



EUROPEAN CLUB ASSOCIATION

Annual Report 2022/23

Including Financial Report 2022/23



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Message from the ECA Chairman

Nasser Al-Khelaïfi

As an institution and a vibrant community of clubs, ECA can look back on the year with pride in our collective accomplishments; and look forward with a sense of purpose to our new 2023 to 2027 cycle.

Opening up our Board, Membership & Statutes

Our cycle formally began at our General Assembly in Berlin where we elected our new expanded Board – and established a new Executive Committee – which is more representative, empowered and efficient than ever before.

However, above all, 2023 was a year of unprecedented progress in evolving ECA's membership, both in terms of member numbers and involvement in ECA Working Groups and committees; but also the further governance reforms and changes to our statutes that will open-up our family even further. ECA is transforming from being a members' association focused on clubs who play "in" Europe, to being one that focuses on clubs that are "from" Europe.

To that end, since the start of the current season alone, we have grown our membership by 75%. We now have

around 460 members fully onboarded, with more joining each day – all members are most welcome. We now have all top division clubs in Türkiye, Finland, Estonia, Lichtenstein, Moldova, Azerbaijan and Montenegro as ECA Members, with many other leagues very close to 100%, including France, Georgia, Germany, Italy and Scotland. This is just the beginning of our expansion and our progressive governance reforms at ECA.

New Working Groups

In addition to membership growth, we have also driven forward our commitment to more inclusive decision-making, including launching eight revamped Working Groups. We received over 430 individual applications for these groups, which was amazing. While we were not able to accommodate all applicants in these groups to begin with, they will only grow as we add targeted panels, task forces and further committees – focusing on topics including medical and performance; media rights and digital; refereeing; and relations between clubs and national associations. I would like to thank all the Working Group leads and chairs who are driving forward these important workstreams. ECA has truly never been more open, inclusive, democratic and diverse.

Stakeholder relations

Of course, real growth is only achieved by building on win-win partnerships with our valued stakeholders. This has undoubtedly been the case this year with our major stakeholder UEFA, where we have further cemented our trusted relationship with the signing of a renewed MoU until 2030. For this, and for the continued trust and collaboration in our relationship, I extend my heartfelt thanks to the UEFA President, Aleksander Čeferin; to the UEFA Executive Committee; and to all those sitting on the various UEFA Committees, especially where ECA Members are involved. The renewed partnership between ECA and UEFA is so important as we continue to grow European club football for the benefit of all football stakeholders.

We were also able to renew our MoU with FIFA this year, which has also been extended until 2030. The rollout of ECA's MoU with FIFA sees club benefits from the next FIFA World Cup set to grow by 70%, benefiting an increasing number of clubs – both in Europe and all over the world. Separately, we have seen further direct benefits of the renewed MoU with the finalisation of plans for the FIFA Club World Cup 2025™, announced in December following discussions with ECA. This new quadrennial club tournament will give 12 European clubs a global platform on which to showcase the very best of European club football, while we are also discussing plans for a FIFA Women's Club World Cup. Most importantly, these new

competitions benefit the whole football ecosystem and we are discussing with FIFA the provision of significant solidarity revenues to non-participating teams.

Next year

These are just a handful of the developments this year where ECA has been at the heart of shaping European club football. As we approach 2024, there is so much more to look forward to. We will continue to grow our membership, supported by a fantastic membership department. We will continue to strengthen our stakeholder relationships, finding solutions in the interests of all. We will continue to build the resources and capabilities of our management team, further expanding our services offering to all clubs. We will become ever more diverse and inclusive while coming closer together as members. And, to support all of these objectives, the ECA Board has also agreed to commission first-of-a-kind major strategy and brand reviews.

Finally, at the start of this new year, we sincerely thank all our stakeholders for their support, including our main partner UEFA, together with FIFA, the continental Confederations, national associations, leagues, officials, clubs, players, coaches, staff and fans. On behalf of all our members, we wish the entire football family the very best for 2024.





Message from the UEFA President

Aleksander Čeferin

Unity is the compass of European football. The blend of respect, understanding and expertise brought by UEFA, its member associations, clubs and other football stakeholders enables us all to navigate turbulent times towards shared successes.

European clubs, wisely led by ECA, played a vital role in this journey, showcasing excellence on the football pitch and exhibiting world-class talent on the brightest international stage while also being the driving force of player development across the continent. In both men's and women's categories, the quality of European club football remains unparalleled.

Against this backdrop, I am delighted to share some thoughts with you in this year's ECA Annual Report. By working hand-in-hand, we have showcased the ability to handle modern football challenges and take on new emerging opportunities.

The renewal of the Memorandum of Understanding between UEFA and the ECA until 2030 stands as a powerful symbol of unity. This manuscript will herald a new collaborative framework, promising substantial advantages for European club football. I extend my gratitude to the Chairman of the ECA, Nasser Al-Khelaifi and his Executive Board for their steadfast support. I am confident that the ongoing partnership between UEFA and the ECA will provide increased stability for the entire European football landscape.

Our productive collaboration across various domains, such as our Executive Committee and other committees, working groups, and advisory boards, will be further enhanced as of next season through a joint venture starting next season, aiming to elevate UEFA club competitions to new heights.

These big goals include the new format for UEFA men's club competitions, which will debut next season. It aims to enhance participation, boost thrilling football matchups, and introduce a new revenue distribution and solidarity model. It is poised to contribute significantly to the well-being of European football and its clubs by ensuring financial stability and long-term viability.

We welcome the internal governance reforms unveiled by the ECA earlier this year. These will grant a more significant voice to a broader spectrum of clubs from diverse countries throughout the continent in both men's and women's football. The effects of these changes will be promptly felt and aligned with UEFA's aspirations to enhance the balanced development of the game at all levels.

History has taught us that the future will undoubtedly present new challenges. And in times of challenge, a reliable partner is essential for building resilience and turning adversity into opportunity. We are looking forward to many successful seasons together.





ECA CEO report

Charlie Marshall

While 2022 was characterised by a slow return to a new normality following the tumultuous pandemic years, 2023 was very much a year of major growth and expansion for ECA.

ECA internal governance and membership reform

The year began with what would become a central and recurring theme throughout 2023 – governance and membership reform. At the ECA General Assembly in March in Budapest, Hungary, major governance and membership reforms were unanimously approved by ECA Members paving the way for significant changes to, and growth in, ECA membership.

The new ECA Membership Cycle 2023-27 began in July. By the end of 2023, we had posted a remarkable growth rate of 75% in members and counted over 460 clubs as part of the wider ECA Family. This number is still growing, will soon surpass 500 clubs and will continue to increase towards the 700 mark – with ECA membership available to all first division clubs across Europe.

The General Assembly in Budapest also saw the renewal of ECA's foundational Memorandum of Understanding (MoU) with FIFA until 2030. This new, long-term agreement expands and deepens the existing collaboration between ECA and FIFA on matters of critical importance to the men's and women's club game, including the international match calendar, the release of players to national teams, the Club Benefits Programme (affording

clubs a share of national team competition revenues in return for releasing players) and the insurance programme which protects clubs in the event of injury to players whilst on national team duty.

A key part of the new MoU, the Club Benefits Programme increased from \$209 million for the 2018 and 2022 FIFA Men's World Cup final tournaments, to \$355 million for the 2026 and 2030 tournaments. This is a significant uplift in distribution for those clubs releasing players that will go towards benefiting all clubs globally, not just European clubs.

Later in the year from 5 to 7 September, clubs from across our continent came together once more for the biggest-ever ECA General Assembly in Berlin, Germany, to continue the work on internal governance reform with ECA Board elections for the 2023-27 cycle. The governance reforms included a dedicated path for clubs to qualify for full membership via the performance of their women's team and two dedicated women's seats on the Board. For the first time, Network clubs were also invited to take part at the General Assembly in person.

Berlin also marked the occasion when ECA Chairman Nasser Al-Khelaifi, and UEFA President Aleksander Čeferin, signed a renewed MoU between ECA and UEFA, extending the agreement and partnership between European football's governing body and the sole body representative of clubs at European level until 2030.

The first full meeting of the new ECA Board took place on 28 September in Warsaw, Poland, when a new 12-person Executive Committee (ExCo) was appointed, along with the appointment of 4 female representatives as subdivision diversity champions on the ECA Board. The ExCo had its first formal meeting towards the end of the year in Copenhagen, Denmark, ahead of the last Board meeting of the year in December.

Membership activities

Alongside these major changes to ECA's governance, the year was one full of continued, expanded activities and engagement with our members.

Our Platform for Executive Consultation (PEC) meetings were held in May and June allowing for open discussions, exchanges of views and more detailed presentations on key topics with all members across the continent.

To assist the administration in reaching and engaging our expanded membership base, a new member outreach initiative was launched in the summer. We embarked on a series of regional ECA Club meet-ups in a programme designed to foster connections and empower clubs across the European football landscape. This engaging series of meetings, led by ECA's Membership Department, entailed a sequence of in-person visits and detailed presentations not only to member clubs but to all clubs in different European countries.

The first meetings of the newly composed ECA Working

Groups took place between 13-16 November in Geneva, Switzerland. These Working Groups are the bedrock for the various workstreams that will be run by ECA with the support of our member clubs for the new 2023-27 cycle, giving the clubs a true voice in the future direction of all key aspects of European club football:

Men's football

In the area of men's football the primary focus was on the new UEFA men's and women's club competitions and on the launch and delivery of various football services to member clubs.

Discussions on the UEFA men's club competitions post-2024 focused mainly on the distribution of revenue and the final sporting, regulatory and commercial details for the new-look competitions. On revenue distribution, and as part of the renewed MoU signed with UEFA in September, key achievements included an agreed increase in the percentage of solidarity to non-participating clubs from 4% to 7%, extra funding for women's football, and more focus on the performance ("winning it on the pitch") prize money pillar, as well as a revision of the former market pool and coefficient pillars into one single pillar.

ECA's Joint Venture with UEFA, which co-manages the commercial and business aspects of the competitions, has continued its work through the year in progressing the sales process for the post-2024 UEFA club competitions.

ECA CEO report

Continued

Through this progressive vehicle, UEFA and ECA are able to achieve genuine partnership and co-decision making, based on joint rights management, to drive the future commercial stability, sustainability and success of the best club competitions in the world.

Work has also continued with UEFA and Football Supporters Europe (FSE) on addressing the issues facing visiting supporters in the UEFA club competitions.

On the services side we continue to support free access to the online ECA Fixture Hub, a tool for arranging friendly fixtures, and work continues on a new edition of the ECA Club Management Guide to be launched next year.

Women's football

Women's football continues to be a major priority for ECA and much work was done in 2023 to support this, including the addition of women's clubs as members.

At its last meeting in 2023 the ECA Board gave its wholehearted endorsement to the work done between UEFA and ECA in transforming the UEFA women's club competitions in Europe from the 2025/26 season, including a new format of the UEFA Women's Champions League and the introduction of a second women's club competition.

The inaugural ECA Women's Football Summit was held in June, in London, with two days of intense debates, lively discussions and insightful presentations from key stakeholders such as FIFA, and ECA Member Clubs. The Summit also served as a platform for all stakeholders to celebrate the achievements of ECA's Be A Changemaker strategy and set the course for ECA's work post-2025.

