



45th UEFA
CONGRESS
Montreux 20 April 2021

MINUTES





Present

UEFA Executive Committee:	Aleksander Čeferin Karl-Erik Nilsson Fernando Gomes Sándor Csányi Luis Rubiales David Gill Nasser Al-Khelaifi Zbigniew Boniek Armand Duka Florence Hardouin Rainer Koch Jesper Møller Christensen Lars-Christer Olsson Andrii Pavelko Davor Šuker Michael van Praag Servet Yardımcı	President First Vice-President Vice-President Vice-President Vice-President Treasurer Member Member Member Member Member Member Member Member Member Member Member
European members of the FIFA Council:	Evelina Christillin Georgios Koumas Noël Le Graët Dejan Savićević Alexey Sorokin	Member Member Member Member Member
FIFA:	Gianni Infantino Mattias Grafström Kenny Jean-Marie Nodar Akhalkatsi Melanie Schärer	President Deputy General Secretary Chief Member Associations Officer Director Member Associations Europe FIFA observer
Representatives of other football confederations:	Patrice Motsepe Véron Mosengo-Omba Marco Leal	CAF President CAF General Secretary CONCACAF Chief Member Associations Officer
UEFA honorary members:	Gerhard Aigner	
UEFA Governance and Compliance Committee:	Herbert Hübel	Chairman

Stakeholder representatives:	Charlie Marshall	European Club Association CEO
Other guests:	Philippe Leuba	Minister for Economy, Innovation and Sport of the Canton of Vaud, Switzerland
	Thomas Bach	IOC President
	Jean-Michel Aulas	Olympique Lyonnais
	José Castro Carmona	Sevilla FC
	Jesús Gómez Jiménez	Sevilla FC
	Roberto Rosetti	UEFA Chief Refereeing Officer
UEFA administration:	Theodore Theodoridis	General Secretary
	Kevin Lamour	Deputy General Secretary (Administration)
	Giorgio Marchetti	Deputy General Secretary (Football)
	Simon Drake	General Counsel and Director of Legal & Business Affairs
	Stéphane Igolen	Services & Management Director
	Josef Koller	Finance Director
	Zoran Laković	National Associations Director
	Phil Townsend	Communications Director
	Andrea Traverso	Financial Sustainability & Research Director
	Michele Uva	Football & Social Responsibility Director
	Lukas Achermann	Business Affairs Managing Director
	Angelo Rigopoulos	Integrity & Regulatory Managing Director
UEFA Events SA:	Martin Kallen	CEO
	Sharon Burkhalter-Lau	Operations Director
	Guy-Laurent Epstein	Marketing Director
UEFA Foundation for Children;	Kairat Boranbayev	Member of the Board of Trustees

Congress opened at: 10:00

Congress closed at: 15:00

Simultaneous interpreting provided in English, French, German and Russian, as well as Italian, Spanish and BCSM.



Agenda

I.	Address by the UEFA president	16
II.	Roll call	22
III.	Appointment of scrutineers	23
IV.	Appointment of three delegates to verify the Congress minutes	23
V.	Report of the UEFA President and the Executive Committee and report of the UEFA Administration 2019/20	24
VI.	Financial matters	24
	Financial statements 2019/20	24
	a) Acknowledgement of the financial report and the auditors' reports of EY, Lausanne, for the 2019/20 financial year	25
	b) Approval of:	25
	i) the consolidated financial statements for 2019/20	25
	ii) UEFA's stand-alone financial statements for 2019/20	25
	Budget 2021/22	25
	c) Approval of the budget for the 2021/22 financial year	27
VII.	Appointment of the external auditors for the 2020/21 financial year	27
VIII.	Reports of the committee chairs	27
IX.	Elections	28
	a) UEFA Executive Committee (eight members for a four-year term)	28
	b) FIFA Council (one FIFA vice-president for a two-year term proposed by the four British associations and five ordinary members, including at least one woman, for a four-year term)	29
X.	Ratification of the members of the UEFA Executive Committee	30
	a) European Club Association (two representatives for a three-year term)	30
	b) European Leagues (one representative for a four-year term)	30
XI.	Ratification of the composition of the UEFA Organs for the Administration of Justice	31
XII.	Ratification of the new members of the UEFA Governance and Compliance Committee	32
XIII.	Amendments to the UEFA Statutes	32
XIV.	Bestowal of honorary membership	33
XV.	Latest information from the UEFA administration	33
XVI.	Ordinary FIFA Congress on 21 May 2021	35
XVII.	Miscellaneous	35
XVIII.	Closing speech by the UEFA president	36
XIX.	Next Ordinary UEFA Congress in 2022	36



Annex 1: Amendments to the UEFA Statutes.....	39
---	----



Welcome

The UEFA president, Aleksander Čeferin, welcomed everyone to the 45th Ordinary UEFA Congress in Montreux. The past year had revealed and taught everyone many things about themselves and about each other. It had also made everyone aware of many of the privileges that had been invisible before. To be here today, physically, in the beautiful Swiss town of Montreux was a gift and gave a feeling of gratitude. He thanked the local authorities of the Swiss canton of Vaud for making this possible and gave the floor to Philippe Leuba, minister for the economy, innovation and sport for the canton of Vaud.

On behalf of the cantonal government, Philippe Leuba welcomed the Congress participants to UEFA's home canton. The canton of Vaud was honoured to be home to the headquarters of UEFA and 60 other international sports federations, including the IOC. This unique position was the result of the clear political will of the government to promote the values of sport to work for a better world, an ambition that the canton shared with UEFA.

This pandemic the world was facing had caused so much human tragedy and so many economic disasters, and it had also showed how much sport was missed, together with the emotions and passions that were so much part of it. Sport was not everything, but without it life was quite sad. During this time of crisis, people needed more than ever to go back into the stadiums and feel again all those emotions in the midst of the crowd.

The minister addressed a special word of thanks to UEFA and FIFA for all the enormous efforts they had put into organising competitions, keeping the faith and the motivation, while applying all the necessary health protection measures. It was easy to see the continuation of matches as an economic motive. As a minister and a retired FIFA referee, he understood from experience that criticism was part of the job...

However, the pessimists forgot the social consequences that halting competitions would have. Aside from causing the economic collapse of the most popular sport in the world – which would affect amateur clubs as well the professional set-ups – bringing competitions to a standstill would increase the demoralisation of the population, and of young people in particular, which would also cause human tragedy.

The idea of EURO 2020 with stadiums open to the public in the strict respect of health protection measures was a light in the tunnel of the pandemic. The minister thanked UEFA for all the efforts put into giving this light to football fans and society in general.

Alluding to the recent announcement by 12 European clubs of their plans to create a closed 'Super League', the minister emphasised that football contributed to the development of a better world as long as it stayed true to its values and remained the sport of the people, accessible to everyone, allowing everyone to dream big. No one had the right to remove those values, to distort football and what it stood for, and take away what it could contribute to a better world. Football could not be transformed into a purely financial business without losing its soul. He knew that UEFA and FIFA shared this conviction.

Closing, the minister wished the participants a constructive congress and said they would always be welcome in UEFA's home canton.

The UEFA president thanked Philippe Leuba and presented him with a gift, before giving the floor to the IOC president, Thomas Bach.

The IOC president said it was a great pleasure to attend, finally, an in-person meeting after so many months. The fact that UEFA was able to hold this Congress in person, while respecting the public anti-coronavirus measures, was cause for optimism. He congratulated UEFA, under the great leadership of its



president, Aleksander Čeferin, for having overcome the many challenges to make this Congress possible in a safe way.

UEFA and its member associations had demonstrated this ability to overcome challenges also when it came to organising live sports events in a safe way. During the first months of the pandemic, and continuing to this day, they had managed to organise thousands of football games in countries across all of Europe.

In this respect, UEFA and the IOC shared the unprecedented experience of having to postpone major events: UEFA EURO 2020 and the 2020 Tokyo Olympic Games. Both organisations had set the same priority of ensuring the health and safety of all participants.

For that reason, both organisations could learn from each other when it came to effective COVID-19 countermeasures. The IOC would certainly be closely watching EURO 2020 and incorporating UEFA's experience in the overall COVID-19 countermeasures that would be in place in Tokyo.

The many world championships and world cups that had been held in recent weeks and months were proof that sport could be organised safely and successfully, even under the present restrictions. Since September 2020, international sports federations had collectively organised over 340 major sporting events. Cumulatively, those events had involved over 41,000 athletes. All of them had rigorous health and safety protocols in place, including extensive testing regimes.

Not a single one of those events had turned into a virus spreader, providing clear and obvious proof that very big international sports events with a large number of international participants could be organised while safeguarding the health of everyone. And this without having access to vaccination, from which both UEFA and the IOC could greatly benefit at EURO 2020 and at the Tokyo Olympic Games.

A safe and successful EURO 2020 would also greatly contribute to creating confidence in the Olympic Games in Tokyo. And when the Olympic Games finally got under way on 23 July, it would send a powerful message of solidarity, resilience and hope to the world. The 2020 Tokyo Olympic Games would be the light at the end of the dark tunnel. And, also in this respect, football would once again play a special role, with the Olympic football tournament beginning a few days before the opening ceremony. In other words, football would be sending the very first light at the end of the tunnel to billions of people around the world.

The IOC president therefore wanted to thank UEFA and FIFA for demonstrating in a great way that, whether in sport or in the many challenges in life, there was strength in unity. That was the lesson learned from the coronavirus crisis: there was a need for more solidarity – more solidarity within societies, and more solidarity among societies. This lesson applied to everybody, so it also applied to sport and sports organisations.

The crisis had already changed the world in profound ways. Nobody should even dream of going back to the way things were before the crisis. Even once the health crisis had finally been overcome, the world would still face the far-reaching political, social, financial and economic consequences. In so many ways, the crisis had revealed and even deepened existing fault lines and inequities. In this polarising environment, narrow self-interest and egotism had been gaining ground over solidarity, shared values and common rules.

The challenges of the post-coronavirus world could only be addressed in solidarity. In the sporting context, this meant solidarity within sports organisations and solidarity among sports organisations. In this respect, the European sport model was a unique approach to organised sport that could give sports organisations good guidance for the role of sport in shaping the post-coronavirus world. The European sport model reflected the specific organisation, as well as the fundamental social and



educational function, of sport. It was built on solidarity and volunteers. It was based on the twin principles of financial solidarity, which allowed revenues generated at the elite level to be reinvested at the lower level. It was grounded in the openness of fair competition, which gave priority to sporting merit.

But unfortunately, this European sport model was under threat today. In fact, the very existence of the values-, solidarity- and volunteer-based model was under threat. It was challenged by a purely profit-driven approach that ignored the intrinsic values and social mission of sport and the real needs of the post-coronavirus world. It was under threat because the social mission of sports organisations was losing ground to the purely profit-oriented goals of commercial sport providers and investors.

If everything was only looked at from a business perspective, if only economic rules were applied to measure the impact of sport on society, then the social mission of sport was lost.

That was why, in solidarity, the international sports community had to make all efforts to preserve this social mission of sport.

The post-coronavirus world would need this social mission of sport, and it would need more solidarity. That was why the IOC was fully committed to continuing to promote the role of values-based sport in society. After all, its mission, enshrined in the Olympic Charter, was to put sport at the service of society and to make the world a better place through sport.

In this Olympic spirit, the IOC president thanked the UEFA president, once more, for inviting him to this UEFA Congress, and wished the participants fruitful and lively discussions today and a very successful UEFA EURO 2020 in the summer.

The UEFA president thanked Thomas Bach and presented him with a gift, before giving the floor to the Swiss Football Association president, Dominique Blanc.

On behalf of the Swiss Football Association, Dominique Blanc welcomed the UEFA Congress to Montreux.

Switzerland was a great football nation, not because of the size of the country, but rather because of its great history with the game. At 126 years old, the Swiss Football Association was one of the oldest in the world. Switzerland had been one of the eight founding members of FIFA in 1904, and it was also in Switzerland, in Basel, that UEFA had been founded in 1954.

Although other sports were very popular in Switzerland, for example skiing, gymnastics, ice hockey, cycling, handball and basketball, football remained the most popular sport in terms of the number of players, spectators and media coverage.

