
MOVING FORWARD UNITED

ANNUAL REPORT **2012**



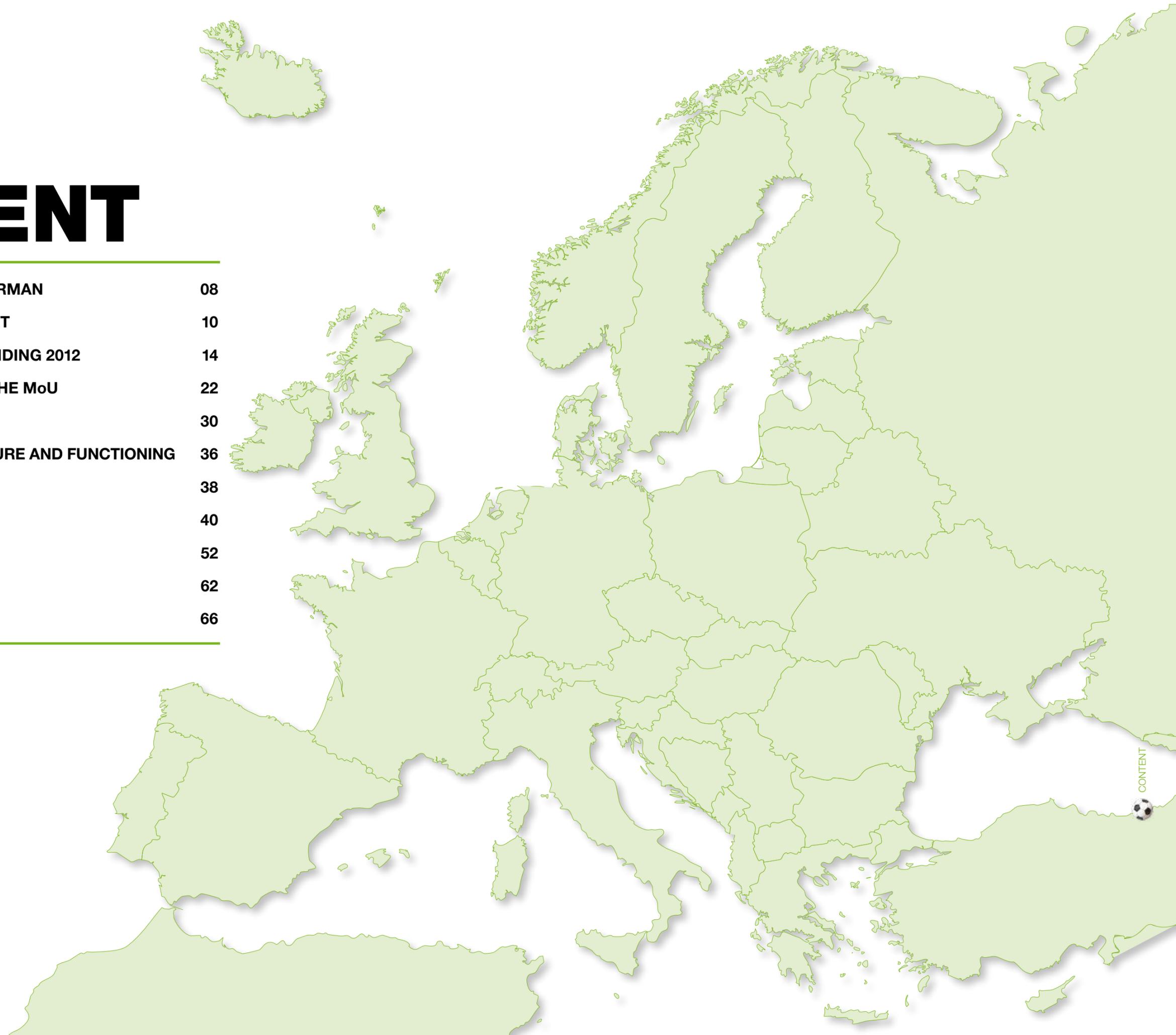
Manchester United FC FC Barcelona FC Internazionale Milano FC Bayern München Olympique Lyonnais
PFC CSKA Moskva FC Shakhtar Donetsk FC Steaua București FC Porto PSV Eindhoven Fenerbahçe SK
Panathinaikos FC FC Basel 1893 RSC Anderlecht FC København Rangers FC PFC Levski Sofia
SK Slavia Praha FC Red Bull Salzburg Hapoel Tel-Aviv FC Anorthosis Famagusta FC Rosenborg BK
MŠK Žilina Helsingborgs IF FK Partizan KKS Lech Poznań NK Dinamo Zagreb FC BATE Borisov
Saint Patrick's Athletic FC FC Honka Espoo FK Sarajevo FK Ekranas FK Ventspils FC Sheriff
NK Domžale Debreceni VSC FC Dinamo Tbilisi FK Baku FH Hafnarfjörður FK Rabotnički
FC Vaduz FK Aktobe FC Levadia Tallinn KF Tirana FC Pyunik Bangor City FC FK Budućnost Podgorica
EB/Streymur Glentoran FC F91 Dudelange UE Sant Julià Valletta FC SP Tre Fiori Chelsea FC Sevilla FC
AC Milan SV Werder Bremen FC Girondins de Bordeaux FC Zenit St. Petersburg FC Dynamo Kyiv
FC Rapid București SL Benfica AFC Ajax Galatasaray SK Olympiacos FC FC Zürich Club Brugge
Aalborg BK Celtic FC PFC Litex Lovech AC Sparta Praha FK Austria Wien Maccabi Haifa FC Apoel FC
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SC Dinamo 1948 București Sporting Clube de Portugal AZ Alkmaar Beşiktaş JK AEK Athens FC FC Thun
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LOSC Lille Métropole FC Lokomotiv Moskva Tottenham Hotspur FC Valencia CF Aston Villa FC Everton FC
Manchester City FC Fulham FC Newcastle United FC Club Atlético de Madrid RC Deportivo La Coruña
US Città di Palermo Parma FC U.C. Sampdoria SSC Napoli Bayer 04 Leverkusen BV Borussia Dortmund
Borussia VfL 1900 Mönchengladbach Eintracht Frankfurt VfB Stuttgart VfL Wolfsburg
AJ Auxerre AS Monaco FC Paris Saint-Germain FC Racing Club de Lens FC Rubin Kazan
FC Dnipro Dnipropetrovsk CFR 1907 Cluj FC Oțelul Galați Sporting Clube de Braga Marítimo da Madeira Futebol
Feyenoord Rotterdam sc Heerenveen FC Twente FC Utrecht Bursaspor Kulübü Trabzonspor AŞ
Aris FC PAOK FC Grasshopper-Club Zürich BSC Young Boys FC Sion KAA Gent KRC Genk Brøndby IF
Aberdeen FC Heart of Midlothian FC CSKA Sofia FC Slovan Liberec FK Teplice FC Viktoria Plzeň
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KSP Polonia Warszawa HNK Hajduk Split FC Dinamo Minsk FC Shakhtyor Soligorsk HJK Helsinki
Mylykosken Pallo-47 NK Široki Brijeg FK Željezničar FK Sūduva FK Liepājas Metalurgs Skonto FC
CSC Zimbru Chișinău NK Maribor Ferencvárosi TC Györi ETO FC FC WIT Georgia FC Zestafoni
PFC Neftchi Azal PFC Baku Keflavík FC FK Vardar FC Flora Tallinn KS Elbasani FC Banants
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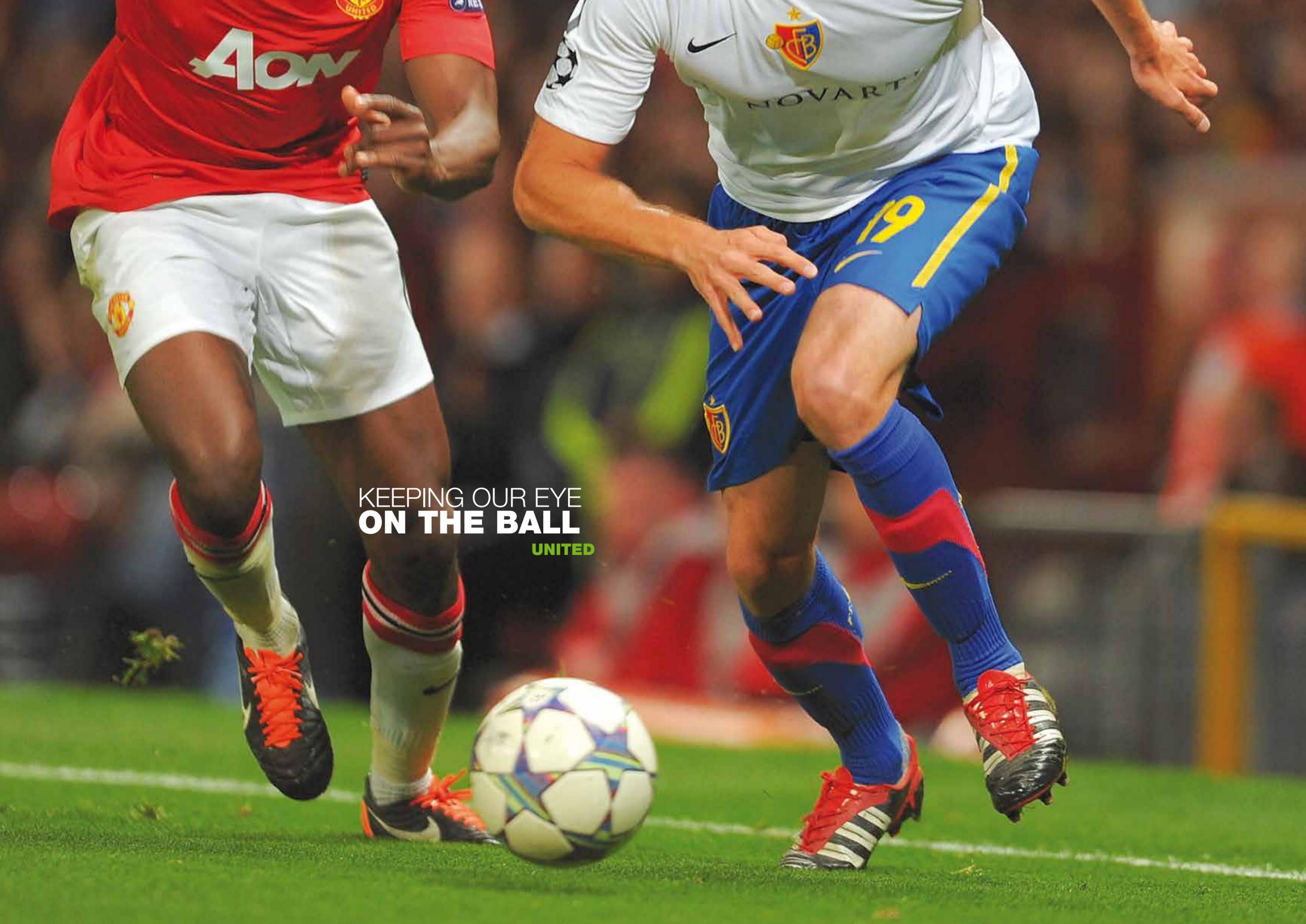


DRIVING OUR
FOCUS FORWARD
UNITED

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KEEPING OUR EYE
ON THE BALL
UNITED

MESSAGE FROM THE ECA CHAIRMAN

“As we look towards the future, there is only one path to follow and that is the one outlined in the new MoU. We are a serious and harmonious family always trying to further develop and improve our game. We will continue to do so, with the support of all European clubs and stakeholders of European football.”

Dear Members and Friends of ECA,

When I was first appointed ECA Chairman back in 2008, one of my first tasks was to sign a Memorandum of Understanding (MoU), an agreement between ECA and UEFA with the aim to start a new era in the relationship between club and national team football. Whilst we, the clubs, were very pleased with this agreement, we all knew that this was just the beginning, a first step towards a new partnership.

Only four years have passed since the creation of ECA and the signing of the 2008 MoU. Nevertheless, in March 2012, I found myself sitting next to UEFA President Michel Platini again with a pen in hand ready to set my signature under, yes, you guessed it, a new MoU. But this time, the importance of the agreement is of a different nature. It is an even more significant step forward. It is a step, which is revolutionary in the relationship between clubs and national associations and heralds a new era in our game. This new agreement marks a historic milestone and is the result of the European clubs' immense willingness to move forward and to drive the future of our beautiful game. We, the clubs, have long been striving for such an agreement and now it has become reality. The 2012 agreement between ECA and UEFA has come into force, benefiting not only European club football, but European football as a whole.

The new MoU will lead to: a new international match calendar for an improved balance between club and national team football; the introduction of an insurance policy for national team players allows for better protection to clubs whose players get injured while performing for their countries; an increased club share from the UEFA EURO acknowledges the significant contribution clubs make to the success of the tournaments; and a more influential representation of ECA in UEFA's decision-making process guarantees that no decision affecting club football is taken without the consent of the clubs.

I am especially pleased that ECA, through its working groups and the executive board, was always proactive in elaborating concrete proposals on the different matters under discussion. Our aim has always been to be constructive by adopting a progressive attitude towards the future of the game. This has led to this new MoU which is a satisfactory outcome for both parties. I believe it highlights how committed and enthusiastic all ECA Members involved were to contribute to this important project. We, the clubs, have always acted with one voice and on behalf of ALL the clubs emphasising what ECA is all about according to the motto: united - for the benefit of all.

Achieving this result was no easy feat. Significant time and effort was put into negotiations with UEFA, which lasted for more than two years. It was a process characterised by lengthy discussions, which required a lot of persistence and patience. It was a real challenge. However, looking back I can only praise both parties, ECA and UEFA, for having approached negotiations with a high level of professionalism, openness, respect and fairness – all characteristics that are central to our sport. Harmony, continuity and loyalty prevailed and will continue to prevail in the future under the new agreement. We can be very proud of what we have achieved over the past years and the path we have chosen.

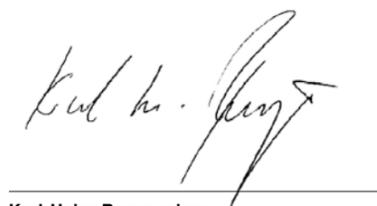
As we look towards the future, there is only one path to follow and that is the one outlined in the new MoU. We are a serious and harmonious family always trying to further develop and improve our game. We will continue to do so, with the support of all European clubs and stakeholders of European football.

This ECA Annual Report gives you the full details of the new MoU, but will also highlight many other topics that were dealt with over the past season. While reading this report, I am convinced that you will very much appreciate ECA's effort over the past year.

We are moving forward. United.

Finally, I would like to wish all our member clubs the very best for the new season.




Karl-Heinz Rummenigge
ECA Chairman



GENERAL SECRETARY'S REPORT

“ I am very pleased with the development of ECA and the direction our association is moving in. We continue to support the needs of ALL clubs in Europe and our recent achievements prove our commitment to this philosophy. We have set a solid basis for a promising future. Your input is invaluable, and the guarantee for a bright future for club football. ”

Dear Members,

As we enter the last season of the current ECA Membership Cycle, we have a chance to reflect on a busy but highly constructive 2011/12 season.

With the signing of the new MoU, ECA has further defined its status amongst the European football family and is now clearly positioned as a well-respected, ambitious and credible organisation. We have grown quickly over the years and ECA now counts more than 200 member clubs; however, we do not limit ourselves to serving only their interests, instead we look to support the needs of ALL clubs in Europe. Our recent achievements prove our commitment to this philosophy and have set a solid basis for a promising future.

The 2011/12 season has by some distance been the busiest one in the short history of ECA. It goes without saying that the renewal of the MoU with UEFA has been the central achievement of the past year. Nevertheless, several other dossiers of great importance to European club football have also figured on the ECA Agenda.

MEMORANDUM OF UNDERSTANDING

At the UEFA Congress on the 22nd of March 2012 in Istanbul, ECA Chairman Karl-Heinz Rummenigge and UEFA President Michel Platini signed a new MoU based on four key pillars, summarised as follows:

Insurance

In time for the start of the UEFA EURO 2012™ in Poland/Ukraine, UEFA established an insurance policy covering the injury risk to players on international team duty. The introduction of the so-called 'Club Protection Program' can be considered a major break-through in European club football. Following its approval by the FIFA Congress in Budapest, and at FIFA's expense, the program entered into force under the same conditions on a worldwide level as of the 1st of September 2012. The program

covers all clubs that release players for A-national team matches. All matches between two national A-teams played on the dates of the FIFA International Match Calendar, or on dates covered by the respective release period for such matches, are covered.

Participation of clubs in the benefits of the UEFA EURO

In accordance with the 2008 MoU, the clubs have been entitled to €55m of the UEFA EURO 2012™ benefits, in recognition of the significant contribution the clubs make to the success of this tournament. As part of the new MoU, this amount has substantially increased to €100m, with a further increase to €150m for UEFA EURO 2016™ in France. Given the increased amount, ECA, alongside UEFA, has elaborated a new distribution model that includes 578 clubs from all 53 UEFA Member Associations. This means nearly 400 extra clubs, a substantial increase from the 180 clubs in 2008, are now to benefit.

Governance/club representation in decision-making process

ECA has long been seeking greater involvement in the decision-making processes of the governing bodies when it comes to club-related matters. The new MoU has granted the clubs a 'Referral Right' on all UEFA decisions that affect club football. Hence, ECA is to play a far more influential role through its representatives in the UEFA Club Competitions Committee, which ensures decisions relating to club football cannot be taken without the consent of the clubs.

International Match Calendar

The European football stakeholders have jointly come to a compromise solution for the future international match calendar (2014-2018). It is to be made up of nine double-headers over a two-year period, and no single friendlies. This proposal has been approved by the FIFA Executive Committee and means a more balanced system for club and national team football, with less release periods.

CLUB COMPETITIONS 2012-15

With the start of the 2012/13 season we have entered a new UEFA Club Competition Cycle. In preparation of the new 2012-15 cycle, ECA has been very much involved, alongside UEFA, in the review of competition regulations and the club share distribution mechanism related to the competitions. On the regulations side, ECA Working Groups put forward some interesting proposals that eventually gained full acceptance and implementation by UEFA (ie a new rule relating to player eligibility). On the distribution side, revenues for both club competitions are expected to rise for the 2012-15 cycle: 22% for the UEFA Champions League (estimated yearly income of €1.34bn) and 12% for the UEFA Europa League (estimated yearly income of €225m). As agreed between ECA and UEFA, and in a show of increased solidarity among the clubs, a contribution of €40m from the UEFA Champions League is to be made to the UEFA Europa League clubs, in order to reduce the income gap between the two UEFA competitions.

As you can read, ECA has indeed been busy recently and I encourage you to review this annual report to find out even more interesting facts and figures.

Finally, let me state that I am very pleased with the development of ECA and the direction our association is moving in. I would like to thank all those involved in ECA for their commitment and collaboration over the past year. Your input is invaluable, and the guarantee for a bright future for club football.

ECA WORKSHOPS

Following the introduction of the ECA Workshop concept at the beginning of 2011, two workshops have been organised over the past season: the ECA Fan Relations Workshop and the ECA Legal Workshop. Both workshops have proved very successful in offering ECA Members a perfect platform to discuss specific club-related matters and exchange ideas and thoughts.

SIGNING OF AUTONOMOUS AGREEMENT

On the 19th of April in Brussels, an Autonomous Agreement has been signed by representatives of ECA, EPFL, FIFPro and UEFA during an EU Social Dialogue Committee. This agreement aims to implement a standardised employment contract throughout the EU, and all UEFA Member Associations, for the minimum requirements for standard player contracts in professional football.

NEW EXECUTIVE BOARD MEMBERS

Theodoros Giannikos (Olympiacos FC) and Jakub Otava (AC Sparta Praha) have been elected at the ECA General Assembly in Warsaw to join the ECA Executive Board. They replace Ebru Köksal and John McClelland, who have stepped down, as they no longer hold an active office at their respective clubs.



Michele Centenaro
ECA General Secretary



STRIKING
THE RIGHT
FUTURE REWARDS
UNITED



MEMORANDUM OF UNDERSTANDING 2012

The 22nd of March 2012 marks a historic day for the European Club Association – ECA Chairman Karl-Heinz Rummenigge and UEFA President Michel Platini set their signatures under a new Memorandum of Understanding between ECA and UEFA, at the UEFA Congress in Istanbul.

This new agreement paves the way for a fruitful relationship between European clubs and Europe's football governing body, reflecting an improved balance between national team and club football. The new MoU underlines that UEFA clearly recognises the importance of clubs and the significant contribution they make to the success of national team football.



ECA Chairman Karl-Heinz Rummenigge (left) and UEFA President Michel Platini (right) signing the Memorandum of Understanding at the UEFA Congress in Istanbul, the 22nd of March 2012.

The signing of the new MoU follows lengthy negotiations between both parties over the last two years. The new MoU supersedes the 2008 MoU and is now in effect until the 30th of May 2018. Discussions centred around four key topics of the new MoU:

- International Match Calendar
- Insurance of Players' Salaries
- Distribution of EURO Benefits
- Governance

ECA, through its working groups and the executive board, proactively shared initial ideas, elaborated new proposals and offered solutions to all problems encountered in discussions on the four key topics. While complex, the negotiations demonstrated the mutual respect and willingness of both parties to always find an acceptable solution.

MESSAGE FROM THE UEFA PRESIDENT

Dear Club friends,

I am delighted once more to address a few words to you as part of your annual report. Thank you for giving me the opportunity.

When I was elected as President of UEFA in 2007 I made it a priority to improve relations between UEFA and the clubs. I also made it a priority to get things done. I hope and trust that you feel like I do – that in those five years, which coincides with the time since ECA was created, this has been achieved.

In football there are many nice words, both spoken and written. Yet football is also in many ways a very conservative environment, resistant to change. So often the nice words stay just that – words. But actions speak louder than words. And I believe that UEFA and ECA really have, together, actually made concrete things happen these last five years.

In 2007, we spoke about bringing in rules to assist clubs to become and remain financially stable – and to try to make our sector financially credible. The final implementation is happening now, as you read this, and a year from now the first season of the “break-even” Financial Fair Play rule will finally be in operation. It took five years of work but we are turning an idea into reality – turning words into actions.

We spoke about money (unavoidable!). About the final rounds of the UEFA EURO and the European qualifiers, and how clubs contributed to the success of national team competitions. From nothing, the clubs received €43.5 million for EURO 2008, and for EURO 2012 it has gone up to €100 million, with around 580 clubs now benefiting. In 2016 it will be €150 million. These actions speak very loudly. Money often does.

We spoke about insurance for players on national team duty. In fact, many people have been speaking about player insurance in football for many, many, years. Now it's not a discussion anymore, it's a reality. We made it happen.

We spoke about increased participation of the clubs in the decision-making process of UEFA. Now the clubs sit with the UEFA Executive Committee when club matters are being discussed. Professional Football Strategy Council meetings are now being linked into the UEFA Executive Committee meetings. The UEFA Club Competitions Committee has significant new powers, with the introduction of a “referral right” for the clubs. Clubs are members of the board of UEFA Events S.A.

We spoke about working together in European football to try to improve the international match calendar for Europe, to make it better organised and more efficient. That, too, has also happened.

All of the above points are included in the Memorandum of Understanding, agreed and signed between UEFA and ECA in March of this year in Istanbul, which runs until 2018.

A Memorandum of Understanding is, by definition, a piece of paper. It can be a vague political document, with nice words and pretty autographs, which sits on a shelf. Or it can be the basis for concrete actions, for real practical improvements to be implemented to improve conditions in reality. For UEFA and ECA it is the latter – proof that our relationship is working.

I hope you will agree with me that at UEFA we are not standing still. We are not perfect at all but in line with UEFA's values we do care, listen, and strive for both excellence and unity based on openness and the dialogue that we have with ECA and the other stakeholders. We are not like sports federations used to be – afraid of change, fearful of adapting to the modern world.

The proof of this is that, as regards the position of clubs on the European stage, we have arguably implemented more changes in five years than in over 50 years of European club football before that. I hope the ECA Member Clubs have already felt the benefits of these changes individually, and if not that they will do shortly.

Good luck for the new European season, keep football first, and as always – Respect!



Michel Platini
UEFA President



INTERNATIONAL MATCH CALENDAR

The international match calendar, a key topic of discussions, makes the release of national team players compulsory for clubs on the dates it highlights. The 2014-18 calendar is based on a concrete proposal put forward by ECA, and the efforts of a dedicated working group comprising representatives from ECA, EPFL, FIFPro, and UEFA. The working group's recommendation, acknowledged by FIFA, offers a more balanced system of double-headers, with no single-friendly matches, that is more beneficial for both clubs and national associations.