Research and analysis play a pivotal role in ECA's women's football development strategy, and we responded to

the request from member clubs to investigate evolving fan behaviours with the publication of the "Future of Fandom: Growing the Women's Game" report in the second part of the year.

The ECA Women's High Performance Advisory Group continued its work during 2023. The fourth meeting took place in Paris, in October, helping to shape the future of women's club football in Europe by developing evidence-based approaches to training and rehabilitation and addressing the unique challenges faced by female players.

Youth football

The successful and well-attended Youth Knowledge Exchange programme for Academy directors and specialists, in support of ECA's Youth Football Strategy 2021-23, concluded with the sixth and final event of the current cycle in Lyon in May. Hosted by numerous club academies across the continent, this series has proved highly popular and was regularly over-subscribed with members from 170 different clubs from 48 countries attending.

On the research front, ECA published the "Early International Migration of Youth Players in Europe and their career paths (2011-2022)" – a report that explores the complex realm of underage football player transfers providing invaluable insights into the key dynamics. The analysis revealed that most footballers who migrated as minors eventually return to clubs in their association of origin, with 54% returning to play in the professional leagues of their home association

Education & Knowledge

In the area of education and knowledge, the highly

respected ECA Club Management Programme (CMP), which was first launched back in 2016, completed its fourth edition in 2023 with the latest cohort graduating in the summer in Nyon.

In 2022 ECA expanded its education portfolio with our new Club Talent & Mentoring Programme (CTMP) aimed at young professionals working in European club football.

A brand-new initiative in collaboration with Johan Cruyff Institute, the ECA Academy Management Programme (AMP), was launched in the autumn. This programme will elevate and inspire the next generation of academy directors and those in management positions within European club academies. It is the latest offering from the ECA Campus.

Other services, activities and meetings

In March, I led an ECA delegation to meet with the European Parliament Sports Group in Brussels. The meeting provided an opportunity to outline ECA's vision for the months and years ahead, to share member clubs' position on a number of key topics currently in European football and to answer questions from parliamentarians on ECA's role and work in driving progressive reform together with our key stakeholders. Further meetings were held throughout the year, including in October with the Co-Chairs of the European Parliament's Sports Group, Tomasz Frankowski and Iban García del Blanco, to provide ongoing updates on key governance and strategic developments.

After 15 months making a difference to the lives of refugees across Europe, ECA's Ukraine Relief Fund delivered on its last round of projects in 2023. In total 30 club projects were supported since the inception of the

€1million fund in March 2022.

ECA was also called into action to assist in the post-disaster relief efforts in Türkiye and Syria after the catastrophic earthquakes in March, and the Board approved a donation of €500,000 on behalf of member clubs. Working in partnership with the UNHCR, we were able to make sure that the clubs' assistance got to the right areas to truly make a difference.

Sustainability is an increasingly important topic for our clubs and led by our new Sustainability Department, we joined forces with UEFA to launch a series of webinars aimed at helping European clubs meet social and environmental sustainability targets (including for UEFA new licensing purposes). In a bid to play our part, ECA has measured and offset the carbon footprint of our most recent General Assembly in Berlin, choosing two Gold Standard carbon offsetting projects based in Europe.

This is just a selection of the key highlights in what was another busy year for the administration. In the following pages you will find a more detailed review of 2023 focused on each of our eight Workstreams. ECA's new Working Groups, comprised of more than 200 appointed representatives from 41 countries and 114 clubs, will now form the basis of the core work that ECA will carry out in the 2023-27 cycle that has just begun.

It only remains for me and the ECA Administration team to thank our Chairman, Board, Executive Committee, and all of you, our ECA Member Clubs, for your trust, confidence and support in 2023. We look forward to working with all of you in a continuing spirit of collaboration and teamwork as we continue to place clubs at the Heart of Football during 2024.



ECA Workstreams

‘A robust approach to collaboration & strategic development’

Central to ECA’s strategic evolution and the organisation’s operational model is the introduction of eight Workstreams. Each Workstream serves as a focal point for key areas of activity, aligning with ECA’s statutory goals and the strategic objectives set by the Board.

Spearheading each Workstream is an appointed Executive Committee Member, designated as the Workstream Lead, responsible for strategic coordination and oversight, ensuring objectives are met efficiently and cohesively.

Underpinning the functionality of each Workstream is a carefully assembled team, known as the Bureau. In principle this comprises the Workstream Lead, a selected Board Member, the Chair and Vice-Chair of the respective Working Group, and a member of the ECA Administration, collaboratively supervising and coordinating activities within the specific Workstream.

ECA’s Workstreams and their associated Working Groups provide a robust approach to collaboration and strategic development across the membership to ensure the organisation’s priority areas are progressed.

WORKING GROUPS

To achieve the objectives of each Workstream, specialised Working Groups have been formed for the 2023-27 cycle to lead and develop recommendations on the following:

Men’s Football

Lead the management of ECA’s input into topics related to men’s football, such as UEFA men’s club competitions, the Men’s International Match Calendar, and Laws of the Game.

Women’s Football

Drive and lead on a broad range of women’s football topics, such as UEFA women’s club competitions, the Women’s International Match Calendar, and Laws of the Game for women’s football.

Youth Football

Stimulate, develop, and protect youth development within European club football, focusing on areas such as academy management, protection of minors, and international regulations impacting youth football.

Commercial & Innovation

Drive the commercialisation of European club football in a club-centric way, focusing on the marketing and branding of European competitions, commercial regulations, and innovative approaches aimed at enhancing commercial opportunities in the game.

Finance

Address all issues related to club finance, optimising resource allocation, such as UEFA Club Licensing & Financial Sustainability Regulations, club competitions' revenue distribution, and financial schemes.

Legal & Regulatory

Address all legal & regulatory issues impacting clubs, such as FIFA Regulations on the Transfer and Status of Players matters, agents' matters, UEFA disciplinary decisions, and social dialogue.

Sustainability

Positively influence the role of European football in sustainability through initiatives focused on education and research opportunities relating to the topics such as the environment and social responsibility.

ECA Governance & Development

Evaluate growth opportunities for ECA as an association and members' organisation through assessment of governance and membership structures and the operations of the ECA Administration.

THE YEAR AHEAD

Following their composition at the end of 2023, these Working Groups are each made up of 20-25 members and will serve as dynamic forums, fostering the exchange of information, development of ideas, and the formulation of ECA positions. Technical in nature, each Working Group comprises active, knowledgeable experts dedicated to addressing specific issues and providing recommendations and support to the Board, the Executive Committee, and ECA representatives in various stakeholder committees.

Men's Football

'Serving ECA Member clubs'



ECA Men's Football Department spearheaded a variety of projects which focused both on the further development of the UEFA club competitions and on the launch and delivery of various football services to ECA Member Clubs.

KEY ACHIEVEMENTS

ECA Men's Football was key in working with UEFA to shape European club competitions, including the distribution of revenues, and the format of the Youth League, as well as addressing the issues facing away supporters in UEFA club competitions.

UEFA Club Competitions

Further to the announcement in 2021 of the format and access list related to the UEFA club competitions post-2024, ECA and UEFA worked together to discuss certain technical aspects, including the draw procedure and rebalancing. In addition, discussions started on the assessment of how the club coefficient is calculated.

More importantly, a Working Group comprising eight ECA club representatives covering all four subdivisions started working on the distribution of the post-2024 UEFA club competitions' revenue. The work of the WG was built around a set of factors and targets set by the ECA members and Board, including:

- The new format, based around one league ranking per competition and the abolition of feeding after the group stage;
- The inclusion of the 12 additional teams in the league phase;

- The review of the existing pillars (starting fee, performance, market pool and coefficient);
- More solidarity, together with a smarter way of distributing this solidarity money;
- Fostering the development of the UEFA women's and youth club competitions.

Based on this guidance, the WG came up with a recommendation built around gross revenues of €4.4bn per season with:

- An increased amount set aside for solidarity to non-participating clubs (7% compared to 4% in the 2021-24 cycle);
- A revision of the pillars, with an increased focus on performance and a merger of the market pool and coefficient pillars;
- An increased contribution to the UEFA Women's Champions League and UEFA Youth League from €10m to €25m per season;
- The same ratio between the competitions when it comes to distribution to the participating teams.

During the 2023/24 season, a different Working Group will look into the exact distribution of the solidarity to non-participating teams.

Men's Football

UEFA Youth League

The format and access list of the UYL was also amended. This is covered in another section of the ECA Annual Report dealing with youth football.

Visting supporters

Since the 2022/23 season, ECA has put a lot of effort into addressing the issues facing visiting supporters in the UEFA club competitions. There are too many unfortunate stories of supporters not being treated in the best way during their away trips. The Men's Football Department developed a vision with the aim of improving the overall visiting supporters' experience, working closely with UEFA and Football Supporters' Europe (FSE).

One of the first agreements was to adapt the UEFA regulations when it comes to the rules on pricing and allocation of the visiting supporters' tickets. More work will be done, including a joint workshop together with UEFA and FSE for Supporters' Liaison Officers from the 96 participating teams in the 2023/24 UEFA club competitions.

Football services for clubs

An increasingly important part of the work delivered in the Men's Football Department is football services. They equally covered support to clubs in delivering UEFA club competition games (both for women's and men's teams), ad-hoc support on the competition format, but also more generic club management and match operations questions.

In addition, through a renewed partnership with European Stadium and Safety Management Association (ESSMA), ECA Member Clubs can benefit from exclusive access to stadium industry content and other ESSMA information provided through various ECA online seminars.

ECA Fixture Hub

In an initiative to further support and develop the European club competition landscape, the ECA Administration launched the ECA Fixture Hub in April 2023, a free online platform accessible to all ECA Members and Network Clubs allowing their women's, men's, and youth football teams to easily arrange friendly fixtures amongst themselves based on football analytics and calendar availability.

THE YEAR AHEAD

The Men's Football Department has focused a great deal on the delivery of projects related to the UEFA club competitions landscape. Now more time and energy will go into the further development of the ECA football services. There is a lot of demand from clubs and ECA is in a privileged position to work alongside clubs and specialists to add value to the clubs' daily life.

There will also be a particular focus on the revamp of the ECA Club Management Guide and the launch of a series of projects around sporting directors and the medical and performance area, with the creation of an ad hoc ECA Men's High Performance Advisory Group.



Women's Football

'Remarkable growth and increased professionalism'

Women's Football

The women's game has seen remarkable growth and increased professionalisation since the launch of ECA's 'Be A Changemaker' strategy in March 2021, which continued to successfully deliver on its aims to help clubs drive a better tomorrow for women's football through creative actions to deliver lasting positive change.

KEY ACHIEVEMENTS

From the first ECA Women's Football Summit to groundbreaking research into women's boots, ECA continued to play an increasingly crucial role in connecting European clubs with governing bodies and stakeholders, fostering the historic transformation and growth of women's club football in Europe

ECA Women's Football Summit

The first-ever ECA Women's Football Summit, which took place at The Londoner Hotel in London on 26 & 27 June 2023, marked a significant milestone for the women's game.

The landmark event successfully accomplished its goals of celebrating the key achievements of ECA's 'Be A Changemaker' strategy, fostering collaboration, and laying the groundwork for the next phase in the development of women's football in Europe.

