

WE CARE ABOUT FOOTBALL



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## UEFA Executive Committee Report & CEO Annual Report 2005/06 Season

XXXI Ordinary UEFA Congress, Düsseldorf, Germany

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## 2007 Congress, Düsseldorf

Having been held annually since 2003, primarily to allow financial matters to be followed more closely, ordinary UEFA congresses have now also been brought forward to the start of the year. Both these changes have an impact on the reports that have to be presented to the UEFA Congress in accordance with the UEFA statutes.

By scheduling congresses earlier in the calendar year, the reporting period now runs from 1 July to 30 June, thereby synchronising it more closely with the UEFA competition season as well as those of most of its member associations. Since activities in the second half of 2005 were covered in the reports presented to the 2006 UEFA Congress in Budapest, this year's report concerns only the first half of 2006.

For this transitional year, we are exceptionally combining the Executive Committee, Chief Executive and financial reports into one single document rather than publishing three separate reports. A separate detailed financial report is, however, also available.

In the first half of 2006, as in any other period, the activities of the UEFA administration reflected the decisions and concerns of the Executive Committee. The publication of the Independent European Sport Review in May was a milestone in the process that was initiated already some time ago with the objective of achieving recognition of the autonomy and role of sports authorities and a stable legal environment for them to operate in.

UEFA's relations with the European Union are crucial in this respect, and we are pleased to report that this situation has continued to improve, characterised by a mutual desire for understanding and clarification. Relations within the football family are also being developed all the time, to ensure that every stakeholder can have their voice heard and that the Executive Committee can then take its decisions on the best possible basis.



Furthermore, the Executive Committee's desire to strengthen the position of the national associations is reflected by intense activity in the Top Executive Programme, alongside the work being done to ensure the smooth implementation of the HatTrick programme and the effectiveness of all the measures adopted to improve the quality of European football, whether at the level of technical development, infrastructure, club licensing, grassroots football or refereeing.

The UEFA administration's work is also tied to the main UEFA competitions and the decision to strengthen UEFA's role in the organisation of events, notably where the European Football Championship is concerned. This stronger role has increased the workload of the administration, which has also become more heavily involved in the marketing of the UEFA competitions.

Another task of the administration is to closely monitor outside pressure and to endeavour to respond by demonstrating adaptability and an ability to act, rather than being on the receiving end. We also strive to be at the cutting edge of information and media technologies, and have also now set up a documentation centre.

All these activities, and many more besides, are described in greater detail on the following pages.



## Report of the UEFA Executive Committee January – June 2006

### In brief

Ushered in as the year of the 50th anniversary of the European Cup, the 2005/06 season culminated on 17 May 2006 with the UEFA Champions League final in Paris, where the first European Cup final took place in 1956.

The Executive Committee also finished the season in the way it had begun, focussing, in particular, on the development of the UEFA club competitions in the immediate future and the long term, including the launch of a broad consultation process on their format. The quest for quality also remained a top priority for the HatTrick programme, in terms of playing facilities, structures and the competence of the national associations. This was reflected by the continued roll-out of the Top Executive Programme (TEP) across the national associations, in order to strengthen the bodies at the very core of the football pyramid.

The Executive Committee pursued its efforts to obtain recognition for the special nature of football and the role of its national and supranational associations, so as to have the means to ensure that the European football pyramid has the most stable base possible. In this context, the initiative taken by the United Kingdom during its presidency of the European Union was especially appreciated, with José Luis Arnaut entrusted with a vast independent review of European sport, which gave all stakeholders the opportunity to express their ideas and points of view. The report that ensued should prove to be a valuable tool for applying the principles of the Nice Declaration of December 2000 and for allowing football and sport in general to develop in a clear context and without the constant concern of seeing its principles contested in the civil courts.

Leading these disputes at present is the case that brings FIFA and UEFA up against the Belgian club Charleroi regarding the release of players for national team duty. The matter is still before the courts and UEFA's member associations are backing FIFA and UEFA in the dispute.

Another matter of concern related to European law is the revision of the 'Television without Borders' directive, for which UEFA is striving to have its point of view taken into consideration.





## On the agenda

In the first half of 2006, the Executive Committee once again handled a full programme of meetings, visits and other activities. It held three ordinary meetings and the decisions listed below provide a sample of the multitude and variety of the subjects that it has to deal with.

### 25 January, Nyon, Switzerland

- Preparation of the 30th UEFA Congress in Budapest on 23 March.
- EURO 2008 marketing opportunities.
- Preparation of the EURO 2008 qualifying draw in Montreux on 27 January.
- Approval of the regulations for the 2006/07 UEFA Regions Cup.
- Designation of the Turkish FA to host the final round of the European Under-17 Championship in 2008 and of the German FA (DFB) for the 2009 event.
- Designation of the Czech FA as hosts of the final round of the European Under-19 Championship in 2008 and of Ukraine for the tournament in 2009.
- Go-ahead for six regional grassroots workshops.

### 21/22 March, Budapest, Hungary

- Approval of the UEFA club competition regulations for 2006/07.
- Approval of the 2006/07 UEFA Women's Cup and UEFA Futsal Cup regulations.
- Approval of a new UEFA Champions League revenue distribution model for the 2006–2009 period, with a substantial increase in the share earmarked for the clubs knocked out in the UEFA Champions League and UEFA Cup qualifying stages.
- Adoption of the necessary measures for setting up a documentation centre at UEFA's headquarters in Nyon.
- Approval of revised UEFA Anti-Doping Regulations in conformity with the norms of the World Anti-Doping Agency (WADA) and FIFA.

### 23 May, Gleneagles, Scotland

- Creation of a new competition, the European Women's Under-17 Championship.
- Composition of the UEFA committees and panels for the 2006–2009 period.
- Approval of the 2006 UEFA Super Cup, 2007–2009 European Under-21 Championship and 2007 European Futsal Championship regulations.
- Enlargement of the final round of the European Futsal Championship in 2009 to 12 teams.
- Confirmation of the admission of new members to the Convention on the Mutual Recognition of Coaching Qualifications.

Many topics were a permanent fixture on the agendas of Executive Committee meetings, including relations with the European Union; the fight against racism; the development of the club competitions; relations between UEFA, its member associations, their leagues and clubs, and FIFPro; the marketing of competitions; and the management of financial resources.

At all its meetings, the Executive Committee noted the work of all four of its working groups and of the UEFA committees. For the first time, it approved regulations on the basis of the recommendations of an internal working group.

It also maintained close contact with the national associations, by sending a member to general meetings and other events, as well as by inviting the presidents and chief executives/general secretaries of associations hosting Executive Committee meetings to attend the meeting in question. In addition to the congress in Budapest, a meeting of the presidents and general secretaries organised the day before the EURO 2008 qualifying draw gave the Executive Committee another opportunity to meet the leaders of the national associations.

The committee was also represented regularly at UEFA matches and final rounds, as well as at other events and meetings, notably those with national or European political leaders. It also pursued fruitful dialogue with FIFA and the other confederations.

## Looking ahead

In its conclusions, the independent review of European sport suggested interesting ways to stabilise European football, and UEFA will spare no effort to ensure that this report does not remain mere theory but is converted into measures aimed at establishing a fair balance between sporting values and financial considerations, the former always taking priority, in accordance with the UEFA statutes and the Vision Europe strategy adopted by the 2005 UEFA Congress.

Tainted by cases of bribery and corruption, betting and match-fixing, not to mention scourges such as racism and violence, football in Europe can only guarantee its long-term prosperity by restoring general confidence in it, by shunning excesses and by fully assuming its social role.

More than ever, football must be guided by solidarity in the coming years.

## Acknowledgements

There is no denying that the players, on the one hand, and the supporters, on the other, are the cornerstones of our game. The players, who entertain the fans often to such a high level and are such a source of inspiration, deserve the best possible playing conditions. In return, it is the supporters who generate the players' popularity and financial well-being; it is their interest and passion that attract television and sponsors.

To satisfy both the players and the spectators, a host of experts, not to mention volunteers, work tirelessly at the clubs, national associations and in other bodies to make sure that matches run smoothly and properly, in a safe environment and with facilities of the appropriate quality.

It is to all these people that the Executive Committee wishes to express its gratitude and assure them that it will continue to support them by working in the general interest of football.





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Deputy CEO

## Deputy CEO

Markus Studer

“The anti-doping programme has been stepped up as a key activity of UEFA over the past couple of years and has proved to be a highly credible venture. The programme is now well established and internationally recognised. It was therefore logical that the anti-doping unit be transferred to the professional football division as of 1 July 2006.”

The objectives of the three programmes of the anti-doping unit were implemented as per the defined strategy for 2006/07.

Firstly, special focus was placed on the education and information programme and 24 youth teams participating in UEFA final rounds were each given a one-hour talk on the dangers of doping. Secondly, the testing programme was carried out according to plan and, finally, the UEFA doping control officers (DCOs) attended their annual seminar, to qualify for re-accreditation for the 2006/07 season.





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Deputy CEO

## Education and Information Programme

Anti-doping education sessions were organised at the European Under-19 Championship in Northern Ireland (July 2005), Under-17 Championship in Luxembourg (May 2006) and Under-21 Championship in Portugal (May 2006). Altogether, approximately 600 players, their 24 team doctors and 24 coaches attended separate sessions (one per team), which were highly appreciated, and the feedback from which was extremely positive. All the players received our anti-doping leaflet as well as the "UEFA step-by-step doping control procedure for football players".

For the start of the new season, 25,000 copies of the anti-doping leaflet for football players were distributed to all football associations and clubs participating in UEFA competitions. This leaflet highlights the most important anti-doping issues that players should know about. It is written in a straightforward and comprehensible style. The leaflet was produced in seven languages: English, French, German, Italian, Portuguese, Russian and Spanish.

A dedicated anti-doping section has been created on uefa.com in order to provide players and team doctors with permanent basic information on the doping regulations, prohibited list, therapeutic use exemption forms, etc.

## Testing Programme

Seven positive doping cases were reported during the in-competition tests on 914 players (including 272 analyses for EPO). Four of the cases involved the use of recreational drugs by youth players. Two cases occurred at women's tournaments for not declaring Beta-2 agonists for the treatment of asthma. The last case featured Middlesbrough defender Abel Xavier, who tested positive for anabolic steroids at a UEFA Cup match and received an 18-month suspension from the UEFA Control & Disciplinary Body.

All 32 sides in last season's UEFA Champions League were visited for out-of-competition tests by doping control officers, who tested ten players on each visit. A total of 423 players were examined over 43 visits, and no adverse findings were reported, including from the 361 analyses for EPO, the substance used to increase endurance and physical strength. The club officials and players were praised for their excellent cooperation. These out-of-competition controls are conducted in a much better atmosphere and under better conditions than in-competition controls since the players and team officials are less stressed and agitated.

## Doping Control Officers Programme

The annual DCO seminar took place on 11 and 12 June 2006 at UEFA headquarters. All but one member of the DCO panel participated, together with 11 DCO candidates. DCOs had to show their abilities through practical cases and written examinations in order to be recredited for the 2006/07 season. The DCO candidates also had to confirm their abilities on site at a doping control supervised by an experienced DCO.



## Future

We plan to produce education packages for youth players (13-17 years) and to propose to the national associations that they disseminate the information packages via their grassroots programmes. We must develop the anti-doping education sessions at all UEFA youth and women's final rounds and continue to provide the stakeholders with up-to-date anti-doping information.

Finally, it is important to maintain the quality and quantity of the testing programme, including out-of-competition controls, and to carry on with the annual seminar, to enhance the performance and professionalism of UEFA's doping control officers.





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Marketing & Media Rights

## Marketing & Media Rights

Philippe LeFloc'h

“2005/06 has seen the successful continuation of TV and sponsorship sales for the UEFA Champions League 2006-2009, resulting in an increase in revenue of over 20% compared with 2000/03, when the competition consisted of 17 match weeks (157 matches) and of 37% compared with 2003/06 (125 matches), when the first cycle comprised 13 match weeks. The launch of the sales process for EURO 2008 European broadcast rights has also been positively received by the market, and sales of the new UEFA Cup centralised TV package have got off to a successful start.”







16-17

Marketing & Media Rights

## UEFA Champions League and UEFA Cup Finals

The eagerly anticipated final in Paris, between two of the most attractive footballing sides in Europe, proved to be a huge draw from the perspective of travelling fans, commercial partners and TV viewers across the world.

The TV audiences were the highest generated by a final for seven years. In the top six markets, the live total was 51.6 million, 6.4 million more than the previous season. The Champions Village provided hospitality for over 4,000 sponsor guests as the commercial partners continue to leverage their rights to new levels. The Stade de France could have been filled many times over, with demand for tickets as high as for any final in recent memory. Almost 80,000 fans (79,610) witnessed the final live.

The city of Eindhoven proved to be a great host for the UEFA Cup final, with the packed fan zones working well and helping to foster a wonderful atmosphere across the city during the day leading up to the final. The home markets of the respective teams produced strong audience figures, with 7.1 million, a 47.1% market share, following the coverage on TVE1 in Spain and 6.8 million, a 34.2% market share, tuning into ITV1's coverage in the UK.

## UEFA Champions League 2006-2009

The TV sales process has continued to deliver the primary objectives of the defined broadcast strategy (maximising viewership and optimising revenue), delivering both an unprecedented broadcast platform and a revenue increase of 33%.

