

WE CARE ABOUT FOOTBALL



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**UEFA ADMINISTRATION REPORT**  
2006/07

UEFA  
Route de Genève 46  
CH-1260 Nyon 2  
Switzerland  
Telephone +41 848 00 27 27  
Telefax +41 848 01 27 27  
uefa.com

Union des associations  
européennes de football







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## General Secretary

David Taylor

The 2006/07 European football season was another busy and productive year for UEFA, both on and off the pitch. Football competitions remain at the heart of UEFA's work, but the role of the organisation has changed in recent years to encompass a wider range of activities.

Relationships with political authorities, and the European Union in particular, are now very important, as we seek to establish a better legal basis for the regulation and development of our sport in Europe. A landmark was reached this year with the inclusion of a reference to the specificity of sport in the new European Union Reform Treaty. This is the first time that sport, and its special characteristics, have been referred to in European legislation. We look forward to the adoption of the new treaty by European countries during 2008 and to working with the political authorities to define more clearly the special characteristics of sport which need to be recognised in sports regulation.

With the arrival of our new president, Michel Platini, in January 2007, the UEFA Statutes were revised and approved at an Extraordinary Congress in Zurich at the end of May. Since then, a new committee structure has been put in place, with committees now reporting directly to the Executive Committee. The theme has been to involve national football associations more in the work of UEFA, as it is the national associations who are primarily responsible for the development of the sport across Europe.

However, in the world of professional football, the main actors are the clubs, the leagues and professional players. A Professional Football Strategy Council has therefore also been set up, with the participation of the UEFA vice-presidents, to discuss issues of importance for the professional game. Already there are encouraging signs that these new organisational structures are producing results.

From a competition perspective, the 2006/07 season was another very busy season for UEFA. Successful club competition finals were staged in Athens and Glasgow. The first part of the year also saw the conclusion of the UEFA Futsal and Women's Cup competitions. Then it was the turn of the UEFA European Under-21 Championship final round to take centre stage, and we all witnessed a wonderful tournament in the Netherlands. During the season, the annual youth and women's competitions were also all successfully staged, and my thanks go to all those member associations who hosted our final rounds last year.

Finally, 2006/07 saw a rapid increase in our work as the build-up to UEFA EURO 2008™ gathered pace. The last year before the staging of a tournament of this scale requires a huge amount of planning and coordination. We can feel confident that the final round has been well prepared, and we look forward to some top-class European international football in June 2008.

The main activities of each UEFA division are described in more detail in the chapters that follow.

We thank you for your support.

**David Taylor**  
UEFA General Secretary



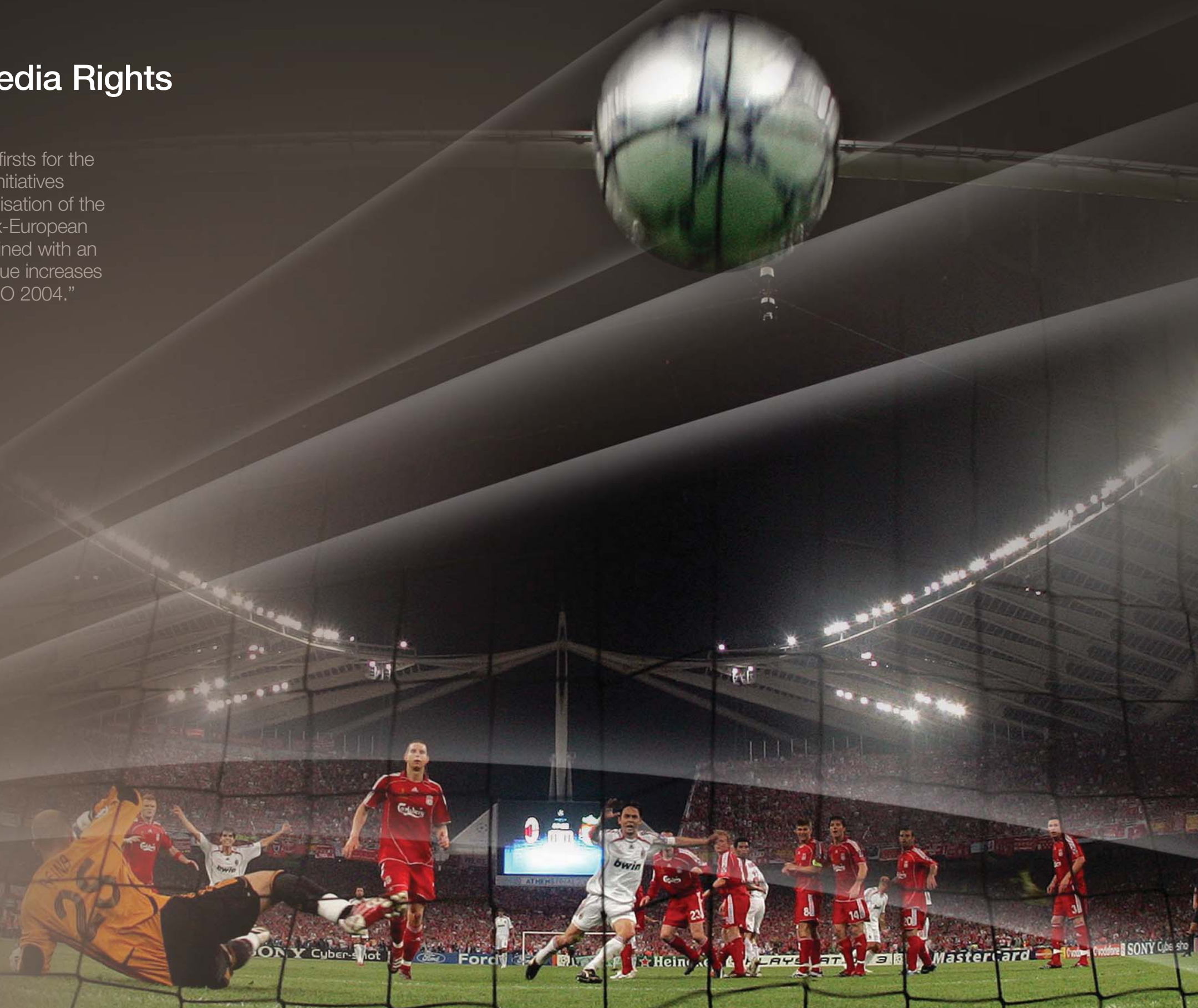




## UEFA Marketing and Media Rights

Philippe Le Floc'h

"The 2006/07 season has seen a number of firsts for the division and UEFA, with a series of strategic initiatives coming to fruition, including the partial centralisation of the UEFA Cup. Direct negotiations with certain ex-European broadcasters for UEFA EURO 2008™, combined with an extended agency deal, have resulted in revenue increases of 114% outside Europe compared with EURO 2004."







## Introduction

The division has overseen the first season of a new UEFA Champions League commercial cycle, with an enhanced ex-Europe broadcast platform helping to reinforce the global reach of the competition. The UEFA Champions League sponsors have taken their leveraging of the competition to new levels. One prime example was the amazing response from fans across five Asian countries to the first Trophy Tour.

Strategic reviews of the broadcast and marketing concepts for the next UEFA Champions League and UEFA Cup sales cycle, 2009-12, have been ongoing throughout the year.

Other highlights of the past year include the ongoing sales of TV rights in Europe for UEFA EURO 2008™, the thorough review of the UEFA Champions League and UEFA Cup brands and the support provided to the UEFA HatTrick programme with several marketing and media workshops and seminars taking place.

## UEFA Champions League and UEFA Cup finals

The UEFA Champions League final in Athens proved to be extremely successful, with many partners describing the guest experience as “the best ever”. In the top six markets alone, 43.2 million viewers tuned in to watch the match.

The UEFA Cup final in Glasgow proved to be a success both on the media side, with a global live audience of 36.6 million viewers, and with extensive promotion by the sponsors. Being the first final of the 2006-09 cycle, the centralised approach immediately created a new dynamism for the competition, indicating that further centralisation would be welcome.

## UEFA EURO 2008™

### Broadcast

The sales process in Europe has been ongoing throughout the year, with most of the markets finalised or close to completion. Key exceptions include Spain (traditionally late in committing to rights deals) and Belgium, but these markets are due to be secured by the end of 2007. If the current revenue projections are achieved, it would represent an increase of approximately 25% compared with EURO 2004.

UEFA managed a successful tender process for the ex-European broadcast rights for EURO 2008 (25 bids, 7 from agencies and 18 direct from broadcasters). For the first time, UEFA has entered into direct negotiations and contracts with broadcasters in certain significant strategic markets (the Americas, Indian subcontinent, Middle East and North Africa, and Hong Kong).

UEFA complemented this network of broadcasters with Sportfive as its agent to distribute the broadcast rights in the remaining territories.

These positive results demonstrate the strength of the European Football Championship and reflect the increased interest in football in many ex-European markets.

### Brand

A decision has been made on the music direction for EURO 2008. The sonic logo is to be produced by Rollo from Faithless (Ark Music) and will be used in a wide number of applications such as the official song, broadcast sequences and the ceremonies.

### Youth, futsal and women's competitions

The Eurosport umbrella agreement guaranteeing pan-European exposure has been extended until December 2009. Under the terms of this contract, Eurosport will produce and broadcast on its network a minimum of 141 matches for all UEFA's youth, women's and futsal competitions.







## UEFA Champions League 2006-09

### Broadcast

The first season of the new contract cycle enjoyed the best ever worldwide platform for the competition, with 90 broadcast partners for the 2006-09 period covering more than 230 countries and territories. This includes real improvement to our mix of broadcasters and scheduling in China, Japan and the USA, where improved deals have ensured more programming close to peak hours, with the UEFA Champions League available on leading broadcasters in these territories.

The UEFA Champions League continues to perform well in terms of audience returns, with stable live audiences in most markets against the prevailing decreasing market trend. Overall, the 2006/07 season delivered a 7% increase in total audience for all programming across the season.

In terms of broadcasting, live streaming, and wireless content delivery, the first season proved to be very successful, with encouraging results in terms of viewership and customer feedback.

### Sponsorship

The first season of the 2006-09 cycle was marked by the newcomers raising the bar for the others. This resulted in increased leverage and promotion of the competition. Close to 1,000 approval requests were filed.

### Brand

The UEFA Champions League "Ultimate Stage" visual identity has proved to be the most successful so far produced for the competition, resulting in two prestigious design and advertising industry awards.

## UEFA Cup 2006-2009 and UEFA Super Cup

### Broadcast

An impressive stable of top-level free-to-air channels has been attracted for the centralised approach, with an extended family of broadcasters and coverage in over 220 countries worldwide. The centralisation, via the creation of an "appointment to view" on a regular schedule (Thursday nights at 20.45) has been well received by the market and has resulted in a higher media presence than before and a significant increase in total revenue compared with that generated by individual club sales.

### Sponsorship rights

The sponsor concept with the first level of centralisation has been very successful, with the appointment of an excellent range of blue-chip companies, including Carlsberg, Vodafone, Toyota, Banco Santander, Intersport and Nike.

### Marketing strategy development 2009-12 club competitions

The division has been preparing the marketing strategies for the UEFA Champions League and UEFA Cup competitions for the 2009-12 commercial cycle. The sales launch is proposed for December 2007.







12 13

Marketing and Media Rights

## 2007 European Under-21 Championship final round

### Broadcast rights

Moving the competition to odd-numbered years (outside the FIFA World Cup and European Football Championship shadow) has been successful. This edition of the Under-21 Championship achieved good levels of coverage in all eight participating team countries, with a further distribution to 145 countries worldwide. The financial results were very positive.

### HatTrick

In five sessions over the year, all the UEFA member associations participated in the marketing and media HatTrick seminars. This knowledge-sharing platform proved to be an excellent tool for both the associations and UEFA to exchange views on the rapidly changing world of media and sponsorship. The five seminars were supported by external experts (e.g. Heineken, UBS).

The seminars were followed by workshops that looked in more detail into specific topics highlighted by the associations during the seminars.

### Looking ahead

The main focus for the Marketing and Media Rights Division over the next 12 months will be the development of the UEFA EURO 2012™ marketing strategy, together with the implementation of the 2009-12 marketing strategy for the club competitions.

This will be complemented by a complete brand review for the European Football Championship, to be followed by the development of the UEFA EURO 2012™ logo.

Based on the brand review for the UEFA Champions League and UEFA Cup, the respective brands will be reviewed and improved where necessary.

The finalisation of the EURO 2008 media sales process is another key area for the Media Rights Unit in the coming months.

Further support will be provided to the HatTrick programme, with the first seminars already planned.



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POLAND  
UKRAINE

UEFA EURO 2012™ Announcement Ceremony





## Professional Football

Giorgio Marchetti

“The Under-21 final round was the highlight of the 2006/07 season. The success it enjoyed in terms of sporting quality, stadium attendance, television viewers and event attraction showed that this competition is an important UEFA asset and rewarded the strategic decision to make it a stand-alone tournament out of the shadow of the national A teams.”

### Introduction

All our competitions are in good shape and achieved considerable success during the 2006/07 season. The UEFA Champions League remains probably the best club competition in the world and the UEFA Cup received a significant boost from the newly introduced central marketing of the final stages. The European Under-21 European Championship final round in the Netherlands reached outstanding heights, confirming the opportunity afforded by moving the final round to odd-numbered years. The UEFA Women's Cup and UEFA Futsal Cup continued their growth.

