



46th UEFA
CONGRESS
Vienna 11 May 2022

MINUTES





46th UEFA
CONGRESS
Vienna 11 May **2022**



Present

UEFA Executive Committee:

Aleksander Čeferin
Karl-Erik Nilsson
Zbigniew Boniek
Sándor Csányi
Fernando Gomes
Luis Rubiales
David Gill
Nasser Al-Khelaifi
Armand Duka
Gabriele Gravina
Florence Hardouin
Rainer Koch
Jesper Møller Christensen
Andrii Pavelko
Karl-Heinz Rummenigge
Just Spee
Davor Šuker
Javier Tebas
Servet Yardımcı

President
First Vice-President
Vice-President
Vice-President
Vice-President
Vice-President
Treasurer
Member
Member
Member
Member
Member
Member
Member *(by videoconference)*
Member
Member
Member
Member

European members of the FIFA Council:

David Martin
Răzvan Burleanu
Evelina Christillin
Georgios Koumas
Noël Le Graët
Peter Peters
Dejan Savićević

FIFA Vice-President
Member
Member
Member
Member
Member
Member

FIFA:

Gianni Infantino
Mattias Grafström
Kenny Jean-Marie

Arsène Wenger

Nodar Akhalkatsi

Elkhan Mammadov

Heidi Beha
Federico Ravaglione
Bryan Swanson

President
Deputy General Secretary
Chief Member Associations
Officer
Chief of Global Football
Development
Director Strategic Projects and
Member Association Governance
Director Member Associations
Europe
Development Manager Europe
Senior President's Office Manager
Director of Media Relations



Representatives of other football
confederations:

Patrice Motsepe
Véron Mosengo-Omba
Philippe Moggio
Marco Leal

Alejandro Domínguez
Ramón Jesurún
Arturo Montero
Raul Ramoa
Franck Castillo

CAF President
CAF General Secretary
CONCACAF General Secretary
CONCACAF Chief Member
Associations Officer
CONMEBOL President
CONMEBOL Vice-President
CONMEBOL Marketing Director
CONMEBOL Protocol Officer
OFC General Secretary

UEFA honorary members:

Gerhard Aigner
Antonio Matarrese
Joseph Mifsud
Per Ravn Omdal
Hryhoriy Surkis
Michael van Praag

UEFA Governance and
Compliance Committee:

Herbert Hübel

Chairman

UEFA Organs for the
Administration of Justice:

Thomas Partl
Sunil Gulati
Didier Poracchia

Control, Ethics and Disciplinary
Body Chairman
Club Financial Control Body First
Chamber Chairman
Club Financial Control Body
Appeals Chamber Chairman

Representatives of the host
association:

Christian Ebenbauer
Johann Gartner
Gerhard Götschhofer
Horst Lumper
Bernhard Neuhold
Bernhard Schwarz
Leo Windtner
Peter Schöttel
Robert Sedlacek

Stakeholder representatives:

Edwin van der Sar
Charlie Marshall
José Luis Andrade
Mathieu Moreuil

ECA Vice-Chairman
European Club Association CEO
ECA General Counsel
European Leagues Board of
Directors Member



Stakeholder representatives
(cont.):

Jacco Swart

Bobby Barnes
Joachim Walltin

Ronan Evain

Stuart Dykes

European Leagues Managing
Director
FIFPRO President
FIFPRO Division Europe General
Secretary
Football Supporters Europe
Executive Director
SD Europe CEO

Other guests:

Margaritis Schinas

Werner Kogler

Fernando Roig Negueroles
Roberto Rosetti
Tim Meyer

European Commission Vice-
President (*video message*)
Vice-Chancellor of Austria and
Federal Minister for Arts, Culture
and Sport (*video message*)
Villarreal CF CEO
UEFA Chief Refereeing Officer
UEFA Medical Committee
Chairman

UEFA administration:

Theodore Theodoridis
Kevin Lamour

Giorgio Marchetti

Simon Drake

Stéphane Igolen
Josef Koller
Zoran Laković
Phil Townsend
Andrea Traverso

Michele Uva

Lukas Achermann

Angelo Rigopoulos

Zvonimir Boban
Nadine Kessler
Maxwell Scherrer
Julien Zylberstein

General Secretary
Deputy General Secretary
(Administration)
Deputy General Secretary
(Football)
General Counsel and Director of
Legal & Business Affairs
Services & Management Director
Finance Director
National Associations Director
Communications Director
Financial Sustainability &
Research Director
Football & Social Responsibility
Director
Business Affairs Managing
Director
Integrity & Regulatory Managing
Director
Chief of Football
Chief of Women's Football
Chief of Football Development
Chief of Governance &
Stakeholder Affairs



46th UEFA
CONGRESS
Vienna 11 May **2022**

UEFA Events SA:

Martin Kallen
Sharon Burkhalter-Lau
Guy-Laurent Epstein

CEO
Operations Director
Marketing Director

Congress opened at: 10:00

Congress closed at: 12:00

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



Agenda

I. Address by the UEFA president	13
II. Roll call	16
III. Appointment of scrutineers	18
IV. Appointment of three delegates to verify the Congress minutes	18
V. Report of the UEFA President and Executive Committee and Report of the UEFA Administration 2020/21	18
VI. Financial matters	19
Financial statements 2020/21	19
a) Acknowledgement of the financial report and the auditors' report of EY, Lausanne, for the 2020/21 financial year	20
b) Approval of:	20
i) the consolidated financial statements for 2020/21	20
ii) UEFA's stand-alone financial statements for 2020/21	20
Budget 2022/23	20
c) Approval of the budget for the 2022/23 financial year	22
VII. Appointment of the external auditors for the 2021/22 financial year	22
VIII. Update on UEFA's committees	22
IX. Ratification of new members of the UEFA Organs for the Administration of Justice	23
X. Latest information from the UEFA administration	23
XI. Miscellaneous	25
XII. Next Ordinary UEFA Congress in 2023	25



46th UEFA
CONGRESS
Vienna 11 May **2022**



Welcome

The UEFA president, Aleksander Čeferin, welcomed everyone to the 46th Ordinary UEFA Congress in Vienna and opened the meeting with a video message from European Commission vice-president Margaritis Schinas, who, unfortunately, could not attend.