Organising this meeting in Montreux had been a complex job, and the Swiss FA president thanked the authorities of the canton of Vaud and of Switzerland, as well as UEFA, for their great efforts to make it possible. He also thanked UEFA for the considerable efforts it had made in extremely difficult conditions to continue to organise the European competitions.

The past year had been very difficult for everyone, but the Swiss FA president wished to remember, in particular, the thousands of amateur football clubs across Europe. What they did with limited means to keep the flame burning, to retain their members and to stay alive was quite remarkable. Their contribution to the well-being and cohesion of their societies deserved recognition and support.

Referring to the threat of a so-called 'Super League', he said that the Swiss FA would give its full support to UEFA and FIFA to save football from the claws of a few tycoons and investors who wanted to reap the fruits of its long history all for themselves. He invited them to think again. Football was not a consumer product like any other. If it was cut from its roots and its foothold in society, football would lose its soul and all its values.



Speaking then about the pandemic, the Swiss FA president said that his association applied the principle that the greatest progress came out of crises, and it wanted to come out of the present crisis on top and to adapt football to the new expectations of society. The Swiss FA was convinced that football could be a model for society and contribute actively to its development. Also, because of the immense popularity of the game, football was also a showcase for equal opportunities for all, sustainability and fundamental human rights. The Swiss FA was well aware of this and aimed to make an active and concrete contribution to those values, which were also shared by football. This would be achieved through the Swiss FA's strategy for 2021–25, focussing on its three key missions: sport and public health, integration and social cohesion, and success and enjoyment of life – pleasure from football and for the benefit of the game.

Closing his address, Dominique Blanc wished the delegates a productive UEFA Congress and a pleasant stay in Montreux.

The UEFA president thanked Dominique Blanc and presented him with a gift, before giving the floor to the FIFA president, Gianni Infantino.

The FIFA president said it was always an honour, and emotional, for him to address the UEFA Congress. He had wanted to speak about many other topics today, but the previous 48 hours had changed everything, and it seemed there was only one topic of interest – the 'Super League' project.

The FIFA president wished to make it very clear that FIFA was an organisation that was built on values, the true values of sport, and on its statutes, which defined the institutional framework, the pyramid, with FIFA, the confederations, the associations, the leagues, the clubs, the players. FIFA could therefore only, and strongly, disapprove of the creation of a 'Super League' that was a closed shop and a breakaway from the current institutions – from the leagues, from the associations, from UEFA and from FIFA – and which was outside the system.

So FIFA was there to give full support to European football, to UEFA, to the 55 member associations of UEFA – and of FIFA – to leagues, to the clubs, to the players and to the fans – all fans, not just in Europe but the world over.

European football was hugely successful, and he himself was a product of that system, having started to play in a small amateur club in the mountains in Switzerland. He had been a very bad player but still had the opportunity to play. And he had played for a team in the lowest division in Switzerland, but even at the lowest level, the team had a direct line to the top. That bond – the bond from the bottom to the top – kept football together. It was the magic of football.

The top of the pyramid was also hugely successful. For 16 years, the FIFA president had worked at UEFA, working very hard and investing a big part of his life in defending the principles and values that had brought European football this success. As mentioned by the IOC president, the European sport model was a model that worked for Europe. It was based on openness and inclusivity, and on promotion and relegation. It was a model that had proved very successful.

It was evident, therefore, that there was a lot to throw away for what could be a short-term financial gain for some. People needed to think very carefully; they needed to reflect, and they needed to assume responsibility; they needed to think not only of their shareholders, which were important of course, but they needed to think about everyone, all the fans, all those who had contributed to create what European football was today, and what European football clubs were today. It went back not only decades, but more than a hundred years. People with love, passion and commitment had created this, and it needed to be protected. It is was the task of FIFA and UEFA to protect the European sport model, protect clubs,



club competitions and, of course, national teams. It was thanks to national teams that football could survive all over the world, and that was something that had to be protected.

So if some elected to go their own way, they would have to live with the consequences of their choice. They were responsible for their choice. Concretely, this meant either being in or being out. It was not possible to half in or half out.

He did not, however, even wish to contemplate this because, like UEFA, FIFA was also a democratic organisation, an organisation where everyone could speak and bring ideas and proposals, which would always be taken into account – but always with respect for the institutions, the leagues, associations, UEFA and FIFA, and always with respect for the history and for the passion of so many people.

The FIFA president understood that emotions were running very high at the moment, with the pandemic compounding and exacerbating the situation. It was important to remember, however, that football stood for hope and it was the responsibility of the game's leaders to make that hope a reality. He hoped, therefore, that everything would return to normal and that everything would be settled, but always with respect, always acting responsibly, always with solidarity and always in the interests of national, European and global football.

With that message, he closed his address and wished the participants a good Congress.

The UEFA president thanked the FIFA president for his address and presented him with a gift. He also thanked the FIFA president and other stakeholders for defending true sporting values.

In memoriam

Before proceeding with his own address to the UEFA Congress, the UEFA president led a minute's silence in memory of the members of the European football family who had passed away since the last Ordinary UEFA Congress, including the legendary Diego Maradona.

Sabri Peqini (ALB) – player, coach
Arkady Andreasyan (ARM) – player
Hovhannes 'Onik' Abrahamyan (ARM) – player
Alfred Riedl (AUT) – coach
Ferdinand Kolarik (AUT) – player
Elbrus Abbasov (AZE) – player
Rafiq Alizada (AZE) – player
Vagif Omarov (AZE) – management
Vladimir Pavlyuchik (BLR) – player
Evgeniy Drozd (BLR) – player
Mikhail Khevuk (BLR) – referee
Leonid Podlipskiy (BLR) – manager
Gennadiy Khasin (BLR) – player
Vitali Krupitsa (BLR) – manager
Sergey Nefyodov (BLR) – coach
Viktor Ivanovskiy (BLR) – general secretary
Maksim Tsygalko (BLR) – player
Vladimir Pigulevskiy (BLR) – management
Evgeniy Utkin (BLR) – coach
Yuriy Tolkachev (BLR) – manager
Nikolay Blashko (BLR) – coach

Mikhail Andruzheichik (BLR) – coach
Vladimir Meleshkevich (BLR) – manager
Boris Gaganelov (BUL) – player
Petar Donchev (BUL) – player
Bisser Mihaylov (BUL) – player
Boncho Todorov (BUL) – management
Hristo Danov (BUL) – president
Viden Apostolov (BUL) – player
Nikola Spasov (BUL) – coach
Dimitar Largov (BUL) – president
Dimitar Enchev (BUL) – management
Siniša Bačić (CRO) – management
Domeniko Sisgoreo (CRO) – management
Slaven Zambata (CRO) – player
Krasnodar Rora (CRO) – player
Vjekoslav Markotić (CRO) – management
Otto Barić (CRO) – coach
Duško Popovski (CRO) – player
Zlatko Kranjčar (CRO) – coach
Mirko Bazić (CRO) – coach
Tommy Troelsen (DEN) – player



Frank Worthington (ENG) – player
Mike Appleby (ENG) – management
Ray Clemence (ENG) – player
Colin Murphy (ENG) – coach
Derek Ufton (ENG) – player
Peter Bonetti (ENG) – player
Trevor Cherry (ENG) – player
Colin Bell (ENG) – player
Maurice Setters (ENG) – coach
Norbert “Nobby” Stiles (ENG) – player
Glenn Roeder (ENG) – manager
Doug Holden (ENG) – player
Norman Hunter (ENG) – player
Jack Charlton (ENG) – player
Peter Swan (ENG) – player
Albert Quixall (ENG) – player
Gordon Astall (ENG) – player
Peter Whittingham (ENG) – player
Benno Tael (EST) – player, coach
Kert Allikas (EST) – player
Andrei Kreida (EST) – player
Stig-Göran Myntti (FIN) – player
Stig Holmqvist (FIN) – player
Jyrki Heliskoski (FIN) – coach
Jean-Pierre Luciani (FRA) – management
Michel Kitabdjian (FRA) – referee
Patrick Le Lay (FRA) – management
Silvio Croci (FRA) – player
Lucien Felli (FRA) – management
Michel Hidalgo (FRA) – coach
Pape Diouf (FRA) – management
Paul Natali (FRA) – management
Arnold Sowinski (FRA) – coach
David Méresse (FRA) – management
Pierre Sirot (FRA) – management
Edmond Baraffe (FRA) – player
Robert Herbin (FRA) – coach
Louis Cardiet (FRA) – player
Philippe Redon (FRA) – player
Jacques Crevoisier (FRA) – coach
Jordan Diakiese (FRA) – player
François Armbruster (FRA) – management
Fabrice Lepaul (FRA) – player
Daniel-Edouard Chartol (FRA) – management
Jean-Claude Hamel (FRA) – management
Jean-Pierre Morlans (FRA) – management

Georges Jouy (FRA) – management
Michel Potelet (FRA) – management
Pierre Vincent (FRA) – management
Alex Dupont (FRA) – coach
Daniel Carraretto (FRA) – management
Sébastien Desiage (FRA) – referee
Daniel Charles-Alfred (FRA) – player
Richard Allain (FRA) – management
Egon Gindorf (FRA) – management
Bruno Martini (FRA) – coach
Stéphane Moulin (FRA) – referee
Christian Cortade (FRA) – management
Jean Vassière (FRA) – management
Gérard Houllier (FRA) – coach
Michel Muffat-Joly (FRA) – management
Gilles Texier (FRA) – management
Roger Machin (FRA) – referee
Maryan Synakowski (FRA) – player
Joseph Ursulet (FRA) – management
Yvon Douis (FRA) – player
Jean Forestier (FRA) – management
Claude Auriac (FRA) – management
Jacques Guigue (FRA) – management
Daniel Eon (FRA) – player
Christian Lassalle (FRA) – management
Michel Leblanc (FRA) – management
Kakhaber Shalamberidze (GEO) – manager
Friedel Gütt (GER) – management
Richard Jacobs (GER) – management
Thomas Oppermann (GER) – management
Erwin Bugar (GER) – management
Dietrich Weise (GER) – player, coach
Savvas Theodoridis (GRE) – player
Antonis Georgiadis (GRE) – coach
Nikos Alefantos (GRE) – coach
Andreas Papaemmanouil (GRE) – player
Giorgos Koukoulakis (GRE) – referee
Zaharias Chaliabalias (GRE) – player
Thanasis Intzoglou (GRE) – player
Spyros Pomonis (GRE) – player
Thanasis Papazoglou (GRE) – player
Giannis Kalogeras (GRE) – coach
Kostas Antipariotis (GRE) – management
Nikos Zoumpogiorgos (GRE) – management
László Pádár (HUN) – referee
Lajos Szűcs (HUN) – player



Károly Fatér (HUN) – player
László Branikovits (HUN) – player
Mihály Laczkó (HUN) – president
Kálmán Sóvári (HUN) – player
Alfreð Þór Þorsteinsson (ISL) – management
Birgir Lúðvíksson (ISL) – management
Einar Jónsson (ISL) – coach
Eysteinn Bergmann Guðmundsson (ISL) – referee
Haukur Guðmann Gunnarsson (ISL) – management
Hendrik Skúlason (ISL) – management
Jóhannes Eðvaldsson (ISL) – player
Páll Júlíusson (ISL) – general secretary
Páll Ragnarsson (ISL) – management
Sigurgeir Bjarni Guðmannsson (ISL) – management
Stefán Karlsson (ISL) – management
Þorlákur Ingi Sigmarsson (ISL) – player
Úlfar Dánielsson (ISL) – coach
Yosef Goldestein (ISR) – player
Dov Atzmon (ISR) – player
Dani Rom (ISR) – player
Rafi Levi (ISR) – player
Itzhak Gambash (ISR) – player
Ariea Hamer (ISR) – referee
Yosef Dagan (ISR) – management
Ezio Vendrame (ITA) – player
Giuseppe Gazzoni Frascara (ITA) – manager
Gigi Simoni (ITA) – coach
Mario Corso (ITA) – player
Pierino Prati (ITA) – player
Arianna Varone (ITA) – player
Sergio Vatta (ITA) – coach
Andrea Lastrucci (ITA) – referee
Fino Fini (ITA) – management
Daniele De Santis (ITA) – referee
Paolo Rossi (ITA) – player
Maurizio Mattei (ITA) – referee
Gianni Beschin (ITA) – referee
Mauro Bellugi (ITA) – referee
Daniel Guerini (ITA) – player
Yerlan Botembayev (KAZ) – manager
Igor Romanov (KAZ) – coach
Aleksandr Shatskikh (KAZ) – player
Levon Kasaboglyan (KAZ) – coach
Nikolai Kalyabin (KAZ) – player

