communications and Public Affairs.



UEFA New Media

Extensive activity in various projects and initiatives marked UEFA New Media's first season in existence. With uefa.com officially launched in August 2001, the task of establishing the website ensured that the first year for the UEFA-owned subsidiary left many challenges for a team embracing 15 nationalities, located in Nyon and London.

Established as an independent service company, UEFA New Media manages its budget within the limits granted by the Executive Committee, thanks to its own accounting system that permits a close control of costs. The UEFA New Media board - chaired by UEFA Chief Executive Gerhard Aigner, and comprising Giangiorgio Spiess and Dr. Mathieu Sprengers from the UEFA Executive Committee, UEFA Directors Mike Lee and Lars-Christer Olsson, and Prof. Dr. Helmut Thoma, an external media expert - continuously evaluates UEFA New Media strategies and developments.

During the course of the 2001/02 season the users of UEFA's official website were treated to extensive competition coverage from the UEFA Champions League to the UEFA European Under-17 Championship. Minute-by-minute text, audio and statistical coverage highlighted the live proposition offered for UEFA Champions League, while correspondents were also deployed to all UEFA Cup and UEFA EURO 2004™ qualification matches to provide instant updates direct from the stadiums. UEFA New Media also attended all UEFA-organised finals and final tournaments, providing exclusive and extensive coverage.

UEFA's corporate activities and initiatives were also covered, including the establishment of the Training Ground section, which follows technical and refereeing developments. In depth reporting from correspondents in each of UEFA's 52 member associations allowed uefa.com to establish a strong news and features base.

The three official UEFA languages - English, French and German - are supported with Italian, Spanish, Portuguese, Russian and Japanese, the latter three set to launch in early 2003. Not only will uefa.com be able to extend its audience in Europe, but also to avid football followers in Asia, Africa and South America eager to extend their knowledge of football from the European continent.

Following an agreement with Real Networks, multimedia coverage received an enormous audience boost by tapping into a global subscription base of over one million to bring live UEFA Champions League audio coverage across the Internet. For each match day, uefa.com provides live match commentaries of over 80% of UEFA Champions League matches, supported by free-to-air panel shows for all major competitions and daily audio broadcasts.





Further evolution of video and mobile rights, as well as a revised content proposition - covering UEFA EURO 2004™ and the UEFA Jubilee - are set to come on stream during 2003/04, with the intention of exploring and exploiting potential new media opportunities on various platforms.

As a global result of a complete editorial approach and the launch of various languages, uefa.com experienced a significant growth in traffic. The full season 2001/2002 represented 270 million page views for an average of 15 million unique users.

The close co-operation with colleagues in the Professional Football and Marketing division and the Marketing Operations Centre has already yielded enviable and exclusive content, sponsorship and rights possibilities for the partners of UEFA competitions. Two partners of UEFA EURO 2004™ have activated their sponsorship rights on the website in time for the start of the qualifying round. Further integration of sponsors will follow in time.

In addition, UEFA New Media contributed its expertise to the process of reaching an agreement with the European Commission regarding UEFA Champions League rights exploitation.

Understanding the football family needs

Not only supporting UEFA's Extranet initiative, UEFA New Media also plays a significant role in developing services to the football family. Following the first New Media Conference that was staged in Nyon in February 2002, and the subsequent Internet Services Agreement, UEFA New Media has collated information from all national associations in order to pinpoint needs and requests.

The initial distribution partnerships already agreed with more than 30 national associations will be followed by further editorial exchange alongside technical, production and marketing support.

In its first year of operations UEFA New Media has been facing and managing many exciting challenges:

- establishing the company,
- developing UEFA assets in the new media world,
- developing languages on the website,
- establishing the first steps of a fruitful collaboration and service-orientated approach to the football family.

A very motivated team is looking forward to further consolidation and progress around those key developments over the coming year.





Top Competitions

For Media Services in top competitions it was a year with several major and interesting tasks and challenges, with successful 'cross-border' co-operation with other divisions at UEFA, with associations, clubs and with numerous agencies.

Main tasks included the organising of media accreditation on site for finals, arranging media facilities and services at the UEFA Champions League and UEFA Cup finals, as well as the traditional cup handovers and the UEFA Gala in Monaco

In terms of meetings and conferences, a Media Panel meeting was held, the Workshop for UEFA Media Officers took place in Porto and the highly regarded Media Conference in Manchester. The unit produced the UEFA Champions League magazines, souvenir match programmes, statistics handbooks, manuals and other publications, as well as producing videos for several UEFA events and preparing for UEFA EURO 2004™.

Mainly it was a year to be remembered for a further improvement of the standards in all areas as well as for a huge workload. Future goals include to at least maintain, but preferably improve the quality of all the activities and to take on new tasks such as Regional Workshops for Press Officers, the establishment of the UEFA EURO 2004™ Media Information System, and a major contribution to the production of the TV programmes to promote UEFA EURO 2004™.



Media Services and Publications

Media Services continues to play a key role as a unit within the Communications and Public Affairs Division, communicating directly with Europe's football media and representing UEFA's public face to the media and fans at large. It also comprises the Publications Unit, which produces the new UEFA monthly football family magazine – uefadirect.

The Media Services unit has continued to provide all the necessary media planning and related media activities for all the Youth, Women's and Futsal competitions in 2002.

This involved the appointment of Media Officers and the provision of media services for the highly successful Under-21 final tournament held in Switzerland, the Under-19 tournament in Norway, the Under-17 tournament in Denmark, the Women's Under-19 tournament in Sweden, as well as the first-ever Futsal Cup final tournament in Portugal and the first Women's Cup final in Germany. Media Officers were appointed and reports were also received from the qualifying mini-tournaments of the Regions' Cup 2002/03.

2002 saw the internal and external rollout of the UEFA Digital Photo Archive for the storage and retrieval of images by UEFA staff. A workshop was held in March to train members of the UEFA Photographers' Pool and two internal training days for staff were also run. Further training is planned for staff in the early part of 2003.

Media Services was also able to launch the online Media Accreditation System, via the Media Services page on uefa.com, thereby moving away with the old paper-based accreditation system. The result is a quicker, more efficient and improved service for Europe's football media wishing to gain accreditation for UEFA events.

The old monthly Flash and the quarterly Bulletin, were combined to form uefadirect, born in April as a colour, monthly magazine going out to all UEFA associations. uefadirect is also now available in all three UEFA languages as a pdf file on uefa.com.

Other publications that have been produced this year include the yearly UEFA Agenda, the end-of-season Results Round-up, the UEFA First Division Clubs in Europe booklet, Technical Reports for all competitions, in association with Football Development, and various corporate and lobbying brochures, including a résumé of the Club Licensing Manual.



Looking Ahead

This year has been a year of development after the establishment of the new Division. Many new projects have become a reality in 2002. However we are already looking ahead.

