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## 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

The following thoughts supplement the detailed reports of the individual divisions. Compiled against the background of my retirement as Chief Executive, they reflect my personal views on the various key areas of our work.

**Introduction and fundamental thoughts on UEFA's activities, both now and in the future.**

### A year of consolidation

In the fourth year since UEFA was restructured, we were able to achieve many of our objectives and strengthen our position in numerous different ways. This is important, since we will only be able to meet the major challenges that lie ahead over the coming year if our foundations are solid. This report describes these challenges in detail.

Over the past year, the Committee members have increased their contact with the associations in their respective portfolios. They are also showing greater understanding of their role as observers in the various committees.

Better coordination is needed between the Committee members and the administration in relation to the dissemination of information about the committees' activities.

### Executive Committee

In my opinion, the creation of working groups within the Executive Committee was a useful way of structuring its work and gearing it up to meet strategic goals. Tangible progress has therefore been achieved in several areas, particularly EU matters, the national associations and club and league football. It is also good that, after making initial contact with the Players Panel, the Football Development Working Group will shortly be tackling negative practices on the pitch.

Generally speaking, the Committee has managed to focus primarily on strategic matters, with operational tasks entrusted to the administration and committees.

Another positive development was the decision that the Committee should devote one meeting per year to medium- and long-term strategic and political themes. This policy is based firstly on the UEFA mission statement and secondly on the objectives set out in the Statutes. It ensures that the administration's activities remain goal-oriented and offers an opportunity to exchange ideas about working practices and make any necessary changes.



## National teams

Experience shows that the effects of the Bosman ruling are causing difficulties for the national teams. Despite the international calendar, the release of players by their clubs remains a problem. This applies both to the double-header qualification matches and friendlies. The fact that certain clubs have a whole team of world stars on their books is as much a problem for the national teams as the lack of motivation shown by some overworked players when they turn out for their country.

Furthermore, it is becoming increasingly clear that associations with lucrative television markets, whose clubs employ an overwhelming number of foreign players, are finding it more and more difficult to bring through new talent for their national teams.

The needs of the small and medium-sized associations have been taken into account with the increase in size of World Cup and European Championship qualification groups. However, these associations need to be aware that the larger associations also have their own problems, and that they should be able to count on the understanding of the small and medium sized associations.

Following the draw for the finals of EURO 2004™, we know who will be playing who. We can therefore be sure of another fantastic tournament. The distribution of tickets by the member associations remains a tricky issue. In the past, attempts have repeatedly been made to generate additional revenue by charging commission. Tickets therefore end up on the black market or, unfortunately, are sold in conjunction with other services. For EURO 2004™, the associations were required to promise in writing that they would not pass tickets on to middlemen. Any association which breaks the rules should be heavily fined. The only alternative is to distribute tickets centrally in order to avoid these risks.

## Club football

Following the decision of the European Commission to allow the centralised marketing of television and new media rights, the UEFA Champions League now has a secure basis for the post-2006 period. The competition's new format has been welcomed by the public, our partners and the players themselves.

Despite the reduced number of matches, the marketing results exceeded our expectations. This was particularly gratifying in view of the very difficult conditions we found in some key markets. The early call for bids for the agency contract for the 2007-2009 period in spring 2004 will enable us to sound out the market with time on our side. This should improve our chances of achieving even better results for this next phase.

One of the negative aspects of club football at present is the precarious financial situation of many clubs. This is mainly the result of over-inflated player wages on the one hand and over-optimistic financial planning by the clubs on the other.

UEFA therefore believes that the European club licensing system is extremely important for the future of club football. UEFA must ensure that this project is not jeopardised by a lack of impetus to implement it or a lack of enthusiasm amongst the associations. This is a good opportunity for the associations to prove that they have the necessary competence to control national football in the sense of the FIFA Statutes, which includes the professional game. The footballing public expects UEFA to ensure that clubs participating in the European competitions are obliged to manage their finances in an orderly, reliable manner. With the help of the pilot associations, the administration has carried out an enormous amount of preparatory work in the past year. This project must not be allowed to fail.

The European club competitions remain a core aspect of UEFA's activities. It should be remembered that, until a few years ago, UEFA generated around 80% of its income from the club competitions. The emphasis has now shifted somewhat, with around half coming from club football and the other half from the European Championship.





The Bosman ruling of December 1995 has meant that a small number of clubs have become excessively powerful, both financially and from a political and sporting point of view. At the same time, traditional structures have begun to break down, a process which is evident in many different ways. Creating an international lobby on behalf of a number of major clubs from within the EU is a huge challenge for UEFA and its member associations - a challenge which must be met if the existing principles that govern football are to continue in the future.

At this point, we should mention the repeated efforts of the G-14 group to secure increasing levels of revenue. The group has met regularly and set up its own office. The interests represented by this group often lead to initiatives that are immediately reported in the press.

The clubs concerned try to impose their demands by using threats. They continually recruit top players in order to cement their domination on the pitch and are therefore always in need of new funds. They usually avoid discussion at national level and, with the EU's help, try instead at international level to change existing structures in their own favour.

With reference to EU regulations, they consider national associations and leagues, as well as UEFA and FIFA, as out-dated monopolistic institutions that abuse their dominant market position.

Unfortunately, the vast majority of the other clubs do not realise that the attempts by the major clubs to increase their powers are directly opposed to their own interests, since the smaller clubs' prospects of sporting success are gradually being eroded.

It also remains to be seen how far the so-called "protection of common interests" of the clubs in question will reach, not least in terms of their participation in the European club competitions. Recent examples from the UEFA Champions League certainly suggest that the so-called giants are not afraid simply to ignore the legitimate sporting interests of other teams.

The national leagues are responding to this situation in different ways. In order to protect the unity of UEFA and the well-ordered future of European football, the leagues as well as the associations, i.e. everyone concerned, will need to take overall responsibility for football and agree on how to counter the attempts by these major clubs to take over the game.

UEFA must always be proactive and remain constantly ahead of the game by acting with circumspection and communicating efficiently with all parties within football. It must serve the interests of grassroots and elite football with equal competence and effort.

I believe that so far we have achieved this, but the biggest test lies ahead. The absence of the clubs and leagues from UEFA's decision-making bodies, emphasised in the 1999 report by the Boston Consulting Group, remains an unresolved problem, even though, at operational level, our organisation now includes certain committees to which clubs and leagues appoint their own representatives.



## EU matters

The amended text of Article 182 was adopted at the gathering of Foreign Ministers held in Naples at the end of November 2003. This can be considered a success for the sports federations in view of the fact that the original draft Constitution proposed by the European Convention failed to take the needs of sport into account and made absolutely no reference to the Nice Declaration. Despite dogged resistance from EU Commissioner Reding, the national governments were persuaded of the need to amend the text, with UEFA and FIFA forming the driving force behind the efforts to achieve this aim in cooperation with the IOC and other sports federations.

Nonetheless, the reference to the autonomy of sports federations appears to have been removed from the text proposed by the Sports Ministers in Florence in early October. At the time of writing this report no information is available on the forces behind this change. However, the governments of the new EU member states have certainly adopted a generally positive attitude to the interests of sport.

Despite the attitude of EU Commissioner Reding, UEFA is continuing to cooperate with the Commission in relation to the "European Year of Education through Sport" (EYES 2004). UEFA's strategy must be to build a basis of trust with the Commission through constructive dialogue. This is the only way we can ensure that the Commission will give priority to consultation with the official European sports federations regarding sports-related matters, rather than dealing with individual self-appointed representatives of the sports movement. At the same time, we need to build on our existing good relations with the European Parliament and remain in constant contact with the permanent representatives of national governments in Brussels.

However, it will also be necessary for the national associations to keep up-to-date with developments at European level and to maintain close contact with their respective governments. Each national association would be perfectly justified in appointing a suitable person to take care of these matters. Football is so important in today's society that it is essential we engage more and more in political affairs in order properly to protect the interests of our sport when significant issues are being debated.

## Football development

UEFA has stepped up its efforts to promote grassroots football in the past year through the "grassroots programme" and the mini-pitch project. Good progress has also been made in the technical education field.

In recent years, UEFA has repeatedly declared its desire to support the development of youth football, women's football and futsal. The financial strategy behind this policy still needs some clarification. The administration should indeed support these areas, whilst at the same time keeping costs under the tightest possible control. National associations, for example, are becoming increasingly worried by the possibility of losing money if they offer to host a competition. We must therefore find a way of providing tournament hosts with sufficient financial security whilst ensuring that this money is well managed.

In principle, it is preferable to delegate the organisation of competitions to national associations or other outside partners because of the large number of tournaments that are regularly held.

The impetus given to amateur football by the Regions' Cup initially appeared to be paying off. Now the idea needs to be better implemented at national level and the sporting conditions of the competition need to be improved.

## Finance

The drop in income from club football has been offset by the successful marketing of the European Championship, as a result of which UEFA now has two solid sources of revenue. UEFA's own resources have also been protected during the stock market crash by means of a cautious investment strategy, although anticipated revenue from the capital market failed to materialise. UEFA is therefore in a healthy financial situation.

Income from commercial rights to the European Championship finals has risen sharply. This was largely helped by the fact that the rights were marketed directly by UEFA rather than through an agency. The sums obtained will enable UEFA to allocate a significantly larger share to the member associations than in the past. This is particularly true with regard to those participating in EURO 2004™ in Portugal, who will receive almost double the amount distributed to participants in EURO 2000™. For this reason, the associations might be expected to cooperate in relation to the tricky question of ticket distribution and to refrain from trying once again to make additional profit by breaking the ticketing rules. It is in everyone's interest that ticket prices should remain within certain limits and that our organisation's reputation is not tarnished by undesirable practices.



### Doping matters

The "HatTrick" programme was introduced in order to give all the associations a share in the benefits of this success. In addition to the annual solidarity payments, which will be raised, the associations are now entitled to a significant sum for investment in their infrastructure. Together with the mini-pitch project, this means that the member associations will receive a total of around CHF 400 million over the next four years.

In spite of the increase in revenue from EURO 2004™, it is essential that costs are kept effectively under control. The decision to introduce such a policy has necessitated further measures to modernise our financial system, such as the changeover to three-dimensional accounting and the introduction of a standardised purchase order system. Furthermore, by giving staff members responsibility for budgeting, an attempt has been made to raise the level of financial discipline.