Khalimzhan Yerzhanov (KAZ) – manager
Batyrzhan Khassenov (KAZ) – manager
Dias Omarov (KAZ) – sports journalist
Zhurektes Suleimenov (KAZ) – player
Valeriy Malygin (KAZ) – coach
Raziya Nurkenova (KAZ) – coach
Agim Bytyqi (KOS) – president
Harijs Āboltnīšs (LVA) – player
Raimonds Valts (LVA) – management
Laimonis Laizāns (LVA) – player
Rihards Butkus (LVA) – player
Alfred Riedl (LIE) – coach
Hans Gassner (LIE) – president
Dietrich Weise (LIE) – coach
Werner Frick-Eberle (LIE) – referee
Marius Žaliūkas (LTU) – player
Kęstutis Sakalauskas (LTU) – player
Edgaras Tumasonis (LTU) – player
Jonas Sakalauskas (LTU) – player
Giedrius Pultinevičius (LTU) – player
Eduardas Simonis (LTU) – player
Fulgentas Bižys (LTU) – player
Algis Civinskas (LTU) – player
Anthony Bezzina (MLT) – management
Lolly Borg (MLT) – player
Gawdenz Borg (MLT) – management
Tony Gambin (MLT) – coach
Victor Doncila (MDA) – management
Vasile Traghira (MDA) – management
Leonid Ulanov (MDA) – referee
Veaceslav Semionov (MDA) – coach
Igor Mihaescu (MDA) – player
Grigore Corzun (MDA) – management
Mircea Cojocari (MDA) – management
Momčilo Vujačić (MNE) – coach
Zoran Pipe Vučević (MNE) – coach
Hans van Delft (NED) – management
Peter Kemper (NED) – player
Kees Bakker (NED) – management
Frits Flinckevleugel (NED) – player
Bertus Rijkhoek (NED) – management
Ton Bakhuis (NED) – player
Willy Quadackers (NED) – player
Eddy Pieters Graafland (NED) – player
Liesbeth Migchelsen (NED) – player
Wim Suurbier (NED) – player



Henk Wullems (NED) – coach
Jacques Visschers (NED) – management
Frans Derks (NED) – referee
Tonny Bruins Slot (NED) – coach
Charles Corver (NED) – referee
Harry van Raaij (NED) – management
Pim Doesburg (NED) – player
Han Grijzenhout (NED) – coach
Egbert Mulder (NED) – referee
Henk van Delft (NED) – management
Ljubisav Ivanov (MKD) – president
Craig Stanfield (NIR) – management
Adam Musiał (POL) – player
Andrzej Gowarzewski (POL) – football historian
and journalist
Vítor Oliveira (POR) – coach
Reinaldo Teles (POR) – management
Jacques Pereira (POR) – player
Mário Dias (POR) – management
Ângelo Martins (POR) – player
Jaime Magalhães (POR) – player
Basílio Marques (POR) – player
Litos (POR) – player
Valdemar Custódio (POR) – player
João Parra (POR) – player
Arsénio Jardim (POR) – player
Delfim Madeira (POR) – management
Tiago Cunha (POR) – player
Antonio Ribeiro (POR) – management
José Bastos (POR) – player
João Pires (POR) – management
Alex Apolinário (POR) – player
Tony Dunne (IRL) – player
Michael Robinson (IRL) – player
Ben Hannigan (IRL) – player
Michael Hayes (IRL) – administrator
Liam Farrell (IRL) – administrator
Dean Archbold (IRL) – supporter
Ilie Bărbulescu (ROU) – player
Gheorghe Tudor Martin (ROU) – player
Adrian Lucaci (ROU) – management
Dan Robert Lăzărescu (ROU) – referee
Constantin Radu (ROU) – player
Constantin Jambaschi (ROU) – player
Dumitru Munteanu (ROU) – player
Ionuț Popa (ROU) – coach

Ștefan Dan Petrescu (ROU) – referee
Emil Jula (ROU) – player
Mircea Pascu (ROU) – president
Florin Bugar (ROU) – coach
Stelian Trandafirescu (ROU) – journalist
Viorel Turcu (ROU) – player
Adrian Ionescu (ROU) – management
Camil Oprea (ROU) – player
Remus Câmpeanu (ROU) – player
Viktor Ponedelnik (RUS) – coach
Petr Barkalov (RUS) – management
Mark Rafalov (RUS) – referee
Vasili Kulkov (RUS) – player
Boris Petrov (RUS) – player
Vitaly Muta (RUS) – management
Ivan Varlamov (RUS) – coach
Vladimir Proskurin (RUS) – coach
Vladimir Salkov (RUS) – coach
Vladimir Levitin (RUS) – referee
Georgy Ryabov (RUS) – player
Valentin Kozhukhantsev (RUS) – referee
Innokentiy Samokhvalov (RUS) – player
Shamil Saifutdinov (RUS) – referee
Viktor Kechinov (RUS) – coach
Vladislav Khodiev (RUS) – referee
Mark Godik (RUS) – management
Vladimir Shtapov (RUS) – player
Aleksandr Savkin (RUS) – referee
Maryan Plakhetko (RUS) – player
Valery Butenko (RUS) – referee
Valery Reingold (RUS) – player
Vladimir Chetverikov (RUS) – coach
Vasily Spitsa (RUS) – coach
Rafik Ali Zade (RUS) – coach
Yury Saukh (RUS) – coach
Yury Shikunov (RUS) – coach
Luciano Casadei (SMR) – general secretary
Willie McDougall (SCO) – management
Sandra Buchanan (SCO) – management
Ian St John (SCO) – player
Peter Lorimer (SCO) – manager
Tommy Docherty (SCO) – manager
Tom Forsyth (SCO) – player
Jim McLean (SCO) – manager
David Syme (SCO) – referee
Pat Quinn (SCO) – player



Bill Quinn (SCO) – referee
Ilija Petković (SRB) – player
Radomir Antić (SRB) – coach
Vladica Popović (SRB) – player
Vladimir Bulatović (SRB) – management
Nikol Mišić (SRB) – management
Grujica Tomić (SRB) – referee
Zoran Jovanović (SRB) – manager
Zoltan Sabo (SRB) – coach
Vlada Vićentijević (SRB) – referee
Ratko Piljak (SRB) – management
Dušan Bartovič (SVK) – player
Jozef Hollý (SVK) – player
Jaroslav Pollák (SVK) – player
Marián Čišovský (SVK) – player
Emil Uhlík (SVK) – manager
Milan Služanič (SVK) – president
Slavomír Gajarský (SVK) – referee
Pavol Biroš (SVK) – player
Ján Baluch (SVK) – manager
Jozef Obert (SVK) – player
Jozef Hanák (SVK) – coach
Štefan Sapár (SVK) – manager
Ján Hucko (SVK) – coach
Karol Šulgan (SVK) – player
Jozef Vengloš (SVK) – player, coach, manager
Anton Urban (SVK) – player
Viliam Luknár (SVK) – manager
Fridrich Hutta (SVK) – coach
Marko Elsner (SVN) – player
Herbert Vabič (SVN) – coach
Luka Banič (SVN) – player
Joaquín Peiró (ESP) – player
Lorenzo Sanz (ESP) – president
José Luis Capón (ESP) – player
Gregorio Benito (ESP) – player
Alfonso Usón (ESP) – president
Michael Robinson (ENG) – player
Marcelo Campanal (ESP) – player
José Martínez Balza (ESP) – president

Juan Cruz Sol (ESP) – player
José Ángel Jiménez Muñoz de Morales (ESP) – referee
Justo Tejada (ESP) – player
Enrique Pérez Pachín (ESP) – player
José María Echeverría (ESP) – president
Lars-Åke Lagrell (SWE) – management
Åke Lindegarh (SWE) – management
Agne Simonsson (SWE) – player
John 'Jompa' Eriksson (SWE) – player
Hans Cavalli Björkman (SWE) – management
Gunnar Larsson (SWE) – management
Paul Wolfisberg (SUI) – player
Roger Vonlanthen (SUI) – player
Nihat Akbay (TUR) – player
İlyas Ayan (TUR) – referee
Talat Özkarslı (TUR) – player
Mesut Şen (TUR) – player
Tamer Güney (TUR) – coach
Nevzat Güzelırmak (TUR) – coach
Reşit Karasu (TUR) – player
İhsan Türe (TUR) – referee
Özkan Sümer (TUR) – management
Varol Ürkmez (TUR) – player
Özkan Arkoç (TUR) – player
Erhan Önal (TUR) – player
Bülent Yavuz (TUR) – referee
Müjdat Yalman (TUR) – coach
Volodymyr Troshkin (UKR) – player, manager
Yuriy Dyachuk-Stavytskyi (UKR) – player, coach
Volodymyr Lozynskyi (UKR) – player
Ashot Khudayev (UKR) – doctor
Serhiy Atelkin (UKR) – player
Petro Slobodyan (UKR) – player, coach
Idwal Williams (WAL) – management
Tony Villars (WAL) – player
John Thomas (WAL) – referee
William David 'Dai' Davies (WAL) – player
Ken Davies (WAL) – management
Colin Baker (WAL) – management



I. Address by the UEFA president

The UEFA president delivered the following address, reproduced here in full.

*National association presidents and general secretaries,
FIFA president, dear Gianni,
IOC President, dear Thomas,
CAF president, dear Patrice,
Executive committee members, my dear colleagues,
Councillor Leuba,
Friends,*

A wise person once said, "In the face of adversity, you have three choices: you can let it define you, let it destroy you, or let it strengthen you". For me it is clear which choice we have taken.

The crisis that began a little over a year ago will only make us stronger. Not only that – but football will emerge stronger than ever.

Why?

Because football has been united from day one.

This unity has not been a facade. It has been real, sincere and strong. Unwavering. All of us, without exception, have stood together.

This crisis will make us stronger, and football stronger than ever, because we have shown that when football as a whole is faced with an unprecedented situation, we talk to each other, we listen to each other, and we find solutions.

I would like to thank all our national associations for the outstanding cooperation between the associations and UEFA – closer cooperation than ever before, at every level.

Together we have achieved something exceptional: with crises and emergencies part of our everyday life, we have performed miracle after miracle and made it seem almost normal. But it was anything but normal.

Thank you to all our national associations for accepting and supporting the sometimes painful decisions that have been taken over the last year, such as the cancellation of youth competitions, the change of venues for club competition finals and, of course, the agonising postponement of EURO 2020.

This crisis will make us stronger, and football stronger than ever, because we were willing to make these sacrifices, without the slightest hesitation.

Thank you to FIFA and its president for being there for all the confederations and associations, and for adjusting the international calendar to meet everyone's needs. Thank you for your speech today, which showed that you think about the values of football.

Thank you to our fellow confederations, with special thanks to CONMEBOL. They understood the complexity of European football and showed remarkable solidarity in adopting a common approach at FIFA level.

Thank you also to CAF, and congratulations to its new president, Patrice, who was elected last month. Dear Patrice, Europe hasn't forgotten how much it owes to African football – you can count on us; we will work closely together.

Thank you to the IOC and its president, my dear friend Thomas. As you said some minutes ago: our respective organisations had to face the same challenge of postponing our major event by one year. The exchanges and feedback between our teams during this period were intense and exemplary. Good luck for the Olympics. With the EURO and Tokyo 2020 happening this summer, the sport's world will be sending a



powerful message of hope, to the population, a positive and optimistic message. That's what it's all about in the end.

Thank you to the ECA and the clubs for the compromises you have made over the past year. There have been tensions and disagreements, but we persevered and ensured that football, the whole of football, can overcome this historic crisis.

Thank you to European Leagues for the constant dialogue and the solutions we have reached together. We are on the same team, not playing against one another. As long as we remember that, nothing can stop us. Thank you to the players for the understanding you have shown in response to this unique situation. You realised very quickly that what was at stake was quite simply the future of professional football, your future. And your efforts have helped keep our sport alive.