In the first season of the current three-year life cycle of the club competitions, most of the attention was focused on the sporting and marketing format for the 2009-12 cycle.

For UEFA's flagship competition, the European Football Championship, the bidding procedure for UEFA EURO 2012™ consumed most energy, knowing that this competition not only represents the apex of our activities but also provides the lifeblood for the whole of European football.

The widespread development in the area of women's football is as important as the success of the competitions we organise and, for this reason, particular attention was paid to assistance plans.

Relationships with the stakeholders in professional football culminated in the ambitious project behind the creation of the Professional Football Strategy Council.







## Club Competitions

### 2006/07 UEFA Champions League

For the first time in the competition's history, six East European clubs secured a place in the group stage (FC Dynamo Kyiv, FC Shakhtar Donetsk, FC Spartak Moskva, FC Steaua Bucuresti, PFC CSKA Moskva and PFC Levski Sofia). The number of goals per game rose by almost 10% to 2.48.

The average group stage stadium attendance corresponded to 82.4% of the capacity, the cumulative live TV audience in the six major European markets amounted to 488 million viewers, and approximately 20,000 hours were used worldwide to cover the competition.

As a part of the three-year strategy aimed at elevating the UEFA Champions League match experience for fans above that of a normal game, new elements have been successfully implemented during the first season, such as the stadium video board providing highlights of the other UEFA Champions League matches at half-time and full time, and a tracking system providing live TV graphics on players' speed and distance run.

A cornerstone for the redistribution of UEFA Champions League revenue was laid down by allocating part of the UEFA Champions League clubs' share to the UEFA Cup clubs.

### 2007 UEFA Champions League final

The 2007 final in Athens was a beautiful event and saw AC Milan defeat Liverpool FC 2-1 before a full house of 63,000. TV viewing figures positioned the event as a global property reaching over 230 territories all over the world and a live audience of 43.2 million in the top six markets alone.

The Greek local organising committee (LOC) was an outstanding partner and, thanks to its commitment and skilful management, delivered a great level of organisation. The city provided a fabulous setting and was entirely dressed with the UEFA Champions League brands and colours.

The serious security issues at the Liverpool FC end will force UEFA to request future LOCs to tighten the already high security measures around the final.

The five-day Champions Festival for local and visiting fans at the Ancient Olympic Stadium, combined with the Young Champions grassroots tournament, welcomed over 170,000 visitors. The amazing extravagance of the Champions Gallery was the most appreciated attraction and walked thousands through the history of the UEFA Champions League and its heroes.



### 2006/07 UEFA Cup

Stadium attendance for the whole competition was up 10% compared with last season, reaching an average stadium capacity of 63%.

There were 485 dedicated broadcasts in the top six markets, twice as many as in previous seasons.

For the UEFA Cup, the central marketing of the competition from the last stages (quarter-finals onwards) was successfully implemented and the excellent cooperation with the clubs led to a smooth delivery of services to sponsors and broadcasters without any legal or operational problems.

### 2007 UEFA Cup final

The final was extremely successful and the title-holders, FC Sevilla, confirmed their supremacy in an all-Spanish final against RCD Espanyol, so becoming the second club in the history of the competition to win it twice in a row. The match was played in a fantastic and joyful atmosphere in front of 50,000 fans at Hampden Park in Glasgow, offering them 120 minutes of thrilling football and the heartbreak of a penalty shoot-out. The TV viewing figures were also high, reaching an average market share of almost 30% in Spain.

The organisation was impeccable, as was the promotion of the event in the city. The Scottish LOC proved once again their outstanding ability and experience when it comes to events like this.

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

The all-Spanish match was staged successfully for the tenth consecutive year at the Stade Louis II in Monte Carlo. In a thrilling game, FC Sevilla defeated FC Barcelona 3-0. The TV viewership in Spain was the highest ever for a UEFA Super Cup match, with 4.5 million for a market share of 47.1%.

### Club competition structure 2009-12

For 16 months, the formats of the UEFA club competitions have been analysed from a sporting and marketing point of view, through extensive consultation with stakeholders and research. An ad hoc working group consisting of representatives of national associations, leagues and clubs delivered a number of recommendations in January 2007, which supported the existing format of the UEFA Champions League, while suggesting a new 48-team format and increased marketing centralisation for the UEFA Cup. Subsequently, additional work was done to develop proposals for changes to the UEFA Champions League access list to allow increased representation of countries in the competition.

### UEFA club competition finals 2010 and 2011 – bidding process

The bidding process for the 2010 and 2011 finals was started. A high number of candidate associations (11) applied for both UEFA Champions League and UEFA Cup finals and will be shortlisted upon presentation of their dossiers.





## National Team Competitions

### UEFA EURO 2008™

UEFA EURO 2008™ in Austria and Switzerland is being prepared and many events took place during the season, all of which are covered in the Euro 2008 SA chapter.

### UEFA EURO 2012™

The main task of the season was the finalisation of the process leading to the selection of the EURO 2012 hosts. The date of the decision was postponed by four months to allow the bidding conditions to be adapted to new requirements based on trends that had become visible at the 2006 FIFA World Cup.

Official one-week site visits were conducted to the candidate countries (Croatia/Hungary, Italy and Poland/Ukraine) in September 2006. After the final submission by the bidders, an extensive evaluation was made and, on 18 April 2007 in Cardiff, Wales, the UEFA Executive Committee appointed Poland/Ukraine to host the European Football Championship final round in 2012.

A kick-off meeting was held at UEFA headquarters on 18 June 2007 with the presidents and other representatives of the two host associations to define strategies and principles, and the first concrete actions for the organisation of EURO 2012.

### European Football Championship format

As requested by the UEFA Congress, a feasibility study was started on a new European Football Championship format accommodating 24 teams in the final round.

### European Under-21 Championship

For the first time, the final round took place in an odd-numbered year, in compliance with the strategy aimed at leveraging the competition. The qualifiers, forced into a reduced format for calendar reasons, went smoothly and paved the way for an outstanding final round tournament in the Netherlands from 10 to 23 June 2007, which boasted numerous talented players and high-quality matches. The Dutch "Oranje" were worthy winners, beating Serbia 3-0 in the final they reached after an amazing never-ending series of 32 penalty kicks against England in the semi-finals.

Attendance for the 16 matches amounted to a record high of 212,500 spectators, making an average of more than 13,000 per match. A total of eight fan festivals were organised around some of the matches. Within this framework, four football marathons (21-hours non-stop) were organised prior to match kick-off. TV production was of a high quality and TV figures amounted to a 66,600,000 cumulative live audience in 150 different countries and territories.

Since Sweden has been appointed to host the tournament in 2009, two groups from Sweden, including representatives of the Swedish Football Association, LOC, host cities, police, etc, travelled to the Netherlands for an observers' programme that, along with the involvement of a Swedish representative in the Dutch LOC during the 2007 final round, will hugely benefit the organisation of the next edition.

For the 2007-09 edition, 51 (not counting the hosts, Sweden) of UEFA's 53 member associations have entered the qualifying competition that already started in June 2007.

### Women's football

In the UEFA Women's Cup final, Arsenal Ladies FC beat opponents Umeå IK 1-0 to lift the trophy. Eurosport was appointed as host broadcaster for both legs and sub-licensing deals were made with SVT and ESPN. For the first time, competition-branded TV graphics and broadcaster deliverables were used. This, together with the pan-European broadcast, helped to promote and raise the status of the competition throughout Europe.

The development of women's football is high on our agenda. Plans were implemented to assist national associations and the improvement of the format of the Women's Cup is being considered.

A record 46 member associations entered the 2007-09 European Women's Championship – an increase of 12 associations compared with the 2003-05 competition. All 15 associations eliminated in the preliminary round of the 2007-09 European Women's Championship enrolled in a support programme starting in autumn 2007 which UEFA designed to ensure the continued development of these 15 women's A teams.

Finland was appointed as host of the final round in 2009, and preparations are already under way. A competition manual for all participating teams was prepared for the first time this season.

### Futsal

The new UEFA Futsal Cup format was successfully implemented, with the new concept of a final-four event, supported by a three-year contract with Eurosport and UEFA centralised marketing.

At the event held in Murcia in 2007, MFK Dinamo Moskva managed to beat two-time European champions Interviú Boomerang Madrid 2-1 in a thrilling final.

Continuous efforts have been made to attract newcomers. Turkey finally entered a national team for the European Futsal Championship qualifiers, while the club competition continues to grow, with four newcomer champions (Israel, after a break of two seasons, Estonia, the Republic of Ireland and Montenegro).

As the 2007 European Futsal Championship final round in Portugal came closer, the final draw took place in Porto on 12 May. The main match hall of Gondomar has since been completed.

The bidding process for the 2009 European Futsal Championship (12 teams) got under way, with four countries – Belgium (Antwerp and Charleroi), Bosnia-Herzegovina (Sarajevo), Hungary (Budapest and Debrecen) and Turkey (Istanbul) – hoping to be selected as the host by the UEFA Executive Committee in autumn 2007.

Finally, the launch of an experimental European Under-21 futsal tournament was approved by the Executive Committee. The competition will take place in 2008.

### Beach soccer

A product and a marketing analysis was performed during the European finals in Marseille and at the FIFA Beach Soccer World Cup in Rio in 2006. Given the positive feedback, further steps are to be taken in the forthcoming months. The newly formed Futsal and Beach Soccer Committee will study the dossier for the possible launch of a UEFA beach soccer competition.





## Competition Administration

The administration of more than 1,600 UEFA matches last year ran smoothly. This includes the registration of all players, coordination of fixtures and the checking and entry of all match reports. More and more, the unit is providing a service of assistance and advice to teams on administrative and operational matters.

The introduction of the new UEFA global IT system, FAME, has resulted in an increase in workload requiring the employment of several temporary staff. Unit resources have been devoted primarily to this project.

## Delegates

The 5th Seminar for Match Delegates and Referee Observers took place at UEFA headquarters on 3 and 4 May 2007. Forty-six new delegates attended this course which was of great help thanks to experienced speakers.

To ensure that the new delegates get a proper introduction and on-site training to fulfil their specific tasks, experienced mentors or “coaches” were appointed to accompany them on their first assignment.

A new extranet portal was launched where match delegates and referee observers have access to match documents, information related to their appointments, regulations and procedures.

## Anti-doping

27,000 copies of the anti-doping leaflet for footballers were distributed before the start of the new season to all football associations and clubs participating in UEFA competitions.

1,048 players were tested in competition, including 471 analyses for EPO. Four positive cases were reported, including three for recreational drugs.

All 32 teams in the UEFA Champions League were tested out of competition at least once during the season. 51 visits to the clubs were conducted (eight more than last season). 506 players were tested, which is an increase of 83 players compared with last season. 431 samples were tested for EPO and no positive cases were reported.

Anti-doping education sessions were organised at the European Under-17 Championship final round in Belgium, the European Under-21 Championship final round in the Netherlands, the Under-19 final round in Austria and the Women’s Under-19 final round in Iceland. All players, team doctors and coaches of the eight participating teams attended individual sessions.

An anti-doping module was elaborated for the online educational grassroots platform, Training Ground, which was officially launched on 12 May 2007. It is an important tool for expanding the reach of information and prevention, which are fundamental in the fight against doping.

## Professional Football Services

Once again, the work of the unit centred on strategic issues, mainly related to professional football. The unit provided administrative support to the General Secretary for the inaugural meeting of the Professional Football Strategy Council. In addition, preparatory work was undertaken with regard to the European Professional Football Charter.

The unit continued to be a central point for monitoring and maintaining relationships with two of the four families represented in the Strategy Council – the players’ unions and the professional leagues. One major piece of work completed together with those groupings was the issuance of a set of agreed player contract minimum requirements.

The Professional Football Services Unit also worked closely with the Legal Division and Brussels office on a number of key matters, including the Independent European Sport Review, the European Parliament Report on Professional Football (so-called Belet Report), the EU White Paper on Sport, the issue of industrial relations, social dialogue within European professional football, and the organisation of a large-scale conference with the Council of Europe in Strasbourg regarding governance in sport.

Additional activities included the expansion of the UEFA Documentation Centre to deal with records management and to further develop UEFA’s links with universities involved in sport, the launch of a study into whether a “Supporters Direct” model can work outside the UK, as well as an investigation into the types of supporter organisations around Europe, and joint activities together with the other main European team sport federations (basketball, handball, ice hockey, rugby and volleyball).







## The Way Forward

All activities undertaken in the 2006/07 season will continue to be the focus of the new season.

Once decisions have been taken on the format and access list for the club competitions, the definition of details concerning implementation from a sporting and marketing point of view will keep us busy and will hopefully see good cooperation with the stakeholders concerned, in particular the European Club Forum.

For the national team competitions, the set-up of the organisation for EURO 2012, in close cooperation with the hosts, Poland and Ukraine, will be the most important activity. At the same time, the finalisation of the feasibility study for an expanded format for the European Football Championship final round will provide the UEFA Congress and Executive Committee with the relevant information for decisions.

The 2009 European Under-21 and Women's Championship final rounds will come ever closer to the operational phase and will involve great The European Futsal Championship final round in Portugal is a promising upcoming event and should confirm the positive progress of the discipline. and beach soccer may become a newcomer in the UEFA competitions family.