After two years, the work of the financial controller is paying dividends. Through precise budgeting, regular controls and forecasts, it is becoming increasingly easy for the management to react quickly to financial developments.

Many people claim that doping is not really a problem in football. I beg to differ. There is definitely a huge grey area and it is proving difficult to take control of this problem. Vice is always one step ahead of attempts to combat it. In the past year, UEFA only recorded two doping cases. This figure may be low, but it is still two too many.

UEFA has so far taken something of a back seat with regard to doping matters. This is understandable, in view of the formation of WADA and the fact that it is FIFA's responsibility to represent football's interests at global level and to cooperate with the IOC. However, UEFA has encountered problems enforcing its own regulations over the past year because of intervention by state bodies (in France and Belgium). It has also emerged that the national associations are dealing with the issue in different ways.

The recently established Task Force is charged with helping UEFA develop a new, dynamic policy that will ensure that the problem of doping in European football can be dealt with effectively and lawfully and which corresponds with the high standards of football on our continent.

### Cooperation with the national associations

In the past year, UEFA has once again improved the services it offers to the associations. These include initiatives mentioned in the "Executive Committee" and "Finance" sections of this report.

The annual meeting between the UEFA management and the General Secretaries of the member associations was held in Nyon in October 2003, with everyone meeting together rather than in four separate groups on different dates, as happened in previous years. This change was welcomed by the participants. These conferences are becoming increasingly important and are generally considered extremely useful in promoting cooperation. For this reason, the participants proposed that these meetings should be held twice a year in order to meet increasing needs.

We are very grateful to the associations for making their staff available to help with the running of the European competitions. It goes without saying that this must take place on a reasonable scale. However, it is also clear that this kind of cooperation can release other synergies, which can be used in other areas, such as the organisation of tournaments or similar national or international events. The adoption of more and more international standards across Europe is helping to enhance the way our sport is organised. Through the exchange of practical expertise, our staff can improve their skills and abilities. UEFA needs to take this into account when putting together future training programmes for national association staff.

Administrative cooperation can be significantly improved through the introduction of Extranet systems. However, this is only true if these systems are used consistently. This creates certain demands on the staff both of UEFA and of the associations themselves. We are sometimes therefore told that UEFA expects too much of the associations and we must bear this in mind in our planning. In terms of new media, UEFA has repeatedly stated its willingness to offer technical support to the member associations and their leagues and clubs. However, this can usually only be useful if the parties concerned are prepared to implement projects themselves rather than entrust them to outside agencies.

In terms of our dealings with the EU, we try our best to keep the associations concerned up-to-date and to ensure through regular consultation that associations, leagues, clubs and UEFA are not played off against each other by the European Commission. Mutual trust is therefore necessary. The 'Europeanisation' of our daily lives is continuing to accelerate. By closely involving the national associations in our activities, we are able to keep pace with these developments.

Cooperation in traditional areas of the game - technical matters, refereeing, security and competition development is proving very successful and immense progress is being made.





### Security matters

The rise in international terrorism has necessitated a tightening of security. Since 11 September 2001, the conditions in which our competition matches have been played have undoubtedly become more difficult. On account of the enormous public interest in our club and international competitions, national governments are intervening and exerting pressure on UEFA. This trend will probably increase in the future.

Last year, for example, no European competition matches were played in Israel because of the repeated attacks in that country. The administration is constantly monitoring this situation. The Executive Committee receives regular updates on the latest developments. Before next season, an agreement will have to be reached with FIFA, since the World Cup qualifiers, including Israeli matches start in the autumn.

### Cooperation with FIFA

Since the resumption of meetings of the FIFA/UEFA Consultative Committee, practical cooperation between the two organisations has increased. UEFA has provided support with the processing of the numerous pending international transfers which are still based on the old regulations. At the same time, joint working groups have set about the process of revising the new transfer regulations, which are already two and a half years old.

In this context, the necessary consultation process with representatives of the professional leagues and FIFPro is also being jointly conducted.

A joint committee has also been set up to coordinate the solidarity programmes of both organisations.

Furthermore, regular consultative meetings are held between the FIFA General Secretary and the UEFA Chief Executive.



## Cooperation with the other confederations

From time to time, relations with our sister confederations are harmed by events at FIFA level.

We have stepped up our cooperation with the Asian confederation (AFC). Firstly, UEFA's Technical Director, Andy Roxburgh, has lent his support to the development of a training system in Asia, which is similar to the European coach licensing scheme. UEFA also helped the AFC to recruit an administrative expert from Europe, who will work for two years as a consultant for the AFC's member associations. UEFA is covering the basic costs of this project.

Talks are under way concerning the possibility of an annual match between the UEFA Cup winners and the holders of the AFC Champions League. Cooperation is also taking place as part of the 50th anniversary of both organisations in 2004, in coordination with FIFA, which is celebrating its centenary.

Relations with CONMEBOL remain good and are mainly focused on the European/South American Cup, which was established in 1960.

Last year, the South American confederation decided to allow UEFA to negotiate the commercial rights to this competition for the next four years, a task which has now been successfully completed.

We also continue to enjoy excellent relations with CAF, although the partnerships between national associations from both continents are not always without problems. This project would benefit from a new impetus, including from UEFA.

The Meridian Cup is entering its fifth edition, with matches due to be held in Europe again in early 2005, following last year's event in Egypt.

Relations with the Oceanian confederation (OFC) also remain very friendly. Talks have been held in the past concerning possible support from UEFA. As a result, a European technical expert was sent to Oceania at UEFA's expense for several months in order to assess the situation and develop a coach-training scheme in the region. Further forms of cooperation have yet to be decided upon.

So far, there has been no practical cooperation with CONCACAF. In the past, we have only received requests for support from individual national associations from this region.

The fact that numerous top players from the other continents play in Europe, with the resulting problems of releasing players for international matches, has meant that the confederations are increasingly having to deal with each other. Their understanding of some of the problems faced in other continents has therefore improved. At the same time, European clubs have discovered that, by recruiting players from other parts of the world, they can generate interest in their club amongst the people from those regions. This can have financial benefits, particularly through TV and the Internet. We are therefore witnessing an increasing number of players arriving from Japan, China and Korea.

## UEFA Golden Jubilee

Preparations for the Golden Jubilee have been very extensive. The member associations have been informed about the events planned, which will be spread throughout the year. The aim is to involve the associations as much as possible and to bring a certain jubilee flavour to the numerous events, both sporting and otherwise. The Congress in Cyprus on 22 and 23 April will be one of the main highlights of the jubilee celebrations.







## UEFA Headquarters

UEFA's main building has become a real hive of activity. Around 600 official meetings and events are held in the building every year. The number of workshops has particularly increased. We have also begun to hold most competition draws in the building.

UEFA and its staff have also become more deeply rooted in the Lake Geneva region during the past year. Relations with the Swiss authorities are good and constructive. Our cooperation with colleagues from other international sports bodies based in the region is useful in many respects. This was evident in our joint efforts to lobby the EU. Furthermore, last year we again invited numerous companies and organisations to visit the House of European Football, where they were given a detailed presentation of UEFA, including those activities that are less well known to the public.

By holding an open day last September, we gave the local population an opportunity to visit UEFA. Visitors were able to take part in various "hands-on" activities. More than 2,000 people came along.

The UEFA staff is now very cosmopolitan (with around 30 different nationalities) and has a very low average age (well under 40).

## Changes to the administration

At the end of 2003, several important changes were made at the top of the management team. I announced at the Congress in Rome in March that I intended to retire on 31.12.03. In May 2003, the Executive Committee appointed Lars-Christer Olsson as the new UEFA Chief Executive with effect from 1.1.04. Lars-Christer Olsson had been UEFA's Director of Professional Football and Marketing since June 2000, prior to which he spent nine years as General Secretary of the Swedish Football Association.

At the end of September 2003, Mike Lee decided, after three and a half years as UEFA's Director of Communications and Public Affairs, to step down from his work at UEFA for family reasons and to return to London.

At its meeting on 10/11 December 2003, the Executive Committee approved the following new appointments to the team of UEFA directors:

Markus Studer, new Deputy Chief Executive with his own areas of responsibility,

Gianni Infantino, new Legal Services Director (previously Senior Manager for Commercial Legal Services),

Giorgio Marchetti, new Director of Professional Football and Marketing,

William Gaillard, new Director of Communications and Public Affairs.

*On 15 October 2003, UEFA suffered a painful loss with the death after a long illness of our dear colleague **Rudi Rothenbühler**. He was so devoted to his work that he had been in his office the day before died, even though he was not feeling well. He was desperate to complete his latest task, the Golden Jubilee book. Rudi was my loyal companion at UEFA for 30 years. We all owe him a huge debt of gratitude and we will miss him deeply.*

The following chapters describe in detail the activities of the various UEFA Divisions over the past 12 months.



### Director: Mike Lee

“Over the last year the Communications & Public Affairs Division has further consolidated and strengthened its work at a time of many challenges on a variety of fronts. The Division has worked hard to further improve the services offered to the media, decision-makers, and political audiences as well as strengthen the connections in place with UEFA New Media and the other Divisions of UEFA.”

### Communications

The importance of good communications has never been higher in football and in sport in general. The Division has continued to strive for excellence in properly and clearly representing the views, concerns and debates that emanate from UEFA.

Over the year there has been a vast array of issues to be handled ranging from increased problems of racism to the joy and fair play of the Celtic fans celebrating their UEFA Cup final appearance in Seville.

The Director has continued to work in close collaboration with the President and Chief Executive and his fellow Directors to ensure co-ordination of all messages and a genuine corporate approach to external relations.

The Division is proud of the work undertaken to support, promote and help coordinate European football's campaign against racism, "Unite Against Racism", and the growing relationship with FARE (Football Against Racism in Europe).

In addition innovative work has been put in place, in conjunction with UEFA's Assistance Programmes Unit, to join together with the International Committee of the Red Cross (ICRC) to create a dedicated campaign for UEFA EURO 2004™ to highlight the importance of protecting children in war.