Thank you to our partners, sponsors and broadcasters, who have been there for us and continue to have faith in us and support us.

Thank you to the volunteers who, for more than a year now, have continued – where possible – to coach children all over Europe, sometimes in Kafkaesque conditions, keeping them motivated even when there have often been no matches to play. And it's not an easy thing to do.

Thanks to your generosity, time and dedication, you are helping children to train, play and enjoy themselves. In doing so you are also helping to protect our young people's mental health. And this is the problem that will come after the pandemic.

Thank you to the supporters, who continue, with huge frustration, to live out their passion by proxy. Our stadiums have stood empty for far too long; this emptiness is, in our opinion, unbearable. If anyone was still in any doubt, it is now abundantly clear that football is not the same without the fans. To all those supporters longing for the atmosphere of a big night at the stadium, know that football misses you very much.

Thank you to the authorities in all countries, or almost all, for your support and assistance in these strange times. Thank you again to the Vaud authorities, who have allowed us to come together today, who are great hosts of UEFA headquarters.

This crisis will make us stronger, and football stronger than ever, because the authorities have finally understood how important football is for European society.

This crisis has proved once and for all that football is embedded in our society's DNA. It is part of our continent's history – and our collective memories. It has been one of its greatest success stories for more than a century.

Football is unique. It is not just a hobby, it is much more than a game, and it is even stronger than passion. It brings people together and it brightens up our lives. When, after lying dormant for several months, football returned, first in Germany and then in Spain, England, Italy and the vast majority of other European countries, it gave people a framework again. It gave people their bearings back. Football was a true lifeline for many, and for all of us included. As Thomas [Bach] mentioned for the Olympic Games, it showed there was light at the end of the tunnel.

This crisis will make us stronger, and football stronger than ever, because our competitions restored hope when the whole world had come to a standstill.

I am particularly grateful to the public authorities and national associations in Portugal, Spain, Germany, Switzerland and Hungary, who enabled us to complete last season's UEFA competitions over the summer. Thank you also to our Polish, Romanian, Greek, Italian and Cypriot friends, and everyone else who has allowed other clubs and national teams to use their stadiums to host matches in the best possible



conditions when they were unable to play at home. That is solidarity. That is what we have but some others don't.

Thank you also, of course, to my staff at UEFA, who have worked incredibly hard, day and night, to find solutions to all the problems we have encountered. Theodore [Theodoridis], I think now it is very clear we have a great team.

Finally, and even more importantly, thank you to you all – FIFA, confederations, national associations, clubs, leagues, players and supporters – for your countless acts of solidarity towards frontline medical staff and other key workers who have enabled and continue to enable society to function today. We owe them our eternal gratitude and our unfailing support.

Unity, solidarity and sacrifice: these are all reasons why **this crisis will make us stronger, and football stronger than ever.**

All this being said, it would be a mistake to rest on our laurels and content ourselves with what we have achieved over the past 12 months. Yes, we have been united, responsive and creative. But now is the time to be resilient and visionary.

We will emerge stronger from this crisis, and football stronger than ever because we will rise to the challenges ahead.

We will emerge stronger from this crisis, and football stronger than ever, first because we will rise to the tremendous challenge of organising a successful EURO.

Rest assured, we will be ready, as Martin [Kallen] will show you in just a short while. Thanks to the host associations and the authorities in the host countries, we have been able to adapt and we will try to give you as 'normal' a EURO as possible. It will be the first event of a global dimension to be held since the pandemic struck, before even the Olympic Games in August. It will be the perfect opportunity to show the world that Europe is adapting. Europe is alive and celebrating life. Europe is back.

Of course, we are fully aware of our responsibilities and the difficulties we face, but I am very confident.

We have experience: almost 1,300 UEFA matches have been played since August, 98.4% of them without any problems. This is a big achievement, close to a miracle.

And let's not forget last year's UEFA Super Cup in Budapest, successfully opened to spectators at 30% of the stadium's overall capacity. Special thanks here to Sándor Csányi and the Hungarian government...

By the time the EURO kicks off in June, a large proportion of the public will have been vaccinated, rapid tests will be available and drastic health measures will be in place to further ensure the event is safe.

We will not take any risks: everything will be done collaboratively, always with the agreement of the relevant authorities.

I take this opportunity to thank the political leaders of the host countries and cities for their unbelievable support.

Of course, there are always one or two populist leaders who criticise us and attack football whatever we do. It's unbearable, but we will not change them, and we should continue to focus on our goals and spread positive energy.

Another challenge is managing the financial accounts. European football has not been left unscathed by the past 12 months, and UEFA is no exception. As you will soon see, we have incurred additional and unexpected costs, largely on account of the enforced change to the format of last year's Champions League and, in particular, the postponement of the EURO.

However, **we will emerge stronger from this crisis, and football stronger than ever** because we have shown we had the means to cope and are an example to follow when it comes to managing our money.



All payments to associations and clubs have been made and will continue to be made in full and on time. And, of course, we will keep investing huge sums in the development of European football as planned. For the leadership in this area, I would like to thank our Finance Committee, David [Gill], Sándor [Csányi] and Ari [Lahti].

We will emerge stronger from this crisis, and football stronger than ever because we will help our clubs adapt and get back on their feet. I have read in various places that we are planning to abolish financial fair play. Let me be clear: that is not going to happen, ever. It is thanks to financial fair play that hundreds of clubs have avoided going under during the past few months. However, we do need to adapt it to the new reality.

We need to encourage and release investments. We need to protect people who are financially supporting their clubs because of their passion for football and love of their local community. We need to correct some of the injustices that financial fair play may indirectly bring about in the current circumstances. We need to do this, and we will.

We will emerge stronger from this crisis, and football stronger than ever because we will adapt in the face of new forms of discrimination.

Over the last year, as a direct result of the health situation, there have been virtually no disciplinary incidents in the stands...

There have, however, been abuses both on the pitch and on social media. This is unacceptable and needs to be stopped, with the help of the public authorities and the social media giants. Allowing a culture of hatred to grow with impunity is dangerous, very dangerous, not only for football, but for society as a whole.

Trace, identify and isolate: this is the health strategy that many countries have adopted to limit the spread of the coronavirus.

Trace, identify, isolate and punish: this is the strategy the authorities should adopt in order to stamp out the virus of hatred on social networks.

I urge everyone – players, clubs and national associations – to lodge formal complaints whenever players, coaches, referees or officials are victims of unacceptable tweets or messages. We've had enough of these cowards who hide behind their anonymity to spew out their noxious ideologies. Enough.

We will emerge stronger from this crisis, and football stronger than ever because we will take the development of women's football to a new level.

On the club side, the changes we have made to the Women's Champions League will guarantee a more exciting competition and enable solidarity payments to be made to non-participating clubs for the very first time. Everyone will therefore benefit from the growing success of this competition.

Meanwhile, for the national teams, a major event lies ahead: Women's EURO 2022 in England. With the opening match at Old Trafford and the final at Wembley, we know what we can expect.

Our objective is to usher in a new era for women's football. This EURO will enable us to do just that. You can count on us to deliver.

Finally, we will emerge stronger from this crisis, and football will be stronger than ever because we will rise to the difficult challenge of shaping the future of UEFA's men's club competitions. A topic on everyone's lips.

There has been a shift in recent years. A semantic and ideological shift. A shift accelerated by the crisis we are currently experiencing.

A shift that too often ignores what happens on the pitch, that ignores sporting merit. A shift that has to be stopped, immediately.



It is a semantic shift first and foremost. We know that any attempt to create a new system is accompanied by an attempt to create a new vocabulary. Newspeak gradually takes hold.

For some, supporters have become consumers, fans have become customers and competitions have become products.

Pre-match, they no longer look at team line-ups, but at betting odds and numbers of followers on Twitter. And after the final whistle, it is no longer the league tables they consult, but viewing figures and share prices.

Champions League elimination for some is no longer a sporting failure, it is an industrial risk that some are no longer willing to take.

The ultimate aim, for some, is no longer to decorate the club's trophy cabinet with silverware, but to fill the bank account with cash. Contempt (for smaller clubs, for supporters respectful of tradition and for all the institutions) is replacing ethics. Selfishness is replacing solidarity.

Some CEOs change clubs like they change their shirts. Money has become more important than glory, greed more important than loyalty, and dividends more important than passion.

We hear day and night about owners, owners, owners... What or whom do they own?

Football does not belong to anyone. Or rather, it belongs to everyone, because football is part of our heritage. The Champions League is part of our heritage.

All of us here, without exception, are just passing through, but our purpose is perennial: we are custodians of an ideal. That of open competitions in which everyone can dream.

Respect for history. Respect for tradition. Respect for others. This means something. This means a lot.

Some think that, in order to succeed, we need to copy another model. But there is a reason European football leads the world at both club and national team level. Because it is based on a clear model that has stood the test of time. A model based on diversity.

Diversity is what makes European society unique. The same applies to football. UEFA competitions need the Atalantas, Celtics, Rangers, Dynamo Zagrebs and Galatasarays of this world.

People need to know that anything is possible. People need to know that everyone has a chance. We need to keep dreams alive.

The big clubs today were not necessarily big clubs in the past, and there is no guarantee that they will be big clubs in the future. Football is dynamic, unpredictable. This is what makes it such a beautiful game. This is what makes it so popular and successful. This is why we are here today.

Where were Manchester United in the decade before Sir Alex arrived on the scene? And where were Juventus 15 years ago? In Serie B.

If the clubs that dominated European football 30 or 40 years ago had decided to form a Super League, what would it have looked like? Nottingham Forest, Aston Villa, Hamburg, Steaua Bucharest, Porto, PSV, Red Star... These were Europe's cream of the crop back then. That would have been a 'super league', but football changes and some do not understand this; they only see changes in their bank accounts

Those clubs who think they are big and untouchable today should remember where they came from. And they should realise that if they are European giants today, it is partly thanks to UEFA – which for over 60 years has been protecting the ideal of competitions accessed purely on the basis of sporting merit. Without UEFA, who knows where they would be now.

It seems that a tiny handful of club bosses have been trying to profit from the situation in which we have found ourselves of late in order to impose their demands and get their hands on this heritage of ours. They



have been trying to privatise football, one of society's last remaining collective assets. Some want to privatise it.

But we were ready for them, we were expecting it.

We had already developed our vision, a vision that we have been working on for more than two years now. And we have the backing of the vast majority of clubs, including giants of the game who respect football, its history and its ideals. I am extremely grateful to them.

Nasser, thank you from the bottom of my heart. You showed are a real leader, a great man who respects football and its values. The same goes for Kalle [Karl-Heinz] Rummenigge, a fantastic ECA honorary chairman, Jean-Michel Aulas, who is here today, José from Sevilla, and many others: thank you. You are true football lovers and the fans of your respective clubs are lucky to have you.

At this point I would like to address the owners of some English clubs.

Gentlemen, you have made a huge mistake.

Some will say it is greed, others disdain, arrogance, flippancy or complete ignorance of England's football culture. It doesn't matter.

What matters is that there is still time to change your mind. Everyone makes mistakes.

English fans deserve to have you correct your mistake. They deserve respect.

Yesterday I received an email from a Tottenham fan. Trevor. A very touching email, with two simple but strong messages:

– "I am terribly disappointed by my club."

– "If I can help in any way to help stop the breakaway, please let me know."

England, this incredible nation with such strong and unique links to football, deserves to have you correct your mistake. It deserves respect.

Correct your mistake, turn back, come to your senses. Not out of love for football – because I imagine some of you don't have much of that – but out of respect for those who bleed themselves dry so that they can go to the stadium to support their team and want the dream to be kept alive.

Do it out of respect for the English people, for the home of football.

A message to Trevor: Trevor, you already helped me, more than you can imagine. Because with your message, I know that we are right, and they are wrong. And I will fight for you and I will fight for the fans. We will fight and it's a match, together, that we cannot lose.

The post-2024 vision that has been ratified over the last few days is the culmination of a lengthy consultation process.

This is no compromise.

It is an ambition.

An ambition shared by a vast majority.

An ambition that does not cross any red lines.