It was an opportunity to pause, acknowledge how far women's football in Europe has come and appreciate the difference made for girls everywhere.

Attendees also heard a compelling case study from Aly Wagner, former US Women's National Team player and Founding Partner & Co-Chair of Bay FC, who spoke of the exciting opportunities facing the NWSL's newest franchise.

The final day of the Summit included a fireside chat with Jean-Michel Aulas, Chair of ECA's Women's Football Committee and visionary leader in the game. Aulas, formally a member of the ECA Executive Board, has been an integral part of the ECA family since its inception in 2008, and his unwavering commitment to women's football has been instrumental in driving progress across the game globally.

The two-day event concluded with a media briefing with ECA CEO, Charlie Marshall and Head of Women's Football, Claire Bloomfield, that generated significant positive media coverage in the UK and around the world.

ECA Women's High Performance Research

One of the most anticipated projects of the 2022/23 season was ECA's research into women's football boots. This ground-breaking study shed light on the issues related to footwear in women's football through a unique partnership with St Mary's University in London and Aspetar in Doha, Qatar.

The research was steered by ECA's Women's High Performance Advisory Group, composed of medical and high-performance professionals working specifically with women's teams in Europe.

Almost 350 players from clubs across ECA's membership participated in this first of its kind study which combined

quantitative data such as 3D foot scans of player's feet, and qualitative insights from in-depth player surveys.

The research underscored the importance of designing female-specific football boots that prioritise player fit, comfort and performance, encouraging collaboration with the industry to develop innovative solutions.

ECA said it was part of its ambitions to drive positive change in women's football by working with leading experts to conduct ground-breaking research. The study represented a significant advancement in the understanding of women's foot shape and as ECA moves into a second phase of research in 2023/24, the Administration is discussing learnings with industry partners and manufacturers with a view to securing long-term collaborations.

2023 FIFA Women's World Cup call-ups

In April 2023, ECA received an alarming volume of alerts from Member Clubs on the current widespread practice of National Associations (NAs) calling up players for international duty for the 2023 FIFA Women's World Cup outside of the mandatory release periods as established in the FIFA International Match Calendar.

Following extensive consultation with stakeholders worldwide, ECA and FIFA reached a key agreement in May 2023 on the release dates for players participating in the FIFA Women's World Cup Australia & New Zealand 2023. It established a non-mandatory release timeframe of 23-29 June 2023 – four weeks ahead of the tournament kick-off on 20 July 2023, aimed at striking the all-important balance between players having sufficient rest while allowing adequate time to prepare for the finals.

Crucially, the agreement also ensured that the FIFA Club Protection Programme was extended to cover this additional period from the moment that players leave their club until their return.

The agreed framework for the tournament was established following a series of joint stakeholder meetings, in which ECA presented a proposal to reach a compromise for the benefit of all interested parties. Alongside FIFA and ECA representatives, the meetings included delegations from clubs, member associations, UEFA, FIFPRO and the NWSL, as well as a number of head coaches and specialised medical and performance staff.

At the time ECA Head of Women's Football, Claire Bloomfield called it a *"pivotal moment in the professionalisation of women's football"* and that ECA was greatly encouraged by the level of constructive dialogue and willingness to work together. The work to ensure regulations around the release of players are respected and upheld will continue in partnership with FIFA and other key stakeholders.

THE YEAR AHEAD

Further recruitment in the Women's Football Department will allow for a greater focus on priority topics such as analysis of youth player pathways for girls across Europe.

The evolution of women's club competitions and the International Match Calendar will be central to ECA's work in women's football over the coming year as ECA looks to deliver on its commitment to introduce a second European competition and a Women's Club World Cup in particular.

Youth Football

**'Developing players and
citizens of tomorrow'**



ECA Youth Football focused on various projects to develop youth competitions on a European scale and set up various youth football services for ECA Members and Network Clubs, including research, knowledge exchange platforms, academy visits and an education programme designed for academy managers/directors. All the department's activities were geared towards its vision of 'providing clubs from all backgrounds with the best possible environment and tools to develop the young footballers and educated, responsible citizens of tomorrow'.

KEY ACHIEVEMENTS

The importance of youth football saw ECA's Youth Football Department play a key role in the development of the UEFA Youth League, while facilitating knowledge exchange and educational programmes for those working in European club academies.

UEFA Youth League

With ECA representation in the UEFA Youth League Working Group, discussions were held on the future development of the UEFA Youth League (UYL), which led to the validation of the new system for the 2024-27 period.

The format and access list were therefore amended, considering both the new UYL format and the additional number of games played per club in the UEFA Champions League. At the same time, there was a request from clubs to have more clubs from all associations involved in the competition.

This working group, composed of UEFA, ECA and clubs, came up with an amended UYL concept whereby at least one team from each association would have the chance to participate. Clubs in the Champions league path (i.e.

Participating youth teams whose first team qualified to the Champions League league phase) will continue to play six games in their league phase, rather than the eight games their first team will play. There will be more rounds, more matches and therefore more chances to play at European level.

ECA Fixture Hub

The ECA Fixture Hub, an ECA-developed tool for organising friendly matches and tournaments, is being used by the men's, women's and youth teams to play matches on a European scale and thus gain even more international experience. The ECA Fixture Hub is described in more detail in the Men's Football section of this report.

Knowledge Exchange

From a services point of view, the aim has always been to put ECA Member Clubs at the centre by offering them the opportunity to learn from and connect with each other, to grow together and to benefit from research and education programmes to complement their knowledge. The ECA Knowledge Exchange Workshops in Rome, Monaco and Lyon, and six ECA Academy Visits exceeded expectations when it came to both quality

Youth Football

and attendance. Over the last two seasons, these two programmes have brought together hundreds of people from over 170 different clubs coming from 48 countries.

Dedicated education programme

At the end of the 2022/23 season, a dedicated education programme for Academy Directors, called the ECA Academy Management Programme (AMP) was launched. Starting in November 2023, with three on-site sessions spread over a nine-month period, the aim is to offer a 360-degree education programme enabling academy leaders to face the challenges of today and tomorrow. The three on-site sessions are scheduled to take place at AFC Ajax, Manchester City FC and Club Brugge.

Youth studies and publications

A key piece of research that was undertaken by the Youth Department was published in October 2023 entitled 'Early International Migration of Youth Players in Europe and their career paths (2011-2022)'. This report explored the complex realm of underage football player transfers provided invaluable insights into the key dynamics and the impact on their careers. The report was very well received by the clubs with the number of downloads reaching well into the thousands.

A follow-up piece of research focusing on the transition of players into the first team is eagerly anticipated and will be published soon.

Such research projects are vital in providing decision-makers with objective data and best practice in Europe to guide them in their future actions on key issues for academies and the development of football.

THE YEAR AHEAD

At the dawn of a new cycle, the Youth Football Department will create its strategic and operational plan for the next 4 years and set up its Youth Working Group as well as panels on key subjects such as competitions, regulations protecting young players and the development of new services for member clubs. The focus will be on implementing solutions at a macro level (research, studies, benchmarking of academies or an evaluation system), at a regional level (creation of a consultancy group and guidelines) and at club level with the continuation of knowledge exchange and education programmes, which will also include the launch of the ECA Coaching Exchange Programme.

In addition, greater links will be established with the Sustainability Department to tackle issues related to child and youth protection, as well as safeguarding, and projects to help clubs explain the issues that are involved in young players moving abroad to players, parents and agents.

The development of services for ECA Member Clubs and Academies will be a priority, as will the desire to offer them the best possible environment through the development of the youth competition landscape in Europe and better regulatory protection for training clubs. More and more attention is being paid to the development of young people within the academies, and it is essential to support this desire on the part of clubs by offering them the best possible tools and opportunities for exchanging knowledge.

Commercial & Innovation

**'A strong foundation for enhancing
commercial services'**



Commercial & Innovation

The last year for the Commercial & Innovation Department meant a focus on optimising post-2024 UEFA club competitions' sales; the continuation of building the future of the ECA-UEFA Joint Venture; supporting clubs in regard to their post-Covid strategies and activities; and laying a strong foundation for enhancing commercial services and member support.

KEY ACHIEVEMENTS

Three key objectives framed the activities of the ECA Commercial & Innovation Department:

1. Continuing to optimise commercial elements of the UEFA men's and women's club competitions;
2. Exploring, developing and launching new commercial club-centric services to help drive commercial value for clubs;
3. Facilitating connections between club experts and offering support in areas of transformative change – including digital innovation, fan engagement, ticketing, brand, data, and research.

Club Competitions' Optimisation

Following the first ever joint strategy and tender process run by UEFA and ECA and the resulting re-appointment of TEAM Marketing for the sales of UEFA club competitions for the 2024-27 cycle, the year saw operations and roles being shared across the stakeholders of the UEFA-ECA Joint Venture.

Whilst the position of the JV continues to develop, ECA played its closest role yet in the strategic positioning,

assessment and approval of major commercial deals. This included media rights deals with particular highlights in the UK, France, USA, the Balkans, and Australia, and major sponsorship deals, including significant renewals of PepsiCo and Heineken and building on the relationship with EA Sports ahead of the launch of EA FC.

There was also important work undertaken and led by the ECA Club Rights Task Force in respect of enhancing the role of the clubs within the commercial regulations for the UCCs via a thorough evaluation process together with UEFA and TEAM Marketing. These included:

- Ensuring appropriate balance of UEFA, Club and Player rights within the marketing of the competitions;
- Facilitating more and earlier use of footage for club channels;
- Evaluating each area of inventory and its value, purpose and priority;
- Assessing hospitality standards;
- Re-evaluating ticketing usage and needs of partners; and,
- A thorough and ongoing assessment of the appropriate use of virtual billboard replacement technology.

New Commercial Services

Several Club Task Forces worked consistently throughout the year to assist ECA in developing club-centric commercial services.

The ECA Research Task Force led the way with innovative field research into the ever-changing landscape of club fandom. This saw ECA publish its second edition of the 'Future of Fandom' research series in September with the focus on the relationship that the younger generation have with the sport that they love.

In addition, the ECA Brand Protection Task Force undertook a tender process to assess providers for ECA's groundbreaking project to centralise and democratise the ability to protect clubs' intellectual property online. The project will develop into finalisation of service levels, hiring of permanent ECA experts and full operational delivery.

The Commercial Working Group (CWG) also assessed interesting opportunities for new services in areas such as due diligence in respect of new sponsor partners, digital fan engagement solutions to help clubs understand their audience, and sponsorship valuation data software solutions to modernise how clubs strategise their sales processes.

Club Connections

Key commercial leaders from our membership base were active and involved in every step of ECA's work

this season. The CWG met and shared their insights into industry critical topics such as the rise and fall of NFTs within the football industry, broadcasting innovations utilising influencers and new distribution channels, ticketing solutions, eSports and online gaming strategies, including the impacts of the gathering of player data etc.

Brand Task Force

As a standalone and separate project, ECA and a number of clubs collaborated with UEFA regarding a re-branding of the UEFA-ECA Joint Venture, the modernisation and further strategic positioning of the brands of the UEFA men's club competitions and sowed the seeds for ECA reviewing its own brand identity in the near future.