Margaritis Schinas thanked UEFA for inviting him to address this UEFA Congress.

It was an honour for him to share a few words on behalf of the European Commission – as well as some personal reflections – that he hoped would contribute to the ongoing unity and values-based partnership between UEFA, European football, and the EU.

As vice-president of the European Commission, he had a direct interest in European sports policy and the dynamics of sport in Europe and internationally.

As a passionate football fan, he had been on the edge of his seat watching the incredible action in UEFA football competitions recently. From the thrillers of the men's Champions League knockout stages to the Europa Conference League, and the record-breakers of the Women's Champions League, the spectacular action was a true credit to the players, clubs and UEFA, and a delight for fans.

This was also a strong rebuke to those that had sought to upend all of this not so long ago with a selfish project of their own, trying to take the ball away to play by themselves, a rebuke to those that claimed that people had lost interest and that only an elite few had the calibre or right to be a part of special nights of European football.

As he had said in the plenary of the European Parliament, and as written in the Council Resolution adopted by EU governments the previous year, European football had to remain open, based on sporting merit and serve the interests of all of society, not the profit of an elite few. Indeed, for the European Commission, it was imperative to work together with EU member states and the sports movement – including of course UEFA and the national associations – to protect and promote the European sports model based on open competitions, solidarity and common values.

Together – as European football – UEFA and its member associations were one of the leading success stories of this model.

The national associations were there to prioritise solidarity and sustainability, to develop the game at all levels, for all people, in all areas. The European Commission counted on them to harness the power of the game as a force for good in communities and lives across Europe.

In Europe, football was about much more than commercial profit and entertainment. As the governing body, UEFA played a vital role to ensure that this remained the case; that the commercial success of the elite level supported all other levels, less profitable competitions and development projects; that the governance model was inclusive; and that all stakeholders were working together in unity towards the bigger picture, not just their own fragmented agendas.

This was certainly what he had witnessed when he had participated in the Convention on the Future of European Football at UEFA's headquarters last year, and was certainly how European football had come together even stronger in opposition to the shameful super league breakaway attempt.

As European public authorities, the EU and national governments also had to recognise their role in supporting European football in its important missions and, when necessary, acting to protect it against threats to the European sports model.

Only recently, the European Commission had registered a European Citizens Initiative calling for Europe to turn the post-super league outpouring of indignation, solidarity and common purpose into a clear,



practical and long-term plan of action at European level to defend a values-driven, socially embedded and open vision of European sport.

Based on the strong personal relations between UEFA president Aleksander Čeferin and the EU leadership, the European Commission would soon be signing an ambitious renewed Arrangement for Cooperation with UEFA, making a commitment to defend the open model of football and jointly pursue priority European objectives such as social inclusion, climate change and the fight against discrimination.

The European Commission was grateful to be able to count on UEFA and the national associations as a trusted partner on many of the core issues Europe faced.

In this context, he also wished to congratulate UEFA on the adoption the previous day of the reform of the men's senior club competitions post-2024, which was the outcome of an inclusive consultation process and came at a timely moment. However, more than anything else, the reform confirmed the shared commitment of the European football family to the principles of: openness, meritocracy, solidarity and inclusiveness – all values that were at the core of the European way of life and model of society.

When the tragedy of war had returned to Europe with the brutal, unjustified, illegal Russian military invasion of Ukraine at the end of February, European football associations and the UEFA leadership had been among those in sport and civil society who had stood in strongest solidarity with Ukraine and the European and international community.

By refusing to play teams representing Russia and through the other measures taken, both to sanction Russian football and support the Ukrainian football community and Ukrainian families, they had demonstrated the strength of European unity and values.

Margaritis Schinas commended and congratulated UEFA and those national associations for their bold actions and efforts in this regard. It was essential to continue to stand together in solidarity and to call for an end to the unacceptable Russian aggression and for peace to return urgently.

UEFA and the European Commission would of course also continue to stand together on the same team to defend and strengthen European football as a leading success story of the European sports model.

Concluding his address, the European Commission vice-president wished UEFA and the associations an excellent Congress as well as every success in their ongoing domestic missions and their collective European vision.

The UEFA president thanked European Commission vice-president Margaritis Schinas for his words and introduced Werner Kogler, Austria's vice-chancellor and federal minister for arts, culture and sport, who, unfortunately, could not attend due to an emergency meeting with the government and was therefore also delivering his message by video.

Werner Kogler welcomed UEFA and its guests to Vienna, a city that was traditionally a meeting place, an intersection between east and west where bridges had been built and divisions overcome.

As everyone knew, sport – and football in particular – had what it took to break down borders, bring people together and build bridges – between young and old, between different religions and ideologies.

From that point of view, Vienna and football would be an excellent combination in these challenging times, 'would' being the operative word because it always took two to build a bridge: the one who sat on one side of the river and the one who sat on the other side.

At the moment, however, the world was experiencing the exact opposite and wondering where so much military aggression, so much destructive rage had come from. Nothing had been the same since 24 February, which meant that this UEFA Congress was also like none that had come before, because it



was surrounded by the dark shadow of war, which could rightly be described as contrary to international law, barbaric and criminal.

Its impact was visible for all to see, ranging from the many deaths and humanitarian catastrophes to this congress, which the Ukrainian delegation was unable to attend physically. He expressed special greetings to the online Ukrainian delegation, with the hope of an early ceasefire and a future of peace and freedom. Until then, he urged everyone to work to offer support, hope and prospects to those who had been forced to flee Ukraine.