Period & Structure

The new calendar comes into force after the FIFA World Cup 2014 in Brazil. It lasts until the 31st of May 2018 for four consecutive seasons: 2014/15, 2015/16, 2016/17, and 2017/18. The calendar is built on two-year cycles leading up to the UEFA EURO and the FIFA World Cup (2014-16, 2016-18), comprising nine double-headers for each. Double-headers are defined as periods of nine days reserved for national team activities, with the nine days including the Monday morning until the Tuesday night of the following week. Each double-header includes a preparation period and a maximum of two matches to be played by each national team, irrespective of whether these matches are qualifiers or friendlies. Importantly, the new calendar no longer includes single, stand-alone, friendly matches.

The double-headers are spread over each season as follows:

YEAR 1 (2014/15)

September/October/November/March/June

YEAR 2 (2015/16)

September/October/November/March

YEAR 3 (2016/17)

September/October/November/March/June

YEAR 4 (2017/18)

September/October/November/March

It is to be noted, subject to a global agreement with FIFA, one additional double-header is foreseen in early June for the year of the UEFA EURO tournament (ie 2016). This double-header can be used for qualification games by non-European associations.

Match Days

A maximum of two national team matches can be played per team per release period (double-header). These matches can be staged on any day from the Wednesday within the release period, provided that a minimum of two full days are left between matches of the same team to allow for sufficient regeneration of the players (ie match days on Thursday & Sunday). The players must travel to their national teams by Monday morning at the latest, and travel back to their clubs the following Wednesday morning at the latest.

In principle, both matches during the release period should be played on the territory of the same confederation. If one of the two matches is a friendly match they can be played in two different confederations, providing a certain distance between the two venues is respected (ie not more than five flight hours and two time zones).

Final Tournaments

The exact dates of the final tournaments of FIFA and the confederations are to be added to the International Match Calendar on a case-by-case basis. In future, these tournaments generally are to be played between early June and mid-July (in some cases the African and Asian Confederations may stage final tournaments in January/February). The release of players for the final tournaments is compulsory from the Monday of the preceding week prior to the week in which the final tournament starts (ie if the start is foreseen on a Friday the release period starts on the Monday of the preceding week, twelve days beforehand). The players are released back to their clubs after the last match of their respective national team in the final tournament.

In general terms, each player has a maximum of one A-national team final tournament per year (exceptions to be considered for the FIFA Confederations Cup).

“ The new international match calendar provides the right balance between club and national team football and is another good example of collaboration between the European football stakeholders. Despite competing interests, we were able to find an acceptable solution for all parties. The abolishment of single friendlies and the introduction of double-headers only, resulting in less release periods overall, is a great achievement for clubs, which we can be very proud of. ”

Umberto Gandini
ECA 1st Vice-Chairman and
Chairman of the ECA Competitions Working Group

INSURANCE OF PLAYERS' SALARIES

For many years now, clubs have been seeking an insurance policy that covers injury risk to national team players. ECA Member Clubs are in agreement that players, who are exclusively trained and paid for by the clubs, need to be insured during national team matches by the event organisers. If a player suffers bodily injury during the release period of national team matches, the player may not be able to participate in his club's training and matches; however, the club still has an obligation to pay the player's salary based on the respective employment contract. Compensation paid to the club therefore seems an obvious and fair outcome in respect to the club's losses (ie payment of the player's salary) during the period the player is unable to perform his duty.

The so-called 'Club Protection Program' is the result of long negotiations and close cooperation between UEFA and ECA to agree the definition of the policy framework and its key conditions. The parameters requested by the European clubs have been taken into account and the introduction of such an insurance policy marks a new milestone in the relationship between clubs and national associations. The Club Protection Program is a major innovation aimed towards better dialogue and cooperation for the release of players, in a way that benefits the entire football community.

The Club Protection Program came into effect, at UEFA's expense, in time for the start of the UEFA EURO 2012™ in Poland/Ukraine (covering the injury risk of players released by European clubs only). Following the approval by the FIFA Congress in Budapest in May 2012, the Club Protection Program is now effective, at FIFA's expense, under the same conditions worldwide from the 1st of September 2012. This covers all clubs that release players for A-national team matches listed on the International Match Calendar, it also includes a FIFA commitment for insurance at the football tournament of the Olympic Games.

The Scope

The Club Protection Program provides compensation for clubs if national A-team players participating for their national association suffer a temporary total disablement (TTD) as a result of bodily injuries caused by an accident. It does not however provide any compensation for sickness; cover permanent total disablement or death, or any costs of medical treatment.

Matches Covered

All matches between two national A-teams played on the dates of the FIFA International Match Calendar, or on dates covered by the respective release period for such matches, are covered. It is to be highlighted that the players are protected during the whole release period whilst under the control of the national association, including: whenever they are playing, practicing, training, involved in training matches, travelling, or during any time they are absent.

Players Protected

The Club Protection Program protects all players during the release period of A-national team matches, who are under an employment contract with a club where an obligation to release the players exists. All professional players who are employed by clubs affiliated to a FIFA national association are protected. It is to be noted that a 'professional player' is a player who has a contract in writing, and signed, with

a club; and who is paid more for their footballing activity than the expenses incurred for the same activity. All other players are to be considered 'amateurs' and therefore not covered under the Club Protection Program.

Compensation

The Program compensates clubs up to a maximum of €7.5m per player per accident. The maximum of €7.5m is calculated at a daily 'pro rata' compensation which is payable for a maximum of 365 days after the first 28 days of disablement (initial 28 days not covered). The compensation payable is based on the fixed salary (including mandatory social security charges) that the club pays directly to the player. Compensation does not include variable amounts, one-off payments, payments not made on a regular basis, or any bonuses, including performance bonuses.

Existing Injuries

Players with injuries that already exist (ie injuries for which a player is receiving specific medical treatment when joining the A-national team for duty) are not insured for this part of the body. However, an exception to the rule exists for the Confederations' final tournaments: should an injured player be called up for a final tournament, the injury is covered if the national team doctor and the club doctor both agree in writing and prove through medical documentation that the player has finished his treatment and is able to resume his activity.

Additionally, ECA and UEFA are elaborating a so-called 'Medical Protocol' which aims to enhance communication between the club doctor and the national team doctor regarding the actual health status of players during the release period.



DISTRIBUTION OF EURO BENEFITS

In order to further emphasise the significant contribution of clubs to the success of the UEFA EURO tournaments, ECA and UEFA have agreed under the terms of the 2012 MoU, that the clubs receive an increased amount of €100m from the UEFA EURO 2012™ revenues (and increase from the proposed amount of €55m according to the 2008 MoU). For the UEFA EURO 2016™ in France, the amount the clubs are to receive is to increase to €150m.

As stipulated in the 2008 MoU between ECA and UEFA, the UEFA Executive Committee set aside provisions of €43.5m for UEFA EURO 2008™ in Switzerland/Austria, and €55m for UEFA EURO 2012™ in Poland/Ukraine. This is in recognition of the important contribution clubs make to the success of the UEFA EURO tournaments. The payments following UEFA EURO 2008™ have been distributed via the Member Associations to the clubs of the 368 players who participated in the final competition. In total, 181 different clubs received a share of the benefits.

For the increased amount of €100m from the UEFA EURO 2012™ revenues, ECA and UEFA have elaborated a new distribution mechanism based on a proposal put forward by the ECA Executive Board. The main objective is to have a fair and balanced system, ensure increased benefit for all clubs compared to previous tournaments, and guarantee more clubs are entitled to receive a share of the benefits. Differently to the 2008 distribution mechanism, whereby only the clubs with which the 368 players participating in the EURO were registered over the two previous seasons benefited, the new distribution model grants a share to all clubs releasing at least one player to the national team over the two-year period.

The total amount (€100m) has been split between the final tournament (60%) and the qualification phase (40%) in order to allow for a more precise differentiation in the way the money is distributed.

For the qualification phase (two prior seasons), the concept is to reward the actual release of the players. Each club that released a player to the national team for a qualification match receives a fixed amount per player per game. This applies to all 18 players who appeared on the match sheet of a UEFA EURO 2012™ qualification match (or friendly match in the case of Polish and Ukrainian players), no matter if their national team qualified for the UEFA EURO 2012™ or not.

For the final tournament, the reserved amount is broken down into a fixed amount per player per day. However, this amount varies in compliance with the rationale of the FIFA training compensation categorisation (per country) in order to better reflect the different levels of player remuneration. As a result, the exact amount per player per day depends on the origin of the club to whom the player is registered.

QUALIFICATION PHASE (€40M) Amount per player per match*		FINAL TOURNAMENT (€60M) Amount per player per day**	
NA with 12 matches	€3'494	Category 1	€6'795
NA with 10 matches	€4'192	Category 2	€4'530
NA with 8 matches	€5'241	Category 3	€2'265

* Amount depends on number of matches played, including play-offs.

** Starting 14 days prior to the first match of the respective national team until the day after the last match of the team at the UEFA EURO 2012™.

Cat.1: ENG, ESP, FRA, GER, ITA, NED

Cat.2: BEL, DEN, GRE, POR, RUS, SCO, SUI, SWE, TUR, UKR

Cat.3: CRO, CZE, ISR, POL, ROM

Due to the new distribution mechanism, 578 clubs have benefited and each received a share from the EURO 2012 revenues (see appendix for the full list of clubs): this is a substantial increase of nearly 400 clubs when compared to the 181 clubs who received a share in 2008. This new concept is to set the framework for the UEFA EURO 2016™ in France, which in accordance with the new MoU estimates €150m is to be available for club distribution.

GOVERNANCE

Under the new MoU, UEFA grants ECA a direct say in the decision-making process through the Club Competitions Committee and the Professional Football Strategy Council. ECA's inclusion in UEFA's decision-making process is of high importance when it comes to UEFA decisions that directly affect club football and the day-to-day business of clubs. ECA guarantee that the clubs' voices are heard and no decision affecting club football is taken without the consent of the clubs.

Club Competitions Committee (CCC)

The Club Competitions Committee (CCC) is tasked with canvassing views on the current state of UEFA club competitions in order to make recommendations on possible modifications to the existing UEFA club competitions, and their respective regulations.

Under the new MoU, the CCC is to be formed exclusively from club representatives (except for the chairman and deputy chairman who are members of UEFA's executive committee), with 50% appointed by ECA and UEFA respectively. It is agreed that any proposed change to the current format of UEFA club competitions or any regulation to club competitions is to be submitted to, and reviewed by, the CCC. The CCC is to present its conclusions/findings/position to the UEFA Executive Committee for a final decision.

In the case of any disagreement, the UEFA Executive Committee is to refer the issue back to the CCC for further consideration, and request a new proposal. In the case of a 'dead-lock situation', the ECA Chairman and the UEFA President are to enter discussions to find a mutually acceptable solution, or if no agreement can be reached a continuation of the status quo.

Additionally, two ECA Executive Board Members are invited to make direct representations to the UEFA Executive Committee on club matters and attend the respective meetings regarding such matters (voting rights excluded).

Professional Football Strategy Council (PFSC)

The Professional Football Strategy Council (PFSC) discusses issues of strategic importance for professional football in Europe. The PFSC advises the UEFA Executive Committee on these matters through its elected representatives from the four main stakeholder groups involved in European professional football: the clubs (ECA), the leagues (EPFL), the players (FIFPro Europe), and UEFA.

As in the 2008 MoU, ECA is to appoint four members to the PFSC. In principle, the PFSC meetings are scheduled for the eve of the meetings of the UEFA Executive Committee. This allows the PFSC to discuss the club-related topics on the agenda of the UEFA Executive Committee, clarifying any points not addressed by the CCC.

ECA's participation in both the CCC and PFSC is of high strategic importance and is essential to the future development of European club football. The introduction of new procedures for the CCC underlines the clubs' participation in UEFA's decision-making process. This demonstrates a modern and democratic governance approach.

“The new EURO distribution model is a good example of ECA's commitment to act for the benefit of ALL clubs in Europe, regardless of their size and budget.”

Aušrys Labinas
ECA Executive Board Member

“ECA's more direct involvement in UEFA's decision-making affecting club football matters was a logical and necessary step to ensure a governance model which is truly based on democracy and transparency. The clubs are a fundamental component of the football pyramid and a key stakeholder of the game. European club football needs the clubs' input to further develop and to ensure a promising and healthy club football future.”

Sandro Rosell
ECA 2nd Vice-Chairman and
Chairman of the ECA Marketing & Communication Working Group



DELIVERING ON
TODAY
TO **SECURE TOMORROW**
UNITED



INFLUENCE

ECA 2012 MORE THAN JUST THE MoU

Over the past season, the new MoU has been the No. 1 priority to ECA and ECA Members. A lot of time and effort has been taken to elaborate on the proposals of the four key topics that form the heart of the new MoU with UEFA. However, many other topics have found their way onto the ECA Agenda 2011/12. All have been thoroughly discussed at different levels by ECA Members, the ECA Working Groups and the ECA Executive Board. Interesting ideas born, new proposals presented, all with one goal in mind – to safeguard the legitimate interests of clubs and further develop European club football as a whole.

CLUB COMPETITION 2012-15 DISTRIBUTION

Due to the UEFA Club Competition Cycle 2012-15, the distribution model of both the UEFA Champions League and the UEFA Europa League has been reviewed by UEFA in close collaboration with ECA.

A joint working group, composed of members of the UEFA Club Competitions Committee, has elaborated a new distribution model based on the increased revenue projections for the 2012-15 cycle. UEFA's forecast for the 2012-15 period is set at a yearly income of €1.34bn (+22% compared to 2011/12) for the UEFA Champions League and €225m (+12%) for the UEFA Europa League.

Given the considerable financial gap between the UEFA Champions League and the UEFA Europa League, and in a show of increased solidarity between the clubs, the ECA Executive Board has decided to adopt a proposal from the working group and 'subsidise' the UEFA Europa League with €31.5m from the UEFA Champions League club share. Additionally, UEFA is paying €8.5m

bringing the total subsidisation to €40m, while a further contribution of €3m made to the solidarity payments allows for an increase of €10'000 per qualification round.

Thanks to the significant contribution from the UEFA Champions League, the UEFA Europa League realises an increase of almost 40% in the club share, which significantly reduces the ratio between both competitions. The overall split between the clubs and UEFA remains the same, as does the pattern between 'fixed amounts' and the 'market pool'.

As the success story of the UEFA Champions League continues, both from a sporting and financial point of view, the UEFA Europa League can also benefit and be much better positioned for the upcoming competition cycle.

“ The increasing financial gap between both European club competitions has led to requests from small and medium market clubs to rebalance the club share ratio with the aim to enhance the attractiveness of the Europa League. The allocation of €40m from the Champions League pot to the Europa League has only been possible thanks to a show of solidarity from the established Champions League participants, which underlines the great team spirit and solidarity which exists at ECA. ”

Diogo Paiva Brandão
ECA Executive Board Member



CLUB COMPETITION 2012-15 REGULATIONS

ECA has worked very closely with UEFA on the review of the UEFA Club Competition Regulations for the upcoming 2012-15 competition cycle. Several ECA Working Groups have been actively involved, proposing some interesting and constructive ideas that have led to important developments. The UEFA Executive Committee have accepted all proposals put forward by ECA, proposals which previously had been ratified by the UEFA Club Competitions Committee.

The main additions/changes to the new regulations, as requested by ECA, are as follows:

Player Eligibility

The ECA Competitions Working Group has proposed a new rule on player eligibility. This new rule is to allow players fielded in the qualifying phase (including Play-Offs) to be eligible to play for another club in either of the two UEFA competitions from the group stage onwards. This proposal, originally requested by the small and mid-sized clubs and later unanimously supported by all ECA Member Clubs, reflects a strong wish from the clubs to modernise and simplify this rule on sporting, financial and consistency grounds. For example, clubs have previously not always fielded their strongest team in the qualifying phase because the club would not have been able to transfer a fielded player to another club competing in a UEFA competition in the same season. This situation is not considered sportingly fair and leads to an undermining of the integrity of competitions at the pre-group stage.

UEFA now strongly advocates that clubs pursue a responsible business model through the Financial Fair Play rules, so it is important to acknowledge the significant effect of the old rule on clubs whose budget has depended on qualification to the group stage. Clubs that do not qualify for the UCL Group Stage need to be able to re-adjust their budgets, for example by transferring a player to a new club, as the difference in revenues through participation in the UCL or UEL Group Stage has considerable financial effects for many clubs. This new rule simplifies and clarifies the eligibility criteria in line with common practise in every domestic championship, allowing for consistency across different levels.

Yellow Cards

The Working Group has proposed a new rule for yellow cards. A player can only be suspended after the third yellow card during the qualifying phase (compared to two cautions as stipulated in the old regulations). Clubs who enter the qualifying phase at an early stage (Q1 or Q2) have expressed that the old rule places clubs joining the competition at a later stage at an advantage (Q3 or Play-Offs). In response, as of the 2012/13 season players are suspended for one match following their third and fifth yellow card during the qualifying phase. The deletion of yellow cards before the start of the group stage remains applicable.

Change of shirt sponsor

ECA has proposed to allow clubs to display a sub-product of a brand on their shirts where national legislation prohibits the advertisement of a certain industry. For example, if a club has a beer brand prohibited by state legislation, the club can display a soft drink or non-alcoholic variety of the beer from the same company on its shirts. Alternatively, clubs may use the logo of a charity programme.

LED Boards

For the 2012-15 competition cycle UEFA is to introduce LED advertising boards from the round of 16 onwards. The ECA Marketing & Communication Working Group has investigated a fair solution to compensate clubs who have invested in their own LED advertising system. UEFA has confirmed a rental payment fee to any club providing access to their own, or a third-party's, existing LED advertising system that conforms to the correct technical and functioning specifications required by UEFA. From the season 2015/16, clubs in the play-offs must provide LED advertising board systems free of charge to UEFA. If a club is unable to provide a LED advertising system to the required specifications, UEFA can provide an appropriate system and deduct the cost of provision from the distribution due to the club for its participation in the competition.

“Many new ideas and proposals were put forward by ECA and its members when it came to reviewing the Club Competitions Regulations for the new 2012-15 cycle together with UEFA. We have always been proactive in driving this project to the benefit of not only the clubs, but the competitions as a whole. The outcome is very satisfactory for ECA, in particular regarding player eligibility, whereby a far more club-friendly approach was adopted.”

David Gill
ECA Executive Board Member

FINANCIAL FAIR PLAY

In March 2010, ECA officially endorsed the initiative for a more sustainable club football business model at the General Assembly in Manchester, named: Financial Fair Play. Since 2010, ECA has been committed to the Financial Fair Play project and instrumental in creating the Financial Fair Play regulations and overall framework.

The presentation of UEFA's Club Licensing Benchmarking Report in January 2011 underlined the fact that there is a strong need to introduce more discipline and rationality to club football finances. The report, an overview of the financial health of European football clubs across Europe in 2010, highlights that despite the challenging economic situation top-division clubs in Europe have increased their income by 6.6%. However, with a reported €1.6bn net loss (36% higher than the 2009 figure of €1.2bn) the financial situation in European football remains problematic.

The 2011/12 season has seen the Financial Fair Play era officially kick off. The implementation of the Financial Fair Play rules followed a staged approach, with the overdue payables being monitored since June 2011. In a so-called 'Soft Implementation' test phase, the break-even requirement has been in place since November 2011. This test phase, based on close collaboration between ECA and UEFA, has 38 clubs from 19 different countries taking part voluntarily in this test exercise that covers the financial years 2009, 2010 and 2011. **The full implementation of the break-even requirement comes into force with a first assessment during the 2013/14 season.**

In light of the full implementation of the Financial Fair Play regulations, ECA and UEFA over the past season have fine-tuned the list of appropriate sanctions. In addition to the existing sanctions listed in the UEFA Disciplinary Regulations, three new sanctions have been introduced: 1) withholding of revenues from a UEFA competition; 2) the prohibition on registering new players in a UEFA

competition; and 3) a restriction on the number of players that a club may register in UEFA competitions. The enforcement of these new sanctions and the disciplinary measures is to be controlled by a newly created Club Financial Control Body (CFCB). At the UEFA Congress in Istanbul, amendments to the UEFA Statutes have allowed for the creation of the CFCB as an independent UEFA Organ for the Administration of Justice. The CFCB is to have competences over Club Licensing and Financial Fair Play matters and the ability to render disciplinary decisions that can directly be appealed at the Court of Arbitration of Sport (CAS). The newly reshaped CFCB exists of two chambers: 1) the 'Investigatory Chamber', which is tasked with monitoring; and 2) the 'Adjudicatory Chamber', which is tasked with actioning disciplinary sanctions.

The Financial Fair Play rules have received the full backing of the European Commission, as the regulations are in line with EU State Aid policy. UEFA President, Michel Platini, and Vice-President of the European Commission and Competition Commissioner, Joaquín Almunia, have published a Joint Statement on the issue that emphasises the consistency between the FFP rules and objectives, and the policy aims of the European Commission for State Aid. Both UEFA and the European Commission have underlined the need to ensure that the FFP rules are applied in a uniform manner across all clubs, in order to avoid any risk of discrimination or unequal treatment.

ECA has always supported the Financial Fair Play rules and is continuing to work alongside UEFA for the future of this project as it enters such a crucial phase.

“Financial Fair Play is essential for the future well-being of European club football. We have entered the crucial phase now and have our destiny in our own hands. At ECA, we have always supported this project and we will continue to do so for the good of our game. Clubs must act responsibly, there is no way back.”

Ernesto Paolillo
ECA Executive Board Member and
Chairman of the ECA Finance Working Group



POSITION ON TRANSFER SYSTEM & PLAYERS' AGENTS

The European Commission is currently assessing the transfer system and the findings are expected at the end of 2012. In order to help define an ECA-wide position on the transfer system, ECA has established a dedicated Task Force, which has drafted a survey investigating how the current transfer system functions. ECA Members of all sizes, and from a wide geographical spread, have responded to the survey. The analysis of the survey has provided a number of suggestions that form the basis of the final ECA position to be presented to the EU.

Overall, ECA Members are supportive of the current transfer system. The system appears to be balanced and operating adequately. Hence, it is recommended that the EU does not involve itself directly in seeking changes to the current system. Instead, the EU should apply pressure on FIFA, and involved stakeholders, to determine ways of enhancing certain aspects of the system. Some issues to consider are:

- Rules relating to Third-Party Ownership
- The possibility of harmonising transfer windows with competition schedules
- Speeding up FIFA/CAS decisions and enforcement
- Improving protection for training clubs via the possible introduction of a first-professional contract system

The general message to the European Commission is that the system is working. However, assurances need to be given to the European Commission that FIFA, and football stakeholders, are going to continue to keep a watchful eye on the system; and where possible introduce changes to continually improve the system. Collaboration with the European Commission is crucial in order to ensure any modifications comply with EU law; or in the case where modifications are outside EU law and invoke the Specificity concept that these modifications remain proportionate.

The Task Force has also discussed the topic of players' agents, which is strongly linked to the overall subject of transfers. The Task Force has reviewed the status of the new players' agents regulations project, as reported by FIFA. Three options are currently being considered with regard to the new players' agents system, including: 1) to maintain the current system of agent license and regulations; 2) to implement the new 'intermediary' approach (ie the new regulations as per the FIFA Working Group); and 3) to not regulate the activities of intermediaries under FIFA, but only to register the transfer transactions (including agent fees) and promote a recognised certification system (ie ISO or similar) for intermediaries.

As to the ECA position on players' agents, the executive board opted for a system of self-regulation outside the FIFA licensing system based on three principles:

1. TRANSPARENCY

The guiding principle whereby all intermediary transactions are registered at national and international level as part of the procedure for issuing the transfers by the entitled bodies, operations envisaged in this respect: FIFA TMS registration of international transfers including any related intermediary agreement (ie the agent agreement is a compulsory part of the documentation for a transfer); National Associations to have the same approach for internal national transfers and contract renegotiations; and club disclosure of aggregate fees paid to agents and intermediaries.

2. SELF-QUALIFICATION

The principle of agents being encouraged to set up their own standards with a proper code of conduct and an ISO certification to qualify agents. This is also the recommendation of the European Commission, which has established contact with the European Committee for Standardisation (CEN) to look into assisting agents in developing a code of conduct for their industry. Any code of conduct or certification criteria must have the consensus of all involved stakeholders, and ultimately FIFA and UEFA endorsement. ECA is prepared to play a proactive role in helping to set up a code of conduct and the qualification criteria with the agents, and promote consensus to the various stakeholders.

3. EDUCATION

The principle that underlines an educational aspect via an information and communication programme by each stakeholder in order to educate their respective members in the appropriate proper conduct in line with the new approach. This allows clubs, player unions and agents' organisations to correctly inform players on the issues related to being represented by an agent, and the role of the clubs.