With the UEFA Champions League present in all countries and territories for many seasons now, the emphasis has turned from 'simply being available' to ensuring that the competition is on strong broadcast platforms in each market and that programming is scheduled for peak audience contact, in order to build knowledge of the brand in those markets where live matches appear in the middle of the night.

China, the most populous nation, provides a good example of success in this area, with highlights programmes scheduled on CCTV5 during prime time over the next three seasons, in addition to extensive live coverage at less convenient times. In the USA, significant progress has also been made, with over 90 million households having guaranteed access to 20 live matches per season on ESPN2. Collectively, these agreements will help ensure that the UEFA Champions League continues to become a more effective global property.

This triennium marks the start of a new marketing concept for the UEFA Champions League, with six official sponsors and one official ball supplier, making the competition an even cleaner event from a marketing perspective, while sponsorship revenue has been increased by 59%.

The buy-in of the four incumbent sponsors (Heineken, Ford, MasterCard and PlayStation) demonstrates a strong level of satisfaction with the quality of the UEFA Champions League and a measure of trust in UEFA's commercial evolution of the competition. All of our partners are true global brands with strong identities and aggressive global strategies. The addition of two new leading blue-chip companies (Vodafone and Sony) has also brought an element of 'freshness' to our powerful sponsor family line-up, which is sure to boost the promotion of the competition. It is clear that the sponsors now see their relationship with the UEFA Champions League as far more than a 'media buy'. The mature, established brand now provides a serious communication platform, allowing more promotional opportunities, even outside Europe. This increased level of activity from the commercial partners has resulted in far heavier demands on UEFA in terms of servicing and approvals, but this is being ably managed by the marketing activities unit.

Our research from the last triennium indicates that there is increasing commercial pressure around UEFA Champions League broadcasts, with more and more competitors targeting them. However, thanks to the integrated long-term partner concept, this is not impacting on the excellent sponsor awareness and association levels previously generated.

The conclusion of the sponsorship sales eight months prior to start of new season allows time for the preparation of sponsor activation at a level not previously possible. This has been backed up by the timely production and implementation of the most comprehensive UEFA Champions League brand support toolkit to date, following the successful evolution of the award-winning 2003-2006 visual identity, providing support for print, broadcast and digital domains for both broadcasters and sponsors.

The implementation of the licensing strategy, resulting in the appointment of Warner Bros. for certain product categories, provides the final element of a comprehensive marketing programme.



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Marketing & Media Rights

## UEFA Cup and Super Cup 2006-2009

Following the decision to centralise the marketing rights for the UEFA Cup from the quarter-final stage, and to include the Super Cup in the package, the sales process has been ongoing.

The new centralised package has been very well received by the broadcasters, with early signings in markets such as France, Germany, Greece, the Netherlands, Portugal, Spain, Turkey and the UK. The sales process is ongoing but is already achieving great results in terms of quality of distribution and level of revenue. Recently, Carlsberg was appointed as the presenting sponsor.

The UEFA Super Cup now has a new logo and visual identity, as does the European club football event, currently held each year in Monaco, which consists of the season kick-off, the gala and the respective club competition draws. 'UEFA European Club Football' provides the umbrella brand, providing a consistent theme into which the various constituent events can be placed.

## UEFA EURO 2008™

The broadcast sales process in Europe has begun strongly, with significant deals concluded with RAI in Italy and NOS in the Netherlands. Negotiations are progressing very well in France, with the remaining markets in the top six set to follow. In addition, the broadcast rights have been awarded to ERT in Greece, the home market of the current champions, and ATV in Turkey, while there have been positive developments in a number of other markets, such as Hungary and Romania.

The ex-Europe broadcast distribution strategy has been finalised and a tender process was launched in summer 2006, while host broadcasting plans are under development.

The marketing activities unit has successfully provided the visuals for an impressive number of branding applications for the tournament thus far, with this set to continue through to 2008. The division as a whole is playing an active role in the EURO 2008 project coordination group, as well as the EURO 2012 bid review process.





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Marketing & Media Rights

## Other competitions

The European Under-21 Championship broadcast sales generated a 59% global revenue increase over the previous edition, while securing far wider distribution, with coverage in 13 European countries, as well as Asia (including China, Japan and South Korea), Australia, the Middle East and the USA. Television coverage of the tournament totalled over 600 hours, with excellent audiences in the host market, Portugal (2.3 million audience high, with a 58.5% market share), the Netherlands (3.7 million for the final, a market share of 51.6%) and Italy (4.1 million for the final, a 15.8% market share).

2005/2006 is the last season of our contract with Eurosport for the broadcast and distribution of the European Women's Championship, Futsal Championship and youth competitions. The decision to continue to offer a pan-European distribution platform for our competitions as a priority over potential revenue maximisation was recently confirmed by the media rights unit. Discussions are ongoing with Eurosport in this regard. The marketing strategy will be finalised once the negotiations with Eurosport are complete.

## Challenges ahead

The main focus for the media rights unit over the next 12 months will be the ongoing broadcast sales process in Europe for EURO 2008 and the kick-off of the ex-Europe TV sales, as sales for the 2007 European Under-21 Championship final round conclude in the first few months of 2007. In addition, EURO 2008 will generate particularly heavy demand for brand support over the next 12 months from the numerous potential users.

The marketing strategy for EURO 2012 will require some reflection once the hosts have been announced. The marketing strategy for youth competitions will be fine-tuned over the coming months and then implemented.

As regards club competitions, the marketing strategy for the 2009-2012 period of the UEFA Champions League and UEFA Cup will have to be reflected on and will incorporate any potential format evolution which may emerge from the review process currently being led by the professional football division.





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Professional Football

## Professional Football

Giorgio Marchetti

“Looking after the future was our main concern in 2005/06. In all our various fields, we concentrated on planning and laying strong foundations for tomorrow.”

It is the job of the professional football division to continuously improve UEFA's competitions. This objective was pursued in several directions, with a mid- to long-term focus. For the club competitions, this entailed product plans for the coming three seasons and the opening of discussions about formats after 2009. For the national team competitions, a serious commitment was made to the bidding process for EURO 2012 and a revamped Under-21 Championship was launched. And in the women's and futsal sectors, pursuit of this objective meant new formats for the corresponding championships and relentless promotional activity targeting associations currently not taking part in women's and/or futsal competitions.

This season was crucial for relations with our stakeholders. While significant steps forward were taken with the leagues and FIFPro, based on new memorandums of understanding, relations with the clubs were characterised by the difficult search for a long-term agreement for the stability of European football.





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Professional Football

## Club Competitions

### UEFA Champions League and UEFA Cup 2006-2009

For the UEFA Champions League, the product strategy has been defined for the next three years with the aim of enhancing its reputation and positioning it as the benchmark for club competitions worldwide.

New cutting-edge projects have been planned with a view to elevating the fans' experience above that of a normal football match, along with a new brand concept and visual identity that will communicate the vision of the ultimate stage of world club football. In essence, the 2006-2009 cycle seeks to raise the bar by expanding the competition and moving it to a global dimension.

For the UEFA Cup, the central marketing of media rights for the last stages of the competition – to be implemented starting in 2006/07 – will add to the new format and branding in order to give the competition a boost.

The formula for reallocating the centralised revenue of both competitions (UEFA Champions League and UEFA Cup) was agreed with the European Club Forum.

### 2006 UEFA Champions League final

The 2006 final in Paris was the apex of the 50-year "Champions of Europe" celebration. It was a huge success, with demand for tickets exceeding supply by more than 50,000 and a worldwide TV cumulative audience of over 120 million for the 2-1 victory over Arsenal that gave Barcelona their second European champion club title.

A new feature of the programme for the final was a five-day Champions Festival for non-ticket holders, neutral football fans and children at the Trocadero which, combined with the Young Champions grassroots tournament, welcomed over 70,000 visitors.

### 2006 UEFA Cup final

Once again this proved to be a very successful event on the international football landscape. The match between the proud 4-0 winners, FC Sevilla (celebrating their club's centenary), and Middlesbrough FC produced a fantastic and joyful atmosphere for the 33,000 crowd at the PSV stadium in Eindhoven. The viewing figures were also quite high, reaching 25.4m, with average market shares of approximately 20% in the six major European markets.

### 2006 UEFA Super Cup and Monaco kick-off event

There was a new 'umbrella' visual brand identity, including new concepts and features, for the season kick-off event in Monaco. Likewise, a new logotype and visual identity for the Super Cup were introduced to help reinforce the prestigious and celebratory characteristics of the match.



### UEFA club competition finals – bidding process

The bidding process for the finals in 2008 and 2009 is well under way. Nine associations submitted bids, from which a shortlist was established based on a preliminary evaluation of the documentation and site visits to various venues. With a final decision to be taken by the Executive Committee in October 2006, UEFA is planning to introduce a regular lead time of three years for all its club competition finals.

### Future structure of the club competitions

Faithful to its mission to continuously improve UEFA's competitions, the division started a wide consultation process with a view to retaining or changing the club competition formats beyond 2009. In phase one of the project, completed in June 2006 through brainstorming meetings with all the stakeholders, questionnaires and surveys, the basic parameters have been identified for the elaboration of proposals aimed at defining the sporting format, the calendar, the marketing and revenue distribution policy for the 2009-2012 cycle.

The next step is to prepare concrete proposals that will be submitted to committees and panels for their opinion. The Executive Committee is expected to take a final decision in June 2007.



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Professional Football

## National Team Competitions

### UEFA EURO 2008™

The competition officially kicked off with the qualifying draw in Montreux on 27 January 2006.

### UEFA EURO 2012™ bidding process

The three bidders shortlisted by the Executive Committee in November 2005 – Croatia/Hungary, Italy and Poland/Ukraine – were all provided with documents for the next phase, including contracts to be signed. Since then, work has concentrated on assisting them to deliver quality bids. In this respect, a workshop took place in Nyon in January to clarify requirements and bid seminars were organised in the candidate countries in March/April, to enable as many concerned as possible, including non-football people, to be briefed by UEFA.

On 31 May 2006, all three candidates submitted their next bid dossiers. Site visits are scheduled for September 2006 and the host association is due to be designated by the UEFA Executive Committee in December.

## UEFA European Under-21 Championship

The 2006 European Under-21 Championship final round took place in the Porto area of Portugal from 23 May to 4 June. Overall it was a great success, with an aggregate of about 180,000 spectators and 56 million TV viewers. The Netherlands won the title with a brilliant 3-0 win against Ukraine.

The Netherlands have also been appointed to host the final round in June 2007 and the draw for the qualifying stage took place in Montreux in January 2006. The preliminary matches were completed in the final part of the 2005/06 season.

One association, Sweden, is bidding to host the final round in 2009.



## Women's Football

The 5th UEFA Women's Football Conference staged in Oslo in October 2005 took stock of the developments in the women's game and contributed numerous ideas in support of this evolution. Finland and the Netherlands submitted bids to host Women's EURO 2009 (final round of the European Women's Championship), and in July the Executive Committee awarded the tournament to Finland.

From 2009, the Women's Championship will have a 12-team final round (instead of eight) in a move that recognises its status as a top competition. In addition, the qualifiers will no longer be staged in two divisions, but only one, and a preliminary phase will give all competitors a fair chance to qualify for the final round.

The UEFA Women's Cup final was an all-German affair involving FFC Frankfurt and FFC Turbine Potsdam, from which Frankfurt emerged victorious. A crowd of 13,000 watched the second leg match in Frankfurt, which produced excellent TV viewing figures in the home market.

## Futsal

Adding new associations to futsal was still priority number one. An incentive programme was organised with representatives of the associations of Germany, the Republic of Ireland and Sweden, with more to come in the 2006/07 season.

In February, the 2nd UEFA Futsal Conference took place in Madrid. All 52 UEFA member associations were represented and many newcomers to futsal were interested in either starting some grassroots futsal or youth activity or setting up regional or national leagues. Tangible results were achieved, as six novices are entering the 2006/07 UEFA Futsal Cup, bringing the number of participating associations up to 40.

New formats have been developed for the Futsal Cup (new final four set-up, starting in 2006/07) and for the European Futsal Championship which, starting in 2009, will have a 12-team final round, like the Women's Championship.

The 2005/06 UEFA Futsal Cup was won by the Spanish side Boomerang Interviú, who achieved a 9-7 aggregate score against Dinamo Moscow over two legs.



## Competition Administration

### Competition logistics

The in-house organisation of all travel for match officials proved to be the correct decision and helped reduce overall travel expenses for the more than 1,600 UEFA competition matches played. Work is in progress for an improved IT-based communication system to be introduced in 2007.



### Player registration

The number of movements in the database was in excess of 20,000. In the context of the new UEFA IT architecture, an online registration system will be introduced.

Name Identifier: 61659

Type: Player Position: Forward

Surname: DE ASSIS MOREIRA

First Name: Ronaldo

Shirt Name: RONALDINHO

Nationality/National Team

IOC: BRA Name: Brazil

Tab Index: Informations Clubs

Abbreviation	Name	Shirt No.	Date F
Barcelona	FC Barcelona	10	01/01/06
	Paris Saint-Germain FC		

### Kit control

Cooperation between UEFA, FIFA and kit manufacturers set standards that make the approval procedure easier.