In Austria, the ministry of sport was covering the membership fees of Ukrainian refugees in sports clubs. It was also covering the costs of supporting elite athletes who had fled. It had brought 100 students from the football academy in Zaporizhia to Austria and provided accommodation and regular training for them. He was sure there were many similar initiatives in other UEFA countries. These were signs of solidarity and hope.

He also expressed the conviction that in the end, freedom and democracy would prove stronger than dictatorship and tyranny.

Werner Kogler concluded his address by wishing UEFA and its guests a productive congress with good results, and a pleasant stay in Austria.

The UEFA president thanked Werner Kogler for his words and passed the floor to the president of the Austrian Football Association, Gerhard Milletich.

Gerhard Milletich said it was a great honour for him to welcome, on behalf of the Austrian Football Association, the 46th UEFA Congress to Vienna, in the heart of Europe. The Austrian capital had always been a hub for different cultures and peoples, and was also a tried and tested stage for international relations.

Everyone had been through very challenging times and had hoped that today's congress would be a milestone towards new, hopeful times. Unfortunately, another dark shadow was now hanging over Europe. He urged European football to remain united and use the integrating and connecting power of football to live the values of sport such as solidarity, community and respect, which society so urgently needed at this time.

Right now it was all the more important to move closer together and act together as representatives of European football. A shared voice was the loudest and had the greatest effect.

His biggest wish was to be able to celebrate next year's UEFA Congress together again in peace, as a European football family.

Football had shown that it could and wanted to find solutions side by side, and that the interests of individuals had to take second place to the big picture. This was an encouraging sign showing once again that football was more than just sport.

Closing his address, he wished UEFA a successful congress with lasting results for the benefit of pan-European football and a congress characterised by peace, friendship and understanding.

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

The FIFA president said that the UEFA Congress was always a special occasion for him and that this year's Congress was especially so, on account of it taking place in Vienna.

Vienna and Austria had written some great pages in the history of football – from the Wunderteam of Hugo Meisl in the 1930s to UEFA EURO 2008, the final of which had been played in Vienna. On a personal



level, his last UEFA Congress as UEFA general secretary had taken place in Vienna in 2015. A few months later, the UEFA Executive Committee had asked him to be a candidate for the FIFA presidency...

The FIFA president started by congratulating UEFA, the UEFA president, the Executive Committee and all the stakeholders for the very important decisions taken the previous day, showing togetherness and unity in order to move football forward to another stage, to a better stage, developing the men's club competitions for the future. This was in some way in the DNA of UEFA: always developing, moving forward, trying to bring everyone together.

This was an opportunity that FIFA had probably missed in past decades and that it was trying not to miss anymore by thinking about how it could make football better. In this regard, he congratulated UEFA and the UEFA president for the constant discussion, dialogue and constructive efforts to reach solutions that would help world football, that would protect it and, at the same time, develop and further boost European and world football. He was convinced that, all together, in unity, the best ways forward would be found.

Looking ahead to the 2022 FIFA World Cup in Qatar from 21 November to 18 December, the first World Cup to be held in the Arab world, the FIFA president said that the event had to be a celebration of unity as well as a celebration of football. It would be a truly unique World Cup, a very compact World Cup, with all the stadiums within 50km of each other.

Speaking about this year's World Cup, he had to address the issue of human rights and worker's rights in Qatar, as he had done at the last FIFA Congress. On the one hand, it was important to underline the progress made in terms of human rights and workers' rights with the abolishment of the kafala system, with minimum wages for workers and measures to protect their health. On the other hand, everything was, of course, not perfect. Where there were laws, there were people who thought they were more clever and wanted to violate the law. The FIFA president assured the UEFA Congress that FIFA was calling on and appealing to the authorities to ensure that the new legislation was enforced effectively and efficiently, that those who violated the law would be held to account and measures taken against them to make sure that workers who had not been paid and who had suffered would be adequately compensated. FIFA was trying to make sure that this legacy of the World Cup would remain after the World Cup and forever.

This legacy showed what football could bring in addition to joy and emotion. It could also change human beings and human behaviour for good.

However, as good and as magical as football was, it could not solve all the problems in the world. As mentioned earlier by Austrian vice-chancellor Werner Kogler and by European Commission vice-president Margaritis Schinas, football could not solve war – but it could help; it could call for peace. The FIFA president therefore took the opportunity to repeat the plea of football to all those with some sort of decision-making power in this world to work tirelessly for peace to be restored in Ukraine. And when peace was restored, football would be there, at the forefront, bringing people together again.

Having started his speech with the word unity, which seemed to him to be a really important message at this particular UEFA Congress, the FIFA president wished to conclude with the same word. He was sure that everyone at this UEFA Congress could together, united, take European and world football forward and also make their small contribution to society. In that hope, he wished everyone a great UEFA Congress.

The UEFA president thanked the FIFA president and presented him with a gift.

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



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,

Confederation presidents and general secretaries,

UEFA Executive Committee and FIFA Council members,

President of the Austrian FA,

Dear guests,

2020, the Amsterdam Congress, and the start of a pandemic that would shake the world for over two years.

2021, the Montreux Congress, and a brazen attempt by a handful of oligarchs and football aristocrats to launch a project that would have trampled on all the values of European football and European society.

2022, the Vienna Congress, in a geopolitical context reminiscent of the darkest hours of human history.

I was taught that "prosperity tries the fortunate, adversity the great".

I am proud to have had the opportunity to work alongside many great women and great men over the last two years, and a good number of them are here in this room today.

In adversity, we stood strong, we stood together and together we found the solutions we needed.

When we stand together, we are unbeatable, and when we stand together, football is the winner and society as well.

When UEFA puts its own interests to one side and postpones all its competitions to enable Europe's domestic competitions to be completed, football is the winner.

When UEFA shows creativity by amending its calendar and adapting its competition formats in record time, devising a 'final eight' for the Champions League and Europa League, football is the winner.