The Professional Football Strategy Council will be a demanding, but essential, tool in managing the relationship with the main European football stakeholders, studying consensual settlements in conflicting areas and bringing football solutions to football problems.







## Football Development

Andy Roxburgh

“During the 2006/07 season, the Football Development Division, with its focus on increased participation, player development, and technical advancement, expanded the UEFA Coaching Convention and the UEFA Grassroots Charter. It also organised major events for national coaches, coach educators, medical personnel, and grassroots leaders, and was responsible for the various UEFA youth competitions, including the new CAF/UEFA Meridian Cup and the improved UEFA Regions' Cup for amateur players.”

### Introduction

Growth was the key word in relation to grassroots activities. Following six regional grassroots courses, the membership of the Grassroots Charter increased from 6 to 21, with 16 more registering for the evaluation process. Meanwhile, the Summer of Grassroots Football campaign attracted a record number of players – 2.3 million took part in 2006. In addition, the number of UEFA Coaching Convention members rose to 52, and the associations permitted to issue the UEFA Pro Licence reached 38.

Following Europe's excellent showing in the 2006 FIFA World Cup, the biennial National Coaches Conference was held in Berlin (in collaboration with FIFA) and was an outstanding success – over 200 participants from 70 countries took part in this showcase for international football.







## Youth and Amateur

The 2006/07 season started with the successful organisation of the European Women's Under-19 Championship final round by the Swiss FA. Germany beat France 3-0 in the final. This tournament was very important for the Swiss FA in terms of the promotion of women's football in the country. One week later, Spain beat Scotland 2-1 in the European Under-19 Championship final, concluding a tournament that was well organised by the Polish FA. Attendances at this tournament were beyond expectations, with the opening and final matches attracting over 12,000 spectators in the Poznan stadium.

During the last week of February 2007, the new UEFA/CAF Meridian Cup format was implemented, including a Youth Coaches Conference and two matches between Under-18 selections from Africa and Europe. The cup was won by the European team. Coaches from all African and European member associations attended this event, which was organised superbly by the Spanish Football Federation in cooperation with the City of Barcelona, the regional football federation of Catalonia and FC Barcelona.

The Spanish Under-17 national team added to the Spanish Football Federation's silverware by winning the European Under-17 Championship in Belgium, beating England 1-0 in Tournai in May 2007. Through this well-organised tournament and the good results of its team, the Belgium FA boosted the image of youth football in the country.

The season concluded with the UEFA Regions' Cup, which was organised extremely well by the Bulgarian FA, which was hosting a major UEFA football event for the first time. The Polish regional football association of Dolnoslaski (Wroclaw) defeated South East Bulgaria 2-1 in extra time in front of more than 3,500 spectators.

## Coaching

Europe's top club coaches met in Geneva for their annual forum in September 2006. Seventeen leading coaches attended, including the winners of the FIFA World Cup, the UEFA Champions League and the UEFA Cup. For UEFA, it was again an excellent opportunity to discuss football trends with the technicians and to listen to their views on the major issues affecting top club football.

Following the National Coaches Conference, the 16th UEFA Course for Coach Educators was held at the technical centre of the Italian Football Federation in Coverciano. The course focused on the creation of a new A level youth diploma for those working with top-level youth players.

The 2nd Elite Women's Coaches Forum in December 2006 involved the leading technicians in women's football. These experts were invited to voice their opinions about technical and organisational matters relating to UEFA's top women's competitions and the further development of the women's game.

For futsal coaches, specific tactical software was developed, while further technical exchanges between the national associations were promoted. Under the banner of the Coaching Convention, the division helped to coordinate and finance internships for many coach educators.

Further work was done on the UEFA Coaches Circle extranet, which provides access to exclusive coaching material, as well as content from all the technical conferences held by UEFA. The Training Ground site on uefa.com, sponsored and directed by the Football Development Division, was launched in May 2007.

## Grassroots

As mentioned in the introduction, the 2006 Summer of Grassroots Football was a huge success again. Special awards were delivered for veterans and disability football.

Under the grassroots banner, a ten-step plan to enhance disability football structures and a generic disability football e-learning course on uefa.com were developed.

The six regional grassroots workshops which ended in October involved all 52 member associations. Action plans were prepared for all national associations and these helped to increase the membership of the Grassroots Charter.

One of the key events in spring 2007 was the 7th UEFA Grassroots Football Conference in Helsinki. The conference programme was well received by all associations, confederations, clubs and external agencies in attendance. It was an important step in further implementing the Grassroots Charter and disseminating UEFA's philosophy on grassroots football.

The Football Development Division supported grassroots football events in the lead-up to the UEFA Champions League final in Athens and UEFA Cup final in Glasgow.



## Medical Matters

The expansion of the injury studies was successfully put into place. All development competitions were included in the study, carried out by Professor Ekstrand and his team. The reports on the European Under-17, Under-19, Under-21 and Women's Under 19 Championships were finalised.

The 4th UEFA Medical Symposium was held in Istanbul in November 2006. It was attended by the team doctors of the UEFA member associations, as well as 20 top European clubs. It served to review the past, monitor the present and predict the future of medical support in football. Well-known experts gave lectures, presentations and talks on subjects such as the relationship between the team doctor and the head coach, the fight against doping, and analysis of injuries.

Central issues during the last year were the medical requirements for UEFA's top competitions, medical records and emergency care on the pitch.







## The Way Forward

During the 2007/08 season, the UEFA Coaching Convention should close the circle, with all 53 UEFA member associations becoming members, while the Grassroots Charter will undoubtedly expand its numbers and scope.

The new UEFA elite youth diploma (A level) will be launched and a number of associations will be given approval to issue UEFA-endorsed youth diplomas. Technical exchanges (e.g. coaching, grassroots, women's football, futsal) will be expanded through internships and short visits to other associations.

The new European Women's Under-17 Championship will be established, with the first final tournament (involving four teams) being held in May 2008. Conferences and courses will be organised for elite youth football, futsal, coach educators and technical directors, and high-profile technical studies will be carried out during the 2007/08 UEFA Champions League and at EURO 2008.







## Communications and Public Affairs

William Gaillard

“The 2006/07 season was a year full of communications challenges, both in the political and sporting arena. Our dialogue and discussions with the European authorities continued unabated and at the highest level, including a meeting between the UEFA President, Michel Platini, and the President of the European Commission, José Manuel Barroso, as we continued to seek recognition of the specific nature of sport by EU legislation.

“The high-profile nature of the club competitions and the qualifying matches for UEFA EURO 2008™ meant a busy period for our media services, along with the daily media work and tournament activities.”

### Introduction

Lobbying work and a heavy meeting schedule in Brussels continued to dominate UEFA's work with the EU throughout 2006/07. Much headway was made with the political institutions in Brussels and many allies were gained. The effect of this for the article on sport within the new European Treaty remains to be seen, but we have certainly made our case for the autonomy of sport in general and the ability of football to govern itself independent from either the EU or law court decisions.

The change of UEFA president in January 2007 brought with it an increase in media attention on UEFA as a whole and a marked rise in individual media requests and activity.







## Media Services

The 2006/07 season saw the Media Services Unit continue the daily communications activities for UEFA. This included working across all divisions within UEFA drafting and issuing media releases, dealing with media enquiries, writing and editing articles for both UEFA and outside publications, writing speeches and producing corporate literature.

In addition during the 2006/07 season, particular support was given to the UEFA Champions League trophy tour of the Far East and the Champions Festival around the UEFA Champions League final in Athens, supporting both with communications expertise, materials and staff.

UEFA was also involved at the Salon du Football in Marseille in December 2006 and had a stand where it showcased its social responsibility and anti-doping activities.

The three-man press office, via the media desk, continued to be the mainstay of the daily dialogue between UEFA and the international media, handling a variety of media enquiries ranging from kick-off times to official statements.

In addition the unit was involved in the writing and production of programmes for the European Under-17, Under-19, Under-21 and Women's Under-19 Championships, UEFA Women's Cup, UEFA Futsal Cup, UEFA Regions' Cup and UEFA-CAF Meridian Cup programmes, as well as coordinating and overseeing media interviews with senior UEFA executives.

Finally, media accreditations surrounding the club competition draws held in Nyon, replies to all fan mail enquiries, and the mailing and dispatching of publications and documents as required was also undertaken.

## Champions™ magazine

Fresh off the back of a successful three-year cycle, the official UEFA Champions League magazine entered a new season with even more language versions than the previous year. In 2006/07, Champions was available in six language versions namely, English, French, Spanish, Japanese, Mandarin and Cantonese Chinese.

## Publications

The Publications Unit had another busy year writing and producing uefadirect, the monthly magazine for the European football family, as well as other publications in cooperation with the Football Development Division, including the Grassroots Football Newsletter, Medicine Matters and The Technician. It also continued to produce all technical reports on competitions, the First Division Clubs in Europe booklet and the diary for UEFA and its committee members, as well as the Official Results booklet for all UEFA matches in the 2006/07 season. New for this season was The Futsal Technician, also produced in collaboration with the Football Development Division.







## Brussels Office

Brussels remained the central theatre for many of the political and legal battles that will shape the future of European football. In 2006/07, our Brussels office needed to mobilise the whole network of allies we have been patiently building in the European Commission and European Parliament.

The Brussels office worked intensively on three political campaigns: the European Commission's White Paper on Sport, the European Parliament's Report on Professional Football ('Belet Report'), and the EU Directive on Audiovisual Services.

## White Paper

Although the White Paper offered no greater legal certainty to sports governing bodies, it nonetheless supported UEFA policy in many important areas. We successfully shaped key parts of the text, obtaining strong support for national teams, training policies for young players, the international transfer system, solidarity with grassroots sport, and the UEFA licensing system.

The Belet Report gave even stronger support to UEFA policy. The document defends the European sports model (the pyramid), the central marketing of media rights and the redistribution of revenues (solidarity payments), UEFA's new rules on the local training of players, as well as UEFA's club licensing system.

We succeeded in limiting damage from the EU's Audiovisual Services Directive, which introduces new rules on short news reports from events of high public interest. We managed to remove some potentially harmful aspects of the legislation, in particular reducing the scope for third parties to re-sell our content for their own commercial gain.

## EU celebration match, Old Trafford

The Brussels office helped to organise the celebration match with Manchester United, marking the 50th anniversary of the EU's Treaty of Rome. The office coordinated the political and media activities in Brussels.

Working together with the European Commission and an international advertising agency, we produced a 30-second film encouraging physical activity, which will appear at half-time during matches throughout the 2007/08 UEFA Champions League.

The Brussels office helped design and produce "Only a Game?", a three-month exhibition about football and European identity. UEFA jointly funded the project with the Brussels Region, and invited Lilian Thuram to serve as patron.



## Social Responsibility

UEFA continued to support selected organisations and campaigns that promote football for all or use sport to enhance development.

The **Cross Cultures Project Association (CCPA)** organised 138 week-long Open Fun Football Schools in August. Involving 27,500 boys and girls in South-East Europe and the Caucasus, the project was designed to strengthen the process of peace and reconciliation and contribute to the development of grassroots football.

The **Homeless World Cup** was held in Cape Town, South Africa, in September. There were 500 participants from 48 countries (25 of which are within UEFA). It was the culmination of year-round football activities involving over 10,000 homeless people.

The **International Blind Sports Association (IBSA)** accepted the 2006 Monaco Charity Award at the UEFA Super Cup match on 25 August. The award of CHF 1 million will enable the IBSA to extend its football development programme across Europe.

The **Unite Against Racism** campaign was given visibility at the UEFA Super Cup match in Monaco via branded captain's armbands and advertising boards plus articles in the match programme. The guide for clubs that resulted from the Barcelona Unite Against Racism conference, "Tackling Racism in Club Football", was published in English and distributed at the club competition draws, and German, French, Italian, Spanish and Russian versions were made available in time for the FARE action week in October 2006.

**World Heart Day** was celebrated on 24 September. Organised by the World Heart Federation, it put a strong emphasis on the role of sports in preventing cardiovascular disease and combating the associated epidemic of childhood obesity. UEFA supported football activities, which involved many national member associations in Europe.

## Networking

In addition, UEFA was a leading contributor to the European discourse on sports and development and social issues. It participated and made contributions at several conferences, among others, on the theme "Choose Fair Play" at the Olympic Museum in Lausanne and "Sport and Development" at the House of Sports in Vienna.

## The Way Forward

UEFA's relationship with the European Union will continue to significantly influence the development of European football. The Charleroi v FIFA case will probably present the next major challenge, and we will need to mobilise our political allies in all the EU institutions.

Our work with the international media must also continue at a high tempo and help in influencing valuable opinion-makers throughout the continent, as well as servicing the needs of the sports media and the football fan.

Finally, our social responsibility work will continue to support our core partners for the 2007/08 season, with added activities planned around EURO 2008.





# National Associations

Jacob Erel

“Dialogue with the member associations was the leitmotif of the National Associations Division last season and will continue to be so in the future. Roundtables for top executives, knowledge-sharing programmes for middle management and tailor-made courses for referees and security personnel were in the foreground of the activities, as was financial assistance to the associations for physical and intellectual infrastructure through the HatTrick programme.”

## Introduction

The division was responsible for introducing the new Referee Convention, preparing both the Stadium Regulations and Security Regulations for the 2007/08 season, intensifying the HatTrick programme activities as more funding was made available to the associations, and continuing the development of the Top Executive Programme.

