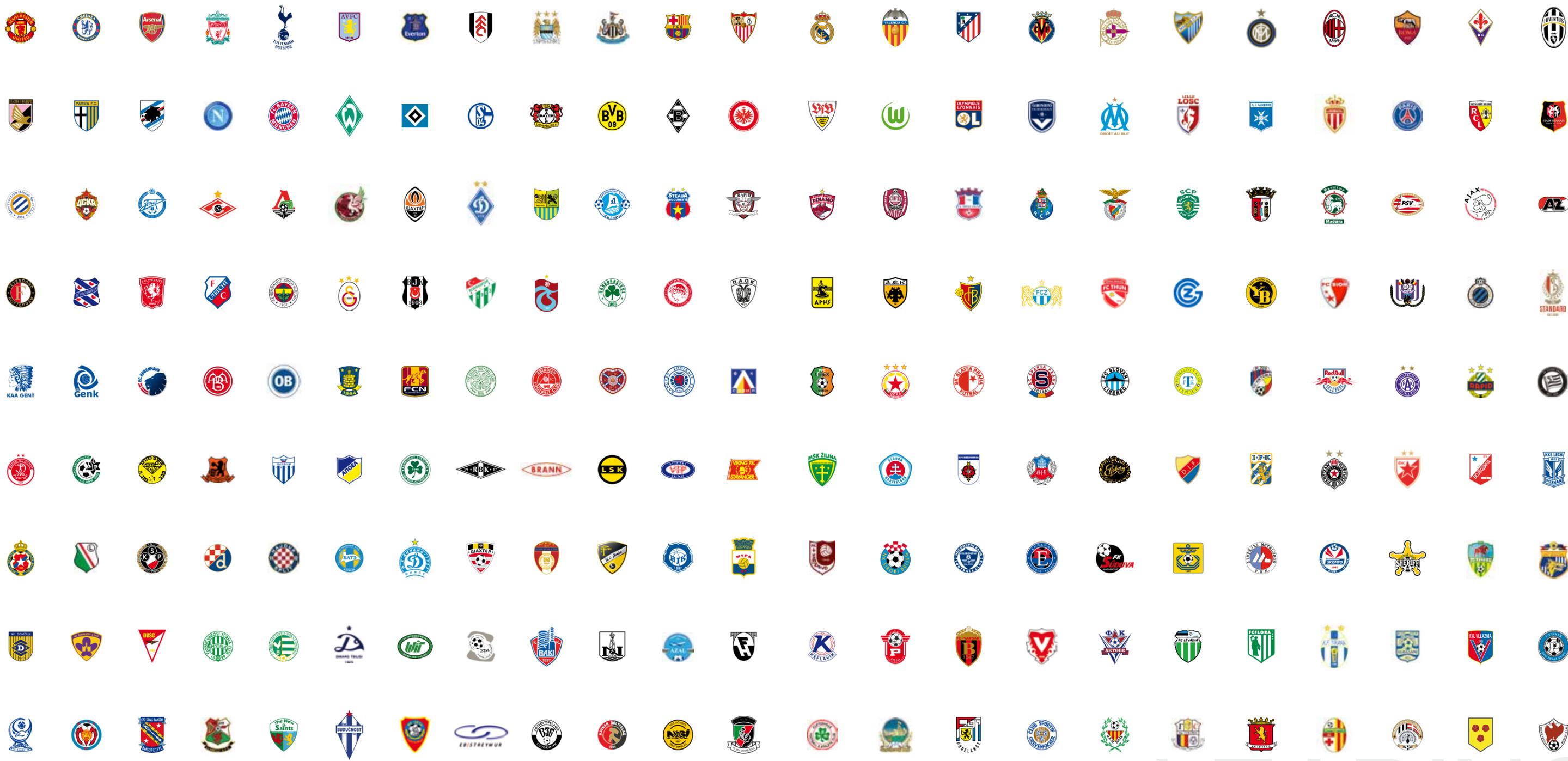


ECA IN PLAY

ANNUAL REPORT **2013**



ECA
EUROPEAN CLUB ASSOCIATION



LEADING
THE WAY FOR
FOOTBALL CLUBS
IN EUROPE



**STRENGTH
& PURPOSE
IN NEW CHALLENGES**

STRENGTH & PURPOSE IN NEW CHALLENGES

SEASON 2012/13

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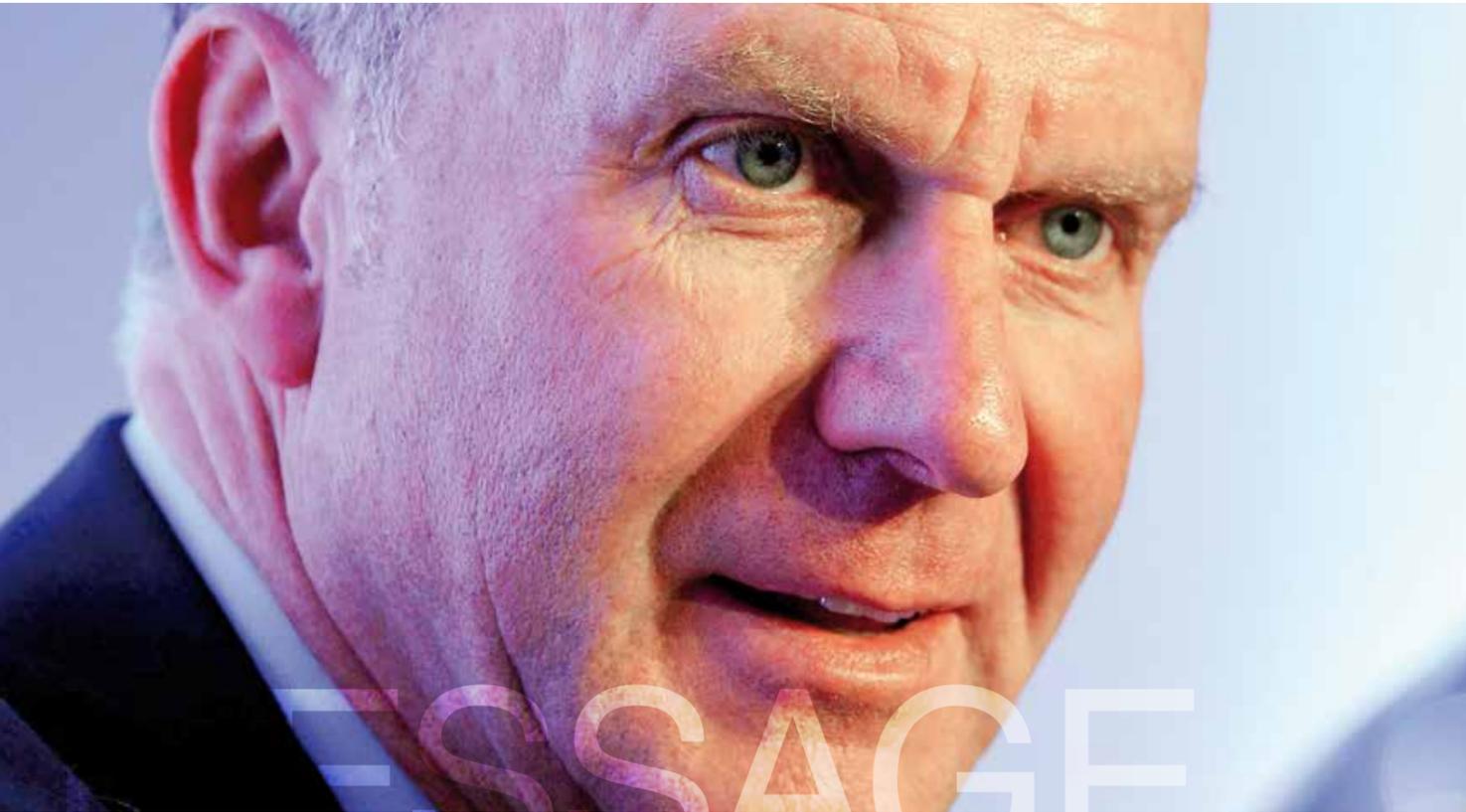


**PASSION &
INTEGRITY**
IN OUR ACTIONS

LEADING
INTEGRITY

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MESSAGE FROM THE ECA CHAIRMAN

Dear Members and Friends of ECA,

As I look back upon the past ECA season and recall the many images in my mind, I see only happy faces filled with satisfaction and pride. I believe there are no better words to describe the spirit and atmosphere at ECA in 2012/13.