When UEFA succeeds in organising a men's EURO in 11 countries during an unprecedented public health crisis, football is the winner.

When UEFA invests five times more in the Women's EURO than during the cycle before, football is the winner.

When UEFA takes the gamble of adjusting its Women's Champions League format, centralises its rights and fills stadiums with over 90,000 spectators to watch a competition with unbelievable potential, football is the winner.

When UEFA, despite all manner of criticism and scepticism, boldly launches a competition such as the Europa Conference League, a competition that lives and breathes the kind of football we love and reminds us of the football of the 1980s, football is the winner.

When UEFA continues to organise more and more futsal competitions, including new women's and Under-19 competitions, football, every form of football, is the winner.

When UEFA doubles its budget for the fight against match-fixing, football is the winner.

When UEFA not only honours all its solidarity payments during an economic crisis the likes of which we have never even dreamed of, but manages to make the payments in advance to take the pressure off struggling national associations and clubs, football is the winner.

When, while the business world and football economy are shaken by crisis after crisis, UEFA today solemnly pledges to increase solidarity payments to its member associations for the next cycle, in particular through



the HatTrick programme, as well as its payments to clubs, whether they qualify for its competitions or not, football is the winner.

When UEFA manages its finances so rigorously that it can plough over 97% of its income back into football and spend less than 3% of its total revenue on operating costs, football is the winner.

When UEFA works relentlessly to ensure that EURO 2024 in Germany is a unique, accessible and sustainable EURO based on humanity and solidarity, football is the winner.

When UEFA works hand in hand with the ECA, engages with the clubs in a new joint venture, and sets out a peaceful vision for club football for the decade to come, football is the winner.

When UEFA launches, again with the ECA, a tender procedure for the commercial rights to its club competitions in order to increase both transparency and revenue, football is the winner.

When UEFA gains the support of all stakeholders in European football for a major overhaul of financial fair play in order to safeguard the long-term future of club football, stimulate investment and restore economic balance, football is the winner.

When UEFA listens to the majority of clubs, supporters and coaches and draws a line once and for all under the notion of qualification for UEFA competitions on the basis of coefficients, football is the winner. As a governing body with a duty and responsibility to defend the general interest rather than the interests of a minority, we have decided, together with the ECA and the clubs, to stay true to our principles of sporting merit first... and purpose over profit.

When UEFA gives supporters around 20,000 tickets for some of this season's club competition finals in recognition of their loyalty and gives a discount on 10,000 tickets for the men's Champions League final, football is the winner.

When UEFA continues to increase the budget of its Foundation for Children, which helps disadvantaged children all around the world, football and humanity are the winners.

When UEFA adopts strict medical protocols that can save the life of a player who suffers a cardiac arrest on the pitch, football – and life – are the winners.

When UEFA forms a strategic alliance with its sister confederation CONMEBOL, to celebrate more than 50 years of friendship between European and South American football, football is the winner. It's not an alliance against anyone. It's an alliance for the good of football.

When UEFA opens an office in London with CONMEBOL, organises referee exchange programmes and launches the Finalissima, a match between the EURO and Copa América winners at the mythical Wembley Stadium, for which tickets sold out in two days, football is the winner.

When UEFA shows solidarity with its sister confederations, whether through the UEFA Assist programme, the UEFA Academy and the UEFA Foundation for Children, or simply by agreeing to reduce the proportion of European teams at the World Cup from 2026 in order to improve the balance between the continents, football is the winner.

When UEFA is at one with its member associations, its clubs, its leagues, its players, its coaches, its supporters, its commercial and TV partners, the IOC, Brussels and every single European government in opposing an arrogant, contentious plan devised by a handful of billionaires who cannot embrace the concept that, on the football pitch – as in life – you might lose to someone smaller than yourself, football is the winner.

When UEFA fearlessly and openly initiates a debate on the future of its men's and women's national team competitions with its member associations by setting up working groups of experts from countries of all shapes and sizes, football is the winner.



When UEFA and its member associations show solidarity with Ukraine, and with both Ukrainian and foreign players living in Ukraine, football, morality and humanity are the winners. I would like once again to thank all the associations that helped to evacuate players and their families from Ukraine, those that are helping to organise training camps for Ukrainian teams, and those that agreed to play later because of the situation in Ukraine.

When UEFA moves the final of the world's biggest annual sports event from St Petersburg to Paris, capital of the European Union, because it cannot achieve its statutory objective anymore and because safety is at stake, football is the winner.

And when UEFA breaks with tradition, leaves its comfort zone and abandons its position of sporting neutrality, football is not the winner...

Football is undoubtedly one of the losers, since we are depriving players, coaches and supporters, who have nothing to do with the current situation, of their passion and their dreams. And it breaks my heart. My own region experienced this 30 years ago, when it was ostracised by the international community and sports organisations, and I know how cruel it can be. But when UEFA issues unprecedented sanctions, football is trying to make its own tiny contribution to society and Europe's leaders as they strive for peace on our continent. Promoting football in Europe in a spirit of peace, that is indeed another of UEFA's statutory objectives.

It may be seen as a dangerous precedent, but in this case the cause is greater than anything else. The cause is greater than the careers of a few hundred footballers and the tradition of sporting neutrality that is no longer tenable in 2022 in a situation of war. All we can do now is hope that reason prevails as quickly as possible and that peace and order are restored, for the good not only of our Ukrainian brothers and sisters, but also our Russian brothers and sisters, who we hope will be back with us in the very near future.

I have been describing football as the winner. Football as the winner thanks to you and thanks to the millions of volunteers and fans who devote themselves to the game on a daily basis. Football that inspires, football that is resilient, football that is respectful and respected.

Unfortunately, however, football is not always the winner, and it is important to recognise our failings as well as our successes. We still have many problems to solve to make our sport a role model and a greater source of inspiration than it is today.