Areas for improvement in 2003 include a system for delivering quick and readily available results and statistics, improving media information at tournaments and the opportunity of sharing more press information with our association colleagues through the UEFA Extranet project.

There is still more scope for information to be made available directly to the media on uefa.com. Establishing benchmarks and guidelines for media activities at Youth, Women and Futsal competitions as well as for aiding smaller national associations is being looked at. Closer contact with national association Media Officers is also likely to result from the Media Conference held at the end of 2002. Finally, there is still work to be done to further promote grassroots and UEFA's general development work outside of the main competitions, as well as delivering an increased range of activity on the political front.

2002 has been an important year with many challenges and achievements. The team is in good shape to move ahead in 2003 and in the Jubilee year of 2004.



Director: Jacob Erel

"The year 2002 has been one of organisational consolidation for the Division, and all is now in place to meet the upcoming challenges – not least the UEFA EURO 2004™. It is with pride that the Division has been able to present top football events to the public."

During 2002 a new structure of the Event Management unit was implemented now offering an Event Team per product domain.

The four teams in the restructured Event Management unit are:

1. Club Competitions
2. National Teams Competitions
3. Youth and Amateur Competitions
4. Women and Futsal Competitions

"One of the challenging tasks of the year in the Competition Administration unit was to finalize and implement the Artificial Turf project."

This corresponds to the structure of the Product Management within the other Divisions and guarantees a better implementation of the conceptual and the operational division of work. In order to ensure a broad know-how of the organisation of draws, each Event Manager is responsible for carrying out the draws of her/his competition domain. Organisational principles have been developed for each competition to serve as a manual for present and future organisers. This is a great step forward for the smooth running of the two main UEFA club finals and the many other Youth, Women's and Amateur competitions UEFA runs.

One of the challenging tasks of the year in the Competition Administration unit was to finalise and implement the Artificial Turf project. The project is now up and running and the follow-up in terms of research and testing will continue to be a priority issue the coming seasons.

Another major task has been the monitoring of the stadium constructions in Portugal in preparation for UEFA EURO 2004™.

The development and training of referees is likewise taking on considerable proportions and the results of these efforts are promising.

At the start of the new season there was a shortage of match delegates, primarily due to the high number of matches, particularly with the start of qualification for the European Football Championship, a fact that has blocked many delegates who are involved in activities of their national team.

The security situation in Israel also engendered complications in relation to match organisation.

Draws and events

The draws for the first group match stage of the UEFA Champions League and the first round of the UEFA Cup took place at the Grimaldi Forum on 29/30 August 2002 in Monaco. In addition to the draws, several meetings related to the club competitions were held in the Forum, as well as the 2nd European Club Forum.

On 8 October the UEFA Cup draw for the second round was held in Nyon. On 15 November, the draws for the second group match stage of the UEFA Champions League and the third round of the UEFA Cup took place in the Geneva Grand Casino. These were followed by the draw for the fourth round and quarter-finals of the UEFA Cup held at UEFA on 13 December.

The 2002 edition of the UEFA Football Gala in Monaco was implemented based on the design provided by the Product Management and took place in the famous Salle des Etoiles for the fifth consecutive time.

Club Competitions

The UEFA Cup Final was staged in Rotterdam 8 May 2002 assembling a total of 45,611 spectators watching the town's home club Feyenoord beat BV Borussia Dortmund 3-2.

The UEFA Champions League Final was successfully organized on 15 May at Hampden Park in Glasgow in front of 50,499 fans. Real Madrid celebrated a 2-1 victory over Bayer 04 Leverkusen.

The end of the 2001/02 season saw a smooth operational move from match day operations to quarter and semi-final and final preparation. A two-day Venue Directors' Workshop was staged in early July with 9 new, 9 internal and 24 external Venue Directors, including four UEFA EURO 2004™ event staff.

The fifth UEFA Super Cup organized in Monaco turned out to be one of the best. The stadium was full with 18,284 spectators and a good atmosphere reigned as the players offered up a great spectacle, with Real Madrid CF beating Feyenoord 3-1.





National Teams Competition

UEFA EURO 2004™

The role of the Event Management unit in the organisation has been defined and co-operation with EURO 2004 SA has been launched.

Youth and Amateur Competitions

UEFA Under-21 competition

The UEFA European Under-21 final tournament took place in Switzerland in May of 2002 with more than 10,000 spectators per game (174,195 spectators all together) and saw the Czech Republic victorious against the much-fancied French side. The tournament was organised in 4 different venues with a total of 15 matches played.

UEFA Under-19 competition

The UEFA Under-19 final tournament took place in Norway and proved to be very well organised, with Spain beating Germany 1-0 in front of 16,500 spectators. The tournament took place in 7 different venues with a total of 15 matches played and a total attendance of 28,091.

UEFA Under-17 competition

The UEFA Under-17 tournament in Denmark produced some highly entertaining and skilful football. Switzerland were the unexpected if well-deserving winners, beating France with penalty kicks after a 0-0 draw. All together 23,200 spectators watched the 32 matches across the 12 venues utilised.

Futsal and Women's competitions

The first-ever Futsal Cup was organised with the Portuguese Football Association (FPF) in Portugal in February 2002. The venue in Lisbon offered 15 matches to a total of 19,600 fans.

The yearly UEFA Women's Under-19 Championship was organised in Sweden in May 2002 with eight participating teams. Germany beat France 3-1 in the final match. The first-ever Women's Cup final in Frankfurt was also a success boasting over 12,000 fans.



Competition Services

During 2002 the Competition Services administered a total of 1,350 matches, including the appointments of a corresponding number of delegates and referees. The following matches were organised:

UEFA Champions League	237
UEFA Cup	287
UEFA Intertoto	114
UEFA EURO 2004™	61
UEFA Under-21	71
UEFA Under-19	94
UEFA Under-17	117
UEFA Women's Under-19	69
UEFA Women's Cup	75
UEFA Women's Championship	63
UEFA Futsal Championship	43
UEFA Futsal Cup	57
UEFA Regions' Cup	60
UEFA Super Cup	1
European/South America Cup	1

A procedure for administration at final tournaments has been put in place, as well as a procedure for entering players' lists in the Competition System to improve the database quality. Analysis and general further development of the Competition Database System is continually ongoing.

A manual was developed for all competition matters related to the competition system. This includes methodology for creating matches, handling match reports, processing and archiving information. Updates have been made as new approaches and tools are applied.

A procedure for handling and follow up of kit control forms has been developed in order to achieve a systematic approach by all unit members, to allow efficient follow up of problems and respond to statistical needs. Kit statistics produced for season 2001/2002.

Dope testing was carried out on a regular basis throughout the year with a total of 83 matches controlled. The problems related to the use of prohibited substances in sports in general and in football in particular are of utmost importance to overcome. A proposal to increase the number of dope tests at UEFA matches from the next season was endorsed by the Executive Committee in December.



Refereeing

As from this season 2002/03, proposals for referee appointments are made by the UEFA Administration and ratified by the Referees Committee.