On the pitch, there will be no weekend matches, the calendar will be virtually unaffected, and competitions will remain open to all, with more participants from more countries, more big matches and more opportunities for smaller clubs to go further.

Off the pitch, UEFA will always remain the governing body, while at the same time increasing the involvement of clubs in order to continue developing European football in a spirit of collaboration.

In short, it is a perfectly balanced ambition.



As Albert Camus said: "Balance requires effort and courage at all times. The society that has such courage is the real society of the future."

Ladies and gentlemen, with these reforms I believe we are building the football of the future... while a few selfish people are trying to kill the beautiful game.

To conclude this opening speech, I would simply like to remind you of one thing...

In times of crisis, human beings can choose between two options: self-interest or solidarity.

You have chosen, we have chosen solidarity.

A fine choice. A winning choice.

A choice we will not regret.

*A choice that will enable us to emerge **stronger from this crisis, and make football stronger than ever.***

I thank you. Football thanks you.

II. Roll call

The UEFA general secretary ascertained that all 55 UEFA member associations were present. They were represented by the following delegates:

Albania	Ilir Shulku Erand Ibrahim	Estonia	Tarmo Lehist
Andorra	Félix Álvarez David Rodrigo	Faroe Islands	Poulsen Teitur
Armenia	Armen Melikbekyan Armen Nikoghosyan	Finland	Ari Lahti Marco Casagrande
Austria	Thomas Hollerer Leo Windtner	France	Émilie Doms Erwan Le Prévost
Azerbaijan	Rovnag Abdullayev Elkhan Mammadov	Georgia	Levan Kobiasvili David Mujiri
Belarus	Uladzimir Bazanau Yury Verheichyk	Germany	Fritz Keller Peter Peters
Belgium	Mehdi Bayat Peter Bossaert	Gibraltar	Ivan Robba Ian Torrilla
Bosnia & Herzegovina	Adnan Džemidžić Vico Zeljković	Greece	Theodoros Zagorakis Georgios Athanasiadis
Bulgaria	Atanas Furnadshiev Michail Kassabov	Hungary	Sándor Berzi
Croatia	Marijan Kustić Ivančica Sudac	Iceland	Arnar Vidarsson Gudni Bergsson
Cyprus	Giorgios Koumas	Israel	Rotem Kamer Oren Hasson
Czech Republic	Martin Malík Jan Pauly	Italy	Gabriele Gravina Danilo Filacchione
Denmark	Andreas Høj	Kazakhstan	Azamat Aitkhozhin Olzhas Abayev
England	David Gill	Kosovo	Agim Ademi Eroll Salihu



Latvia	Vadims Ļašenko Edgars Pukinskis	Romania	Răzvan Burleanu Radu Visan
Liechtenstein	Hugo Quaderer Peter Jehle	Russia	Alexander Dyukov Ekaterina Fedyshina
Lithuania	Tomas Danilevičius	San Marino	Marco Tura Luigi Zafferani
Luxembourg	Paul Philipp Joël Wolff	Scotland	Niall Meagher
Malta	Bjorn Vassallo Angelo Chetcuti	Serbia	Marko Pantelić Jovan Šurbatović
Moldova	Leonid Oleinicenco Nicolai Cebotari	Slovakia	Ján Kováčik Peter Palenčík
Montenegro	Momir Djurdjevac Milovan Djukanović	Slovenia	Radenko Mijatović Martin Koželj
Netherlands	Just Spee Gijs de Jong	Spain	Andreu Camps Jorge Mowinckel Sagnier
North Macedonia	Muamed Sejдини Filip Popovski	Sweden	Håkan Sjöstrand Bert Andersson
Northern Ireland	David Martin Patrick Nelson	Switzerland	Dominique Blanc Robert Breiter
Norway	Marco Villiger	Turkey	Kadir Kardaş Nihat Özdemir
Poland	Maciej Sawicki	Ukraine	Yuriy Zapisotskiy Denys Sydorenko
Portugal	Tiago Craveiro	Wales	Kieran O'Connor Laura McAllister
Republic of Ireland	Gerry McAnaney		

Before continuing, the UEFA president invited the Congress to approve the agenda as duly submitted to the UEFA member associations in advance. The agenda was accepted unanimously.

III. Appointment of scrutineers

The Congress unanimously accepted the general secretary's proposal that the following two delegates be appointed as scrutineers:

- Marco Casagrande Finland
- Filip Popovski North Macedonia

IV. Appointment of three delegates to verify the Congress minutes

The Congress unanimously accepted the general secretary's proposal that the following three delegates be appointed to verify the official minutes:

- Ivan Robba (Gibraltar) for the English version
- Emilie Doms (France) for the French version
- Robert Breiter (Switzerland) for the German version



V. Report of the UEFA President and the Executive Committee and report of the UEFA Administration 2019/20

The Congress unanimously accepted the above reports, which had been sent to the associations in advance, with the agenda.

VI. Financial matters

Financial statements 2019/20

Referring to the published 2019/20 financial report and annex, which had been sent to the associations in advance with the agenda, and regarding which no questions had been raised in response, UEFA's finance director, Josef Koller, presented the financial statements for 2019/20.

The pandemic had obviously severely tested the resilience of European football. In such difficult times, it had been important to bring football back to the fans, while at the same time preserving the financial security of the European game. UEFA had weathered the crisis during the period ending 30 June 2020 by launching cost-saving measures and ensuring full and on-time payments to national associations and clubs. UEFA had been able to safely conclude its club competition season, with its Return to Play Protocol opening the door to good faith negotiations with all media and commercial partners. Despite the reduction in its club competition revenue, UEFA had agreed to keep distribution pay-outs at the same level as the previous season. The resulting pre-financing by UEFA would be repaid over the following seasons. As a matter of course, additional costs for testing and health protection measures had been authorised to keep players and officials safe.

The balance sheet total showed a major increase of more than 50%, taking it up to €3.8 billion. As UEFA EURO 2020 had been postponed and was not taking place until this year, the corresponding earnings would be recognised in the 2020/21 financial statements. This was the main driver for the increased advances and accrued competition costs. Receivables were also higher because compensation negotiations had started only once the season had concluded in August. Having a strong balance sheet with reserves above €500 million to be covered against unforeseen events had proved more than essential when taking the decision to finance substantial advance payments or to stem the additional costs and potential lower matchday revenue caused by the postponement of EURO 2020.

Revenue growth had experienced an unexpected dent, but with total revenue still remaining above the €3 billion mark. The lower number of matches in the European Qualifiers and the postponement of the UEFA Nations League had resulted in a €325 million drop in revenue. Club competition revenue of €2.73 billion was €487 million lower than in the previous season.

The unusual decrease in club competition revenue caused by the pandemic would normally have had a direct impact on the distribution to participating clubs. However, aware of the importance of showing solidarity in these straitened times, and as already mentioned, UEFA wanted to help associations and clubs with their cash-flow issues and had used its ability and the assets it had built over many years to arrange pre-financing of the shortfall in revenue and keep the distribution on the level paid out in the 2018/19 season. The recognised costs of over €2.4 billion were therefore lower in real terms.

Turning to the income statement, aside from the impact of the pandemic on revenue and distribution, it had also been important that solidarity payments be kept at the same level as in the previous season, with the necessary pre-financing by UEFA. Operating costs had also been affected and were naturally lower. UEFA had executed a number of measures to absorb the financial impact. Regrettably, a number



of competitions had to be postponed or cancelled, both to safeguard the health of players and officials, and to reduce the pressure on member associations. Several training courses and educational programmes had been called off or switched to videoconferences. Other cost-saving initiatives included cuts to travel and accommodation expenses, and cancelling a number of non-essential projects.

The actual net result was €-74 million, compared with an estimated pre-pandemic net result of €-75 million, which – at 1% – was quite close. The overall COVID-19 impact on the 2019/20 season came to €33 million, and thanks to its numerous interventions, UEFA had been able to save costs in the region of €34 million. In other words, UEFA had been able to absorb the financial shock of the pandemic during the financial year under review. This was certainly positive, although it meant that some difficult and regrettable decisions had to be taken.

As every year, the financial statements had been audited, and as indicated in the annex to the financial report, the external auditors, EY, had delivered a positive report and, in accordance with the UEFA Statutes and Swiss law, recommended the 2019/20 financial reports to the UEFA Congress for approval.

a) Acknowledgement of the financial report and the auditors' reports of EY, Lausanne, for the 2019/20 financial year

There were no questions or remarks from the delegates and the Congress acknowledged the UEFA financial report and the auditors' reports for 2019/20.

b) Approval of:

- i) the consolidated financial statements for 2019/20**
- ii) UEFA's stand-alone financial statements for 2019/20**

There were no questions or remarks from the delegates and the Congress unanimously approved the consolidated financial statements for 2019/20 and UEFA's stand-alone financial statements for the same period.

Budget 2021/22

The UEFA treasurer, David Gill, presented the budget proposal for 2021/22, full details of which had been provided in the corresponding Congress document sent to the associations in advance with the agenda.

At the time of preparing for the new season, the world was still in the grip of the pandemic. It went without saying, therefore, that the budget being presented for approval had been a challenge. Nevertheless, the management of UEFA's finances was under control. And with vaccinations moving ahead, there was light at the end of the tunnel. This gave hope and a spirit of optimism. The financial outcome of EURO 2020 was, however, still at stake, and available retained earnings would only be known at the end of June 2021. UEFA's decisions on how to invest in football going forward would therefore depend on the funds available. That said, UEFA remained very positive that activities would return to normal in the near future, but the financial backlog, with the corresponding rebuilding of UEFA's balance sheet, would take at least until 2024, as the EURO was UEFA's main revenue driver.

This financial year would be the first after the postponed UEFA EURO 2020. UEFA was being very cautious as regards the number of spectators that would be able to attend EURO 2020 matches. It would have to accept a substantial financial hit in 2020/21, mainly due to the susceptibility of crowd numbers for the EURO as well as for the club competition finals. Like clubs, UEFA was not immune to the pandemic. This



meant that UEFA needed to be prudent with future expenditure, to ensure the financial strength of the organisation was maintained. Cost awareness for the next financial years would be of paramount importance, while at the same time continuing to deliver and develop all forms of football.

A new cycle of club competitions started in 2021/22. Budgeted revenue stood at €3.5 billion, which was roughly 8% higher than the current cycle. It would be the first season of a new competition, the UEFA Europa Conference League, with 32 participating teams, and a UEFA Europa League featuring 32 teams instead of 48. This would allow 16 more clubs to participate in European football, fulfilling UEFA's mission to develop football. UEFA had listened to clubs all across Europe – particularly medium and small ones, which wanted more games and participation opportunities – and developed a new competition in line with their wishes.

For women's football, a new era would start with the introduction of centralised rights and a group stage format for the Women's Champions League. Worldwide visibility with free access for everyone would have a significant impact. Revenue was budgeted at €10.7 million, almost all of which would be redistributed to the participating, but also to non-participating clubs. In conjunction with the European Club Association (ECA), UEFA had agreed to allocate €10 million from the men's Champions League pot to further boost the Women's Champions League and to help develop the women's game. Total net investments in this reformatted competition would amount to more than €11 million.

The pandemic had caused the UEFA Nations League finals in Italy to be moved to autumn 2021, and the European Qualifiers for the 2022 FIFA World Cup in Qatar would finish the 2018–22 cycle with recognised revenue in the region of over €400 million for this year.

Total revenue was expected to reach the €4 billion mark and was on a similar level to the current season. And this would be achieved in a year without a EURO. As in previous years, the biggest share would be generated from sales of media rights, followed by commercial rights.

Distribution to associations and clubs was budgeted at €3.1 billion and remained at a high 80% of UEFA's total revenue. With the start of a new club competition cycle and the introduction of the Europa Conference League, a new distribution model would be applied. And as mentioned before, the Women's Champions League, with its new format, would entail a much higher distribution.

Turning to the remaining part of the income statement, expenses related to organising competitions, developing football and supporting UEFA's member associations would follow in parallel with the increase in revenue, mainly related to new competitions and, hopefully, back-to-near-normal operational activities. Over 7% of turnover was earmarked for solidarity, mainly to clubs not participating in UEFA's main club competitions and clubs eliminated during the qualifying phases. However, member associations also benefitted, with a share of the revenue financing the HatTrick programme. The budgeted net result was financed from reserves and stood at €-72 million, which was on a similar level to the current year.