Over the past season, we have focused our attention around our association's five-year anniversary. Following the signing of the MoU with UEFA at the beginning of 2012, we had no better moment to reflect on ECA's history and, allow me to outline, ECA's success story so far. We have achieved a lot in a relatively short period of time and have celebrated in style with a special and memorable event in Doha which I am sure many of you will look back on in the future with fond memories.

However, despite the new MoU and our anniversary celebrations, ECA's mind-set during the 2012/13 season had already shifted, looking ahead at how to tackle new challenges. We kept the ball rolling and stayed active as key players at the fore front of European club football. Our contribution to a variety of projects led to successful outcomes. Much of the focus centred on the future format of UEFA's club competitions for 2015-18 and the new club competition at European level starting in 2013/14, namely the UEFA Youth League. We have also started some new initiatives, for example the creation of an ECA Women's Football Committee. This annual report provides you with the full overview of what has happened and the important decisions that have been taken during the last ECA season.

As we enter a new ECA cycle, now is the time for thinking on future goals, we shouldn't focus too much on the past. The new MoU is the basis for future accomplishments - we need to build on it. Our mission is not over. As European club football evolves and develops at a tremendous pace, the clubs' voice is of utmost importance.

The 2012/13 season, provided a very good example of our strengthened relationship with UEFA. In general, I feel that the European football family has moved closer together. It is definitely the right approach if we jointly want to tackle the challenges which lie ahead of us, such as Financial Fair Play, the fight against racism or the fight against match-fixing, just to name a few. We now need to work closely together – more than ever.

I am very pleased with recent developments at UEFA level such as former club managers joining the UEFA Executive Committee. It is not only good news for ECA, but also underlines the importance of involving people with distinct club football knowledge in the decision-making process – a process that directly affects the future of European football.

As we complete the ECA Membership Cycle 2010-13, allow me to express my appreciation for everybody's commitment and attitude towards our organisation. It has been by far the most challenging period since the creation of ECA. In particular, I would like to thank my fellow ECA Executive Board members whose term of office is ending. Without our member clubs and the strong and engaging commitment of their representatives, ECA would not be where it is today. These are the ingredients which make our association so successful and well-respected. I believe I speak on behalf of everyone when I say that ECA is an association of extraordinarily talented and committed players.

I thank you very much for your support to date, and I am sure ECA can count on everyone's continued efforts in the future.

I wish you all the very best for the new season!

Karl-Heinz Rummenigge
ECA Chairman

GENERAL SECRETARY'S REPORT



Dear ECA Members,

The 2012/13 season, marked the last season of the ECA Membership Cycle 2010-13 – a three-year cycle that we can easily describe as the most important for our association to date culminating in the signing of the MoU with UEFA in March 2012. Many meetings and important topics figured on the ECA Agenda with the main discussion being the future format of UEFA's club competitions for 2015-18.

The past season was further characterised by a number of new projects: the creation of an ECA Women's Football Committee, the establishment of a dialogue with non-European clubs and the elaboration of a European youth club competition. We have entered new fields of interest, which are all set to play an important role for ECA in the years to come.

The highlights of the 2012/13 season can be summarised as follows:

Club Competitions 2015-18

In order to further strengthen and increase the appeal of the UEFA Europa League for the upcoming 2015-18 club competition

cycle, ECA and UEFA discussed in detail how to improve the competition format and increase the commercial interest. Eventually, discussions led to the approval of the following changes by the UEFA Executive Committee:

- The UEFA Europa League winners will be granted access to the UEFA Champions League of the subsequent season
- The number of teams directly qualified for the group stage will be increased to 16 teams from the top 12 associations (compared to the current six teams from the top six associations). In addition, all associations will have a maximum of three teams entering the UEFA Europa League access list
- Full centralisation of commercial rights from the group stage onwards (compared to the current full centralisation from the knock-out stage onwards)

UEFA Youth League

The first European youth club Competition, the UEFA Youth League, is ready to kick off. Over the past season, the joint ECA-UEFA Working Group has agreed on the final competition format and

elaborated the competition regulations. The competition starts in 2013/14 for a two-year trial period and fields all 32 clubs invited for this new challenge.

ECA Workshop for Non-European Clubs

In response to the positive feedback received from clubs around the world following ECA's achievements, ECA decided to share its experience and knowledge with clubs from other confederations. 31 clubs from all parts of the world were present to learn first-hand from ECA Board Members how ECA is organised and what such an organisation can bring to clubs in their relationships with their respective continental governing body. After a successful first-ever meeting of clubs from around the world ECA intends to stay in touch with all the participants present to follow the development of global club representation.

ECA Women's Football Committee

ECA steps on new land with the creation of the ECA Women's Football Committee. In view of the growing interest in women's professional football, the ECA Executive Board decided to create a committee for women's football within the structure of ECA. The aim of this committee is to offer a platform for European women's club football matters to be discussed and eventually brought up at UEFA/FIFA level. The committee is chaired by Jean-Michel Aulas (Olympique Lyonnais) and counts 23 member clubs. The inaugural meeting of the committee took place in London on 23 May 2013 at the UEFA Women's Champions League Final.

Fight Against Racism and Match-Fixing

The European football family, via the Professional Football Strategy Council, has decided to join forces in the fight against racism and match-fixing. The European football stakeholders endorsed two resolutions identifying racism and match-fixing as a global threat and a challenge for the sport in its entirety and presented concrete measures to tackle these issues.

New Executive Board Members

Andrea Agnelli (Juventus) and Ivan Gazidis (Arsenal FC) have joined the ECA Executive Board during the 2012/13 season. They replaced Ernesto Paolillo and David Gill, who both stepped down in their capacity as an ECA Board Member. Ivan Gazidis replaces David Gill on the UEFA Professional Football Strategy Council.

5 Year Anniversary

The 21 January 2013 marked ECA's five-year anniversary, reason enough to organise a special event in Doha, Qatar, to celebrate with all member clubs and friends of ECA. No less than 153 ECA Member Clubs found their way to Doha to attend the 10th ECA General Assembly and reflect on the organisation's history to date.

The above outlines just a few of the many events and topics ECA has dealt with over the 2012/13 season. ECA engages in all matters in an effective and dynamic manner, and with our past and present commitment, I am convinced that we have set a solid foundation for the upcoming ECA Cycle. As you leaf through this annual report, which summarises all decisions and activities that have taken place over the last season, it is easy to see that ECA continues to grow and develop new ideas, in many different ways. After all, we are only five years old...

I wish you an enjoyable read and would like to take the opportunity to thank everyone for their work not only over the past season, but the entire ECA Cycle.

I look forward to another exciting ECA season in 2013/14.

Michele Centenaro
ECA General Secretary

WE CONTINUE TO DEVELOP NEW IDEAS AND HAVE SET A SOLID FOUNDATION FOR THE UPCOMING ECA CYCLE

23

member clubs in the new ECA Women's Football Committee

153

ECA Member clubs attended the 10th ECA General Assembly in Doha



**OPENNESS &
INCLUSIVENESS
IN THE GAME**

ENTERING NEW FIELDS

ECA WOMEN'S FOOTBALL COMMITTEE

In view of the growing interest in women's professional football, the ECA Executive Board decided to create an ECA Women's Football Committee. The aim of this committee is to offer a space and platform for European women's club football to be discussed at all levels, including UEFA and FIFA. The ECA Women's Football Committee is chaired by ECA Board Member Jean-Michel Aulas (Olympique Lyonnais) who reports directly to the ECA Executive Board on the committee's progress.