The annual advanced course for top and first class referees, as well as the annual introductory course for new international referees were organized in Monaco in February. In September the 2nd Seminar for Assistant Referees was organized and updated conclusions sent to the national associations. These are useful guidelines for a uniform application of the Laws of the Game. In addition the Refereeing Unit has overseen the referee talents and mentors course, one of UEFA's flagship projects, and there are keen expectations for the outcome of the survey on refereeing in national associations.

Referees are now receiving increased payments for officiating in UEFA Competition matches, since the proposal made by the Refereeing Unit was approved by the UEFA Executive Committee.

Stadium & Security

A successful Security and Match Organisation Seminar was held in Turkey (February) and Greece (September). Target groups were stadia top management and security authorities.

Stadium and infrastructure inspections carried out in Kazakhstan, combined with a two-day seminar for officials and staff of the Football Federation, and for representatives of the First and Second Divisions.

During 2002, stadium inspections took place in Portugal under the guidance of Mr. Ernest Walker, the Chairman of the Stadium and Security Committee.

In accordance with the Stadium Task Force report, further stadium and infrastructure inspections took place in Greece, Russia, Bulgaria, Iceland, Belarus, Norway, Slovakia, Yugoslavia, Moldova and France. All inspected stadiums were approved for the matches of the current club competitions.

The first Seminar for European Stadium Managers was jointly organized by UEFA and ESMA (European Stadium Managers Association) at the House of European Football in Nyon on 18 and 19 July.

In October in Nyon, UEFA presented its Manual on Artificial Turf on the occasion of the yearly assembly of ISSS (International Sports Surface Society). More than 120 representatives from the sports surface industry and from other sports organisations and federations were present.



The year in perspective

Competition Operations Division contributed to a successful year for European football by ensuring the necessary infrastructure for all UEFA matches.

All UEFA competitions were carried out in accordance with the product concept and the various regulations.

The new structure of Event Management allows a clear focusing on the main tasks and successful implementation of the matrix-organisation with a good co-operation between the conceptual and operational units.

The Competition Administration unit has delivered all necessary services on the Competition System, the registration and control of players, stadiums and matches, as well training and appointment of referees, referees observers, delegates and security officers.

The Stadium and Security unit has ensured high quality management and infrastructure of stadiums used for UEFA competitions as well as safe environments at all our matches.



Director: Hanspeter Jenni

"The 2002/03 financial year marks a new approach for finance within UEFA. UEFA is very proud of being in the position to submit a budget for 2003/04, which will again mark a new top result."

As in the past the result of the financial year under review (2001/02) is published in a separate brochure. The same goes for the budget for the 2003/04 period. Both these documents are sent to the Congress delegates in advance and allow for comparisons to be made with the budgets and results of the previous financial year.

Using these two publications the Congress delegates are in a position to approve the result of the Financial Year 2001/02 and the budget for 2003/04.

Here it is our intention to publish some data that will allow for a comparison of the finances to be made over a longer period.

The following figures and charts refer to the period from 1990 up to and including the 2001/02 financial year. As can be seen, the development of UEFA's income is very much in line with the enlargement of the UEFA Champions League. A new format has meant more teams and in turn more matches. This resulted in a higher income from the central marketing of the commercial rights undertaken by UEFA. This ever-increasing income was not only of benefit to the clubs playing this competition but also the UEFA member associations, their leagues, the clubs eliminated from the competitions at an early stage and of course UEFA and European football.

This positive development was topped – every four years – by the result of the EURO final tournament. In line with UEFA's financial policy based on solidarity, the whole European family can be found on the list of recipients of funds derived from this competition. The associations having played the final rounds were credited the lion's share of course with the surplus to be made available to all UEFA member associations in the four years after a EURO final round.

"In line with UEFA's financial policy based on solidarity, the whole European family can be found on the list of recipients of funds derived from this competition."

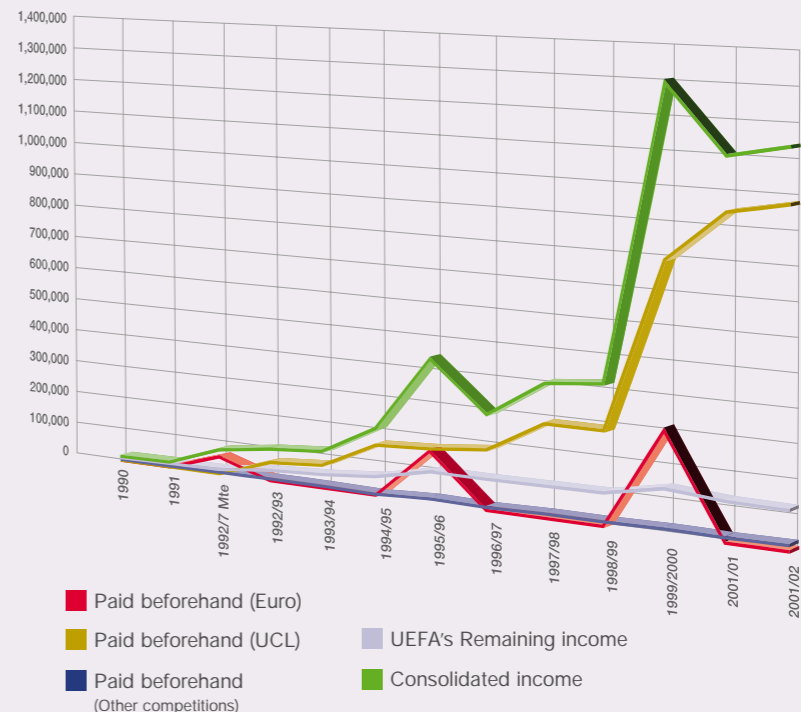
Following these introductory remarks here are some facts and figures in relation to:

1) Consolidated income from 1990 up to and including 2001/02

UEFA's consolidated income has been constantly increasing. The first significant increase was registered in 1992 and was due to the EURO final round held in Sweden.

Thanks to the introduction of the UEFA Champions League in 1992/93 this positive trend was maintained and peaked with a total of just under CHF 1.3 billion in 1999/2000.

UEFA is very proud being in the position to submit a budget for 2003/04, which will again mark a new top result. But even leaving aside the income generated every four years at EURO final rounds it can be seen that the consolidated income has been constantly increasing so far. This will also be the case for the current 2002/03 financial year but it should be noted that the total income derived from the UEFA Champions League may be lower as from the 2003/04 season onwards, due to the decline in the market.





2) Payments to associations, clubs and leagues 1992/93 to 2001/02

It is 10 years exactly since UEFA first put aside part of the revenue generated by a top competition for the benefit of teams and recipients other than those actually taking part in the competition in question.

It started in 1992, when ten percent of the income from the commercial contracts for EURO '92 was reserved for those associations who did not qualify for the final round. This marked the beginning of a new guiding principle.