The ground was also prepared for the associations to start working towards a Minimum Quality Standard Convention through workshops and discussions.

Collaboration with FIFA on national association issues was significantly enhanced and this was a crucial factor in some cases where the two organisations had to impose drastic measures to resolve various problems of a political nature.







## National Association Services Assistance Programmes

The results of the Top Executive Programme (TEP) became much more visible in the 2006/07 season, making a real and positive impact. The 2006 series of eight TEP roundtables involving top executives from 46 national associations played an important role in realising an old wish of many associations, namely to examine the possibility of expanding the European Football Championship final round from 16 to potentially 24 teams. No fewer than 47 of the then 52 UEFA member associations voted at the 2007 UEFA Congress in favour of serious study being given to this possibility. Another direct TEP result was the launch of the UEFA-adidas kit assistance scheme in 2007, aimed in particular at supporting the smaller associations and saving hundreds of thousands of euros.

The vision behind TEP is to support associations' top executives in their role as decision-makers. The best way to do so is not to educate them but to work together with them to develop their game, their organisation and their business on a demand-driven and voluntary basis.

Furthermore, TEP follow-up visits were conducted to some national associations on their request and the consultancy part of the programme continued.

Finally, the development of a good governance standard for national associations continued and is being discussed during 2007.

To date, i.e. approximately one year before the current HatTrick programme draws to a close, the HatTrick Board has approved investment projects worth a total of CHF 113 million (87% of the available funding) and CHF 98 million (75%) has already been paid out. It can be assumed that UEFA will have used all the funds available for these projects by the end of the programme.

By and large, the same applies to the mini-pitch project. All but four associations have already submitted their projects. Funding of just over CHF 47 million (almost 91% of the total funds available) has been granted and around CHF 42 million paid out.

In the HatTrick education programme, a total of CHF 20 million has been earmarked for further enhancing professionalism within the associations.

During the period under review, further courses for middle management in the field of project management, marketing, finance, communication and media have been organised. All 53 associations have participated.

UEFA held a total of six workshops, all decentralised and taking the associations' interests into account. The aim of the workshops is to deal with specific areas of particular practical importance for the associations (e.g. event management, TV rights, crisis management, new media).

In parallel, UEFA launched its HatTrick knowledge-sharing platform. The aim here is to refresh and improve association staff members' professional expertise and skills using electronic presentations, videos, games and tests. So far, modules on the themes of project management, marketing, communication and media have been launched.

At a special workshop in Vienna, all 53 member associations were introduced to a new tool called "Scoreboard" which allows the definition of precise objectives and the introduction of indicators to properly measure whether the objectives are achieved or not.

The new Meridian education project entered its second phase of the "teach the teachers" programme for coaches and referees with the implementation of five regional courses in Tanzania, Congo, Libya, Mali and Namibia. In total, more than 190 coaches and referees have attended the different seminars.

The project to distribute footballs to the 53 African associations within the framework of the CAF jubilee has started and been very well received.

## Refereeing

The first ten national associations signed the UEFA Convention on Referee Education and Organisation (Belgium, Finland, France, Germany, Hungary, Luxembourg, Norway, Scotland, Slovenia and Switzerland). The signing ceremony took place on 28 June 2007 and these associations will now benefit from financial support over the next five years to be invested in refereeing projects.

As its core activity, the Refereeing Unit serviced the UEFA competitions by appointing referee teams for all UEFA matches during the 2006/07 season.

In terms of education and development programmes, five new courses were organised for referee observers. It is very practical training, where the participants attend a match together and then discuss the assessment of the referee's performance under the guidance of the instructors.

## Stadium and Security

The Stadium and Security Education Programme (SSEP) was launched at the end of 2006. Between November 2006 and February 2007, the unit organised five three-day kick-off workshops for all the national associations' stadium and security experts.

The unit assisted the following national associations to organise national stadium and security workshops: Greece, Italy, Poland, Turkey, and Ukraine.

The unit led the development of new Stadium Regulations and Security Regulations. The new regulations were approved by the UEFA Executive Committee in October 2006 and introduced to the national associations' stadium and security experts at the SSEP kick-off workshops.

A new pan-European partnership, comprising pan-European governmental and police experts and UEFA, was created to further improve safety and security arrangements at international football matches in Europe. A pan-European safety and security work programme is currently being established, outlining a coherent and comprehensive framework for action, raising standards across Europe, while adapting to local conditions.

Security officers were appointed based upon risk assessment and close monitoring of the security planning and operations for the various UEFA competitions.

During the 2006/07 season, over 100 stadium inspection visits were carried out. Required improvements were permanently checked and monitored.





## The Way Forward

### National Association Services

More demand-driven and concrete follow-up actions via roundtables are the future. Consultancy and databases will be developed with the associations in the 2007/08 season, concentrating, in particular, on the themes of increasing revenues and/or saving costs for UEFA's member associations, as well as supporting them in issues regarding the relationship between association and state and association and league

### Assistance Programmes

The unit will supervise the proper completion of the whole HatTrick investment and mini-pitch programme from 2003 to 2008, including the correct use of the additional funds of CHF 1.2 million per association, with special focus on the funds earmarked for projects related to quality management.

Education will address, in particular, security, events, image, sponsors, and new media rights through workshops, virtual meetings, follow-up visits and e-learning modules.

The Meridian Project will continue to focus on the implementation of the "teach the teachers" youth and grassroots development programme throughout Africa. A new CAF convention for coaches will be introduced and implemented. Through the Alive & Kicking project, UEFA will distribute 81,000 footballs to the 53 African national associations.

### Refereeing

The Refereeing Unit will focus on the preparation of the referees' team (12 referees, 24 assistant referees and four fourth officials) for EURO 2008 from a technical and logistical point of view.

The second group of eight associations which applied for membership of the Referee Convention are being visited in the autumn and will sign in December 2007, when a third group will start the process to become members in June 2008.

Finally, the education programme for referees, instructors and observers will continue with the objective of improving the quality of match officials all over Europe.

### Stadium and Security

The unit will continue to proactively assist national associations in setting up their stadium and security policies and activities and will lead the development of the stadium and security knowledge platform.

The unit will further enhance the new pan-European partnership, comprising pan-European governmental and police experts and UEFA, and will also further contribute to the establishment of the pan-European safety and security working programme.

The unit will closely monitor security arrangements for UEFA's competitions and finals.







## Legal Affairs and Club Licensing

Gianni Infantino

“The 2006/07 season was marked on the legal side by the amendments to the UEFA Statutes which were unanimously approved by the Extraordinary Congress on 28 May 2007 in Zurich. These amendments project UEFA into a new era and put the manifesto of the UEFA President and the wishes of the national associations into practice.

“Between February and June 2007, I was also given the task and the honour of heading the administration as Acting Chief Executive in order to prepare for the arrival of the new General Secretary, David Taylor. I would like to sincerely thank the UEFA President and Executive Committee for their confidence in me, as well as the members of the football family and all my colleagues at UEFA for their cooperation and support during these months.”







## Introduction

In addition to providing legal support and advice to UEFA and its members on a wide range of matters, the Legal Affairs and Club Licensing Division also has the task of proactively dealing with the ever-increasing number of legal challenges that football faces.

Despite being heavily involved in a lobbying campaign on the European Commission's White Paper on Sport, together with FIFA, the IOC and the European team sport federations, the outcome of the long-awaited White Paper, aimed at providing a higher degree of legal certainty to sport, was disappointing. UEFA had hoped for a clearer standpoint from the European Commission in the interests of the European sports model and the specificity of sport. Important legal cases, such as the Charleroi case, underline the need for progress in this area.

Further to the January elections, all national associations were consulted on proposed amendments to the UEFA Statutes. These amendments, which were unanimously accepted by the Extraordinary Congress in May, establish a new expanded committee structure to enable a better representation of national associations. The revised statutes also acknowledge the new Professional Football Strategy Council which brings together all stakeholders (national associations, leagues, clubs and players) at a high level. New UEFA Organisational Regulations were then developed which detail the organisation of the new bodies.

## EU Matters

Once again, UEFA has been dealing with many EU-related issues that have major ramifications on the way in which football is organised in Europe.

In July 2006, the European Court of Justice handed down an important judgment in the Meca-Medina case (a doping matter involving two swimmers). This judgment has far-reaching consequences and makes it even more likely that sports rules and regulations may be challenged under EU law. This only emphasises the need to secure better legal recognition for the specificity of sport in the EU legal order.

In this respect, UEFA has been very active in the follow-up work to the Independent European Sport Review authored by Jose Luis Arnaut. The review contains many valuable recommendations that could help to create a more secure legal environment for football.

In March 2007, the European Parliament adopted a Report on the Future of Professional Football in Europe, a document that contains many positive elements and with which UEFA was broadly satisfied. Nevertheless, the European Commission's eagerly anticipated White Paper on Sport, adopted in the summer of 2007, has done little to improve or clarify the situation from a legal point of view. This means that much work remains to be done, particularly with vital legal matters such as the Charleroi case still pending.

## Commercial Legal Services

This unit provides legal support across all areas of the commercial activity of UEFA and its subsidiaries, including the exploitation of media, sponsorship, and licensing rights. In the last year, the unit successfully concluded over 450 commercial agreements in connection with UEFA's various competitions, delivering revenues to UEFA in excess of EUR 1 billion.

In respect of UEFA EURO 2008™, the unit finalised agreements with all sponsors and continued to work with the Sportfive marketing agency in entering into media rights agreements, as well as with UEFA Media Technologies (UMET) in setting up UEFA's first-ever host broadcast operation. In addition, the unit concluded a number of media, sponsorship and licensing agreements for all other national team competitions and the Meridian Cup.

As for club competitions, the unit worked with TEAM Marketing AG to conclude sponsorship, media and licensing agreements for the period 2006 to 2009 for the UEFA Champions League, the UEFA Super Cup and the UEFA Cup.

In addition, the unit continued to take an active role in protecting the commercial interests of UEFA and those of its individual member associations and stakeholders. This included participating in consultations on a number of regulatory matters, including those in respect of 'listed events' (EU Television Without Frontiers Directive, Audiovisual Media Services Directive concerning news access/short news reports and, in the context of internet piracy, the EU Conditional Access Directive and proposed World Intellectual Property Organization (WIPO) Broadcasting Treaty). Also on the increasingly prevalent issue of internet piracy, the unit continued to take action against internet pirates, preventing them from unlawfully exploiting UEFA audio-visual content.

## Corporate Legal Services

The unit is in charge of the risk management, risk protection, tax advice and tax management of UEFA and its subsidiaries and provides legal support in organisational, structural, employment, property and IT matters. Following the changes in functions at UEFA and the reorganisation of the UEFA administration, the unit handled the registration of the new corporate structures, adapting the existing contracts.

UEFA's risk as an organisation was newly assessed and, supported by an external financial governance review, corporate risk management was streamlined between the different organisational entities. Insurance and legal protection for all UEFA tournaments and competitions was tailored to the individual risks of each venue, with a focus on high risks and probabilities. Special attention was placed this year on insurance cover of third parties in connection with UEFA events, including liability insurance of local organising committees (LOCs) and stadiums.

The tax exempt not-for-profit tax status of UEFA and the cost-plus tax rulings of the UEFA subsidiaries were further strengthened. An official VAT revision by the Swiss authorities reinforced the declaration policies and controls in place within UEFA. For UEFA EURO 2008™, a comprehensive VAT tax ruling was concluded with Switzerland and Austria, harmonising the tax burden for the tournament and avoiding double taxation. Hence, the taxation of players remains the only major tax issue with respect to this tournament.

In addition, the unit continued to provide legal advice and support to UEFA and the football family on a wide range of legal areas, from data protection, to anti-corruption, to corporate structures abroad and to the status of sportsmen and international organisations in Switzerland and other UEFA member countries.





## Disciplinary Legal Services

During this reporting period, 929 disciplinary cases were dealt with from a total of 1,722 official matches played. Appeals were lodged against 33 decisions; in other words, 3.5% of disciplinary cases were taken to appeal. The decision of the court of first instance, the Control and Disciplinary Body, was upheld in 18 cases (54%) and amended in 7 cases (21%). The appeals procedure in the remaining eight cases was resolved by means of the solution provided for by Article 55 of the UEFA Disciplinary Regulations that allows the Appeals Body to comply with the identical requests of the parties.

The UEFA disciplinary bodies were confronted with several serious cases of crowd disturbance, where the clubs responsible had to be disqualified from the competition in question. One of these cases was brought before the Court of Arbitration for sport (CAS) where UEFA's firm stand against supporter violence was upheld.

## Event Legal Services

Regarding UEFA EURO 2008™, this unit has been working closely with national and local authorities in Switzerland and Austria to prepare UEFA's rights protection programme, in addition to worldwide intellectual property registrations and legal actions to safeguard UEFA's interests. All necessary support has also been provided for the drafting and follow-up of hundreds of contracts related to the organisation of next year's major event. Full legal assistance has also been provided prior to and following the appointment of the UEFA EURO 2012™ hosts, Poland and Ukraine.

The legal framework related to the organisation of women's, youth and club competitions has been further developed and standardised, and full support has been provided in relation to the numerous charity and social responsibility projects UEFA has launched over the past year.