In summary, UEFA could look forward to an exciting new season, with a new club competition cycle featuring the inaugural Europa Conference League as well as a revamped Women's Champions League, not forgetting the Futsal EURO with a budgeted net investment of more than €6 million, which would be hosted by the Netherlands. UEFA's main wish, however, was that youth tournaments could be played again, that investments in the women's football strategy could move further ahead, and that crucial investments in business development and digital could regain momentum. UEFA was very optimistic on that score. The strength of UEFA's balance sheet and its business model had and would play a key role in these very difficult times. Nevertheless, projects would be questioned and challenged as to whether they created value for football. Once there was more visibility on the outcome of EURO 2020 and what funds



would be available, UEFA would properly review its activities for the seasons ahead, up to and including the EURO 2024 cycle, to gain much more comfort as to when those additional funds could be invested to further develop the game.

Lastly, the treasurer thanked the finance director and his team, as well as his fellow Finance Committee members, Sándor Csányi, Michele Uva and Ari Lahti, for their hard work and assistance over the past year. The budget had been reviewed and approved by the UEFA Finance Committee and Executive Committee.

c) Approval of the budget for the 2021/22 financial year

There were no questions or remarks from the delegates regarding the budget, which the Congress approved unanimously.

VII. Appointment of the external auditors for the 2020/21 financial year

The UEFA Congress unanimously accepted the Executive Committee's recommendation that EY, Lausanne, should audit UEFA's financial statements for 2020/21.

VIII. Reports of the committee chairs

The UEFA president gave the floor to the UEFA first vice-president, Karl-Erik Nilsson.

The first vice-president reminded the Congress that the work of the committees fed into the framework of the UEFA strategy for the period from 2019 to 2024. Good progress had been made across each of the four strategic pillars (football, trust, competitiveness and prosperity), despite the pandemic forcing a change of focus to enable UEFA competitions to restart and continue, to ensure the health and well-being of players, referees, staff and fans, and to provide support – financial and in other forms – to national associations. The structure and objectives laid out in the UEFA strategy had helped facilitate the rapid action required to achieve those priorities, but they also provided a road map for other activities that had continued in spite of the challenges posed by the pandemic. For example, huge strides had been made through the UEFA women's football strategy, Time for Action, already exceeding some of the set targets, such as by having increased the number of women and girls playing football by 20%, quadrupling the value of the Women's EURO and transforming the Women's Champions League. It was clear that this strategy was more important than ever to ensure that the women's game thrived from elite to grassroots levels and UEFA was determined more than ever to achieve its goals.

In light of the challenges faced across Europe, and beyond, during the past 12 months, it was both appropriate and critical that UEFA had decided to add a fifth pillar, Responsibility, to its strategy.

UEFA had a responsibility to ensure that football fitted in with a sustainable, safe and diverse society. Every action had to acknowledge the impact on environments, societies and economies. This would help protect the fundamentals of the game for future generations.

The outstanding work and achievements of the UEFA committees would be further reflected in this new Responsibility pillar, setting policies aligned with the United Nations Sustainability Development Goals, guaranteeing the safeguarding of children, maintaining respect as a core value and fostering sustainable programmes.

Closing his address, the UEFA first vice-president introduced a video highlighting the work and achievements of the UEFA committees in the 2019/20 season. He congratulated the chairs and all the committee members, and looked forward to achieving further progress with them in the coming year.



The UEFA president thanked Karl-Erik Nilsson for his presentation. He added that the committees gave the UEFA member associations the possibility to make their voices heard and that they were therefore an essential link in the decision-making process of UEFA as they reported directly to the Executive Committee. He thanked all the member association representatives who sat on those committees.

IX. Elections

The general secretary reminded the Congress that the elections would take place in accordance with Article 19 of the UEFA Statutes.

a) UEFA Executive Committee (eight members for a four-year term)

The terms of office of the following eight UEFA Executive Committee members ended at this UEFA Congress (in alphabetical order):

Zbigniew Boniek	Poland
John Delaney	Republic of Ireland (resigned from the Executive Committee at the beginning of 2020)
David Gill	England
Rainer Koch	Germany
Michael van Praag	Netherlands
Karl-Erik Nilsson	Sweden
Michael Uva	Italy (resigned from the Executive Committee at the end of 2020)
Servet Yardımcı	Turkey

The UEFA administration had received the following nine valid candidatures for these eight seats on the UEFA Executive Committee (in alphabetical order):

Mehdi Bayat	Belgium
Zbigniew Boniek	Poland (standing for re-election)
Alexander Dyukov	Russia
David Gill	England (standing for re-election)
Gabriele Gravina	Italy
Rainer Koch	Germany (standing for re-election)
Karl-Erik Nilsson	Sweden (standing for re-election)
Just Spee	Netherlands
Servet Yardımcı	Turkey (standing for re-election)

The first ballot produced the following results:

Ballot papers distributed: 55
Ballot papers returned: 55
Abstentions: 0
Invalid ballot papers: 0
Valid ballot papers: 55
Absolute majority: 28

The following eight candidates obtained the required absolute majority and were elected for a four-year term running until the electoral UEFA Congress in 2025:

Gabriele Gravina:	53
Karl-Erik Nilsson:	52



Alexander Dyukov:	50
David Gill:	48
Zbigniew Boniek:	47
Rainer Koch:	47
Servet Yardımcı	47
Just Spee:	31

The remaining candidate, Mehdi Bayat, received 14 votes.

The UEFA president congratulated the elected members and wished them a successful mandate on the Executive Committee.

b) FIFA Council (one FIFA vice-president for a two-year term proposed by the four British associations and five ordinary members, including at least one woman, for a four-year term)

For the position of FIFA vice-president reserved for the four British associations for a two-year term of office running until the 2023 UEFA Congress, the UEFA administration had received the following three valid candidatures (in alphabetical order):

David Martin	Northern Ireland
Michael Mulraney	Scotland
Kieran O'Connor	Wales

The first ballot produced the following results:

Ballot papers distributed: 55

Ballot papers returned: 55

Abstentions: 0

Invalid ballot papers: 0

Valid ballot papers: 55

Absolute majority: 28

The following candidate obtained the required absolute majority and was elected for a two-year term running until the electoral UEFA Congress in 2023:

David Martin:	48
---------------	----

The remaining candidates received the following number of votes:

Michael Mulraney	4
------------------	---

Kieran O'Connor	3
-----------------	---

The UEFA president congratulated David Martin and wished him a successful mandate.

For the seat of female member of the FIFA Council for a four-year term of office, the UEFA administration had received the following two valid candidatures (in alphabetical order):

Evelina Christillin	Italy (standing for re-election)
Laura McAllister	Wales

The first ballot produced the following results:

Ballot papers distributed: 55

Ballot papers returned: 55

Abstentions: 0

Invalid ballot papers: 0



Valid ballot papers: 55

Absolute majority: 28

The following candidate obtained the required absolute majority and was elected for a four-year term running until the electoral UEFA Congress in 2025:

Evelina Christillin: 33

The remaining candidate, Laura McAllister, received 22 votes.

The UEFA president congratulated Evelina Christillin and wished her a successful mandate.

A further four European members of the FIFA Council also had to be elected for a four-year term of office as the terms of the following members ended today (in alphabetical order):

Fernando Gomes	Portugal
Georgios Koumas	Cyprus
Dejan Savićević	Montenegro
Alexey Sorokin	Russia

The UEFA administration had received the following four valid candidatures for these four seats on the FIFA Council (in alphabetical order):

Răzvan Burleanu	Romania
Georgios Koumas	Cyprus (standing for re-election)
Peter Peters	Germany
Dejan Savićević	Montenegro (standing for re-election)

As there were four candidates for four seats, the UEFA president proposed that this election be held by acclamation, in accordance with Article 19, paragraph 2, of the UEFA Statutes.

The Congress agreed unanimously with this procedure and elected Răzvan Burleanu, Georgios Koumas, Peter Peters and Dejan Savićević by acclamation as European members of the FIFA Council for a four-year term until the 2025 electoral UEFA Congress. The UEFA president congratulated them and wished them a successful mandate.

X. Ratification of the members of the UEFA Executive Committee.

a) European Club Association (two representatives for a three-year term)

As notified to the UEFA member associations in advance by circular letter, one of the two ECA representatives to be ratified by this UEFA Congress was Nasser Al-Khelaifi (Paris Saint-Germain/France). The second representative, as proposed by the ECA following the latest developments, was Karl-Heinz Rummenigge (FC Bayern München/Germany).

The UEFA president proposed that both ECA representatives be ratified in one single vote. The UEFA Congress accepted this proposal and ratified Nasser Al-Khelaifi and Karl-Heinz Rummenigge as the ECA's representatives on the Executive Committee for a three-year term until the 2024 UEFA Congress.

The UEFA president congratulated the two ECA representatives and looked forward to working hand in hand with them for the good of European football.

b) European Leagues (one representative for a four-year term)

As notified to the UEFA member associations in advance by circular letter, the European Leagues (EL) proposed Javier Tebas (LaLiga President/Spain) as its representative on the UEFA Executive Committee.



The UEFA Congress ratified Javier Tebas as the EL's representative on the Executive Committee for a four-year term until the 2025 UEFA Congress.

The UEFA president welcomed Javier Tebas as the new EL representative on the Executive Committee and looked forward to working with him for the good of European football.

The UEFA president congratulated once again everyone who had been elected or ratified as a member of the UEFA Executive Committee or as a European member of the FIFA Council, and wished them every success in their work.

To avoid any possible doubt or misunderstanding, the UEFA Congress had not been asked to grant discharge to any member of a UEFA body for previous deeds and, therefore, no such discharge had been granted by this Congress.

XI. Ratification of the composition of the UEFA Organs for the Administration of Justice

Since the last UEFA Congress, the UEFA Executive Committee had appointed the following members of the UEFA Organs for the Administration of Justice for a term of office until 30 June 2023:

Control, Ethics and Disciplinary Body

Bobby Barnes (England)

Julius Becker (Germany)

Madalina Diaconu (Romania)

Neil Doncaster (Scotland)

Aine Power (Republic of Ireland)

Célia Šašić (Germany)

Appeals Body

Marta Cruz (Portugal)

Pierre François (Belgium/France)

Claude Ramoni (Switzerland)

Ethics and Disciplinary Inspectors

Mirjam Koller (Switzerland)

Bryan Faulkner (England)

The UEFA Congress was now required to ratify the appointment of these members, whose names had been communicated to the UEFA member associations in advance.

The UEFA president proposed that the Congress ratify all of them together, in a single vote.

The Congress supported this procedure and, in a single vote, ratified the appointment of the aforementioned members of the UEFA Organs for the Administration of Justice for a term lasting until 30 June 2023.



XII. Ratification of the new members of the UEFA Governance and Compliance Committee

Since the last UEFA Congress, the UEFA Executive Committee had appointed the following members of the UEFA Governance and Compliance Committee for a term of office until 30 June 2023:

Alexandre Mestre (Portugal)

Polina Yumasheva (Russia)

The UEFA Congress was now required to ratify the appointment of these members, whose names had been communicated to the UEFA member associations in advance.

The UEFA president proposed that the Congress ratify all of them together, in a single vote.

The Congress supported this procedure and, in a single vote, ratified the appointment of the aforementioned members of the UEFA Governance and Compliance Committee for a term lasting until 30 June 2023.

XIII. Amendments to the UEFA Statutes

Before giving the floor to Simon Drake to present the proposed amendments to the UEFA Statutes, the UEFA president reminded the delegates that in accordance with Article 18(4) of the UEFA Statutes, amendments to the UEFA Statutes required the support of two thirds or more of the member associations present. Regarding the voting procedure, he suggested that the most appropriate procedure would be for the Congress to vote on all the proposed amendments as a whole, in a single vote, given that some were closely connected and that no comments had been received in advance on any of the proposed amendments.

The Congress unanimously accepted this voting procedure.

Simon Drake, general counsel and director of legal and business affairs, briefly presented the proposed amendments to the UEFA Statutes, as set out in the documentation sent out in advance of this UEFA Congress. If adopted, the revised UEFA Statutes would come into force today.