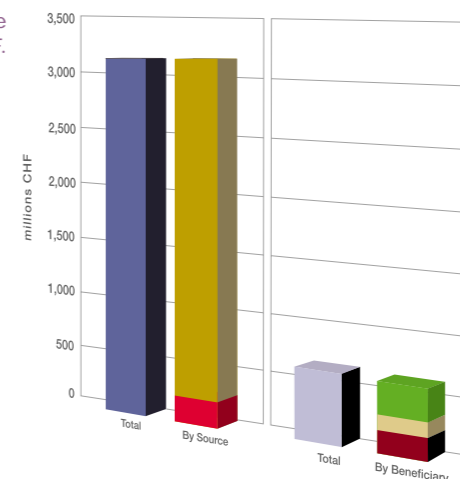
When the UEFA Champions League was created and staged for the first time in the 1992/93 season, solidarity payments were considered essential right from the start. Not only did the UEFA Champions League clubs receive payments, which subsequently increased in parallel to the expansion of the format from 8 to 16 to 24 and finally to 32 teams, but payments were also made to other stakeholders:

- Teams eliminated in the first phases of the club competitions and domestic champion clubs that did not qualify for the UEFA Champions League.
- All member associations, in equal shares.
- A share of the TV pool payments to those associations that were represented in the UEFA Champions League. This payment was made from 1994/95 until and including the 1998/99 season.
- Since the 1999/2000 season, this TV pool payment has been replaced by payments earmarked for the development of youth football, with the funds distributed via the associations and through the leagues. All clubs not taking part in UEFA's top competition can therefore benefit from this money. This scheme includes the clubs of all the member associations.

This is how the solidarity payments have evolved over the last ten years. And if we consolidate all the elements for this ten-year period, we see that:

- CHF 3.287 billion in total were paid out to the teams (clubs and associations) taking part in the competitions

Paid out to teams playing the competition in million CHF.



Solidarity payments

UEFA's financial policy is an all-inclusive approach.

The following stakeholders were paid out an amount of CHF 660 million over the last 10 years.

- Total - 3,287
- UCL - 3,035
- Euro - 252
- Total - 660
- Associations Total - 290
- Leagues (Clubs) - 165
- Eliminated teams - 205

At the same time:

- Twenty percent of this amount, that is CHF 660 million, was allocated for solidarity payments, as follows:
 - CHF 290 million was paid out to UEFA's member associations
 - CHF 165 million was made available to the leagues to develop youth football in those of their clubs not taking part in the top UEFA competitions
 - CHF 205 million was paid to teams that did not take part in the competitions:



3) Remaining income from 1992/93 to 2001/02

UEFA's financial policy is marked by the will to distribute as much as possible to its member associations as well as to their leagues and clubs. The funds held back by UEFA serve to run the administration but also to:

- organise those football competitions which are not self-funding
- pay for referees and delegates at all UEFA competition matches
- develop football at all levels
- introduce and monitor the European Coach Education Programme
- assist UEFA member associations (e.g. by establishing the EEAB)
- initiate a pan European Club Licensing System

UEFA's Remaining Income
Expenses versus Profit and Assignment to Provisions and Funds

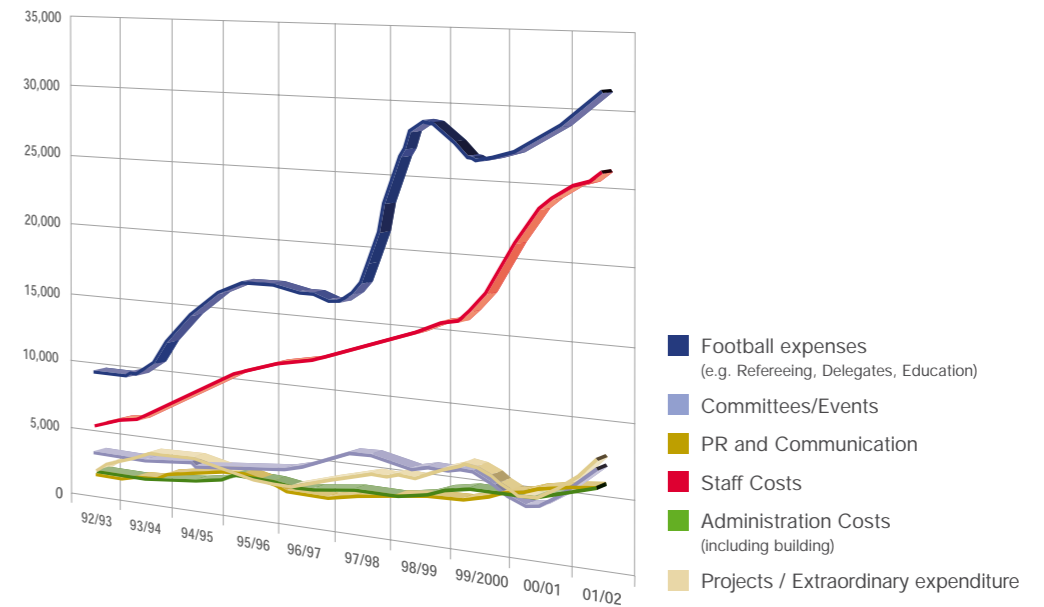


Although UEFA's activities are steadily increasing, the funds held back by UEFA for administrative purposes are not higher than in the past but actually decreasing.

For example, taking UEFA's financial year 2001/02 as an example, it can be seen that the total (consolidated) income has risen by CHF 47 million compared to the previous season, whereby payments made to associations, leagues and clubs increased by CHF 54 million at the same time.

UEFA is able to maintain such a policy due to the fact that provisions and reserves were built up in the past due to the constant increase of the commercial rights enabling UEFA to not only steadily increase the payments to associations, clubs and the whole European football family, but also to build up reserves for the future.

Detail of UEFA expenses (in 000 CHF)





Outlook

The 2002/03 financial year marks a new approach for finance within UEFA. First steps in this direction were published and discussed at the Congress in 2002.

A new Cost Accounting System has been introduced. Starting on 01 August 2002 all financial transactions are registered on three levels (dimensions), namely by:

1. Nature - (e.g. office rent, hotel accommodation, TV-income, etc.)
2. Cost Centre - (i.e. each unit within UEFA's administration is a cost centre)
3. Product - (i.e. by competition)

This analytical approach not only allows for a better control of cost, but also offers the possibility to analyse all financial transactions. In fact on the basis of these data it will be possible to compile any data/statistics required and make available regular forecasts to the Directors, the CEO, Executive Committee and to Congress.

To make full use of all possibilities offered by this new approach it has also been decided to permanently monitor the budgets of all activities within and around UEFA and not just the figures relating to the administration itself.

The new Budget 2003/04 submitted to Congress 2003 now includes all transactions that so far were included in the Financial Reports only (and called "consolidated income").