SUPRANATIONAL COMPETITIONS

ECA Member Clubs have exchanged their thoughts and ideas on the possible creation of supranational or 'cross-country' competitions. An informal brainstorming session at the ECA Headquarters, between club representatives from a wide geographical spread, has outlined the main reasons to consider 'cross-country' competition as: the need to decrease the sporting gap within the top teams in Europe in order to increase competitiveness at European level; the creation of a more viable competition, from a sporting and commercial point of view; and finding a way to address the polarisation of national competitions.

All participants have been positive in respect to the idea of creating regional competitions (cup or league), but they have acknowledged there is not one single option (with regard to the format of such a competition) due mainly to calendar constraints and climatic conditions. Geographical and cultural proximity have been identified as the key criteria for creating the regions, and initial discussions have looked into the effect of any such regional competitions on the main criteria (ie country ranking, access list, etc.) for qualification to UEFA's Club Competitions.

The ECA Executive Board has confirmed its support for any future initiative by clubs to create supranational competitions with access to Europe in view of the 2015-18 Club Competition Cycle.

UEFA has also confirmed its openness to consider requests in this respect and, as a result, has mandated a working group to look into this matter in more detail (particularly with regard to the access list to European competitions). UEFA aims to present its first conclusions on this matter before the end of 2012.

FOCUS ON YOUTH

With the coming into force of the Financial Fair Play Regulations, youth development is set to play an increasingly important role in every club's future business plan.

Since youth football investment is excluded from the Financial Fair Play break-even calculation, an efficient and productive youth academy is likely to become a must-have, and aid the move away from huge transfer fees and inflated player wages. Furthermore, the concept of squad size limits, with an unlimited number of players under the age of 21, is being introduced in more and more leagues throughout Europe, encouraging clubs to invest in youth development.

It goes without saying that youth development reduces financial risks in club football and can only be beneficial to the future well-being of the game. However, at ECA, we have come to realise that we lack a real detailed and coordinated mapping and understanding of the different models of youth development that exist in Europe.

As a result, ECA decided to enlighten the situation and look into this matter in more detail. A dedicated Task Force, mandated to visit and report on the different youth academies and their respective youth development philosophy across Europe, has led to the publication of the first ECA Youth Academy Report: a guide designed and focused on youth development, which aims to provide advice and share experiences on youth academies with the clubs.

Additionally, ECA involved itself strongly in another important matter related to youth development, namely the creation of a European Youth Club Competition.

During the 2011/12 season, several ECA Member Clubs have participated with their Under-18 youth teams in a youth club competition, organised by a private company, aimed at European level: the 'NextGenSeries'. This competition has been well received by all the participating clubs and prompted discussion among the various European football stakeholders.

The discussion has resulted in the UEFA Club Competitions Committee deciding to set up a working group composed of representatives from ECA, EPFL and UEFA to evaluate the possible introduction of such youth club competition under the umbrella of UEFA. Initial discussions have led to the conclusion that there is unanimous support from the European football family to create a European Club Competition for youth players. The reasons in favour of such competition are many-sided: to reduce the gap between the club's youth and first team; to offer international experience and competitive matches to youth players; and to further develop youth football at professional club level. These objectives are in line with the Financial Fair Play principle to promote youth development.

The working group has outlined a proposal for a youth club competition, which has been endorsed by the UEFA Club Competitions Committee and fully accepted by the UEFA Executive Committee at a meeting in Kiev on the 30th of June 2012.

This new UEFA Youth Club Competition is to begin in 2013/14, with access reserved to the Under-19 youth teams from the 32 participating clubs in the UEFA Champions League group phase. The teams are to play a group phase with the same group composition and calendar as the UEFA Champions League. The knock-out phase is formed of single leg ties, with the semi-finals and final to be played at neutral venues. For the initial two-year trial period, the two finalists play a maximum of 10 matches in total.

A permanent, joint ECA/UEFA working group is developing the overall concept (ie regulations, branding, etc.) before it kicks off in 2013.

“With the introduction of the Financial Fair Play rules, I am convinced that clubs will focus even more on youth development. A successful youth academy with the right philosophy is central in securing a sound and sustainable future of every club.”

Maarten Fontein
ECA Executive Board Member and
Chairman of the ECA Youth Working Group

ECA MEDIATION

With the establishment of the ECA Mediation Service, ECA has created a competent platform to hear disputes of a financial nature between two ECA Member Clubs. Mediation is a negotiation assisted by an independent third-party with the aim of finding a solution between the two parties. This service has been introduced during the 2011/12 season in order to offer ECA Member Clubs the opportunity to solve disputes in a cost and time effective manner, but without having to consult the competent body at FIFA or CAS. (It is commonly known that it can take FIFA up to 2 years to render a decision on a specific case.) With this new service, ECA meets a particular demand from ECA Member Clubs, who have unanimously endorsed this new initiative at the General Assembly in September 2011.

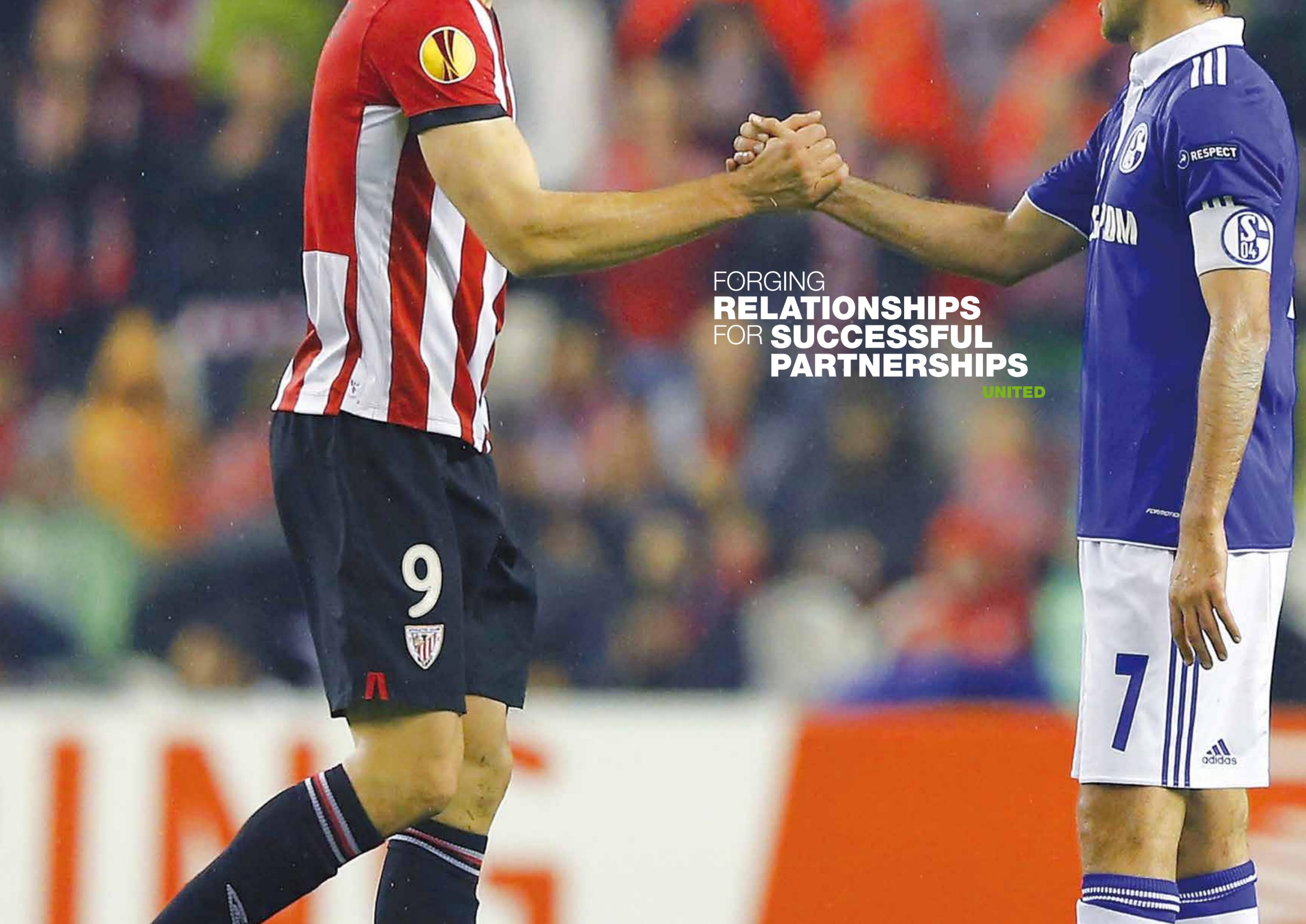
The independent and impartial mediators are chosen from the ECA Legal Advisory Panel (LAP) and appointed by the LAP Chairman. The ECA Mediation Service can only hear financial disputes between member clubs, for example disputes relating to training compensation, solidarity mechanism or the execution of transfer agreements. The ECA Mediation Service is completely confidential and does not prevent the parties of addressing FIFA/CAS at a later stage, in the case of failure of mediation. With ECA Mediation Service now entering its second season, the LAP hopes that member clubs take advantage of this service.





FORGING
RELATIONSHIPS
FOR **SUCCESSFUL**
PARTNERSHIPS

UNITED



FORGING
RELATIONSHIPS
FOR **SUCCESSFUL**
PARTNERSHIPS

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DIALOGUE

ECA AND EU

A busy year on the political front has seen the EU and governments increasingly involved in the issues of interest to football. ECA dialogue has been well received by all parties in these respects, and this has further cemented ECA's position as a key stakeholder. Public authorities are keen to engage with ECA on all subjects of direct importance to clubs, and ECA has sought the support of the EU in helping clubs to gain more power in the governing bodies' decision-making process. The EU has been sympathetic to ECA views on the matter and has informed both UEFA and FIFA of their concerns in relation to the manner in which decisions are reached.

EU SOCIAL DIALOGUE: AUTONOMOUS AGREEMENT

ECA Chairman, Karl-Heinz Rummenigge, and senior representatives from UEFA, EPFL and FIFPro met in Brussels on the 19th of April 2012. This meeting has witnessed the signing of the Autonomous Agreement for the minimum requirements regarding standard player contracts in professional football. The signing of the agreement, attended by the EU Commissioner responsible for employment, Mr Laszlo Andor, and the EU Commissioner responsible for Sport, Mrs Androulla Vassiliou, is the result of lengthy negotiations between the EU Social Dialogue Partners.

The EU Social Dialogue is a platform offered by the European Commission for representatives from both employees and employers of a specific industry to discuss and agree on social and labour conditions on a European Union level. The EU Social Dialogue in professional football has been created in 2008. ECA, alongside EPFL, represents the employers, while employees are being represented by FIFPro Division Europe. Additionally, UEFA has been actively involved in the discussions as UEFA are likely to have a role to play with regard to the implementation of the Autonomous Agreement in countries which lack professional leagues and players' unions.

The Professional Football Contract Minimum Requirements are a list of contractual clauses that should be included in the contract for every professional football player across Europe. It aims at creating a standardised employment contract throughout the European Union/UEFA Member Associations, and outlines:

- The form of the contract
- The obligations of the clubs and the obligations of the players to be listed in the contract
- The inclusion of an 'image right' clause in the contract
- The inclusion of a disciplinary procedure in the contract
- A clause on dispute resolution
- The inclusion of a clause for the final provisions of a contract (ie applicable law, jurisdiction, authoritative language, etc.)

The focus of implementation of this agreement is on Eastern European Countries. In many Western European countries the standard contract already in use contains, or in certain cases foresees more specified provisions than, the minimum requirements. ECA continues to work alongside the EU Social Dialogue Partners and has committed to use its best endeavours to ensure the implementation of this agreement.



ECA Chairman Karl-Heinz Rummenigge (left) and EU Commissioner László Andor (right) in Brussels, the 19th of April 2012.



From left to right: Philippe Piat, Karl-Heinz Rummenigge, Androulla Vassiliou, László Andor, Michel Platini, Frédéric Thiriez.

RELATIONS WITH EUROPEAN COMMISSION

Meetings with many different Directorate Generals of the European Commission in 2011 have helped ECA to strengthen relations at all levels. With the European Commission currently in the process of assessing the rules relating to the transfer market, an external body has been commissioned to undertake an extensive study on the matter. ECA has met with the authors of this study to provide details of ECA's official position on the matter, and individual ECA Member Clubs have provided their views and experiences on the transfer system.

DEVELOPMENTS AT THE EUROPEAN PARLIAMENT

Much of the focus of the European Parliament in 2011 has been on the adoption of a report outlining its position on the European Commission's Communication on Sport (adopted in early 2011). ECA has extensively lobbied both the report's author, Spanish MEP, Santiago Fisas, and his fellow MEP's to ensure that the final report (adopted in February 2012) is in line with the thinking of ECA Member Clubs. Of particular importance has been the call by the European Parliament for governance structures to be open, democratic and transparent; and for there to be an insurance system and adequate compensation to clubs for the release of their players. The inclusion of these topics came about following explicit demands by ECA – a reflection of ECA's strong influence within the European Parliament. Another report of relevance (adopted in November 2011) covers on-line gambling. ECA, alongside other football stakeholders, has lobbied MEP's to call for the inclusion of an article for the fair distribution of revenues to competition organisers in return for the right of betting operators to offer bets on matches. Despite strong and vociferous opposition from the betting operators, ECA has been successful in having the article included in the final report.



EU Sports Director Meeting in Copenhagen.

COLLABORATION WITH OTHER SPORTS BODIES

In 2011, the ECA Executive Board has agreed to collaborate with like-minded organisations from handball and basketball on EU matters where positions coincide. ECA regularly liaises with Forum Club Handball (FCH) and Euroleague Basketball. Discussions focus on topics such as governance, the international match calendar, insurance, and compensation for the release of players for international duty. These meetings allow ECA to understand how clubs from different sports deal with similar issues and how football can learn from these experiences in relations with governing bodies.

RELATIONS WITH EU GOVERNMENTS

EU governments meet regularly to discuss sports issues. ECA has attended a meeting of EU government representatives, the 'EU Sports Directors' meeting on Governance in Sport, in Gdansk, Poland, hosted by the Polish Presidency. A number of sports stakeholders have attended, including FIFA, UEFA and EPFL. At the meeting, ECA once again re-iterated calls for decision-making structures to be more open, transparent and democratic. A similar meeting, hosted by the Danish Presidency in Copenhagen has addressed the issue of match-fixing. Both these meetings provide a platform for ECA to spell out its position on the key issues to all EU governments. These meetings also allow ECA to develop ties and build relationships with the key personnel in the administration of Sports Ministries from across the EU.

ECA AND EU: 2011/12 IN REVIEW

The last 12 months has seen ECA continue to engage actively with the EU and governments from across Europe with the aim of ensuring that policy and legislation impacting football are beneficial to clubs. ECA is well established on the EU landscape, and fully involved in all political developments impacting football. ECA's expertise and day-to-day involvement in football ensures that the EU, and its institutions, seek ECA advice and expertise on a wide variety of matters. Looking ahead, ECA is going to continue to stand up for Good Governance in Sport. ECA's recent participation in the EU Expert Group on Good Governance in Sport alongside 27 EU Member States and key stakeholders from the world of sport, and the ultimate endorsement of suggestions made by ECA during the meeting, underlines that ECA is a respected advocate of Good Governance. ECA continues to engage actively with the EU in order to ensure that any further political developments are in line with the views and positions of ECA Member Clubs.

MESSAGE FROM THE MINISTER OF SPORT AND TOURISM OF THE REPUBLIC OF POLAND

Over the last year, Poland has faced two hugely important challenges: the presidency of the Council of the European Union, and acting as co-hosts for the UEFA EURO 2012™.

It is fair to say that the UEFA EURO 2012™ proved to be a great success, both on and off the pitch, and the Polish government is extremely proud to have staged such a successful and important tournament in collaboration with Ukraine.

Throughout the second half of 2011, Poland has been responsible for the presidency of the Council of the European Union. During this period, we have kept the issue of good governance at the top of the sports political agenda. Alongside ECA, and other stakeholders, we have worked on defining the principles of good governance within sport.

In today's world, sport is waiting for changes in its governance. There is a need for greater democracy, transparency and gender equality. We also require accountability in decision-making processes and inclusiveness in the representation of stakeholders, so that all those involved contribute meaningfully in decisions that impact the future of sport.

The experience we have gained from the EU presidency, and the success of UEFA EURO 2012™, proves to me that if sport is to progress it is absolutely fundamental that we continue to look at ways to improve its governance model.

At ECA's General Assembly, held in Warsaw last February, I have made a point to address the clubs on this and other important topics such as Financial Fair Play.

I am convinced that ECA has a vital role to play in helping to develop better governance models by collaborating closely with other stakeholders and sports governing bodies. My fellow EU sports ministers, and myself, remain committed to working alongside the clubs in helping to ensure the sustainable development of football throughout Europe.



Joanna Mucha

Joanna Mucha
Minister of Sport and Tourism of the Republic of Poland



BUILDING AGREEMENT ACROSS EUROPE

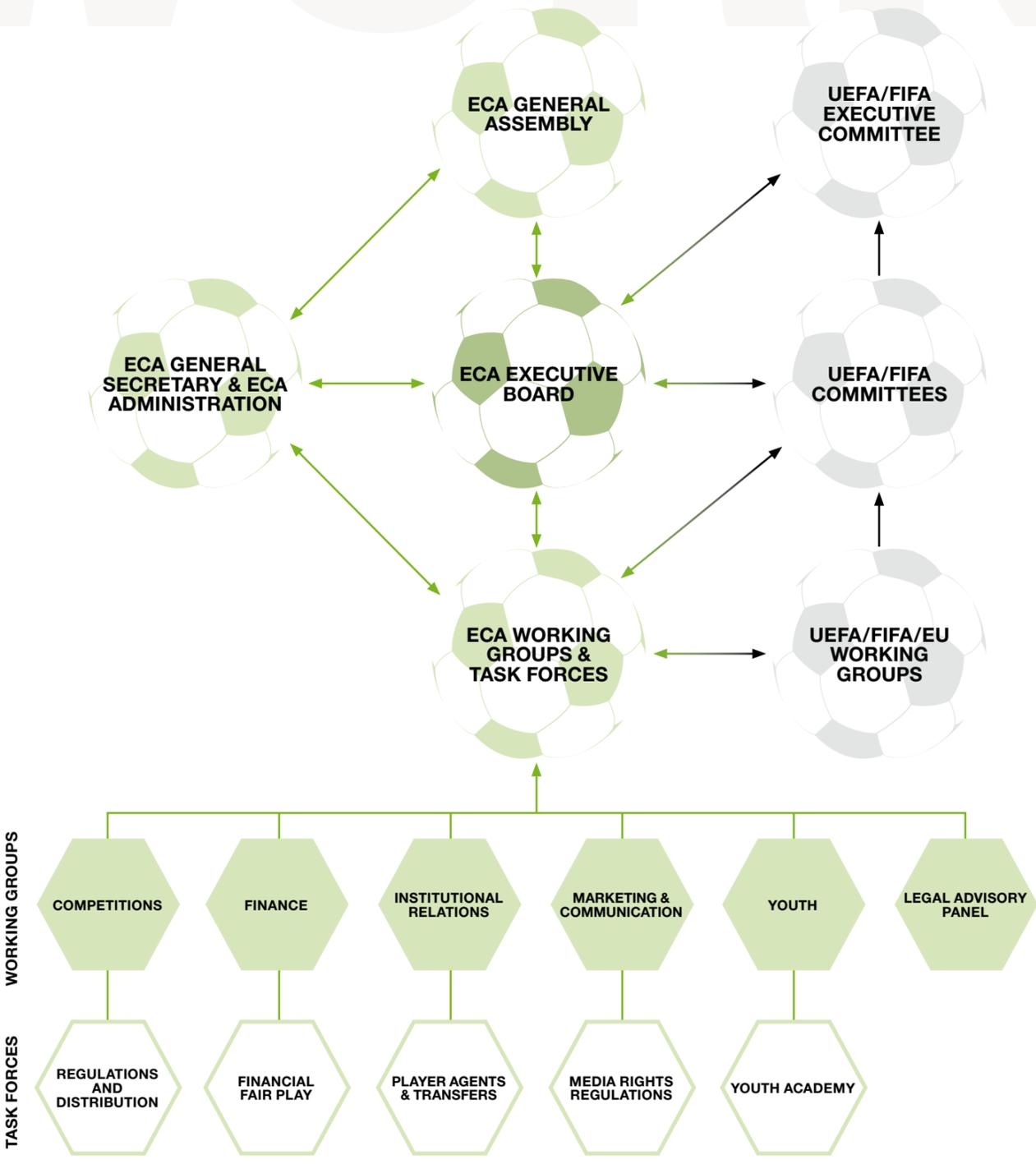
UNITED



TEAMWORK

ECA ORGANISATIONAL STRUCTURE AND FUNCTIONING

The ECA Executive Board is made up of fifteen members elected by the ECA General Assembly, who are responsible for representing ECA at UEFA, FIFA and EU level; and supported by dedicated ECA Working Groups. Individual working groups liaise with ECA representatives participating in UEFA/FIFA/EU committees, and if required, working groups can draw on the services of ECA Task Forces for assistance on specific matters that require urgent decision-making.



A full list of Working Group and Task Force Members, as well as all ECA Representatives in UEFA/FIFA/EU committees, is included in the appendix.

ECA EXECUTIVE BOARD

2011/12

Ebru Köksal, and John McClelland, have left their clubs Galatsaray SK and Rangers FC respectively, and therefore have stepped down from the ECA Executive Board during the 2011/12 season. ECA would like to thank both for their commitment, time and contribution to ECA over the past years. ECA wishes them the best of luck for the future.

It is to be noted that, Ebru Köksal, is the first woman ever to be elected to an Executive Board of an international football association.

In February 2012, Executive Board elections during the ECA General Assembly filled the vacancies, with Theodoros Giannikos, Olympiacos FC, and Jakub Otava, AC Sparta Praha, elected as new Board Members for the remaining period of the current membership cycle (ie the end of the 2012/13 season).

Ebru Köksal



John McClelland



Sandro Rosell

2nd Vice-Chairman

Board Member since 2010
Club: FC Barcelona (ESP)

- Chairman ECA Marketing & Communication Working Group
- Member UEFA Club Competitions Committee
- Member Organising Committee for the FIFA Club World Cup



Karl-Heinz Rummenigge
Chairman

Board Member since 2008
Club: FC Bayern München (GER)

- Chairman ECA Institutional Relations Working Group
- Member UEFA Events SA Board
- Member FIFA Committee for Club Football
- Member FIFA Strategic Committee
- Member FIFA Football Committee



Umberto Gandini
1st Vice-Chairman

Board Member since 2008
Club: AC Milan (ITA)

- Chairman ECA Competitions Working Group
- Member UEFA Professional Football Strategy Council
- Member UEFA Club Competitions Committee
- Member FIFA Committee for Club Football



Michel Verschueren
3rd Vice-Chairman

Board Member since 2008
Club: RSC Anderlecht (BEL)

David Gill

Board Member since 2009
Club: Manchester United FC (ENG)

- Member UEFA Professional Strategy Council
- Member UEFA Club Competitions Committee



Ernesto Paolillo

Board Member since 2008
Club: FC Internazionale Milano (ITA)

- Chairman ECA Finance Working Group



Evgeny Giner

Board Member since 2010
Club: PFC CSKA Moskva (RUS)

- Member UEFA Club Competitions Committee



Jean-Michel Aulas

Board Member since 2008
Club: Olympique Lyonnais (FRA)

- Chairman ECA Finance Working Group
- Member EU Social Dialogue Committee



Diogo Paiva Brandão

Board Member since 2010
Club: FC Porto (POR)

- Member UEFA Club Competitions Committee

Maarten Fonteijn

Board Member since 2008
Club: AZ Alkmaar (NED)

- Chairman ECA Youth Working Group
- Member UEFA Professional Football Strategy Council
- Member FIFA Player's Status Sub-Committee on Transfer of Minors

Aušrys Labinas

Board Member since 2010
Club: FK Ekranas (LTU)



Jakub Otava

Board Member since 2012
Club: AC Sparta Praha (CZE)



Theodoros Giannikos

Board Member since 2012
Club: Olympiacos FC (GRE)

- Member FIFA Dispute Resolution Chamber (DRC)



Marko Vjetrović

Board Member since 2010
Club: FK Partizan (SRB)



Florentino Pérez

Board Member since 2009
Club: Real Madrid CF (ESP)

- Member UEFA Professional Football Strategy Council
- Member UEFA Events SA Board
- Member FIFA Football Committee



GROW WITH

ECA MEMBERSHIP

At the start of the 2011/12 season, ECA has welcomed many new members. With a total of 201 Member Clubs, ECA has passed the 200 Member Clubs landmark. ECA Member Clubs are representative of all 53 UEFA National Associations, with 103 Ordinary Members and 98 Associated Members.