The images of violence at Wembley at last year's EURO final are unacceptable. When a family goes to a football match, it should be a time for fun and shared enjoyment, for watching football. People should feel safe in and around a football stadium. They should never feel in danger. With the authorities' help, we must ensure such incidents are never repeated. Never.

We also need to do more to promote and integrate minorities in our sport, at every level. To claim that there is no racism or discrimination in football is not true. It exists, in football as in the rest of society. It's up to us to tackle this issue head-on, in partnership with the associations, leagues, clubs, fans and competent authorities. We should not be afraid to sue the few idiots who tarnish our sport.

We also need to look after players' physical and mental health. We must take steps to prevent them being abused on social media, we must offer psychological support to help them deal with the pressure they are under.

Finally, we must ensure that everyone is given a chance in our sport. That the minnows can continue playing against the giants, and sometimes shock the world by beating them. That is what makes football such a fantastic and beautiful game. It is not a question to be answered by the courts, as some think. It is a question for society. It is a question of morality as well as law, and in such cases law and morality are on our side.



Football's leaders must be careful not to bite off the hand that feeds them. If their demands go too far, they risk destroying the social pact on which our sport rests.

There was a time when great leaders, in football and in politics, had a plan, a vision for the future, and the end could justify the means.

These days, some leaders, in football and in politics, base their plans on a form of nostalgia for past grandeur or fear of being overtaken by new powers. It is no longer the end that justifies the means. It is a fear of things coming to an end that justifies the means. The difference is subtle, but it says a lot about the world in which we live.

When football shows that a different world is possible, a world of resilience and hope, in which not everything is dictated by power, profit and cynicism, society as a whole is the winner.

When football shows that a collective asset cannot be privatised by a minority, however powerful that minority may be, it gives us hope for a slightly less rotten world.

When football can count on leaders like you, our Executive Committee members, presidents, general secretaries, delegates of our national associations, then I know that our sport is in good hands.

I hope that, together, we can continue to ensure that football, our football, is the winner for many years to come.

Thank you.

II. Roll call

The UEFA general secretary said that given the exceptional situation, the delegation of the Ukrainian Association of Football was following the UEFA Congress online from Kyiv. He ascertained that there were no objections to them being considered as present by following the Congress online.¹ Therefore, after the roll call, he was able to confirm that all 55 UEFA member associations were present, represented by the following delegates:

Albania	Ilir Shulku Anila Basha Abdyl Kuriu	Belarus	Uladzimir Bazanau Yury Verheichyk Siarhei Zhardzetski
Andorra	Josep Felix Álvarez David Rodrigo Lo Maria Teresa Figueras	Belgium	Peter Bossaert Michael Verschueren
Armenia	Armen Melikbekyan Armen Nikoghosyan Artur Azaryan	Bosnia & Herzegovina	Vico Zeljković Irfan Durić Ivan Beus
Austria	Gerhard Milletich Thomas Hollerer Philip Thonhauser	Bulgaria	Borislav Mihaylov Borislav Popov Michail Kassabov
Azerbaijan	Sarkhan Hajiyev Kamran Valiyev	Croatia	Marijan Kustić Ante Vučemić Tomislav Svetina

¹ The Ukrainian delegation exercised their right to vote using a public notary appointed by UEFA and present at the Congress in Vienna.



Cyprus	Haris Loizides Phivos Vakis	Italy	Marco Brunelli Danilo Filacchione
Czech Republic	Petr Fousek Jiří Šidliák Michal Valtr	Kazakhstan	Adilet Barmenkulov Olzhas Abayev Ayan Alzhanov
Denmark	Jakob Jensen Thomas Christensen Bent Clausen	Kosovo	Agim Ademi Bakir Burri Taulant Hodaj
England	Debbie Hewitt Mark Bullingham Maria De Leon	Latvia	Vadims Ļašenko Arturs Gaidels Askolds Uldrikis
Estonia	Aivar Pohlak Anne Rei Tõnu Sirel	Liechtenstein	Hugo Quaderer Andreas Meier Peter Jehle
Faroe Islands	Virgar Hvidbro Fríðin Ziskason	Lithuania	Tomas Danilevičius Arūnas Pukelis Edgaras Stankevičius
Finland	Ari Lahti Katri Mattsson Marco Casagrande	Luxembourg	Paul Philipp Marco Richard Joël Wolff
France	Erwan Le Prévost Émilie Doms	Malta	Bjorn Vassallo Matthew Paris Angelo Chetcuti
Georgia	Levan Kobiashvili Kakha Chumburidze David Mujiri	Moldova	Leonid Oleinenco Nicolai Cebotari Serghei Butelschi
Germany	Bernd Neuendorf Heike Ullrich Patrick Wolf	Montenegro	Momir Djurdjevac Milovan Djukanović
Gibraltar	Ivan Robba Paul Lyon Nathan Payas	Netherlands	Gijs de Jong Marianne van Leeuwen Amin Belhaj Chankour
Greece	Asterios Antoniou Iakovos Filippousis Emilia Prekate	North Macedonia	Muamed Sejдини Lazar Rakidjev Filip Popovski
Hungary	Sándor Berzi Márton Vági Róbert Barcsi	Northern Ireland	Conrad Kirkwood Patrick Nelson Colin McKendry
Iceland	Vanda Sigurgeirsdóttir Sigfús Ásgeir Kárasen Klara Bjartmarz	Norway	Lise Klaveness Kai-Erik Arstad
Israel	Oren Hasson Yosef Sharabi Ronen Hershco	Poland	Cezary Kulesza Łukasz Wachowski Henryk Kula



Portugal	José Couceiro Teresa Romão	Slovenia	Radenko Mijatović Gvido Mravljak Martin Koželj
Republic of Ireland	Gerry McAnaney Jonathan Hill	Spain	Jorge Mowinckel
Romania	Radu Vișan Gabriel Bodescu Ioan-Octavian Goga	Sweden	Bert Andersson Håkan Sjöstrand
Russia	Alexandr Alaev	Switzerland	Dominique Blanc Robert Breiter
San Marino	Marco Tura Luigi Zafferani Filippo Bronzetti	Turkey	Hamit Altıntop Kadir Kardaş Buğra İmamoğlu
Scotland	Rod Petrie Ian Maxwell	Ukraine (by video-conference)	Andrii Pavelko Yuri Zapisotskiy
Serbia	Nenad Bjeković Jovan Šurbatović	Wales	Stephen Williams Mike Jones Noel Mooney
Slovakia	Ján Kováčik Peter Palenčík Karol Belanik		

III. Appointment of scrutineers

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

- Patrick Nelson Northern Ireland
- Radu Vișan Romania

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.