On a more general basis, the unit has been involved in or has conducted several football promotion-related projects in conjunction with national and international authorities and agencies, initiating or leading to legislation changes in countries such as England and Wales, Switzerland, Austria, Norway, Hungary, Croatia, Ukraine and Poland in the fields of ticketing and stadium security, intellectual property, unfair competition and ambush marketing, or even consumer protection and public viewing.

## Sports Legal Services and Club Licensing

The unit was heavily involved in the preparation of the amendments to the UEFA Statutes, which were revised twice this season, firstly for the Ordinary Congress in January 2007 in Düsseldorf and secondly for the Extraordinary Congress in May 2007 in Zurich. Furthermore, the new UEFA Organisational Regulations were drafted. In collaboration with FIFA, we continued supporting more than 20 member associations in adapting and improving their own statutes. Finally, we dealt with the affiliation process for the newest UEFA member association, the Football Association of Montenegro. Our regulations coordination staff supported the product managers in drafting and printing the different competition regulations.

Twenty-four new match agent licences were issued and two renewed. UEFA now has more than 100 licensed UEFA match agents.

The club licensing team's main task consisted of the accreditation of all 53 national club licensing regulations. Two major seminars, concerning the presentation of new licensing standards as well as case studies, were organised in Vienna and Geneva, involving all licensors and their decision-making bodies. Furthermore, several group meetings involving a limited number of associations were organised to share best practices and experiences. Such gatherings are appreciated by the participants as useful exchange platforms.

The benchmarking project, aimed at the mobilisation and analysis of data collected through the licensing channel, was initiated in cooperation with a working group composed of experts appointed by 11 licensors. Finally, the unit implemented the compliance concept, consisting of several site visits and audits (seven spot checks) at licensor level. The results were partially satisfying for UEFA, and three cases were referred for investigation to the UEFA Organs for the Administration of Justice, which decided to issue fines and warnings to the licensors concerned.







## The Way Forward

Our strategy for the future is still aimed at shaping a specific legal environment for football and, for this reason, our relationship with the EU will continue to be of utmost importance.

We will also continue to work closely with FIFA and other sports federations on matters related to sports law and the regulatory environment of sport.

There has also been a very close cooperation with FIFA on the Charleroi case in order to protect the rule requiring clubs to release players for national team duty, and UEFA looks forward to a positive outcome in this significant case.

2008 will bring the European Football Championship to Austria and Switzerland, and the Legal Division will face the challenge of ensuring the smooth running of the event in all legal areas.

Next year will see the implementation of the new club licensing manual. This is yet another important step in the efforts of UEFA, its member associations and clubs to improve good governance and compliance in football throughout Europe.

Finally, when it comes to disciplinary matters, there have, unfortunately, been several important incidents related to violence in the stands and racism during the last year. In all cases, the UEFA disciplinary bodies have taken firm action and will continue to do so in the future should such cases continue to occur. This is in line with the zero tolerance policy which has been expressed several times by the UEFA President and Executive Committee.

UEFA Club Licensing System  
Standard Version 2.0

UEFA Club Licensing System  
Manual Version 2.0





## Services

Jean-Paul Turrian

“It has been an exciting year for the Services Division, one that could be described as a year of revival in that, after five years' hard work to create a solid, stable and professional team, we are now making a significant contribution to the installation of the new UEFA leadership and to the fulfilment of its objectives.”







## Introduction

The implementation of the projects related to UEFA's new leadership while, at the same time, still performing our day-to-day work, has required exceptional effort. Thanks to the confidence and support of the leadership, we have, however, been able to meet all the administrative, organisational and logistical needs with enthusiasm.

## Director's office

Our policy of availability, information and cooperation towards all our partners continues to earn us appreciation and respect, as demonstrated, for example, by the unanimous vote of the Nyon town council in support of the new "La Métairie" ward plan, as well as the excellent cooperation we enjoy with the cantonal authorities in all matters which come under their responsibility.

## Human Resources

This unit has undergone significant reorganisation. First, it was reincorporated into the Services Division on 1 February 2007. A new head of unit was then recruited, who is extremely professional and concurs totally with the director in terms of fully supporting the establishment of a real management process within UEFA.

The unit has also benefited from the arrival of a new recruitment officer, who is consistently commended for his professionalism and commitment.

Internally, tasks have been redefined, and procedures clarified and improved. The working hours and availability of the staff have also been redefined and, last but not least, a member of the team has been given responsibility for quality control within the unit.

## Recruitment

Recruitment has been intense, both for UEFA and massively so for Euro 2008 SA. Our new online recruitment tool (Vurv) has been operational since 23 April. It allows applications to be handled more efficiently and professionally. During the year under review, several thousand applications have been processed.

## The Annual Appraisal Activity process

A simplified staff annual appraisal activity (AAA) was introduced in June. It consists of an evaluation of performance, salary and position. Human resources are now managed according to the football year instead of the calendar year, a change that is working well.

## Training

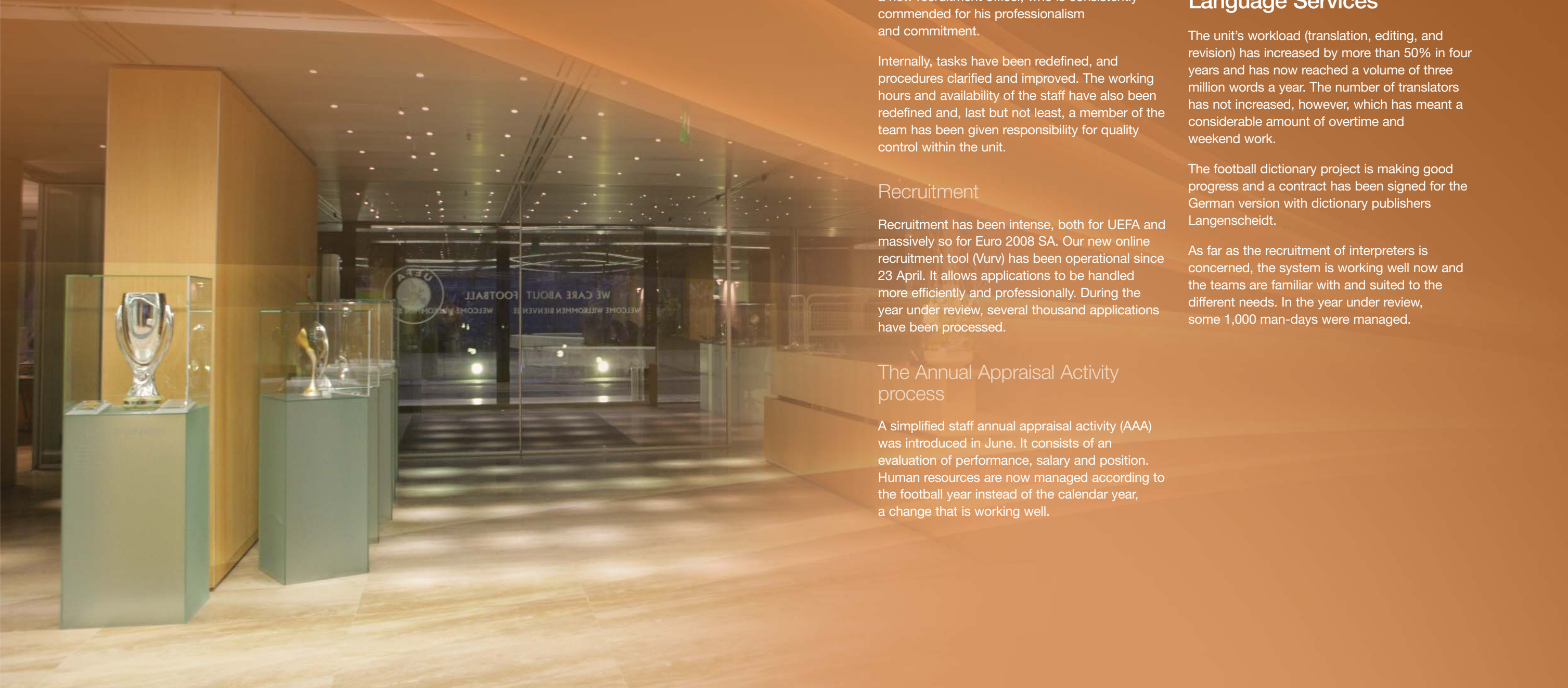
Special attention has been given to ensuring that the skills of managers and general staff are always suited to our needs in the areas of project management, IT, languages and management.

## Language Services

The unit's workload (translation, editing, and revision) has increased by more than 50% in four years and has now reached a volume of three million words a year. The number of translators has not increased, however, which has meant a considerable amount of overtime and weekend work.

The football dictionary project is making good progress and a contract has been signed for the German version with dictionary publishers Langenscheidt.

As far as the recruitment of interpreters is concerned, the system is working well now and the teams are familiar with and suited to the different needs. In the year under review, some 1,000 man-days were managed.







## Travel and Conferences

### 2007 UEFA Congress in Düsseldorf

Three hotels were managed, 400 guests accommodated and 16 meetings organised at the main hotel.

### UEFA Cup final in Glasgow

539 overnights, 232 guests accommodated, 7 meetings at the main hotel.

### UEFA Champions League final in Athens

Three hotels were managed, 850 overnights and 353 guests, and 17 meetings were held at the main hotel.

### 2008/09 finals

Difficult negotiations were encountered with one of the bidding cities.

### 2010/11 finals

A project was initiated and is running normally. It should enable us to resolve all problems well in advance in future.

### EURO 2008

The unit negotiated the contracts with the main hotels in Switzerland and Austria, as well as for the draw in Lucerne. They will be managed by the Euro 2008 SA accommodation team.

### 2008 UEFA Congress

All negotiations were conducted by the unit.

### Travel management

Based on our negotiations, 15 airlines are now offering UEFA special and simplified conditions, generating annual savings of more than CHF 10 million compared with 2003. 11,152 tickets issued (22.1% more than last year) at an average ticket price (in Europe) of CHF 1,392 before tax (i.e. 15.6% less than last year and 44.6% less than 2003).

### Carlson Wagonlit

Excellent collaboration was achieved in the year. A new office layout and a new member of staff dealing with EURO 2008 activities ensued. 15,887 operations were carried out. i.e. 31.7% more than last year.

### Key figures

Number of meetings organised in Nyon:  
1,279 (+10.9%)

Number of guests (all categories): 23,000 (+5.6%)

Number of meetings/day: 730 (+14%)

### UEFA restaurant (Compass)

Heavy increase in demand: average of 157 meals a day (+7.6%) served in the self-service section originally intended to cater for 80-100 clients, and 730 a month in the VIP section (+15.5%).

A cost-price study (audit and analysis) was conducted, as a result of which management and reporting improvement measures were taken.

## Facility Management

### La Métairie project

After lengthy study, the new ward plan was accepted by the Vaud cantonal authorities and published. Three objections were lifted after difficult negotiation. The plan was approved unanimously by the Nyon town council and the problem of the reserve land settled with the cantonal authorities. The land has been bought and the project launched.

### Reception

The reception team was incorporated into the Facility Management Unit on 6 March 2007 with a view to improving the services provided to our internal and external clients as part of a dynamic management process. As a first step, an electronic visitor management system was set up.

### Removals

A lot of office moves have been handled to take account of the new UEFA structure.

### Technical equipment

A cooling unit costing CHF 300,000 had to be installed to resolve the problem of the rising temperature of the lake, water from which is used for the building's air-conditioning system.

To improve traffic and safety, the car park has been equipped with electronic display boards to show how many free parking places remain and a new video surveillance system has been installed in the main building and its surroundings.

### Stock management

The system is now in place and a complete stocktaking exercise was conducted at the end of July.

### Haulage

A new contract was signed to reduce haulage and storage costs.

### Purchases

The purchase management system has been developed to make it more efficient and to improve cost control.

### Mail

The management of incoming/outgoing mail, parcels/letters, normal mail and express mail has been improved, despite huge volumes and very difficult requests.

### Security

Based on an updated security concept, a fire drill was successfully carried out.





## The Way Forward

The Services Division is enthusiastic about and totally committed to UEFA's new structure. It will be heavily involved in establishing a modern, integrated organisation and management system affecting the whole administration.

The plans to build a second building for the administration on the site of La Métairie will also be a major challenge.

In the human resources sector, all processes and documents will be revised, simplified as far as possible and integrated into our management process. A special effort will be required to complete all the recruitments required by Euro 2008 SA and to prepare for the departure of Euro 2008 SA staff once their assignment is over.

Finally, as is also true for the staff of all the other divisions, 2008 will be a very busy year, with many of our activities related to EURO 2008. A tremendous effort will be required, but the Services Division staff are ready and willing, which guarantees a successful outcome.







# UEFA Media Technologies SA

Alexandre Fourtoy (Chief Executive Officer)

“A Season of Convergence’ would seem to be a suitable way of describing the 2006/07 season. UEFA Media Technologies simultaneously faced the merger between television and the internet, the integration of all business applications into one dynamic and evolving platform, and the creation of a television production department as part of a single new technology vision. These steps have enabled us to serve football fans in the manner they expect, and to make an optimum contribution to the promotion of European football.”

## Introduction

As in any first year of a new UEFA Champions League cycle, the 2006/07 season provided its share of new elements to implement, as the result of a new rights-related and commercial structure for the competition. One of the main highlights was obviously the acknowledgment of “convergence” as part of the rights structure, bringing together television rights and internet rights, and leading to the creation of a complex live internet platform for UEFA Media Technologies (UMET) to support our partners and ensure worldwide presence of our competitions.