Strong links are in place with UEFA New Media and this ensures that UEFA's news stories, announcements and media releases are carried swiftly and effectively on the uefa.com website. Through the UEFA New Media Board the Division also has input into the overall strategic direction of this area of activity and plays an active role in creating and developing the new generation of digital video services.



### Champions

A major new communications initiative launched in 2003 has been the creation and production of a brand new football retail magazine for the UEFA Champions League, *CHAMPIONS*. A full colour bi-monthly produced by Media Services in collaboration with Haymarket Customer Publishing, this exciting new magazine, available in English, French and German, has enabled UEFA and its partners to reach the fans directly. Sold through the news trade as well as distributed at all venues this magazine has set a new benchmark in UEFA's communications programme.



### Publications

The Division has continued to produce programmes and deliver the essential media services for the UEFA Champions League, the UEFA Cup Final and the UEFA Super Cup in Monaco. Extensive back-up material such as press kits was produced for every UEFA Champions League fixture, as well as the Statistics Handbooks and results summaries, and the end of season UEFA Champions League Season Review was also published.

Throughout 2003 UEFA Media Services has continued in its strong support for UEFA's other competitions, writing and printing programmes for the all the youth, women's and amateur final tournaments during the year, seven in total, including the biennial Regions' Cup and Meridian Cup.

For the first time a comprehensive technical report was produced, in collaboration with the Football Development Division, for all UEFA development tournaments as well as a stand-alone report for the UEFA Futsal Championship 2003 that took place in Italy.

Further integration of UEFA's publications has seen a change to two other publications. *The Technician* and *Medicine Matters*, again produced in conjunction with the Football Development Division, are two periodicals directed at the coaching and medical sectors, and have been bound into the monthly *uefadirect*, thus making them more accessible to members of the football family.

### UEFA EURO 2004™

One of the main projects this year has been the media preparation for UEFA EURO 2004™, starting with basic requirements such as media facilities at the newly-constructed stadia, accreditation strategy, media infrastructure and so on. A UEFA EURO 2004™ Newsletter has been produced on a regular basis, with frequency intensifying as the final tournament approaches. In addition, filming has taken place to produce extensive material for distribution to all European Broadcasting Union members in the form of sixteen 26-minute programmes related to the UEFA European Football Championship, in addition to unedited footage enabling broadcasters to tailor their own programmes. A Communications Strategy Group for UEFA EURO 2004™ oversees all of the media preparations for the final tournament.



### Other Projects

A number of longer-term projects have stemmed from the second UEFA Media Conference, held in Manchester at the end of 2002, and the Media Panel meetings that have been held on an annual basis. One of the objectives applauded by national associations and club representatives is that of upgrading media facilities and services on a pan-European basis, which has entailed a number of site visits to new stadia, the drafting and revision of guidelines related to media facilities and procedures, and the upgrading of regulations for UEFA competitions to higher standards. In addition the Media Task Force group of journalists has continued to meet with UEFA on a regular basis.

There is also an on-going medium-term project related to the image of match officials. Due to the increased media pressure and exposure, media coaching is now a regular item on the agenda of UEFA's annual Referees' Courses.

Other regular activities for the Division have included manning the UEFA Media Desk telephones on a daily basis dealing with a vast range of media enquiries, writing and issuing all UEFA press releases, producing daily and monthly press cuttings, issuing statements on disciplinary matters, handling media at UEFA press conferences and coordinating media interviews.



## Public Affairs

2003 was another successful year for Public Affairs at UEFA. The lobbying work undertaken under the guidance and leadership of the Executive Committee's EU Working Group on issues such as the Article for Sport in the New EU Treaty, has been intensive and effective. New relations have been built and a number of successful events held. The opening of a new representative office in Brussels, which took place in April 2003, should prove a good investment for UEFA in its future relations with the EU and the European institutions.

New partnerships are being built, such as the Friends of Football in the European Parliament, and joint work is being undertaken with the European Commission on the European Year of Education through Sport (EYES 2004) initiative.

## Conclusion

In conclusion, 2003 continued the ever growing trend in the world of European football for increased media access, placing a heavier burden on players, coaches, referees, national associations, clubs and UEFA itself. UEFA's policy, via its Media Services department, remains unchanged. The objective is to offer as much support as possible in terms of coping with these demands while, at the same time, providing optimal service to the media and the most positive promotion of European football.

## Future

As we look beyond 2003 and next year's events, one of the main tasks for the future will be to manage the requirements of an ever-hungry media. UEFA also needs to consider ways to increase the uniformity of its media services across all the various UEFA tournaments, from under-17 right through to the UEFA Champions League and a newly formatted UEFA Cup.

The delivery of UEFA's key messages remains a priority for the Division whether that be to the media, other parts of the football family, political audiences and governments, or the European institutions themselves.



### Director: Alexandre Fourtoy

"In UEFA New Media's second year of existence, the 2002/03 season has been a year of two major steps forward in the service company's development. It has been the year of the launch of our multilingual services, with 8 languages bringing uefa.com closer to the fans and the year of preparation of the next phase of the UEFA Champions League and EURO 2004™, with a new set of developments to create UEFA new media rights exploitation for the first time ever."

UEFA New Media SA is the service company of UEFA, dedicated to providing a set of editorial, technical and support services to allow UEFA to develop its new media activities, mostly in the Internet and Mobile world.

### uefa.com / euro2004.com

As such, UEFA New Media produces uefa.com and euro2004.com, two major websites, in terms of technology and content. This represents 20,000 articles per year and more than 1,000 matches covered, addressed to more than 3.2 million fans per month, 21 million different users per year.

UEFA New Media's mission to set up all the necessary steps to allow UEFA to exploit the Internet and mobile video rights of its competitions, from the necessary support for the exploitation of these rights, to setting-up the production behind the rights exploitation. UEFA New Media is building and managing all the tools - allowing UEFA to be a leader when it comes to new media rights presence in the football world.

UEFA New Media is also providing a set of technical services to UEFA, such as the creation and management of its video library, allowing UEFA to deliver a set of services to the Football Family.

In the 2003/04 season, UEFA took two major steps in the new media environment. Firstly, exploiting the video rights of UEFA Champions League on Internet and Mobile phones, as per the agreement reached with the European Commission and secondly, developing a web site in-house for a major event (euro2004.com).

For this reason, the 2002/03 season has been focusing on preparing this future, by building the tools necessary for this major development.



### Delivering football content to a global audience across several platforms

With the launch and integration of seven additional languages – French, German, Spanish, Italian, Russian, Portuguese and Japanese – to the original English version, uefa.com extended its reach to a wider audience during the 2002/03 season.

The result of added multilingual sites means that the interest in the website goes beyond European borders, with avid football followers in Asia, Africa and South America now able to enhance their knowledge of football from the European continent.

Setting the standards in day-to-day competition coverage, the increasing amount of users of UEFA's official website during the course of the 2002/03 season were kept up-to-date with information about the 15 competitions organised by Europe's governing body. Minute-by-minute text, extensive match reporting direct from the venue as well as audio and statistical coverage emphasised the live coverage offered for the UEFA Champions League, while correspondents were also deployed at all UEFA Cup and UEFA EURO 2004™ qualifying matches to provide instant updates direct from the stadiums.

In addition, UEFA New Media also attended all UEFA finals and final tournaments, providing exclusive and extensive coverage of events as they happened.

Such is UEFA's influence on the footballing landscape, that dedicated editorial resources have been mobilised and inter-departmental co-operation organised to cover UEFA's corporate activities and initiatives. In-depth reporting from correspondents in each of UEFA's 52 member associations has allowed uefa.com to establish a strong news and features base, with Football Europe, Training Ground and Magazine supporting competition coverage to maintain uefa.com's lofty aspiration of being Europe's football website.

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 2002/03 represented over 430 million page views – a massive 60% increase on 2001/02 - with an average of 21 million unique users, up 30% on the previous year.

### Supporting the integrated sponsorship strategy

The season 2002/03 has been the core sales period for the UEFA Champions League and UEFA EURO 2004™. UEFA New Media has provided UEFA with solutions for sponsors to support the integrated sponsorship strategy, where sponsorship rights include a strong on-line component. From specific development of applications such as the "Amstel Fan of the Year Quiz", "Ford Travel Zone" or "Coca-Cola Predictor game" to content services such as the UEFA Champions League micro-websites delivered to sponsors, UEFA New Media has provided a set of services justifying a higher value of the packages sold.

A total of 12 specific applications for sponsors on the website and 12 associated micro-sites have been under development during the 2002/03 season.

This strong media presence for UEFA also allowed new partners, mostly interested by the technology approach, to come on board for those major tournaments, such as BenQ, NTT Com/Verio or T-Mobile.





### Preparing the new multimedia year

For the first time on this scale, UEFA will start the rights exploitation of new media rights for the UEFA Champions League and UEFA EURO 2004™ in 2003/04.

In terms of partnership, UEFA New Media has technically supported UEFA and TEAM to actively promote the sales of the mobile rights worldwide for forthcoming UEFA Champions League seasons. From September 2003, UEFA Champions League video will be instantly accessible on mobile phones in 24 different countries, through key market players, Hutchinson 3G and Vodafone. On the new colour phones now available, customers will be able to receive photos of goals or videos in a time range of 6 minutes after the event has happened.

In addition, UEFA New Media plans to launch a subscription-based video channel on the website in partnership with Real Networks worldwide (and Sky in the UK, NTT in Japan). This new feature will offer fans highlights of the games, full re-runs, news, magazines, interviews, and an amazing archive of 3,000 clips of UEFA Champions League action since 1991 - searchable by player, team, or football action.

Those key developments achieved in the 2002/03 season have been possible thanks to the relevant production tool built up by UEFA New Media.

In February 2003, UEFA's Executive Committee approved a video project of UEFA, namely the creation of a physical video archive at UEFA's HQ of all UEFA competitions, and creating a digital tool to manage the archive and assume new media video production. UEFA New Media is operationally in charge of this project and has created a state-of-the-art video production centre - the "Digital Video Library".

Putting all the games live on computers, and attaching all the statistics of the matches to the video content, the Digital Video Library allows all mobile operators to receive clips of the goals within minutes, and to produce all the internet video content to be displayed on the website.