The ECA Women's Football Committee inaugural meeting took place at the UEFA Women's Champions League Final held at Stamford Bridge in London on 23 May. This meeting, divided into four parts, dealt with administration of the committee, the UEFA Women's Champions League, strategic issues and UEFA's women's football strategy – presented by UEFA Executive Committee Member, Karen Espelund.

The entire meeting proved very instructive and further gatherings are now scheduled to take place over the coming season, with the aim of sharing expertise and knowledge amongst member clubs. We are encouraging the ECA Women's Football Committee to build close ties and relationships with UEFA to further help the development of women's football in Europe.

Topics scheduled for future meetings of the ECA Women's Football Committee include:

- International calendar
- Insurance/compensation
- UWCL marketing concept

The ECA Women's Football Committee is composed of 23 clubs, a mix of both ECA Member Clubs with a women's section and selected non-ECA clubs including:

ECA WOMEN'S FOOTBALL COMMITTEE MEMBERS	
 NÖSV Neulengbach/AUT*	 FC Bayern München/GER
 Standard Fémina de Liège/BEL	 PAOK FC/GRE
 AC Sparta Praha/CZE	 Torres Calcio/ITA*
 Brøndby IF/DEN	 SK Liepajas Metalurgs/LVA
 Arsenal LFC/ENG	 Birkirkara FC/MLT
 Everton LFC/ENG	 FC Twente/NED
 Valencia CF Femenino/ESP	 Lillestrøm FK Kvinner/NOR
 FC Levadia Tallinn/EST	 Zvezda-2005/RUS*
 FC Honka Espoo/FIN	 ŠK Slovan Bratislava/SVK
 Olympique Lyonnais Féminin/FRA	 Umeå IK/SWE*
 Paris Saint-Germain FC/FRA	 FC Zürich Frauen/SWI
 1. FFC Turbine Potsdam/GER*	

* Non-ECA Member Clubs

THE ECA WOMEN'S FOOTBALL COMMITTEE AIMS TO SHARE ITS EXPERTISE AND KNOWLEDGE TO AID THE CONTINUED GROWTH AND DEVELOPMENT OF WOMEN'S FOOTBALL IN EUROPE



ECA Women's Football Committee



ECA WORKSHOP FOR NON-EUROPEAN CLUBS

At the 10th General Assembly, we began the process of dialogue with clubs from outside Europe by holding our first ECA Workshop for Non-European Clubs. Our aim is to share ECA's expertise on club representation to the global football community. This has been prompted by the positive feedback we have received from clubs around the world in relation to the MoU signing with UEFA in 2012.

The workshop focused on 'the European model of club representation' and it allowed us to specifically share knowledge and experience gained over the last five years with clubs from other continents. We explained in detail how ECA is organised and what the organisation has achieved since its creation in 2008. Furthermore, we informed participants about ECA's relationship with the governing bodies UEFA and FIFA, and gave special emphasis to how the new Memorandum of Understanding came to be signed between ECA and UEFA in 2012.

A good mix of topics such as insurance, the international calendar and good governance made for great discussion during the workshop and everyone in attendance agreed that clubs around the world should continue to work more closely together in order to strengthen our global relationships.

Support to all clubs worldwide is important and we have committed to being available to answer further questions as they arise on club representation at a continental level. We are planning future gatherings to continue this new start at fostering exchange between the most prestigious clubs around the world.

In total, 31 clubs from Africa, North America, South America, Asia, and Oceania attended the workshop in Doha, Qatar.



NON-EUROPEAN CLUBS THAT HAVE PARTICIPATED IN THE WORKSHOP

CA Boca Juniors / ARG	Kashima Antlers FC / JPN
CA Velez Sarsfield / ARG	Club Santos Laguna / MEX
Club Estudiantes de La Plata / ARG	Auckland City FC / NZL
Adelaide United FC / AUS	Al Kharaitiyat SC / QAT
Fluminense FC / BRA	Al Rayyan Club / QAT
Santos FC / BRA	Al-Sailiya SC / QAT
SC Corinthians Paulista / BRA	El Jaish Sport Club / QAT
Toronto FC / CAN	Umm Slal SC / QAT
Club Social y Deportivo Colo-Colo / CHL	Al-Hilal FC / SAU
ASEC Mimosas / CIV	Ittihad FC / SAU
Coton Sport FC de Garoua / CMR	AD Isidro Metapán / SLV
JS Kabylie / DZA	CA Peñarol / URY
Al-Ahly SC / EGY	FC Bunyodkor / UZB
Zamalek SC / EGY	FC Pakhtakor / UZB
CD Marathón / HND	Caracas FC / VEN
Gamba Osaka / JPN	

SUPPORTING ALL CLUBS WORLDWIDE IS AN IMPORTANT NEXT STEP FOR ECA

31 clubs from 19 countries participated in the first ECA Workshop for Non-European Clubs



ECA Workshop participants

UEFA YOUTH LEAGUE

The UEFA Youth League is making its debut in the 2013/14 season. This new club competition has been established following unanimous support from the European football family for the concept of creating a European club competition for youth players. Its primary aim is to offer young club players competitive experience on an international stage, and it is hoped this opportunity will promote further youth development in clubs and bridge the gap between youth and first team football.

The UEFA Youth League is an Under-19 competition and is open to the 32 youth teams from clubs qualifying for the group stage of the 2013/14 UEFA Champions League. To ensure the UEFA Youth League runs alongside the existing club competition cycle, which ends after the 2014/15 season, the competition format runs concurrently for two years before a review. The trophy for the competition is named after Lennart Johansson, UEFA honorary president.

We met on several occasions over the past season as part of a dedicated working group comprised of representatives from ECA, UEFA and EPFL in order to fine-tune the overall concept and regulations for the competition. Proposals were submitted to the Club Competitions Committee for endorsement before being passed onto the UEFA Executive Committee, which in June 2012 approved and formally endorsed the UEFA Youth League.

Competition System

Teams must play a group phase with the same group composition and similar calendar as the UEFA Champions League. The knock-out phase consists of single-leg ties, meaning a maximum total of 10 matches for any one team. Semi-finals and final are to be played in the form of a 'final tournament' at a neutral venue.

Objectives

The main objectives for the UEFA Youth League as defined by the working group:

- Further develop youth football at a professional club level
- Reduce the gap between youth and first team players' performance
- Offer international experience and competitive matches
- Reduce the costs of transfers and salaries for first teams

In general, the competition is based on a flexible approach, meaning no stringent rules as to player eligibility (Under-19 rule with no minimum age limit), stadium facilities or match dates and kick-off times.

Match Dates and Kick-Off Times

Unless the teams and UEFA agree otherwise, group stage matches, round of 16 matches and quarter-finals are to be played in UEFA Champions League match weeks. In the group stage, the teams, in principle, are to play their matches in conjunction with those of their senior teams on either Tuesday or Wednesday in order to increase the learning process of the experience. If both teams and UEFA agree, matches may also be played on Monday or Thursday. With the exception of matches that are televised, home teams are free to decide on kick-off times.

A similar fixture list to that of the UEFA Champions League can help clubs with logistical matters and allow travelling supporters the first-hand opportunity of seeing the youth team playing for their clubs. Keeping the youth and first team ties closely scheduled gives the chance to showcase the best of club football, today and tomorrow's talent, to everyone.