In principle, and as set out by the ECA Organisational Regulations, an ECA Membership Cycle lasts two years. However, the executive board proposed to the General Assembly in February 2011 to extend the current ECA Membership Cycle (2010-2012) by one year, until the end of the season 2012/13. The reason for this proposal has been to harmonise the ECA Cycle with the UEFA Committees Cycle. This allows for consistency between the ECA Executive Board Cycle and ECA representation on UEFA Committees. The extension is only applicable to the current cycle. As from the season 2013/14, the ECA Membership Cycle will again cover 2 years as usual. This proposal was unanimously approved by the General Assembly.

Ordinary Members

The precise number of ECA Ordinary Member Clubs from each member association is established every two years at the end of the UEFA season on the basis of the official UEFA Association Ranking. For the current ECA Membership Cycle (2010-13*), the nomination of Ordinary Members was based on the UEFA Association Ranking 2010.

- Associations ranked 1st-3rd: 5 Clubs
- Associations ranked 4th-6th: 4 Clubs
- Associations ranked 7th-15th: 3 Clubs
- Associations ranked 16th-26th: 2 Clubs
- Associations ranked 27th-53rd: 1 Club

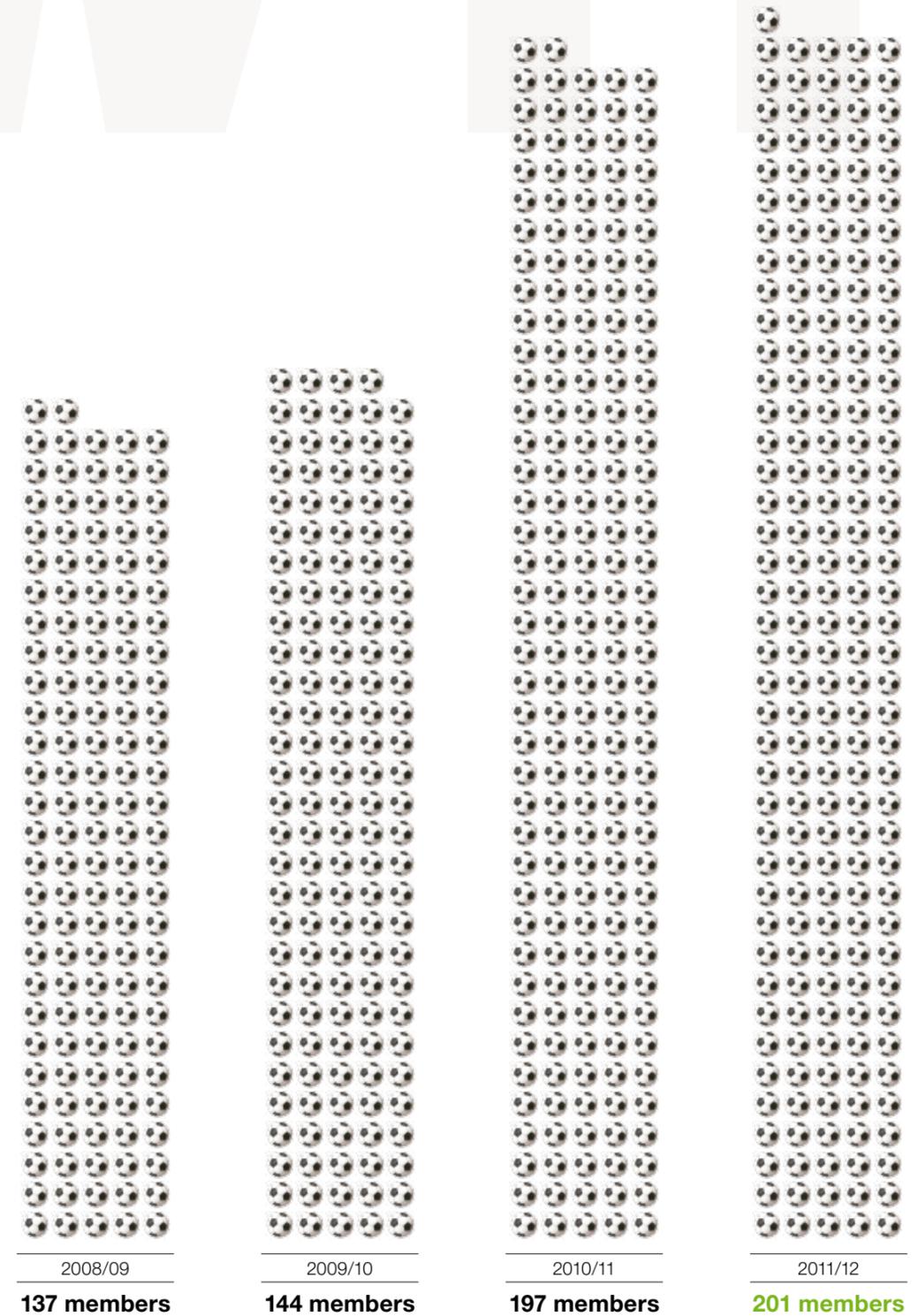
Associated Members

ECA offers Associated Membership to:

- Founding members and clubs who have been Ordinary Members during an earlier cycle
- Clubs who have won the UEFA Champions League (or former European Club Champions Cup) since its first season in 1955/56
- Clubs who are qualified for the Group Stage of the UEFA Champions League in a given season (until the end of the cycle only)

Furthermore, clubs who fulfil the sporting, financial, legal and organisational criteria as set out in the ECA Membership Policy can apply for ECA Associated Membership.

* The current ECA Membership Cycle exceptionally lasts until the end of the season 2012/13.



ECA ORDINARY MEMBERS 2011/12



ENGLAND
Manchester United FC
Chelsea FC
Arsenal FC
Liverpool FC
Tottenham Hotspur FC



SPAIN
FC Barcelona
Real Madrid CF
Villarreal CF
Valencia CF



ITALY
FC Internazionale Milano
AC Milan
AS Roma
ACF Fiorentina
Juventus



GERMANY
FC Bayern München
SV Werder Bremen
Hamburger SV
FC Schalke 04



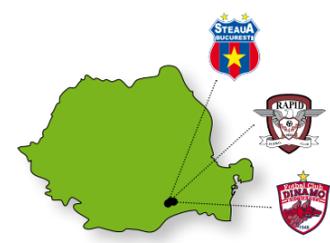
FRANCE
Olympique Lyonnais
FC Girondins de Bordeaux
Olympique de Marseille
LOSC Lille Métropole



RUSSIA
PFC CSKA Moskva
FC Zenit St. Petersburg
FC Spartak Moskva
FC Lokomotiv Moskva



UKRAINE
FC Shakhtar Donetsk
FC Dynamo Kyiv
FC Metalist Kharkiv



ROMANIA
FC Steaua București
FC Rapid București
SC Dinamo 1948 București



PORTUGAL
FC Porto
SL Benfica
Sporting Clube de Portugal



NETHERLANDS
PSV Eindhoven
AFC Ajax
AZ Alkmaar



TURKEY
Fenerbahçe SK
Galatasaray SK
Beşiktaş JK



GREECE
Panathinaikos FC
Olympiacos FC
AEK Athens FC



SWITZERLAND
FC Basel 1893
FC Zürich
FC Thun



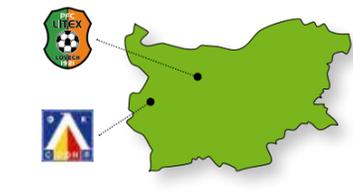
BELGIUM
RSC Anderlecht
Club Brugge
R. Standard de Liège



DENMARK
FC København
Aalborg BK
Odense BK



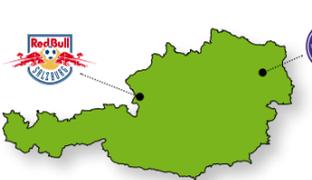
SCOTLAND
Rangers FC
Celtic FC



BULGARIA
PFC Levski Sofia
PFC Litex Lovech



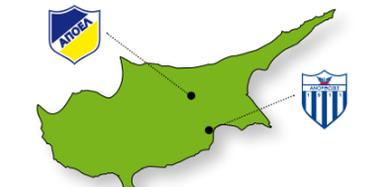
CZECH REPUBLIC
SK Slavia Praha
AC Sparta Praha



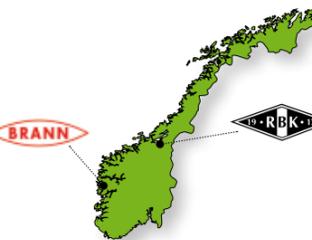
AUSTRIA
FC Red Bull Salzburg
FK Austria Wien



ISRAEL
Hapoel Tel-Aviv FC
Maccabi Haifa FC



CYPRUS
Anorthosis Famagusta FC
Apoel FC



NORWAY
Rosenborg BK
SK Brann Bergen



SLOVAKIA
MŠK Žilina
ŠK Slovan Bratislava



SWEDEN
Helsingborgs IF
IF Elfsborg





SERBIA
FK Partizan
FK Crvena Zvezda



POLAND
KKS Lech Poznań
Wisła Kraków SA



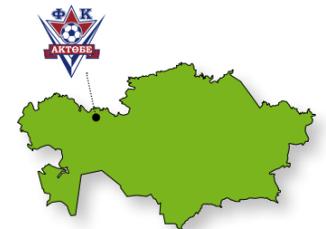
CROATIA
NK Dinamo Zagreb



F.Y.R. MACEDONIA
FK Rabotnički



LIECHTENSTEIN
FC Vaduz



KAZAKHSTAN
FK Aktobe



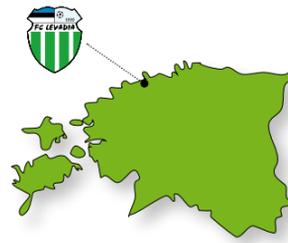
BELARUS
FC BATE Borisov



REPUBLIC OF IRELAND
Saint Patrick's Athletic FC



FINLAND
FC Honka Espoo



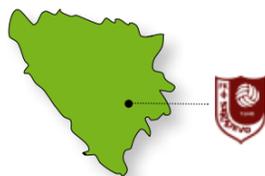
ESTONIA
FC Levadia Tallinn



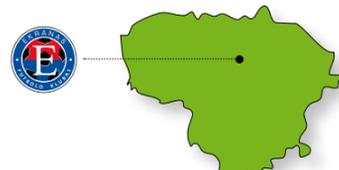
ALBANIA
KF Tirana



ARMENIA
FC Pyunik



BOSNIA-HERZEGOVINA
FK Sarajevo



LITHUANIA
FK Ekranas



LATVIA
FK Ventspils



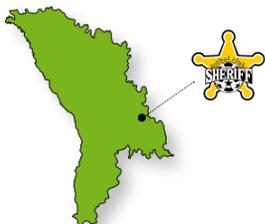
WALES
Bangor City FC



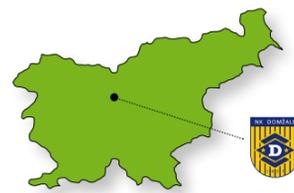
MONTENEGRO
FK Budućnost Podgorica



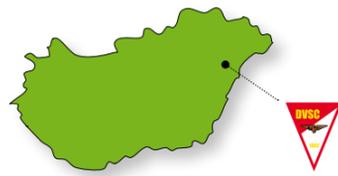
FAROE ISLANDS
EB/Streymur



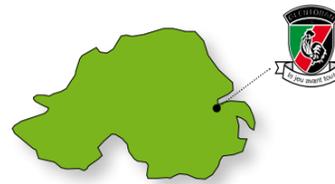
MOLDOVA
FC Sheriff



SLOVENIA
NK Domžale



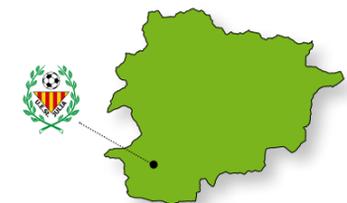
HUNGARY
Debreceni VSC



NORTHERN IRELAND
Glentoran FC



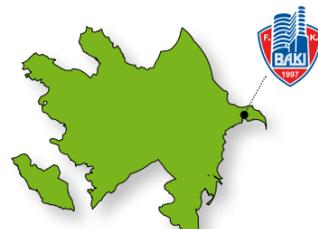
LUXEMBOURG
F91 Dudelange



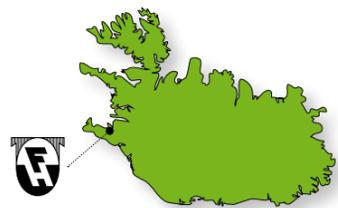
ANDORRA
UE Sant Julià



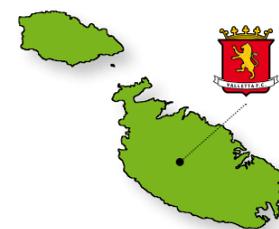
GEORGIA
FC Dinamo Tbilisi



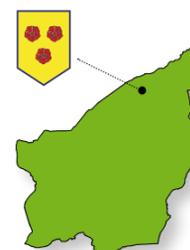
AZERBAIJAN
FK Baku



ICELAND
FH Hafnarfjörður



MALTA
Valletta FC



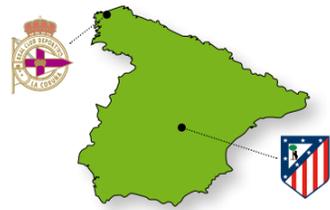
SAN MARINO
SP Tre Fiori



ECA ASSOCIATED MEMBERS 2011/12



ENGLAND
 Aston Villa FC
 Everton FC
 Fulham FC
 Manchester City FC
 Newcastle United FC



SPAIN
 RC Deportivo La Coruña
 Club Atlético de Madrid



ITALY
 US Città di Palermo
 SSC Napoli
 Parma FC
 U.C. Sampdoria



GERMANY
 Bayer 04 Leverkusen
 BV Borussia Dortmund
 Borussia VFL 1900 Mönchengladbach
 Eintracht Frankfurt
 VfB Stuttgart
 VfL Wolfsburg



FRANCE
 AJ Auxerre
 AS Monaco FC
 Paris Saint-Germain FC
 Racing Club de Lens



RUSSIA
 FC Rubin Kazan



UKRAINE
 FC Dnipro Dnipropetrovsk



ROMANIA
 CFR 1907 Cluj
 FC Oțelul Galați



PORTUGAL
 Sporting Clube de Braga
 Marítimo da Madeira Futebol



NETHERLANDS
 Feyenoord Rotterdam
 sc Heerenveen
 FC Twente
 FC Utrecht



TURKEY
 Bursaspor Kulübü
 Trabzonspor AŞ



GREECE
 Aris FC
 PAOK FC



SWITZERLAND
 Grasshopper-Club Zürich
 BSC Young Boys
 FC Sion (*suspended*)



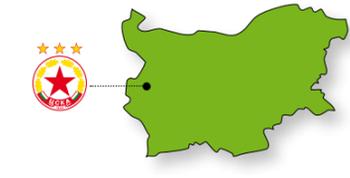
BELGIUM
 KAA Gent
 KRC Genk



DENMARK
 Brøndby IF



SCOTLAND
 Aberdeen FC
 Heart of Midlothian FC



BULGARIA
 CSKA Sofia



CZECH REPUBLIC
 FC Slovan Liberec
 FK Teplice
 FC Viktoria Plzeň



AUSTRIA
 SK Rapid Wien
 SK Sturm Graz



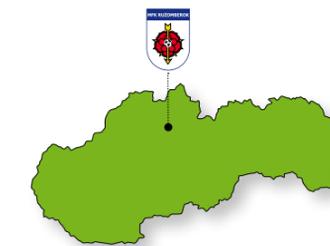
ISRAEL
 FC Bnei-Yehuda
 Maccabi Netanya FC



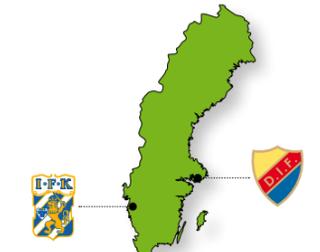
CYPRUS
 AC Omonia Nicosia



NORWAY
 Lillestrøm SK
 Vålerenga IF
 Viking FK

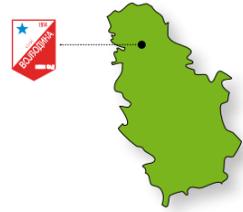


SLOVAKIA
 MFK Ružomberok

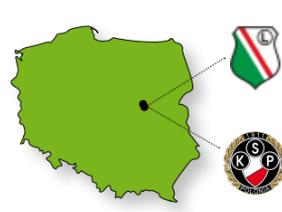


SWEDEN
 Djurgårdens IF
 IFK Göteborg





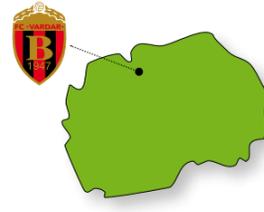
SERBIA
FK Vojvodina



POLAND
KP Legia Warszawa
KSP Polonia Warszawa



CROATIA
HNK Hajduk Split



F.Y.R. MACEDONIA
FK Vardar



LIECHTENSTEIN
No associated member in 2011/12



KAZAKHSTAN
No associated member in 2011/12



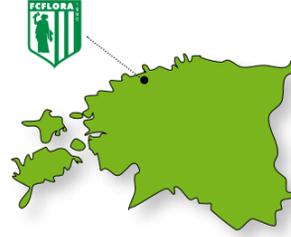
BELARUS
FC Dinamo Minsk
FC Shakhtyor Soligorsk



REPUBLIC OF IRELAND
No associated member in 2011/12



FINLAND
HJK Helsinki
Myllykosken Pallo-47



ESTONIA
FC Flora Tallinn



ALBANIA
KS Elbasani



ARMENIA
FC Banants
FC Mika



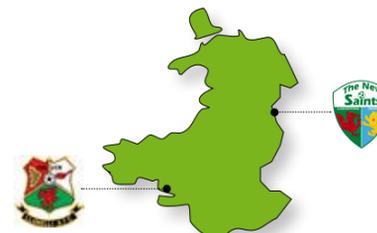
BOSNIA-HERZEGOVINA
NK Široki Brijeg
FK Željezničar



LITHUANIA
FK Sūduva



LATVIA
FK Liepājas Metalurģs
Skonto FC



WALES
Llanelli AFC
The New Saints FC



MONTENEGRO
FK Zeta



FAROE ISLANDS
B36 Tórshavn
HB Tórshavn
NSÍ Runavík



MOLDOVA
CSC Zimbru Chişinău



SLOVENIA
NK Maribor



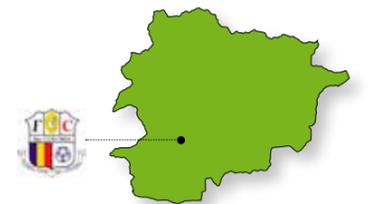
HUNGARY
Ferencvárosi TC
Győri ETO FC



NORTHERN IRELAND
Cliftonville FC
Linfield FC



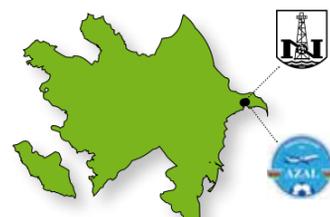
LUXEMBOURG
CS Grevenmacher



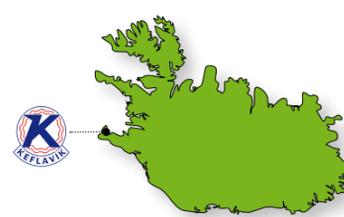
ANDORRA
FC Santa Coloma



GEORGIA
FC WIT Georgia
FC Zestafoni



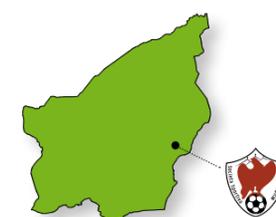
AZERBAIJAN
PFC Neftchi
Azal PFC Baku



ICELAND
Keflavik FC



MALTA
Birkirkara FC
Hibernians Football Club



SAN MARINO
SS Murata



BRINGING EVERYONE
INTO PLAY
UNITED



ADVANTAGE

ECA INSIDE

ECA's mission is to ensure the highest level of club representation with European football stakeholders. At the same time, ECA strives to offer a wide range of services for all Member Clubs. Through publications, research and workshops ECA distributes a variety of information on European and world football matters. ECA aims to share knowledge and best practice from over 200 European clubs to benefit all those involved in football. By fostering the exchange of information and expertise with UEFA, or other football stakeholders, ECA has continued to add value to its members over the years. Member Clubs may face each other on the pitch intent on winning the game, but they work as one team off the field to improve ECA and the future of football. At ECA, we call this passion, 'competitive friendliness' – a willingness to challenge, and be challenged, for the betterment of everyone.

NEW ECA WEBSITE

The official ECA Website www.ecaeurope.com has undergone a re-launch during the 2011/12 season. The website has been completely overhauled in terms of design and functionality. The new site aims to be user-friendlier and increase site traffic. The public site remains the first point of reference for media and third-parties, offering up-to-date news and information about ECA and its members. The private site, only accessible to ECA Members, aims to further enhance communication between ECA members. It does this through a comprehensive directory, dedicated forum section and an extensive document archive of important documents, reports and research studies released by ECA and other football stakeholders. All documents are available for download.



ECA LEGAL SERVICES

With the establishment of the ECA Legal Advisory Panel in April 2011, ECA Legal Services is now in effect. Created with the objective of offering ECA Member Clubs general legal advice on FIFA/UEFA regulations, and on the established jurisprudence and procedural rules of the Court of Arbitration for Sport (CAS), UEFA and FIFA. Requests for advice from ECA member clubs has underlined the strong need for legal support on specific legal matters that affect the day-to-day business of clubs. Over the 2011/12 season, ECA Legal Services has focused on supporting and aligning the club members of the FIFA Dispute Resolution Chamber (DRC) as it is extremely important to ensure a harmonised approach of the club representatives within the DRC. ECA has started to work together with all DRC club members to organise pre-meetings that discuss club interests prior to the actual DRC hearings. This exercise proves very useful as it allows the club representatives to be better prepared to defend the legitimate interests of the club.

ECA RESEARCH

In 2012 two big international tournaments have taken place: the African Cup of Nations in Equatorial Guinea/Gabon, and the UEFA EURO in Poland/Ukraine. ECA conducts a Player Release Analysis for such competitions to show the overall global situation of players released by clubs, with a special focus on players that are registered with European clubs. The full reports on both these competitions are available for download from the ECA website www.ecaeurope.com and key facts and figures of both analyses can be found in the appendix of this annual report.



ECA AWARDS

Introduced in 2010, the ECA Awards have already become a tradition. Their aim is to reward ECA Member Clubs for outstanding club performances, encourage best practice and highlight successful club management.

In September 2011 at the ECA General Assembly in Geneva, the four winners of the 2nd Edition of the ECA Awards have been recognised for the following achievements:

European Club of the Year 2011

FC Barcelona (ESP)

For outstanding results during the 2010/11 season, at both European and domestic level: FC Barcelona crowned their success at domestic level (League and Supercup) by winning the UEFA Champions League 2011 against Manchester United FC (3-1) at Wembley Stadium in London.



Sandro Rosell
(FC Barcelona)

Best Sporting Progress 2011

SC Braga (POR)

For impressive progress in European competition in the 2010/11 season: Braga's participation in the UEFA Champions League Group Stage 2010/11 realised their first-ever participation in the competition. Finishing third in their group, Braga continued their European adventure in the Europa League, eventually reaching the final against FC Porto (0-1) and with this performance the club significantly improved in the UEFA Club Coefficient Ranking 2011.



Pedro Costa (SC Braga)

Best Achievement (non-sporting) 2011

FK Baku (AZE)

For development of a new Youth Academy: FK Baku set new standards in the development of youth players in Azerbaijan. FK Baku, and Azeri football as a whole, benefited from building a state-of-the-art youth academy for more than 400 players.