## Professional Football Services

### Specific stakeholders

Valuable efforts have been concentrated in developing relationships with the professional leagues (Association of European Professional Football Leagues, the EPFL) and the players' unions (FIFPro), thanks also to the memorandums of understanding signed with both organisations in 2005. In the case of the EPFL, UEFA gave logistical support to them in setting up their office in Nyon, close to UEFA HQ.

In addition to the bilateral discussions between UEFA and the leagues and players' unions, a tripartite dialogue involving all three parties (UEFA, EPFL, FIFPro) – the European Football Dialogue, or the “social dialogue” – was maintained throughout the year, and examined issues such as a standard player contract for Europe, racism, doping and the EU social dialogue programme.

Other stakeholder groups from European professional football were consulted throughout the year – notably players' agents and supporter representatives.

### Specific projects

In addition to working with the specific stakeholders, the following defined projects have been carried out:

- the UEFA documentation centre was officially launched on 1 March 2006 and is currently trying to make sense of the vast amount of information held at UEFA HQ, as well as developing a network of specific academic institutions across Europe with expertise in sport/football issues;
- assistance was provided to the economic and financial experts working on the Independent European Sport Review;
- a detailed set of recommendations was finalised by a dedicated working group on possible improvements to the situation in Europe regarding players' agents; and
- a set of concrete recommendations was developed by UEFA together with leagues and players' representatives on countering racism in professional football in Europe.



## Future

In the new season, the outcome of projects started last year will influence many future developments.

The discussions with various stakeholders on the future formats of the club competitions must be finalised and proposals prepared for the Executive Committee. This project is extremely important because it will determine not only how UEFA competitions will look in the future, but also how the revenue generated will be distributed.

Another process of vital importance that is close to finalisation is the bidding for EURO 2012, which will set the conditions for UEFA's flagship tournament and financial contributions to associations up to 2016. And, the Under-21 Championship will experience the first chapter in its new form.

Relations with the main stakeholders will be a sensitive part of the division's activities, especially in the light of some conclusions of the Independent European Sport Review, whose implementation requires working hand in hand with those concerned. However, it is with the clubs that UEFA will play its most important game, where differences on the main issues surrounding football, especially with the top clubs, should be reconciled via joint solutions.







## Football Development

Andy Roxburgh

“The 2005/06 season was significant for UEFA's football development division with the establishment of the UEFA Grassroots Charter, the introduction of the UEFA Coaches Circle, the expansion of the UEFA Coaches Convention, the start of regular cooperation between UEFA's technicians and Europe's top referees, the re-design of the Meridian Cup, the beginning of anti-doping education at UEFA youth tournaments, and the launching of the women's and futsal supplements with UEFA's Technician newsletter.”

The second half of 2005 was busy, with the European Under-19 Championships in Hungary (women's) and Northern Ireland (men's), and conferences for technical directors (Dublin), women's national coaches/administrators (Oslo), and youth football (Cyprus). The full schedule from January to June 2006 included futsal and grassroots conferences (Madrid and Nyon respectively), the European Under-17 Championship in Luxembourg, and contributions to the technical reports of the UEFA Champions League, the European Under-21 Championship, and the FIFA World Cup in Germany. Throughout the period, the aim was to use the various events, meetings and publications, in line with UEFA policy, to promote, protect and develop the game for the benefit of European football.





## Youth & Amateur Football

In July 2005, the Irish FA staged a superb 4th European Under-19 Championship final round, which was won by France, who beat England 3-1 in the final in front of more than 4,500 spectators at Windsor Park. The same month, the 4th European Women's Under-19 Championship final round was hosted by the Hungarian FA and was a great success in terms of the promotion of women's football in Hungary. Russia beat France in a wonderful final following the drama of penalty kicks.

The 8th UEFA Youth Football Conference was held in Cyprus at the end of November. All 52 member associations were represented, and, in addition, coaches from six African countries were invited through the Meridian Project. A record number of participants (over 200) took part in this special youth event, which has been organised since 1979. The Cyprus FA collaborated whole-heartedly with UEFA to organise a superb conference.

In May 2006, Russia followed up their Women's Under-19 success earlier in the season by beating the Czech Republic after penalty kicks in the final round of the 5th European Under-17 Championship successfully hosted by the Luxembourg FA (LFA). The LFA gained valuable experience from staging this event, which helped to further promote youth football in the country. National interest in this tournament, before and during the event, resulted in a record crowd for a youth game in Luxembourg, with 3,700 spectators at the opening match involving the host nation and Spain.



## Football Education

### Coaching

By June 2006, membership of the UEFA Convention on the Mutual Recognition of Coaching Qualifications stood at 51, 28 associations having fulfilled the pro-level criteria. Only one association is not yet a member but is very actively involved in the application process.

The re-evaluation of the convention's member associations every three years was successfully carried out in six associations. This process has become an integral part of the convention's principles to ensure the quality of national coach education programmes.

The 7th UEFA Elite Club Coaches Forum took place early in September. The 2005 edition included discussions on UEFA Champions League-related football trends and technical issues, information on handling the media and coaching principles, and debate on UEFA Champions League regulations and guidelines. The voice of the elite club youth coaches was heard in a separate forum held around the youth football conference in Cyprus and various topics relating to player development were discussed.

All 52 member associations were represented at the 6th Symposium for Coach Education Directors, which was held in Dublin in September 2005. Current coach education matters were reviewed, particularly in connection with the UEFA coaching convention.

The women's football head coaches and administrators of all UEFA member associations met in Oslo for the 5th UEFA Women's Conference with the aim of reviewing the current status of the women's game and making proposals for the future.

The 2nd UEFA Futsal Conference for coaches and administrators was organised at "La Ciudad del Fútbol" in Madrid to discuss the evolution and further expansion of the futsal game. Even associations with little futsal experience were in attendance.

### Medical matters

The database of football injuries continues to grow, based on injury studies covering all UEFA competitions. The studies on the 2005/06 UEFA Champions League, Under-17, Under-19 and Under-21 Championships, and the Women's Under-19 Championship, were completed.

### Grassroots

The Grassroots Charter was well received by the UEFA member associations. An update, including information on developments in this area, was presented at the grassroots conference in Nyon at which all associations were represented. The first regional grassroots workshop was organised in Oslo, to prepare member associations for charter membership.

The 2005 edition of the Summer of Grassroots Football, which is part of UEFA's promotional programme, was a tremendous success, with 1.3 million participants involved throughout Europe. It is predicted that the 2006 edition will exceed these figures. Promotional grassroots activities also took place around the big club finals. A grassroots day was organised in collaboration with the Dutch FA prior to the UEFA Cup final in Eindhoven, and the Young Champions project took place around the UEFA Champions League final in Paris. Both events were enthusiastically received.



## Looking Forward

The 2006/07 season promises to be another exciting period for development, with a national coaches conference (in partnership with FIFA), a coach educators course in Florence, the UEFA/CAF Meridian Cup/conference in Barcelona, a UEFA grassroots conference in Helsinki, plus the further implementation of the UEFA coaching convention and grassroots charter. Greater emphasis will be placed on two key areas: grassroots programmes and coaching at youth level. In the first area, the regional grassroots workshops, which will involve all national associations, should have a major impact. The introduction of a specific youth licence within the framework of the coaching convention is designed to improve the technical education given to players in the elite youth football category.

In all aspects of UEFA's development programme, service will be the key work and the motto 'Carry the Ball Close to Your Heart' the living philosophy. Extensive progress has already been made in the areas of grassroots, elite player development, and top-level coach education, but the partnership between UEFA and the national associations is fully focused on further expansion and improvement.





## Communications & Public Affairs

William Gaillard

“The 2006/07 season proved to be very active and busy, with the launching of the Independent European Sport Review, and continued regular meetings with MEPs and sports ministers, as UEFA increased the pressure on the national governments and EU institutions to formally recognise the specificity of sport.

“The division progressed in its communications to key stakeholders both within and outside the game, as well as writing keynote speeches and producing media material for a number of tournaments throughout the season. We have also continued to service the international football media via our press office and built up a number of key allies within the global sports and wider media.”





## Media Services

Throughout 2005/06, UEFA's media services continued the daily work of servicing the communications needs of UEFA as a whole and dealing with media enquiries and issues.

All official UEFA press releases and speeches were drafted for the administration and executives, numerous forewords to books and tournament programmes were written, and information and materials were provided for the production of press kits and media material for final tournaments.

The unit was responsible for communicating UEFA's solidarity work via the HatTrick scheme, and produced a 30-second TV spot shown at peak times during UEFA Champions League broadcasts. A print ad was also run in all UEFA publications. The theme behind the communication was that, via the redistribution of money generated from EURO 2004, UEFA was "investing in the future of European football".

The media desk continued to handle the numerous media enquiries UEFA receives daily, as well as dealing with media at the House of European Football, and arranging and conducting media interviews with senior UEFA executives in order to spread our key messages.

Media services also handled all the media accreditations surrounding the club competition draws held in Nyon, as well as fan mail enquiries, and took charge of the mailing and dispatching of publications and documents as required.

## CHAMPIONS™ magazine

The official magazine of the UEFA Champions League has completed its three-year cycle and continued to grow. During the 2005/06 season, four language versions were available (English, Chinese, Japanese and Russian). For the 2006/07 season a further three sub-licences have been added, with French, Spanish and Mandarin Chinese taking the total to seven versions.

## Publications

The publications unit had another full season producing uefadirect, the monthly UEFA magazine for the football family, as well as a large number of other publications, including the UEFA Grassroots newsletter, Medicine Matters and The Technician in collaboration with the football development division. It also produces the UEFA diary, and the annual official results booklet for all UEFA matches.





## Corporate Social Responsibility

Committed to promoting football for all and using sport to enhance development, UEFA continued its support of football for the disabled, grassroots football, and its campaign to kick racism out of our sport.

In the final year of three-year contracts with its four core partner organisations, UEFA provided CHF 2.95 million for their activities.

The Cross Cultures Project Association (CCPA) organised 125 week-long Open Fun Football Schools for 25,000 boys and girls across south-eastern Europe.

Football Against Racism in Europe (FARE) worked closely with UEFA to help organise the second pan-European “Unite Against Racism” conference in Barcelona in February. UEFA highlighted the “Unite Against Racism” campaign at youth tournaments, as well as in the Regions’ Cup, Futsal Cup, Women’s Cup, and UEFA club competition finals, and gave financial support to seven UEFA member associations for their “Unite Against Racism” projects.

Special Olympics Europe/Eurasia (SOEE) expanded football opportunities for people with learning disabilities from 45,000 players to 60,000 players, and the ICRC water and habitat programme improved living conditions for civilian populations in Eastern Europe by providing basic sanitation services, drinking water and health care.

In addition to this support to its key partners, UEFA made donations to other organisations using football to tackle serious social problems. The Monaco charity award of CHF 1 million went to the Homeless World Cup for the following three years, while their annual event held in Edinburgh was also financially supported by UEFA, and attracted some 5,000 homeless players from around the world.

UEFA also funded activities of the International Blind Sports Association intended to further develop football for the blind. It also supported football activities promoting physical activity as a means of preventing obesity on World Heart Day, held on 25 September under the auspices of the World Heart Federation and involving national member organisations in Europe.

In addition, UEFA was a leading contributor to the European discourse on sports and social issues, through contributions to the UN International Year of Sport and Physical Education, and the 2nd International Conference on Sport and Development held in Macolin, Switzerland.

## Brussels

The Brussels Office maintained its focus on EU member-state governments, which encouraged the initiative to launch an Independent European Sport Review. The office then supported the work of the review’s political sub-group, facilitating the group’s research and writing.

The office helped MEPs to draft the European Parliament’s Declaration on Racism in Football, and then coordinated the subsequent political campaign. The declaration became the most successful in the history of the parliament. By the deadline of 1 March 2006, more than 420 MEPs had put their name to the text.

We continued to develop the ‘Friends of Football’ group in the European Parliament, which met twice during the year. The discussions, attended by an average of 20 MEPs from ten countries, focused on the main EU issues of the moment, in particular the work of the Independent Review, the Charleroi case, and the local training of players.

The Brussels Office coordinated our political strategy on the European Commission’s proposals to revise the ‘Television without Frontiers’ directive, which aims to regulate short news reports on major events. UEFA led a coalition of eight European sports federations.

It also organised the third UEFA Seminar on European Union Affairs, which took place on 24-25 November at the headquarters of the Belgian FA in Brussels. The seminar brought together the 35 national associations that are directly affected by EU policy and law

We coordinated the production of ten UEFA position papers on the main areas of EU sports policy - each paper clearly summarising UEFA’s position on a number of issues, and providing a common language that all member associations can use.

Finally, the Brussels Office organised two mini-tournaments with the Special Olympics, which took place at the European Parliament. Mixed teams of MEPs and Special Olympics athletes took part in five-a-side games.



## National Associations

Jacob Erel

“The 2005/06 season was marked by intensified dialogue with the national associations. Through roundtables, education courses and visits, UEFA is definitely getting closer to its members – thus contributing to tighter relationships both with the individual associations as well as among the associations themselves.”