The first amendment would introduce a new rule ensuring that a UEFA member association could continue to be allowed to be represented on the UEFA Executive Committee and the FIFA Council at the same time, but only if it was represented on those two bodies by different individuals. At present, nothing prevented the same person from holding a seat on both the UEFA Executive Committee and the FIFA Council at the same time. This new rule would not apply to the UEFA president, the female member of the UEFA Executive Committee, the female member of the FIFA Council, the FIFA vice-president representing the four British associations or the members of the UEFA Executive Committee and European members of the FIFA Council in office on 20 April 2021. As a consequence of this new rule, the statutory provision governing the rights of the UEFA member associations to propose candidates for election would be slightly amended for the sake of consistency.

The second amendment would ensure that an elected member of the UEFA Executive Committee or FIFA Council who was no longer president or vice-president of his member association during his term of office could only continue to hold his position until the end of his term as long as his national association was happy for him to do so. At present, nothing prevented such an Executive Committee or FIFA Council member remaining in office for the full term of his existing mandate, but he could not run for re-election.

If the member association of an Executive Committee or FIFA Council member concerned by this provision did not agree to that member continuing to hold his position until the end of his term, it could



ask UEFA for him to be removed from office. In such a case, his position would become vacant, with a replacement to be elected from among candidates from any member association at the next Ordinary UEFA Congress, if possible, i.e. if it was still possible to respect the deadlines for the submission of candidatures for the vacant position. This condition of active office would continue to not apply to the UEFA president and any female member of the UEFA Executive Committee or FIFA Council.

The third amendment would clarify that any vacant position on the UEFA Executive Committee had to be filled for the remaining term of office at the next Ordinary UEFA Congress, but only if it was still possible to respect the deadlines for the submission of the candidacies for the vacant position.

The fourth amendment would introduce a new provision stating that, once elected by the UEFA Congress, every European member of the FIFA Council should undertake to act faithfully, loyally and independently, in the best interests of UEFA and the promotion and development of European football. This new provision would replicate the rule that already existed in the UEFA Statutes for UEFA Executive Committee members.

The fifth amendment would give more flexibility to the UEFA Executive Committee to regulate the decision-making power of the two chambers of the UEFA Club Financial Control Body (CFCB), with a view to granting the CFCB appeals chamber the exclusive power to hear appeals against decisions of the CFCB first instance chamber. This amendment would enter into effect on 1 July 2021 to allow the UEFA Executive Committee to make the necessary amendments to the Procedural Rules governing the UEFA Club Financial Control Body, which were due to come into force on the same date.

The sixth amendment would adopt a new transitional rule to ensure that the terms of members of the CFCB were aligned with the terms of the members of the other UEFA Organs for the Administration of Justice, which ended on 30 June 2023. This would mean that the next terms of members of CFCB would, exceptionally, last only two years instead of the usual four.

The seventh amendment would update the list of club competitions organised by UEFA as defined in the UEFA Statutes, by including the new club competition, the UEFA Europa Conference League, which would start next season.

In a single open vote, the UEFA Congress unanimously adopted all the proposed amendments.

(The full package of proposed statutory amendments are attached as Annex 1 and form an integral part of these minutes.)

XIV. Bestowal of honorary membership

By acclamation, the UEFA Congress unanimously accepted the proposal presented by the UEFA president on behalf of the Executive Committee that Michael van Praag, who was retiring from the UEFA Executive Committee at this Congress, be made an honorary member of UEFA in recognition of his many years of service to UEFA and European football.

Michael van Praag thanked the Executive Committee and the UEFA Congress for this great honour.

XV. Latest information from the UEFA administration

The UEFA general secretary paid tribute to former UEFA general secretary Gerhard Aigner, thanking him for his presence at this UEFA Congress and for his support following the announcement of the so-called 'Super League'.



Financial impact of COVID-19

The UEFA general secretary updated the UEFA Congress regarding the impact of the pandemic on UEFA's finances, caused by compensation payments to rights holders, the postponement of EURO 2020, reduced spectator capacities, and COVID-19 testing and mitigation measures, among other factors.

Some savings had been managed, through format changes and the cancellation of certain competitions, as well as administrative savings, including the cancellation of some projects, less travel, holding meetings by videoconference, a salary decrease for senior management and no employee bonuses.

Based on current assumptions, the impact on UEFA's reserves during the current four-year cycle would see UEFA's total reserves drop from €575 million as at 30 June 2019 to €173 million as at 30 June 2023.

After EURO 2020, a recovery plan would be put in place, with recovery expected to take until after EURO 2024 but before EURO 2028.

Despite the impact on UEFA's reserves, the UEFA general secretary confirmed that HatTrick V funding would be paid in full to all member associations.

Update on competitions

Giorgio Marchetti gave an update on UEFA competitions in the context of the pandemic, from the temporary halting of the competitions and the postponement of EURO 2020 by one year, to the resumption of UEFA club and national team competitions, the completion of the 2019/20 club competitions with four final eight tournaments, and the start of a new season under COVID-19.

All senior football and futsal competitions were back in action for 2020/21.

Between 5 August 2020 and 6 April 2021, 1,261 matches had been played and only 21 matches (1.6%) cancelled. COVID-19 restrictions had required 40 matches to be played at neutral venues. Some 156,420 PCR tests had been carried out on teams and officials under the UEFA testing programme, with only 1% producing positive results. Testing was a defining element of UEFA's Return to Play Protocol.

One of the saddest aspects of the pandemic from a football perspective had been seeing matches played behind closed doors. Since the 2020 UEFA Super Cup in Budapest, 168 UEFA matches had been played in front of a maximum 30%-capacity crowd, in accordance with the UEFA Minimum Health & Hygiene Requirements for the Return of Spectators. Those minimum requirements would also apply for matches at EURO 2020, for which each of the host cities would welcome fans to the stadium according to varying capacities.

UEFA EURO 2020

Martin Kallen gave an update on UEFA EURO 2020.

Stadium capacities had been confirmed at between 25% and 100%, and the team and referee base camps had also been confirmed.

Occupancy of the international broadcast centre (IBC) in Amsterdam would be limited to 500 people during the final tournament, with 40 broadcast partners from 20 countries on-site. The hub at UEFA's headquarters in Nyon would be the central monitoring and escalation point, ensuring a direct connection with all venues and permanent availability during the tournament. Digital tools would therefore have increased importance during this EURO.

The pandemic had also impacted media rights, sponsorship and licensing. A reduced level of deliverables and services to sponsors could lead to possible compensation claims, while the broadcast risk was dependent on completion of the tournament and venue accessibility. The host broadcast plan had been adapted to reduce movement within venues and limit the risk of infection in key areas.



Before the pandemic, the total ticket inventory had been three million. Now, it amounted to approximately 750,000 tickets. Lotteries would decide which could keep their tickets, and last-minute sales would be organised closer to the tournament in case of increased capacities.

For hospitality, the current sales revenue was €47 million, representing 32,000 packages sold. 67% of clients were local. The key success factor would be the ability for international guests to attend the semi-finals and final in London.

There were 87 TV partners and more than 50 radio partners, but a reduced number of accredited media representatives owing to COVID-19 measures. Digitally, the tournament would be covered on UEFA.com and on the UEFA EURO 2020 app, on top of which, 14.3 billion interactions on social media were expected.

On the promotion side, there would be freestyle competitions in all host cities, a trophy tour in the host cities from April to June, an official song by Martin Garrix and two top stars, as well as an eEURO from March to July, with the final in London on 8/9 July 2021. Host cities that had confirmed a football village and fan zone would apply specific COVID-19 mitigation measures in compliance with local regulations, and capacities would be limited to between 20% and 50%.

For COVID-19 testing and mitigation, the Return to Play Protocol was the guiding principle, in full cooperation with the host authorities and in coordination with the participating national associations. The UEFA Medical Committee would serve as an advisory panel, with Dr Daniel Koch, former head of communicable diseases at Switzerland's federal office of public health, appointed as EURO 2020 medical advisor.

The UEFA president thanked all the host national associations and the UEFA staff for their commitment in the preparation of this EURO final tournament.

XVI. Ordinary FIFA Congress on 21 May 2021

The general secretary announced that there would most probably be a UEFA confederation meeting by videoconference on 20 May, the day before the FIFA Congress. Further details would be communicated in due course.

XVII. Miscellaneous

The UEFA president invited the UEFA member associations to approve a statement that had been prepared following the proposal of Zbigniew Boniek at the previous day's Executive Committee meeting and with the unanimous support of the Executive Committee.

The UEFA president believed that UEFA and its member associations were all resolute in their unity, collective responsibility and commitment to solidarity in the wake of the so-called 'Super League' announcement. In that case, they should condemn it openly and strongly.

The UEFA Congress unanimously approved the following statement:

"The 55 member associations and participants in the UEFA Congress condemn the declaration of a so-called 'Super League.' The UEFA Congress is adamant that the closed 'Super League' goes against the very concept of what it is to be European: unified, open, supportive, and principled on sporting values. UEFA and its member associations believe in a truly European model that is founded on open competitions, solidarity and redistribution to ensure the sustainability and development of the game for the benefit of all and the promotion of European values and social outcomes.



The conspirator clubs have obviously failed to see that their status today was not achieved in isolation, but rather was part of a dynamic European system where big, medium and small clubs have all contributed to the successes and losses of everyone. It is an affront to European values and sporting merit for them to assume they are entitled to 'separate' and lay claim to the legacy that everyone built. UEFA, its member associations and all those who love football stand firm and will strongly resist and fight against this move by these clubs' owners and their backers to the fullest extent possible. We know, morally, what is at stake and will protect football from a selfish clan who care nothing for the game. We are European football. They are not."

XVIII. Closing speech by the UEFA president

The UEFA president again thanked the member associations, as well as the leagues and clubs, for all their efforts since the previous UEFA Congress in Amsterdam. So much had happened since then. He thanked everyone who was making it possible for matches to take place, whether at professional or amateur level. And he thanked the players, who were continuing to play in unique circumstances, with a tightly packed calendar, endless PCR tests, a highly restrictive health protocol and empty stadiums. But hope was at hand for a return to normality and football would have continued to bring joy and emotion to people all over the world, which was the most important thing.

Finally, the UEFA president expressed special thanks to Lars-Christer Olsson, who was starting a new chapter today, having retired as president of the European Leagues and as its representative on the UEFA Executive Committee. Lars-Christer Olsson would be missed. He had devoted his life to football, whether at the Swedish Football Association, the Swedish league, UEFA or the European Leagues. He had always been hard-working and faithful to his principles and values. He and the UEFA president had not always agreed on everything, but they had learned to work together and it had been a pleasure and an honour to have him on the Executive Committee during the past few years. Lars-Christer Olsson could be proud of what he had achieved. He was not at this UEFA Congress, but the UEFA president invited the Congress to give the former UEFA general secretary a big round of applause.

XIX. Next Ordinary UEFA Congress in 2022

The UEFA president announced that the next Ordinary UEFA Congress would take place on Wednesday 11 May 2022 in Vienna and he thanked the Austrian Football Association in advance for welcoming the Congress for this very important event next year.

The UEFA president then brought the 45th Ordinary UEFA Congress to a close at 15:00, thanking the delegates for their attention and support. He also thanked the guests, his colleagues on the UEFA Executive Committee, the staff of the UEFA administration and the interpreters for ensuring the smooth running of this UEFA Congress.

Union des Associations Européennes de Football

The UEFA General Secretary

Theodore Theodoridis

Nyon, June 2021



These minutes have been verified by:

Ivan Robba (Gibraltar) for the English version;

Emilie Doms (France) for the French version;

Robert Breiter (Switzerland) for the German version.

Gibraltar, Paris, Muri bei Bern; June 2021



Annex 1: Amendments to the UEFA Statutes

Article 7(c):	Rights of Member Associations
Article 21(2bis):	Executive Committee: Composition, Dual representation
Article 21(3):	Executive Committee: Composition, Conditions
Article 22(3):	Executive Committee: Terms of Office, Vacancies
Article 34 ^{ter} :	Club Financial Control Body: Composition, Quorum, Jurisdiction
Article 34 ^{quater} :	European Members of the FIFA Council: Conditions, Dual representation, European solidarity
Article 49(2)(b):	Competitions: Club Teams
Articles 69(5) and 69(8-9):	Exceptional and Transitional Provisions
Article 70:	Coming into Force

Amendments are shown in bold italic.