Karl-Heinz Rummenigge
and Nariman Mehdiyev
(FK Baku)

Best Community & Social Responsibility (CSR) Programme 2011

Celtic FC (SCO)

For the CSR Programme 'Ability Counts': Celtic FC launched a programme specifically designed for children with Down's Syndrome. The programme, started in November 2010, proved a huge success, receiving excellent feedback from parents, participants and Down's Syndrome Scotland. The 'Ability Counts' programme's three main objectives are:

- To engage within the heart of the community, focus on children with Down's Syndrome, and provide an opportunity to play football in a fun, but challenging, environment
- To improve overall fitness levels, and the health and wellbeing of children with Down's Syndrome, while helping to increase social skills through the teaching of individual and team skills
- To promote inclusion and enhance society's acceptance of diversity through the positive presence of this programme



Michele Centenaro,
Peter Lawwell (Celtic FC),
Karl-Heinz Rummenigge
and Ivo Belet

An independent panel, for the first-time, nominated the ECA CSR Award Winner, the panel included:

- Mr. Senes Erzik, UEFA Vice-President and Chairman of the Committee for Fair Play and Social Responsibility at UEFA (2009-11) and FIFA
- Mr. Avraham Burg, Chairman of Mifalot, Hapoel Tel-Aviv FC's Education and Social Project (Winner of the ECA CSR Award 2010)
- Mr. Ivo Belet, leading Member of the European Parliament (MEP) on football matters and author of the European Parliament report on the future of professional football in Europe

ECA Awards History

CATEGORY	2010	2011
European Club of the Year	FC Internazionale Milano (ITA)	FC Barcelona (ESP)
Best Sporting Progress	FC Unirea Urziceni (ROM)	SC Braga (POR)
Best Achievement	FC Porto (POR)	FK Baku (AZE)
Best CSR Programme	Hapoel Tel-Aviv FC (ISR)	Celtic FC (SCO)

ECA CSR PUBLICATION

Following a proposal from the ECA Marketing & Communication Working Group, chaired by ECA Vice-Chairman, Sandro Rosell (FC Barcelona), ECA has released a publication dedicated to the CSR Projects of its member clubs. The aim of the first ECA CSR publication is to present the beneficial work European club football is doing in the field of CSR, and to offer examples to any club in Europe of the kind of CSR initiatives that are already in action. This publication can be seen as a best practice handbook, in the hope that many other clubs undertake similar initiatives in their communities. Fifty-four ECA Member Clubs, from a wide geographical range with different budgets, have submitted projects showcasing their involvement in the local community and wider society. All projects underline that football, and sport in general, have an important social and educational role to play.



ECA REPORT ON YOUTH ACADEMIES

Based on an initiative by the ECA Youth Working Group, chaired by Maarten Fontein (AZ Alkmaar), ECA has published the first report on youth academies. This report aims to share experiences on youth academies among football clubs in Europe. The report provides a comparable perspective that underlines the different approaches and philosophies of youth academies across the continent. It does not classify different academies, but rather acknowledges what is happening and shares this with interested clubs in order for them to compare and assess their own academy. A dedicated ECA Task Force has made several field visits to youth academies of different

sizes across Europe, and this has formed the basis of a qualitative analysis involving detailed case studies. The report also offers a wider picture via information it has gathered through a survey, responded to by 96 ECA Member Clubs. This survey has revealed many interesting facts and figures on topics including organisational structure, scouting, coaching, education, and infrastructure. Each topic has been summarised to allow for key recommendations on each topic to be made. In an era where the Financial Fair Play Regulations promote youth investment and demand more attention to youth development, the ECA Report on Youth Academies is a great source of inspiration for every club in Europe.

ECA LEGAL BULLETIN

As part of ECA Legal Services, a legal publication has been introduced to complete the services offered to ECA Members. The first ECA Legal Bulletin has been presented at the ECA General Assembly in September 2011, in order to provide ECA Member Clubs with practical knowledge based on ECA's participation in the FIFA Dispute Resolution Chamber (DRC) as well as to share best practice on regulatory and legal matters. The bulletin gives practical answers to frequently asked questions by ECA Member Clubs on a wide range of legal issues. With the football business continuing to develop at a dramatic pace, it is vital for club lawyers to stay up-to-date on recent jurisprudence that may affect their club's business. ECA has received very positive feedback from ECA Members, and many sports lawyers from outside ECA, and further editions of the ECA Legal Bulletin are planned.



ECA REGIONAL MEETINGS

Following the signing of the 2012 MoU, ECA has organised a series of regional meetings in order to inform ECA Member Clubs in more detail about this milestone. The meetings are aimed at gathering the clubs' views and opinions on this and other topics of discussion. FC Shakhtar Donetsk has hosted ECA Members from Eastern Europe, and HJK Helsinki and FC Steaua București have welcomed clubs from Scandinavia and Central-Eastern Europe respectively. The meetings have been very informative and useful in offering a perfect platform for clubs to discuss a wide-range of ECA-related topics in small, informal groups. Topics including the international match calendar, player eligibility, transfer system, and player agents all made for interesting discussion among the members present.



ECA Members at HJK Helsinki



ECA Members from Eastern Europe hosted by FC Shakhtar Donetsk

ECA WORKSHOPS

Following the successful staging of the first ECA workshop for 'New Media' in the 2010/11 season, the past season has seen the running of two additional ECA workshops. The first workshop at Camp Nou Stadium in Barcelona on the 14th of November 2011 discussed the integration of fan relations with safety and security. The ECA Institutional Relations Working Group tabled the topic at the workshop as it regarded the topic important for ECA Members to discuss and share their experiences on different approaches to fan relations. The workshop, attended by a wide variety of clubs, offered an in-depth insight into many of the different issues regarding fan safety and security across Europe. Representatives from fan groups such as Football Supporters Europe and Supporters Direct also attended and shared their views and experiences to give the fans' perspective to all present at the workshop.

During the morning of the workshop, three ECA Members presented their work on fan relations at their respective clubs: Cédric Dufoix, General Secretary Olympique de Marseille; Bernhard Heusler, Vice-Chairman FC Basel 1893; and, Marko Vjetrović, Director Foreign Affairs FK Partizan. Each member clearly outlined the problems in their respective countries and what measures have been needed to solve these issues. An extensive Q&A session followed each presentation, during which all participants had the opportunity to share their ideas and experiences in tackling similar issues in their countries. In the afternoon session, a roundtable discussion titled: 'Assessing the different approaches of clubs in the area of fan relations' further added to the morning's interesting discussions.

On the 3rd of May 2012, following an LAP proposal, the first 'Legal Workshop' for lawyers took place at the Allianz Arena in Munich. Rather than focussing on the theoretical topics many sports law conferences have on their agenda, the workshop instead focussed on the legal issues that club lawyers face on a day-to-day basis. Presentations at the workshop preceded the participants dividing into two smaller groups in order to discuss the specific issues in more detail. The presentations covered topics that included: 'Economic Rights and Third Party Ownership', Daniel Lorenz, Head of Legal FC Porto; 'Role of the FIFA TMS and its disciplinary powers', Mark Goddard, General Manager FIFA TMS; 'The use of unilateral options and contractual promises/dangers', Eugene Krechetov, Head of Legal FC Lokomotiv Moskva; and 'Match fixing and UEFA's disciplinary powers and jurisprudence', Wouter Lambrecht, ECA Legal Manager.

In combination with this legal workshop, ECA, Martens Rechtsanwálte and FC Bayern München hosted a seminar entitled: 'Disputes in Sport'. This seminar looked at the different ways of settling disputes in sport. In particular, the differences between the in-house model of football and the outsourcing system of basketball. ECA has been represented at the seminar by: Ivan Gazidis, Arsenal FC, who is a member of the FIFA Dispute Resolution Chamber and as such explained the FIFA judicial system; José-Maria Cruz, Sevilla FC, who outlined UEFA Financial Fair Play; and Dr. Michael Gerlinger, FC Bayern München, who presented on ECA Mediation.

Both workshops have proved very successful and a useful platform for members to exchange knowledge and best practice in their respective areas. The concept of workshops ensures members appreciate that ECA is their organisation. ECA aims to continue workshops and the support of members in the development of the club game at all levels.

FRIENDLY MATCH & TRAINING CAMP SERVICE

During the last season, ECA has offered a new service to its member clubs with the aim to exchange information on training camps and friendly match enquiries. This service, introduced to help ECA Members find opponents for friendly matches more easily, provided an overview on where fellow member clubs are organising their training camps during the winter and summer break. Members are invited to inform the ECA Administration on any camps and matches which they would like included on the overview sent out to all members by e-mail on a weekly basis.



Bernhard Heusler (FC Basel 1893)



The Fan Relations Workshop in Barcelona



Ivan Gazidis (Arsenal FC)



The Legal Workshop in Munich

ECA FOOTBALL TOURNAMENT

In September 2011, the annual ECA Football Tournament at the ECA General Assembly has once again proved itself a great success. Perfect weather, and pitch conditions, and the participation of former internationals including Luis Figo, Emilio Butragueño and Frank Baumann, have made the 3rd Edition of the ECA Football Tournament a truly memorable event. 5 teams have competed in a round robin mode, with the 'white team' captained by ECA Executive Board Member, David Gill (Manchester United FC), being crowned the ECA Cup Winner 2011, with their defender, Frank Baumann (SV Werder Bremen), also taking the title, 'Player of the tournament'.



ECA Cup Winner 2011



BEGINNING
NEW GOALS
UNITED

ARSENAL		FC PORTO	
1 ALABRGA	11	11	11
2 SANCHEZ	12	12	12
3 YEAMERLIN	13	13	13
4 MALCOTT	14	14	14
5 HODGSON	15	15	15
6 SONG	16	16	16
7 LLOYD	17	17	17
8 VODIC	18	18	18
9 CAMPBELL	19	19	19
10 BLANCHET	20	20	20
21	21	21	21
22	22	22	22
23	23	23	23
24	24	24	24
25	25	25	25
26	26	26	26
27	27	27	27
28	28	28	28
29	29	29	29
30	30	30	30
31	31	31	31
32	32	32	32
33	33	33	33
34	34	34	34
35	35	35	35
36	36	36	36
37	37	37	37
38	38	38	38
39	39	39	39
40	40	40	40



BEGINNING
NEW GOALS
UNITED



BEGINNING
NEW GOALS
UNITED





BEGINNING
NEW GOALS
UNITED



THINKING

LOOKING AHEAD

The new season will again be a busy one for ECA with many exciting challenges ahead of us. The top priorities on the ECA Agenda for 2012/13 will undoubtedly be the relationship with FIFA and discussions concerning possible changes to UEFA's Club Competitions for the 2015-18 cycle.

“ In a difficult macro-economic environment, the Financial Fair Play kick-off during the season 2011/12 is a mid-term guarantee of economic sustainability and sporting fairness for European clubs. However, the success of the fundamental structural changes imposed by these new rules in the clubs' financial management and strategy require a commitment from all clubs to abide by the same rules, overriding any national regulatory discrepancies. ”

Jean-Michel Aulas
ECA Executive Board Member and
Chairman of the ECA Finance Working Group

RELATIONS WITH FIFA

Whilst negotiations with UEFA have led to very satisfactory results culminating in the signing of a new MoU, discussions with the world governing body FIFA over the same topics proved disappointing. FIFA did not show sympathy for the clubs' requests; neither do they seem to recognise the role and contribution of club football to the game. It was only following an agreement with UEFA that FIFA confirmed the new proposed international match calendar and committed to take over the insurance policy on a worldwide level as from the 1st of September 2012. However, no concessions have been made concerning the clubs' involvement in FIFA's decision making-process affecting club football matters, or a review of the amount available to clubs from the FIFA World Cup. The current agreement between ECA and FIFA runs until the end of July 2014. With this in mind, ECA remains committed to finding a solution with FIFA, which would certainly help improve the relationship between the two organisations.

CLUB COMPETITIONS 2015-18

An assessment of UEFA's Club Competitions is expected to take place in the coming season. In light of the next club competition cycle 2015-18, it is important to decide in time on the future of both competitions beyond 2015 with a particular focus on the sporting format. ECA will play a major role in this respect through its participation in the UEFA Club Competition Committee. Whilst the Champions League has constantly grown over the years, both from a financial and sporting point of view, the Europa League did probably not live up to expectations. Hence, special attention must be given to the Europa League and how it fits in the overall club competition concept of UEFA. In this context, supranational competitions might find their way on the agenda of the Club Competitions Committee in the future. ECA has already initiated first discussions amongst its members in this respect, which will certainly be further elaborated with UEFA.

FINANCIAL FAIR PLAY

With the so-called "Soft Implementation" test phase up and running since November 2011, a first assessment of the rules is expected by the end of the year. ECA will of course be on hand to give constructive feedback from a club's point of view and give input on how to fine-tune the regulations if need be. Additionally, ECA will continue to assist its member clubs for any question they may have with regard to Financial Fair Play through an extensive Q&A document which is shared among all clubs to better understand complex scenarios. Financial Fair Play is a project that will certainly affect the traditional business model of most clubs in Europe; therefore, a cautious and responsible approach is needed.

EU SOCIAL DIALOGUE

Now that the Autonomous Agreement is signed, ECA will continue to work alongside the EU Social Dialogue Partners and use its best endeavours to ensure the implementation of this agreement focusing mainly on Eastern European countries. At the same time, new topics such as a pan-European Career fund for professional players, an idea brought forward by FIFPro, and contractual stability will figure on the working programme for 2012/13. The Social Dialogue Partners will as well keep a watchful eye on the study of the European Commission aimed at assessing the current rules of the transfer market.





DRAWING ON ALL
OUR STRENGTHS
UNITED

TOGETHER

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COMPOSITION OF ECA WORKING GROUPS, LAP & TASK FORCES 2011/12 (1/3)

COMPETITIONS

Chairman

Umberto Gandini *AC Milan / ITA*

Vice-Chairman

Damir Vrbanić *NK Dinamo Zagreb/CRO*

Executive Board

Marko Vjetrović *FK Partizan/SRB*

Jakub Otava *AC Sparta Praha/CZE*

Members

Vincent Mannaert *Club Brugge/BEL*

Todor Batkov *PFC Levski Sofia/BUL*

Niels-Christian Holmstrøm *FC København/DEN*

Darren Eales *Tottenham Hotspur FC/ENG*

Ivan Gazidis *Arsenal FC/ENG*

Emilio Butragueño *Real Madrid CF/ESP*

Fernando Roig *Villarreal CF/ESP*

Frédéric Paquet *LOSC Lille Métropole/FRA*

Christian Hockenjos *BV Borussia Dortmund/GER*

Ioannis Kontis *Aris FC/GRE*

Itamar Chizik *Maccabi Haifa FC/ISR*

Luis Figo *FC Internazionale Milano/ITA*

Joe Attard *Valletta FC/MLT*

Nikola Prentić *FK Budućnost Podgorica/MNE*

Nils Skutle *Rosenborg BK/NOR*

Turgut Acar *Fenerbahçe SK/TUR*

Ian Williams *The New Saints FC/WAL*

FINANCE

Chairmen

Jean-Michel Aulas *Olympique Lyonnais/FRA*

Ernesto Paolillo *FC Internazionale Milano/ITA*

Executive Board

Michel Verschueren *RSC Anderlecht/BEL*

Members

Andranik Tsaturyan *FC Pyunik/ARM*

Thomas Schwarz *FK Austria Wien/AUT*

Pierre François *R. Standard de Liège/BEL*

Pavlos Nicolaides *AC Omonia Nicosia/CYP*

Graham Wallace *Manchester City FC/ENG*

Clemente Villaverde *Atlético de Madrid/ESP*

Inmaculada Ibañez *Valencia CF/ESP*

Alain Deveseleer *FC Girondins de Bordeaux/FRA*

Philippe Boindrieux *Paris St-Germain/FRA*

Wolfgang Holzhäuser *Bayer 04 Leverkusen/GER*

Viðar Halldórsson *FH Hafnarfjörður/ISL*

Sharipa Bikhambetova *FC Aktobe/KAZ*

Henri van der Aat *AFC Ajax/NED*

Bjarne Berntsen *Viking FK/NOR*

Patrícia Martins *Sporting Clube de Portugal/POR*

Vahtang Vardanyan *FC Zenit St. Petersburg/RUS*

Eric Riley *Celtic FC/SCO*

Bosse Johanssen *Elfsborg IF/SWE*

Oleksander Cherkasov *FC Shakhtar Donetsk/UKR*

REGULATIONS AND DISTRIBUTION TASK FORCE

Damir Vrbanić *NK Dinamo Zagreb/CRO*

David Gill *Manchester United FC/ENG*

Karl Hopfner *FC Bayern München/GER*

Umberto Gandini *AC Milan / ITA*

Diogo Paiva Brandão *FC Porto/POR*

FINANCIAL FAIR PLAY TASK FORCE

Chris Alexander *Chelsea FC/EBG*

José María Cruz *FC Sevilla/ESP*

Jean-Michel Aulas *Olympique Lyonnais/FRA*

Karl Hopfner *FC Bayern München/GER*

Ernesto Paolillo *FC Internazionale Milano/ITA*



COMPOSITION OF ECA WORKING GROUPS, LAP & TASK FORCES 2011/12 (2/3)

INSTITUTIONAL RELATIONS
Chairman

 Karl-Heinz Rummenigge *FC Bayern München/GER*
Executive Board

 Theodoros Giannikos *Olympiacos FC/GRE*
Members

Dirk Degraen *KRC Genk/BEL*
 Alvaro Garcia-Alaman *Real Madrid CF/ESP*
 Vincent Ponsot *Olympique Lyonnais/FRA*
 Cédric Dufoix *Olympique Marseille/FRA*
 Géza Róka *Debreceni VSC/HUN*
 Marco Fassone *SSC Napoli/ITA*
 Guy Fussenig *CS Grevenmacher/LUX*
 John Borg *FC Birkirkara/MLT*
 Peter Fossen *PSV Eindhoven/NED*
 Daniel Lorenz Pereira *FC Porto/POR*
 Valeriu Argăseală *FC Steaua București/ROM*
 Alexander Tsomaya *FC Spartak Moskva/RUS*
 Pavel Pivovarov *FC Zenit St. Petersburg/RUS*
 Peter Lawwell *Celtic FC/SCO*
 Dan Tana *FK Crvena Zvezda/SRB*
 Bernhard Heusler *FC Basel 1893/SUI*

MARKETING & COMMUNICATION
Chairman

 Sandro Rosell *FC Barcelona/ESP*
Vice-Chairman

 Ron Gourlay *Chelsea FC/ENG*
Executive Board

 Aušrys Labinas *FK Ekranas/LTU*
Members

Rauf Dimraj *KF Tirana/ALB*
 Werner Kuhn *SK Rapid Wien/AUT*
 Marios Georgiou *Apoel FC/CYP*
 Thomas Christensen *Odense BK/DEN*
 Edward Woodward *Manchester United FC/ENG*
 Thierry Sauvage *Olympique Lyonnais/FRA*
 Klaus Filbry *SV Werder Bremen/GER*
 Stefan Mennerich *FC Bayern München/GER*
 Antanas Sakavickas *Skonto FC/LVA*
 Igor Angelovski *FC Rabotnicki/MKD*
 Mark Koevermans *Feyenoord Rotterdam/NED*
 Arkadiusz Kasprzak *KKS Lech Poznań/POL*
 Domingos Soares Oliveira *SL Benfica/POR*
 Michal Mertinyák *MFK Ružomberok/SVK*
 Alf Johansson *Djurgårdens IF/SWE*

PLAYER AGENTS & TRANSFERS TASK FORCE

Dirk Degraen *KRC Genk/BEL*
 David Gill *Manchester United FC/ENG*
 Michael Gerlinger *FC Bayern München/GER*
 Theodoros Giannikos *Olympiacos FC/GRE*
 Peter Fossen *PSV Eindhoven/NED*
 Daniel Lorenz Pereira *FC Porto/POR*
 Bernhard Heusler *FC Basel 1893/SUI*

MEDIA REGULATIONS TASK FORCE

Ron Gourlay *Chelsea FC/ENG*
 Edward Woodward *Manchester United FC/ENG*
 Raúl Sanllehi *FC Barcelona/ESP*
 Stefan Mennerich *FC Bayern München/GER*
 Mark Koevermans *Feyenoord Rotterdam/NED*

COMPOSITION OF ECA WORKING GROUPS, LAP & TASK FORCES 2011/12 (3/3)

YOUTH
Chairman

 Maarten Fontein *AZ Alkmaar/NED*
Vice-Chairman

 Bodo Menze *Schalke 04/GER*
Members

Jan Skýpala *FK Teplice/CZE*
 Liam Brady *Arsenal FC/ENG*
 Xavier Bordas *FC Barcelona/ESP*
 Sergei Hohlov-Simson *FC Levadia Tallinn/EST*
 Ari Masalin *Honka Espoo/FIN*
 Filips Dhondt *AS Monaco/FRA*
 Didier Roudet *RC Lens/FRA*
 Zurab Pololikashvili *FC Dinamo Tbilisi/GEO*
 Evangelos Petsos *Panathinaikos FC/GRE*
 Vitali Rashkevich *FC Sheriff/MDA*
 Aubry Ralph *Glentoran FC/NIR*
 Marek Drabczyk *KP Legia Warszawa/POL*
 Diogo Matos *Sporting Clube de Portugal/POR*
 Konstantin Kornakov *Heart of Midlothian FC/SCO*
 Peter Pekara *MSK Zilina/SVN*
 Matej Oražem *NK Domžale/SVN*
 Paul Myltenberg *Helsingborgs IF/SWE*
 Semih Usta *Beşiktaş JK/TUR*
 Revaz Tchokonelidze *FC Dynamo Kyiv/UKR*

YOUTH ACADEMY TASK FORCE

Jan Skýpala *FK Teplice/CZE*
 Liam Brady *Arsenal FC/ENG*
 Bodo Menze *Schalke 04/GER*
 Maarten Fontein *AZ Alkmaar/NED*
 Konstantin Kornakov *Heart of Midlothian FC/SCO*

LEGAL ADVISORY PANEL
Chairman

 Ivan Gazidis *Arsenal FC/ENG*
Vice-Chairman

 Michael Gerlinger *FC Bayern München/GER*
Executive Board

 Pierre François *R. Standard de Liège/BEL*
Members

Todor Batkov *PFC Levski Sofia/BUL*
 Damir Vrbanović *NK Dinamo Zagreb/CRO*
 Bruce Buck *Chelsea FC/ENG*
 Darren Eales *Tottenham Hotspur FC/ENG*
 José Maria Cruz *Sevilla FC/ESP*
 Antoni Freixa i Martín *FC Barcelona/ESP*
 Alvaro Garcia-Alaman *Real Madrid CF/ESP*
 Vincent Ponsot *Olympique Lyonnais/FRA*
 Theodoros Giannikos *Olympiacos FC/GRE*
 Leandro Cantamessa *AC Milan/ITA*
 Angelo Cappellini *FC Internazionale Milano/ITA*
 Martynas Kalvelis *FK Ekranas/LTU*
 Maarten Fontein *AZ Alkmaar/NED*
 Ivo Trijbits *AFC Ajax/NED*
 Daniel Lorenz Pereira *FC Porto/POR*
 Pavel Pivovarov *FC Zenit St. Petersburg/RUS*
 Bernhard Heusler *FC Basel 1893/SUI*
 Selçuk Öztekin *Galatasaray SK/TUR*



ECA REPRESENTATION IN UEFA/FIFA/EU COMMITTEES 2011/12

UEFA

UEFA Professional Football Strategy Council

David Gill	Manchester United FC/ENG
Florentino Pérez	Real Madrid CF/ESP
Umberto Gandini	AC Milan/ITA
Maarten Fontein	AZ Alkmaar/NED

UEFA Club Competitions Committee

Roger Vandenstock	RSC Anderlecht/BEL
Damir Vrbanić	NK Dinamo Zagreb/CRO
David Gill	Manchester United FC/ENG
Sandro Rosell	FC Barcelona/ESP
Karl Hopfner	FC Bayern München/GER
Theodoros Giannikos	Olympiacos FC/GRE
Umberto Gandini	AC Milan/ITA
Diogo Paiva Brandão	FC Porto/POR
Evgeni Giner	PFC CSKA Moskva/RUS

UEFA Events SA Board

Florentino Pérez	Real Madrid CF/ESP
Karl-Heinz Rummenigge	FC Bayern München/GER
Adriano Galliani	AC Milan/ITA

Youth Club Competition Working Group

Darren Eales	Tottenham Hotspur FC/ENG
Raúl Sanllehi	FC Barcelona/ESP
Ernesto Paolillo	FC Internazionale Milano/ITA
Maarten Fontein	AZ Alkmaar/NED
Marko Vjetrović	FK Partizan/SRB

FIFA

FIFA Committee for Club Football

Karl-Heinz Rummenigge	FC Bayern München/GER
Umberto Gandini	AC Milan/ITA

FIFA Strategic Committee

Karl-Heinz Rummenigge	FC Bayern München/GER
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FIFA Football Committee

Florentino Pérez	Real Madrid CF/ESP
Karl-Heinz Rummenigge	FC Bayern München/GER

FIFA Dispute Resolution Chamber

Damir Vrbanić	NK Dinamo Zagreb/CRO
Ivan Gazidis	Arsenal FC/ENG
Theodoros Giannikos	Olympiacos FC/GRE

Organising Committee for the FIFA Club World Cup

Sandro Rosell	FC Barcelona/ESP
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FIFA Player's Status Sub-Committee

Maarten Fontein	AZ Alkmaar/NED
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EU

EU Social Dialogue Committee

Pedro López Jiménez	Real Madrid CF/ESP
Raúl Sanllehi	FC Barcelona/ESP
Jean-Michel Aulas	Olympique Lyonnais/FRA
Michael Gerlinger	FC Bayern München/GER

UEFA EURO 2012™ CLUB DISTRIBUTION

(1/12)