Financial Provisions

For the group phase, round of 16 and quarter-finals, the home club retains its revenue (ie sale of tickets, sale of refreshments, sale of concessions) and pays all match organisational costs (ie rental of match stadium, floodlighting, rental of training ground for the visiting club, installations for the TV production). The home club also ensures the transportation of the visiting team delegation from their arrival in the city of the match until their departure.

The travel and accommodation costs of the visiting team are met by UEFA on the basis of the reimbursement policy. The difference between the UEFA contribution and the effective travel and accommodation costs are to be met by the visiting team.

For the semi-finals and final, UEFA undertake all organisational duties and pay all related costs.

UEFA Youth League Finals

The semi-finals and final of the first UEFA Youth League competition are set to take place at Colovray Stadium in Nyon, Switzerland. The date for the semi-finals is 11 April 2014 and the final match of the 2013/14 UEFA Youth League planned for 14 April 2014.

We look forward to the start of the first competition and know that exciting matches, supportive fans and, most importantly, a great learning experience is waiting for the young players of tomorrow.

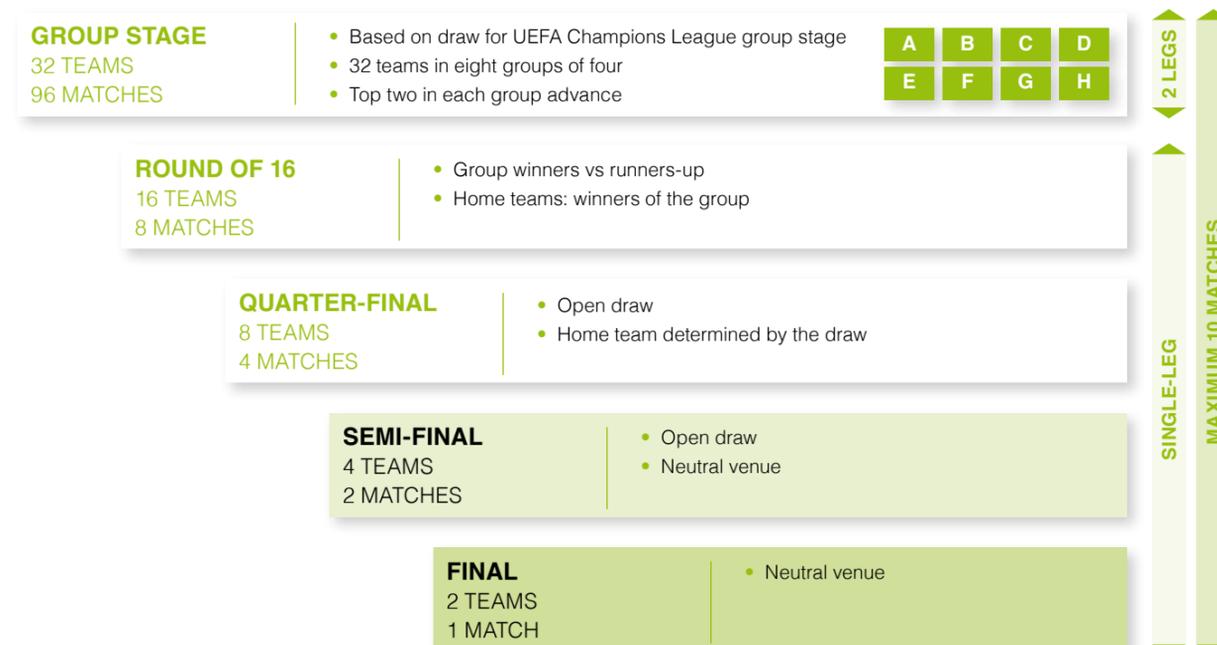


A GREAT LEARNING EXPERIENCE IS WAITING FOR THE YOUNG PLAYERS OF TOMORROW

PROMOTE FURTHER YOUTH DEVELOPMENT IN CLUBS AND BRIDGE THE GAP BETWEEN YOUTH AND FIRST TEAM FOOTBALL

32
youth teams

U-19
Under-19 competition



Total: 111 matches



**COURAGE &
COMMITMENT
IN EACH SEASON**

ECA & UEFA

MESSAGE FROM THE UEFA PRESIDENT

Dear ECA Executive Board and ECA Members,

Thank you for the invitation to address you in this annual report.

It has been another great year of UEFA club competitions. No club has been able to retain the top club trophy since 1990 and we saw a wonderful UEFA Champions League final between two German teams in London. Does this all-German final represent a shift in power across the continent? Maybe, but maybe not – we have also seen two Spanish, two Italian and two English teams in the final in recent years. Still, it is perhaps symbolic of the current strength of German football, based on good youth development, solid finances, strong involvement of supporters, and a constructive co-operation between association, league and clubs.

We also witnessed a great UEFA Europa League competition, culminating with the final in Amsterdam, and Chelsea edging Benfica. The competition goes from strength to strength and will see its role further enhanced in future: as of 2015, the Europa League winner will enter the Champions League, more clubs and countries will have guaranteed places in the group stage, and there will be increased centralised marketing.

In August we had the first single-leg UEFA Super Cup held outside of Monaco, in Prague, and the match brought UEFA club competition finals to new parts of Europe – to those cities and countries that would perhaps not normally be able to stage a major European final. This season we also have a new club competition to look forward to: the UEFA Youth League, providing a European club stage for the very best of our young talents.

Last but not least the UEFA Women's Champions League saw Wolfsburg overcome favourites Olympique Lyonnais in the London final to become the third different German team in five years to win the trophy. Women's football is rapidly growing across our continent (and indeed the world) and it is encouraging to see the creation of an ECA Women's Football Committee.

Alongside the pure competition aspects, we have had many off-field issues to deal with as well. We now have the introduction of the break-even element of Financial Fair Play, and the Club Financial Control Body has already had to sanction clubs, and even exclude clubs from UEFA club competitions for not paying their bills on time. There have unfortunately also been further incidences of racism and match-fixing, dealt with by UEFA's Disciplinary Organs.

New issues constantly appear: right now we are evaluating the issue of 'third-party ownership' of players, and what it means for our competitions and for European football more broadly. Our structures and processes are evolving to meet these challenges and the only thing that is certain is that there will be more in future. We will do our best to deal with all issues as and when they arise, and we know that we can rely on ECA to do its part too.

Yours in football,

U E F A



Michel Platini
UEFA President

PROFESSIONAL FOOTBALL STRATEGY COUNCIL

Harmonisation of Player Registration Periods

National associations are responsible for player registration periods – also known as transfer windows. The PFSC has received requests to harmonise the end dates of the registration periods for players in Europe.

In 2002, UEFA recommended all national associations to fix the end dates of their respective transfer windows at 31 January and 31 August. However, the recommendation did not meet unanimous implementation, leading to requests for the PFSC to harmonise player registration periods. The PFSC also received questions on whether to bring forward, in line with the start of national championships, the end date of the summer transfer window to 1 or 15 August.

In principle, PFSC stakeholders agree that a harmonised end date is necessary both for the summer and the winter transfer windows, including a clearly defined and harmonised end time applying to all national associations and leagues.

During PFSC discussions, we expressed our support in favour of keeping 31 August as the end date. Our reasoning: 31 August gives clubs the opportunity to balance finances in respect to qualification for the group stage of a European competition.

The PFSC recommendations, ratified by the UEFA Executive Committee at its meeting on 28 March 2013, are as follows:

Summer Transfer Window

- Closes 31 August at 24.00 CET
- Deadline moves to next working day if 31 August falls on weekend or bank holiday
- National associations or leagues, in principle, may close the registration period earlier (but not later) than the 31 August

With regards to moving the current deadline:

- Bringing forward the current deadline (31 August) offers no real advantage due to all leagues having different start times
- Bringing forward the current deadline (31 August) prevents clubs making adjustments to their campaign during pre-season training, especially in countries having late start times
- Bringing forward the current deadline (31 August) does not allow clubs (especially middle-sized and small-sized clubs participating in the European play-offs) to sell and adjust finances in line with the Financial Fair Play rules

Winter Transfer Window

- Decision to keep status quo – no harmonisation of the winter window date
- No further restrictions on the number of players transferred by clubs
- Agreement that winter transfer window needs to be a part of the wider discussion surrounding the transfer system

Harmonisation of Start and End Dates of National (League/Cup) Competitions

The PFSC has discussed the introduction of fixed start and end dates for national competitions in Europe.