### Establishing the bases for UEFA EURO 2004™

During 2002/03, UEFA New Media launched an independent website, euro2004.com, to promote the upcoming European Championship, and to follow the qualifying phase. This was only the earlier phase of an on-going large-scale development project, euro2004.com, the Final tournament website.

### Conclusion

To consolidate and to prepare for the future are the two main focuses of UEFA New Media in 2003/04. Our multilingual service in English, French, German, Spanish, Italian, Portuguese, Russian and Japanese has been successfully launched, and has allowed uefa.com to gain 7 million new users per year to reach 21 millions fans.

With the 2003/04 season in view, UEFA New Media has initiated major multimedia developments, by creating a state-of-the-art production centre for video dedicated to internet and mobile activities.

A year of 'conversion', 2003 has also seen UEFA New Media establish sponsorship services, as well as mobile and internet partner services for UEFA, by developing tools, applications and solutions capable of enhancing and developing the value of UEFA rights.

### Future

2003/04 is the start of a new cycle and the new three-year UEFA Champions League period brings with it a whole new set of sponsor services and new media rights exploitations as foreseen by the agreement with the European Commission. This is the season of the UEFA European Football Championship final round, for UEFA will create and exploit its in-house website for the first time.

On both fronts, the goal, objective and challenge of UEFA New Media can be summed up in one word, delivery. Where 2002/03 was a year of development and setting-up, 2003/04 is the year where UEFA becomes a service provider to sponsors, mobile partners and Internet partners through UEFA New Media, testing new concepts (such as video on mobile) and new technologies (the Digital video centre) for the first time. This is an objective that the entire UEFA New Media team is committed to achieving.



## Director: Jacob Erel

“The Competition Operations Division provided professional organisational support to the participating teams in UEFA competitions during the last year. Unforgettable club finals were organised in collaboration with our partners T.E.A.M Marketing AG and the Local Organizing Committees as well as high standard final rounds in all other competitions.”

2003 bears the special mark of the preparations for the upcoming EURO 2004™. Competition Operations has been particularly involved in all matters related to safety and security and the final stadium inspection, in a series of 15, took place in October. The overwhelming impression throughout the stadium scene is very positive.

From the operational point of view the 2003 club competition finals in Seville and Manchester will be remembered as two great events, as will also the respective youth, women’s and amateur tournaments of the last season.

Throughout the year the match official appointments ran smoothly and match delegates and referee observers are making vital contributions to ensure trouble free UEFA Competition matches. The co-operation with the five pilot project partners on Artificial Turf has started.

Within refereeing substantial work was accomplished as the audit of refereeing in National Associations was completed.

## Competition Administration

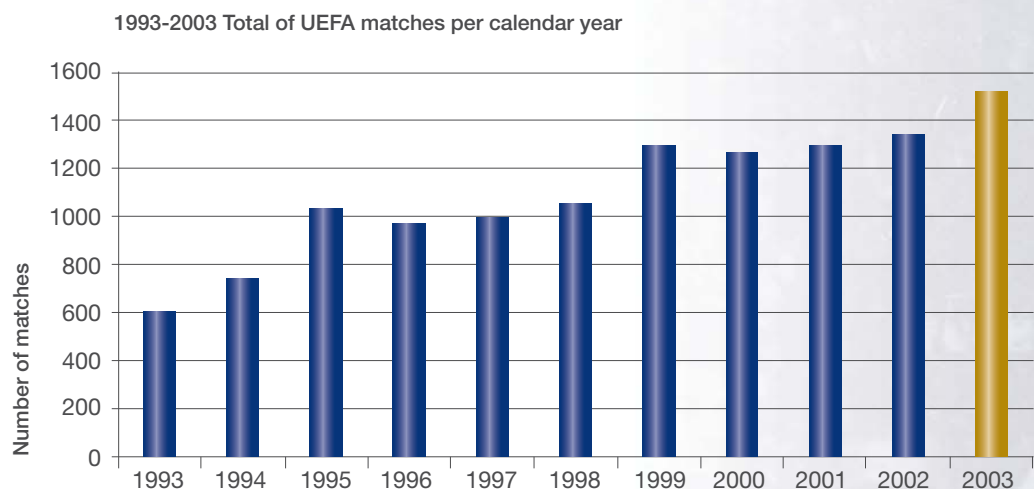
118 different match delegates and around 130 Referee observers covered the matches in 2003. Altogether, more than 2000 individual appointments were made. Match officials are increasingly using e-mail to file their reports and this has indeed improved both the speed and the quality of the reporting system.

Various surveys and research programmes have been set up in relation to the Artificial Turf Project in the fields of players acceptance, monitoring of injury frequency, pitch quality control, etc.



## Competition Services

The last year saw a new high of 1527 matches administered by the unit. The breakdown of matches administered over the past ten years is shown below:



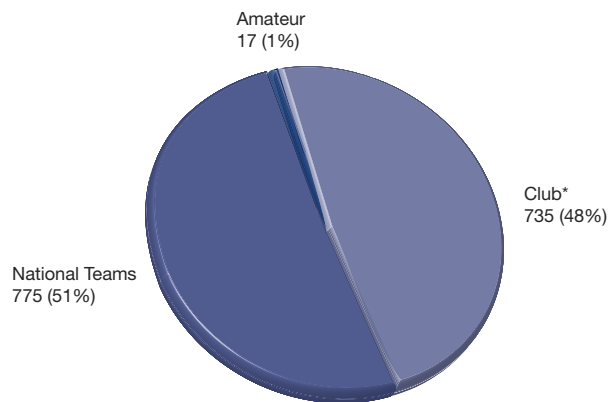
A project to update missing and incoherent match data in the UEFA Competitions System is underway. The primary focus is to enter squad lists and complete match details for club matches where such data is missing, most of these being before 1988. Originally 75% of club matches were incomplete, to date, this has been reduced to 50%.

Following approval by the UEFA Executive Committee, this season has seen an increase in doping tests of 30% compared to last year. The scope of testing has been extended to include all UEFA competitions.

The unit has also assumed the responsibility of updating the club information database of all first division clubs in Europe.

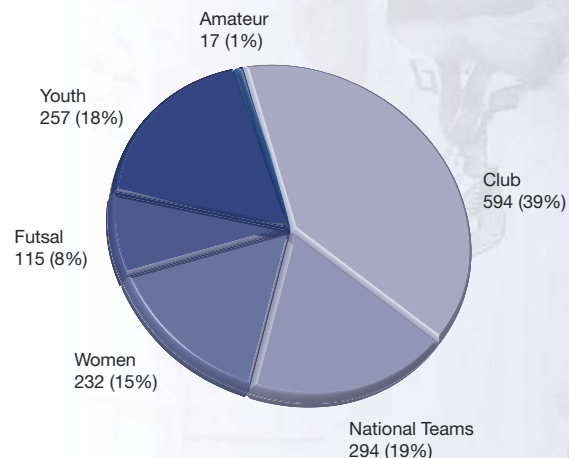
Rigorous kit controls, dialogue with clubs and manufacturers and enforcement of the kit regulations has resulted in a 50% drop in the number of kits refused. However there has also been an increase of 20% of kits only approved with reservation.

Matches in 2003 by type (total: 1527)



\*includes women's and futsal club competitions

Matches in 2003 by product (total: 1527)





## Refereeing

The unit and the Referees Committee organised and staged the first-ever summer gathering for the elite UEFA referees and the first ever seminar for futsal referees. These courses were additional to annual courses for elite and new referees, assistant referees, talents referees and biennial course for women referees, which also took place in 2003.

These courses are an on-going part of the development programme started in 2000 and which is now fully established. The programme also includes the twice-yearly production of video training material for the member associations, as well as providing referee instructors from our panel for 24 national courses during the year.

The highlight of the 1257 referee appointments made by the unit in conjunction with the Referees Committee in 2003 was the appointment of the first woman referee, Nicole Petignat of Switzerland, for a men's match in the UEFA Cup in August.

The year also saw the visits by a committee member and a staff member to each member association in order to audit their refereeing organisations. The visits will be completed in early 2004, in time for a final report to be presented to the Executive Committee in February.

A new referee observer report was introduced, which now concludes with 3 positive points and 3 points to improve the referees' performance. This enables referees to focus on particular parts of their performance in their next match.

## Stadium and Security

The unit worked in different areas, together with members of UEFA's Stadia and Security Committee and UEFA's security expert panel, to ensure a high quality management and infrastructure of stadia and to ensure a safe and secure match environment.

Over 50 stadium and infrastructure inspections were carried out in Albania, Austria, Belgium, Bosnia and Herzegovina, England, Georgia, Germany, Greece, Italy, Iceland, Kazakhstan, Netherlands, Northern Ireland, Poland, Romania, Russia, Spain, Turkey and Switzerland.

During the past year five stadium inspection tours took place in Portugal under the guidance of Mr. Ernest Walker, The Chairman of the Stadium and Security Committee.

Active security monitoring took place by the appointment of security officers at UEFA matches, the participation in several security related workshops, and closed door meetings with international security experts and authorities.

A second seminar for European Stadium Managers, was jointly organized by UEFA and ESMA (European Stadium Managers Association) in Geneva.

The unit introduced new Floodlighting guidelines and recommendations, UEFA's Binding Safety and Security instructions version 2003 and is in the process of introducing guidelines and recommendations for spectators with disabilities. Finally, a security and match organization seminar was held in Serbia and Montenegro.





## Event Management

The UEFA Event Management Unit was responsible for implementing all major competitions, draws, conferences and congress in 2003, with the UEFA Champions League and UEFA Cup finals traditionally being organised in co-operation with the Local Organizing Committee and T.E.A.M. Marketing AG. The running of final rounds and matches in the development competitions, conferences and workshops were implemented directly in close cooperation with the host associations. A highlight in this respect was the Meridian Cup tournament in Egypt, comprising a youth tournament between African and European Teams as well as a gala match of an African and a European club team.

Another highlight was the season kick-off event in Monaco with various activities around the Super Cup final such as the Football Gala dinner and the draws. All other draws in the club competitions were hosted at the UEFA headquarters.

The second part of the year focused on the introduction of Venue Directors at qualifying tournaments in the development competitions, the preparation of the operational activities in terms of next year's Under-21 tournament, the organizational build-up of next season's club finals in Gothenburg (UEFA Cup) and AufSchalke/Gelsenkirchen (UEFA Champions League) and the traditional European/South America Cup in December in Tokyo.