To make these data comparable with the past, both the budget 2002/03 and the effective figures of the financial year 2001/02 have been reworked according to these new standards/guidelines, to the extent that they are comparable with the new Budget.

These measures mark an important step towards the International Accounting Standards (IAS), which is planned to be fully implemented within UEFA as from the 2004/05 financial year onwards.



Director: Andy Roxburgh

"Conferences, courses and meetings, particularly with coaches and doctors, peppered the programme of the Division, providing further proof of UEFA's wholehearted commitment to education and the technical development of the game."

The Football Development Division is responsible for two areas of activity: Education & Competitions. Technical Education, the Grassroots Programme, and Medical Matters provide the main focus of the educational work, while competitions are organised for Youth, Amateur, Women and Futsal players.

Technical Education

"By the end of 2002, more than 147,000 qualified coaches will have a diploma authorized by UEFA."

The UEFA Convention on the Mutual Recognition of Coaching Qualifications continues to gain in importance, and consequently the number of UEFA-endorsed coaches has increased. By the end of 2002, more than 147,000 qualified coaches will have a diploma authorized by UEFA. Thirty-two UEFA member associations already belong to the UEFA Convention at one level or another. Twenty associations have so far been admitted as full members (including the Pro level), while the other twelve have been admitted as partial members (A and B levels only).

The Convention aside, coaches have also been at the centre of other activities. In February this year, the 12th UEFA Course for Coach Educators took place in Barcelona under the theme "The Art of Football". Coach educators from all member associations took part. The sessions centred on a wide variety of topics relating to coaching and the education of coaches, with the emphasis on encouraging attractive football.



The second major event of the year was the Conference of European National Coaches, which was held in Warsaw from 23 to 25 September. It involved all 52 member associations and representatives of the confederations. The World Cup in Korea/Japan was analysed from a European perspective, and important conclusions were drawn with a view to UEFA EURO 2004™.

Furthermore, UEFA continued its dialogue with club coaches this year and held a fourth forum with some of the elite coaches who took part in last season's top UEFA Champions League. The suggestions and recommendations of this group are very helpful for the further development of UEFA club competitions.

Sports Medicine

This year a study was conducted into the incidence of injuries in top-level European football clubs. Prof. Jan Ekstrand, Vice-Chairman of the Medical Committee, initiated the study, which aimed to establish the reasons for the regular occurrence of injuries and examine ways in which they could be avoided. Twelve clubs from five European countries took part in the study, which was conducted throughout the 2001/02 season. The results of the study will be analysed and published in 2003.

The 3rd UEFA Medical Symposium took place from 28 to 30 January at the House of European Football in Nyon. The topics covered included injuries in youth, women's and professional football, doping, recovery and regeneration, the role of the team doctor and the coach, and the prevention of injuries. Fifty associations attended the symposium, and the team doctors involved in the injury study were also invited.

UEFA has been involved in the development of an anti-doping educational website, Young Athletes Against Doping in Sport (YAADIS). The project was instigated by Stockholm University and International Doping Tests and Management (IDTM) in Sweden, and has been funded by the European Union.

The Football Development Division also continues to monitor UEFA's doping programme, which will be expanded as of the 2003/04 season.



Youth and Amateur Football

In spring 2002, the newly named European Under-17 Championship final round was organised in Denmark, the last to involve 16 teams. The tournament was a great success and produced a surprise winner in Switzerland.

From 21 to 28 July the Norwegian FA hosted the first European Under-19 Championship final round. This was the last competition in which group winners were able to qualify directly for the final, because semi-finals will be introduced in 2003. The final match between Spain and Germany was played in front of 16,000 spectators, and resulted in a 1-0 victory for Spain.

In summer 2002, the 3rd UEFA Regions' Cup got under way with the first of ten mini-tournaments in the qualifying round. A record 40 entries underlined the increased interest in this competition.



Women's Football

The year 2002 was a milestone in the history of European women's football.

The first major event to take place in this sector was the final tournament of the first UEFA European Women's Under-19 Championship, which was held in May in Sweden. For the first time, eight teams competed for the title. The German women's under-19 national team won the trophy, having also won the two previous under-18 competitions. The semi-finalists (Denmark, England, France, Germany) qualified for the first FIFA Women's Under-19 World Championship in Canada in August.

2002 saw the first final for the European Women's Cup for clubs. It was held in the Waldstadion in Frankfurt in front of a crowd of 12,000. The finalists were Umeå IK (Sweden) and 1. FFC Frankfurt (Germany), and the home club won 2-0.

As far as the European Women's Championship is concerned, it was decided during this year to increase the number of teams in the highest level from 16 to 20.





Futsal

Last year, UEFA's Executive Committee decided to introduce a Futsal competition tournament for club sides. The inaugural UEFA Futsal Cup was held in Lisbon in February 2002 with eight teams participating. Spanish side Playas de Castellón won the trophy with a 5-1 victory over Belgium's Action 21 Charleroi. For the 2002/2003 competition 30 teams have entered.

Asian Futsal vice-champions in 2000, Kazakhstan, recently joined the UEFA family and will be a strong opponent in the next European qualifying round for the 2003 FIFA Futsal World Cup.

In November 2002, the first UEFA Futsal Conference brought together delegates from 49 of UEFA's 52 member associations. During this three-day event, the most exciting moments of recent Futsal competitions were reviewed, from both the players' and coaches' perspective. The participants also listened to the experiences of associations that have recently launched the game in their country.

New challenges

The introduction in 2002, of club competitions for Futsal and Women's football was important for those particular sections of the game. The new regulations for the youth competitions and the further development of UEFA's coach education programme were significant factors in the Division's contribution to the advancement of the game.

For the Development Division, the expansion of the Grassroots Programme will be one of the priorities in the next few years, and co-operation with the associations will intensify in this field of activity. Apart from the ongoing efforts to improve the quality of the various competitions, there will also be a great deal of attention given to the reshaping and advancement of UEFA's Coaching Convention.

"The introduction in 2002, of club competitions for Futsal and Women's football was important for those particular sections of the game."



Director: Markus Studer

"Negotiations with the European Commission concerning the central marketing of UEFA Champions League rights, and the club licensing system, have been the main issues during the year under review."

In July 2001, the European Commission started an investigation into the central marketing of UEFA Champions League television rights. This procedure went beyond the scope of traditional television and also concerned the way in which new media rights (internet and mobile phone) were exploited. The dialogue that UEFA started with the European Commission on this matter in the second half of 2001 continued into 2002. The primary objective of UEFA always remained the same: to find a solution that would protect the interests of football but also respect the rules of EU law.

A key moment in the case happened on 3 June 2002, when UEFA CEO Gerhard Aigner and UEFA vice-president Per Ravn Omdal met with Mario Monti, the EU Commissioner responsible for competition policy. During this meeting, the Commission recognised that the central marketing of UEFA Champions League rights could be justified in order to preserve financial solidarity in football and to protect the brand identity of the UEFA Champions League competition. This was the first time any competition authority in Europe had expressed support for the central marketing of football-related television rights.