(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
ALB	Dinamo Tirana	n/a	37'736	0	37'736
ALB	Flamurtari Vlorë	n/a	12'579	0	12'579
ALB	KF Tirana	n/a	62'893	0	62'893
ALB	Skenderbeu Korçë	n/a	33'543	0	33'543
AND	FC Andorra	n/a	192'872	0	192'872
AND	FC Santa Coloma	n/a	67'086	0	67'086
AND	Sant Julià	n/a	79'665	0	79'665
AND	UE Santa Coloma	n/a	75'472	0	75'472
ARM	FC Banants	n/a	67'086	0	67'086
ARM	FC Impuls Dilijan	n/a	16'771	0	16'771
ARM	FC Mika	n/a	67'086	0	67'086
ARM	FC Pyunik	n/a	280'922	0	280'922
ARM	Ulysses Yerevan	n/a	12'579	0	12'579
AUT	FC Wacker Innsbruck	n/a	4'193	0	4'193
AUT	FK Austria Wien	n/a	171'908	0	171'908
AUT	Linzer ASK	n/a	25'157	0	25'157
AUT	FC Red Bull Salzburg	n/a	62'893	0	62'893
AUT	SC Magna Wiener Neustadt	n/a	4'193	0	4'193
AUT	SK Rapid Wien	n/a	113'208	0	113'208
AUT	SK Sturm Graz	n/a	64'291	0	64'291
AUT	SV Kapfenberg	n/a	37'736	0	37'736
AUT	SV Mattersburg	n/a	35'639	0	35'639
AUT	SV Ried	n/a	34'591	0	34'591
AUT	VfB Admira Wacker Modling	n/a	12'579	0	12'579
AZE	AZAL PFC Baku	n/a	67'086	0	67'086
AZE	FC Karabakh	n/a	293'501	0	293'501
AZE	FC Turan Tovuz	n/a	25'157	0	25'157
AZE	FK Baku	n/a	127'883	0	127'883
AZE	FK Gəncəlbirliyi Sumgayit	n/a	16'771	0	16'771
AZE	FK Qəbələ	n/a	113'208	0	113'208
AZE	FK Rəvan Baku	n/a	6'988	0	6'988
AZE	Inter Baku	n/a	128'232	0	128'232
AZE	PFC Neftchi	n/a	190'776	0	190'776
AZE	Simurq Zaqatala	n/a	13'627	0	13'627
AZE	Xəzər-Lankaran	n/a	153'739	0	153'739
BEL	Beerschot VAV	n/a	20'964	0	20'964
BEL	Club Brugge	2	71'978	108'720	180'698
BEL	Excelsior Virton	n/a	37'736	0	37'736
BEL	KAA Gent	n/a	100'629	0	100'629
BEL	KRC Genk	n/a	125'786	0	125'786
BEL	KSC Lokeren	n/a	15'723	0	15'723
BEL	KSV Roeselare	n/a	4'193	0	4'193
BEL	KV Kortrijk	n/a	33'543	0	33'543
BEL	KV Mechelen	n/a	42'628	0	42'628
BEL	KVC Westerlo	n/a	20'964	0	20'964
BEL	RSC Anderlecht	2	138'365	217'441	355'805
BEL	R. Standard de Liège	n/a	177'498	0	177'498
BEL	SV Zulte Waregem	n/a	12'579	0	12'579
BIH	FK Borac Banja Luka	n/a	24'458	0	24'458
BIH	NK Željezničar	n/a	6'988	0	6'988
BLR	FC Bate Borisov	n/a	146'751	0	146'751



UEFA EURO 2012™ CLUB DISTRIBUTION

(2/12)

(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
BLR	Dinamo Brest	n/a	8'386	0	8'386
BLR	FC Dinamo Minsk	n/a	54'507	0	54'507
BLR	FK Dnepr Mogliev	n/a	12'579	0	12'579
BLR	FK Gomel	n/a	20'964	0	20'964
BLR	FK Naftan Novopolotsk	n/a	20'964	0	20'964
BLR	FC Shakhtyor Soligorsk	n/a	20'964	0	20'964
BLR	Neman Grodno	n/a	8'386	0	8'386
BUL	PFC CSKA Sofia	n/a	81'062	0	81'062
BUL	FK Chernomorets Varna	n/a	10'482	0	10'482
BUL	FK Chernomorets Burgas	n/a	5'241	0	5'241
BUL	FK Litex Lovech	n/a	62'893	0	62'893
BUL	PFC Levski Sofia	n/a	40'881	0	40'881
BUL	Lokomotiv Plovdiv	n/a	5'241	0	5'241
BUL	Lokomotiv Sofia	n/a	10'482	0	10'482
BUL	Ludogorets Razgrad	n/a	15'723	0	15'723
CRO	NK Dinamo Zagreb	3	97'135	246'886	344'020
CRO	HNK Hajduk Split	n/a	74'074	0	74'074
CRO	HNK Sibenik	n/a	12'579	0	12'579
CRO	Lokomotiva Zagreb	n/a	8'386	0	8'386
CRO	NK Inter Zapresic	n/a	4'193	0	4'193
CRO	NK Istra 1961	n/a	12'579	0	12'579
CRO	NK Rijeka	n/a	16'771	0	16'771
CYP	AE Paphos	n/a	31'447	0	31'447
CYP	AEK Larnaca	n/a	43'676	0	43'676
CYP	AEL Limassol	n/a	69'182	0	69'182
CYP	Alki Larnaca	n/a	73'375	0	73'375
CYP	Anorthosis Famagusta FC	3	90'147	65'685	155'832
CYP	APOEL FC	n/a	297'345	0	297'345
CYP	Apollon Limassol	n/a	62'893	0	62'893
CYP	Ermis Aradippou	n/a	8'386	0	8'386
CYP	Ethnikos Achnas	n/a	63'592	0	63'592
CYP	Nea Salamis	n/a	17'470	0	17'470
CYP	Olympiakos Nicosia	n/a	37'736	0	37'736
CYP	AC Omonia Nicosia	n/a	249'476	0	249'476
CYP	PAEEK	n/a	5'241	0	5'241
CZE	AC Sparta Praha	n/a	46'122	0	46'122
CZE	FC Marila Pribram	n/a	20'964	0	20'964
CZE	FC Slovan Liberec	3	29'350	65'685	95'035
CZE	FC Viktoria Plzeň	3	71'279	394'111	465'390
CZE	FK Jablonec	3	25'157	65'685	90'842
CZE	SK Slavia Praha	n/a	16'771	0	16'771
DEN	Aalborg BK	n/a	36'688	0	36'688
DEN	Aarhus GF	n/a	20'964	0	20'964
DEN	Brøndby IF	2	73'375	217'441	290'816
DEN	Esbjerg FB	n/a	40'881	0	40'881
DEN	FC Fyn	n/a	20'964	0	20'964
DEN	FC København	2	194'969	217'441	412'409
DEN	FC Midtjylland	2	15'723	108'720	124'444
DEN	FC Nordsjælland	2	10'482	326'161	336'643
DEN	Odense BK	n/a	68'134	0	68'134
DEN	Randers FC	n/a	49'266	0	49'266

UEFA EURO 2012™ CLUB DISTRIBUTION

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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
DEN	Roskilde	n/a	8'386	0	8'386
DEN	Silkeborg IF	n/a	83'857	0	83'857
DEN	Sonderjysk Elitesport	n/a	59'399	0	59'399
ENG	Arsenal FC	2	349'057	1'345'413	1'694'470
ENG	Aston Villa FC	2	216'632	326'161	542'793
ENG	Barnsley FC	n/a	3'494	0	3'494
ENG	Birmingham City	n/a	153'389	0	153'389
ENG	Blackburn Rovers FC	1	121'943	163'080	285'023
ENG	Blackpool FC	n/a	96'436	0	96'436
ENG	Bolton Wanderers	n/a	165'968	0	165'968
ENG	Brentford FC	n/a	20'964	0	20'964
ENG	Brighton & Hove Albion	n/a	10'482	0	10'482
ENG	Bristol City	n/a	41'230	0	41'230
ENG	Burnley FC	n/a	9'434	0	9'434
ENG	Carlisle United	n/a	12'579	0	12'579
ENG	Chelsea FC	1	323'201	1'590'034	1'913'235
ENG	Cheltenham Town	3	0	65'685	65'685
ENG	Coventry City	n/a	68'484	0	68'484
ENG	Crystal Palace	2	25'157	108'720	133'878
ENG	Derby county	2	26'555	108'720	135'275
ENG	Everton FC	1	197'764	883'352	1'081'116
ENG	Fulham FC	1	263'103	489'241	752'344
ENG	Huddersfield Town	n/a	6'988	0	6'988
ENG	Hull City	n/a	87'352	0	87'352
ENG	Ipswich Town	n/a	117'400	0	117'400
ENG	Leeds United	2	87'701	108'720	196'421
ENG	Leicester City	2	59'399	217'441	276'840
ENG	Liverpool FC	1	287'212	1'685'164	1'972'376
ENG	Manchester City FC	1	431'866	1'637'599	2'069'465
ENG	Manchester United FC	1	296'995	1'372'593	1'669'589
ENG	Middlesbrough FC	n/a	110'063	0	110'063
ENG	Millwall FC	2	44'025	108'720	152'745
ENG	Newcastle United FC	1	72'327	543'601	615'928
ENG	Norwich City	n/a	57'652	0	57'652
ENG	Nottingham Forest	n/a	71'279	0	71'279
ENG	Oldham Athletic	n/a	20'964	0	20'964
ENG	Peterborough United	n/a	37'736	0	37'736
ENG	Plymouth Argyle	n/a	29'350	0	29'350
ENG	Port Vale FC	n/a	12'579	0	12'579
ENG	Portsmouth FC	n/a	76'869	0	76'869
ENG	Preston North End	n/a	28'651	0	28'651
ENG	Queens Park Rangers	n/a	61'845	0	61'845
ENG	Reading FC	n/a	112'858	0	112'858
ENG	Scunthorpe United	n/a	7'687	0	7'687
ENG	Sheffield United	n/a	45'423	0	45'423
ENG	Shrewsbury Town	n/a	15'723	0	15'723
ENG	Southampton FC	n/a	5'241	0	5'241
ENG	Stockport County	n/a	41'929	0	41'929
ENG	Stoke City FC	1	169'462	326'161	495'623
ENG	Sunderland AFC	1	169'811	815'402	985'213
ENG	Swansea City AFC	1	129'979	163'080	293'059



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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
ENG	Tottenham Hotspur FC	1	333'683	883'352	1'217'035
ENG	Tranmere Rovers	n/a	12'579	0	12'579
ENG	Watford FC	n/a	25'157	0	25'157
ENG	West Bromwich Albion FC	1	269'392	652'322	921'714
ENG	West Ham United	2	98'183	131'370	229'553
ENG	Wigan Athletic	n/a	41'929	0	41'929
ENG	Wolverhampton Wanderers FC	1	231'307	489'241	720'548
ENG	Yeovil Town	n/a	5'241	0	5'241
ESP	Athletic Club Bilbao	1	68'134	502'831	570'965
ESP	CA Monzon	n/a	75'472	0	75'472
ESP	CA Osasuna	n/a	47'170	0	47'170
ESP	CD Atletico Baleares	n/a	12'579	0	12'579
ESP	CF Balaguer	n/a	20'964	0	20'964
ESP	CF San Rafael	n/a	41'929	0	41'929
ESP	Club Atlético de Madrid	1	47'869	251'416	299'284
ESP	FC Barcelona	1	287'212	1'922'990	2'210'202
ESP	Girona FC	n/a	4'193	0	4'193
ESP	Granada CF	n/a	16'771	0	16'771
ESP	Hellin Deportivo	n/a	20'964	0	20'964
ESP	Hercules CF	n/a	8'386	0	8'386
ESP	Imperio Merida	n/a	37'736	0	37'736
ESP	Málaga CF	1	35'639	414'496	450'135
ESP	Racing Santander	n/a	33'543	0	33'543
ESP	Rayo Vallecano	n/a	41'929	0	41'929
ESP	RC Deportivo La Coruña	n/a	10'482	0	10'482
ESP	RCD Espanyol Barcelona	n/a	16'771	0	16'771
ESP	RCD Mallorca	n/a	54'507	0	54'507
ESP	Real Betis Sevilla	n/a	4'193	0	4'193
ESP	Real Madrid CF	1	380'503	2'616'082	2'996'585
ESP	Real Sociedad	n/a	20'964	0	20'964
ESP	Real Zaragoza	1	92'243	625'142	717'385
ESP	Sevilla FC	1	54'857	665'912	720'768
ESP	Sporting Gijon	n/a	6'988	0	6'988
ESP	UD Alcampell	n/a	37'736	0	37'736
ESP	Valencia CF	1	122'292	672'707	794'999
ESP	Villarreal CF	n/a	116'352	0	116'352
EST	FC Flora Tallinn	n/a	31'447	0	31'447
EST	FC Levadia Tallinn	n/a	6'988	0	6'988
EST	JK Kalju	n/a	13'976	0	13'976
FIN	FC Lahti	n/a	16'771	0	16'771
FIN	FC TPS Turku	n/a	33'543	0	33'543
FIN	HJK Helsinki	n/a	29'350	0	29'350
FIN	Inter Turku	n/a	12'579	0	12'579
FIN	Jyvaskylan JK	n/a	3'494	0	3'494
FRA	AJ Auxerre	1	79'665	163'080	242'745
FRA	Amiens SC	n/a	12'579	0	12'579
FRA	AS Monaco FC	2	16'771	244'621	261'392
FRA	AS St-Etienne	n/a	25'157	0	25'157
FRA	CS Sedan	n/a	54'507	0	54'507
FRA	Evian Thonon Gaillard FC	1	26'205	652'322	678'527
FRA	FC Girondins de Bordeaux	1	62'893	550'396	613'289

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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
FRA	FC Lorient	n/a	36'688	0	36'688
FRA	FC Metz	n/a	20'964	0	20'964
FRA	FC Sochaux-Montbéliard	1	25'157	353'341	378'498
FRA	LOSC Lille Métropole	1	104'822	190'260	295'082
FRA	Montpellier	1	20'964	190'260	211'225
FRA	Olympique de Marseille	1	113'208	570'781	683'989
FRA	Olympique Lyonnais	1	187'980	543'601	731'582
FRA	Paris St-Germain FC	1	71'279	883'352	954'631
FRA	RC Lens	n/a	20'964	0	20'964
FRA	Stade Rennais FC	1	58'700	190'260	248'961
FRA	Toulouse FC	n/a	56'604	0	56'604
FRA	Valenciennes FC	n/a	8'386	0	8'386
FRO	B36 Tórshavn	n/a	109'015	0	109'015
FRO	EB/Streymur	n/a	104'822	0	104'822
FRO	HB Tórshavn	n/a	117'400	0	117'400
FRO	IF Fuglafjörður	n/a	46'122	0	46'122
FRO	KI Klaksvík	n/a	8'386	0	8'386
FRO	NSÍ Runavík	n/a	113'208	0	113'208
FRO	Víkingur Gøta	n/a	25'157	0	25'157
GEO	FC Dinamo Tbilisi	n/a	46'122	0	46'122
GEO	FC Zestafoni	n/a	79'665	0	79'665
GER	1. FC Kaiserslautern	1	89'797	203'851	293'648
GER	1. FC Köln	1	175'402	237'826	413'227
GER	1. FC Nürnberg	1	123'340	197'055	320'396
GER	1. FSV Mainz 05	1	224'319	163'080	387'399
GER	Alemannia Aachen	n/a	8'386	0	8'386
GER	Bayer 04 Leverkusen	1	168'064	835'787	1'003'851
GER	BV Borussia Dortmund	1	241'789	1'603'624	1'845'413
GER	Dynamo Dresden	n/a	8'386	0	8'386
GER	Eintracht Frankfurt	2	87'002	108'720	195'722
GER	FC Augsburg	n/a	8'386	0	8'386
GER	FC Bayern München	1	452'131	2'643'262	3'095'393
GER	FC Energie Cottbus	n/a	5'241	0	5'241
GER	FC Schalke 04	1	207'897	604'757	812'653
GER	Fortuna Düsseldorf	2	4'193	108'720	112'913
GER	Hamburger SV	1	218'728	271'801	490'529
GER	Hannover 96	1	139'413	400'906	540'319
GER	Hertha BSC Berlin	1	91'195	197'055	288'250
GER	Karlsruher SC	n/a	41'929	0	41'929
GER	MSV Duisburg	n/a	34'591	0	34'591
GER	Rot-Weiss Oberhausen	n/a	16'771	0	16'771
GER	SC Freiburg	n/a	106'918	0	106'918
GER	SC Paderborn 07	n/a	20'964	0	20'964
GER	SpVgg Greuther Fürth	n/a	37'736	0	37'736
GER	SV Werder Bremen	1	204'403	767'837	972'239
GER	TSG 1899 Hoffenheim	n/a	122'642	0	122'642
GER	TSV München 1860	n/a	50'314	0	50'314
GER	TuS Koblenz	n/a	16'771	0	16'771
GER	VfB Stuttgart	1	246'331	326'161	572'492
GER	VfL Bochum	n/a	37'736	0	37'736
GER	VfL Borussia 1900 Mönchengladbach	1	48'218	237'826	286'044



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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
GER	VfL Wolfsburg	1	168'763	360'136	528'899
GRE	AE Ergotelis	n/a	16'771	0	16'771
GRE	AE Larissa	n/a	13'976	0	13'976
GRE	AEK Athens	2	92'243	271'801	364'044
GRE	AO Kerkyra	n/a	12'579	0	12'579
GRE	Aris FC	2	60'797	135'900	196'697
GRE	Atromitos FC	2	0	135'900	135'900
GRE	Levadiakos	n/a	4'193	0	4'193
GRE	OFI Creta	n/a	20'964	0	20'964
GRE	Olympiacos FC	2	227'463	788'222	1'015'685
GRE	Olympiakos Volou	n/a	16'771	0	16'771
GRE	Panaitolikos	n/a	29'350	0	29'350
GRE	Panathinaikos FC	2	197'065	407'701	604'766
GRE	Panionios Athen	n/a	79'665	0	79'665
GRE	PAOK FC	2	106'219	543'601	649'821
GRE	PAS Giannina	n/a	8'386	0	8'386
GRE	Skoda Xanthi	n/a	8'386	0	8'386
HUN	Budapest Honvéd FC	n/a	4'193	0	4'193
HUN	Debreceni VSC	n/a	76'520	0	76'520
HUN	FC Videoton	n/a	142'558	0	142'558
HUN	Ferencvárosi TC	n/a	33'543	0	33'543
HUN	Győri ETO FC	n/a	52'760	0	52'760
HUN	Haladás Szombathely	n/a	8'386	0	8'386
HUN	Kaposvari Rakoczi FC	n/a	16'771	0	16'771
HUN	Kecskeméti TE	n/a	12'579	0	12'579
HUN	Lombard Pápa TFC	n/a	10'482	0	10'482
HUN	Újpest FC	n/a	27'254	0	27'254
HUN	Zalaegerszegi TE	n/a	8'386	0	8'386
ISL	FH Hafnarfjörður	n/a	41'929	0	41'929
ISL	Fram Reykjavík	n/a	10'482	0	10'482
ISL	KR Reykjavík	n/a	20'964	0	20'964
ISL	UMF Breidablik	n/a	31'447	0	31'447
ISL	Valur Reykjavík	n/a	69'182	0	69'182
ISR	Beitar Jerusalem	n/a	12'579	0	12'579
ISR	FC Bnei-Yehuda	n/a	36'688	0	36'688
ISR	Hapoel Acre	n/a	12'579	0	12'579
ISR	Hapoel Kiriath Shmona	n/a	8'386	0	8'386
ISR	Hapoel Tel Aviv	n/a	117'400	0	117'400
ISR	Maccabi Haifa FC	3	153'739	54'360	208'099
ISR	Maccabi Netanya FC	n/a	12'579	0	12'579
ISR	Maccabi Petah Tikva	n/a	25'157	0	25'157
ISR	Maccabi Tel Aviv	n/a	149'895	0	149'895
ISR	MS Ashdod	n/a	14'675	0	14'675
ITA	AC Cesena	n/a	107'966	0	107'966
ITA	AC Chievo Verona	n/a	126'834	0	126'834
ITA	AC Fiorentina	1	170'860	251'416	422'275
ITA	AC Latina	n/a	16'771	0	16'771
ITA	Ancona Calcio	n/a	16'771	0	16'771
ITA	AS Bari	n/a	69'182	0	69'182
ITA	AS Livorno	n/a	26'205	0	26'205
ITA	AS Roma	1	167'365	828'992	996'358

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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
ITA	ASD Sanvitesse	n/a	29'350	0	29'350
ITA	Atletico Montecchio	n/a	8'386	0	8'386
ITA	Barletta	n/a	10'482	0	10'482
ITA	Bellaria Igea Marina	n/a	12'579	0	12'579
ITA	Bologna FC	1	54'507	414'496	469'003
ITA	Brescia Calcio	n/a	29'350	0	29'350
ITA	Cagliari Calcio	n/a	12'579	0	12'579
ITA	Campitello	n/a	12'579	0	12'579
ITA	Empoli FC	n/a	29'350	0	29'350
ITA	FC Crotone	n/a	8'386	0	8'386
ITA	FC Genoa 1893	1	163'522	394'111	557'633
ITA	FC Parma	1	46'122	251'416	297'537
ITA	Fidene	n/a	12'579	0	12'579
ITA	Forte dei Marmi	n/a	16'771	0	16'771
ITA	Hellas Verona	n/a	20'964	0	20'964
ITA	FC Internazionale Milano	1	138'365	163'080	301'445
ITA	Juve Stabia	n/a	10'482	0	10'482
ITA	Juventus	1	263'103	1'759'909	2'023'012
ITA	Melfi	n/a	12'579	0	12'579
ITA	Milan AC	1	159'329	1'270'668	1'429'997
ITA	Novara	n/a	33'543	0	33'543
ITA	US Città di Palermo	1	180'294	455'266	635'560
ITA	S.S. Lazio	1	93'291	237'826	331'117
ITA	U.C. Sampdoria	n/a	157'233	0	157'233
ITA	Sant'Ermite	n/a	29'350	0	29'350
ITA	SSC Napoli	1	96'436	502'831	599'267
ITA	Torino	2	8'386	167'610	175'996
ITA	Udinese Calcio	1	76'520	251'416	327'936
ITA	US Lecce	n/a	16'771	0	16'771
ITA	Valleverde Riccione FC	n/a	37'736	0	37'736
KAZ	FC Aktobe	n/a	130'678	0	130'678
KAZ	FC Astana	n/a	243'187	0	243'187
KAZ	FC Atyrau	n/a	33'543	0	33'543
KAZ	Irtys Pavlodar	n/a	50'314	0	50'314
KAZ	Ordabasy FK	n/a	71'279	0	71'279
KAZ	Shakhtyor Karaganda	n/a	143'606	0	143'606
KAZ	Taraz	n/a	8'386	0	8'386
KAZ	Tobol Kustanai	n/a	79'665	0	79'665
KAZ	Vostok Ust-Kamenogorsk	n/a	4'193	0	4'193
KAZ	Zhetysay FK	n/a	75'472	0	75'472
LIE	FC Balzers	n/a	125'786	0	125'786
LIE	FC Vaduz	n/a	209'644	0	209'644
LIE	Schaan	n/a	15'723	0	15'723
LIE	USV Eschen/Mauren	n/a	199'161	0	199'161
LTU	Dainava Alytus	n/a	5'241	0	5'241
LTU	FK Ekranas	n/a	52'411	0	52'411
LTU	FK Sūduva	n/a	31'447	0	31'447
LUX	CS Fola Esch	n/a	50'314	0	50'314
LUX	CS Grevenmacher	n/a	4'193	0	4'193
LUX	Etzella Ettelbruck	n/a	25'157	0	25'157
LUX	F91 Dudelange	n/a	155'136	0	155'136