THE YEAR AHEAD

ECA Commercial & Innovation Department focused its energy on building the foundations for growth for the UEFA club competitions through the Joint Venture for the department via hiring for key commercial services projects to directly benefit clubs, for digital exposure and reach of clubs when they play in UEFA competitions and for the message that ECA cares about the sustainable growth of every club of every size across its membership.

Converting the potential for growth into concrete growth is the challenge that lies ahead.

Legal & Regulatory

**'A period of intense regulatory activity
and innovation'**



The past year proved again that sustained progress in the football industry requires continuous monitoring and development of regulatory frameworks under which clubs operate. It marked a period of intense regulatory activity and innovation and, as always, ECA and its Legal & Regulatory Working Group (formerly the Legal Advisory Panel) was at the centre of all relevant discussions and decisions regarding the amendment or introduction of regulations.

KEY ACHIEVEMENTS

The FIFA Transfer Reforms process continued, notably with the implementation of two important reforms: the FIFA Clearing House to centralise, process and automate the process the payment of training rewards (i.e. solidarity contribution and training compensation), and the new agent regulatory framework.

FIFA Clearing House

The objectives of the Clearing House of ensuring that clubs are properly compensated for developing young players and of promoting financial transparency and integrity should be supported. Going forward, the key success factor, however, will be around implementation, notably to ensure that the system works properly, efficiently and does not place an undue administrative burden on clubs. ECA will continue to cooperate closely with FIFA to seek to improve the system.

FIFA Agent Regulations

The new FIFA Agent Regulations, approved by the FIFA Council in December 2022, arose from a realisation by FIFA and its stakeholders that a proper functioning of the market required the re-introduction of an agent licensing system and a new set of rules, establishing clear rights and obligations applicable to agents, clubs and

players/coaches, as well as certain rules and limitations which could increase the standards, legal certainty and transparency in agency activity.

ECA's view remains that the new framework is beneficial for the wider industry and a necessary reform. Its implementation remains somewhat uncertain due to challenges filed by agents in various jurisdictions. However, ECA will continue to collaborate closely with FIFA and stakeholders to arrive at the best possible outcome.

MoU with FIFA

2023 also saw the renewal of the MoU between FIFA and ECA, signed on 27 March, until 2030. This reinforced the relationship between the organisations and established the framework of cooperation with regards to important regulatory topics, notably Regulations on the Status and Transfer of Players and, in particular, the rules on the release of players to national teams.

The EU Social Dialogue in Professional Football (SDPF)

The SDPF is a platform under the auspices of the EU Commission in which FIFPRO (representing the employees) and the European Leagues and ECA

Legal & Regulatory

(representing the employers) collaborate and cooperate in order to reach labour-related agreements to the benefit of all social partners.

The landmark achievement of the SDPF was the conclusion of an Autonomous Agreement whereby the social partners agreed on the minimum conditions of standard professional contracts to be implemented across all 27 EU States.

In that context, since the end of 2021, ECA has been actively participating in the new implementation strategy of the SDPF, which consists of visits to specific territories in order to foster collective discussion among European and domestic social partners with the aim of implementing a new Standard Contract and a properly functioning national dispute resolution chamber. Four countries were visited with successful results: Romania, Czechia, Serbia and Poland.

A service for the clubs

One of the key objectives of the ECA legal team is the provision of first-class, exclusive legal services to clubs on a wide range of topics such as contractual advice, dispute-resolution, disciplinary issues and, in general, all types of regulatory matters (e.g. training compensation, registration issues, release of players, minors, etc.).

Since the revamp of the ECA legal services (November 2020) the ECA legal team has assisted 120 different clubs from 42 UEFA national associations, for a total of 375 legal requests. The number of requests for legal assistance has increased by almost 300% with 44 requests received during the 2020/21 season and 128 during the 2022/23 season and that growth trend has continued. Since 1 July 2023, the ECA legal team has received 140 requests for legal assistance, an average of almost one per day.

ECA legal team's ultimate objective is to become the first point of contact for all our member clubs in legal need.

THE YEAR AHEAD

With the start of the new ECA Membership Cycle 2023-27, the ECA Legal & Regulatory Working Group was constituted, with a composition that ensures diversity of club representation and quality of input. This Working Group has been tasked with discussing, assessing and developing recommendations to the ECA Board around legal & regulatory topics of relevance for the European clubs. For the current season topics will include:

- Continuous implementation and adjustment of the FIFA Agent regulations and the activities of the FIFA Clearing House;
- Further transfer system reforms to be proposed by FIFA;
- The creation of a "Collaboration Charter" in collaboration with UEFA and FIFA to improve the relationship and activities between clubs and national teams when it comes to the release of players;
- A revised edition of the UEFA Disciplinary Regulations;
- Continuation of ECA activities related to the EU Social Dialogue in Professional Football with visits to more territories;
- The improvement in both quality and scope of the legal services that the ECA offers to its members, mostly by means of increasing the capacity of the department with new recruits.

The ECA Legal & Regulatory Working Group will continue to play a critical role in shaping ECA's positions and input on these important topics.

Sustainability

'First Sustainability function
for ECA'



Sustainability

ECA saw the birth of the sustainability function within the Association in August 2022 with the constitution of the first ECA Sustainability Working Group and the hiring of a Head of Sustainability.

KEY ACHIEVEMENTS

ECA has strengthened its commitment to sustainability with a series of initiatives including the launch of the Sustainability Working Group (SWG), the development of an ECA Sustainability Strategy and the recruitment of ECA's first Head of Sustainability, Gaia Pretner, in May 2023.

Sustainability Working Group

Since its launch in August 2022, the SWG has:

- Convened four times (twice in person, twice online) with the last meeting taking place at the UEFA Respect Forum in Frankfurt on 27-29 June 2023;
- Constituted a strategic subgroup that met three times with UEFA to discuss sustainability criteria in the UEFA Club Licensing Regulations. UEFA recognised there are different levels of maturity and resources in small and

medium clubs and will hereafter apply the licensing requirements accordingly. ECA also obtained a seat in the UEFA Fair Play & Social Responsibility Committee;

- Identified possible focus areas for clubs, including diversity and inclusion, sustainable infrastructure, etc.;
- Invited Lina Souloukou, ECA Diversity representative, to the SWG after having conducted a survey on women representation in ECA members' administration and C-level positions.

Other actions

The year also saw a range of other achievements including:

- Commencing development of an ECA Sustainability Strategy;

- ECA joined the United Nations' Football for the Goals initiative (with several SWG members also joining or in the process of joining);
- Conducted research on the UEFA Club Licensing submission process carried out by SWG clubs;
- ECA joined as an associate partner the Erasmus+ project FREE KICKS on EMAS and Ecolabel in football and supported the submission of the PLANET BALL Erasmus+ which is still under evaluation.

Main achievements in sustainability area

With the recruitment of the Head of Sustainability and the addition of one further resource, the new sustainability function was able to deliver some immediate and tangible outcomes in this important area of the ECA Administration's work, most notably:

- All ECA staff members were trained on sustainability via a full day of in-house training;
- Measurement of ECA's carbon footprint;
- Development of a stakeholder engagement process to define the topics to prioritise in the ECA Sustainability Strategy by conducting 20 interviews with key

representatives from the European football landscape and developing a survey for member clubs;

- Meeting and consulting frequently with the UEFA Social and Environmental Sustainability team on developing joint training initiatives for member clubs on the UEFA sustainability licensing requirements;
- Participating in the UEFA Respect Forum with the members of the SWG and closing the 2019-2023 cycle of activities, collecting input and feedback from clubs to define ECA's sustainability priorities for the next cycle;
- Developing a Sustainability Action Plan for 2023/24 season aimed at improving ECA's sustainability performance and starting to define sustainability services for members and how to better support them in their transition to more sustainable practices.

THE YEAR AHEAD

The coming period will be key in setting the long-term agenda for ECA's work on sustainability via the development, approval and launch of the first ECA Sustainability Strategy.

ECA Governance & Development

'A mission that resonates with the core purpose of ECA'



Within the Governance & Development workstream lies a mission that resonates with the core purpose of ECA. Led by ECA Vice Chair Dariusz Mioduski, the workstream is tasked with evaluating growth opportunities for ECA as an association and members' organisation.

The workstream looks at the continual assessment and optimisation of governance and membership structures within ECA to ensure that it fulfils its objectives of being fit for purpose as the sole representative body of European football clubs globally. In addition, it works towards the strategic growth and development of the ECA Administration, concerning its organisation, operational structure, and resources to effectively deliver objectives and serve ECA Members.

The goal of the workstream is to ensure every ECA cycle brings new developments in the organisation and governance model to keep ECA modern, well-resourced, and fit for purpose.

KEY ACHIEVEMENTS

Although the workstream has only been formalised through the establishment of a new Working Group as part of the 2023-27 cycle, this formalisation is a natural continuation of strategic initiatives undertaken in the previous cycle. In fact, 2023 saw several projects focused on enhancing the governance of ECA at every level and the progress of its engagement with external stakeholders.

These key developments include:

Internal governance and membership development: The development of ECA membership has been at the heart of the significant internal governance reforms with the goal of fostering democracy, participation,

and diversity in ECA leadership and decision-making structures across the association. Key reforms have included:

- Elections of the new ECA Board at the General Assembly in Berlin in September and creation of an ECA Executive Committee;
- Appointment of the ECA Executive Committee in Warsaw later in September with delegated authority from the Board to serve as a more agile decision-making body for the Association;
- Strengthened diversity and inclusion across the organisation, including the appointment to the Board of four female Diversity Champions;
- Expansion of Ordinary Membership with further growth in numbers, representation and decision-making;
- Widening of Board positions to Associated Members for the first time;
- The inclusion of women's football clubs as Members;
- Expansion of ECA Network, providing a platform for aspiring European clubs to engage.

These changes improve operational efficiency and effectiveness at various levels, while ensuring broader representation of European clubs in ECA.

ECA CEO Charlie Marshall emphasised the significance of these reforms: *"This massive increase in clubs in the ECA family alongside progressive structural reforms means we are becoming more representative, more inclusive, and more efficient."*

External stakeholder environment: ECA's engagement with external stakeholders has seen substantial progress, strengthening the association's position within the broader European football landscape.

ECA Governance & Development

Renewed collaboration with FIFA: ECA and FIFA signed a renewed Memorandum of Understanding (MoU) at the 29th ECA General Assembly in Budapest, Hungary. This long-term agreement until 2030 underscores the collaboration between FIFA and ECA, focusing on critical matters such as the calendar, player releases, Club Benefits Programme, and Club Protection Programme.

ECA Chairman Nasser Al-Khelaifi stressed the importance of the agreement: *“The MoU recognises the central role of clubs in football globally and ensures that they are properly represented in decision making around issues which affect them.”*

Renewed partnership with UEFA: ECA and UEFA also signed a renewed MoU extending their partnership until 2030. This agreement solidifies UEFA’s recognition of ECA as the sole body representing clubs at the European level. The partnership aims to maintain the relationship between UEFA and ECA on all important activities regarding the growth of European club football. This includes the evolution of the Joint Venture between UEFA and ECA which concentrates on enhancing the commercial development of UEFA’s club competitions.