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:

- Michal Valtr (Czech Republic) for the English version
- Peter Bossaert (Belgium) for the French version
- Heike Ullrich (Germany) for the German version

V. Report of the UEFA President and Executive Committee and Report of the UEFA Administration 2020/21

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

VI. Financial matters

Financial statements 2020/21

Referring to the published 2020/21 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 2020/21.

Despite changing health and travel regulations caused by the COVID-19 pandemic, UEFA had managed to safely stage all its scheduled senior club competition matches, and revenue from the UEFA Champions League, Europa League and Super Cup had almost reached pre-pandemic levels.

The highlight of the 2020/21 financial year was unquestionably EURO 2020. Total revenue, amounting to €1.9 billion, was only 1.7% lower than for EURO 2016 in France. Considering the challenging situation, the revenue decrease of €33 million had turned out to be small.

€331 million had been distributed to the 24 associations participating in the final tournament. This was €30 million more than for EURO 2016. The total cost of staging EURO 2020 came to €703.9 million. The budget had already allowed for a natural increase in costs due to the higher number of host countries. Additional costs – for COVID-19 protective measures and travel contributions, for instance – had been counterbalanced by various courses of action, such as changes in venues, resulting in a higher ticket inventory or fewer fan zones owing to local health restrictions. In addition, roughly 700 European clubs had benefited from EURO 2020 solidarity payments for a total amount of €200 million, a €50 million increase on EURO 2016. Besides the solidarity to clubs, UEFA had invested €1.8 million in social responsibility to ensure, for example, that fans with disabilities could also enjoy the biggest football tournament in Europe. The competition net result stood at €645.8 million. This reduced financial result had to be seen within the context of the pandemic and the very challenging conditions. The net result was financially better than could have been thought possible some time ago. EURO 2020 had been a great success under unprecedented circumstances.

Together with club competitions, EURO 2020 and higher than expected takings from the UEFA Nations League and European Qualifiers, UEFA had generated a cumulative €5.7 billion in revenue – the highest amount ever in a EURO season.

The lion's share of revenue was reinvested back in the game and distributed to national associations and to clubs taking part in UEFA's competitions. In 2020/21, this had amounted to €3.4 billion, or 60% of total revenue.

After distribution, solidarity payments represented the second-largest expense item at €1.1 billion and mainly reflected the €660 million accrual to finance the HatTrick V programme as well as the EURO 2020 club solidarity payments of €200 million.

Unfortunately, several youth and amateur, and futsal competitions had to be postponed or cancelled for the second successive season. While this saved costs, the overall expenses had increased compared with 2019/20, mainly due to EURO 2020 competition costs being recorded in a single financial year. On the other hand, measures designed to mitigate the pandemic's impact on UEFA's operations had delivered savings of €57 million.

UEFA's net result for 2020/21 stood at €22 million and this had been added to the reserves.

Turning to the balance sheet, this showed a natural decrease from €3.8 billion to €3.2 billion, due to the recognition of the EURO 2020 net result with the corresponding reversal of deferred income and accrued competition costs. Cash and cash equivalents and other financial assets stood at €2.6 billion, up from €2.1



billion at the end of the previous year. 74% of UEFA's total financial assets were invested short term to cover all commitments related to distribution, solidarity and future operating expenses. The remainder was invested in long-term capital-protected products. To the total reserves of €501 million as at June 2020, the positive net result for the period was added, giving total reserves of €523 million.

It had to be said that UEFA's robust balance sheet and the financial resources provided tremendous security, allowing UEFA to underwrite substantial advance payments as well as to help mitigate lower matchday revenue caused by the pandemic.

Despite slightly lower EURO 2020 revenue, UEFA had still increased distribution payments to participating teams and an additional €165 million had been invested in the HatTrick development programme. Each of these decisions sent a strong signal to European football that UEFA was committed to using its distribution and solidarity payments to help member associations and clubs during the financial crisis.

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 2020/21 financial reports to the UEFA Congress for approval.

a) Acknowledgement of the financial report and the auditors' report of EY, Lausanne, for the 2020/21 financial year

There were no questions or remarks from the delegates and the Congress acknowledged the UEFA financial report and the auditors' report for 2020/21.

b) Approval of:

- i) the consolidated financial statements for 2020/21**
- ii) UEFA's stand-alone financial statements for 2020/21**

There were no questions or remarks from the delegates and the Congress unanimously approved the consolidated financial statements for 2020/21 and UEFA's stand-alone financial statements for the same period.

Budget 2022/23

The UEFA treasurer, David Gill, presented the budget proposal for 2022/23, 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 the budget for the new season, the world had been in a period of political and economic upheaval, triggered by the greatest security crisis in Europe for decades. Inevitably, the current situation made UEFA's budgeting processes more difficult and perhaps a little bit less predictable. Nevertheless, the figures being presented in the 2022/23 budget proposal were robust.

The 2022/23 financial year would feature some exciting final tournaments and competitions: first and foremost, the Women's EURO in England. Compared with the previous editions, UEFA had budgeted for significantly higher revenue – actually passing the €60 million mark. This allowed UEFA to increase distribution payments to participating associations, budgeted at €16 million. Together with the introduction of a club benefits programme of €4.5 million, similar to the one used for the men's EURO, the development of women's football across the continent would accelerate further.