The division has made progress in all areas under its responsibility: National Association Services, Assistance Programmes, Refereeing, and Stadia & Security. The Top Executive Programme (TEP) is continuing at full speed, the HatTrick infrastructure projects are advancing, the HatTrick knowledge sharing programme is well under way, as is the introduction of the refereeing convention, the stadium and security education programme and the preparation of new stadium and security regulations which will come into force next season.





## National Association Services

In 2005, UEFA launched the Top Executive Programme (TEP) to support the associations' senior figures in their role as decision-makers. The start was promising: the first series of five TEP roundtables in autumn 2005, involving a total of 26 national associations, gave a new spirit and dimension to the dialogue between UEFA and the member associations. The participants were especially appreciative of the unconventional approach and asked UEFA to continue working with them in this way. In preparation for the roundtables, 45 national associations were visited in less than a year.

The discussions resulted in agreed follow-up actions as input for the next series of roundtable talks. A first outcome with respect to the marketing of EURO 2008 qualifying matches was presented to the national associations at the UEFA Congress in Budapest. Other follow-up projects were discussed with association representatives in small reference groups.

UEFA also embarked on a consultancy project with four pilot associations, in which expert consultants function as a link between UEFA and the pilot association.

Furthermore, the work of structuring information on national associations in a database, providing key information on markets, trends, performances, etc., progressed well.

## Assistance Programmes

Overall, the current HatTrick programme corresponds to the needs of the national associations and has proved to be effective. The total number of projects approved under the HatTrick investment programme accounts for over CHF 98 million or 76% of the HatTrick investment budget and for CHF 42 million or 82% of the jubilee mini-pitch scheme.

In the HatTrick knowledge sharing programme (education project), the steps already achieved include:

- a first cycle of courses on marketing, project management and finances run for 25 associations;
- an in-depth evaluation of the courses;
- the design and implementation of an e-learning module (i.e. a customised online course) on project management;
- identification and analysis of critical issues for setting up a first event management workshop;
- start of preparations for the second cycle (communication and media).

In the Meridian Project, the cycle of courses for African instructors in Europe has been completed, with a total of 30 coaches and 14 referees attending the various conferences.

The Meridian Board also approved the donation of footballs to Africa to commemorate the African Football Confederation's (CAF's) golden jubilee in 2007 and the International Year of African Football. UEFA will donate between 1,000 and 2,000 footballs to each African national association for use in schools.

## Refereeing

UEFA continued to invest in the referee education programme, with seminars for various groups of match officials taking place. Mental preparation was a new topic this season.

The Convention on Referee Education and Organisation was launched at the UEFA Congress in Budapest in March, with the objective of promoting and improving refereeing in Europe. In the first half of 2006, 29 national associations already applied to be members.

UEFA's teaching methodology and technical recommendations were disseminated by the Referees Committee in four regional courses for national referee instructors.

UEFA pioneered the testing of a referee communication system (microphone and earpieces) last season, with positive feedback from the referees.

A first course on fitness preparation was organised at UEFA headquarters. Participants from 41 national associations took part.

A pilot course for referee observers took place in Belgium with the aim of achieving greater uniformity.

## Stadia & Security

The unit developed a Stadia & Security Education Programme (SSEP) designed for the national associations' stadium and security experts.

The SSEP initiative aims to establish a knowledge platform for security and infrastructure experts from all 52 UEFA national associations. It will facilitate and support national associations in their task of providing safe, secure and hospitable football environments in Europe. The kick-off workshops take place between November 2006 and February 2007.

The unit led the development of new UEFA Stadium Infrastructure Regulations and UEFA Safety & Security Regulations. These new sets of regulations are the result of an intensive harmonisation of UEFA's various stadium and security policies, guidelines and regulations. The regulations are scheduled for approval by the UEFA Executive Committee in late 2006.

Security officers for several UEFA competition matches were appointed based upon risk analysis, and close monitoring of the security planning and operations for the UEFA club competition finals in Paris and Eindhoven was ensured.

In preparation for the 2006/07 UEFA club competition season, over 50 stadium inspection visits were carried out and required improvements consistently checked.

FIFA and UEFA concluded their annual strategy meeting concerning artificial turf on 2 December 2005. At UEFA's request, FIFA decided to change the term "artificial turf" in its branding to "football turf"; to allow more test laboratories, in order to guarantee a smooth and efficient certification process; and to instigate scientific research with UEFA into health and comfort issues regarding the SBR infill material.





## The Future

### National Association Services

In 2006/07, seven remaining national associations will be visited, more series of TEP roundtables will be held, involving a total of 45 national associations, and parts of the national association database are expected to go online. Furthermore, the TEP consultancy concept might be extended.



### Assistance Programmes

In the HatTrick knowledge sharing programme (education project), the next steps include:

- running a second cycle of courses on communication and media for 25 associations;
- installing the e-learning platform and promoting its use among associations;
- running workshops on event management and TV rights;
- preparing a new education concept for the remaining 27 associations.

In the Meridian Project, the second cycle of courses will start with five regional courses in Africa.



### Refereeing

Within the education programme, courses for elite referees, assistants, new international referees and young talents will take place in 2006/07.

The UEFA administration, in cooperation with the Guidelines Panel, will select the pilot associations for the refereeing convention, with the objective of their being ready to sign by June 2007.

A new cycle of regional meetings for national referee instructors will start in spring 2007.

The communication system will continue to be tested in 2006/07, with the aim of improving its reliability and quality (headphones, push-to-talk button, etc.) and ultimately equipping match officials with the system.

A uniform fitness training programme for referees will be used in Europe (available on a dedicated extranet platform).

A comprehensive education programme for UEFA referee observers will be established.

### Stadia & Security

The aim of this unit is to proactively assist national associations in setting up their stadium and security policies and activities and also to further contribute to the establishment of a harmonised and practical legal framework in Europe for the successful staging of football events. The first steps in setting an agenda were made in cooperation with the UK presidency of the EU in December 2005. A review of pan-European guidelines and regulations is planned for the coming year.





## Legal Affairs & Club Licensing

Gianni Infantino

“December 2005 marked the tenth anniversary of the ruling of the European Court of Justice in the Bosman case and, ever since then, it has become increasingly evident that UEFA has to operate in the specific legal environment that exists in the European Union.

“Nevertheless, UEFA has continued to adapt to these new circumstances and now our strategy is aimed at actually shaping this environment. The legal affairs and club licensing division is actively and deeply involved in this important task, designed to provide European football with some degree of legal certainty.

“Finally, we were very involved in the work of the FIFA Task Force, ‘For the Good of the Game’, and following two years of consultation with stakeholders and lobbying of EU institutions, we will introduce the ‘locally trained players’ rule designed to strengthen local community involvement in clubs for the 2006/07 season.”





## Introduction

The legal affairs and club licensing division has several tasks to fulfil. On the one hand, it has to provide all the necessary legal support and advice to UEFA and its members, for example with regard to statutory or regulatory questions. On the other hand, it has to tackle, in a proactive manner, the many legal challenges that are facing sport in general, and football in particular, these days.

In this respect, the ongoing dialogue with the European Commission and several European sports ministries to help shape the legal landscape for the future of football is extremely important. The work undertaken on producing the Independent European Sport Review by José Luis Arnaut and his team of experts will undoubtedly be a cornerstone and mark an important step in the right direction, but a lot still needs to be done, both on UEFA's side as well as by the governments.

With FIFA, the division also had to deal with the "Charleroi case". In this court case, we are defending the rule on player release – which is vital for the future of our member associations and football in general – from the attack being lodged against it by the Belgian club Charleroi and the G14.

Following the organisational restructuring of UEFA, it was apparent that the increasing range of activities of UEFA and its subsidiaries UEFA Media Technologies SA and Euro 2008 SA has an obvious consequence on the division's workload, with, for example, well over 1,000 contracts of different types being signed over the past 12 months.

Furthermore, the continuous improvement of the club licensing manual has also been high on the agenda and even the Independent Review has acknowledged its importance for European football. Finally, on the disciplinary side, the past year has seen an important step, with the introduction of revised disciplinary regulations which will allow UEFA to continue its important activity at the forefront of this area in European football.

## EU Matters

The division was again heavily involved in EU-related matters that concern some of the most fundamental aspects of the way football is organised, governed and financed in Europe.

In this respect, one of the most important projects that UEFA followed throughout the course of the year was the independent review of European sport, and particularly football, under the chairmanship of José Luis Arnaut. The aim of the review is to implement the Nice Declaration on Sport, and the work of the three specialist groups (on legal, economic and political matters) has touched on nearly every important aspect of football in Europe. UEFA awaits with interest to see how political leaders will respond to the findings of the review and what action will be taken to give effect to its recommendations.

In the meantime, and again demonstrating the impact that EU law can have on football, the case brought by the Belgian club Charleroi against the FIFA "player release" rule has been referred to the European Court of Justice. UEFA is continuing to work together with FIFA to ensure that this rule, which is critical for the organisation and financing of football in Europe, is vigorously defended.

## Sports Legal Services & Club Licensing

The follow-up to the statutes-related seminar in Geneva in September 2005 kept the unit busy as more than 20 member associations revised their statutes with our support. We also proposed amendments to the arbitration clauses of the UEFA Statutes (Articles 59 to 63), which were adopted at the UEFA Congress in Budapest. Furthermore, we supported product managers in drafting and finalising all UEFA regulations.

Sixteen new match agents were licensed and five licences renewed. Two disputes were settled between match agents and clubs with the support of UEFA.

Version two of the UEFA club licensing manual was approved by the UEFA Executive Committee at its meeting in Rome in September 2005. This new version will be introduced by the licensors and their clubs in the 2007/08 season for clubs entering the 2008/09 UEFA club competitions. Several meetings and workshops were held to support the associations with the implementation of the new manual, and the accreditation of the new manuals has also started.

For the 2006/07 season, the club licensing unit dealt with requests for exceptions from 22 licensors. Furthermore, five spot checks were performed at licensor level. The outcome was positive, as it was for the 52 SGS audits executed during the period under review. These results show that the national associations and clubs are taking things seriously and that steady progress is being made with the implementation.



## Commercial Legal Services

This unit provides legal support across all areas of commercial activity by UEFA and its subsidiaries, including the exploitation of broadcasting, sponsorship, new media and licensing rights.

Over the last 12 months, we have concluded several hundred commercial agreements in connection with the various UEFA competitions. In respect of EURO 2008, we continue to finalise agreements with the EUROTOP, EURO and National Supporter sponsors, are working with the SportFive agency on entering into media rights agreements with European broadcasters, and have prepared the necessary documents to launch the tender process for the sale of media rights outside of Europe.

We have worked with TEAM Marketing AG to conclude all of the sponsorship agreements for the UEFA Champions League for the next rights cycle from 2006 to 2009 and, also with TEAM, are finalising the media rights agreements with broadcasters for the same period for the UEFA Champions League and the UEFA Cup (now that the rights for the latter are being sold centrally by UEFA from the quarter-final stage).

In addition, we have continued to take an active role in protecting the commercial interests of UEFA and its stakeholders. For example, we obtained an injunction in the United Kingdom against persistent internet pirates, preventing them from unlawfully streaming UEFA Champions League match footage on their various websites.

We have also continued to participate in the debates concerning news access/short news reports in the proposed EU directive on audiovisual media services (a revision of the 'Television without Frontiers' directive).

## Event Legal Services

With regard to EURO 2008, continuous support has been provided in all contractual and legislative matters. The unit has been active in developing the rights protection programme (RPP), notably by cooperating closely with the Austrian and Swiss authorities in view of obtaining favourable legislation.

Concerning all women's, youth and club competitions, the legal framework related to the hosting and staging of the events is basically covered until 2009. An RPP was successfully implemented at an Under-21 Championship final round for the first time in Portugal last May.

Finally, the unit has drafted and developed all the major contracts related to the hosting of EURO 2012, including staging, host city, stadium and airport agreements, and provided legal assistance and advice to all candidates throughout the entire bidding phase, to allow such contracts to be signed for the first time ever before the appointment of the host association.

## Corporate Legal Services

This unit provided legal support in organisational, structural, employment, property and IT matters to UEFA and its subsidiaries. For Euro 2008 SA, an extraordinary cost-plus-tax ruling was concluded with the Swiss tax authorities. Various other tax matters, such as VAT on tickets and value-in-kind (VIK), withholding tax on players and officials, international taxation of licences, etc., were handled with authorities, partners and stakeholders.

An in-depth risk assessment of UEFA and its activities was initiated. Risk management for UEFA events was revised and regulations, staging agreements and event insurances updated and harmonised. Once again, for its own events, UEFA was not confronted with any major liability cases.

Special attention was placed this year on formalising UEFA's relationship with all the football family partners, freelancers, officials, committee and panel members and external consultants. In this respect the unit delivered over 500 contracts.





## Disciplinary Services

The reporting period was marked by the preparation of the 2006 edition of the UEFA disciplinary regulations, which now take account of the requirements of WADA in relation to doping offences. Moreover, there is now a legal basis for taking disciplinary action against players who obviously deceive the referee.

For the first time, the UEFA disciplinary bodies were confronted with a case of sectarianism, involving a Scottish club. It appears that the final decision (Appeals Body) was welcomed by stakeholders in the fight against sectarianism.

As far as betting activities around UEFA football matches are concerned, we were informed about irregular betting patterns for two UEFA Cup fixtures. Investigations are likely to start for one match, where the major betting activity was in Asia.