Nasser Al-Khelaifi expressed his enthusiasm for the renewed partnership: *“This renewed Memorandum of Understanding between ECA and UEFA until 2030 is fantastic news for all European clubs, and for everyone concerned with the stability and prosperity of European club football.”*

In addition, ECA enhanced its ongoing engagement with global football stakeholders, including FIFPRO, World League Forum, CAF, and at the European level with entities such as European Leagues and the European Commission, amongst others.

Strategy and operating model: A full strategic review of ECA was given approval at the ECA Board Meeting in Istanbul on 10 June 2023 that will set the stage for the association’s future vision and trajectory. The approach is likely to focus on evolving membership and stakeholder relations with a view to building a new ECA, while ensuring priority areas across club development are continuously enhanced.

A number of priority areas saw significant progress in 2023. These included the strengthening of relationships with FIFA and UEFA (see above) through renewed MoUs, creating the eight core Workstreams to streamline ECA’s activities and develop the European game, and securing increased funding until 2030. These initiatives, along with other ongoing projects, will ensure that ECA becomes a stronger and more representative body for European clubs in the future.

THE YEAR AHEAD

Looking ahead, the Governance & Development workstream has outlined three pivotal priorities.

Firstly, the focus is on expanding the ECA family by enhancing membership and stakeholder engagement, providing improved services, and exploring strategic partnerships with other football stakeholders. Secondly, there is a commitment to strengthening relationships with FIFA and UEFA, prioritising the effective representation of European clubs in key decision-making processes within the governing bodies. Lastly, a significant initiative involves the launch and delivery of the comprehensive ECA strategic review, supported by a consulting firm. This strategic review aims to establish the groundwork for a new vision and brand for ECA, and overall impact within the landscape of European and global football.

Finance



Finance

The 2022/23 financial year bore witness to a series of key achievements that underscored our unwavering commitment to shaping the future of European club football. Through strategic collaborations and transformative initiatives, ECA solidified its role as a driving force for European clubs within the global football community.

Renewed MoU with FIFA

A significant achievement during this period was the signing of a renewed Memorandum of Understanding (MoU) between FIFA and ECA at the 29th ECA General Assembly in Budapest, Hungary. This enduring, long-term agreement serves to reinforce the important relationship between FIFA, the worldwide governing body of football, and ECA, the sole representative of European clubs at international level. The extended term until 31 December 2030 signifies a new era of collaboration, promising long-term stability for both the national team and club game. This MoU expands on the existing collaboration, encompassing pivotal facets of the men's and women's club game, including the Club Benefits Programme whereby clubs receive a share of the revenue for the release of players to participate at the World Cup final tournament, and an insurance programme that safeguards clubs against player injuries during national team duty.

Empowering Clubs Through the Club Benefits Programme

Central to this MoU, the FIFA Club Benefits Programme

is a cornerstone initiative that recognises and rewards the indispensable contribution of football clubs to the national team game. For the FIFA World Cup Qatar 2022, a total of USD 209 million was disbursed to 440 clubs across all six confederations. The upcoming FIFA World Cup editions 2026 and 2030, will witness a substantial increase in the amounts allocated to clubs, reaching an impressive USD 355 million in total.

Continued Collaboration with UEFA

Our steadfast collaboration with UEFA remains an ongoing priority, most notably exemplified by the continued interim operations of the new Joint Venture. This collaborative new endeavour is dedicated to all commercial matters for the UEFA club competitions, thereby putting the clubs together with UEFA at the heart of growing the value of the UEFA club competitions.

Advancing Internal Governance and Inclusion

During 2022/23 ECA members unanimously approved the first steps towards fundamental internal governance

reforms for ECA. These groundbreaking reforms embody the principles of transparency, participation, diversity and inclusion. The far-reaching effects of these reforms are marked by a significant expansion of the ECA Family in terms of numbers of clubs, accompanied by progressive structural changes. This transformative step firmly positions ECA as a more representative and inclusive body for European clubs.

Enhanced Member Services and Expertise

A notable emphasis was placed on enhancing member services. Daily support on key club football topics, such as youth development, legal affairs, commercial matters, and financial topics, experienced substantial growth. Our commitment to providing comprehensive services was further underscored by the hosting of the inaugural ECA Financial Sustainability Workshop and Women's Football Summit. The successful conclusion of the 4th edition of the Club Management Programme (CMPT) and the launch of the Club Talent & Mentoring Programme (CTMP) exemplified our dedication to enriching members' expertise via education programmes.

Organisational Evolution

The progressive evolution of the ECA administration's staff and organisational model resulted in the leasing

of additional office space in Nyon. As we look ahead to the 2023-27 cycle, a comprehensive review of our strategy and operating model will take place, with a strong focus on evolving membership even further, cultivating robust stakeholder alliances and further elevating club services.

Humanitarian Contributions

ECA continued its unwavering commitment to humanitarian causes by establishing a new partnership agreement with UNHCR, the UN Refugee Agency. A substantial €0.5m donation was made to aid earthquake relief efforts in Türkiye and Syria. The establishment of the ECA Foundation further cements our dedication to managing impactful initiatives, ensuring a lasting legacy of positive change.

In conclusion, the 2022/23 financial year stands as a testament to ECA's dedication to advancing the European club football landscape. We extend our heartfelt gratitude to our Chairman and Board, our team, our esteemed partners and stakeholders, but most of all to our valued members, as we look forward to a future filled with continued progress and collaborative excellence.

The 2022/23 ECA accounts were audited by EY and approved by the ECA Executive Board at its meeting on 10 August 2023.

Membership

**'A year of unprecedented growth
and strategic development'**



ECA has not only navigated through a landscape of change and challenge but has also spearheaded initiatives that have marked a new era in European club football. This year was characterised by substantial growth, strategic development, and a renewed commitment to our core values and objectives. The year has been a remarkable journey of growth, collaboration, and innovation.

KEY ACHIEVEMENTS

ECA has been active across all aspects of European club football, from the introduction of the ECA Network, to integrating women's clubs, to a range of workshops, summits and educational initiatives.

ECA Network

The introduction of the ECA Network signified a major step in ECA efforts to extend its support and influence to a broader spectrum of European clubs. By including an additional 160 aspiring clubs, ECA not only expanded its reach but also enriched the diversity and depth of the association.

This initiative goes beyond mere expansion: it is a pursuit of excellence and inclusivity, offering clubs from various European regions opportunities to leverage ECA's extensive knowledge base and expertise. This initiative led to an increase of 75% of the ECA Membership Panel.

Integrating Women's Clubs

Echoing the sentiments of Jeremy Cottino, ECA's Membership Project Lead, the association saw a period which proved pivotal in terms of governance reforms. *"The*

integration of network clubs and inclusive membership of women's clubs represent a significant step towards creating a more diverse and representative community within European club football," said Cottino.

ECA's reforms in governance and membership underscored its commitment to gender equality and the empowerment of women in football, setting a new standard for inclusivity in sports organisations. As of season 2023/24, women's clubs will have access, not only to membership, but also to the ECA Board and internal bodies.

Workshops and Summits

The 2022/23 season started with ECA's first-ever workshop on Financial Sustainability during which more than 130 delegates from across the broad spectrum of ECA's membership met in Geneva and were presented the details of newly-approved regulations in licensing and financial matters.

Later in the season, the inaugural ECA Women's Football Summit in London served as a platform to celebrate the remarkable achievements in the women's game to date, while simultaneously charting a progressive course for continued growth and prosperity through sharing best

Membership



practice and fostering stronger partnerships among industry stakeholders.

Meanwhile, ECA's Youth Football Knowledge Exchange programme facilitated a dynamic exchange of ideas and best practices among academy directors and club experts, focusing on innovative approaches to scouting and youth development. The several Youth Football Workshops and Academy Visits welcomed more than 450 member clubs' representatives to Italy, France, Greece, Spain, Portugal, Poland, Germany and the Netherlands.

ECA's Educational Initiatives

The ECA Club Management Programme's (CMP) fourth edition, culminating in Nyon, and the newly launched Club Talent & Mentoring Programme (CTMP) and ECA Academy Management Programme (AMP) have been cornerstones of educational activities run by ECA Campus. These programmes have provided club executives and young professionals with invaluable insights into leadership, strategy, and football club operations, equipping them with the tools to navigate and excel in the evolving landscape of club football.

Response to the Türkiye-Syria Earthquakes

ECA's response to the Türkiye-Syria earthquakes exemplified the solidarity and compassion at the heart of the Association. The fundraising initiative, in collaboration with UNHCR, not only demonstrated our commitment to social responsibility but also highlighted the power of football in bringing positive societal change. The overwhelming support from our members, through the

auction of over 200 signed jerseys and the generous direct donation from ECA, reflects the association's collective dedication to humanitarian causes.

Platform for Executive Consultation (PEC) Meetings and General Assemblies

The series of PEC meetings held across Europe fostered a collaborative future by providing a vital forum for open dialogue and collaboration among our members. These meetings were instrumental in addressing key topics and setting the agenda for the future of European club football. Similarly, ECA General Assemblies in Istanbul and Budapest were landmark events, where key decisions on membership expansion, governance reforms, and strategic partnerships were made, reaffirming ECA's commitment to a united and progressive future for European club football.

THE YEAR AHEAD

ECA continues to look forward with ambition and purpose and its focus remains steadfast on introducing further reforms and expanding its membership base. Jeremy Cottino, ECA's Membership Project Lead, said: *"We are dedicated to offering services that are unparalleled in the industry. From cutting-edge youth development strategies to comprehensive financial sustainability workshops, our offerings represent excellence and innovation in football club management."*

ECA remains committed to leading the way in shaping a vibrant, inclusive, and sustainable future for European club football.