Due to the heterogeneity of national competitions (ie number of participants, climatic conditions, national traditions) the PFSC deems that it is not possible to harmonise start dates. As regards end dates, the new international match calendar prompts the UEFA Champions League Final to be pushed back one week, thus creating a 'natural' end date for national competitions; due to the Champions League final weekend being followed by a release period for national team matches (ie double-date, UEFA EURO, FIFA World Cup).

The UEFA Executive Committee agrees with the proposal made by the PFSC and has made the recommendation* that for all UEFA member associations, and their affiliated leagues, the end date for national club competitions should be no later than the weekend of the UEFA Champions League Final (or the last available weekend before the FIFA international window).

* Recommendation effective as of the 2014/15 season for all national championships following the winter season model.

Third-Party Ownership

'Third-party ownership' (TPO) appears to be a worldwide phenomenon. TPO relates to a football player registered to play for a club where third-party interest (individual and/or company) exists in the financial benefit from any future transfer value.

UEFA President Michel Platini firmly believes that TPO has no place in football and UEFA is very vocal in opposing the concept of TPO, alternatively described as 'third-party investment'. UEFA's main concern is the integrity of the sporting competition and the moral and ethical questions arising from TPO.

In the international player transfer system, FIFA is ultimately responsible for any control measures on TPO. In Europe, UEFA is striving to ban clubs from UEFA competitions if their squads include players under TPO. A ban already exists in some European countries (ie France, England) and UEFA is urging FIFA to take the necessary steps to introduce global TPO controls.

So far, FIFA only prohibits TPO if it induces outside influence over matters of employment and/or team performance (as per Article 18bis of the Regulations on the Status and Transfer of Players). Even though this is a subject directly under FIFA's responsibility, UEFA could still stipulate regulations for its own competitions. In such cases, a necessary adjustment period and transitional measures would need to be introduced.

In order to allow for an official position from the PFSC, UEFA invited all European football stakeholders to express their views on TPO. We made clear that the ECA agrees that TPO practises cause numerous negative implications. In principle, we share the concerns of UEFA and acknowledge the need for action on TPO. However, we also recognise the complications and consequences to our members if new rulings dictate how TPO operates. For example, in Portugal, TPO arrangements are common practice and fundamental to the survival of Portuguese clubs.

Given the different implications for ECA Member Clubs, we informed UEFA that we are not in a position to support an immediate TPO ban and certainly not before a consultation with our members. EPFL is in agreement with our view, however, FIFPro is in favour of a complete TPO ban.

The PFSC accepts that from an ethical standpoint a human being (ie a player) cannot be 'owned'. The decision has been made therefore to study TPO in greater detail including the various ways TPO operates in Europe, TPO's international implications, the percentage of clubs directly affected by banning TPO and others.

Club Academies in Foreign Countries

UEFA member associations have voiced concerns that larger clubs are creating football academies and schools in countries outside of their respective club's origin.

Most academy initiatives are short-term (ie summer period only), independently run programs that do not align with any national association's grassroots initiatives. These so called 'club academies in foreign countries' are viewed as being in direct competition with local clubs, and as such, the PFSC is investigating the issue further.

In an official letter, FIFA asked ECA for assistance in collecting information. Specifically, FIFA requires details on the number of academies run by our members on territories outside of the club's origin. Feedback from our members has indicated club initiatives are primarily marketing activities. The 'club academies in foreign countries' help develop the club's brand outside of the home country. In general, from our research, ECA Member Clubs have no issue with this practice.

What does need addressing is the proper definition of the term and issues.

MUTUAL RESPECT, CO-OPERATION AND FAIRNESS: THESE WORDS CHARACTERISE THE CLOSE-WORKING RELATIONSHIP BETWEEN ECA AND UEFA

The term 'club academies in foreign countries' encompasses many different types of activities undertaken by clubs abroad:

- Summer camps of less than one month, independent or partnering local clubs
- Year-round partnerships with local clubs for youth development programs
- Permanent youth academies run independently of local clubs

National associations have, until now, rarely been informed of clubs engaging in academy-type activities in foreign countries. As such, there is a lack of precise statistics and the full extent of the phenomenon is difficult to measure. To tackle this problem, the PFSC is formulating the following recommendations:

1. Summer camps (duration of less than one month)

Clubs wishing to organise such camps for young players in another country should inform the local national association accordingly

2. Year-round partnerships with local clubs for youth development programs

Clubs should inform the relevant national associations of their co-operation at youth level.

3. Permanent youth academies run independently of local clubs

As per article 19bis of the FIFA regulations on the Status and Transfer of Players, the club should register the academy and its players with the national association where the academy is implemented (also recommended: the implementation of such academies should be subject to prior approval by the relevant national association).

The detailed information generated from proper implementation of these recommendations enables stakeholders to accurately reassess this issue in the future. The UEFA Executive Committee supports all recommendations of the PFSC, and invites UEFA member associations and their affiliated clubs to begin implementing the procedures, as outlined, as soon as possible.

PFSC Resolution on Match-Fixing

The rapid development of football's gambling markets, particularly online betting, has coincided with an increasing number of 'match-fixing' scandals.

While there is no proof, or direct link, to gambling the fact is matches are being manipulated for sporting, financial or other reasons. Match-fixing, in any form, jeopardises both the integrity of competition and strikes at the very heart of football's soul.

Organisations within the PFSC have joined forces to tackle the threat of match-fixing. An action plan is now ready for implementation by all members of the European football family. It features concrete initiatives on education, prevention, monitoring, and disciplinary sanctions. Take-up of the plan's recommendations is an absolute priority. It protects football's stakeholders and underlines the need for a zero tolerance policy to match-fixing.

The appendix expands on the recommendations or download the full position paper at www.ecaeurope.com

PFSC Resolution Against Racism

The PFSC unanimously adopted a resolution aimed at combatting racism and discrimination in football at its meeting in Sofia on 27 March 2013.

The PFSC supports a zero tolerance policy in combatting racism and discrimination in football and is stepping up the fight against racism. The recent resolution includes the following:

- Notes that the current education/prevention measures, as well as the existing disciplinary framework, have improved the situation compared to the past but are still not preventing recurrent incidents of racism
- Recognises that many countries have taken significant and successful action but that racism incidents are still widespread in our continent
- Calls on UEFA, national associations and leagues to legislate for stricter sanctions in relation to racism
- Calls on disciplinary bodies to apply any stricter sanctions in cases of proven racism and to seek ways of obliging those sanctioned to take future preventive action
- Re-iterates the recommendation that competition organisers in Europe apply the guidelines issued by UEFA in how to deal with racist incidents during matches
- Recommends and fully supports referees to stop matches in cases of racism and calls on national associations and leagues to do the same
- Calls on national associations, leagues, clubs and player unions to review and improve their measures for education in relation to racism
- Commits itself to further support and strengthen the current anti-racism initiatives at both European and national level

- Calls on the players and coaches – namely those with most influence on the perpetrators of racist acts – to speak out even if this means criticising their own fans or players
- Calls on the state authorities (ie governments, law enforcement agencies, etc) to play their part by providing the football bodies with the necessary legal means; and acting and emphasising arrest, prosecution and bans from stadia for significant periods on those responsible for racist acts. The exchange of information regarding racist activities between states and football bodies should also be improved

The PFSC acknowledges that racism is one form of discrimination, but that, unfortunately, other forms of discrimination also manifest themselves from time to time in football. It therefore has expressed its full and unconditional opposition to any form of discrimination.