The 2006/07 campaign also saw the advent of FAME (Football Administration Management Environment), the integrated software platform which covers UEFA’s business needs. This platform is designed mainly to deal with event management activities, as well as marketing and rights management. The platform now entirely manages UEFA Champions League activities.

Given that this is the year before UEFA EURO 2008™, the current season also involves preparation of the deliveries that UEFA expects from UMET to organise the tournament. UMET is the second major provider of solutions for UEFA after Euro 2008 SA, and covers three key areas: IT solutions, the official website and the host broadcast operations – areas which all represent a wealth of new challenges for the company.







### uefa.com passes one billion page views

With a 44% increase over the past season, uefa.com has passed the symbolic mark of one billion pages views per season – achieving 1.2 billion page views, an average of 5.4 million unique users a month, and peaking at 8 million. Strong focus is being given this season to the women’s and youth competitions, which have been granted an increased profile within UEFA’s activities, as well as to the re-launch of Asian languages, including Chinese, and to the launch of the Football Europe Match Centre direct from the 52 UEFA member countries. uefa.com is confirming its special role in the promotion of European football worldwide, as well at its exclusive bond with the fans.

### Training Ground section launched

As a Football Development project, monitored by UEFA Technical Director Andy Roxburgh, uefa.com has integrated a brand-new section dedicated to football education as support for the grassroots sector of the game. The Training Ground section provides, among other things, coaches’ courses and skills tips from star players, and is the future home of football e-learning courses. The section makes use of the latest technologies (video, sharing tools, etc.) for the benefit of anyone willing to teach or learn “The Beautiful Game”.

### FAME operational on UEFA Champions League

The development of the software platform dedicated to managing UEFA activities on and off the pitch has seen a major step with the launch of FAME, replacing all the past extranet platforms dedicated to UEFA Champions League management.

FAME takes care of accreditations, media rights, bookings, transport, accommodation, broadcast sponsorship, brand management, etc. and is already bringing its first benefits through the integration of all external target groups within the system. Broadcasters, sponsors, agencies and, of course, UEFA staff can intervene on the system from anywhere, thereby enabling better security, stability and productivity. Key future steps include the major and sensitive step whereby FAME will replace the Competition System – allowing national associations and referees, for example, to access and work on the system externally; and the continuing development of the management of EURO 2008, in the wake of successfully launched modules for ticketing (more than 10 million requests handled smoothly) and volunteers (7,000 registered one month after launch).



### Live video on internet now a reality

The 2006/07 season has seen a major evolution as far as the media landscape is concerned. UEFA, permanently anticipating changes in society, has acknowledged the element of “convergence” within the sale of UEFA Champions League rights – i.e. the fact that a television channel is no longer receivable only on television, but on a variety of constantly changing platforms (internet, etc).

The first step includes the capacity for the broadcasters to broadcast live, on the internet, the games they have purchased for television – with, in order to guarantee equity and a proper usage of the rights, the obligation to do so. However, as technology levels vary considerably from country to country, UEFA has also committed itself to supporting the broadcasters by proposing an end-to-end live video service for the internet, and by promoting all live streams on uefa.com.



The UEFA video service began its operations with matchday 1 in the UEFA Champions League, and has offered a high-quality internet service, including the capacity to directly use the broadcaster signal, to protect all signals against piracy in each territory, to manage pay-per-view TV, and to adapt the offer on a country-by-country basis, according to the rights purchased by the broadcasters.

This service has been a success as far as the broadcasters are concerned, as 50% of the broadcasters of UEFA Champions League games – including prestigious names such as Canal Plus France, Sky Italia or ESPN in the Americas – have chosen to rely on UEFA for their internet operations. UEFA, together with the UEFA Champions League broadcasters, has delivered over 680,000 video streams over the season.

Extending the service to the national associations has been undertaken by proposing the service for the coverage of EURO 2008 qualifying matches (around half of the matches were available on the service, through an agreement with the association agencies). As a core aspect of our wish to enhance “smaller” competitions as part of our global solutions, we have broadcast certain competitions in all countries where no TV coverage was accessible. Thanks to the internet, the 2007 European Under-21 Championship final round was available live throughout the world, creating strong interest in countries such as Japan and the United States.





## UEFA EURO 2008™ host broadcast operations

UEFA Media Technologies will deliver a considerable number of services for UEFA EURO 2008™, including all IT and connectivity solutions, the official website with all related content and, for the first time, the host broadcast operations for the tournament.

The setting up of the television production department, a consequence of UEFA's decision to assume responsibility for European Football Championship host broadcasting, has been one of the major goals of the past year, together with the complete production plan to ensure coverage of the tournament.

With the objective being to provide state-of-the-art coverage for the tournament, to establish a concrete basis for a true partnership with the broadcasting partners, and to integrate and assert the technical innovations and developments created at UEFA Media Technologies, the production plan for the tournament was presented to the EURO 2008 broadcast partners at a workshop in Vienna in June 2007. The excellent reception from the TV companies in charge of bringing the tournament to the fans proved the accuracy of this approach, as well as the benefit of a direct relationship between UEFA and its core partners – the broadcasters.

UEFA Media Technologies has opted for a light set-up based around the Head of Television Production – in order to keep core knowledge inside the company – and has decided to externalise production to a panel of providers. This approach allows us greater control, and is a proven cost-effective measure.

One additional benefit has been the extension of the use of the inside knowledge which is available within the television department, which has also assumed responsibility for the host broadcasting of the European club season kick-off events in Monaco, as well as the production of a number of internal videos. The department also took on an assessment role for the host broadcasting of various events such as the European Under-21 Championship final round in the Netherlands.

## The Way Forward

This season has been challenging in terms of the level of deliveries which UEFA Media Technologies has to achieve for UEFA and UEFA's competitions. This work is, of course, only the preamble to the year to come, during which EURO 2008 will be a core company objective. Nevertheless, focus must also still be given to the delivery of services which help to deliver and enhance all of UEFA's other competitions.

The exciting challenges awaiting UEFA Media Technologies for EURO 2008 are helping to stimulate and motivate our team. Everyone is eager to showcase the solutions and services that we have been integrating and implementing over the past year.

Internet and television produced in the same place, using information and communication technologies of the latest generation, in a spirit of "convergence" – allowing UEFA to constantly adapt to the increasingly sophisticated demands of the European football public.







## UEFA Marketing and Media Management

Philippe Margraff

“Looking back over the past 12 months, we can see that the strategy and planning from previous years has really started to come to fruition. The European Under-21 Championship final round in the Netherlands raised the bar in terms of the marketing and promotion of this event, and the UEFA EURO 2008™ sponsorship programme has been completed in record time. Good planning has enabled us to meet some difficult challenges in the past year.”







## Introduction

The key achievements last season concerned the EURO 2008 sponsorship programme and the 2007 Under-21 Championship. The European Football Championship has, once again, shown that it remains one of the world's most desirable sponsorships. Canon has been welcomed back to the programme and UEFA concluded an agreement with a luxury watch brand as an event sponsor for the first time. Planning continues apace with a total of eight different partner workshops and top-level management summits during the past 12 months.

Last season was not just about the European Football Championship. The Under-21 Championship in the Netherlands impressed everyone, not only with the quality of the football, but also with the highly professional way in which it was promoted. New marketing ideas were used for the first time and the sponsors, both local and international, helped to popularise an event which goes from strength to strength both on and off the pitch.

## UEFA EURO 2008™

With the completion of the EUROTOP and worldwide sponsorship programme for EURO 2008, the focus turned to the National Supporters. The companies that support UEFA's flagship national team competition in the host countries play a vital role in helping to promote the event. In the past year, UEFA Media and Marketing Management (UMMM) has completed the programme by filling the remaining five positions. In addition to the UBS, Telekom Austria and Austria Post, the strength of our sponsorship proposition was further supported by an assortment of companies ranging from luxury goods and esteemed banks to the most popular consumer products.

One of the world's largest confectioners, Ferrero, became a sponsor. In Austria, a deal was closed with UniCredit (Bank of Austria), ensuring that the important banking category will be activated in both host countries. Swisscom joined its counterparts in Austria in backing EURO 2008 and will provide essential telecommunications support for the event.

Managing the UEFA marketing rights for the European Football Championship often gives rise to difficulties that have to be turned into new business opportunities. BenQ, the Taiwanese electronics company that acquired Siemens Mobile, ran into financial difficulties and delicate negotiations were required for them to leave the programme. UMMM took the opportunity to reignite Canon's interest in the event (after a very successful UEFA EURO 2004™, Canon's management had decided to focus the company's energies on product development in the coming cycle). Canon acted quickly and took BenQ's position as the tenth global sponsor.

With BenQ's departure, the "mobile handsets" category became available. By taking the initiative with Swisscom and Telekom Austria, UMMM was able to secure additional revenue from these two National Supporters for the use of these rights and open the door to excellent promotional activation by both in the host countries.

Sponsorship was not the only area in which new business development occurred in the past year. For the first time, UEFA has entered into direct agreements with retailers for the sale of official licensed products (OLP) for the European Football Championship. Intersport (official OLP sports shop), the world's largest sports retailer, and Manor (official OLP retailer) have both announced their involvement in the event.

Intersport have rights in a total of 24 countries across Europe and have made a minimum buying commitment of over EUR 10 million to UEFA. Manor will hold this title in Switzerland and have recently been joined by Billa, who will be the official shop for licensed products in Austria. This brings to fruition a piece of strategic planning that was first agreed some years ago, that to develop and grow the licensing business, it was necessary, in addition to good products, to ensure direct, strong links with retailers. The ambitious projections for this side of the business are set to double UEFA's revenue from previous tournaments and raise awareness of the European Football Championship to greater levels.

The first quarter of 2007 kicked off with a general meeting with the host cities focusing on the marketing guidelines and fan zones, and there have been many others since. UMMM and Euro 2008 SA have worked closely to present the numerous opportunities open to the cities to be involved in the promotional and marketing programmes around the event. The relationship has not been an easy one to manage and the importance of working in partnership with the cities has occasionally put a strain on the established sponsorship programme UMMM must deliver to the partners. We continue to work closely with Euro 2008 SA in this complex but vital area of the event.

Another area of collaboration with Euro 2008 SA has been the hospitality programme. The strategy was put in place and the sales agency agreement with IMG has been finalised. Sales have already commenced and to date over EUR 95 million in orders has been received, showing once again the popularity and financial importance of hospitality and major football events.







## 2007 European Under-21 Championship – Triumph of the Netherlands

The Netherlands not only won this outstanding festival of football; partners, local and international, poured their efforts into making the most of this “stars of the future” event. Over 16,000 tickets were distributed to fans of all ages by sponsor promotions, helping to contribute towards the full stadiums everyone likes to enjoy at a match. For the first time for a national team event outside of the European Football Championship, UMMM convinced adidas to create a unique “official match ball” design. Our sports partner added two other firsts to this by running the ball boys programme and awarding an “adidas golden boot” – both normally only activated for a European Football Championship. With excellent promotional support, all of the sponsors helped to increase the impact of a tournament that clearly has as bright and bold a future as some of the players that grace it.

## The Way Forward

The European Futsal Championship in Portugal is the next event on the calendar for UMMM in November 2007 and several sponsorships are already in place to help promote and raise the profile of the indoor game.

The pace will really pick up in the coming months, with EURO 2008 just around the corner. Over 500 people have already attended the workshops and management meetings organised by UMMM. The challenge ahead will be to implement the host city charters and to deliver the fan zones and other promotions everyone expects to see at an event of the standing of a European Football Championship final round. An exciting year lies ahead for us, as we welcome the football world to Austria and Switzerland and look to deliver an even better programme than four years ago in Portugal.







## Euro 2008 SA

Martin Kallen (Chief Operating Officer)

“In the past year, important milestones were reached in the implementation of the UEFA EURO 2008™ project, including the mascot launch in September 2006, ticket sales in March and corporate hospitality sales in April 2007, and the “one year to go” event in June. The project is fully on track, but many more challenges still lie ahead.

“As for all the other UEFA competitions, the UEFA Events Unit successfully implemented this season’s club competition finals and youth tournaments.”







## Introduction

This year saw the fine-tuning of many concepts and the transition to a development phase for UEFA EURO 2008™. The project management approach implemented helped with the understanding of interdependencies. The rapid growth of the Euro 2008 SA team as the final round approaches was also a major challenge.

With the end of the FIFA World Cup, media exposure for EURO 2008 increased considerably. Additional visibility was gained from the start of ticket sales and hospitality packages, from the presentation of the mascots, Trix and Flix, the slogan “Expect Emotions”, and the “one year to go” event. Along with the completion of the sponsor programme, merchandising activities increased.

The relationship with public authorities continued in good cooperation, ensuring consistent organisational planning, and a major milestone was reached with the signing of the host city charters.

The UEFA Events Unit successfully delivered the season’s club competition finals, youth and amateur competitions, draws and UEFA Congresses.

## Ticketing

Ticket sales were launched on 1 March 2007. Overall, the launch was successful and demand for tickets was higher than expected. On the first day, ten times more ticket requests were received than during the first day of sales for EURO 2004 in Portugal, with total ticket requests reaching 10,359,177.

Different operational phases in the process followed: data cleansing (blacklist checks), draw process, confirmation of ticket requests and payment processing. During this last stage, further analysis was made concerning potential fraudulent ticket orders.