ECA Member Clubs

COUNTRY	CLUB	DIVISION	MEMBERSHIP TIER
Albania	FK Kukësi	Sub 4	Associated
	FK Partizani	Sub 4	Associated
	KF Laçi	Sub 4	Ordinary
	KF Vllaznia	Women's	Ordinary
Andorra	FC Santa Coloma	Sub 4	Associated
	Inter Club d'Escaldes	Sub 4	Ordinary
	UE Sant Julià	Network	Network
Armenia	Alashkert FC	Sub 4	Associated
	FC Ararat	Sub 4	Associated
	FC Ararat-Armenia	Sub 4	Ordinary
	FC Noah	Sub 4	Associated
	FC Pyunik	Sub 4	Associated
	FC Shirak	Network	Network
	FC Urartu	Sub 4	Associated
	FC West Armenia	Network	Network
	Sardarapat FC	Network	Network
	Austria	FC Salzburg	Sub 2
FK Austria Wien		Sub 2	Associated
LASK		Sub 2	Ordinary
SCR Altach		Network	Network
SK Rapid Wien		Sub 2	Associated
SK Sturm Graz		Sub 2	Ordinary

ECA Member Clubs

	SKN St. Pölten	Women's	Ordinary
	Wolfsberger AC	Sub 2	Ordinary
Azerbaijan	Araz-Nakhçhivan PFK	Network	Network
	FK Sabail	Network	Network
	Gabala SC	Sub 4	Associated
	Köpüz PFK	Network	Network
	Neftçi PFK	Sub 4	Associated
	PFC Zire	Network	Network
	Qarabağ FK	Sub 4	Ordinary
	Sabah	Network	Network
	Sumqayıt FK	Sub 4	Associated
	Turan Tovuz PFK	Network	Network
Belarus	FC BATE Borisov	Sub 4	Ordinary
	FC Dinamo Brest	Sub 4	Associated
	FC Dinamo Minsk	Sub 4	Associated
	FC Isloch	Network	Network
	FC Neman Grodno	Network	Network
	FC Shakhtyor Soligorsk	Sub 4	Associated
	FC Smorgon	Network	Network
	SFC Slutsk	Network	Network
	ZFK Minsk	Women's	Ordinary
Belgium	Cercle Brugge KSV	Network	Network
	Club Brugge	Sub 2	Ordinary
	KAA Gent	Sub 2	Ordinary
	KRC Genk	Sub 2	Associated
	KV Mechelen	Network	Network
	KVC Westerlo	Network	Network
	Oud-Heverlee Leuven	Network	Network
	R. Standard de Liège	Sub 2	Associated

	Royal Antwerp FC	Sub 2	Ordinary
	RSC Anderlecht	Women's	Ordinary
Bosnia & Herzegovina	FK Borac Banja Luka	Sub 4	Associated
	FK Sarajevo	Women's	Ordinary
	FK Tuzla City	Network	Network
	FK Velež Mostar	Sub 4	Associated
	FK Željezničar	Sub 4	Associated
	FK Zvijezda 09	Network	Network
	HŠK Posušje	Network	Network
	HŠK Zrinjski	Sub 4	Ordinary
	NK Široki Brijeg	Sub 4	Associated
Bulgaria	CSKA 1948 Sofia	Network	Network
	PFC Botev Plovdiv	Network	Network
	PFC CSKA-Sofia	Sub 3	Ordinary
	PFC Levski Sofia	Sub 3	Associated
	PFC Lokomotiv Plovdiv 1926	Sub 3	Associated
	PFC Ludogorets 1945	Sub 3	Ordinary
Croatia	GNK Dinamo Zagreb	Sub 3	Ordinary
	HNK Gorica	Network	Network
	HNK Hajduk Split	Sub 3	Associated
	HNK Rijeka	Sub 3	Ordinary
	NK Osijek	Sub 3	Associated
	NK Rudeš	Network	Network
	NK Slaven Belupo	Network	Network
Cyprus	AEK Larnaca FC	Sub 3	Associated
	AEL Limassol FC	Sub 3	Associated
	AEZ Zakakiou	Network	Network
	Anorthosis Famagusta FC	Sub 3	Associated
	APOEL FC	Sub 3	Ordinary

ECA Member Clubs

	Apollon Limassol FC	Sub 3	Ordinary
	Ethnikos Achnas FC	Network	Network
	Omonoia FC	Sub 3	Ordinary
	Pafos FC	Network	Network
Czech Republic	AC Sparta Praha	Sub 3	Ordinary
	Bohemians Praha 1905	Network	Network
	FC Slovan Liberec	Sub 3	Associated
	FC Viktoria Plzeň	Sub 3	Associated
	FK Jablonec	Sub 3	Associated
	FK Mladá Boleslav	Sub 3	Associated
	FK Teplice	Network	Network
	SK Sigma Olomouc	Network	Network
	SK Slavia Praha	Sub 3	Ordinary
Denmark	Aalborg BK	Network	Network
	AGF Aarhus	Sub 3	Associated
	Brøndby IF	Women's	Ordinary
	F.C. Copenhagen	Sub 3	Ordinary
	FC Midtjylland	Sub 3	Ordinary
	FC Nordsjælland	Sub 3	Associated
	Fortuna Hjørring	Women's	Ordinary
	HB Køge	Women's	Associated
	Odense BK	Network	Network
	Silkeborg IF	Sub 3	Associated
England	Arsenal FC	Sub 1	Ordinary
	Aston Villa FC	Sub 1	Associated
	Brentford FC	Network	Network
	Brighton & Hove Albion FC	Sub 1	Associated
	Chelsea FC	Sub 1	Ordinary
	Everton FC	Sub 1	Associated

	Leeds United FC	Network	Network
	Leicester City FC	Network	Network
	Liverpool FC	Sub 1	Ordinary
	Manchester City FC	Sub 1	Ordinary
	Manchester United FC	Sub 1	Ordinary
	Newcastle United FC	Sub 1	Associated
	Nottingham Forest FC	Sub 1	Associated
	Tottenham Hotspur	Sub 1	Ordinary
	West Ham United FC	Sub 1	Ordinary
Estonia	FC Flora Tallinn	Sub 4	Ordinary
	FC Kuressaare	Network	Network
	FC Nõmme United	Network	Network
	FCI Levadia Tallinn	Sub 4	Associated
	Harju JK Laagri	Network	Network
	JK Narva Trans	Sub 4	Associated
	JK Tallinna Kalev	Network	Network
	JK Tammeka Tartu	Network	Network
	Nõmme Kalju FC	Sub 4	Associated
	Paide Linnameeskond	Sub 4	Associated
	Pärnu JK Vaprus	Network	Network
Faroe Islands	B36 Tórshavn	Sub 4	Associated
	EB/Streymur	Women's	Associated
	HB Tórshavn	Sub 4	Associated
	KÍ Klaksvík	Sub 4	Ordinary
	NSÍ Runavík	Network	Network
	Víkingur	Sub 4	Associated
Finland	AC Oulu	Network	Network
	FC Haka	Network	Network
	FC Honka Espoo	Sub 4	Associated

ECA Member Clubs

	FC Inter Turku	Sub 4	Associated
	HJK Helsinki	Sub 4	Ordinary
	IFK Mariehamn	Network	Network
	Ilves Edustus Oy	Network	Network
	KuPS Kuopio	Sub 4	Associated
	SJK Seinäjoki	Sub 4	Associated
	VPS Vaasa	Network	Network
France	AS Monaco FC	Sub 1	Associated
	AS Saint-Étienne	Network	Network
	Clermont Foot 63	Network	Network
	FC Girondins de Bordeaux	Women's	Associated
	FC Lorient	Network	Network
	FC Metz	Network	Network
	FC Nantes	Sub 1	Associated
	LOSC Lille	Sub 1	Ordinary
	Montpellier Hérault SC	Network	Network
	OGC Nice	Sub 1	Associated
	Olympique de Marseille	Sub 1	Ordinary
	Olympique Lyonnais	Sub 1	Ordinary
	Paris Saint-Germain	Sub 1	Ordinary
	Racing Club de Strasbourg Alsace	Network	Network
	RC Lens	Sub 1	Associated
	Stade de Reims	Network	Network
	Stade Rennais FC	Sub 1	Ordinary
	Toulouse FC	Sub 1	Associated
	USL Dunkerque	Network	Network
Georgia	FC Chikhura Sachkhere	Network	Network
	FC Dila Gori	Sub 4	Associated
	FC Dinamo Batoumi	Sub 4	Associated

	FC Dinamo Tbilisi	Sub 4	Ordinary
	FC Gagra	Network	Network
	FC Kakheti Telavi	Network	Network
	FC Saburtalo	Sub 4	Associated
	FC Samtredia	Network	Network
	FC Torpedo Kutaisi	Sub 4	Associated
	FC Tskaltubo Samguruli	Network	Network
	Lanchkhuti	Women's	Associated
Germany	FC Köln	Sub 1	Associated
	FC Union Berlin	Sub 1	Ordinary
	Bayer 04 Leverkusen	Sub 1	Ordinary
	Borussia Dortmund	Sub 1	Ordinary
	Borussia VfL 1900 Mönchengladbach	Sub 1	Associated
	Eintracht Frankfurt	Sub 1	Ordinary
	FC Bayern München	Sub 1	Ordinary
	FC Schalke 04	Network	Network
	Hertha BSC Berlin	Network	Network
	RB Leipzig	Sub 1	Ordinary
	SC Freiburg	Sub 1	Associated
	SV Werder Bremen	Sub 1	Associated
	TSG 1899 Hoffenheim	Women's	Ordinary
	VfB Stuttgart	Network	Network
	VfL Bochum 1848	Network	Network
	VfL Wolfsburg	Women's	Ordinary
Gibraltar	Europa FC	Sub 4	Associated
	FCB Magpies	Sub 4	Associated
	Gibraltar Wave FC	Network	Network
	Lincoln Red Imps FC	Sub 4	Ordinary
	Lynx FC	Network	Network

ECA Member Clubs

	Mons Calpe SC	Network	Network
	St Joseph's FC	Sub 4	Associated
Greece	AEK Athens FC	Sub 3	Associated
	Aris FC	Sub 3	Associated
	Asteras Tripolis FC	Network	Network
	Atromitos FC	Sub 3	Associated
	Olympiacos FC	Sub 3	Ordinary
	Panathinaikos FC	Sub 3	Associated
	PAOK FC	Sub 3	Ordinary
	PAS Lamia	Network	Network
Hungary	Budapest Honvéd FC	Network	Network
	Debreceni VSC	Sub 3	Associated
	Fehérvár FC	Sub 3	Ordinary
	Ferencvárosi TC	Sub 3	Ordinary
	Kisvárdai FC	Network	Network
	MTK Budapest FC	Network	Network
	Puskás Akadémia FC	Sub 3	Associated
	Újpest FC	Network	Network
Iceland	Breidablik	Sub 4	Ordinary
	FH Hafnarfjörður	Sub 4	Associated
	KA Akureyri	Network	Network
	Keflavík	Network	Network
	KR Reykjavík	Sub 4	Associated
	Stjarnan	Sub 4	Associated
	Valur	Sub 4	Associated
	Vestri	Network	Network
	Víkingur Reykjavík	Sub 4	Associated
Ireland	Cork City FC	Sub 4	Associated
	Dundalk FC	Sub 4	Associated

	Saint Patrick's Athletic FC	Sub 4	Associated
	Shamrock Rovers FC	Sub 4	Ordinary
	Shelbourne FC	Women's	Associated
	Sligo Rovers FC	Sub 4	Associated
Israel	Beitar Jerusalem FC	Sub 3	Associated
	Bnei Yehuda Tel-Aviv FC	Network	Network
	Hapoel Beer-Sheva FC	Sub 3	Ordinary
	Hapoel Tel-Aviv FC	Network	Network
	Kiryat Gat W.F.C.	Women's	Associated
	Maccabi Haifa FC	Sub 3	Associated
	Maccabi Tel-Aviv FC	Sub 3	Ordinary
Italy	AC Milan	Sub 1	Ordinary
	ACF Fiorentina	Women's	Ordinary
	AS Roma	Sub 1	Ordinary
	Atalanta BC	Sub 1	Ordinary
	Bologna FC	Network	Network
	Cagliari Calcio	Network	Network
	Empoli FC	Network	Network
	FC Internazionale Milano	Sub 1	Ordinary
	Frosinone Calcio	Network	Network
	Genoa CFC	Network	Network
	Hellas Verona FC	Network	Network
	Monza	Network	Network
	Palermo FC	Network	Network
	Parma FC	Network	Network
	SS Lazio	Sub 1	Ordinary
	SSC Napoli	Sub 1	Ordinary
	UC Sampdoria	Network	Network
	Udinese Calcio	Network	Network