Following the endorsement of the above resolution, UEFA has introduced its first concrete steps by establishing stronger sanctions. These are reflected in a resolution endorsed by UEFA's member associations at the UEFA Congress in London on 24 May 2013.

ECA is fully committed to step up the fight against racism in football. Racism and discriminatory conduct cannot be tolerated. As regards the introduction of stronger, standard and mandatory sanctions (ie a minimum ten match suspension for any player or team official found guilty of racist conduct) we expected to be consulted by UEFA as any sanctions have a direct affect on clubs and their players. On this point, we have informed UEFA that ECA hopes the judicial bodies dealing with any racism incidents take into account the specific facts of each case (ie nature of the alleged incident, the seriousness of the incident, the efforts undertaken by clubs or the systems put in place by clubs to combat racism), in the hope that there is no blanket imposition of standard sanctions.

PFSC Working Group on Transfer Matters

As a consequence of the European Commission publishing its commissioned study titled 'The Economic and Legal Aspects of Transfers of Players' (see ECA and EU section for more details), and the subsequent complaints by FIFPro about this study, the PFSC decided to create a working group on transfer matters.

The working group discussed any issues that stakeholders may consider as problematic in the way the current transfer system operates. All stakeholders agreed that respect of contracts is a critical issue within the current transfer system and that any non-respect of contracts must be addressed.

Parties were also asked to identify and prioritise any other items they wished to discuss. We presented our views on further topics such as solidarity contributions and training compensation, first professional contracts, squad-size limits, soft salary caps, dispute resolution chambers and FIFA Regulations.

MATCH-FIXING JEOPARDISES BOTH THE INTEGRITY OF COMPETITION AND THE VERY HEART OF FOOTBALL'S SOUL

ZERO
tolerance policy in combatting racism and discrimination in football

CLUB COMPETITIONS COMMITTEE

Club Competition Distribution

At the end of the season, UEFA announced the latest financial figures in relation to the 2012/13 UEFA Champions League.

In total, the UEFA Champions League generated approximately €1.38bn in commercial revenues (see appendix for full club share distribution lists) meaning that it generated a net surplus of approximately €28m. The Club Competitions Committee decided to distribute €18m to the UEFA Champions League clubs in line with the surplus distribution procedure in previous seasons (55% Fixed Amounts; 45% Market Pool). The remaining €10m is to be distributed to the UEFA Europa League Clubs (60% Fixed Amounts; 40% Market Pool). This subsidy, together with the shift of €40m that already took place at the start of the season, helps to further balance out the financial gap between both competitions.

UEFA informed ECA that the €10m provision foreseen for the insurance will not be needed in the 2013/14 season, as FIFA has taken over the insurance. As a result, the UEFA Club Competitions Committee decided to allocate the amount of €10m for solidarity payments for the qualifying rounds of the competitions. A staggered approach is to be used, meaning that the amount paid to the clubs increases with each qualification round.



THE UEFA CHAMPIONS LEAGUE GENERATED APPROXIMATELY €1.38BN IN COMMERCIAL REVENUES MEANING A NET SURPLUS OF APPROXIMATELY €28M

Club Competition Format 2015-18

With the first season of the 2012-15 competition cycle underway, discussions about the next 2015-18 cycle have already started.

With UEFA planning to start the sales process for broadcasters and sponsors mid-2013, decisions as to the future formats and commercial concepts of both competitions had to be taken. The focus for the Club Competitions Committee during the 2012/13 season focussed on the future formats and commercial concept of both the UEFA Champions League and the UEFA Europa League.

As the success story of the UEFA Champions League continues, both from a sporting and financial point of view, the UEFA Europa League still finds itself in a development phase. The competition has shown major progress since its rebranding in 2009, but there is still room for improvement. The UEFA Europa League remains a fundamental competition, and a much appreciated one by the so-called 'middle and small' clubs. The financial gap between both competitions is significant – resulting in limited interest in the competition from top market clubs and ultimately, as a result, from spectators.

In order to strengthen the UEFA Europa League for the future, we have reviewed, in collaboration with UEFA, the current competition concept and discussed possible scenarios that could help improve its current situation.

The reason to look into new opportunities for the 2015-18 cycle is two-fold. Firstly, the aim is to increase the appeal of the competition and encourage clubs to field their first team so that all teams play to full potential. Secondly, there is still great potential for increasing the competition's value by adapting the commercial concept and the access list.

Before the actual consultation phase with UEFA, we asked ECA Member Clubs to participate in an internal ECA survey so that we could better understand the

clubs' point of view. 87 member clubs from 36 different national associations responded to our survey, and a summary of the results is as follows:

75% expressed their 'satisfaction' or 'extreme satisfaction' with the current structure/format of UEFA's club competitions

92% believed that the UEFA Champions League and the UEFA Europa League should continue to exist in parallel

61% would welcome offering the UEFA Europa League winners direct access to the UEFA Champions League group stage

In summary, the results of the survey clearly show that European clubs, in principle, are very happy with the current competitions and do not wish to see major changes to their structure/format. The option whereby the winners of the UEFA Europa League automatically qualify for the UEFA Champions League group stage of the next season raised some interest and support, provided the effects on the access list are carefully considered.

Based on this feedback, the ECA Competitions Working Group thoroughly discussed the matter and possible scenarios. A joint ECA/UEFA working group comprised of representatives from the UEFA Club Competitions Committee looked at the issues in more depth, as to the feasibility and possible effects of certain scenarios. To address commercial aspects, a joint ECA Marketing/Competitions Task Force held a dedicated meeting in order to establish a comprehensive club position on commercial matters.

On the basis of our internal survey and the initial ideas from the ECA Competitions Working Group and the ECA Marketing Task Force, the dedicated ECA/UEFA working group evaluated many different proposals and their recommendations were eventually endorsed by the Club Competitions Committee and presented to the UEFA Executive Committee for decision-making. The UEFA Executive Committee approved the proposals at its meeting in London on 23 May 2013.



UEFA Club Competitions Committee

The key principles for the new club competition cycle starting in 2015/16 are as follows:

UEFA Europa League winners will be granted access to the UEFA Champions League

The winners of the UEFA Europa League are to receive direct access to the play-offs of the subsequent UEFA Champions League season.

Should the UEFA Champions League title-holders qualify for the Champions League via their domestic league, thus freeing up a place in the UEFA Champions League group stage, the UEFA Europa League Winners may gain direct access to the group stage. As an effect of the UEFA Europa League winners qualifying for the UEFA Champions League, the current limit of a maximum four teams per association will be increased to five (applies to the top three national associations only).

This means the number of teams in the UEFA Champions League from the top three association increases to five when:

- The UEL title-holder is not qualified to UCL via the league
- The UCL title-holder is not qualified to UCL via the league.

If the UEFA Europa League title-holder and the UEFA Champions League title-holder are from the same association, and both are not qualified to UEFA Champions League via the league, the fourth-placed team in the league will have to move to UEFA Europa League.

The winner of the 2014/15 UEFA Europa League is the first team to benefit from this new rule.

More teams to directly qualify for UEFA Europa League group stage

The number of teams directly qualified for the group stage is to increase to 16 teams from the top 12 associations (compared to the current six teams from the top six associations).

Associations ranked 1-4 are to each have two clubs directly qualified to UEFA Europa League group stage while associations ranked 5-12 each have one club participating in the group stage. This measure allows UEFA to approach broadcasters during the sales process with a guaranteed participation of a certain number of clubs per market. Furthermore, the slight adaptation to the access list allows for a maximum of three teams per association to enter the UEFA Europa League access list (see appendix for updated access list).