A Greek club has been penalised for bringing the game and UEFA into disrepute for fielded their third team for a UEFA Intertoto Cup fixture last summer. By doing so, the Greek side deliberately created favourable conditions for illicit betting activities. According to the reports received from betting companies all over Europe, the betting scheme for this match was clearly irregular.

## Future

Looking forward, it is clear that, as already predicted in the past, the legal issues around football are unlikely to decrease. The Independent European Sport Review has, for the first time ever, provided an in-depth analysis into the meaning of “specificity of sport” as recognised by European heads of state in the Nice Declaration of 2000. The European Commission is now also working on a white paper to define its future policy in the sports area. Again, we have experienced several court cases related to sport in general, and football in particular. And finally, the past year has also seen several match-fixing scandals in various European countries, accompanied by extremely complicated legal and even criminal proceedings.

These activities clearly show the need to create a stable legal environment that gives sports governing bodies the possibility to govern their sport in an efficient way, which also means introducing and enforcing appropriate regulatory measures. Fair play, integrity, loyalty and ethics must still be the fundamental values of football and they must be enforced with the utmost conviction. But they must also be enforceable, which means that it has to be within the autonomy and the discretionary power of sports governing bodies to take measures to protect these fundamental values.

For the future, the legal affairs and club licensing division must therefore continue to develop its expertise in all legal areas related to football, from the purely “sporting rules” incorporated in our statutes and regulations, and including disciplinary proceedings, to the more commercial, corporate and event-related areas. With the implementation of the new manual, the club licensing system will also contribute to better governance of European football, and is a key step in the right direction.





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Services

## Services

Jean-Paul Turrian

“Thanks to the comprehensive work of the last five years, we now have a professional, well-organised team serving the whole of the organisation. As a result, we have been able to meet the many challenges that have regularly come our way during the year under review and to meet an ever-increasing workload.”





## Introduction

All the human resources documents and processes that had gradually been developed since the FORCE project have been updated, simplified and coordinated, notably the staff annual appraisal system (the AAA).

In the language services domain, the new interpreters' policy is proving effective and a football dictionary project is well under way.

As far as travel and hotel bookings are concerned, the purchase order system (POS) is fully operational. All reservations are now made via HELGA, the electronic event management system (and online registration). The reception has made enormous progress under its new coordinator and some positions have been outsourced.

New office premises (3,200m<sup>2</sup>) are being rented in a building known as Le Martinet and this has entailed the relocation of 220 employees and allowed the lease on the Villa Rose to be terminated.

## Director's office

Our relations with the local and cantonal authorities and with our partner institutions and the public continue to improve. Our visitors' policy, visits and presentations, and attendance of local and regional events have earned us support and substantial respect. Internally, the recruitment of a new PA has allowed the office to make progress with pending matters and to operate in a highly professional way.



## Human Resources

### Training and development

Training has been developed in a very targeted way. Special attention has been given to language tuition, mainly German, with a view to EURO 2008. Training agreements have been concluded with several employees who have applied for professional training lasting several months. In this respect, an employee who has successfully completed a management course has been a pilot for this concept. The wellness programme (massages, Alexander Technique, etc.) has been very well received.

### Recruitment

The recruitment process for Euro 2008 SA has been stepped up considerably. Internal transfers are encouraged with a view to retaining the knowledge of our employees, but at the same time allowing them to move on. An online recruitment tool is under evaluation. A recruitment review is being conducted with Fribourg university (in Switzerland) to assess the quality and suitability of our procedure.

### New annual appraisal system

A new staff appraisal system (AAA) has been introduced. It includes an evaluation of performance and objectives, and forms the basis of the new bonus system.

### Tax policy

Discussions and negotiations have been conducted with the tax authorities in respect of the new salary certificate requirements (from 2007).



## Language Services

The unit's workload (translations, editing, proofreading) has increased considerably. In the year under review, some 2,360,020 words were translated in UEFA's three official languages. The unit handles a wide variety of texts: regulations, technical studies, reports for the Executive Committee and management, newsletters, special reports (such as the Independent European Sport Review), to name but a few. Thanks to an experienced, flexible and motivated team, it was possible to meet the often very tight deadlines.

### Interpreting

A new interpreters' policy clarifying the procedure for recruiting interpreters and guaranteeing optimum services has been in force since August 2005. During the year under review, 963 interpreting days were organised for 89 meetings.

### Dictionary project

The dictionary project is making good progress. A significant number of terms have already been entered into the database by students in Munich and Geneva. The entries are currently being checked and corrected. The unit is also working on a special EURO 2008 glossary. The thesaurus for the documentation centre's information system has to be translated into French and German.

## Travel & Conferences

The HELGA online reservation system is being used extensively to handle travel and accommodation for events of all sizes (e.g. Executive Committee meetings), including local events. Participants can register directly online. The new hotel management concept for Executive Committee meetings, finals and draws has proved its worth. Despite some difficult situations, last-minute changes and several events taking place at the same venue, we have been able to obtain very favourable conditions and close the accounts at the end of the event.

### Purchase Order System (POS)

The purchase order system is now fully operational for all UEFA travel and to date the feedback has been very positive.

### Airlines

Negotiations have been successfully conducted with a number of companies with a view to rationalising conditions within the same alliance.

### Reception and switchboard

The new coordinator has fully satisfied our expectations. The atmosphere as well as the quality of service have improved as a result. Some positions (two employees, one based at head office and the other at the Martinet building) have been outsourced to the Elixim agency, which is helping us develop a training concept and revise our procedures with a view to improving our service.

## Facility Management

### Internal office moves

Following the approval of a new office distribution plan, some 220 employees had to be moved (HQ, Villa Falaise, Villa Rose and Le Martinet). The anti-doping unit moved into the Villa Falaise with the legal affairs and club licensing division, mainly for reasons of confidentiality. As a result of this reorganisation of office space, room was made available in the main building for the documentation centre. Apart from the physical relocation of employees, office furniture, computers, networks and signs also had to be moved. The following objectives were achieved:

- IT unit and UEFA Media Technologies SA grouped together in the Martinet offices;
- lease on the Villa Rose terminated;
- UEFA Marketing & Media Management provided with space for 30 staff;
- the two subsidiaries (UEFA Media Technologies SA and Euro 2008 SA) moved into their new offices.

### Archives

The tapes of all "matches of commercial interest" (8,000 in all), such as European Championship final rounds, UEFA Champions League matches and other finals, have all been archived.

### Stock management

The stock in the basement has been reorganised according to subcategories.

### Installations

The Eurovision satellite dishes have been moved (new encryption system). Eight DVD writers (used for refereeing and the disciplinary services) have been installed.

### Copiers/printing

A new concept has been introduced as a result of a vast increase in UEFA's requirements (from one to four million pages in the space of a year).

### Building maintenance

A new building maintenance management system – i-crescendo – has been introduced to centralise and analyse all aspects of our buildings.





## Moving Forward

To overcome the lack of office space, we plan to start work on the project to construct a new building on the site known as “La Métairie”. The political phase is in the process of being resolved (lifting of objections) and we therefore hope that the new ward plan will be in place by the end of 2006.

In general, the division is going to compile a catalogue of the services it provides, indicating what services it provides and under what terms. A detailed cost/service analysis of the staff restaurant will be undertaken as well as a feasibility study regarding its possible extension. A customer satisfaction survey regarding our switchboard will be conducted, and all stock management will be computerised.





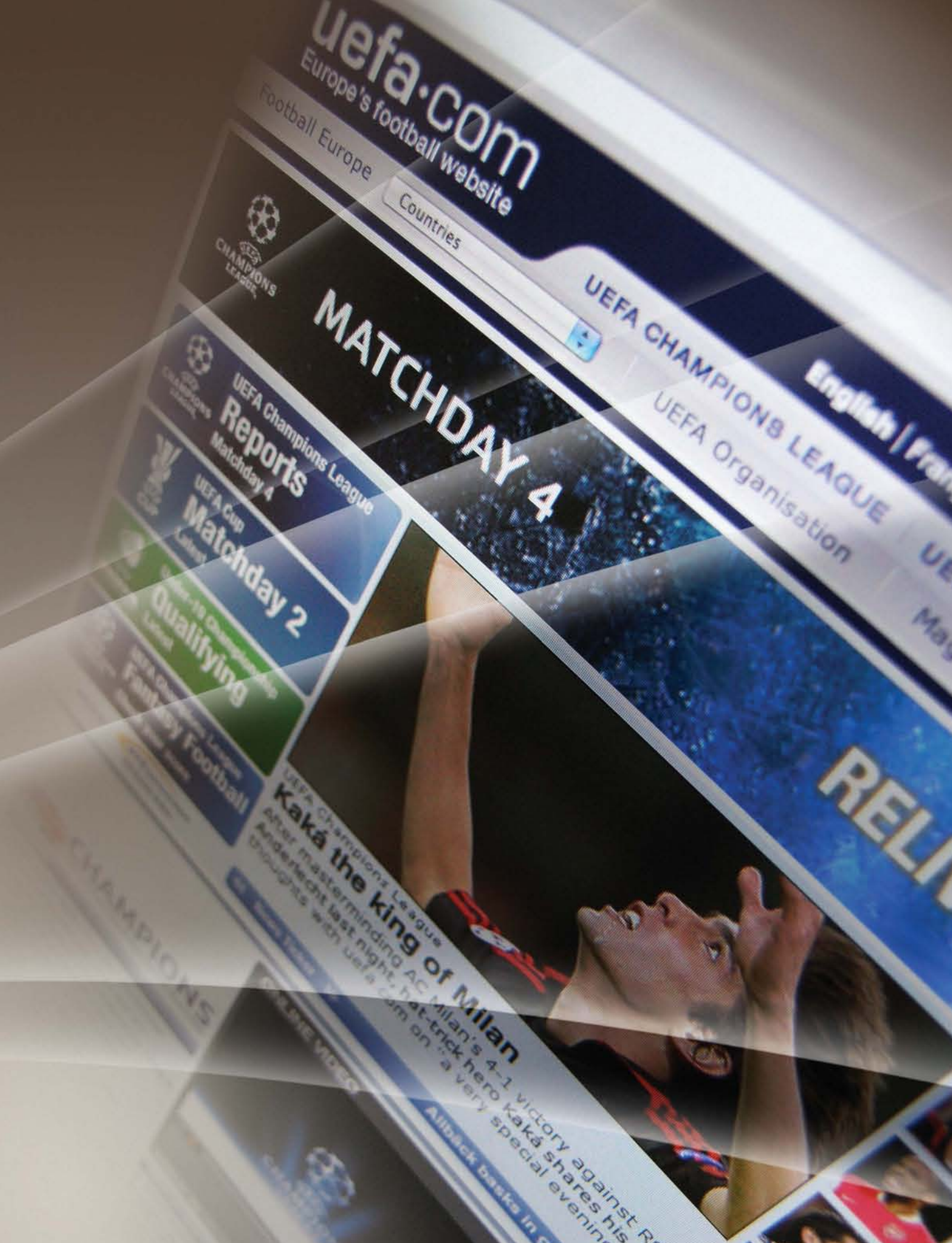
66-67

UEFA Media Technologies SA

## UEFA Media Technologies SA

Alexandre Fourtoy

“The evolution of the media world, the acknowledgment of convergence and the increased sophistication of the market created new challenges for UEFA Media Technologies. Servicing UEFA’s new range of needs drives UEFA Media Technologies perpetually towards greater creativity, higher quality and a sharper technological edge.”





68-69

UEFA Media Technologies SA

## Introduction

The last year of a UEFA Champions League commercial cycle always means intensive preparation for the start of the new cycle. The new media rights segmentation, involving a more complex approach to internet and mobile delivery, and a new set of sponsors, demands a whole new range of developments and deliveries. On the EURO 2008 front, UEFA Media Technologies' preparations for the tournament are evolving on three fronts: IT infrastructure implementation, coverage of the qualifiers on the tournament website and, of course, host broadcast operations, with the creation of a new division entirely dedicated to this aspect.



As always, preparation years are very intense for UEFA Media Technologies because, in addition to the usual daily activities, new developments have to be ready for the start of the upcoming cycle. On this basis, the following core achievements and projects were carried out during the year.

## Delivery of the FAME platform

One of the biggest projects of UEFA Media Technologies is the development of the Football Administration & Management Environment (FAME) platform which unites all the software specifically designed to manage the core UEFA activities in a single system sharing databases and infrastructure, and fully accessible via the internet. As a consequence, UEFA will have an asset for managing all the work related to the competitions (players, team results, referees, etc.), to commercial exploitation (rights, sponsors, brands, etc.), to event management (stadiums, hotels, transport, accreditation, etc.) and to content exploitation (web content, videos, mobile content, statistics, etc.). This platform will be modular, allowing UEFA to adapt it as its activities develop; reliable, because it allows the highest security standards; and above all, a source of productivity and savings, as it deals with data in a single way, without duplication. FAME is being launched over several months, with the last part due to be completed in January 2007 with the launch of the football-related software. The launch of all the broadcast management, sponsorship management and event management modules were completed in time for the start of the new season of the UEFA Champions League.