ECA Member Clubs

	US Lecce	Network	Network
	US Salernitana 1919	Network	Network
	US Sassuolo Calcio	Network	Network
Kazakhstan	FC Aktobe	Sub 4	Associated
	FC Astana	Sub 4	Ordinary
	FC Kairat Almaty	Sub 4	Associated
	FC Okzhetpes Kokshetau	Women's	Associated
	FC Shakhter Karagandy	Sub 4	Associated
	WFC BIIK-Shymkent	Women's	Ordinary
Kosovo	FC Ballkani	Sub 4	Associated
	FC Drita	Sub 4	Ordinary
	FC Prishtina	Sub 4	Associated
	KF Llapi 1932	Sub 4	Associated
	KFF Mitrovica	Women's	Associated
	SC Gjilani	Sub 4	Associated
	WFC Hajvalia	Women's	Associated
Latvia	FK Liepāja	Sub 4	Associated
	FK Spartaks Jūrmala	Network	Network
	Riga FC	Sub 4	Ordinary
	Valmiera FC	Sub 4	Associated
Liechtenstein	FC Vaduz	Sub 4	Ordinary
Lithuania	FC Gintra	Women's	Associated
	FK Kauno Žalgiris	Sub 4	Associated
	FK Panevėžys	Sub 4	Associated
	FK Riteriai	Sub 4	Associated
	FK Sūduva	Sub 4	Associated
	FK Utenos Utenis	Women's	Network
	FK Žalgiris Vilnius	Sub 4	Ordinary
Luxembourg	CS Fola Esch	Sub 4	Associated

	F91 Diddeleng	Sub 4	Ordinary
	FC Differdange 03	Sub 4	Associated
	FC Swift Hesperange	Network	Network
	FC Wiltz 71	Network	Network
	Racing FC Union Luxembourg	Sub 4	Associated
Malta	Balzan FC	Sub 4	Associated
	Birkirkara FC	Sub 4	Associated
	Gzira United FC	Sub 4	Associated
	Hamrun Spartans FC	Sub 4	Associated
	Hibernians FC	Sub 4	Ordinary
	Valletta FC	Sub 4	Associated
Moldova	CS Dacia-Buiucani	Network	Network
	FC Balti	Network	Network
	FC Milsami Orhei	Sub 4	Associated
	FC Petrocub-Hincesti	Sub 4	Associated
	FC Sheriff Tiraspol	Sub 4	Ordinary
	FC Zimbru Chisinau	Sub 4	Associated
Montenegro	FC Mladost Donja Gorica	Network	Network
	FK Arsenal Tivat	Network	Network
	FK Breznica Pljevlja	Women's	Associated
	FK Budućnost Podgorica	Sub 4	Ordinary
	FK Dečić	Sub 4	Associated
	FK Jedinstvo Bijelo Polje	Network	Network
	FK Jezero	Network	Network
	FK Mornar Bar	Network	Network
	FK Rudar Pljevlja	Network	Network
	FK Sutjeska	Sub 4	Associated
	FK Zeta	Network	Network
	OFK Petrovac	Network	Network

ECA Member Clubs

	OFK Titograd	Network	Network
Netherlands	AFC Ajax	Sub 1	Ordinary
	AZ Alkmaar	Sub 1	Ordinary
	FC Twente	Women's	Ordinary
	FC Utrecht	Sub 1	Associated
	Feyenoord	Sub 1	Ordinary
	Go Ahead Eagles	Network	Network
	PSV Eindhoven	Sub 1	Ordinary
	RKC Waalwijk	Network	Network
	SC Heerenveen	Network	Network
	Vitesse	Sub 1	Associated
North Macedonia	FC AP Brera Strumica	Sub 4	Associated
	FC Shkupi 1927	Sub 4	Associated
	FC Struga	Sub 4	Associated
	FK Makedonija GP Skopje	Sub 4	Associated
	FK Rabotnicki	Network	Network
	FK Sileks Kratovo	Sub 4	Associated
	FK Vardar	Network	Network
	FK Voska Sport	Network	Network
	GFK Tikvesh	Network	Network
	Kamenica Sasa	Women's	Associated
	KF Shkëndija	Sub 4	Ordinary
Northern Ireland	Cliftonville FC	Sub 4	Associated
	Coleraine FC	Sub 4	Associated
	Crusaders FC	Sub 4	Associated
	Glenavon FC	Network	Network
	Glentoran FC	Sub 4	Associated
	Larne FC	Sub 4	Associated
	Linfield FC	Sub 4	Ordinary

Norway	FK Bodø/Glimt	Sub 2	Ordinary
	FK Haugesund	Network	Network
	Lillestrøm SK	Women's	Ordinary
	Molde FK	Sub 2	Ordinary
	Odds BK	Network	Network
	Rosenborg BK	Sub 2	Ordinary
	Strømsgodset IF	Network	Network
	Vålerenga Fotball	Women's	Ordinary
	Viking FK	Network	Network
Poland	Jagiellonia Białystok	Network	Network
	KKS Lech Poznań	Sub 3	Ordinary
	KS Lechia Gdańsk	Network	Network
	Legia Warszawa	Sub 3	Ordinary
	MKS Pogoń Szczecin	Sub 3	Associated
	Raków Częstochowa	Sub 3	Associated
	RTS Widzew Łódź	Network	Network
	Wisła Kraków	Network	Network
	WKS Śląsk Wrocław	Sub 3	Associated
Portugal	CS Marítimo	Network	Network
	FC Famalicao	Network	Network
	FC Porto	Sub 2	Ordinary
	Gil Vicente FC	Network	Network
	SC Braga	Sub 2	Ordinary
	SL Benfica	Sub 2	Ordinary
	Sporting Clube de Portugal	Sub 2	Ordinary
	Vitória SC	Sub 2	Associated
Romania	CFR 1907 Cluj	Sub 3	Ordinary
	FC Petrolul Ploiesti	Network	Network
	FC Universitatea Cluj	Network	Network

ECA Member Clubs

	FC Universitatea Craiova	Sub 3	Associated
	FCSB	Sub 3	Ordinary
San Marino	La Fiorita 1967	Sub 4	Associated
	SP Tre Fiori	Sub 4	Associated
	SP Tre Penne	Sub 4	Ordinary
	SS Folgore	Network	Network
	SS Murata	Network	Network
Scotland	Aberdeen FC	Sub 2	Ordinary
	Celtic FC	Sub 2	Ordinary
	Dundee FC	Network	Network
	Glasgow City FC	Women's	Ordinary
	Heart of Midlothian FC	Sub 2	Associated
	Hibernian FC	Sub 2	Associated
	Motherwell FC	Sub 2	Associated
	Rangers FC	Sub 2	Ordinary
	Ross County FC	Network	Network
	St Johnstone FC	Network	Network
	St Mirren Football Club	Network	Network
Serbia	FK Crvena Zvezda	Sub 2	Ordinary
	FK Čukarički	Sub 2	Associated
	FK Napredak	Network	Network
	FK Partizan	Sub 2	Ordinary
	FK Vojvodina	Sub 2	Ordinary
	ZFK Spartak Subotica	Women's	Ordinary
Slovakia	AS Trenčín	Network	Network
	FC DAC 1904 Dunajská Streda	Sub 3	Associated
	FC Spartak Trnava	Sub 3	Ordinary
	FC ViOn Zlaté Moravce	Network	Network
	MFK Ružomberok	Sub 3	Associated

	MŠK Žilina	Sub 3	Associated
	ŠK Slovan Bratislava	Sub 3	Ordinary
Slovenia	NK Celje	Sub 4	Associated
	NK Domžale	Sub 4	Associated
	NK Maribor	Sub 4	Ordinary
	NK Olimpija Ljubljana	Sub 4	Associated
	NŠ Mura	Sub 4	Associated
Spain	Athletic Club	Network	Network
	Club Atlético de Madrid	Sub 1	Ordinary
	Getafe CF	Sub 1	Associated
	Girona FC	Network	Network
	RC Celta de Vigo	Network	Network
	RCD Espanyol	Network	Network
	Real Betis Balompié	Sub 1	Ordinary
	Real Sociedad de Fútbol	Sub 1	Ordinary
	Sevilla FC	Sub 1	Ordinary
	Valencia CF	Sub 1	Associated
	Villarreal CF	Sub 1	Ordinary
Sweden	AIK	Sub 3	Associated
	BK Häcken	Women's	Ordinary
	Djurgårdens IF	Sub 3	Ordinary
	FC Rosengård	Women's	Ordinary
	Hammarby Fotboll	Sub 3	Associated
	IF Elfsborg	Sub 3	Associated
	IFK Göteborg	Sub 3	Associated
	IFK Norrköping	Network	Network
	Malmö FF	Sub 3	Ordinary
Switzerland	BSC Young Boys	Sub 2	Ordinary
	FC Basel 1893	Sub 2	Ordinary

ECA Member Clubs

	FC Lugano	Sub 2	Ordinary
	FC Sion	Network	Network
	FC Stade-Lausanne-Ouchy	Network	Network
	FC Thun	Network	Network
	FC Yverdon-Sport	Network	Network
	FC Zürich	Women's	Ordinary
	Servette FC	Women's	Ordinary
Türkiye	Adana Demirspor AS	Network	Network
	Alanyaspor	Network	Network
	ALG Spor Kulübü	Women's	Associated
	Antalyaspor	Network	Network
	Beşiktaş JK	Sub 2	Associated
	Beylerbeyispor	Women's	Network
	Fatih Karagümrük AŞ	Network	Network
	Fenerbahçe SK	Sub 2	Ordinary
	Galatasaray AŞ	Sub 2	Ordinary
	Gaziantep Futbol Kulübü AŞ	Network	Network
	Hatayspor	Network	Network
	İstanbul Başakşehir	Sub 2	Ordinary
	İstanbulspor AŞ	Network	Network
	Kasımpaşa SK	Network	Network
	Kayserispor	Network	Network
	Konyaspor	Network	Network
	MKE Ankaragücü	Network	Network
	Pendikspor	Network	Network
	Rizespor	Network	Network
	Samsunspor	Network	Network
	Sivasspor	Sub 2	Associated
	Trabzonspor AŞ	Sub 2	Associated

Ukraine	FC Dynamo Kyiv	Sub 2	Ordinary
	FC Kryvbas Kryvyi Rih	Network	Network
	FC Oleksandriya	Sub 2	Associated
	FC Shakhtar Donetsk	Sub 2	Ordinary
	FC Vorskla Poltava	Women's	Ordinary
	FC Zorya Luhansk	Sub 2	Ordinary
	Kolos Kovalivka	Sub 2	Associated
	SC Dnipro-1	Sub 2	Associated
Wales	Connah's Quay Nomads FC	Sub 4	Associated
	The New Saints FC	Sub 4	Ordinary

Appendix I

2022/23

Income Statement

The operational result (EBIT) for the **2022/23** financial year amounts to **€1'512'085** (vs. €995'436 in 2021/22). After deduction of financial expenses, and after accounting for the various donations and extraordinary income and taxes, the net result of the **2022/23** financial year amounts to **-€77'911** (vs. €45'856 in 2021/22).