On 17 August 2002, the Commission published a notice summarising the main elements of the solution in the UEFA Champions League case and inviting comments from interested third parties. This is a formal step which must be taken prior to the adoption of a final "exemption" decision. It is expected that the final decision will be approved and published by the Commission in the first half of 2003.

"The Commission recognised that the central marketing of UEFA Champions League rights could be justified in order to preserve financial solidarity in football."



Club Licensing System

A major step has been achieved with the approval of the UEFA Club Licensing Manual (version 1.0) by the Executive Committee in March 2002. This marked the beginning of the implementation of the system in all 52 member associations for the 2004/05 UEFA season. From March to December 2002, the unit dealt with the following project milestones:

- written commitment of the national associations towards the UEFA Club Licensing system;
- decision of the national associations as to whether to delegate the role of licensor to the affiliated league;
- submission of exception requests concerning the criteria to be fulfilled by the clubs for the 2004/05 season;
- submission of the national club licensing manuals for accreditation by UEFA.

Two workshops were also organised in April/May and November to brief all national associations on the various specific aspects of the system and its implementation.

In order to define the activities by which the licensors will have to manage the licensing system, a first draft National Football Body Licensing Standard (and tool kit) has been produced. This Standard should be certified by an independent certification firm at international level next year, which will help ensure equal treatment within the associations and at international level.

Commercial Legal Services

Due to the increase in legal commercial activities, particularly with regard to the creation of two new affiliates (EURO 2004 S.A. and UEFA New Media) and the decision to market the commercial rights for UEFA EURO 2004™ internally, it has been necessary to restructure the Commercial Legal Services unit. This unit handles all commercial legal and corporate affairs of UEFA and consequently works very closely alongside the Professional Football and Marketing Division, the IT unit, UEFA New Media, EURO 2004 S.A, external agencies, etc.

The year 2002 was marked by this re-structuring phase, which will be finalised during 2003. The unit now functions by focusing on four specific areas: Marketing, TV/IT and New Media, Intellectual Property and Corporate and General Matters.



Legal Services and Assistance Programmes



48-49

Television, IT and New Media

The unit has contributed to the preparation of the invitation to bid for the exploitation of the non-European broadcasting rights for UEFA EURO 2004™. The agency contracts with Dentsu and Octagon are being negotiated and the standard broadcast agreements with each broadcaster concerned will also be drafted and finalised.

Furthermore, the unit has been heavily involved in the definition of the sales policy for the UEFA Champions League seasons from 2003 to 2006 with regard to TV and New Media rights. The relevant TV contracts are currently being negotiated in each country with the assistance of our marketing agency TEAM.

With regard to IT and New Media, various agreements have been worked on in these areas and general assistance has been provided to the relevant UEFA entities.

Intellectual Property

A UEFA EURO 2004™ Trademarks Registration Programme has been set up. In addition, over the last year, the creation of the tender/creative briefs and contract negotiations for the logo have also taken place. The UEFA EURO 2004™ logo has been designed by EURO RSCG and was launched in May 2002 in Lisbon. It has recently been agreed that Warner Bros. Consumer Products will develop the competition mascot.

A global UEFA EURO 2004™ Rights Protection Programme (RPP) has been established and an RPP Group set up. The first task of this group was to define the procedures to protect the rights of UEFA and our commercial affiliates before, during and after the event from ambush activities and counterfeiting.

The IP section has also implemented a comprehensive monitoring system with regard to the protection of UEFA Champions League rights.

Corporate and General Matters

Further to the re-appointment of TEAM as the marketing agency for certain UEFA Champions League commercial rights (mainly TV and sponsorship) for the seasons from 2003 to 2006, an "Agency and Service Provider Agreement" has been negotiated. The exploitation of New Media rights related to the UEFA Champions League will also be addressed following the decision of the European Commission.

The preparation of staging agreements for UEFA EURO 2004™ and UEFA EURO 2008 as well as for the youth competitions and UEFA Cup and UEFA Champions League finals were also part of our activities.

Furthermore, an analysis of the legal relationship between UEFA and UEFA New Media has been carried out with the objective of finalising a service agreement between these two entities. A tax exemption has been obtained for UEFA New Media.

Finally, a full monitoring of all litigation cases in the legal commercial area as well as on insurance and general tax questions has been carried out.





Legal Services And National Associations

National Associations

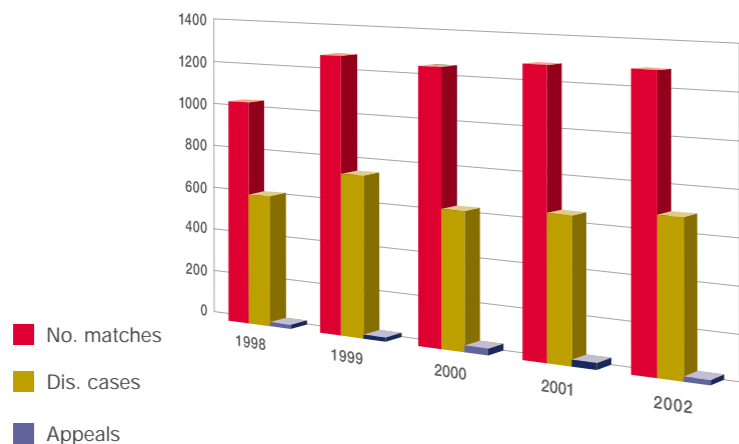
Legal assistance was provided to several national associations, notably from Eastern Europe, to help them redraft their statutes or deal with internal/governmental interference problems.

Disciplinary Services

At the end of 2002, it was established that the number of disciplinary cases would have risen from 656 in 2001 to over 700 in 2002. In contrast, the number of appeals would have decreased by some fifty percent, to about 20.

The rising number of racist-related disciplinary cases (10) is causing concern.

In November, a first disciplinary workshop for the disciplinary bodies and Disciplinary Inspectors was held.



The amendments made to the Disciplinary Regulations (edition 2002), namely the possibility to render decisions taken by judges sitting alone for certain cases or to reduce the number of judges sitting on an appeal's panel, have borne fruit. As a result, decisions were rendered more rapidly and the cost of proceedings have decreased considerably.

Assistance Programmes

At the EEAB workshop in Minsk (Belarus) in March 2002, plans for a new assistance programme intended for all UEFA member associations were presented. Consequently, the EEAB and Kiosk programmes will come to an end in July 2003.

The provision of assistance to EEAB member associations has been geared to the priorities set by the organisational audit performed last year.

The Progress IV cycle has again made a valuable contribution to the education of coaches, referees, administrators and sports medicine experts. A total of 68 courses were staged in the 13 EEAB member associations.

The Kiosk programme has offered to equip all associations with the electronic TactFoot coaching aid, comprising hardware and software. A total of 40 packages are being installed.