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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
LUX	FC Differdange 03	n/a	142'558	0	142'558
LUX	Jeunesse Esch	n/a	159'329	0	159'329
LUX	RM Hamm Benfica	n/a	25'157	0	25'157
LUX	Union Luxembourg	n/a	16'771	0	16'771
LVA	FK Jelgava	n/a	25'157	0	25'157
LVA	FK Ventspils	n/a	71'279	0	71'279
LVA	FK Liepājas Metalurģs	n/a	71'279	0	71'279
LVA	Skonto FC	n/a	138'365	0	138'365
MDA	Academia UTM Chisinau	n/a	12'579	0	12'579
MDA	Dacia Chisinau	n/a	37'736	0	37'736
MDA	FC Milsami	n/a	4'193	0	4'193
MDA	FC Olimpia	n/a	16'771	0	16'771
MDA	CFC Zimbru Chisinau	n/a	29'350	0	29'350
MDA	FC Sheriff Tiraspol	n/a	95'737	0	95'737
MKD	FK Metalurg Skopje	n/a	8'386	0	8'386
MKD	FK Rabotnički	n/a	37'736	0	37'736
MKD	Skendija 79	n/a	20'964	0	20'964
MKD	Vardar Skopje	n/a	16'771	0	16'771
MLT	Birkirkara FC	n/a	117'400	0	117'400
MLT	Floriana FC	n/a	33'543	0	33'543
MLT	Hamrun Spartans	n/a	33'543	0	33'543
MLT	Hibernians FC	n/a	88'050	0	88'050
MLT	Marsaxlokk FC	n/a	67'086	0	67'086
MLT	Qormi FC	n/a	8'386	0	8'386
MLT	Sliema Wanderers	n/a	16'771	0	16'771
MLT	Valletta FC	n/a	230'608	0	230'608
MNE	FK Buducnost Podgorica	n/a	4'193	0	4'193
MNE	FK Mogren Budka	n/a	46'122	0	46'122
MNE	Rudar Pljevlja	n/a	4'193	0	4'193
NED	ADO Den Haag	n/a	41'929	0	41'929
NED	AFC Ajax	1	212'788	326'161	538'949
NED	AZ Alkmaar	1	211'391	326'161	537'551
NED	FC Groningen	1	110'063	163'080	273'143
NED	FC Twente	1	146'751	326'161	472'911
NED	FC Utrecht	n/a	67'086	0	67'086
NED	Feyenoord Rotterdam	1	8'386	163'080	171'466
NED	NAC Breda	n/a	4'193	0	4'193
NED	NEC Nijmegen	1	48'218	163'080	211'298
NED	PSV Eindhoven	1	268'344	978'482	1'246'826
NED	RKC Waalwijk	n/a	12'579	0	12'579
NED	Roda JC Kerkrade	n/a	55'556	0	55'556
NED	sc Heerenveen	1	59'748	163'080	222'829
NED	Vitesse Arnhem	n/a	55'905	0	55'905
NED	Willem II Tilburg	n/a	20'964	0	20'964
NIR	Linfield FC	n/a	4'193	0	4'193
NOR	Aalesunds FK	n/a	68'134	0	68'134
NOR	Algard FK	n/a	25'157	0	25'157
NOR	FK Bodo-Glimt	n/a	31'447	0	31'447
NOR	Fredrikstad FK	n/a	31'447	0	31'447
NOR	Honefoss BK	n/a	66'387	0	66'387
NOR	Kongsvinger Idrettslag	n/a	41'929	0	41'929

UEFA EURO 2012™ CLUB DISTRIBUTION

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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
NOR	Lillestrøm SK	n/a	26'205	0	26'205
NOR	Molde FK	n/a	26'205	0	26'205
NOR	Odd Grenland	n/a	26'205	0	26'205
NOR	Rosenborg BK	n/a	82'809	0	82'809
NOR	Sandnes Ulf	n/a	10'482	0	10'482
NOR	SK Brann	n/a	85'954	0	85'954
NOR	Sogndal IL	n/a	22'711	0	22'711
NOR	Stabaek IF	n/a	73'375	0	73'375
NOR	Tromso IL	n/a	57'652	0	57'652
NOR	Vålerenga IF	n/a	10'482	0	10'482
NOR	Viking FK	n/a	104'822	0	104'822
POL	Arka Gdynia	n/a	39'832	0	39'832
POL	Gornik Zabrze	n/a	4'193	0	4'193
POL	Jagiellonia Bialystok	3	120'545	54'360	174'905
POL	Kabel Krakow	n/a	71'279	0	71'279
POL	KKS Lech Poznań	3	145'702	163'080	308'783
POL	Korona Kielce	n/a	29'350	0	29'350
POL	Lechia Gdansk	n/a	54'507	0	54'507
POL	KP Legia Warszawa	3	67'086	108'720	175'806
POL	LKS Lodz	n/a	8'386	0	8'386
POL	KSP Polonia Warszawa	n/a	79'665	0	79'665
POL	Widzew Lodz	n/a	89'099	0	89'099
POL	Wisla Krakow	n/a	85'255	0	85'255
POL	Zaglebie Lubin	n/a	24'109	0	24'109
POR	CD Nacional	n/a	8'386	0	8'386
POR	FC Porto	2	129'979	462'061	592'040
POR	SC Braga	2	25'157	462'061	487'218
POR	SL Benfica	2	71'279	308'041	379'320
POR	Sporting Clube de Portugal	2	118'449	525'481	643'930
POR	UD Leiria	n/a	12'579	0	12'579
ROU	AS Gaz Metan Medias	n/a	12'579	0	12'579
ROU	Ceahlaul Piatra Neamt	n/a	41'929	0	41'929
ROU	CFR 1907 Cluj	3	29'350	77'010	106'360
ROU	CS Pandurii Targu-Jiu	n/a	8'386	0	8'386
ROU	SC Dinamo 1948 București	n/a	83'857	0	83'857
ROU	FC Politehnica Timisoara	n/a	67'086	0	67'086
ROU	FC Vaslui	n/a	78'616	0	78'616
ROU	FC Oțelul Galați	n/a	12'579	0	12'579
ROU	FC Rapid București	n/a	46'122	0	46'122
ROU	SC Astra Ploiesti	n/a	29'350	0	29'350
ROU	FC Steaua București	n/a	147'799	0	147'799
ROU	Unirea Urziceni	n/a	22'013	0	22'013
ROU	Universitatea Cluj	n/a	8'386	0	8'386
ROU	Universitatea Craiova	n/a	5'241	0	5'241
RUS	Amkar Perm	n/a	123'340	0	123'340
RUS	Baltika	n/a	18'868	0	18'868
RUS	FC Alania Vladikavkaz	n/a	63'941	0	63'941
RUS	FC Anzhi Makhachkala	2	109'015	108'720	217'735
RUS	FC Dinamo Moskva	2	249'825	543'601	793'427
RUS	FC Lokomotiv Moskva	2	229'210	217'441	446'651
RUS	FC Rostov	2	162'124	108'720	270'845



UEFA EURO 2012™ CLUB DISTRIBUTION

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(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
RUS	FC Rubin Kazan	2	159'329	108'720	268'049
RUS	FC Salyut Energia Belgorod	n/a	16'771	0	16'771
RUS	FC Spartak Moskva	2	92'243	348'811	441'054
RUS	FC Terek Grozny	2	58'700	108'720	167'420
RUS	FC Zenit St. Petersburg	2	423'480	915'062	1'338'542
RUS	FK Khimki	n/a	65'688	0	65'688
RUS	FK Krasnodar	n/a	129'979	0	129'979
RUS	FK Saturn Ramenskoe Moskva	n/a	8'386	0	8'386
RUS	FK Sibir Novosibirsk	n/a	80'713	0	80'713
RUS	FK Tom Tomsk	n/a	30'748	0	30'748
RUS	Gazovik	n/a	5'241	0	5'241
RUS	Kryliya Sovietov Samara	n/a	33'543	0	33'543
RUS	Kuban Krasnodar	n/a	88'050	0	88'050
RUS	Metalurg Krasnoyarsk	n/a	20'964	0	20'964
RUS	PFC CSKA Moskva	2	346'960	783'692	1'130'652
RUS	Shinnik Yaroslavl	n/a	16'771	0	16'771
RUS	Spartak Nalchik	n/a	218'029	0	218'029
RUS	Ural Sverdlovskaya Oblast	n/a	34'242	0	34'242
RUS	Volga Nizhny Novgorod	n/a	58'700	0	58'700
RUS	Zhemchuzhina Sochi	n/a	4'193	0	4'193
SCO	Aberdeen FC	n/a	14'675	0	14'675
SCO	Celtic FC	2	214'885	353'341	568'226
SCO	Dundee United	n/a	33'543	0	33'543
SCO	Rangers FC	n/a	339'623	0	339'623
SCO	Hearts of Midlothian FC	n/a	76'520	0	76'520
SCO	Inverness Caledonian Thistle	n/a	20'964	0	20'964
SCO	Kilmarnock FC	n/a	33'543	0	33'543
SCO	Motherwell FC	n/a	20'964	0	20'964
SCO	Ross County	n/a	20'964	0	20'964
SCO	St Johnstone FC	n/a	8'386	0	8'386
SMR	Cosmos	n/a	75'472	0	75'472
SMR	Faetano	n/a	12'579	0	12'579
SMR	Folgore	n/a	4'193	0	4'193
SMR	Juvenes/Dogana	n/a	104'822	0	104'822
SMR	La Fiorita	n/a	41'929	0	41'929
SMR	Libertas	n/a	58'700	0	58'700
SMR	SS Murata	n/a	67'086	0	67'086
SMR	Pennarossa	n/a	50'314	0	50'314
SMR	San Marino Calcio	n/a	41'929	0	41'929
SMR	SP Cailungo	n/a	4'193	0	4'193
SMR	SP Tre Fiori	n/a	50'314	0	50'314
SMR	Tre Penne	n/a	54'507	0	54'507
SRB	Crvena Zvezda Beograd	n/a	12'579	0	12'579
SRB	FK Borac Cacak	n/a	4'193	0	4'193
SRB	FK Rad Beograd	n/a	16'771	0	16'771
SRB	OFK Beograd	n/a	16'771	0	16'771
SRB	FK Partizan	n/a	87'002	0	87'002
SRB	Spartak Zlatibor Voda	n/a	4'193	0	4'193
SRB	FK Vojvodina	n/a	83'857	0	83'857
SUI	AC Bellinzona	n/a	20'964	0	20'964
SUI	BSC Young Boys	2	162'474	108'720	271'194

UEFA EURO 2012™ CLUB DISTRIBUTION

(11/12)

(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
SUI	FC Aarau	n/a	25'157	0	25'157
SUI	FC Basel 1893	n/a	186'583	0	186'583
SUI	FC Biel	n/a	8'386	0	8'386
SUI	FC Linth 04	n/a	5'241	0	5'241
SUI	FC Luzern	n/a	53'459	0	53'459
SUI	FC Sion	n/a	109'015	0	109'015
SUI	FC St-Gallen	n/a	36'688	0	36'688
SUI	FC Thun	n/a	20'964	0	20'964
SUI	FC Zürich	n/a	83'857	0	83'857
SUI	Grasshopper-Club Zürich	n/a	10'482	0	10'482
SVK	FK Senica	n/a	20'964	0	20'964
SVK	MŠK Žilina	n/a	20'964	0	20'964
SVK	SK Slovan Bratislava	n/a	71'279	0	71'279
SVK	Spartak Trnava	n/a	12'579	0	12'579
SVN	NK Koper	n/a	6'988	0	6'988
SVN	NK Maribor	n/a	20'964	0	20'964
SVN	NK Nafta Lendava	n/a	13'976	0	13'976
SVN	NK Olimpija Ljubljana	n/a	12'579	0	12'579
SWE	AIK Solna	n/a	26'205	0	26'205
SWE	BK Hacken	n/a	16'771	0	16'771
SWE	Djurgårdens IF	n/a	113'208	0	113'208
SWE	Halmstads BK	n/a	10'482	0	10'482
SWE	Helsingborgs IF	2	20'964	108'720	129'685
SWE	IF Elfsborg	2	42'977	108'720	151'697
SWE	IFK Göteborg	2	57'652	108'720	166'372
SWE	IFK Norrköping	n/a	37'736	0	37'736
SWE	IFK Varnamo	n/a	4'193	0	4'193
SWE	Kalmar FF	n/a	4'193	0	4'193
SWE	Malmo FF	n/a	20'964	0	20'964
SWE	Orebro SK	n/a	25'157	0	25'157
SWE	Syrianska	n/a	20'964	0	20'964
TUR	Ankaragucu	n/a	88'050	0	88'050
TUR	Beşiktaş JK	2	230'608	439'411	670'019
TUR	Bucaspor	n/a	3'494	0	3'494
TUR	Bursaspor Kulübü	n/a	41'579	0	41'579
TUR	Diyarbakirspor	n/a	16'771	0	16'771
TUR	Eskisehirspor	n/a	35'639	0	35'639
TUR	Fenerbahçe SK	n/a	197'764	0	197'764
TUR	Galatasaray SK	2	275'332	240'091	515'423
TUR	Gaziantepspor	n/a	85'604	0	85'604
TUR	Genclerbirligi SK	n/a	30'748	0	30'748
TUR	Istanbul BB SK	2	44'025	108'720	152'745
TUR	Kasimpasa SK	n/a	20'964	0	20'964
TUR	Kayserispor	n/a	53'110	0	53'110
TUR	Mersin Idman Yurdu	n/a	40'182	0	40'182
TUR	Orduspor	n/a	16'771	0	16'771
TUR	Samsunspor	2	8'386	135'900	144'286
TUR	Sivasspor	2	37'736	108'720	146'456
TUR	Trabzonspor AŞ	2	133'473	108'720	242'193
UKR	Arsenal Kyiv	n/a	70'231	0	70'231
UKR	FC Dnipro Dnipropetrovsk	2	162'124	525'481	687'606



UEFA EURO 2012™ CLUB DISTRIBUTION

(12/12)

(all amounts in €)

NA	CLUB	CATEGORY	QUALIFYING PHASE	FINAL TOURNAMENT	TOTAL
UKR	FC Dynamo Kyiv	2	281'621	1'087'203	1'368'824
UKR	FC Illichivets Mariupol	2	16'771	108'720	125'492
UKR	FC Metalist Kharkiv	2	75'472	217'441	292'912
UKR	FC Shakhtar Donetsk	2	312'369	892'412	1'204'781
UKR	FC Vorskla Poltava	2	71'279	108'720	179'999
UKR	FK Karpaty Lviv	n/a	153'040	0	153'040
UKR	FK Kryvbas	n/a	37'736	0	37'736
UKR	FK Zorya Luhansk	n/a	4'193	0	4'193
UKR	Metalurg Donetsk	n/a	71'279	0	71'279
UKR	Metalurg Zaporizhya	n/a	33'543	0	33'543
UKR	Obolon Kyiv	n/a	4'193	0	4'193
UKR	PFK Sevastopol	n/a	37'736	0	37'736
UKR	Polihraftek Oleksandriya	n/a	12'579	0	12'579
UKR	SC Tavriya Simferopol	2	33'543	108'720	142'263
UKR	Tschornomoretz Odesa	n/a	33'543	0	33'543
UKR	Volyn Lutsk	n/a	16'771	0	16'771
WAL	Cardiff City	n/a	130'328	0	130'328

The figures in above table are as per the UEFA Circular Letter No. 41 of 25/07/2012 which was sent to all UEFA Member Associations. The final figures are only confirmed at the beginning of September and therefore can slightly differ from the figures mentioned above.

UEFA CLUB COMPETITIONS 2011/12 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

(1/5)

(all amounts in €)

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Chelsea FC	59'935'000	Champions League	Champion
FC Bayern München	43'830'000	Champions League	Finalist
FC Barcelona	40'550'000	Champions League	Semi-Finals
AC Milan	39'864'000	Champions League	Quarter-Finals
Real Madrid CF	38'434'000	Champions League	Semi-Finals
Manchester United FC	36'427'579	UCL/UEL	UCL 3rd/UEL Round of 16
FC Internazionale Milano	31'569'000	Champions League	Round of 16
Arsenal FC	30'321'000	Champions League	Round of 16
Bayer 04 Leverkusen	28'178'000	Champions League	Round of 16
Manchester City FC	27'770'579	UCL/UEL	UCL 3rd/UEL Round of 16
SSC Napoli	27'734'000	Champions League	Round of 16
Olympique de Marseille	27'016'000	Champions League	Quarter-Finals
Olympiacos FC	25'632'393	UCL/UEL	UCL 3rd/UEL Round of 16
BV Borussia Dortmund	25'361'000	Champions League	Group Stage
Trabzonspor AS	23'092'222	UCL/UEL	UCL 3rd/UEL Round of 32
Valencia CF	21'895'243	UCL/UEL	UCL 3rd/UEL Semi-Finals
SL Benfica	21'857'000	Champions League	Quarter-Finals
Olympique Lyonnais	21'456'000	Champions League	Round of 16
APOEL FC	20'162'000	Champions League	Quarter-Finals
LOSC Lille Métropole	19'683'000	Champions League	Group Stage
FC Oțelul Galați	18'382'000	Champions League	Group Stage
FC Zenit St. Petersburg	17'990'000	Champions League	Round of 16
AFC Ajax	17'435'151	UCL/UEL	UCL 3rd/UEL Round of 32
PFC CSKA Moskva	17'115'000	Champions League	Round of 16
Villarreal CF	16'009'000	Champions League	Group Stage
FC Basel 1893	15'810'000	Champions League	Round of 16
KRC Genk	13'332'000	Champions League	Group Stage
FC Porto	12'637'674	UCL/UEL	UCL 3rd/UEL Round of 32
FC Viktoria Plzeň	12'534'502	UCL/UEL	UCL 3rd/UEL Round of 32
Club Atlético de Madrid	10'607'916	Europa League	Champion
FC Schalke 04	10'503'481	Europa League	Quarter-Finals
FC Shakhtar Donetsk	10'478'000	Champions League	Group Stage
FC BATE Borisov	10'380'000	Champions League	Group Stage
NK Dinamo Zagreb	10'306'000	Champions League	Group Stage
Athletic Club de Bilbao	9'517'916	Europa League	Finalist
Beşiktaş JK	8'856'531	Europa League	Group Stage
Hannover 96	8'431'481	Europa League	Quarter-Finals
FC Rubin Kazan	5'389'470	Europa League	UCL PO/UEL Round of 32
Udinese Calcio	5'236'551	Europa League	UCL PO/UEL Round of 16
FC Twente	4'659'522	Europa League	UCL PO/UEL Round of 16
Wisła Kraków SA	4'502'898	UCL/UEL	UCL PO/UEL Round of 32
Sporting Clube de Portugal	4'319'383	Europa League	Semi-Finals
FC København	3'844'560	UCL/UEL	UCL PO/UEL Group Stage
Malmö FF	3'740'691	UCL/UEL	UCL PO/UEL Group Stage
Maccabi Haifa FC	3'729'869	UCL/UEL	UCL PO/UEL Group Stage
Stoke City FC	3'616'139	Europa League	Round of 32
SK Sturm Graz	3'605'075	UCL/UEL	UCL PO/UEL Group Stage
Odense BK	3'574'560	Europa League	UCL PO/UEL Group Stage
FC Zürich	3'472'515	Europa League	UCL PO/UEL Group Stage
PAOK FC	3'336'307	Europa League	Round of 32

UEFA CLUB COMPETITIONS 2011/12 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

(2/5)

(all amounts in €)

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
FC Lokomotiv Moskva	3'289'470	Europa League	Round of 32
Fulham FC	3'150'296	Europa League	Group Stage
FC Steaua București	3'136'783	Europa League	Round of 32
FC Metalist Kharkiv	3'017'944	Europa League	Round of 16
AEK Athens FC	2'964'317	Europa League	Group Stage
AZ Alkmaar	2'952'082	Europa League	Round of 16
Birmingham City FC	2'950'296	Europa League	Group Stage
Tottenham Hotspur FC	2'950'296	Europa League	Group Stage
S.S. Lazio	2'600'758	Europa League	Round of 32
R. Standard de Liège	2'580'964	UCL/UEL	Round of 16
PSV Eindhoven	2'558'522	Europa League	UEL Round of 16
Paris Saint-Germain FC	2'421'177	Europa League	Group Stage
KP Legia Warszawa	2'368'898	Europa League	Round of 32
Stade Rennais FC	2'231'177	Europa League	Group Stage
SC Braga	2'220'852	Europa League	Round of 32
RSC Anderlecht	2'164'418	Europa League	Round of 32
FC Vaslui	2'160'983	UCL/UEL	Group Stage
Celtic FC	2'001'152	Europa League	Group Stage
Club Brugge	1'974'418	Europa League	Round of 32
FC Red Bull Salzburg	1'921'688	Europa League	Round of 32
FC Rapid București	1'820'983	Europa League	Group Stage
AEK Larnaca FC	1'735'994	Europa League	Group Stage
FC Dynamo Kyiv	1'708'794	UCL/UEL	Group Stage
FK Austria Wien	1'635'075	Europa League	Group Stage
Shamrock Rovers FC	1'614'031	UCL/UEL	Group Stage
NK Maribor	1'557'969	UCL/UEL	Group Stage
ŠK Slovan Bratislava	1'536'923	UCL/UEL	Group Stage
FC Vorskla Poltava	1'478'794	Europa League	Group Stage
Hapoel Tel-Aviv FC	1'472'869	Europa League	Group Stage
Maccabi Tel-Aviv FC	1'339'869	Europa League	Group Stage
FC Zestafoni	550'000	UCL/UEL	Qualifying Phase
FK Ekranas	550'000	UCL/UEL	Qualifying Phase
FK Partizan	550'000	UCL/UEL	Qualifying Phase
HJK Helsinki	550'000	UCL/UEL	Qualifying Phase
PFC Litex Lovech	550'000	UCL/UEL	Qualifying Phase
Rosenborg BK	550'000	UCL/UEL	Qualifying Phase
F91 Dudelange	460'000	Champions League	Qualifying Phase
Valletta FC	460'000	Champions League	Qualifying Phase
Rangers FC	420'000	UCL/UEL	Qualifying Phase
Aalesunds FK	360'000	Europa League	Qualifying Phase
FC Dinamo Tbilisi	360'000	Europa League	Qualifying Phase
FC Spartak Trnava	360'000	Europa League	Qualifying Phase
FK Rabotnički	360'000	Europa League	Qualifying Phase
Bangor City FC	330'000	Champions League	Qualifying Phase
Breidablik	330'000	Champions League	Qualifying Phase
FC Dacia Chisinau	330'000	Champions League	Qualifying Phase
FC Flora Tallinn	330'000	Champions League	Qualifying Phase
FC Pyunik	330'000	Champions League	Qualifying Phase
FC Santa Coloma	330'000	Champions League	Qualifying Phase
FC Tobol Kostanay	330'000	Champions League	Qualifying Phase

UEFA CLUB COMPETITIONS 2011/12 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

(3/5)

(all amounts in €)

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
FK Borac Banja Luka	330'000	Champions League	Qualifying Phase
FK Mogren	330'000	Champions League	Qualifying Phase
FK Skendija 79	330'000	Champions League	Qualifying Phase
HB Tórshavn	330'000	Champions League	Qualifying Phase
KS Skënderbeu	330'000	Champions League	Qualifying Phase
Linfield FC	330'000	Champions League	Qualifying Phase
Neftçi PFK	330'000	Champions League	Qualifying Phase
Skonto FC	330'000	Champions League	Qualifying Phase
SP Tre Fiori	330'000	Champions League	Qualifying Phase
Videoton FC	330'000	Champions League	Qualifying Phase
BK Häcken	270'000	Europa League	Qualifying Phase
CD Nacional	270'000	Europa League	Qualifying Phase
CS Gaz Metan Medias	270'000	Europa League	Qualifying Phase
FC Differdange 03	270'000	Europa League	Qualifying Phase
FC Thun	270'000	Europa League	Qualifying Phase
IF Elfsborg	270'000	Europa League	Qualifying Phase
KR Reykjavik	270'000	Europa League	Qualifying Phase
Metalurgi Rustavi	270'000	Europa League	Qualifying Phase
NK Olimpia Ljubljana	270'000	Europa League	Qualifying Phase
NK Varaždin	270'000	Europa League	Qualifying Phase
Paksi SE	270'000	Europa League	Qualifying Phase
Qarabag FK	270'000	Europa League	Qualifying Phase
Saint Patrick's Athletic FC	270'000	Europa League	Qualifying Phase
WKS Śląsk Wrocław	270'000	Europa League	Qualifying Phase
Panathinaikos FC	220'000	UCL/UEL	Qualifying Phase
AC Omonia	180'000	Europa League	Qualifying Phase
AC Sparta Praha	180'000	Europa League	Qualifying Phase
ADO Den Haag	180'000	Europa League	Qualifying Phase
Anorthosis Famagusta	180'000	Europa League	Qualifying Phase
Bnei Yehuda Tel-Aviv FC	180'000	Europa League	Qualifying Phase
BSC Young Boys	180'000	Europa League	Qualifying Phase
Bursaspor Kulübü	180'000	Europa League	Qualifying Phase
FC Aktobe	180'000	Europa League	Qualifying Phase
FC Alania Vladikavkaz	180'000	Europa League	Qualifying Phase
FC Dinamo București	180'000	Europa League	Qualifying Phase
FC Honka Espoo	180'000	Europa League	Qualifying Phase
FC Irtysh Pavlodar	180'000	Europa League	Qualifying Phase
FC Karpaty Lviv	180'000	Europa League	Qualifying Phase
FC Midtjylland	180'000	Europa League	Qualifying Phase
FC Minsk	180'000	Europa League	Qualifying Phase
FC Shakhter Karagandy	180'000	Europa League	Qualifying Phase
FC Vaduz	180'000	Europa League	Qualifying Phase
FC Vorskla Poltava	180'000	Europa League	Qualifying Phase
Ferencvárosi TC	180'000	Europa League	Qualifying Phase
FK Crvena Zvezda	180'000	Europa League	Qualifying Phase
FK Jablonec	180'000	Europa League	Qualifying Phase
FK Rad	180'000	Europa League	Qualifying Phase
FK Sarajevo	180'000	Europa League	Qualifying Phase
FK Ventspils	180'000	Europa League	Qualifying Phase
FK Željezničar	180'000	Europa League	Qualifying Phase