Article 7(c)

Old text		New text	
Rights	Member Associations shall have the following rights: [...] c) to propose candidates for the election of the President of UEFA and to propose candidates from their own association for the election of the members of the UEFA Executive Committee and the European members of the FIFA Council;	Rights	Member Associations shall have the following rights: [...] c) to propose candidates for the election of the President of UEFA and to propose candidates from their own association for the election of the members of the UEFA Executive Committee and the European members of the FIFA Council, to the extent provided for in these Statutes and regulations made under them;

Reasons

The amendment to this provision aims at reflecting the restrictions for some UEFA member associations to propose candidates for the elections as proposed in the new Articles 21(2bis) and 34^{quater}(2) of the *UEFA Statutes* (see below) and as already existing in Article 4(3) of the *Regulations governing the Implementation of the UEFA Statutes* (for the four British associations).

Article 21(2bis) [new]

Old text		New text	
		Dual representation	^{2bis} <i>A Member Association may not have a representative on the UEFA Executive Committee and the FIFA Council at the same time, unless this Member Association is represented on these two bodies by different individuals. This rule does not apply to the President, the female member of the Executive Committee and the FIFA Vice- President representing the four British associations.</i>

Reasons

This amendment aims at ensuring that the UEFA member associations should continue to be allowed to be represented on the UEFA Executive Committee and the FIFA Council at the same time, but only if they are represented on these two bodies by different officials/individuals; in this respect, the positions reserved for the President, the female member on the UEFA Executive Committee and the FIFA Vice-Presidencies of the UEFA President and the four British associations should be preserved (see also Articles 7(c) above and 34^{quater}(2) below). **NB:** This amendment will make it necessary to adopt a specific transitional rule in the *UEFA Statutes* for members of the UEFA Executive Committee and European members of the FIFA Council in office on 20 April 2021 (see new Article 69(8) below).

Article 21(3)

Old text		New text	
Conditions	Each member of the Executive Committee to be elected by the Congress, except for the President and any female member, shall hold an active office of president or vice-president within his Member Association. If this condition is no longer met during his term of office, he shall no longer be eligible for re-election.	Conditions	Each member of the Executive Committee to be elected by the Congress, except for the President and any female member, shall hold an active office of president or vice-president within his Member Association. If this condition is no longer met during his term of office, he shall no longer be eligible for re-election may continue to hold his position as Executive Committee member for the remainder of his term of office, unless his Member Association requests UEFA for him to be removed from office; in such a case, his position as Executive Committee member becomes vacant.

Reasons

This amendment aims at avoiding as much as possible that an elected member on the UEFA Executive Committee who is no longer president or vice-president within his member association during his term of office could hold his position until the end of his term. If such an elected member of the UEFA Executive Committee is no longer president or vice-president within his member association during his term of office, he could remain member of the UEFA Executive Committee until the end of his term unless his member association does not agree with this, in which case it can request UEFA for him to be removed from office and, in such a case, his position would become vacant, which means that a replacement would be elected from candidacies of any member association at the next Ordinary Congress, if possible, in accordance with Article 22(3) of the *UEFA Statutes* (see amended Article 22(3) below).

Article 22(3)

Old text		New text	
Vacancies	³ If a vacancy occurs, the next Ordinary Congress shall elect or ratify a replacement for the remaining term of office. If the vacancy occurs in the final year of a term of office, no replacement shall be elected or ratified.	Vacancies	³ If a vacancy occurs, the next Ordinary Congress shall elect or ratify a replacement for the remaining term of office shall be elected or ratified, if possible, by the next Ordinary Congress . If the vacancy occurs in the final year of a term of office, no replacement shall be elected or ratified.

Reasons

This amendment aims at adding the terms “*if possible*” to this provision, which means only if, from a timely perspective, it is still possible to respect the deadlines for the submission of the candidacies for the replacement of the vacant position to be filled in.

Article 34^{ter}

Old text		New text	
Composition	¹ The Club Financial Control Body shall consist of a Chairman, two Vice-Chairmen and the necessary number of other members as determined by the Executive Committee.	Composition	¹ The Club Financial Control Body is divided into a first instance chamber and an appeals chamber, the composition of which is shall consist of a Chairman, two Vice-Chairmen and the necessary number of other members as determined by the Executive Committee.
Quorum	² The Club Financial Control Body shall, as a rule, reach decisions in the presence of at least three of its members (including the Chairman, or one Vice-Chairman or a member acting as ad hoc Chairman). Exceptions may be set out in specific regulations adopted by the Executive Committee, which may in particular empower the Chairman, or one of the Vice-Chairmen or a member acting	Quorum	² Each chamber of t The Club Financial Control Body shall, as a rule, reach decisions in the presence of at least three of its members (including the Chairman, or one Vice-Chairman or a member acting as ad hoc Chairman). Exceptions may be set out in specific regulations adopted by the Executive Committee, which may in particular empower the Chairman, or one

Jurisdiction	<p>as ad hoc Chairman, sitting alone, to take a decision in special cases.</p> <p>³ The Club Financial Control Body shall have jurisdiction to decide on issues specified in the applicable regulations as adopted by the Executive Committee.</p>	Jurisdiction	<p>of the Vice-Chairmen or a member acting as ad hoc Chairman, sitting alone, to take a decision in special cases.</p> <p>³ The first instance chamber Club Financial Control Body shall have jurisdiction to decide on issues specified in the applicable regulations as adopted by the Executive Committee. The appeals chamber shall have jurisdiction to hear appeals against decisions of the first instance chamber to the extent provided for in the applicable regulations as adopted by the Executive Committee.</p>
--------------	---	--------------	---

Reasons

This amendment aims at giving more flexibility to the UEFA Executive Committee to regulate the decision-making power of the two chambers of the UEFA Club Financial Control Body (CFCB) with the view of granting in the future the CFCB appeals chamber with the exclusive power to hear appeals against decisions of the CFCB first instance chamber. This amendment will enter into effect as from 1 July 2021 so as to allow the UEFA Executive Committee to make the necessary amendments to the *Procedural rules governing the UEFA Club Financial Control Body* to come into force as from 1 July 2021 (see Article 69(9) below).



Articles 34^{quater}(1) and 34^{quater}(2-3) [new]

Old text		New text	
	Each member of the FIFA Council to be elected by the UEFA Congress, except for the President and any female member, shall hold an active office of president or vice-president within his Member Association. If this condition is no longer met during his term of office, he shall no longer be eligible for re-election.	<p>Conditions</p> <p>¹ Each member of the FIFA Council to be elected by the UEFA Congress, except for the President and any female member, shall hold an active office of president or vice-president within his Member Association. If this condition is no longer met during his term of office, he shall no longer be eligible for re-election may continue to hold his position as FIFA Council member for the remainder of his term of office, unless his Member Association requests UEFA for him to be removed from office; in such a case, his position as FIFA Council member becomes vacant.</p> <p>Dual representation</p> <p>² A Member Association may not have a representative on the FIFA Council and the UEFA Executive Committee at the same time, unless this Member Association is represented on these two bodies by different individuals. This rule does not apply to the President, the female member of the FIFA Council and the FIFA Vice-President representing the four British associations.</p> <p>European solidarity</p> <p>³ Upon election by Congress, every European member of the FIFA Council undertakes to act faithfully, loyally and independently, in the best interests of UEFA and the promotion and development of European football.</p>	



Reasons

For the amendment to paragraph 1, see Article 21(3) above. For the new paragraph 2, see Article 21(2bis) above. The new paragraph 3 replicates the already existing rule for the UEFA Executive Committee members as per Article 21(1) of the *UEFA Statutes*.

Article 49(2)(b)

Old text		<i>New text</i>	
Club Teams	² The current UEFA competitions shall be: [...] b) For club teams: – UEFA Champions League – UEFA Europa League – UEFA Super Cup – UEFA Youth League – UEFA Futsal Champions League UEFA Women's Champions League	Club Teams	² The current UEFA competitions shall be: [...] b) For club teams: – UEFA Champions League – UEFA Europa League – UEFA Europa Conference League – UEFA Super Cup – UEFA Youth League – UEFA Futsal Champions League – UEFA Women's Champions League

Reasons

This amendment is aimed at updating the list of club competitions organised by UEFA by including the new club competition, UEFA Europa Conference League, which shall commence as of season 2021/22.

Article 69(5) and 69(8-9) [new]

Old text		New text	
	<p>⁵ By exception to Art. 32, para. 2, the term of office of the members of the Club Financial Control Body elected by the Executive Committee until 30 June 2020 is extended until 30 June 2021.</p>		<p>⁵ By exception to Art. 32, para. 2, the term of office of the members of the Club Financial Control Body elected by the Executive Committee until 30 June 2020 is extended until 30 June 2021. By exception to Art. 32, para. 2, the term of office of any member of the Club Financial Control Body elected by the Executive Committee to start on 1 July 2021 shall last until 30 June 2023.</p> <p>⁸ Art. 21, para. 2bis, and Art. 34^{quater}, para. 2, do not apply to the members of the UEFA Executive Committee and European members of the FIFA Council in office on 20 April 2021.</p> <p>⁹ Notwithstanding Article 70 below, Article 34^{ter} exceptionally comes into effect as from 1 July 2021.</p>

Reasons

The new paragraph 5 aims at aligning the term of the UEFA Club Financial Control Body members with the one of the other UEFA's Organs for the Administration of Justice, which ends on 30 June 2023. The new paragraph 8 aims at ensuring that the members of the UEFA Executive Committee and European members of the FIFA Council in office on 20 April 2021 are not affected by the new Articles 21(2bis) and 34^{quater}(2) (see Article 21(2bis) above). For the new paragraph 9, see Article 34^{ter} above.

Article 70

Old text		New text	
Coming into Force	These Statutes were originally adopted at the UEFA Congress on 24 September 1997 in Helsinki and came into force on 24 December 1997. They were subsequently amended by the UEFA Congress on 30 June and 1 July 2000 in Luxembourg, on 11 October 2001 in Prague, on 25 April 2002 in Stockholm, on 27 March 2003 in Rome, on 22/23 April 2004 in Limassol, on 21 April 2005 in Tallinn, on 23 March 2006 in Budapest, on 25/26 January 2007 in Düsseldorf, on 28 May 2007 in Zurich, on 25 March 2010 in Tel Aviv, on 22 March 2012 in Istanbul, on 27 March 2014 in Astana, on 25 February 2016 in Zurich, on 3 May 2016 in Budapest, on 5 April 2017 in Helsinki, on 20 September 2017 in Geneva, on 26 February 2018 in Bratislava and on 3 March 2020 in Amsterdam. The current version of these Statutes comes into force on 1 July 2020.	Coming into Force	These Statutes were originally adopted at the UEFA Congress on 24 September 1997 in Helsinki and came into force on 24 December 1997. They were subsequently amended by the UEFA Congress on 30 June and 1 July 2000 in Luxembourg, on 11 October 2001 in Prague, on 25 April 2002 in Stockholm, on 27 March 2003 in Rome, on 22/23 April 2004 in Limassol, on 21 April 2005 in Tallinn, on 23 March 2006 in Budapest, on 25/26 January 2007 in Düsseldorf, on 28 May 2007 in Zurich, on 25 March 2010 in Tel Aviv, on 22 March 2012 in Istanbul, on 27 March 2014 in Astana, on 25 February 2016 in Zurich, on 3 May 2016 in Budapest, on 5 April 2017 in Helsinki, on 20 September 2017 in Geneva, on 26 February 2018 in Bratislava, and on 3 March 2020 in Amsterdam and on 20 April 2021 in Montreux . The current version of these Statutes comes into force on 1 July 2020 20 April 2021 .

Reasons

This version of the *UEFA Statutes*, to be adopted in Montreux on 20 April 2021, will come into force immediately.



UEFA
ROUTE DE GENÈVE 46
CH-1260 NYON 2
SWITZERLAND
TELEPHONE: +41 848 00 27 27
TELEFAX: +41 848 01 27 27
UEFA.com

WE CARE ABOUT FOOTBALL