The budget also covered the first season of the 2022–28 men's senior national team competitions, with cumulative revenue over six seasons of roughly €3 billion. The UEFA Nations League would be a major



national team highlight of the 2022/23 season. UEFA's club competition cycle was another key element of the budget proposal. This would be the second year of the current cycle, now including the UEFA Europa Conference League, with budgeted revenue for 2022/23 at €3.6 billion for all elite club competitions.

Thanks to the increase in revenue generated by national team and club competitions, and the success of women's football, total UEFA revenue was expected to increase by €433 million to touch the €4.5 billion level in 2022/23.

Total distribution stood at €3.6 billion, which was €364 million higher than for 2021/22. The increase was related to the higher number of national team matches and the increase in distribution to Women's EURO participating associations. Increasing distribution payments was an important step to further promote and develop women's football. Since the 2021/22 season, Women's Champions League sales had been centralised, and thanks to higher revenue, the distribution was also increasing to €17.5 million.

Turning to the remaining part of the income statement, expenses related to organising competitions, developing football, and supporting the member associations would increase in parallel with revenue. The increased expenses essentially concerned women's football and the new cycle of men's national team competitions. Over 7% of turnover went to solidarity, mainly to clubs not participating in UEFA's men's senior club competitions and clubs eliminated during the qualifying phases. However, member associations also benefited, with a share of the revenue financing the HatTrick programme. The budgeted net result stood at €-89 million, which was in line with UEFA's expectations and would be financed from reserves. UEFA was convinced that higher investment in football, and especially in women's football, would ultimately be very beneficial to the game.

In summary, UEFA could look forward to another exciting new season, with the Women's EURO in England, the Under-21 finals in Georgia and Romania and, last but not least, the UEFA Nations League finals in June 2023 as the main headliners. UEFA's main wish, however, was that it would be able to organise all its senior competitions and youth tournaments in a safe and peaceful environment to make sure that its investments in football could move ahead, and that crucial investments in football development and education could regain momentum.

The current global context, however, complicated any kind of long-term financial planning, which after a challenging financial year in 2020/21, was more important than ever. In this respect, the administration had started to develop a strategic financial plan that would mitigate the negative financial impact of the pandemic, reassessing targets and priorities. First feedback regarding projected revenue and expense streams was positive. Earnings generated by UEFA's flagship competitions – the men's EURO and Champions League – would, for instance, be crucial to restore UEFA's reserves to the pre-pandemic level by the EURO 2028 season at the latest. The general secretary would give the Congress a more general insight after this presentation.

The Finance and the Executive Committees had both reviewed and approved the budget proposal of the UEFA administration and now put it forward to the UEFA Congress for final approval.

Lastly, the treasurer thanked the finance director and his team, as well as his fellow Finance Committee members, Florence Hardouin, Sándor Csányi and Ari Lahti, for their hard work and assistance over the past year.

The general secretary was happy to reiterate that the EURO 2020 financial result had been much better than anticipated, as already reported by the UEFA finance director in his presentation of the financial statements for 2020/21.



The general secretary also announced that the Executive Committee, had agreed the previous day to reconstitute UEFA's reserves over the next two men's EUROs (2024 and 2028). In this regard, the financial outlook for UEFA EURO 2024 was already very promising.

As investments in the development of football remained a cornerstone for UEFA, the Executive Committee had also agreed the previous day to increase the funding available through the UEFA HatTrick programme by 21% (€160m) for the next cycle (HatTrick VI, 2024–28), amounting to a total investment of €935 million, or €17 million per national association.

c) Approval of the budget for the 2022/23 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 2021/22 financial year

Introducing this item, the UEFA president said that the Executive Committee had decided to issue a tender to select the external auditors for 2021/22. Although the two final bidders, Deloitte and EY, were very close commercially and technically, the Executive Committee had decided to propose a change, judging it beneficial, including from a good governance perspective, to have UEFA's financial statements reviewed by different external auditors. The Executive Committee therefore recommended that Deloitte be appointed as UEFA's external auditors for the 2021/22 financial year and thanked EY for its valuable work over the years.

The UEFA Congress unanimously accepted the Executive Committee's recommendation that Deloitte should audit UEFA's financial statements for 2021/22.

VIII. Update on UEFA's committees

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

Karl-Erik Nilsson said that the hard work of UEFA's committees continued to be aligned with the framework and priorities set out in the UEFA strategy, which was now entering its fourth year.

During the season under review, a Responsibility pillar had been added to the strategy. The strategic objectives set out in that new pillar would help European football protect the fundamentals of the game for future generations.

He was pleased to report good progress across each of the five pillars of the UEFA strategy, supporting the continuation of all UEFA competitions through the pandemic, guaranteeing the health and safety of players, referees, staff and fans while also providing support to national associations and other stakeholders. There had been increased stakeholder cooperation and dialogue during 2020/21, notably with UEFA staging a Convention on the Future of European Football in which representatives from all groups had been able to find common solutions to some of the major issues facing European football today. The launch of new competitions (e.g. the UEFA Europa Conference League) and formats (e.g. for the UEFA Women's Champions League) had enhanced competitiveness and increased fan engagement, while the foundations laid through the Responsibility pillar had resulted in a comprehensive UEFA football sustainability strategy.

He then introduced a video highlighting the key achievements of the UEFA committees during the 2020/21 season and congratulated the committee chairs and members on all those achievements.



Before passing the floor back to the UEFA president, Karl-Erik Nilsson was asked by Jesper Møller Christensen to announce that the recent general assembly of the Danish FA had unanimously decided that it would like Aleksander Čeferin to stand for re-election as UEFA president at the following year's UEFA Congress. Karl-Erik Nilsson supported this proposal.