UEFA CLUB COMPETITIONS 2011/12 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

(4/5)

(all amounts in €)

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Gaziantepspor	180'000	Europa League	Qualifying Phase
Glentoran FC	180'000	Europa League	Qualifying Phase
Heart of Midlothian FC	180'000	Europa League	Qualifying Phase
Helsingborgs IF	180'000	Europa League	Qualifying Phase
KS Flamurtari	180'000	Europa League	Qualifying Phase
KS Vllaznia	180'000	Europa League	Qualifying Phase
KVC Westerlo	180'000	Europa League	Qualifying Phase
Olympiacos Volou FC	180'000	Europa League	Qualifying Phase
PFC Lokomotiv Sofia	180'000	Europa League	Qualifying Phase
RNK Split	180'000	Europa League	Qualifying Phase
SV Ried	180'000	Europa League	Qualifying Phase
The New Saints FC	180'000	Europa League	Qualifying Phase
Tromsø IL	180'000	Europa League	Qualifying Phase
Vålerenga Fotball	180'000	Europa League	Qualifying Phase
Vitória SC	180'000	Europa League	Qualifying Phase
FSV Mainz 05	90'000	Europa League	Qualifying Phase
AC Juvenes-Dogana	90'000	Europa League	Qualifying Phase
AS Roma	90'000	Europa League	Qualifying Phase
Birkirkara FC	90'000	Europa League	Qualifying Phase
Bohemian FC	90'000	Europa League	Qualifying Phase
Brøndby IF	90'000	Europa League	Qualifying Phase
Cliftonville FC	90'000	Europa League	Qualifying Phase
Crusaders FC	90'000	Europa League	Qualifying Phase
CS Fola Esch	90'000	Europa League	Qualifying Phase
Dundee United FC	90'000	Europa League	Qualifying Phase
EB/Streymur	90'000	Europa League	Qualifying Phase
FC Banants	90'000	Europa League	Qualifying Phase
FC Daugava Daugavpils	90'000	Europa League	Qualifying Phase
FC Dnipro Dnipropetrovsk	90'000	Europa League	Qualifying Phase
FC Gagra	90'000	Europa League	Qualifying Phase
FC Gomel	90'000	Europa League	Qualifying Phase
FC Iskra-Stal	90'000	Europa League	Qualifying Phase
FC Koper	90'000	Europa League	Qualifying Phase
FC Levadia Tallinn	90'000	Europa League	Qualifying Phase
FC Lusitans	90'000	Europa League	Qualifying Phase
FC Mika	90'000	Europa League	Qualifying Phase
FC Milsami Orhei	90'000	Europa League	Qualifying Phase
FC Nordsjælland	90'000	Europa League	Qualifying Phase
FC Shakhtyor Soligorsk	90'000	Europa League	Qualifying Phase
FC Sheriff	90'000	Europa League	Qualifying Phase
FC Sochaux-Montbéliard	90'000	Europa League	Qualifying Phase
FC Spartak Moskva	90'000	Europa League	Qualifying Phase
FH Hafnarfjörður	90'000	Europa League	Qualifying Phase
FK Banga	90'000	Europa League	Qualifying Phase
FK Budućnost Podgorica	90'000	Europa League	Qualifying Phase
FK Metalurg Skopje	90'000	Europa League	Qualifying Phase
FK Mladá Boleslav	90'000	Europa League	Qualifying Phase
FK Renova	90'000	Europa League	Qualifying Phase
FK Rudar Pljevlja	90'000	Europa League	Qualifying Phase
FK Senica	90'000	Europa League	Qualifying Phase

UEFA CLUB COMPETITIONS 2011/12 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS

(5/5)

(all amounts in €)

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
FK Süduva	90'000	Europa League	Qualifying Phase
FK Tauras	90'000	Europa League	Qualifying Phase
FK Vojvodina	90'000	Europa League	Qualifying Phase
FK Zeta	90'000	Europa League	Qualifying Phase
Floriana FC	90'000	Europa League	Qualifying Phase
HNK Hajduk Split	90'000	Europa League	Qualifying Phase
ÍBV Vestmannaeyjar	90'000	Europa League	Qualifying Phase
ÍF Fluglafjörður	90'000	Europa League	Qualifying Phase
Jagiellonia Białystok	90'000	Europa League	Qualifying Phase
JK Nõmme Kalju	90'000	Europa League	Qualifying Phase
JK Trans Narva	90'000	Europa League	Qualifying Phase
Kecskeméti TE	90'000	Europa League	Qualifying Phase
KF Tirana	90'000	Europa League	Qualifying Phase
KuPS Kuopio	90'000	Europa League	Qualifying Phase
Llanelli AFC	90'000	Europa League	Qualifying Phase
MŠK Žilina	90'000	Europa League	Qualifying Phase
Neath FC	90'000	Europa League	Qualifying Phase
NK Domžale	90'000	Europa League	Qualifying Phase
NK Široki Brijeg	90'000	Europa League	Qualifying Phase
NSÍ Runavík	90'000	Europa League	Qualifying Phase
Olimpik-Şüvölan PFK	90'000	Europa League	Qualifying Phase
Örebro SK	90'000	Europa League	Qualifying Phase
PFC CSKA Sofia	90'000	Europa League	Qualifying Phase
PFC Levski Sofia	90'000	Europa League	Qualifying Phase
Sevilla FC	90'000	Europa League	Qualifying Phase
SK Liepājas Metalurģs	90'000	Europa League	Qualifying Phase
Sligo Rovers FC	90'000	Europa League	Qualifying Phase
SP Tre Penne	90'000	Europa League	Qualifying Phase
Strömsgodset TF	90'000	Europa League	Qualifying Phase
TPS Turku	90'000	Europa League	Qualifying Phase
UE Sant Julià	90'000	Europa League	Qualifying Phase
UE Santa Coloma	90'000	Europa League	Qualifying Phase
Ulisses FC	90'000	Europa League	Qualifying Phase
UN Käerjéng 97	90'000	Europa League	Qualifying Phase
US Città di Palermo	90'000	Europa League	Qualifying Phase
Khazär Länkäran FK	90'000	Europa League	Qualifying Phase

The content of the tables above is mainly based on information received by UEFA.

ECA cannot guarantee 100% accuracy of the content, in particular with regard to the amounts mentioned.

For this reason, neither ECA nor UEFA can be held liable for the content of these tables.

Legend

UCL: UEFA Champions League

UEL: UEFA Europa League

UCL 3rd: Third place in the UCL Group Stage

PO: Play-Offs



UEFA CHAMPIONS LEAGUE 2011/12 CLUB SHARE DISTRIBUTION

(all amounts in €)

	TEAMS	PARTICIPATION BONUS	MATCH BONUS	PERFORMANCE BONUS	MARKET-POOL 100%	ROUND OF 16	QUARTER-FINALS	SEMI-FINALS	FINAL	TOTAL
GROUP A	FC Bayern München	3'900'000	3'300'000	3'600'000	14'830'000	3'000'000	3'300'000	4'200'000	5'600'000	41'730'000
	SSC Napoli	3'900'000	3'300'000	3'200'000	14'334'000	3'000'000				27'734'000
	Manchester City FC	3'900'000	3'300'000	2'800'000	16'525'000					26'525'000
	Villarreal CF	3'900'000	3'300'000	-	6'709'000					13'909'000
GROUP B	FC Internazionale Milano	3'900'000	3'300'000	2'800'000	18'569'000	3'000'000				31'569'000
	PFC CSKA Moskva	3'900'000	3'300'000	2'400'000	4'515'000	3'000'000				17'115'000
	Trabzonspor AS	3'900'000	3'300'000	2'400'000	12'858'000					22'458'000
	LOSC Lille Métropole	3'900'000	3'300'000	2'000'000	10'483'000					19'683'000
GROUP C	SL Benfica	3'900'000	3'300'000	3'600'000	2'657'000	3'000'000	3'300'000			19'757'000
	FC Basel1893	3'900'000	3'300'000	3'200'000	2'410'000	3'000'000				15'810'000
	Manchester United FC	3'900'000	3'300'000	2'800'000	25'182'000					35'182'000
	FC Otetul Galati	3'900'000	3'300'000	-	11'182'000					18'382'000
GROUP D	Real Madrid CF	3'900'000	3'300'000	4'800'000	15'934'000	3'000'000	3'300'000	4'200'000		38'434'000
	Olympique Lyonnais	3'900'000	3'300'000	2'400'000	6'756'000	3'000'000				19'356'000
	AFC Ajax	3'900'000	3'300'000	2'400'000	7'604'000					17'204'000
	NK Dinamo Zagreb	3'900'000	3'300'000	-	1'006'000					8'206'000
GROUP E	Chelsea FC	3'900'000	3'300'000	3'200'000	30'035'000	3'000'000	3'300'000	4'200'000	9'000'000	59'935'000
	Bayer 04 Leverkusen	3'900'000	3'300'000	2'800'000	15'178'000	3'000'000				28'178'000
	Valencia CF	3'900'000	3'300'000	2'400'000	9'225'000					18'825'000
	KRC Genk	3'900'000	3'300'000	1'200'000	2'832'000					11'232'000
GROUP F	Arsenal FC	3'900'000	3'300'000	3'200'000	14'821'000	3'000'000				28'221'000
	Olympique de Marseille	3'900'000	3'300'000	2'800'000	10'716'000	3'000'000	3'300'000			27'016'000
	Olympiacos FC	3'900'000	3'300'000	2'400'000	14'844'000					24'444'000
	Borussia Dortmund	3'900'000	3'300'000	1'200'000	16'961'000					25'361'000
GROUP G	APOEL FC	3'900'000	3'300'000	2'800'000	1'762'000	3'000'000	3'300'000			18'062'000
	FC Zenit St. Petersburg	3'900'000	3'300'000	2'800'000	4'990'000	3'000'000				17'990'000
	FC Porto	3'900'000	3'300'000	2'400'000	2'794'000					12'394'000
	FC Shakhtar Donetsk	3'900'000	3'300'000	1'600'000	1'678'000					10'478'000
GROUP H	FC Barcelona	3'900'000	3'300'000	4'400'000	18'450'000	3'000'000	3'300'000	4'200'000		40'550'000
	AC Milan	3'900'000	3'300'000	2'800'000	23'564'000	3'000'000	3'300'000			39'864'000
	FC Viktoria Plzen	3'900'000	3'300'000	1'600'000	1'416'000					10'216'000
	FC BATE Borisov	3'900'000	3'300'000	800'000	280'000					8'280'000
	TOTAL 32 CLUBS	124'800'000	105'600'000	76'800'000	341'100'000	48'000'000	26'400'000	16'800'000	14'600'000	754'100'000

UEFA EUROPA LEAGUE 2011/12 CLUB SHARE DISTRIBUTION

(1/2)

(all amounts in €)

	TEAMS	PARTICIPATION BONUS	MATCH BONUS	PERFORMANCE BONUS	MARKET-POOL 100%	ROUND OF 32	ROUND OF 16	QUARTER-FINALS	SEMI-FINALS	FINAL	TOTAL
GROUP A	FC Rubin Kazan	640'000	360'000	560'000	1'529'470	200'000					3'289'470
	PAOK FC	640'000	360'000	630'000	1'416'307	200'000					3'246'307
	Tottenham Hotspur FC	640'000	360'000	490'000	1'460'296						2'950'296
	Shamrock Rovers FC	640'000	360'000	-	154'031						1'154'031
GROUP B	FC Vorskla Poltava	640'000	360'000	140'000	158'794						1'298'794
	Hannover96	640'000	360'000	560'000	5'971'481	200'000	300'000	400'000			8'431'481
	R. Standard de Lège	640'000	360'000	700'000	250'964	200'000	300'000				2'450'964
	FC Kobenhavn	640'000	360'000	280'000	264'560						1'544'560
GROUP C	KP Legia Warszawa	640'000	360'000	420'000	658'898	200'000					2'278'898
	Hapoel Tel-Aviv FC	640'000	360'000	350'000	32'869						1'382'869
	FC Rapid Bucuresti	640'000	360'000	140'000	680'983						1'820'983
	PSV Eindhoven	640'000	360'000	770'000	288'522	200'000	300'000				2'558'522
GROUP D	FC Vaslui	640'000	360'000	350'000	680'983						2'030'983
	FC Zürich	640'000	360'000	280'000	92'515						1'372'515
	Sporting Clube de Portugal	640'000	360'000	560'000	1'159'383	200'000	300'000	400'000	700'000		4'319'383
	S.S. Lazio	640'000	360'000	490'000	910'758	200'000					2'600'758
GROUP E	Maccabi Tel-Aviv FC	640'000	360'000	140'000	19'869						1'159'869
	FC Dynamo Kyiv	640'000	360'000	420'000	158'794						1'578'794
	Stoke City FC	640'000	360'000	560'000	1'766'139	200'000					3'526'139
	Besiktas JK	640'000	360'000	560'000	6'796'531	200'000	300'000				8'856'531
GROUP F	FC Salzburg	640'000	360'000	490'000	51'688	200'000					1'741'688
	SK Slovan Bratislava	640'000	360'000	70'000	6'923						1'076'923
	Athletic Club	640'000	360'000	630'000	4'287'916	200'000	300'000	400'000	700'000	2'000'000	9'517'916
	Paris Saint-Germain FC	640'000	360'000	490'000	931'177						2'421'177
GROUP G	FC Metalist Kharkiv	640'000	360'000	700'000	417'944	200'000	300'000	400'000			3'017'944
	AZ Alkmaar	640'000	360'000	490'000	472'082	200'000	300'000	400'000			2'862'082
	Malmö FF	640'000	360'000	70'000	240'691						1'310'691
	FK Austria Wien	640'000	360'000	420'000	35'075						1'455'075
GROUP H	SC Braga	640'000	360'000	560'000	460'852	200'000					2'220'852
	Club Brugge	640'000	360'000	560'000	124'418	200'000					1'884'418
	NK Maribor	640'000	360'000	70'000	27'969						1'097'969
	Birmingham City FC	640'000	360'000	490'000	1'460'296						2'950'296

UEFA EUROPA LEAGUE 2011/12 CLUB SHARE DISTRIBUTION

(2/2)

(all amounts in €)

	TEAMS	PARTICIPATION BONUS	MATCH BONUS	PERFORMANCE BONUS	MARKET-POOL 100%	ROUND OF 32	ROUND OF 16	QUARTER-FINALS	SEMI-FINALS	FINAL	TOTAL
GROUP I	Celtic FC	640'000	360'000	350'000	651'152						2'001'152
	Udinese Clacio	640'000	360'000	490'000	1'146'551	200'000	300'000				3'136'551
	Stade Rennais FC	640'000	360'000	210'000	931'177						2'141'177
	Club Atlético de Madrid	640'000	360'000	630'000	4'287'916	200'000	300'000	400'000	700'000	3'000'000	10'517'916
GROUP J	FC Schalke 04	640'000	360'000	700'000	7'903'481	200'000	300'000	400'000			10'503'481
	Maccabi Haifa FC	640'000	360'000	280'000	19'869						1'299'869
	AEK Larnaca FC	640'000	360'000	280'000	275'994						1'555'994
	FC Steaua Bucuresti	640'000	360'000	420'000	1'516'783	200'000					3'136'783
GROUP K	FC Twente	640'000	360'000	630'000	429'522	200'000	300'000				2'559'522
	Wisla Krakow	640'000	360'000	420'000	452'898	200'000					2'072'898
	Odense BK	640'000	360'000	210'000	264'560						1'474'560
	Fulham FC	640'000	360'000	420'000	1'460'296						2'880'296
GROUP L	AEK Athens FC	640'000	360'000	140'000	1'824'317						2'964'317
	SK Sturm Graz	640'000	360'000	140'000	35'075						1'175'075
	FC Lokomotiv Moskva	640'000	360'000	560'000	1'529'470	200'000					3'289'470
	RSC Anderlecht	640'000	360'000	840'000	124'418	200'000					2'164'418
CLUBS FROM UEFA CHAMPIONS LEAGUE	Manchester United FC				745'579	200'000	300'000				1'245'579
	Manchester City FC				745'579	200'000	300'000				1'245'579
	AFC Ajax				31'151	200'000					231'151
	Valencia C.F.				1'470'243	200'000	300'000	400'000	700'000		3'070'243
	Olympiacos FC				688'393	200'000	300'000				1'188'393
	FC Viktoria Plzen				18'502	200'000					218'502
	Trabzonspor AS				434'222	200'000					634'222
	FC Porto				43'674	200'000					243'674
TOTAL		30'720'000	17'280'000	20'160'000	60'000'000	6'400'000	4'800'000	3'200'000	2'800'000	5'000'000	150'360'000



2011/12 UEFA CHAMPIONS LEAGUE SOLIDARITY PAYMENTS FOR CLUB YOUTH DEVELOPMENT

(all amounts in €)

Associations with clubs in the UEFA Champions League group stage

COUNTRY		PLAY-OFFS	TOTAL
England	14'084'729	152'630	14'237'359
Italy	9'187'868	152'630	9'340'498
Spain	8'187'209	152'630	8'339'839
Germany	7'642'305	152'630	7'794'935
France	4'548'449	152'630	4'701'079
Greece	2'415'226		2'415'226
Turkey	2'092'286		2'092'286
Romania	1'819'379		1'819'379
Russia	1'546'472	152'630	1'699'102
Netherlands	1'237'178	152'630	1'389'808
Portugal	886'947	152'630	1'039'577
Belarus	550'000	152'630	702'630
Belgium	550'000	152'630	702'630
Croatia	550'000	152'630	702'630
Cyprus	550'000	152'630	702'630
Czech Republic	550'000	152'630	702'630
Switzerland	550'000	152'630	702'630
Ukraine	550'000		550'000
TOTAL	57'498'048	2'136'820	59'634'868

2011/12 UEFA CHAMPIONS LEAGUE SOLIDARITY PAYMENTS FOR CLUB YOUTH DEVELOPMENT

(all amounts in €)

Associations without clubs in the UEFA Champions League group stage

COUNTRY		PLAY-OFFS	TOTAL
Poland	455'247	152'630	607'877
Denmark	394'035	152'630	546'665
Sweden	335'372	152'630	488'002
Austria	289'199	152'630	441'829
Israel	280'668	152'630	433'298
Scotland	411'298		411'298
Republic of Ireland	320'975		320'975
Norway	316'692		316'692
Bulgaria	296'587		296'587
Hungary	292'101		292'101
Albania	282'867		282'867
Serbia	281'548		281'548
Malta	274'951		274'951
Slovenia	266'948		266'948
Iceland	266'623		266'623
Finland	266'156		266'156
Bosnia-Herzegovina	265'189		265'189
FYROM	264'486		264'486
Slovakia	264'353		264'353
Kazakhstan	262'991		262'991
Montenegro	262'990		262'990
Georgia	262'858		262'858
Azerbaijan	262'639		262'639
Armenia	261'671		261'671
Luxembourg	260'528		260'528
Estonia	260'290		260'290
Latvia	260'290		260'290
Lithuania	260'290		260'290
Moldova	260'158		260'158
Andorra	260'000		260'000
Faroe Islands	260'000		260'000
Liechtenstein	260'000		260'000
Northern Ireland	260'000		260'000
San Marino	260'000		260'000
Wales	260'000		260'000
TOTAL	10'000'000	763'150	10'763'150



ECA PLAYER RELEASE ANALYSIS

In 2012, two continental championships took place, namely the CAF African Cup of Nations and the UEFA EURO 2012™. According to the FIFA Regulations on the Status and Transfer of Players, clubs have to release their players to play in the final competition organised by FIFA, or a confederation, which is held in a period fixed in the international match calendar.

Traditionally, ECA has undertaken research studies showing the overall situation of players released by clubs for each competition with a focus on players registered with European clubs. The full research studies are available for download on the ECA website www.ecaeurope.com

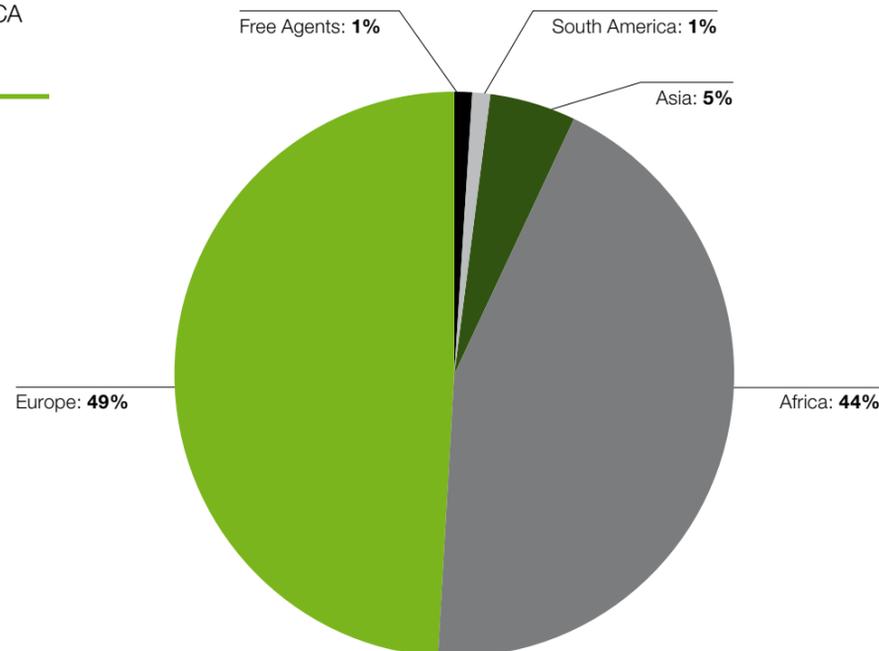
CAF African Cup of Nations

21st of January to 12th of February 2012, Equatorial Guinea & Gabon

Key Facts & Figures

- **120 European clubs** have released players for the African Cup of Nations
- **49% of the players participating in the competition (179 out of 368)** played in one of the European National Championships
- **30.4% (112) of the players** played in France, Spain, Germany, England or Italy
- **22 players out of 23 (95.6%)** of the National Team of Côte d'Ivoire were registered with a club in Europe
- **7 French clubs have released 4 players each**, including ECA Members FC Girondins de Bordeaux (FRA) and Olympique de Marseille (FRA)

Club origin of the players released to the CAF African Cup of Nations 2012 in Equatorial Guinea and Gabon



UEFA EURO 2012™

8th of June to 1st of July 2012, Poland & Ukraine

Key Facts & Figures

- **134 clubs in total** released one or more players to the UEFA EURO 2012™, of which **132 are European clubs**
- **99% of the UEFA Euro 2012™ players (366 out of 368)** played in one of the European National Championships
- **FC Bayern München** released the highest number of players for the tournament, namely **12**
- **58,2% of the UEFA EURO 2012™ players (214 players)** were registered with clubs from Germany, England, Italy, Spain or France
- **22 English clubs** released **79 players** in total
- **All the English players** were registered with a club from their home country
- None of the Irish players were registered with a club from the Irish National Championship

Most represented clubs at UEFA EURO 2012™

CLUB	PLAYERS
1 FC Bayern München, Germany	12
2 Real Madrid CF, Spain	11
3 FC Dynamo Kyiv, Ukraine	10
4 Liverpool FC, England	9
5 Manchester City FC, England	8
BV Borussia Dortmund, Germany	8
FC Zenit St. Petersburg, Russia	8
FC Barcelona, Spain	8
FC Shakhtar Donetsk, Ukraine	8
10 Arsenal FC, England	7
Chelsea FC, England	7
Manchester United FC, England	7
Juventus, Italy	7
PFC CSKA Moskva, Russia	7

Most represented National Championships at UEFA EURO 2012™

NATIONAL CHAMPIONSHIP	PLAYERS
1 England	79
2 Germany	46
3 Spain	33
4 Italy	31
5 Russia	29
6 Ukraine	28
7 France	25
8 Greece	17
9 Netherlands	16
10 Portugal	12
11 Turkey	9
12 Denmark	8
Czech Republic	8
14 Poland	6
15 Croatia	5
16 Scotland	4
17 Belgium	3
Sweden	3
19 Cyprus	1
Israel	1
Switzerland	1
Romania	1
Other Confederations	2





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