## Hospitality

Following an open invitation to tender for hospitality and catering services, IMG was appointed as the exclusive agent for the marketing and sale of corporate hospitality for EURO 2008.

Corporate hospitality sales started in April 2007, once the exclusivity period for commercial affiliates had been observed. Sales exceeded the initial projections and three months after the launch 65% had already been sold. It became clear that the combination of product options, and price levels, were in line with market expectations.

## Venue management and stadiums

The beginning of regular site visits in October 2006 facilitated discussions on the use of facilities and allocation of spaces for the different operational areas, ensuring the development of detailed stadium set-ups and on-site planning. Similarly, regular venue management working group meetings allowed the coordination of different areas in and around the stadiums.

The capacities of both Salzburg and Innsbruck were increased successfully, and many different areas were observed during major matches held at the EURO 2008 venues.







## Promotion and host city relations

The host city charters were signed in January 2007, the culmination of a long period of negotiation. Marketing guidelines were also finalised, defining the framework for all marketing aspects related to official fan zones. A fan zone working group was set up between UEFA Marketing and Media Management (UMMM) and Euro 2008 SA to work out the details.

To enhance awareness of the tournament, UEFA/Euro 2008 SA and the host cities agreed to a long-term dressing strategy that started on 7 June 2007, celebrating the "one year to go". The host cities will continuously increase the number of flags in their city and build up a festive atmosphere.

Also on the occasion of "one-year-to-go", Euro 2008 SA organised a media and VIP event at the top of the Jungfrauoch, at 3,454 metres above sea level. The event was well received and media coverage was excellent.

As a promotional tool, unveiling ceremonies for the countdown clocks in all eight host cities also took place on 7 June. The presence of the mascots, involvement of UEFA sponsors and speeches by UEFA, Euro 2008 SA and host representatives contributed to a successful event which received good media coverage.

During the year, cooperation agreements with both the Austrian and the Swiss tourism boards concerning the promotion of the tournament and the host countries were established.

## Relations with public authorities

The bi-national coordination group (BIKO) initiated by the national project coordinators and the Euro 2008 SA Management Board had its first meeting at the end of 2006 and has held regular meetings since then.

## Signage

This year, ICON Display was appointed to produce and manage all the signage for EURO 2008. This company is also the supplier for other UEFA competitions and supported by EUROTOP partners\*, so synergies will certainly spring from this partnership.

## Team base camps

The team base camp brochure and booking procedure was finalised and distributed to UEFA's member associations in January 2007. Reservations are progressing well and site visits have taken place.

## Volunteers

The volunteer department in the tournament office in Berne was set up and the volunteer campaign launch prepared.

\* The EUROTOP programme marketing concept offers six top partners a comprehensive integrated rights package for UEFA EURO 2008 and other top UEFA national team competitions.

## Public transport

The most significant measure in this area was the agreement to put in place a "combi-ticket", i.e. a EURO 2008 match ticket which also acts as a travel pass for public transport networks in both host countries. An agreement has already been signed in Switzerland and is in final negotiation in Austria.

## Final draw

The Kultur-und Kongresszentrum in Lucerne (KKL) was selected as the venue for the final draw on 2 December 2007. The live entertainment concept has also been completed.

## Human resources

During this financial year, the headcount increased by 60, bringing the number of Euro 2008 SA employees to 119 by the end of June 2007.

## UEFA Events Unit

The year started with the organisation of the European club football season kick-off in Monaco. The remainder of the year was dedicated to the successful organisation of other football events, including the final rounds of the European Under-17 (May), Under-19 (July) and Under-21 (June) Championships, the European Women's Under-19 Championship (July), the UEFA Women's Cup (May), the UEFA-CAF Meridian Cup (February-March), the UEFA Region's Cup (June), and the UEFA Futsal Cup (April). The Events Unit was also involved in the organisation of the XXXI UEFA Congress in Düsseldorf, as well as the UEFA Cup final in Glasgow and UEFA Champions League final in Athens, both in May 2007.

The unit was also active in the preparation of the different draws for the UEFA competitions. Thanks to the integration of UEFA's Events Unit into Euro 2008 SA, synergy effects have been increasing.







## The Way Forward

### UEFA EURO 2008™

The main focus for the next financial year will be the implementation of the different projects. Soon after the final draw in December 2007, the company will pick up speed and the integration of the growing workforce and coordination of activities will become critical.

### Volunteers

Volunteer recruitment starts at the end of July 2007 with events in Zurich and Linz. Interviews start in September and the team is confident of the successful recruitment of the required 5,000 volunteers.

### Final draw

A major milestone is the final draw in Lucerne. Final preparations are already under way, in close coordination with the city. This will be the first real test in terms of the running of our operations, not to mention the fact that it will set the image of the organisation of the tournament to come.

### Venues

The opening of Zurich and Klagenfurt stadiums in September and Innsbruck in October 2007 will complete the construction and/or renovation of all eight EURO 2008 venues. From then on, the venue operations teams will proceed with the implementation of all requirements for the final tournament.

### On-site staffing

The decentralisation of staff to the different venues will start, in principle, in November 2007 to monitor final stadium preparations. From then on, coordination and communication channels will have to be a well-oiled machine.

### UEFA Events

The season kicks off in Monaco again and apart from the yearly UEFA competitions, the 2007/08 season will also see the organisation of the European Futsal Championship in Portugal.







## Finances

Hanspeter Jenni

“As usual, full details of the accounts are published in a separate Financial Report. For 2006/07 these have been influenced very positively by UEFA’s two flagship competitions.”

- In the first season of a new three-year cycle, the 2006/07 UEFA Champions League accounts disclose a very pleasing result, with a higher distribution to the 32 teams and higher solidarity payments in favour of the European football family.
- EURO 2008 has already left its mark in the balance sheet as at June 30 2007, with substantial advance payments from EURO 2008 broadcasters and sponsors, as well as income from the first phase of the EURO 2008 ticket and hospitality-package sales, increasing UEFA’s Cash & Cash Equivalent position.







## UEFA's financial reporting

The consolidated 2006/07 accounts are presented in the same format as last year. The euro was chosen as the reporting currency because the lion's share of UEFA's revenue and, consequently, the distribution and solidarity payments are recorded in Europe's single currency.

## Consolidated figures

All figures published refer to UEFA and to the accounts of UEFA's affiliated and fully owned companies, UEFA Media Technologies SA and Euro 2008 SA. These two affiliates operate exclusively for UEFA and neither generates any third party income, except, in the case of Euro 2008 SA, for EURO 2008 ticket and hospitality-package sales, which will offset part of its organisational costs. They both act as UEFA service companies, meaning that all their yearly expenses are reimbursed by UEFA. All these amounts are therefore reported within the same accounting structure as UEFA's own.

## Currency effects

The Swiss franc remains UEFA's official day-to-day accounting currency, as most transactions are recorded in the official currency of the country where UEFA has its headquarters.

Since last year, UEFA has been using the euro as its reporting currency. This is more than logical, given that most of the contracts and, consequently, the distribution and the solidarity payments related to UEFA's top competitions are calculated and made in euros. Furthermore, the euro will soon be the official currency of roughly half of UEFA's member associations.

## Financial Report 2006/07

More details regarding financial matters, including accounting policies and the consolidation principles, can be found in the 2006/07 Financial Report, which forms an integral part of this report.

## Good result for 2006/07

The 2006/07 net result of EUR 38.82 million is considerably higher than the budget approved by the 2006 UEFA Congress (EUR 10 million – equivalent to CHF 15.2 million).

An overview of UEFA's finances is given on the following pages in the form of:

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

As already mentioned, full details, further information and additional charts are provided in the separate 2006/07 Financial Report.

## CHF 610 million moved into EURO Pool to finance HatTrick programme

2006/07 is the last of the three financial years following EURO 2004 to be co-financed by income from this top national team competition. The table below shows the amounts made available from EURO 2004 proceeds to finance future European football services and programmes, mainly in favour of the national associations:

*(all amounts in CHF millions)*

	EURO Pool to finance the HatTrick Scheme 2004 - 2008	UEFA deferred earnings to co-finance the three financial years 2004/05 - 2006/07
<b>Credited in 2003/04</b>	<b>490</b>	<b>240</b>
<b>Swapped</b> into Euro Pool from UEFA's deferred earnings		
• In 2005/06	+60	-60
• In 2006/07	+60	-60
<b>Finally credited over the 2004 - 2008 period</b>	<b>610</b>	<b>120</b>
Budgeted in 2003	400	200





## Consolidated income statement 2006/07

The 2006/07 net result of EUR 38.82 million is considerably higher than the budget (EUR 10 million, equivalent to CHF 15.2 million) approved by the 2006 UEFA Congress and is all the more satisfying given that only EUR 36.3 million (CHF 60m, instead of the budgeted CHF 100m) was reversed from provisions to co-finance UEFA's many activities.

Typically, the UEFA Champions League performed better than anticipated. For the second time in a row, this was also true of the UEFA Cup. The increase in the net result is, however, also partly due to lower expenses, for projects, to give just one example. During the year under review, the strengthening of the euro against the Swiss franc has also left its traces.

Currency gains amounted to EUR 25.1 million, though, to a great extent, these were unrealised gains.

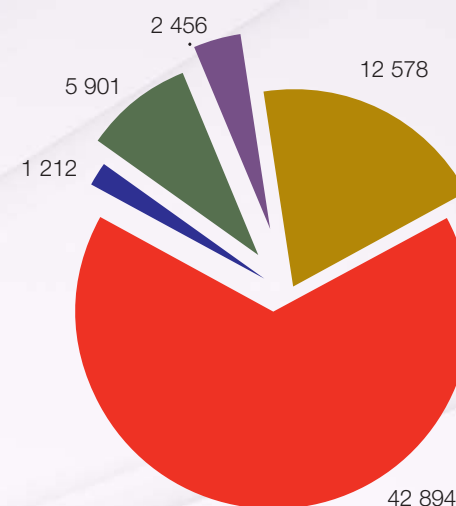
Given these good results, it was again possible to transfer EUR 36.3 million (CHF 60 million) from "Deferred EURO 2004 Earnings" into the EURO Pool to finance future HatTrick programmes in favour of the member associations.

An impressive total of EUR 156.1 million was made available for solidarity payments, compared with EUR 123.3 million the previous year.

	2006 / 07	2005 / 06
Broadcast Revenue	810 759	511 628
Commercial Rights Revenue	269 471	175 345
Other Revenue	71 367	13 475
<b>TOTAL REVENUE</b>	<b>1 151 597</b>	<b>700 448</b>
<i>Distribution to Participating Teams</i>	<i>- 638 569</i>	<i>-450 831</i>
<i>Other Event Expenses &amp; Period Adjustment</i>	<i>-372 674</i>	<i>-140 238</i>
Total Event Expenses	-1 011 243	-591 069
<b>Gross Result</b>	<b>140 354</b>	<b>109 379</b>
Total Personnel Expenses	-40 833	-32 980
Total Other Expenses	-49 767	-37 752
<b>Operating Result</b>	<b>49 754</b>	<b>38 647</b>
Total Non-Operating Items	145 167	117 132
Total Solidarity Payments	<b>-156 101</b>	<b>-123 351</b>
<b>NET RESULT</b>	<b>38 820</b>	<b>32 428</b>

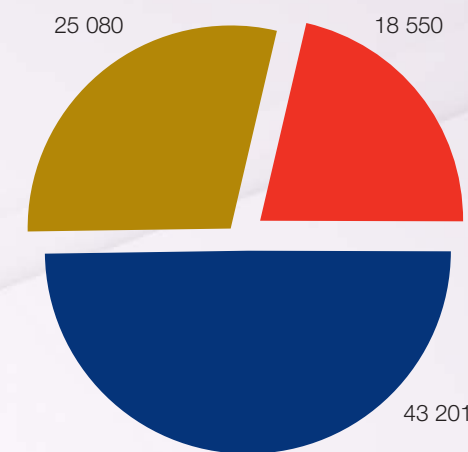
All amounts in 1 000 EUR (KEUR)

Details HatTrick Payments and Referee Convention in KEUR



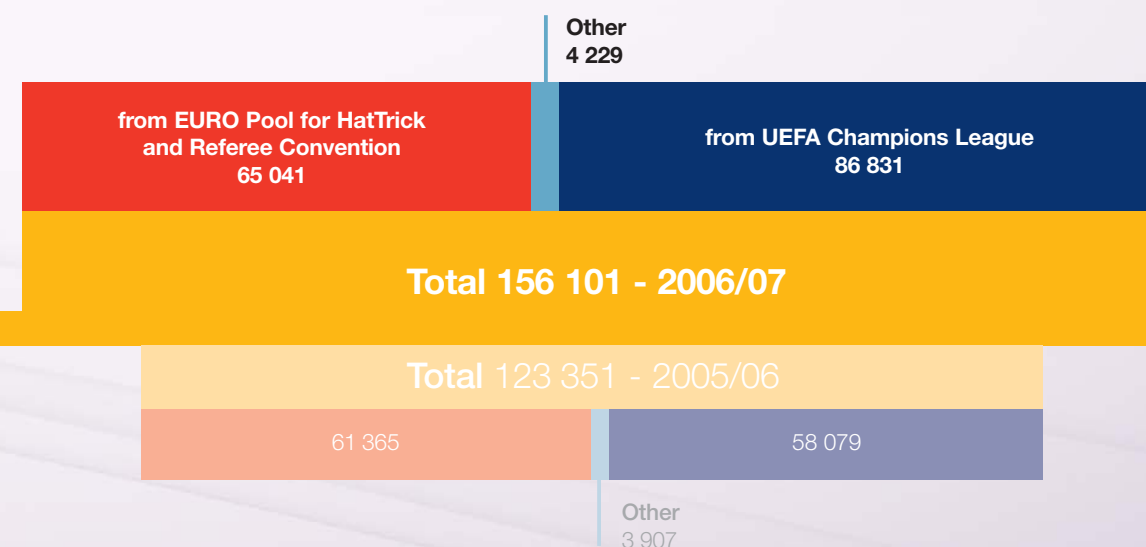
- Investment Programme
- Mini-Pitches
- Education
- Yearly Solidarity Payments
- Referee Convention

Details UEFA Champions League Solidarity in KEUR



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

Details Solidarity Payments 2006/07 in KEUR







## Consolidated balance sheet as at 30 June 2007

The significant increase in the balance sheet total by EUR 169 million (or 22% in relative figures) to EUR 942 million is to be seen in connection with EURO 2008 and is the result of advance payments received from broadcasters and sponsors, as well as the first payments for tickets and hospitality packages. This is reflected in the substantial increase in the Cash & Cash Equivalent position.