São Tomé e Príncipe and Cape Verde were the recipients of the direct aid provided in the framework of the Meridian project. The projects in São Tomé reached a successful conclusion with the inauguration of the association's own premises and a Progress course in administration and marketing. Material help for referees, players, doctors and administrators were provided to both associations.

In November, a workshop for the European associations involved in the Meridian partnership programme was held. Wide experiences were exchanged and new ideas shared.





Supported by UEFA

2002

Open Fun Football Schools



Charity

The yearly Monaco charity cheque for 2002 was awarded to the Danish Cross Cultures Project Association (CCPA) and its Open Fun Football Schools Projects for the Balkans.

In addition donations of over CHF 3 million were approved in favour of the following programmes:

Special Olympics Europe Eurasia (SOEE) and the Special Olympics 2003 World Games, Football Against Racism in Europe (FARE), the International Committee of the Red Cross (ICRC) and, in connection with a special project in Turkey, to the Chaîne du Bonheur.

As part of the effort to eradicate racism from football, a new fund to help member associations organise anti-racism programmes was introduced in November. In the 2002/03 season, this fund will provide 2.6 million Swiss Francs for the 52 member associations.

UEFA's assistance in favour of these educational and humanitarian projects continued to be financed entirely by fines imposed in UEFA competitions, with the exception of the Monaco cheque, which is financed out of the charity account.





Director: Lars-Christer Olsson

"Two major steps in the continuous development of European football were made by introducing the European Club Forum and in the appointing of the hosts for the UEFA EURO 2008."

It has been a busy period for our Division developing and introducing new functions like the European Club Forum and the tender process for the appointment of the hosts for UEFA EURO 2008. At the same time we have fine-tuned and implemented the joint venture for the UEFA EURO 2004™ together with the Portuguese FA and completed the tender procedure for the sales of media and commercial rights for the UEFA Champions League 2003-2006. In addition we have had an exhaustive consultation process involving National Associations, Leagues and Clubs for the development of our club competitions.

"The co-operation with the European Football Leagues is working well."

Product Management Marketing

The result of the UCL tender procedure was the re-appointment by the Executive Committee of TEAM as our agency on 24 January in Porto. The UEFA EURO 2004™ logo was launched in Portugal on 13 May 2002.

Regarding the Statement of Objections delivered by the EU, a basic agreement was found with the EU Commission and was publicly announced on 3 June.

For the Youth, Women's and Futsal Competitions, after a tender process Eurosport was chosen as the UEFA partner for broadcast.

With regards to ex-European TV Rights for the UEFA EURO 2004™ the agencies of Dentsu and Octagon were appointed by UEFA.

Finally, on the subject of a new UEFA Corporate Design, new stationary is to be launched in the first half of 2003.

Marketing Operations Centre

2002 was notable within the MOC for the signing-up of four official partners (Eurotop Partner Programme incl. Broadcast Sponsorship) for UEFA EURO 2004™ namely, Carlsberg, McDonalds, Coca-Cola and JVC.

The Broadcast Sponsorship Programme is now completed and the targeted income is of CHF 120 million. The first national supporter is CTT (Portuguese post office) and the final set up of the group has been completed and is in full action. Finally a contract was signed with Warner Bros as official licensing partner for UEFA EURO 2004™.

Product Management - National Teams

For UEFA EURO 2008, UEFA received seven bids for hosting the final tournament. The bidders included: Bosnia-Herzegovina and Croatia, Greece and Turkey, Hungary, Ireland and Scotland, Russia, Switzerland and Austria, Turkey and Greece. Between August and October all countries were visited. The decision was then taken by the UEFA Executive Committee at its meeting on 12 December to award the hosting of UEFA EURO 2008 to Austria and Switzerland.

For UEFA EURO 2004™ the match schedule for the final round has now been established and the preparations for the final round are ongoing. Euro 2004 SA has been established as a joint venture between UEFA, the Portuguese FA and the Portuguese Government for organising the event in Portugal.

Professional Football and League Services

The co-operation with the European Football Leagues is working well. The main topics over the last year have been discussions around the formats for the UEFA Club Competitions and the system for transfer of players.

An extranet solution for the European Football Leagues has been successful so far and now enters into a new version in the beginning of 2003. The feasibility of a new extranet for national associations has been launched with a pilot group of associations.





Product Management - Club Competitions

The UEFA Cup Final took place in Rotterdam between Feyenoord and BV Borussia Dortmund and the UEFA Champions League Final took place in Glasgow between Real Madrid CF and Bayer 04 Leverkusen.

Real Madrid were the winners of the UEFA Super Cup beating 3-1 Feyenoord on 30 August in Monaco.

The European/South American (EUSA) Cup took place in the International Stadium in Yokohama (Japan) on 3 December between Club Olimpia and Real Madrid CF and the Spanish team won 2-0.

At its meeting in July the UEFA Executive Committee decided on a change in the format of the UEFA Champions League through the elimination of the second group phase, reducing the number of match days from 17 to 13.

A decision on a change in the format of the UEFA Cup has been postponed to July 2003.

European Club Forum

This new platform for discussions between UEFA and European clubs has already had two meetings (30 August in Monaco and 21 November in Nyon). The Board of the ECF counts representatives from eleven clubs (FC Bayern München, Olympique Lyonnais, FC Dynamo Kyiv, FC Porto, Galatasaray SK, Manchester United, NK Dinamo Zagreb, PFC Litex Lovech, Rangers FC, Real Madrid CF, S.S. Lazio).





Director: Jean-Paul Turrian

"The Services Division has been reorganised this year. As a result, its five units are now structured more efficiently."

Putting this first step into practice has meant:

- Strengthening our Division by a few recruitments so as to adapt our workforce to the qualitative and quantitative needs of UEFA as a whole.
- Dispensing regrettably with the services of one manager and two administrative staff whose conduct or results were not acceptable.
- Analysing, negotiating, optimising and signing all of our supplier contracts.
- Making an inventory of, classifying and upgrading all the material and equipment for which we are responsible.
- Implementing a first "management training" step with the Division's managers.

Information Technology

A very important step towards improving the proficiency of this unit was taken by reinforcing its structure with an applications' co-ordinator, infrastructure and services co-ordinator, and an assistant.

This structure is now capable of supporting the very rapid development of our information technology and IT responsibility for UEFA EURO 2004™.

Among many other achievements, the following tasks were accomplished in 2002:

- Significant increase in and standardisation of all work stations
- Standardisation of servers
- Development of intranet and extranet services
- Development and installation of many new applications
- Implementation of an external audit regarding IT security and project management. The results were reassuring in terms of the quality of our services, and also allowed us to plan improvement measures, which are now in the process of being put into practice.