## Conclusion

Another busy year has come to an end and the division has provided all the necessary organizational, logistic and administrative support to the smooth running of the UEFA competitions in accordance with the product concepts and the various regulations.

## Future

From the 2004/05 season Competition Operations will launch an initiative for the recruitment and training of new, well-qualified match delegates. Close contact with the five Artificial Turf Project partners will be maintained and the survey and research programmes will be monitored as well as the general evolution in the artificial turf market. A decision whether or not to approve such playing surfaces in UEFA top competitions will be taken in 2005.

Other priorities ahead are to increase the level of quality in youth, amateur and women's competitions, the development and coaching of referees, as well as the reinforcement of the work within safety and security.

Priority will likewise be given to doping matters and updates of historical data into the UEFA Competition System.



### Director: Hanspeter Jenni

“In 2003, UEFA’s financial tools were upgraded and complemented by a modern reporting tool allowing all financial data to be compiled in a fully integrated way. Not only does this serve to compile regular financial reports for the CEO, the Executive Committee and Congress, but more importantly it also gives budget holders direct on-line access to their actual figures.”

As in the past, the results of the financial year under review (2002/03) are published in a separate brochure. The same goes for the budget period 2004/05.

### Truth, Clarity and Continuity

The figures and the relevant back-up information published in the 2002/03 financial report correspond to two of the three most important criteria when it comes to keeping stakeholders informed: truth and clarity (transparency).

As for the third criterion, continuity, UEFA has this time had to break with tradition, as is periodically the case in any company. The steadily changing activities and environment leave no other option than to adapt the reporting methods and styles occasionally, taking new facts into consideration.

Having adapted the charts of accounts and at the same time introduced a three-dimensional cost accounting system the figures presented for 2002/03 guarantee continuity as regards the future but not in respect of the data published in the past, data which was compiled according to the old procedure.

The reasons for these changes are explained below:

UEFA’s first financial transactions were made nearly 50 years ago at that time by hand of course, entered in a so-called “journal”. (see enclosed picture p.41)

A few years later a bookkeeping “automaton” was acquired which, from time to time was replaced by the latest development, before, in 1990, UEFA’s financial transactions started to be made by means of electronic data processing.



## Cost Accounting System

The most significant change, and the most important improvement, was the introduction of a cost accounting system, giving remote access to all budget holders and thus guaranteeing efficient reporting. These steps had originally been planned for the 2003/04 financial year, and in May 2002 UEFA recruited a Financial Controller to co-operate with the Finance Division on this project.

The controller's knowledge, coupled with UEFA's football accounting know-how resulted in a tailor-made, fully integrated finance and reporting tool.

In the period under review the following improvements have been achieved.

The existing financial tool has been upgraded and the existing interface from UEFA's Competition System for automatic data processing/transfers has been moved to the upgraded version.

A new chart of accounts has been introduced, based as closely as possible on the standards of IFRS (International Financial and Reporting Standard). At the same time we have made sure that access to the most important data in the former version (i.e. the account details of the UEFA member associations) is also still possible.

A new interface has been put in place to enable automatic data access and/or data transfers between both the financial (CODA/Baan) and the new reporting tool (COBRA, the Controller's tool).

Once these milestones had been reached, further cooperation enabled a UEFA-specific architecture, allowing the analysis of results on three levels, namely:

- 1.) By nature: What did UEFA buy or sell? (190 accounts)
- 2.) By cost centre: Who bought or sold? (60 cost centres. The system allows for analyses by division and by unit).
- 3.) By cost driver: What does UEFA spend money on? By product (or competition): Where does the money come from? (150 products).

All the targets described above were achieved by September 2002 and offered the comfort of considering 31 October 2002 as the 'point of no return'. All transactions for the 2002/03 financial year were entered into the new cost accounting system to fully test it using real data. When all tests proved successful, it was logical for the cost accounting system to be introduced as from the financial year 2002/03, in other words starting 1 August 2002, exactly one year ahead of the original plan.

This new approach means that Congress delegates, the CEO and the Executive Committee can rely on accurate financial data (such as raw budgets, converted into detailed budgets and finally into regular forecasts). To make full use of this sophisticated system it was decided to consolidate all income and expenditure related to UEFA's activities. Whereas, in the past, UEFA's books only contained income/expenditure related to UEFA itself as an association, the new financial reporting approach is a fully consolidated one, showing every individual transaction on all three dimensions.

To give one example, UEFA can now consolidate all transactions of UEFA itself, the Marketing Operation Centre and of course the EURO 2004, S.A. joint venture. As a consequence the result of the EURO 2004™ final round will be fully reflected in UEFA's books (the third dimension), year by year and also cumulatively over the four-year period. The same goes for the UEFA Champions League of course, as well as for other competitions and cost drivers (e.g. UEFA Club Licensing system, HatTrick assistance programme, and so on).

For budget holders within the UEFA Administration this allows direct (remote) access to all data concerning their activities (and their actual figures compared to budgets and forecasts).

For the Financial Controller the system allows data analysis on all three dimensions. The open architecture of the interface and the COBRA reporting tool allow tailor-made statistics and reports.

For the Finance Division this means that all transactions have to be entered by account number(s) and codification on all three dimensions. It also means that the Finance Division is dependent on the information received from the cost centre(s) in as far as the product/cost driver code on the third dimension is concerned. A Finance Division intranet site has been developed for this, with regularly updated information aiming to correctly code all transactions on the three dimensions.





### Conclusion

Technically speaking the new system is now working perfectly well and to our satisfaction, although on an operational side within UEFA we are still on a learning curve. However all the positive aspects compensate for the disadvantage of not being able to directly compare the 2002/03 financial data with previous years. This is the price any company has to pay from time to time and had UEFA not changed its methods in the past, we would still be entering transactions by hand.

The modernisation described above is worth the effort, as continuity will again be guaranteed in the future.

Although the data registered for the 2002/03 financial year can be considered reliable, some fine-tuning still needs to be done in the sense that the 2003/04 data will be considered the future benchmark, for two reasons:

Firstly, for the first time ever the 2003/04 budget has also been elaborated by taking into account the new tools available, including budgets prepared on the three levels.

Secondly, the 2003/04 financial year is to be considered a year of consolidation in as far as the handling of processes is concerned, and for the future we will deal with the same processes in the same way. This is the key to respecting the continuity rule.

### The Future

Looking ahead, another interface to be introduced in 2004/05 is under development: a purchase order system. This will be another fully integrated data processing/transfer element for UEFA's financial and reporting tools.

This system is another step in the right direction for further monitoring and controlling UEFA's finances and should lead to further accountability and the ability to plan in greater detail.



### Director: Andy Roxburgh

“In all areas of development, competitions and technical education, there was an increase in the numbers participating and a continued commitment to high quality.”

As in previous years, the Development Division contributed to the promotion, protection, growth and improvement of the game by developing the ‘minor’ competitions (e.g. youth, women’s, Futsal,) and educating/supporting the pitch people (e.g. coaches, players, medical staff, etc.).

There were some significant events in 2003. The launching of the Grassroots Charter, which will be used to strengthen the work of the associations in this area; the organising, in collaboration with CAF, of the 4th Meridian Cup in Egypt; the staging of the European Futsal Championship in Italy; and the organising of the Regions’ Cup in Germany.

### Technical Education

For 2003, we can report growth in the membership of the Coaching Convention. Thirty-five of the 52 UEFA associations are now members of the Convention and, of these, twenty-one are endorsed at Pro level.

In terms of courses, conferences and meetings, 2003 was again a very active year. In February, coach educators met for the thirteenth time for a practical course which focused on the training of talents and, in particular, the education of future youth coaches. The course took place in Vilamoura, Portugal, close to the EURO 2004™ venue of Faro/Loulé.

Brussels played host to the 5th Conference of Coach Education Directors which took place in September. The purpose of the event was to help the associations with their coach education syllabuses and to stimulate discussions on the trends in football. Thanks to the input of top personalities (e.g. Rinus Michels, Jozef Venglos, Dettmar Cramer, Giacinto Facchetti) this was a big success.

The European Elite Coaches’ Forum took place for the fifth time, and the Players Panel, a round table discussion with former top players, was introduced.



## Grassroots

The new UEFA Grassroots Programme was accepted by the UEFA Executive Committee at its meeting in Athens in February. Subsequently, a Grassroots Working Group was set up to discuss the scheme and the details of the new Grassroots Charter.

The Grassroots Programme and the Grassroots Charter, including a special Grassroots logo, were launched at the 4th UEFA Grassroots Course in Coverciano, Italy, which took place between 30 June and 3 July. The Programme and Charter formed the main basis of discussion and were the key elements of this event. 51 member associations attended the course.

## Medical Matters

As a follow-up to his previous work, Prof. Jan Ekstrand began a second study on the incidence of injuries among top professional clubs in Europe during the 2003/04 season. This time, a total of 21 clubs, most of which are competing in the UEFA Champions League, have agreed to take part. The study will be extended to include all the teams at the UEFA European Football Championship in Portugal. The results of the study will be published in the course of 2004.

The number of doping tests conducted at UEFA matches has been increased as of the 2003/04 season. Urine sampling techniques have improved significantly in recent months, and substances such as EPO can now be detected in urine. Consequently, blood testing will not yet be introduced at UEFA competitions.

## Youth and Amateur Football

The first seven months of 2003 was a very busy period for European youth and amateur football, commencing with the 4th Meridian Cup staged in Egypt between 25 January and 1 February. The European teams dominated this competition and won 10 out of 16 matches.

In May the European Under-17 Championship final round was organised in Portugal, involving for the first time only 8 teams. This was a very successful tournament in all respects and the Portuguese FA confirmed its organisational skills in an impressive way. The home team won the competition and no red card was shown during the whole tournament.

The 3rd UEFA Regions' Cup final round organised by the DFB in co-operation with the regional football association of Württemberg was well organised and resulted in a victory of the Italian participant Piemonte Valle d'Aosta Amateurs.

The European Under-19 Championship final round, hosted by the Liechtenstein FA, was an overwhelming success for this small association and for European youth football. Italy beat Portugal in the final in front of a "full-house" and a big European TV audience.