The most important changes on the liability side are:

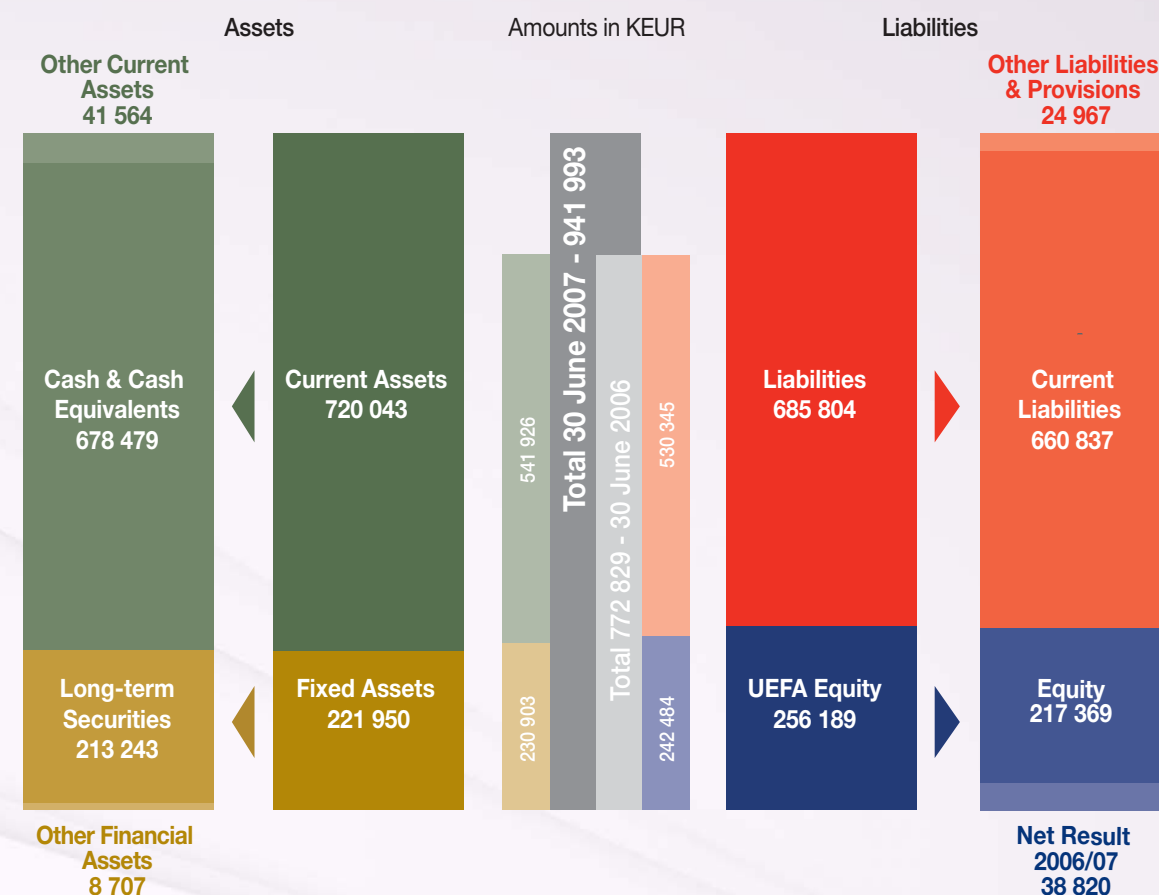
- Firstly, for exactly the same reasons, the Deferred Income total of EUR 249 million (EUR 45m at the previous year-end) includes the EURO 2008 accounts and represents the balance of advance payments received and EURO 2008 organisational costs incurred as at the date of the balance sheet.
- Secondly, following the reversal of the last portion of the EURO 2004 deferred earnings, Provisions now stand at EUR 22.7 million, compared with EUR 96.9 million twelve months ago.

UEFA's equity now amounts to EUR 256.2 million (CHF 424 million).

### Details of UEFA Equity



UEFA's Balance Sheet Structure as at 30 June 2007 (2006 figures tinted)



### EURO Pool - Changes in 2006/07

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

	UEFA's Books KCHF	UEFA's Financial Report KEUR
Available as at 1 July 2006	464 400	296 486
UEFA Champions League solidarity payments in favour of associations (KEUR 18 550)	30 705	
Transferred from EURO 2004 deferred earnings (no longer needed to co-finance UEFA's yearly activities)	60 000	
Reversed to finance the 2006/07 HatTrick payments and the Referee Convention	-105 026	
<b>Balance as at 30 June 2007</b>	<b>450 079</b>	<b>271 913</b>





## UEFA EURO 2008™

When UEFA's financial year closed, the start of EURO 2008 was only 343 days away. As already mentioned, this event, or to be precise, contractual payments from EURO 2008 partners, have already had an impact on UEFA's 2006/07 accounts. The EURO 2008 financial transactions already entered as at 30 June are shown on this page.

It is, however, important to note that these transactions do not affect the 2006/07 net result. As in previous years, UEFA has transferred the equivalent of the advance payments received, minus the expenses already incurred as at 30 June 2007, into the Deferred Income balance sheet Liability position. The equivalent of the Deferred Income will then be reversed in 2007/08. Likewise, the EURO 2008 result will be incorporated into the financial year during which the competition is held.

The chart below gives a breakdown of the EUR 249 million balance as at 30 June 2007.

### EURO 2008 Deferred Income balance sheet position

	2004/05	2005/06		2006/07
	KCHF	KCHF	KEUR	KEUR
Brought forward	0	907	585	45 076
EURO 2008 payments received	4 800	77 568		256 082
EURO 2008 expenses incurred	-3 893	-7 618		* -52 188
Transfer of EURO 2008 expenses entered in 2003/04 (ex balance sheet position Projects in Progress)		- 252		
<b>Balance as at 30 June</b>	<b>907</b>	<b>70 605</b>	<b>45 076</b>	<b>248 970</b>

\* This total includes the KEUR 12 645 in Euro 2008 SA costs which were capitalised and included in the Projects in Progress position in the balance sheet as at 30 June 2006.

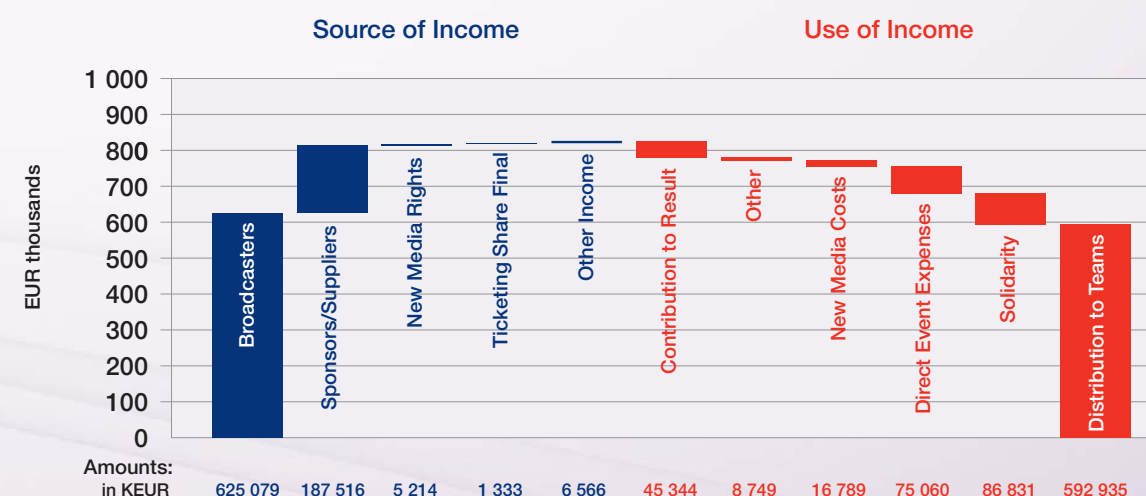
## UEFA Champions League 2006/07

2006/07 was the first season of the new three-year contractual cycle but played according to the same format as the previous season. Given that most contracts have been concluded in euros and that the distribution to the 32 teams, as well as the solidarity payments, are calculated and made in euros, it was decided last year that the UEFA Champions League statements would also be issued in euros. This also allows a natural hedging of the currency exposure, not only for UEFA, but also for the clubs, the majority of which are in countries where the euro is the official currency.

The success of the UEFA Champions League result benefited all stakeholders. First and foremost, a considerable increase in the distribution to the participating teams was possible, as was an increase in the solidarity payments. For the first time, part (EUR 8 million) of the surplus was distributed in the form of a cross-subsidy in favour of the 80 teams involved in the first round of the UEFA Cup.

The results of the previous season are also shown in the chart below, for comparison purposes.

	2006/07 actual (in EUR millions)	2005/06 actual (in EUR millions)
Total revenue for distribution (from broadcasters and sponsors/suppliers and new media rights)	819	607
Other income (e.g. ticketing final, currency effects)	7	2
Distributed to the 32 UEFA Champions League teams	585	437
Cross-subsidy to 80 UEFA Cup teams	8	
Solidarity payments	87	58
Event expenses	101	78
Contribution to UEFA's gross result	45	36







## UEFA key figures

All amounts in EUR thousands (KEUR)	2006/07	2005/06
<b>Cash Flow</b>		
Cash flow from operating activities	423 802	54 407
Cash flow from investing activities	26 491	-20 917
Cash flow from financing activities	-156 101	-123 351
<b>Change in net cash and cash equivalents</b>	<b>294 192</b>	<b>-89 861</b>
<b>Administration</b>		
<b>Total</b> UEFA administrative expenses	<b>31 532</b>	27 408
<b>Financial Items</b>		
<b>Total</b> financial result	<b>49 170</b>	17 479
<b>Number of Employees</b>		
UEFA (unlimited contracts only)	187.3	183.5
UEFA Media Technologies SA (unlimited contracts only)	54.7	53.0
Euro 2008 SA (limited contracts)	103.0	46.0
UEFA Apprentices & Trainees	4.0	2.5
<b>Total</b> (corresponding to full-time equivalents)	<b>349.0</b>	285.0
<b>Number of matches organised by UEFA</b>		
Club Competitions	637	659
National Team Competitions (incl. Under-21)	267	273
Women's Football (incl. Under-19)	296	345
Futsal	148	69
Youth Competitions (Under-17 & Under-19)	259	259
Other Competitions (Regions' Cup & Meridian Cup)	75	0
<b>Total</b>	<b>1 682</b>	1 605

## The way forward

Compared with EURO 2004, the Finance Division is directly involved in the day-to-day event accounting for EURO 2008. This is due to the fact that the Euro 2008 SA accounts are kept in this division and that EURO 2008 is taking place in Switzerland and Austria.

A huge number of transactions will have to be dealt with in 2007/08. Among other EURO 2008 transactions, the sale of tickets and of hospitality packages, on the one hand, and the many services to be rendered and invoiced to the EURO 2008 broadcasters, on the other hand, will be a major challenge. Thousands of payments will have to be reconciled to make sure that tickets and hospitality packages, as well as host broadcast operations, are correctly processed.

On a more strategic front, we have to be ready in time for when new legislation comes into force in Switzerland. Starting with the 2008/09 financial year, our statutory auditors will, for the first time, have to evaluate UEFA's internal control system, which will obviously include proper risk management.

As described in previous reports, UEFA does not have to start from scratch, as many initiatives are already under way. There is a lot of administrative work still to be done, however, such as standardising and documenting processes, not least to also make sure that all transactions in the books of UEFA, UEFA Media Technologies and Euro 2008 SA are processed in a standardised way.

Our purchase order system (POS) is one of the key tools for implementing an internal control system. It ensures full conformity for handling purchases and the corresponding administrative work throughout UEFA. Not only is a budget comparison made at the beginning of the process, but exact data can also be provided on committed amounts, and it guarantees that the four-eyes approval principle is respected at all times. Apart from vastly improving management information, it also allows year-end-transactions to be completed much faster.

In conclusion, it can be said that consolidation remains one of our key words for the future. After the successful financial consolidation, now comes the time to consolidate processes and procedures.





## Impressum

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