## Build-up of the live internet platform

One of the key changes in the approach for the sale of rights for the 2006-2009 cycle has been the acknowledgement of convergence, with the inclusion of internet broadband rights with television rights. In order to treat all markets equally and also to be sure of the accessibility of the rights, UEFA has made usage of the rights an obligation for the broadcasting partners, and to support them, UEFA Media Technologies has developed a cutting-edge live internet platform able to deliver a full end-to-end internet video solution to broadcasters that cannot, or do not, wish to do so themselves. In this fast changing world, this platform is a key asset for UEFA as, from day one, it will allow all of the UEFA Champions League to be accessible worldwide on the internet. It is, of course, an asset that can be adapted for other competitions or put at the disposal of the football family. The core development was completed so as to be able to launch the platform in mid-August, in time for the 2006 UEFA Super Cup and the start of the new UEFA Champions League season.

## EURO 2008 delivery

The sum of the services to be delivered by UEFA Media Technologies SA for the organisation of EURO 2008 in Austria and Switzerland covers three major areas, not counting the host broadcast operations, which are treated separately:

### - IT Infrastructure

The needs and solutions for the IT infrastructure for EURO 2008 have been studied, allowing the technical needs to be built into negotiations with sponsors able to provide some value in kind, such as telecommunications operators.

### - Website build-up and delivery

The plan for launching the euro2008.com website has been established and its implementation has already started, with the launch of the EURO 2008 section of uefa.com, dedicated to the organisation of the final round, but also to coverage of the qualifiers.

### - Software development and services

Following the successful use of HELGA for the event delivery of EURO 2004 and the further integration of HELGA into FAME, we are also looking to shape our software suite in order to enhance delivery of the tournament. By then, FAME will not only facilitate the event management of the tournament but also the media rights delivery and the broadcast sponsorship management.



70-71

UEFA Media Technologies SA

## Television and host broadcast services

One of the biggest changes the company is going through is the creation of a television department in order to deliver the host broadcast operations for EURO 2008 and cover UEFA's television production needs.

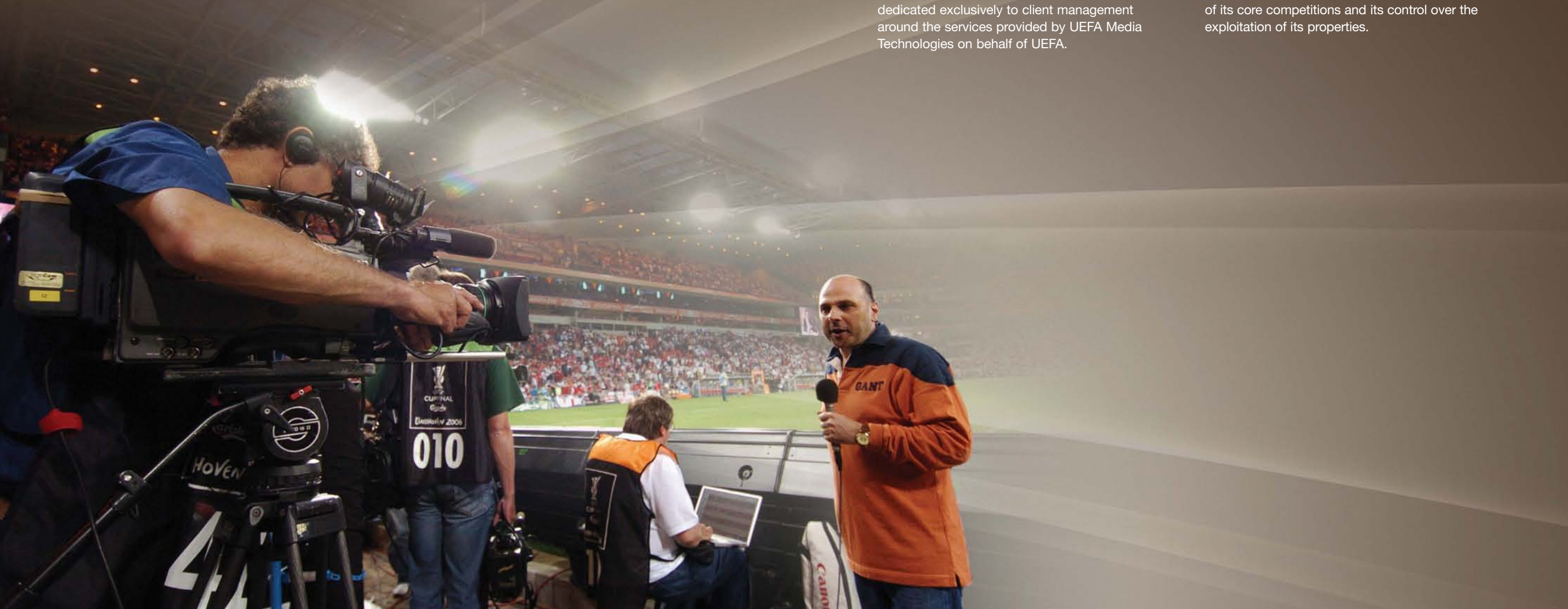
The setting up of this department started with the recruitment of a Head of Television Production, Bernard Ross, joined by a production manager and technical manager, to start with. The project has begun with the creation of a production plan and of a multilateral camera plan designed by experts to be adapted to each of the EURO 2008 stadiums.

UEFA Media Technologies has already ensured the full host broadcast of the qualifying draw in Montreux in January and the production of the host city movie and video material for Austria and Switzerland.

These core projects, corresponding to the four main objectives of the company up to 2008, do not reduce the level of the ongoing activities of the company in its service to UEFA. Uefa.com, the website, with almost one billion page views last season and 100 million visits, is one of the most popular websites in football. The new services delivered to the press, such as the UEFA Champions League press kits, are based on its content and our editorial services capacity. In order to further increase the service approach to UEFA and its partners, we have also reorganised the company to create a partners servicing unit dedicated exclusively to client management around the services provided by UEFA Media Technologies on behalf of UEFA.

## The Future

The next two years will see concrete form being given to the plans we have developed during the last two years. The launch of the live internet platform is a key step in the vision for the future of football rights exploitation and a great asset to UEFA and the football family. The implementation of FAME should contribute not only to an easier approach to UEFA activities management but also represent a tool for processing analysis and knowledge management. The development of the host broadcast operations represents a tremendous challenge for 2008, but its success represents a key step for UEFA in the management of its core competitions and its control over the exploitation of its properties.





72-73

UEFA Marketing & Media Management

## UEFA Marketing & Media Management

Philippe Margraff

“The last twelve months have seen some exciting new developments in UEFA’s approach to national team competition marketing rights and the successful delivery of the first UEFA event in the EUROTOP partner marketing concept.”





## Introduction

After the initial success of EUROTOP, UEFA Marketing & Media Management (UMMM) sought not only to consolidate the programme but also to expand upon it. UMMM completed the top ten worldwide sponsorship programme for EURO 2008, with the final company coming on board right at the end of the UEFA year. Not only have the sponsorship sales been successful, but UEFA made a ground-breaking addition to their value. Creating a marketing package for the EURO 2008 qualifying matches has changed the nature of national team competition sponsorship and significantly enhanced the status of "EURO" sponsorship. This important step forward represents an exciting new development for UEFA and what it can offer its partners. With the completion of the top sponsor programme for EURO 2008 and the delivery of the first event incorporated in the EUROTOP programme, 2005/06 was a year of sales, successful delivery of existing rights and the exciting creation of new ones.

Only ten companies have worldwide sponsorship rights for UEFA's flagship national team competition, UEFA EURO 2008™. In 2004/05, UMMM set the programme running by selling all six of the EUROTOP partner packages. In the last year, the focus was on the remaining four companies that would complete the EURO 2008 programme. By the end of the financial year, our targets had been achieved and the programme completed.

In every case, each of the four that joined the programme gave cause for special appreciation. Adidas have supported UEFA events for many years but this was the first time that they had taken the step up from second tier sponsorship to full, worldwide sponsor rights. BenQ showed us their faith in the strength of the programme by returning to the sponsor family. Continental committed to a national team competition for the first time and not only did they buy into EURO, but they also backed three of UEFA's other EUROTOP events, buying individual packages for all three Under-21 Championships up to 2009. By taking up broadcast sponsorship rights for EURO 2008 from EUROTOP partner Carlsberg (due to advertising laws restricting the beer brand), Continental became one of UEFA's biggest partners in one bold step.

The final piece in the sales programme came at the very end of the financial year and brought multinational global brand BP Castrol into the football family for the first time. The agreement represents a huge strategic marketing shift for one of the world's biggest companies, away from motor sport and into national team football. The top sponsor programme for EURO 2008 has therefore been completed in record time, two years prior to the event.

UMMM has not only focused on major international sponsorship but has also strived to generate strong interest in the host countries of Austria and Switzerland. Building on the success of the UBS National Supporter agreement, two Austrian companies have joined the programme. Austria Post and Austria Telekom will offer fantastic platforms for communicating the event and their sponsorship of it. EURO 2008 will benefit from a strategic alliance with Austria's primary telecommunications company for value-in-kind services and the delivery of promotional content via their mobile phone network. Ongoing discussions are taking place to fill the remaining positions in the National Supporter programme.

The European Under-21 Championship final round took place in Portugal in summer 2006. Following on from the success of the 2005 Women's EURO (final round of the European Women's Championship), this was the first of the events included in the EUROTOP partner programme. The sponsorship rights for the event were fully sold out and five Portuguese companies joined the programme. For the first time, the event benefited from an event promotion plan, which included a trophy tour to over 60 locations. The UMMM event operations unit worked closely with the local organising committee and UEFA's events unit to deliver sponsor activities onsite in all six venues, with ticketing promotions helping to achieve record levels of attendance for the tournament. With unprecedented TV coverage in 13 European countries and games watched in the USA, Japan, China, South Korea and even Australia, the Under-21 Championship is clearly moving up a gear in terms of awareness and importance.

Over the past year, UMMM has worked within the Top Executive and HatTrick programmes of the national associations division. This has led to greater cooperation with our member associations on commercial matters. UEFA concluded a small but important new agreement for the production of joint licensed products with the Portuguese FA for the Under-21 Championship. UMMM will look to build on this approach to generate closer ties in marketing and sponsorship matters with the KNVB, the Dutch FA (for the next Under-21 Championship final round), and with the other member associations for EURO 2008.

The most exciting development in the past year from a marketing perspective has been the creation of the new UEFA qualifiers programme. Following discussions with the Sportfive agency, UEFA concluded an agreement to centrally market rights relating to the matches in the EURO 2008 qualifying competition for the first time. The rights package offers three partners the opportunity to sponsor the event from August 2006 all the way through to November 2007, when 14 teams win the right to join the hosts in the final draw. Over 170 matches across all 52 member associations will see the new marketing programme come to life for McDonald's, Hyundai and Continental. With onsite boards and branding, ticket promotions and website activation, the intention is to give these partners a platform for communicating the event over a longer period and generating as much excitement and interest in the qualifiers as possible. By instigating this new programme, UEFA has taken an important step to widening the spotlight from the three weeks of the final round to the two years of the whole competition, further raising the status of "EURO".



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UEFA Marketing & Media Management

## The Future

In the year ahead, the focus will be on concluding the National Supporter programme for EURO 2008, successfully delivering the new Under-21 cycle in the Netherlands and ensuring implementation of the qualifiers programme.

In close cooperation with Euro 2008 SA, UMMM will look to bring to fruition the process of marketing, discussing and promoting the event with Swiss and Austrian companies by bringing the remaining three Swiss and two Austrian National Supporters on board. For the 2007 Under-21 Championship final round, discussions are well under way with the KNVB to work together to build on the success of last year's tournament in Portugal and take the event to new levels of popularity.

As far as the coming year is concerned, an exciting new mascot for EURO 2008 will have been unveiled by the time this report goes to print, and key retailer agreements for the sale of official licensed products for the event will be concluded. With another Under-21 Championship final round, the National Supporter programme for EURO 2008 and the launch of the qualifiers programme, 2006/07 will be another busy year in the life of UEFA Marketing & Media Management.





78-79

Euro 2008 SA

## Euro 2008 SA

Martin Kallen

“The company had a generally good kick-off and work on the vast project of UEFA EURO 2008™ has got off to a positive start. I am pleased to say that we are well on track. Whilst we were still in the implementation phase of the company in 2005, the end of 2005/beginning of 2006 marked the start of the strategic phase, during which different concepts and strategies regarding UEFA EURO 2008™ were being elaborated and approved. Our main aim is to continue to smooth the way towards a good tournament to the best possible satisfaction of our stakeholders, UEFA first of all. We are pleased with the integration of UEFA's events unit into Euro 2008 SA as this gives us the opportunity to use synergies and to enhance quality in all aspects.”







80-81

Euro 2008 SA

## The project

Euro 2008 SA works in a project-oriented way as a key to the success of its operations and has developed the necessary tools and processes to guarantee proper planning, to allow information to be shared between the different projects and to keep control of resources and outcomes. A comprehensive project charter has been established for each of the identified projects. This document is of vital importance as it defines for each project its scope, key strategy pillars, goals/objectives, delimitations, dependencies, allocated resources and risk analysis.