### Women's Football

The major event for women's football in 2003 was the final tournament of the 2nd UEFA European Women's Under-19 Championship, which was held in July/August in the Leipzig region of Germany. Eight teams competed for the title with the French women's under-19 national team winning this trophy for the first time. The tournament organisation was outstanding and promotional efforts paid off with an average showing of 1,300 spectators per match - the highest number of spectators at a Women's Under-19 final tournament to date.

The 2nd UEFA Women's Cup saw a change in format for the final phase with the finals being played home-and-away rather than in a single match. Swedish club Umeå IK made it to the finals for the second consecutive year, overcoming opponents Fortuna Hjørring from Denmark 7 - 1 on aggregate.

In Spring 2003, the 6th UEFA European Women's Championship 2003/05 got underway with qualifying-round matches scheduled until October 2004. The number of entries remains constant with 34 associations.

The UEFA Women's Cup has shown a steady growth since its debut in 2001/02. The inaugural competition saw 33 clubs enter while for the third edition this has increased to 40 entries.

The UEFA European Women's Under-19 Championship also continues to grow every season with 39 associations entering the 2003/04 competition, up from 37 the previous year.



## Futsal

The 3rd European Futsal Championship was held in Caserta and Aversa, Italy, in February. The Italian host of the competition defeated Ukraine in the final and won the championship.

In November, the Executive Committee decided that the 4th European Futsal Championship would take place in Ostrava (Czech Republic) in February 2005. Since 2002, five newcomers have entered the competition. A total of 33 associations are now taking part in the qualification phase, plus the Czechs.

In May, the Spanish club Playas de Castellon won its second title in a row in the UEFA Futsal Cup. The home-and-away final again resulted in the same finalists as the first edition in 2002, i.e. the Spanish champions against the Belgian club Action 21 Charleroi.

The third edition of the Futsal Cup kicked off in September. Since the last Futsal Cup, three new associations have entered the event with their domestic champions. A total of 33 countries will take part in the competition this season.

In November, the European qualifying competition for the FIFA Futsal World Championship started. The top five national teams will represent Europe at the next World Championship in Taipei 2004.

The first UEFA Futsal Referees Course took place in Nyon in November and was attended by 40 referees.

## Conclusion

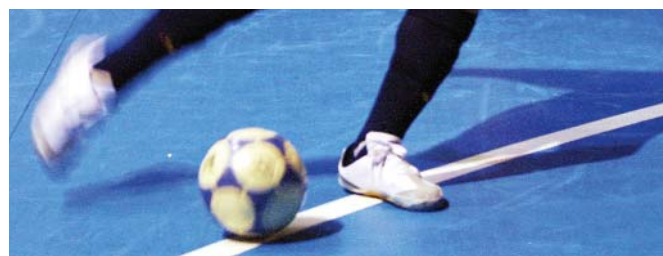
For the past few seasons, all associations have entered our Under-17 and Under-19 competitions, while in women's football and in Futsal, the number of entries has continued to increase.

In coach education, UEFA was again very active with courses and conferences for technical directors, coach educators, grassroots leaders and practicing coaches.

## Future

The implementation of the Grassroots Charter will be a key feature in the Development Division programme in 2004. The concept of endorsing and upgrading association schemes is the same as that used in the well-established Coaching Convention, and it is hoped that this initiative will stimulate greater interest and activity in the grassroots level of the game.

Our aim in the development competitions section is to increase the willingness of clubs and national associations to host mini-tournaments, as well as final tournaments. We would also like to improve the promotion of these competitions, together with our clubs and associations.



ampionship  
Italy 2003



### Director: Markus Studer

“This was a positive year for UEFA in relation to its dealings with the European Union. The highlight of the year was undoubtedly the successful conclusion of the UEFA Champions League case, where UEFA secured formal legal approval for the central marketing of television and new media rights to the UEFA Champions League.”

2003 was also a year dedicated to supporting the national associations, be it in the implementation of the UEFA club licensing system and/or the drafting of new statutes.

### EU Matters

The European Commission published a notice in August 2002 declaring its intention to take a favourable decision in the UEFA Champions League case and calling on interested third parties to comment on the proposed solution. Following various comments and also certain developments in the European Court of Justice (most importantly in the EBU case) UEFA had to work with Brussels in order to “fine tune” the decision and ensure that it was legally robust. The final stage of these negotiations was successful and the Commission finally adopted a formal exemption decision in July 2003. The full text of this decision was published in the EU Official Journal in November 2003.

UEFA is very satisfied with the outcome of this case, which marks the first occasion where the European Commission has approved central marketing arrangements for a major sporting event. The decision gives legal security for UEFA to sell the commercial rights for the competition until at least July 2009. At the same time, the decision provides a modern and balanced solution, opening up further possibilities for technological innovation and maximising variety and choice for football fans to follow Europe’s flagship club competition.

In addition to the UEFA Champions League case, we have also been in dialogue with the services of the European Commission to ensure that the ticketing arrangements for EURO 2004™ comply with European law.

UEFA has been active in monitoring EU legislative developments, for example, the “Television Without Frontiers” Directive, and the implications that this has for football in Europe. With an eye to the future, UEFA has been examining the legal consequences of EU enlargement and the fact that ten new countries will become members of the European Union in May 2004. In May of this year, UEFA organised a seminar in Brussels to provide the ten national associations in question with some help and guidance on what EU membership could mean for them.

Finally, UEFA has also been active, together with FIFA, in examining possible revisions to the international player transfer system as envisaged in the “Principles” Agreement with the European Commission, which we fought so hard to obtain back in March 2001.



## Legal Services and National Associations

### Club Licensing Project

The accreditation process of the national licensing manuals suffered a six-month delay due to the fact that many associations submitted their manual later than the fixed deadline, or did not integrate all UEFA minimum requirements. Intensive bilateral meetings and visits took place during the year to help the national associations in the drafting of their national manual.

A National Football Body Licensing Standard (giving a Quality Management System) was established in order to define the minimum requirements for licensors. Site visits and workshops were organised to help the national associations implement this Standard. The first assessment against this Standard will be done in summer 2004.

The newly created Club Licensing Panel met for the first time in June 2003. The main task of the Panel is to work on the further development of the club licensing system and to give advice to the CEO.

### National Associations

Legal assistance was provided to various national associations in redrafting their national associations' statutes in accordance with the FIFA Master Statutes.

### Licensed UEFA match agents

The licensed UEFA match agents met in June to discuss with the corresponding Panel the new UEFA regulations that were introduced during the year.

## Commercial Legal Services

Following the restructuring and substantial increase in size of the Commercial Legal Services unit last year, we have concentrated our efforts during 2003 on consolidating and reorganising our activities within the specific areas: Marketing, TV, IT and New Media, Intellectual Property, Corporate and General Legal Matters.

### Marketing

With regard to UEFA EURO 2004™ the remaining agreements have now been drafted and signed with all Official Partners, Official IT Partners and National Supporters. Various licence agreements have also been concluded, as well as an agreement with Phil Collins for the Official Music (Theme). All Official Partner contracts for the UEFA Champions League were concluded and all other legal marketing issues of UEFA were monitored.

### TV, IT and New Media

Various UEFA Champions League TV deals have been concluded following the decision of the European Commission. The exploitation of New Media rights related to the UEFA Champions League as well as the exploitation of New Media services provided by UEFA have been addressed. Club Media Rights Guidelines have also been drafted.

The agency agreements with Dentsu and Octagon regarding the distribution of the Ex-European TV rights for UEFA EURO 2004™ was finalised and the TV deals for these rights are currently being dealt with.

With regards to IT, services have been provided in all contractual issues to the IT department. A 'global agreement' with our supplier DeltaTre has also been negotiated.

### Intellectual Property

For the UEFA EURO 2004™ Rights Protection Programme (RPP) the CPD (Comissão de Protecção dos Direitos), in charge of the coordination of anti-counterfeiting and anti-ambush activities in Portugal, has been created together with the Portuguese governmental authorities. A Trademark Enforcement Manual has been created and distributed. An Extranet for RPP has also been set up, with a database to store all infringements and relevant actions taken.

Regarding UEFA EURO 2008™, a Trademark Registration Programme has been put in place and meetings have already taken place with the Swiss and Austrian trademark offices.

In general, there has been monitoring of all IP matters, i.e. registration of trademarks, and infringements are dealt with on an ongoing basis.

### Corporate and General Matters

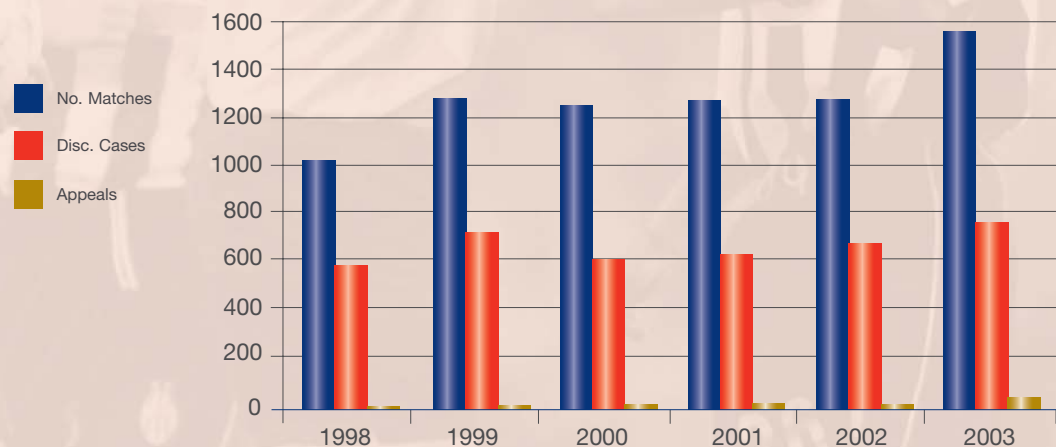
The Terms and Conditions for the sale of tickets of all UEFA events were established. A full assessment and due diligence has been carried out with regard to tax issues and a global insurance package has been created for EURO 2004™.