IX. Ratification of new members 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:

UEFA Club Financial Control Body – first chamber

Sunil Gulati (United States of America) – chairman
Petra Stanonik Bošnjak (Slovenia) – vice-chairman
Jacobo Beltrán (Spain) – member
Michael Bolingbroke (England) – member
Marco Di Siena (Italy) – member
Egon Franck (Germany) – member
Helmut Schwärzler (Liechtenstein) – member
Jeroen Slop (Netherlands) – member

UEFA Club Financial Control Body – appeals chamber

Didier Poracchia (France) – chairman
Charles Flint (England) – vice-chairman
Giovanni Facci (Italy) – member
Adam Giersz (Poland) – member
Louise Reilly (Republic of Ireland) – member

Ethics and Disciplinary Inspectors

Horst Lumper (Austria)

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.

X. Latest information from the UEFA administration

The UEFA president gave the floor to Nadine Kessler, UEFA's chief of women's football, for an update on UEFA Women's EURO 2022 and the progress of women's football.

Nadine Kessler said that the launch of UEFA's first women's football strategy in 2019 had been a call to transform words into action and action into success. This had not been an empty promise, and the success of all the collective action was now there for everyone to see, at the end of a season like no other, where the public had seen breathtaking Women's Champions League football, the many domestic leagues had been enhancing professionalisation across Europe, and where, as the crowning moment, England would host the 13th edition of the prestigious UEFA Women's EURO.



This tournament would provide world-class football, break records and leave a lasting legacy. Together with the English Football Association, UEFA would make this Women's EURO the biggest ever and one of the biggest women's sporting events in the world. It would also be the most competitive ever, with Europe's top 16 nations attracting crowds in iconic stadiums, including Old Trafford and Wembley.

With increased delegation sizes, charter flights, a €16 million prize pot, a first-ever clubs benefit programme, video assistant referees and a much enhanced TV production delivery, it would be worlds apart from previous Women's EUROs. Matches would be broadcast across 195 territories and were expected to reach a live global audience of 250 million.

Sponsorship packages for the EURO and for UEFA's women's commercial programme had sold out, attracting new partners and making some of existing partners even more eager to be part of the programme.

The cumulative Women's EURO match attendance would certainly be broken. More than 396,000 tickets had already been purchased in 95 countries, with many of the matches already sold out, showing that it had become a competition of international relevance.

Before that, school activities would bring the EURO to the classroom, and fan parties and fan parades would bring the EURO to the streets. And the EURO would not stop with the final whistle. It would create a legacy with football at its heart. There would be 500,000 more opportunities for women and girls to become involved in football competitively or for fun, as coaches, players and referees. It would also be a legacy that had inclusivity and sustainability as a priority and a legacy that would be measured through an impact study to show the true value of hosting a Women's EURO.

Nadine Kessler thanked UEFA, its member associations and all the stakeholders for changing perceptions and showing that football belonged to girls and women as much as it did to boys and men.

The UEFA president thanked Nadine Kessler and gave the floor to Michele Uva, UEFA's director of football and social responsibility, for an update on UEFA's new football sustainability strategy.

Michele Uva said that UEFA was the first sports organisation to have a developed ten-year sustainability strategy, entitled Strength through Unity 2030. The strategy started from the precept that football should not simply intercept and follow sustainability and social trends, but had to anticipate and initiate them.

UEFA's approach was guided by a forward-looking approach that dissected the future of sustainability, set tangible actions and contributed to sustainability step by step.

UEFA considered sustainability not as a cost but as a long-term investment, driven by the conviction that UEFA could – and had to – do its part. In doing so, it had to be realistic and find a balance between topics where football would make a direct impact and those where its influence was more indirect. There were many issues that football could not directly solve, but it still had the power to raise awareness about the scale of the problem and engage people.

UEFA had set its sustainability journey around collective action to respect human rights and the environment in three phases: inspiration, activation and acceleration.

With the strategy in place, the next phase was to turn it into action, not losing sight of the fact that the strategy for 2030 was not a final destination but a starting point as a catalyst and accelerator of change.

The football community's dedication to inspiring and mobilising wider society would be essential in turning the strategy into action, as would teamwork, which was already part of the football community's DNA. In other words, as the title of the sustainability strategy said, it was a question of strength through unity.



XI. Miscellaneous

By video link from the bombed-out Chernihiv Stadium in northern Ukraine, Andrii Pavelko, president of the Ukrainian Association of Football, greeted the UEFA president and all the delegates, as well as the FIFA president, the presidents of the other football confederations and all the other guests at the UEFA Congress in Vienna. He said that he had not travelled to Vienna as he did not have the moral right to leave Ukraine at the moment, where the Ukrainian football community was busy saving lives. He had two examples that he wanted to share with the UEFA Congress. *The connection with Andrii Pavelko in Ukraine was lost at this point and could not be re-established before the Congress ended.*

XII. Next Ordinary UEFA Congress in 2023

The UEFA president announced that the next Ordinary UEFA Congress would take place on 5 April 2023 in Lisbon. He thanked the Portuguese Football Federation in advance for welcoming the Congress for this very important event next year.

Before bringing the 46th UEFA Congress to a close, the UEFA president thanked everyone, the whole football community, for their unity during the unprecedented times of the past two years. He hoped that state of unity would continue in a world that was too divided. He stressed the importance of stepping back sometimes in order to find solutions for the good of all of football and of never forgetting how lucky they all were to work for the sport they loved.

He also thanked Karl-Erik Nilsson and Jesper Møller Christensen for their words of support.

The UEFA president then brought the 46th Ordinary UEFA Congress to a close at 12:00, 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, July 2022

These minutes have been verified by:

Michal Valtr (Czech Republic) for the English version;

Peter Bossaert (Belgium) for the French version;

Heike Ullrich (Germany) for the German version.

Prague, Tubize, Frankfurt; July 2022



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