In summer 2006, Euro 2008 SA sent some staff to the FIFA World Cup in Germany. Some were able to work in their specialist fields there, while others went as observers to gather information. For Euro 2008 SA, it is now important to evaluate their observations and findings. In many areas, it is already clear that we are heading in the right direction.

## Human resources

By the end of June 2006, Euro 2008 SA consisted of 49 staff members working mainly for EURO 2008, plus 11 staff members working mainly for the UEFA events unit. We expect the total number of employees to rise to 300 by 2008.

## Communication and PR

A communication concept has been elaborated and ongoing contacts with the media and diverse PR activities have been implemented. Guidelines for the use of the official logo by different parties were established in conjunction with UEFA's marketing and media rights division and UEFA's marketing & media management division.

The first official UEFA EURO 2008™ event was the launch of the official logo in Vienna on 7 June 2005. Overall, both the event and the logo were well received by the football family and the host countries.

On 20 August 2005, the official website, [www.euro2008.com](http://www.euro2008.com) – developed and operated by UEFA Media Technologies SA – was launched.

The official EURO 2008 newsletter was presented at the beginning of 2006 and is published on a quarterly basis.

During the FIFA World Cup in Germany, Euro 2008 SA held an official media event in Munich on 5 July 2006 aiming to promote EURO 2008 as the next big sports event taking place after the World Cup.

## Host cities

Starting in April 2005, several meetings took place between Euro 2008 SA and the Austrian and Swiss host cities in order to present and discuss proposed ideas for cooperation. The host city charter was presented to the host cities and is due to be concluded by the end of 2006, provided that common ground can be found. Operational discussions and preparations in host city management continue in parallel to the negotiations on the host city charter.

## Venue management

Euro 2008 SA's operations division, together with the tournament offices, has started the process of preparing the stadiums and stadium owners for the tasks ahead.

The first two rounds of venue management working group (VMWG) meetings regarding all eight venues have taken place and were well received by all participants. These meetings are scheduled to take place on a quarterly basis.

The division is working closely with all of the stadiums on the preliminary allocation of the space and facilities required at each venue and with the public authorities to ensure consistent organisational planning across all venues and their surrounding areas.

## Signage

A signage tender was initiated for the production and management of all signage needs for the tournament. The tender also covers other national team competitions included in UEFA's EUROTOP programme (2004-2006 and 2006/07 European Under-21 Championship, 2007-2009 European Women's Championship and 2007/09 European Futsal Championship). It will allow UEFA to achieve consistency across these national team events and benefit from the resulting economies of scale.

Three signage companies were shortlisted and a final decision will be taken in the last quarter of 2006.





## Hospitality

Euro 2008 SA has carried out preliminary preparations and evaluations of the EURO 2008 hospitality programme. In order to review the merits of the different management options available, Euro 2008 SA will carry out a tender for the sales, production and management of the hospitality and catering programme in the last quarter of 2006. By the end of 2006, it will have been decided how the hospitality programme for EURO 2008 will be managed.

## Official team hotels and training centres

The event management division, in cooperation with the two tournament offices and the official accommodation agency for EURO 2008, has been sourcing potential team hotels. The target is to have a choice of approximately 40 team hotels split equally between the two countries.

The chosen training grounds and hotels will be announced in autumn 2006.

## Public safety and security

Public safety and security strategies were elaborated by official experts for both countries. Switzerland and Austria cooperate closely on this issue in order to create the best possible conformity in concepts and measures between the two host countries.

In autumn 2005, a common paper was signed by the official representatives of the two host countries in charge of public safety and security, thereby giving the two countries a common conceptual framework in this matter.

The two tournament offices are coordinating the project with the authorities on behalf of the host federations. In addition, for private security within the official venues, a concept will be presented to the host federations in autumn 2006.



## Ticketing

The ticketing strategy concept was initiated in May 2005 with a strong focus on improving the service to different target groups and achieving overall improvements. An internal ticketing working group was appointed to comment on the strategy, and final approval was given in September 2005. The ticketing strategy was also approved by the board of Euro 2008 SA and is ready for implementation.

Since then, a ticketing manager has been hired and TicketMaster/Synchro appointed as ticketing software partner for the tournament. The unit has started work on the quota management and on the existing stadium ticketing plans. The initial location of team blocks in each stadium has been presented internally. Additionally, several presentations have been made to the local safety and security authorities through the venue management working group for the purpose of sharing information and improving the understanding of such a complex project.

## TV and media operations

Initial concepts are being developed for onsite TV and media operations. The basic technical requirements and overall standards for the main media areas at the stadiums are under examination. Euro 2008 SA will support UEFA Media Technologies SA in the area of host broadcasting, especially regarding the logistical and venue infrastructure part.

## UEFA Events

During the month of August 2005, the UEFA events division concentrated on the preparation of the European club football season kick-off events in Monaco, culminating in the UEFA Super Cup match. The match was sold out and interest from the fans and the general public was higher than ever. The autumn and winter months were dedicated mainly to the preparation of the two club competition finals as well as the club competition draws.

From April to July 2006, the unit was absorbed in the successful implementation of several major football events: the final rounds of the European Under-17 (April), Under-19 (July) and Under-21 (June) Championships, the Women's Under-19 Championship final round (July), the final of the 2005/06 UEFA Futsal Cup (April/May) as well as the 2005/06 UEFA Women's Cup final (May) – and, of course, last but not least, the UEFA Cup final in Eindhoven and UEFA Champions League final in Paris, both in May 2006. The aforementioned events are becoming more and more demanding in terms of workload and required resources.

The unit was also active in the preparation of the different draws for the competitions organised by UEFA. Thanks to the integration of UEFA's events unit into Euro 2008 SA, synergy effects could also be drawn on for the EURO 2008 qualifying draw on 27 January 2006, in which staff of the events unit were actively involved.



## Outlook

### UEFA EURO 2008™ final draw

The organisation of the final draw is running smoothly so far. A concept has been established and a meeting with representatives of the city of Lucerne in Switzerland has taken place in order to fine-tune the requirements and to pursue the contractual negotiations. All production concepts as well as the major contracts are due to be finalised and concluded by the end of 2006, with implementation to then start at the beginning of 2007, involving staff from Euro 2008 SA, UEFA, UEFA Marketing & Media Management and UEFA Media Technologies. The draw takes place in Lucerne on 2 December 2007.

### Communication and PR

In September 2006, a pocket guide in A6 format will be published with the EURO 2008 newsletter (INSIDE No. 2), containing useful information about the tournament itself as well as on the organisation behind the tournament. INSIDE No. 3 is due for publication at the end of 2006.

On 27 September 2006, the official EURO 2008 mascot will be presented to the public. The mascot launch is taking place in Vienna, accompanied by several marketing activities.

### UEFA events

Preparations for the 2006/07 club competition finals in May 2007, the Under-21 Championship final round and other youth competition final tournaments are already under way.



UEFA  
**EURO 2008**  
Austria-Switzerland



## Finances

Hanspeter Jenni

“2005/06 was UEFA’s first financial year to run from 1 July to 30 June, thereby synchronising it better with the football season. More importantly, it is the first time that UEFA has issued a consolidated balance sheet and income statement, which, in addition, are now published in euros.”





## Introduction to UEFA's new financial reporting

The first step towards the presentation of consolidated figures was achieved last year, when new charts of accounts and an improved cost centre and product/cost driver structure were implemented. Given that most UEFA Champions League 2006-2009 and EURO 2008 contracts have been concluded in euros, it was decided to publish the financial report in euros as well. All preparatory and coordinating work in this respect was completed in time. Restated figures for the previous year (2004/05) have also been elaborated and are now published in the same way. Consequently, it will be possible to follow the financial impact of the whole four-year period starting from just after EURO 2004 and ending with EURO 2008.

## Consolidated figures

The figures published refer to UEFA, including the UEFA Champions League project accounts, as well as to the accounts of UEFA's two affiliated and fully owned companies, UEFA Media Technologies SA and Euro 2008 SA. These two affiliated companies operate exclusively for UEFA and neither generates any third party income (except, in the case of Euro 2008 SA, for future EURO 2008 ticket sales, which will offset part of its organisational costs). This means that the actual bottom-line result is unaffected by the consolidation.

So why present consolidated figures? This can best be explained by taking UEFA Media Technologies SA as an example. The services rendered and invoiced to UEFA for 2005/06 amounted to EUR 28.4 million. A full consolidation of this amount means that it is now reported according to the same accounting structure as UEFA's own and appears in the income statement under positions such as "Personnel Expenses", "Web Production/Computer Solutions", etc., i.e. by nature of the cost. The figures published in previous years obviously also included the equivalent of the total cost of UEFA Media Technologies, but this was shown as an overall amount under the "Intercompany Transactions" position. In addition, the balance sheet accounts of the affiliated companies are now fully consolidated in the published report, whereas, until now, UEFA published the "participation" amount only. As a result, all intercompany accounts have been eliminated.

More details in this respect, including the consolidation principles, can be found in the financial report, which forms an integral part of this CEO report.

## Good result for 2005/06

Since the CEO and financial reports now both cover the same period, it is possible to include a type of management summary of the financial situation in the CEO report. A first overview of UEFA's finances in the year under review is given on the following pages in the form of:

- an abbreviated consolidated income statement
- an abbreviated consolidated balance sheet
- EURO 2008 key figures
- UEFA Champions League key figures
- UEFA key figures

As already mentioned, full details, further information and additional charts are available in the separate financial report.





## Consolidated UEFA income statement 2005/06

The actual net result of EUR 32.4 million – compared with the budgeted EUR 10 million (CHF 15.6m) as approved by the 2005 Congress – is all the more satisfying given that only EUR 38.8 million (CHF 60m, instead of the budgeted 70m) was taken from provisions to co-finance UEFA's many activities.

This good result is due largely to the higher income generated by the UEFA Champions League for the most part, but also, very pleasingly, by the UEFA Cup. Lower administrative expenses have also contributed to this positive situation.

Such promising prospects allowed the Executive Committee to transfer EUR 38.8 million (CHF 60m) from "Deferred EURO 2004 Earnings" into the EURO pool to finance future HatTrick programmes in favour of the member associations.

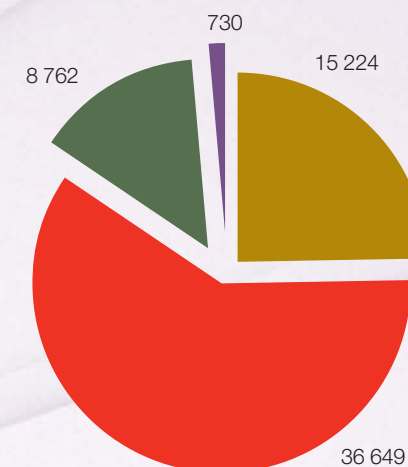
It was possible to make a total of EUR 123.3 million available in 2005/06 for solidarity payments, details of which are shown in the charts opposite.

	2004 / 05*	2005 / 06
Broadcast Revenue	485 226	<b>511 628</b>
Commercial Rights Revenue	135 125	<b>175 345</b>
Other Revenue	38 846	<b>13 475</b>
<b>TOTAL REVENUE</b>	<b>659 197</b>	<b>700 448</b>
Distribution to Participating Teams	-441 533	<b>-450 831</b>
Other Event Expenses	-91 783	<b>-140 238</b>
Total Event Expenses	-533 316	<b>-591 069</b>
<b>Gross Result</b>	<b>125 881</b>	<b>109 379</b>
Total Personnel Expenses	-25 475	<b>-32 980</b>
Total Other Expenses	-29 878	<b>-37 752</b>
<b>Operating Result</b>	<b>70 528</b>	<b>38 647</b>
Total Non-Operating Items	86 218	<b>117 132</b>
Total Solidarity Payments	-135 281	<b>-123 351</b>
<b>NET RESULT</b>	<b>21 465</b>	<b>32 428</b>

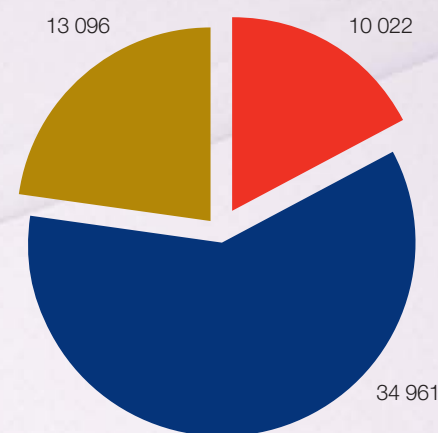
\*(11 months)

All amounts in 1 000 EUR (KEUR)

Details HatTrick Payments in KEUR



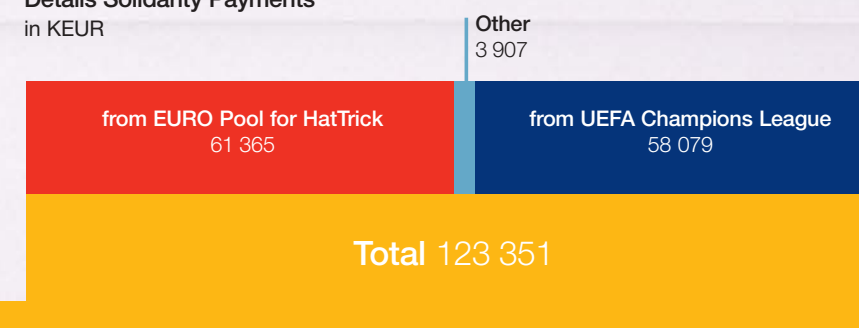
Details UEFA Champions League Solidarity in KEUR