## Disciplinary Services

The number of disciplinary cases continues to grow. Following an increase in the number of disciplinary cases in 2002, the trend continued in the past year: every second UEFA match now gives rise to a disciplinary case. As there were more competition matches in the period under review (1538 as against 1296 in the previous period), the 11% increase in disciplinary cases is not excessive and can be explained in particular by the hard fought and heavily attended qualifying matches for EURO 2004™.

We have also seen an increase in appeals of 50%. In fact, the Appeals Body had 30 appeals brought before it in 2003.

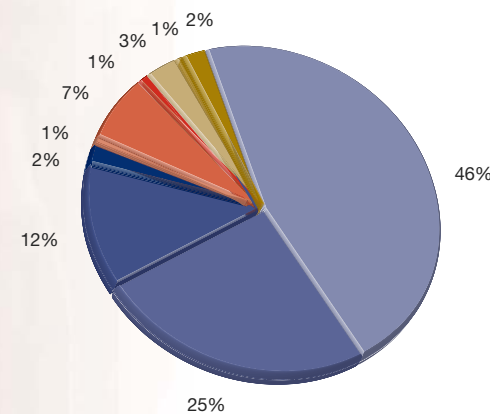


Season	1998	1999	2000	2001	2002	2003	
No. matches	1052	1300	1267	1294	1296	1538	
Disc. Cases	615	752	635	656	700	780	estimated
Appeals	15	17	32	38	20	30	estimated

## Frequency of incidents

As in the past years, the largest portion of disciplinary cases (46%), were triggered by repeated yellow cards that resulted in a suspension. The next largest groups consisted of red cards (25%), actions brought for lack of order and discipline in a stadium (12%) and improper conduct by a team (7%). The drop in cases concerning improper conduct by a team over the previous year can be explained by a change in jurisprudence.

Repeated yellow card resulting in suspension	553	46%
Red card	303	25%
Lack of order and discipline	145	12%
Pitch invasions	25	2%
Lack of organisation, ticketing	16	1%
Improper conduct of teams	81	7%
Assault behind the referee's back	8	1%
Violation of competition regulations: ineligible players, late kick-off, unauthorised kit etc.	36	3%
Racist behaviour	9	1%
Others including: time wasting by ball boys, doping offences, illicit press statements, insufficient hospitality, protest	20	2%





### Assistance Programmes

On 31st July 2003, the EEAB programme officially came to an end after almost 10 years of infrastructure improvements, support, advice and education.

Over these 10 years, all stakeholders have contributed to the success of the programme, aimed at the development of football in the EEAB member Federations and the integration into the European football family.

### HatTrick

This new programme, providing assistance to all UEFA member Federations has just started with the setting up of the administration and the rules for the involved parties.

A presentation was made to the General Secretaries of all UEFA member Federations at the occasion of their conference in October 2003.

### Progress Education Cycle

With the course to be held in Ukraine in December, the Progress V education cycle comes to an end. So far, 36 courses have been held with 1300 participants covering two main subjects: coaching and refereeing. Upon request of the Kazakh Football Association, additional courses took place covering four main subjects (coaching, refereeing, administration, medical matters).

### KIOSK

This programme was closed with the full use of the provided budget.

### Meridian Project

The two new direct help recipients in Africa, Ethiopia and Central Africa, were visited and a list of projects to be realised was set up. Both countries have already received a certain amount of sport and office equipment.

### Charity Portfolio

Throughout the reporting period UEFA continued its traditional support for a number of humanitarian and educational projects.

In 2003 the "Make a Wish Foundation International" was awarded the Monaco Charity cheque of one million Swiss Francs. "Make a Wish" makes wishes come true for children with life threatening diseases.

In line with the partnership charity policy and based on the programmes and objectives proposed by the four core partner organizations, Special Olympics Europe Eurasia (SOEE), Football Against Racism in Europe (FARE), Cross Cultures Project Association (CCPA) and the International Committee of the Red Cross (ICRC), total donations of 2.8 million Swiss Francs out of the fine money account, were approved by the Executive Committee in September.

## Future

Over the years, UEFA has found that constructive engagement and dialogue with the authorities of the European Union is the best way to achieve understanding and to obtain solutions that are positive for football. This is the path we intend to follow on all EU matters that we face.

For Legal Services and National Associations, continuous assistance must be given to the licensors for the running of the club licensing system within their national associations.

In the Commercial Legal Services, in addition to providing legal assistance for UEFA's competitions throughout the year, our main focus for the coming year will be EURO 2004™, and the implementation of the Rights Protection Programme on-site in Portugal.

Finally under Assistance Programmes, the building of the new assistance programme named "HatTrick" is a new challenge for the administration and a welcome opportunity for all UEFA member associations.

As part of the annual Action Week Against Racism, organized by the Football Against Racism in Europe (FARE) network, the UEFA staff football team played a team from the Geneva based Africa-Suisse sporting organization at the Stade de Colovray.

An exhibition promoting the campaign against racism was also featured in the House of European Football.

A joint UEFA/ICRC project promoting "Children in War" at the UEFA EURO 2004™ final tournament is well on track. Launched in October 2003 under the slogan "Let Us Play" with Italian referee Pierluigi Collina, who accepted a mandate as ambassador for the campaign.





### Director: Lars-Christer Olsson

“This has been a very good year for the Division especially with launching and implementing the new format for the UEFA Champions League and the smooth preparations for the UEFA EURO 2004™ in Portugal. For both competitions the TV and marketing programmes have exceeded expectations.”

The main objectives for the Division are to develop UEFA top competitions from a football point of view and the commercial opportunities around them. The tasks include the creation of competition regulations and strategic development as well as creation of TV concepts and marketing programmes.

An important part of our work is based on consultation with the main stakeholders in European football, mainly the member associations through committees and conferences, the leagues through the Professional Football Committee and different working parties and the clubs participating in our competitions through the European Club Forum.

### UEFA Champions League 2003-06

The new UEFA Champions League 2003-06 started this season, though the tracks have been set for some time. T.E.A.M. Marketing AG was appointed as the marketing agency and the format of the competition changed, the second group phase taken away. The sales process 2003-06 was concluded and ended up over target financially. With regards to the TV sales it is important to note that many markets concluded at a higher price. The global revenue forecast is 870 million Swiss Francs per year.

The marketing programme has four sponsors: MasterCard, PlayStation, Ford, Amstel and two suppliers: adidas and Sharp.

The introduction of the new UEFA Champions League period was accompanied by a new brand identity.

### European/South American Cup

The European/South American Cup is a big success in Asia and especially in Japan. A deal with the Japanese agency Dentsu has been concluded for the European South American Cup 2003 to 2006 (4 editions). This year's match was played for the second time in Yokohama on 14 December 2003 between AC Milan, winner of the UEFA Champions League and the Boca Juniors, winner of the Copa Libertadores. Boca Juniors won 3-1 on penalty kicks in the end, after the match had ended 1-1 after extra-time.



## UEFA Cup New Format

In July 2003 the UEFA Executive Committee agreed a new format for the UEFA Cup as of the season 2004-05, following an extensive consultation process including all stakeholders (clubs, leagues, associations) in the European football family. The new format will have an 8x5 group stage followed by a knockout stage, including 8 teams coming from the UEFA Champions League group stage.

## UEFA Cup Final

The UEFA Cup Final was successfully staged in Sevilla and ended with a dramatic 3-2 victory for FC Porto. The 'Silver Goal Rule' applied. The stadium was sold out with additional 30,000 Celtic and 10,000 Porto supporters watching the match on giant screens in the city itself. The TV viewing figures were slightly higher than last year. 24.5 million spectators watched the final across the top six markets, 8.3 million in the UK (49.3% market share) and 2.8 million in Portugal (67.5% market share), and more than 30 countries broadcast the match live.

## UEFA Champions League Final

AC Milan won their first UEFA Champions League title since 1994 with a penalty shoot-out (3-2) win against Juventus FC at Old Trafford. The stadium and the match organisation set a benchmark for future UEFA Champions League finals. The final was watched live by more than 45 million spectators across the six top markets with a record audience of 20.2 million in Italy, which corresponds to a 67% market share. The final was broadcast on over 100 channels with 300 hours of TV coverage worldwide.

## UEFA Super Cup

The UEFA Super Cup was played in Monaco on 29 August with a 1-0 victory for AC Milan against Porto FC. As a new staging agreement for the UEFA Super was signed by AS Monaco and the French FA this final will be played in Monaco for the next two years until 2005.

## UEFA EURO 2004™

On the competition side the qualification phase ended with the 10 play-off matches in November and the final draw took place in Lisbon on 30 November. The four groups look as follows:

- Group 1:** Portugal, Greece, Spain, Russia
- Group 2:** France, England, Switzerland, Croatia
- Group 3:** Sweden, Bulgaria, Denmark, Italy
- Group 4:** Czech Republic, Latvia, Germany, Netherlands

Preparations and organization for the UEFA EURO 2004™ have entered the final phase with the signature of all city and stadium contracts. The joint venture set up between UEFA, the Portuguese FA and the Portuguese Government has been working very well and serves as a model for the organisation of the UEFA EURO 2008™.

The marketing programme has proven to be successful with all partner positions occupied.

### Official Partners:

1. Canon
2. Carlsberg
3. Coca-Cola
4. Hyundai
5. JVC
6. MasterCard
7. McDonald's
8. T-Mobile

### Official Technology Partners:

1. NTT Verio
2. Portugal Telecom
3. BenQ

### National Supporters:

1. CTT
2. Galp
3. Banco BPI
4. Soporcel (Navigator)
5. adidas
6. Vista Alegre

### Broadcast Partner:

EBU (Eurovision)

### Licensing Agent:

Warner Bros Consumer Products







EURO 2008™: After the announcement in December 2002 that Austria/Switzerland would be the host for the European Football Championship in 2008 the first meetings with the Swiss and Austrian FAs were held. Temporary working structure and temporary budget were agreed with the host associations.

The UEFA Executive Committee decided on a revised format for the qualification competition for EURO 2008™ extending the number of teams in each qualifying group, as a response to a request from the national associations to create more competitive matches for national teams. On request from UEFA, FIFA has decided to use a similar model for the qualifications for the World Cup 2006.

Regarding the new FIFA Regulations for the Status and Transfer of Players, the Division monitored the implementation status of these rules in UEFA's area throughout the year, and participated with FIFA in the ongoing review process that was foreseen in the agreement with the European Commission in March 2001.