Income Statement (in €)	2022/2023	2021/2022
Income	15'006'100	10'057'800
Operating expenses	-13'468'041	-9'062'364
Earnings before interest, tax, depreciation, amortization (EBITDA)	1'538'059	995'436
Depreciation	-25'974	—
Earnings before interest and tax (EBIT)	1'512'085	995'436
Financial expenses	-3'216	-12'648
Operating result before taxes	1'508'868	982'788
Extraordinary income, non-recurring	46'952	51'288
Extraordinary expenses, non-recurring	-1'500'000 ¹	-1'000'000 ²
Result before taxes	55'820	34'076
Income taxes	-133'732	-79'932
Net result	-77'911	45'856

¹ €0.5m was donated to UNCHR to support efforts with humanitarian initiatives in order to assist with aftermath of the Türkiye and Syria Earthquakes.

As presented to the ECA General Assembly in March 2023, ECA is currently in a process of creating a dedicated ECA Foundation to run club dedicated activities. The ECA Executive Board approved on June 10 2023 the presented statutes of the ECA Foundation and confirmed the €1.0m kick-start donation from the 2022/23 season. This amount

has been transferred by ECA to a blocked account on behalf of the ECA Foundation.

² This 2021/22 season item corresponds to ECA's contribution to an overall €1.0m donation to European clubs' efforts with humanitarian initiatives to assist the Ukrainian people. This donation programme was performed under the supervision of the Board appointed Ukraine Relief Committee and facilitated by the UEFA Foundation for Children.

Funding



Total ECA funding for the **2022/23** period amounted to **€15'006'100** (vs. €10'057'800 in 2021/22).

As per previous years, the main source of funding remains the contribution from the UEFA Champions League (UCL). Other income was generated from membership fees and education programmes (eg. fourth edition of the ECA Club Management Programme (CMP), first edition of the ECA Club Talent Management Programme (CTMP)).

Funding



12 months ending 30 June 2023 (in €)

Budget

Actual

Membership Fees

24'500

23'800

UCL contribution 21/22

800'000

800'000

UCL contribution 22/23 drawdown

14'000'000

14'000'000

Other income

172'800

182'300

Total Funding

14'997'400

15'006'100

Expenses

The total expenses in **2022/23** amounted to **€14'950'280** (vs. €10'023'724 in 2021/22).

The €1.5m total of unbudgeted donations related to the UNCHR Türkiye / Syria programme as well as the ECA Foundation was financed by the lower than originally budgeted operating expenses (around 11%), mostly due to the postponement of recruitments with later staff arrival as well lower consultancy costs.



Expenses



12 months ending 30 June 2023 (in €)

	Budget	Actual
Staff & HR Costs	8'098'037	7'314'575
Events & Travel Costs	4'403'624	4'466'133
Member Services, Consultancy & Research	2'590'575	1'597'883
Other Items	—	89'451
Total Operating Expenses	15'092'237	13'468'041
Depreciation	58'508	25'974
Financial Expenses	38'835	3'216
Extraordinary items	-14'709	46'952³
ECA Donations	—	1'500'000⁴
Total Expenses	15'174'871	14'950'280

³ This balance is mostly composed of foreign VAT recovered and withholding tax commission for the period.

⁴ The amount reported corresponds to the total €1.5m donations (€0.5m to UNHCR in respect of Türkiye/Syria and €1.0m to kick start the ECA Foundation) – cf note 2e.

Balance Sheet

The total balance sheet as at **30 June 2023** amounts to **€6'360'101** (vs. €4'222'853 as at 30 June 2022).

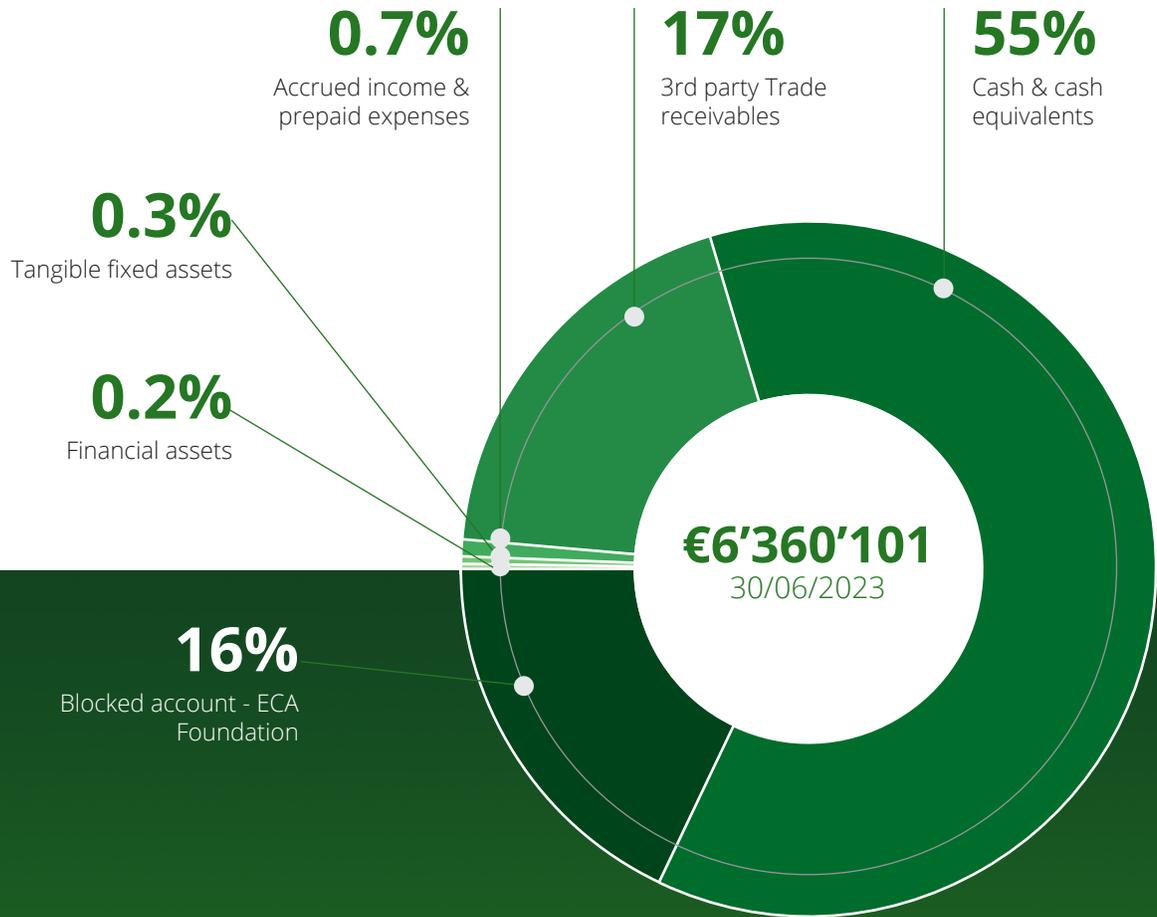
The increase is mostly explained by the accrued costs incurred linked to the year end events.



Balance Sheet

ASSETS (in €)	30/06/2023	30/06/2022
Cash & cash equivalents	3'514'388	3'118'924
Blocked account – ECA Foundation	999'979	—
Trade receivables from third parties	1'086'933	882'400
Other short-term receivables from third parties	33'226	80'282
Accrued income and prepaid expenses	459'206	42'176
Tangible fixed assets	165'158	—
Financial assets	101'210	99'070
Total Assets	6'360'101	4'222'853

Balance Sheet

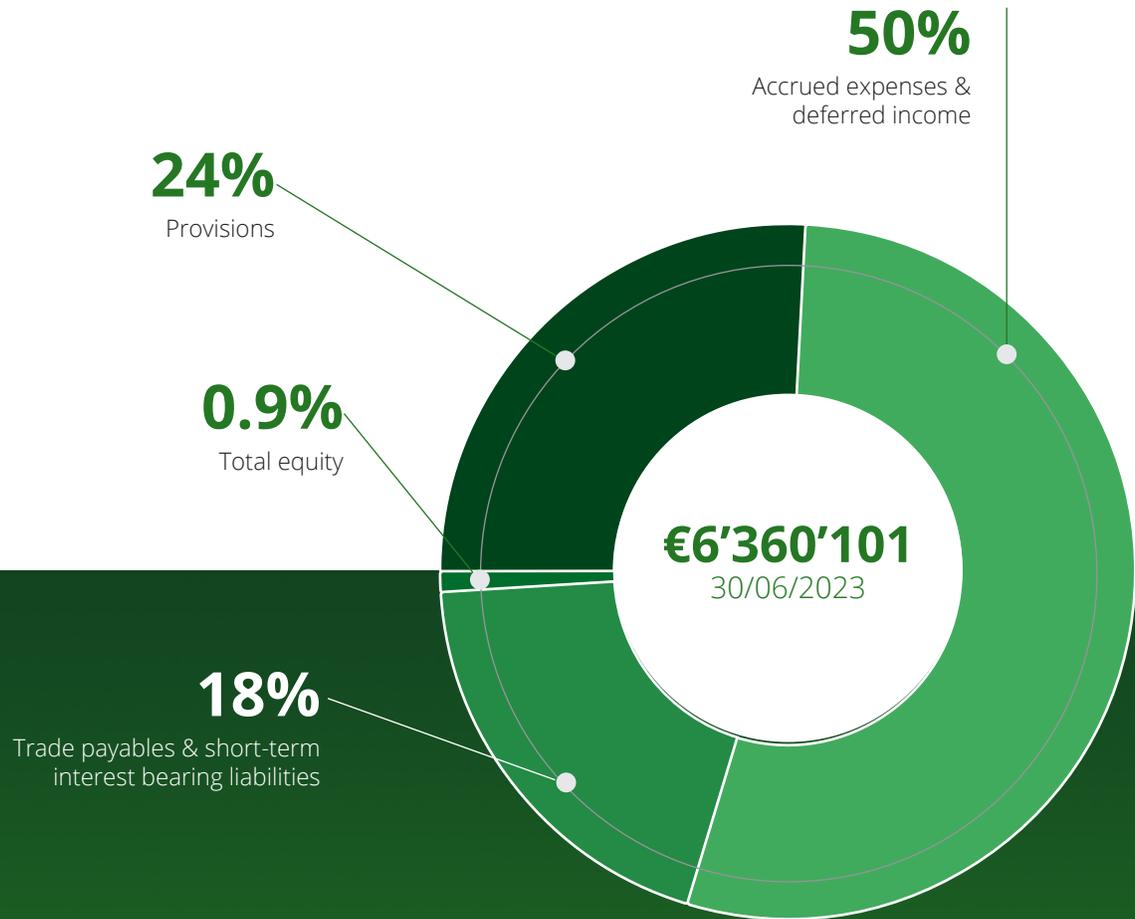


Assets

Balance Sheet

LIABILITIES & EQUITY (in €)	30/06/2023	30/06/2022
Trade payables & short-term interest-bearing liabilities	1'131'969	333'664
Accrued expenses and deferred income	3'168'646	1'672'102
Provisions	1'513'985	1'593'674
Total equity	545'502	623'413
Total Liabilities & Equity	6'360'101	4'222'853

Balance Sheet



Liabilities & Equity



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