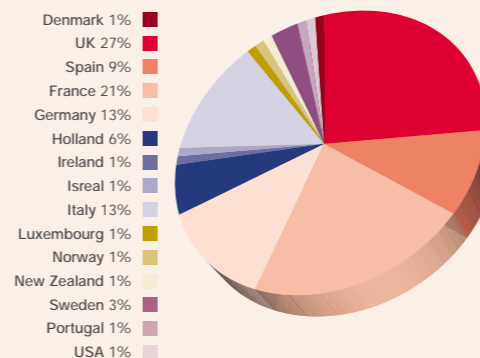
"This structure is now capable of supporting the very rapid development of our information technology and IT responsibility for UEFA EURO 2004™."

Human Resources

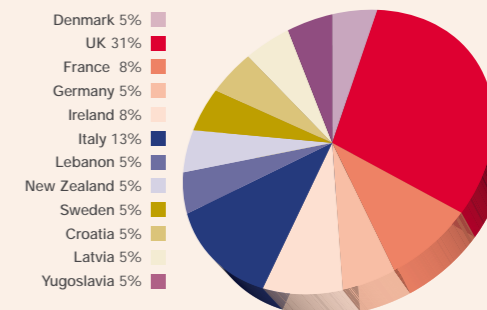
The Human Resources unit has had an extremely busy year. Its main tasks consisted of:

- The recruitment of 45 new staff members
- Constant revision of the Staff Manual
- Gradual computerization of HR-related domains: salaries, recruitment and work plan
- Examination of the staff bonus system, followed by the proposal and introduction of a new concept
- Benchmarking of salaries, preparation and introduction of a salary scale rendering UEFA's salary structure completely transparent
- Recruitment of a training officer and analysis of the training needs of all the divisions. Development of a concept 2002-2004. Self-analysis of the IT training needs of all staff. Development of an IT training plan and organisation of courses.
- Training for all UEFA managers on Management by Objectives and Staff Development Interviews

UEFA Non-Swiss staff per nationality - December 2002

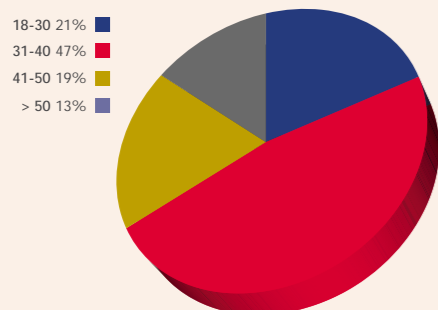


UEFA New Media Non-Swiss staff per nationality - December 2002

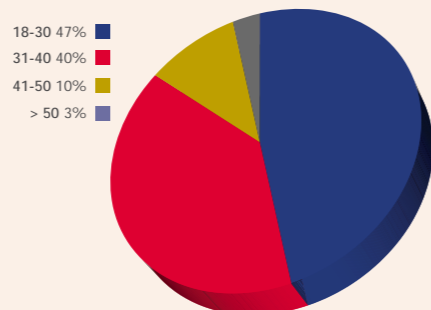




UEFA Staff (160) by age group - December 2002



UEFA New Media Staff (30) per age group - December 2002



Translations

The Translations unit had to deal with an increasing volume of work during the year under review. Thanks to the efficiency of the team and the management progress achieved by the new manager, the unit was able to deal successfully with this workload. The manager has also taken over responsibility for the organisation of interpreters for all UEFA meetings and events.

The TRADOS computer-assisted translation tools are now used on a regular basis. The growing terminology database will help ensure consistent translations.

Major efforts have been undertaken in the regulations sector to improve planning, preparation, layout, and printing.

Travel and Conferences

On the travel side, there was an 85% increase in volume compared with 2001 (January to September). This increase was due to a general increase in the number of trips and, in particular, to the centralised administration of travel arrangements for referees from 30 UEFA member associations.

Contracts were negotiated and signed under favourable conditions (discount according to volume, net rates and route deals) with Lufthansa, SAS, Austrian, Air France, British Airways and Swiss.

Major preparation work was carried out in the cost management area with a view to assigning restaurant and travel costs to the units/events concerned.

A first-aid concept for the House of European Football was developed. All staff concerned has received initial and follow-up training. The infirmary is now fully equipped.

The number of meals served daily in the UEFA restaurant increased by 30% compared with the previous year.

A new insurance contract has been signed for UEFA's fleet of cars, guaranteeing the same cover but 33% cheaper than the previous contract.

Logistics

A safety and security concept was developed for the staff and the building, and an evacuation drill carried out.

Air-conditioning was installed in the Villa la Falaise, where the Legal Services and Assistance Programmes are housed, office space re-organised and protection installed over the car park.

At the Villa Rose, where UEFA New Media and the Marketing Operations Centre (MOC) work, the access road has been paved and a number of adjustments have been made.

The office that used to be maintained in the UEFA building in Berne was sold off and converted into a rented apartment. No archives are stored in Berne any more either.

For urgent mailings, a contract resulting in a cost saving of 30% was signed with TNT. The contract with Canon was renegotiated, resulting in a saving of 20%. Regarding stationery supplies, staff are now able to order office material via the internet, with delivery within 24 hours, thereby allowing the in-house supplies to be reduced to a value of CHF 13,000. All other stores have also been put in order, an inventory made and a database established. By means of an order form, we were able to successfully incorporate the cost-analysis system.

The Future

We will be seeking to maintain the professional skills of UEFA's managers and administrative staff by continuing to offer continuous training and remaining vigilant and selective as regards the quality of conduct and services. The division's managers will follow the second stage of the management training scheme.

We will also have to ensure that our structures are always appropriate to UEFA's needs, analyse and improve and describe processes, and control the budget.



Appreciation

This has been a challenging but also rewarding year for UEFA and its administration.

Together with my colleagues I wish to express our gratitude to the Executive Committee for its farsighted and modern approach when setting the strategic objectives for our organisation. We appreciate the trust that the Committee places in us and also the support given during the period of adaptation to new working methods.

A vote of thanks also to the member associations for their willingness to co-operate with us more intensely than ever before. We are aware that this puts higher demands on them in terms of time, personnel and finance. It is our hope and wish to be able to contribute as much as we can to their own needs and development.

Our appreciation goes to all members of Committees and Panels. We have made progress in our co-operation and we are looking forward to strengthen our ties with all members in the coming business period. We extend our thanks also to FIFA and our sister Confederations. We work together in a positive spirit and with the objective to make the game better.

We wish to extend our thanks as well to the clubs and leagues for their active communication and co-operation. We are looking forward to a continued frank and open dialogue for the benefit of the European competitions.

And finally our thanks and appreciation to the officials, players, coaches, referees, fans, broadcasters and commercial partners who are all crucial to the success story of European football. Together we have many questions but I am confident we can find the right answers for the future.

Last, but not least I wish to express my sincere thanks to my fellow Directors and all colleagues in the UEFA administration and in UEFA New Media. I appreciate the loyal support, which I have received again during the last year. Thanks to their commitment and professional abilities we can say that we have had a successful season. I am looking forward to tackle, together with them, the challenges that lie ahead.

Gerhard Aigner
Chief Executive Officer