As the UEFA Champions League continues to flourish, and with the UEFA Europa League now further strengthened for the next competition cycle, we hope the appeal from clubs and supporters alike continues to increase for both competitions.

New commercial concepts

For the UEFA Europa League, the UEFA Executive Committee approved the full centralisation of commercial rights from the group stage onwards.

Currently, the commercial rights for the UEFA Europa League are only centralised from the knock-out stage. Initial projections for the new commercial concept 2015-18 estimate the revenues derived from central sponsorship could be in the region of €50m (in comparison to the current €18m), allowing the overall income for the UEFA Europa League to increase to approximately €290m (+29% in comparison to 2012-15 cycle).

The UEFA Champions League also sees minor changes to the commercial concept for its new competition cycle. The current 6+2 sponsorship concept (6 partners + 2 suppliers) is very likely to move to a 7+1 concept, which, alongside some product enhancements (ie production, digital media, LED perimeter boards, etc), all helps to generate additional revenues. The projections forecast a 15% increase in total UEFA Champions League revenues.

OTHER UEFA MATTERS

Financial Fair Play

We have entered the crucial phase of the Financial Fair Play era as the break-even requirement comes into force and the first assessment begins during the 2013/14 season.

Together with UEFA, we have continued to collaborate closely on a variety of matters in relation to Financial Fair Play. Since the creation of the UEFA Club Financial Control Panel (now CFCB – Club Financial Control Body) in September 2009, many assessments have already taken place on clubs' compliance with the 'no overdue payables' requirement and the 'break-even' requirement for the soft-implementation phase. Despite the number of imposed sanctions in relation to the 'no overdue payables' rule in the past season, it must be noted that since this rule entered into force, with stringent monitoring, the overdue payables in June 2012 improved by 47% (in comparison to June 2011), meaning transfer fees and salaries were being paid in a more timely manner.

The ECA Financial Fair Play Panel met with Jean-Luc Dehaene, Chief Investigator of the CFCB, to evaluate and discuss the so-called soft-implementation test phase. 38 clubs from 19 different countries voluntarily participated in this test phase

that covered the 2009, 2010 and 2011 financial years.

Of the 38 clubs that participated, 19 clubs showed a break-even surplus, five clubs showed a breakeven deficit of less than €5m, eight clubs showed a break-even deficit between €5m and €45m and six clubs showed a break-even deficit exceeding €45m. The aggregate breakeven deficit for the financial years 2009 and 2010 was €286m.

The test-phase proved a very good educational platform for all parties (UEFA, CFCB, licensors and clubs) and has allowed for a fine-tuning of the IT tool and a frank exchange of information between UEFA and the clubs. In order to ensure clubs were prepared in the best way possible for the upcoming tasks with regards to the break-even assessment, together with UEFA, we called for a practical training session on the FFP IT tool at the beginning of June. The workshop aimed to familiarise the Club Financial Directors with the software, which had been designed to help all clubs submit the necessary information in the most efficient way.

More than 50 ECA Member Clubs took up this opportunity and attended the workshop in order to clarify any doubts they still had in relation to the tool.

Disciplinary Regulations

At its meeting in London in May 2013, the UEFA Executive Committee approved the new UEFA Disciplinary Regulations, in force from 1 June 2013 in replacement of the 2012 edition.

Before final approval of the new regulations, we undertook with UEFA a detailed consultation process. Members of the ECA Legal Advisory Panel met with the UEFA Head of Disciplinary so that comments and ideas could be collated on possible amendments to the UEFA Disciplinary Regulations, many inputs being based on comments received from various ECA Member Clubs.

The new UEFA Disciplinary Regulations, in general, are designed to meet three basic objectives:

- Adapt disciplinary proceedings to the current needs of clubs and national associations, and ensure a clear and more secure legal framework (ie the new regulations foresee different recidivism periods for different kinds of offences, contain new provisions regarding the liability of clubs for match organisation, and strengthen the roles of written submissions during appeal procedures)
- Reinforce UEFA's position concerning the fight against racism based on the principle of zero tolerance (ie a suspension of 10 matches for any person, officials, players, etc, acting in a racist manner; a partial stadium closure in case of supporters engaging in racist behaviour; and in the case of recidivism, a fine of €50'000 plus one match played behind closed doors)
- Provide the UEFA disciplinary bodies with specific competences in matters relating to corruption and match-fixing, allowing them to tackle match-fixing more effectively at national level (ie non-UEFA competitions)

As the new UEFA Disciplinary Regulations include some important changes, we encourage all our members to familiarise themselves with this new version. The document is available for download at www.ecaeurope.com



Workshop on FFP IT tool



RESPECT &
RESPECT & HUMILITY
IN ALL DECISIONS

ECA & FIFA

RELATIONSHIP WITH FIFA

Since the renewed Memorandum of Understanding (MoU) with UEFA in March 2012, ECA has sought a similar MoU with FIFA, the world governing body. The ECA Executive Board proactively engaged in several discussions and concrete proposals – especially with regard to club involvement in FIFA's decision-making process and club remuneration from the FIFA World Cup – but to date there has been no progress.

During the FIFA Executive Committee meeting in Zurich on 21 March 2013, we hoped for some new momentum and this appeared possible with a topic on the agenda titled 'Memorandum of Understanding with ECA'. However, whilst FIFA reaffirmed its intent to conclude a MoU in line with previous discussions, they informed us that any decision on a MoU has now been postponed until 2014.

We can report that the ECA Executive Board, while expressing surprise for the postponement, has decided to take no further action with regards seeking a MoU with FIFA.

CLUB PROTECTION PROGRAMME

The Club Protection Programme (CPP) came into effect for UEFA EURO 2012 in Poland/Ukraine. UEFA met the expense of the initial period (15 May to 31 August) and covered the injury risk of players from European clubs. From 1 September 2012, following approval by the FIFA Congress in Budapest in May 2012, CPP is now in effect worldwide at FIFA's expense.

CPP is the result of our long negotiations and close co-operation with UEFA and FIFA. We as part of a joint working group, supplemented by risk advisors from FIFA and UEFA, agreed the scope of cover, important definitions, and key conditions; including parameters important to the clubs. CPP in our view is a major innovation and promotes better dialogue and co-operation for the release of players.

Statistics now available for the first year of CPP illustrate the findings of losses for the period 15 May 2012 to 31 March 2013 inclusive. These cover all clubs releasing players for International A-matches on dates listed in the international match calendar and the 2012 Olympic Games.

Losses



Daily salary of injured player (EUR)



Social Security Charges (%)



Reporting period (days)



Number of injured players by nationality



The table above shows the top eight countries by player nationality (with a minimum of two player claims per country). Each of the following player countries indicated one claim: Argentina, Armenia, Belarus, Belgium, Brazil, Canada, Cape Verde Islands, Chile, Denmark, DR Congo, France, Team GB, Greece, Honduras, Hungary, Israel, Ivory Coast, Jamaica, Japan, Liberia, Morocco, Northern Ireland, Paraguay, Poland, Portugal, Romania, Scotland, Slovakia, South Africa, Spain, Sweden.

Number of injured players by league



Clubs in the following national leagues made one claim: Bulgaria, Denmark, Greece, Japan, Mexico, Morocco, Poland, Russia, Scotland, South Africa, Turkey.

Because CPP is new and innovative we realise the sample group represents only a limited number of claims. In the future, as CPP generates a more representative sample group, we can more reliably predict the mid- to long-term development for the programme.

Awareness of CPP, and familiarity with its processes, has grown even in the short time it has existed. Claim handlers, according to FIFA, are satisfied with the process and we know clubs are in favour of CPP. Overall, only some minor misunderstandings have arisen which were quickly addressed and resolved.

We continue to monitor CPP and keep members updated with future statistics.