- Investment Programme
- Yearly Solidarity Payments
- Mini-Pitches
- Education

- Transfer into EURO Pool
- Leagues (youth football development)
- Clubs (eliminated at first stage)

Details Solidarity Payments in KEUR





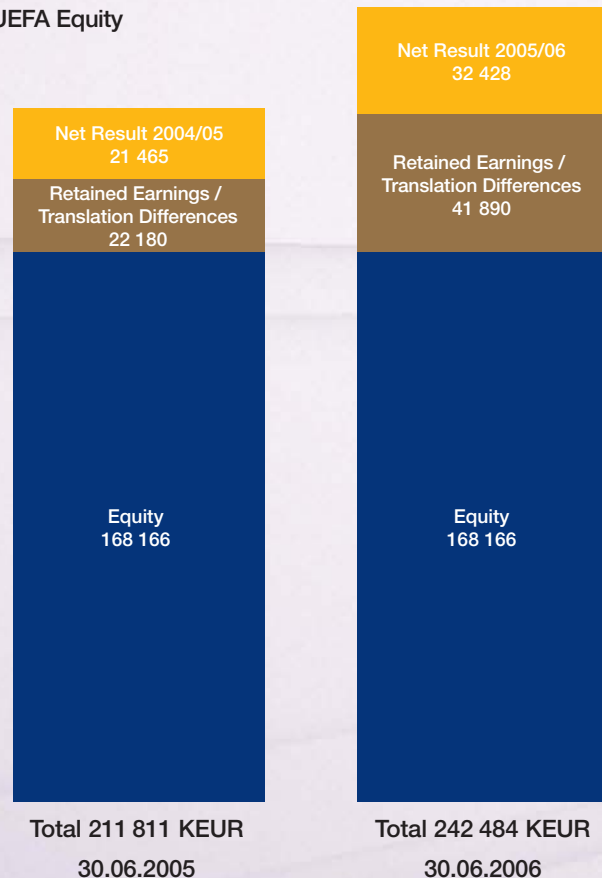
## Consolidated UEFA balance sheet as at 30 June 2006

The drop in the balance sheet total to EUR 773 million (from 826m the previous year) is the consequence of UEFA's policy to finance some of its activities and programmes from balance sheet accounts. During the year under review, EUR 61 million from the EURO pool to finance the HatTrick scheme in favour of the national associations.

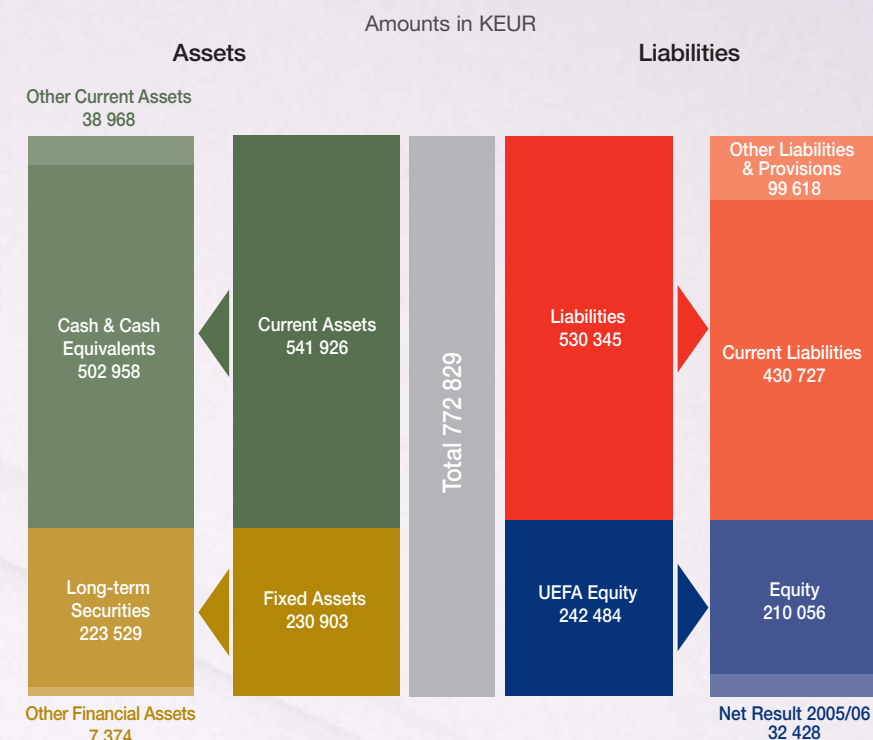
This also explains the decrease in the "Cash and Cash Equivalents" position, which is also affected by the fact that a further EUR 32 million was invested in long-term securities. Conversely, EURO 2008 payments of around EUR 50 million received by UEFA in 2005/06 reduced this effect.

By adding the 2005/06 net result of EUR 32.4 million, UEFA's equity now stands at a total of EUR 242.5 million (CHF 379.8m).

### Details of UEFA Equity



## UEFA's Balance Sheet Structure as at 30 June 2006



### EURO Pool - Changes in 2005/06

The EURO Pool transactions for 2004-2008 continue to be entered in UEFA's books in Swiss francs. However, as UEFA's financial report is published in euros, the chart below shows both these currencies.

	UEFA's Books KCHF	UEFA's Financial Report KEUR
<b>Available as at 1 July 2005</b>	<b>484 250</b>	<b>312 225</b>
UEFA Champions League solidarity payments in favour of associations	15 600	
Transferred from EURO 2004 deferred earnings (no longer needed to co-finance UEFA's yearly activities)	60 000	
Reversed to finance the 2005 / 06 HatTrick payments	-95 450	
<b>Balance as at 30 June 2006</b>	<b>464 400</b>	<b>296 486</b>



## UEFA EURO 2008™

As at the closing date of UEFA's financial year, the 2006 World Cup in Germany was about to enter its final phase. It was also the halfway point between EURO 2004 and EURO 2008.

This page shows the EURO 2008 financial transactions already entered as at 30 June 2006.

It is, however, important to note that these transactions do not affect the 2005/06 net result. As in previous years, UEFA has transferred the equivalent of the advance payments received, minus the expenses already incurred as at 30 June 2006, into the "Deferred Income" balance sheet (liability) position. The equivalent of the "Deferred Income" balance sheet position will then be reversed in 2007/08. Likewise, the EURO 2008 result will be incorporated in the financial year during which the competition is held.

The chart below gives a breakdown of the EUR 45 million balance as at 30 June 2006.

### EURO 2008 Deferred Income balance sheet position

	2004 / 05		2005 / 06	
	KCHF	KCHF	KCHF	KEUR
Brought Forward	0	907		585
EURO 2008 payments received	4 800		77 568	
EURO 2008 expenses incurred	-3 893		-7 618	
Transfer of EURO 2008 expenses entered in 2003/04 (ex balance sheet position "Projects in Progress")			- 252	
<b>Balance as at 30 June</b>	<b>907</b>	<b>70 605</b>	<b>45 076</b>	
	UEFA's Books		Financial Report	

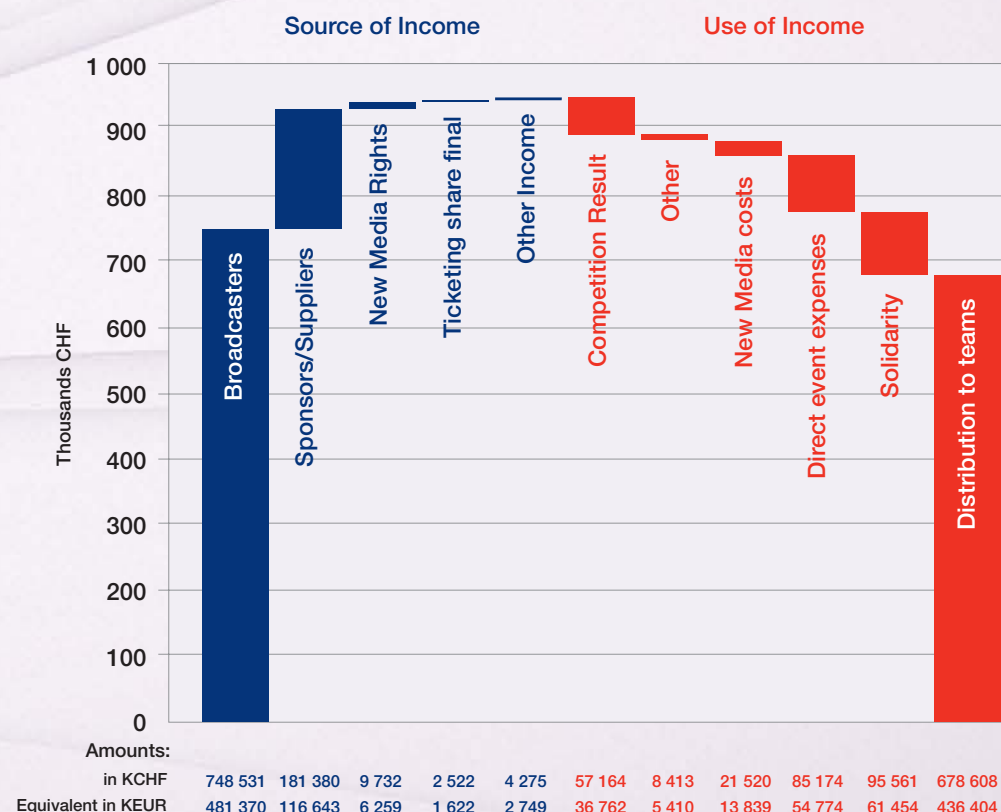
These figures do not include the costs (totalling KEUR 12 645) of Euro 2008 SA, which have been capitalised and included in the "Projects in Progress" position in the balance sheet. These costs will be offset with the income from EURO 2008 ticket sales, which are due to start in early spring 2007.

## UEFA Champions League 2005/06

Another excellent financial result can be reported for the 2005/06 UEFA Champions League, resulting in a 3.2% increase in total income, which, in turn, allowed payments to the 32 participating teams to be increased by 3.4% compared with the previous season.

The charts on this page show the figures in Swiss francs and euros.

The 2005/06 contracts – and consequently payments to the participating teams – were still in Swiss francs, even though the reporting currency is now the euro. Given that most UEFA Champions League contracts for the next three-year period have been concluded in euros and that payments will therefore also be made in euros, all future UEFA Champions League accounts and reports will be compiled in this currency.







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Finances

## UEFA key figures

2004 / 05  
(11 Months)      2005 / 06

All amounts in KEUR

<b>Cash Flow</b>	2004 / 05 (11 Months)	2005 / 06
Cash flow from operating activities	-48 337	54 407
Cash flow from investing activities	-54 222	-20 917
Cash flow from financing activities	-135 281	-123 351
<b>Change in net cash and cash equivalents</b>	<b>-237 840</b>	<b>-89 861</b>

<b>Administration</b>	2004 / 05 (11 Months)	2005 / 06
<b>Total</b> UEFA administrative expenses	<b>24 065</b>	<b>27 408</b>

<b>Asset Management</b>	2004 / 05 (11 Months)	2005 / 06
<b>Total</b> result	<b>11 286</b>	<b>15 615</b>

<b>Number of Employees</b>	2004 / 05 (11 Months)	2005 / 06
UEFA	172.0	183.5
UEFA Media Technologies SA	43.3	53.0
Euro 2008 SA	23.5	46.0
UEFA Apprentices & Trainees	2.5	2.5
<b>Total</b> (corresponding to full-time equivalents)	<b>241.3</b>	<b>285.0</b>

<b>Number of matches organised by UEFA</b>	2004 / 05 (11 Months)	2005 / 06
Club Competitions	657	659
National Team Competitions (incl. Under-21)	0	273
Women's Football (incl. Under-19)	355	345
Futsal	205	69
Youth Competitions (Under-17 & Under-19)	259	259
Other Competitions (Regions' Cup & Meridian Cup)	89	0
<b>Total</b>	<b>1 565</b>	<b>1 605</b>

## The way forward

Following the described consolidation, and as the accounting is becoming more complex as a result, it is now important to standardise, document and map procedures and processes. Every transaction in the books of either UEFA, UEFA Media Technologies SA or Euro 2008 SA must be processed in the same way. This also applies to the UEFA Champions League accounts. Future consolidated figures will, of course, have to be produced under the same conditions as for the year under review. An accounting manual needs to be produced for this purpose.

Our purchase order system (POS) is one of the key tools for achieving these objectives, as it ensures full conformity for handling purchases and the corresponding administrative work throughout UEFA. Not only will a budget comparison be made at the beginning of the process, but it will also be possible to obtain exact data on committed amounts. We will make every effort to ensure that invoices are processed through the purchase order system sooner rather than later. This will vastly improve management information and also allow year-end transactions to be completed much faster.

As far as accounting is concerned, we do not envisage the accounts of UEFA differing substantially in the years ahead. It is the financial management of UEFA Media Technologies with its new TV production and video streaming services that will demand our closest attention and care. As far as Euro 2008 SA is concerned, ticket sales, which are due to start in spring 2007, are expected to be the greatest challenge.



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