## Conclusion

The Division has achieved its objectives and the competitions are running smoothly. The commercialisation of our two main competitions, the UEFA Champions League and UEFA EURO 2004™, has been very successful and we are well equipped to meet new challenges in the coming years.

## Future

Our top priority for the coming seasons is to develop models to keep the entire football family together, where national teams and clubs can co-exist in a way which is respecting and recognising each others legitimate rights.

During the autumn UEFA invited leagues and players to engage in dialogue on different footballing matters, including the roles of employers and employees in European football. This dialogue should develop into a fruitful co-operation.

The most important project during the year is the UEFA EURO 2004™ in Portugal and it will need our full attention.





### Director: Jean-Paul Turrian

“This year, the staffing level of the Services Division remained stable, allowing us to concentrate on improving the services we offer.

“With the implementation of a cost accounting system based on three dimensions, the Services Division is now able to monitor and control expenses. This will be even more beneficial once our purchase ordering system is up and running.”

With the recruitment of a new Personal Assistant, in January 2003, we have been able to optimise the PA's function. She is actively involved in activities such as, business plan development, objectives and budget set up, project management, and co-ordination and communication among the PA's and CEO's office. The successful implementation of this role is mandatory for the smooth and efficient running of the Division.

Another new position, as Organiser, was filled in February 2003. This role provides support to the Director in all organisational matters but mainly in describing, analysing and optimising working process for and with the users, mainly the Purchasing Order System.

### Human Resources

In terms of human resources, 40 new staff members were recruited (increase of total headcount to 199 with gross annual fluctuation rate of 10.5%), including the opening of a representative office in Brussels.

The first phase of UEFA's training plan 2002-2004 was implemented, adding up to 1'687 man-days of training in all four areas (Management, IT, Languages, Vocational).

A salary scheme of six salary classes was introduced and is being used for recruitment and annual salary negotiations.

The performance bonus concept was further adapted, for the first time a direct link between degree of achievement of annual business objectives and bonus amount paid out was applied.

UEFA's staff manual has been completed and made available to all staff members on the intranet. In addition all employment contracts were revised and standardized.



### Information Technology

The IT unit had a very busy year preparing the EURO 2004™ and the remodeling of the Information System (IS2006 project).

The principal tasks were to:

- Set up and implement the ticketing solution for EURO 2004™
- Develop the HELGA solution (Host Event Logistic Global Application), which includes the modules of; accreditation, accommodation, transport, material, social event, persons, media booking, invitation and welcome gift
- Initialise the Security Project, in response to the audit that took place in 2002
- Stabilisation of our internal infrastructures (replacement of old hardware, finish migration of all servers to Win2000, install of Netiq to monitor the system)
- Offer to the Football Family more efficient ways to communicate through the access to Extranets (National Associations, Professional Leagues, European Club Forum, competitions ( EURO 2008™ and Under-21 etc...)) and Intranet.

### Logistics

#### Métairie project

On July 7th, 2003 the Executive Committee approved the request to purchase land from the Clinic “La Métairie” to build a UEFA annexe.

This is now progressing well. A letter has been sent to the administrator of the clinic confirming our interest in acquiring part of the land for an administrative block, subject to certain conditions:

- Amendment of the district plan
- Conversion of some of the medico-hospital building rights into administrative rights for UEFA
- Agreement between UEFA and the clinic regarding acquisition procedures and conditions

### Purchases

Introduction of a gift and purchase order form: This procedure, developed with the help of the controller, allows the quantity and cost of gifts to be monitored on a month-by-month basis.

Canon have supplied us with a large range of software and service solutions designed to fit our applications and specific needs with a view to controlling costs and rationalizing operations. This helps us to manage our growing internal workload.





## Travel and conferences

### Staff

The unit had a high staff turnover in 2003 due to departures/maternity leaves. The unit is on its way back to a normal situation.

### Travel

Negotiations have been conducted with major airlines/alliances in order to fully cover UEFA needs.

### Carlson Wagon Lit

In order to gain in efficiency and cost, CWT has taken over the management of hotel booking and visa requests. A referee's concept is now fully centralized and managed by CWT; the 52 associations are concerned.

### Events

This unit is heavily involved in planning EURO 2004™ together with EURO 2004, S.A. in order to share know-how and best practises and a new concept is under evaluation in order to secure UEFA room requirements for UEFA Cup Final 2005 that will allow UEFA to better control costs and processes.

## Translations

The Translation unit has remained stable in 2003 in terms of permanent staff.

With the aid of external partners, the Translations unit translated some 1,728,900 words and checked over 800,000 words between 1 January and 31 October 2003. The total number of words translated in 2002 was approximately 1,500,000 in addition to nearly one million words checked.

An upgrade to the "Trados" translation work tool took place in the summer, the main benefit of which is an improved version of the "MultiTerm" terminology database.

A number of thematic terminology projects relating to UEFA institutional terminology were completed in the summer. Following a final check, this terminology will be distributed to external translators and in-house users where appropriate.

Style guides were produced for the three official UEFA languages, English, French and German. These will be made available on the Intranet in the first half of 2004.

The Translations unit has continued to provide logistical and linguistic support for the regulations update and production process. Various aspects of the process have been analysed with a view to optimising the procedures.

Interpreters were recruited for over 100 UEFA meetings in 2003, about a third of which took place outside Switzerland.

## Conclusion

We are now entering the second phase of our objectives, which consists in, analysing, optimising and formalising key processes, putting in place a company culture based on professionalism, respect, courage and enjoyment and finally launching a knowledge-management-oriented approach.

## Future

In January 2004, the Division will welcome a new head and deputy head of Human Resources.

We shall be pursuing the training of our management as well as working on analysing and optimising working processes.

The active phase of the controlling process will be developed and we shall be working towards saving 5% of our forecast budget.



## A word of thanks

As this report clearly shows, the past year has been an eventful and very busy one. In the fourth year since it was restructured, the administration has continued to develop. However, the need for improvements in certain areas has also become more apparent. This will be one of the main tasks for the year ahead.

On behalf of my colleagues, I would like to thank the President and the members of the Executive Committee for granting the administration the resources and time it needed to restructure. We are following with conviction the principles which the Committee have given us as the basic philosophy for our work and we thank them for the trust and support they have given us over the past year.

I would also like to pay tribute to our member associations, who always respond positively to our initiatives and requests. In view of the rapid development of football in Europe, our close cooperation has become even more important. We are confident that our cooperation and, consequently, our mutual understanding will improve further in the coming year and we look forward to working together in the future.

We are also very grateful to all the other members of the football family, the members of our committees and panels, all officials, players, coaches, clubs and leagues, as well as our colleagues at FIFA and the other confederations. They have all contributed to the growing popularity of our sport. We must all work together to ensure that the fundamental values of football are preserved in spite of everything.

I would particularly like to thank the referees. They have played a crucial role in the positive developments which we have noted and deserve our total support at all levels. We can state with satisfaction that the referees in our competitions have learned to cope with the increasing pressures they are under. They have grown with their responsibility and do justice at all times to the high standard of our matches.

We should not forget the people without whose commitment our competitions would never have achieved the sparkle and quality they have acquired: the fans and commercial partners, i.e. television companies and sponsors. We know that they will only remain loyal if we carry out our tasks competently, reliably and transparently.

As always, I will end my report with some personal remarks, particularly as I am retiring from UEFA at the end of 2003.

## Goodbye

I owe UEFA a huge debt of thanks. I have been able to spend virtually my whole working life in European football. I have repeatedly been entrusted with new tasks. UEFA has had a huge influence on my life. I would therefore like to thank everyone who has kindly supported me over the last 35 or so years, whether within UEFA or as a member of the wider football community.

I am especially grateful to my predecessor, Hans Bangerter, who supported and moulded me in my early years at UEFA, and to our Honorary President Jacques Georges, under whose leadership I was appointed UEFA General Secretary in 1988. I would also like to say a huge thank you to President Lennart Johansson, with whom as head of the UEFA administration I have enjoyed a close and trusting working relationship over the past 14 years and who has always shown confidence and goodwill towards my colleagues and me. I would also like to extend this personal gratitude to all those who are mentioned in the above section entitled "A word of thanks". I have developed close friendships with many people through working with them over many years, for which I am extremely grateful.

I would like to conclude by thanking and paying tribute to my colleagues. This report clearly illustrates what has been achieved over the past year. I am grateful to my fellow directors and their teams for their efforts, for their tremendous loyalty and commitment and for their full appreciation of the aims and values of UEFA.

The fact that I can look back with satisfaction at my time at UEFA is largely due to the support I have received from my colleagues. Around 20 still remain from the team which moved from Bern to Nyon. I am grateful to them for their loyalty and their understanding of all the new developments over the last few years, which have required them to show enormous adaptability. I would also like to thank all those colleagues who have since joined us for helping to create a new UEFA.

The new spirit of UEFA has particularly begun to emerge since the restructuring. Within the space of 10 years, the administration has grown from a small, close-knit organisation to a dynamic, proactive business employing numerous specialists. I am proud of this transformation and of the team I have been able to build. I would particularly like to thank my longstanding deputy, Markus Studer, who has been my sparring partner in many difficult situations and who has always stood loyally by my side.

I would like to wish Mike Lee well in his new job and hope he achieves his future ambitions. I am grateful to him, for in his three and a half years at UEFA, the organisation's image in the media and in the public eye has improved tremendously. He is largely responsible for this.



## Good luck, Lars-Christer!

I was relieved and delighted that the Executive Committee chose my successor from within our own ranks. It meant that the hand-over to Lars-Christer Olsson was not too difficult. In his three and a half years as Director of Professional Football and Marketing, he had already held a key position that gave him an understanding of many important aspects of UEFA's work. Having attended regular directors' meetings, he is fully aware of all UEFA's interests. We have always worked well together. Even since he was appointed as my successor, his cooperation has remained absolutely faultless and loyal.

He will be entrusted with the task of presenting this report to the Congress in Cyprus and taking responsibility for it. I wish Lars-Christer good luck and success in his new role and I am delighted that he can rely on such a loyal and committed team.

**Gerhard Aigner**  
Chief Executive (until 31.12.03)