FIFA PLAYERS' AGENTS REGULATIONS

At the 63rd FIFA Congress in Mauritius, an update to the FIFA Congress outlined the revision process of FIFA's Players' Agents Regulations. Revision of the current regulatory framework has been widely discussed with all relevant stakeholders of the international football community. A dedicated working group, including ECA representatives, elaborated new proposals for the revision. The new system aims to be more transparent, simpler to implement and administrate, and, hopefully, garner a high degree of acceptance by the parties most concerned.

In this context, discussions at the Sub-Committee for Club Football on 13 February 2013 represent the most recent revision development. At this meeting, all possible options identified since the beginning of the revision process were again presented and evaluated. The sub-committee unanimously concluded that while the current draft regulations, based on the concept of intermediaries, could form the basis for further developments the following three main findings should be endorsed:

- The current licensing system should be abandoned
- FIFA must establish minimum standards/requirements in any future regulations
- A registration system for intermediaries must be created

Following endorsement by the FIFA Executive Committee, the FIFA Congress supported an approach based on the three conclusions. Implementation of an agreed roadmap, namely the creation of a new working group, is now underway allowing for a new set of regulations to be documented and presented for approval in 2014.

We are supportive of the approach and process to date as it has continually made a commitment to deregulate agent activities. Our involvement to this point, and for the revision's future actions, ensures clubs have a voice that is heard and properly considered during the revision process.

WE ARE SUPPORTIVE OF THE APPROACH AND PROCESS TO DATE AS IT HAS CONTINUALLY MADE A COMMITMENT TO DEREGULATE AGENT ACTIVITIES. OUR INVOLVEMENT TO THIS POINT ENSURES CLUBS HAVE A VOICE THAT IS HEARD AND PROPERLY CONSIDERED DURING THE REVISION PROCESS



DIGNITY &
DIGNITY & PASSION
IN OUR RELATIONSHIPS
RELATIONSH

ECA & EU

EU AND SPORTS POLICY

Sports has featured heavily on the EU agenda over the last 12 months. As the EU continues to develop its sports policy, ECA has actively engaged with the various actors within EU institutions. Our aim is to ensure they remain fully aware of the views of the clubs and help shape future policy in line with their demands.

We are in regular contact with EU officials and our relations are well established, especially as many have been ongoing since ECA's creation in 2008. Access is easy and fluid at all levels for both political and technical communications. The politicians and civil servants of the EU have come to view us an important

intermediary to help them engage with and understand in more detail the views of the clubs. Together we help to develop policy and legislation that is embraced by all stakeholders.

While it is true that the EU's direct competencies in the sporting sector are limited, its powers in areas such as the free movement of workers/capital, competition, and social issues means that decisions from Brussels can have a potentially deep and lasting impact on the game. It is for this reason that we believe there are many strategic reasons to continue our proactive engagement with the EU.

Due to the importance the EU places on good governance, we have found our support of the EU is useful in helping persuade football's international governing bodies to better integrate clubs within their own decision-making bodies. Generally, the EU remains sympathetic towards our position on various issues of importance. Topics previously addressed include: good governance, the free movement of workers/capital, the transfer system, youth development, financial fair play, match-fixing, online gambling, intellectual property rights in sports, youth development and CSR activities.

RELATIONS WITH THE EUROPEAN COMMISSION

Regular meetings have been held with officials from various Directorate Generals (DG) of the European Commission (EC) throughout the last 12 months, each focusing on different areas of interest. The main focal point of relations remains DG Education & Culture (EAC) in which the Commission's Sports Unit is located. This unit is responsible for coordinating sports policy throughout the EU's executive body.

Last February the EC presented an independent report it had commissioned from external contractors assessing the current state of the transfer system a decade on from the 2001 agreement, which established the rules of the current system between the EC and FIFA/UEFA. In the months leading up to the presentation of the report, we actively engaged with both DG EAC and the report's authors to present the views of the clubs – as this important topic affects the day-to-day activities of clubs. The final report titled 'The Economic and Legal Aspects of

Transfers of Players' proved very interesting, detailing the legal and economic reality of the system. However, we were concerned by a number of recommendations made in the report aimed at rectifying perceived anomalies identified in the current transfer system. Subsequently, we made contact with a number of officials at various levels (up to the level of EC Commissioner) to express our concern with the findings. The response to our concerns has been reassuring. The EC stressed that it does not intend to impose changes on the football community but instead wishes to encourage stakeholders to find their own solutions to the problems identified in the report.

We have also engaged actively with DG Internal Market in the lead-up to the adoption of its action plan for online gambling, launched in October 2012. One of the key priority areas the action plan addressed, and an area of particular interest to us, relates to safeguarding the integrity of sports and preventing match-fixing. It proposed a number of important

measures but fell short of calling for the recognition of the Intellectual Property Rights (IPRs) of competition organisers. Such recognition would ensure that sports organisers receive a fair return in exchange for allowing betting on matches in which their clubs participate – something we believe would help to limit the risk of match-fixing.

In support of the action plan, the EC also commissioned a report to examine and assess the issue of sports property rights and the current legislative landscape in place throughout the EU in relation to this topic. We have met with the report's authors and presented our views on this topic. The final report is to be presented before the end of 2013.

Further contact with the EC has included discussions on such matters as Financial Fair Play and Third Party Ownership, both matters linked to the free movement of capital which is one of the underlining pillars of the EU's internal market.

DEVELOPMENTS AT THE EUROPEAN PARLIAMENT

As with the EC, our contact with the European Parliament (EP) and its members remains regular and cordial. Relations with key MEPs in the Culture Committee responsible for sport are established and allow easy and open engagement. Much of the focus during the last few months has been on the response by the EP to the EC's Action Plan on Online Gambling.

We have lobbied extensively, alongside other sporting bodies including UEFA, calling on the author of the report and

his fellow MEPs to include demands that the IPRs of sports organisers be recognised, and that they receive a fair return from revenues generated by online gambling activities.

The sports movement has been up against an organised and powerful interest group in the gambling industry, which has argued strongly against part of its revenues being re-distributed to sports competition organisers. However, we can report that at this stage, despite such strong opposition, we have been

successful in convincing the needed number of MEPs to back our position. The report has now passed through the committee stage and what remains is its final adoption by the entire EP at a plenary session in the autumn.

While changes to the report's text are still possible, right up until the final vote in plenary, we believe any further change to the report appears unlikely at this stage based on the assurances we have received from key MEPs.

RELATIONS WITH EU GOVERNMENTS

ECA has been granted 'observer' status in the Expert Group set-up to examine Good Governance in Sport. This group brings together officials from EU's 27 Member States and sports stakeholders to examine issues surrounding governance within sports bodies, the transfer system, agent regulations and match-fixing.

We are present at all of the meetings of the Expert Group and provide the voice of clubs on the many topics addressed.

Our goal is to shape the debate and the outcome of the positions adopted by the group on the various topics which impact directly on club football. On each of the topics, the Expert Group must present a set of recommendations to the Council of Ministers (which brings together the Sports Ministers from each of the 27 EU Member States). The Sports Ministers are tasked with examining all proposals and deciding to endorse or reject proposals, on a timeline aimed at the end of 2013 or during 2014.

We continue to engage with sports ministries directly and especially those from Member States who hold the Presidency of the EU as they are responsible for shaping the agenda of EU policy. In the first half of 2013, Ireland held this position with Lithuania taking up the Presidency in the second half of 2013.

COLLABORATION WITH OTHER SPORTS BODIES

We continue to engage regularly with other sports bodies such as Forum Club Handball (FCH) and Euroleague Basketball. Our associations share many common views on the future direction of our respective sports. The FCH and

Euroleague also send representatives to attend the ECA General Assemblies. This helps them learn about the latest developments of interest impacting club football. Similarly, we participate at FCH and Euroleague meetings in

order to learn about their experiences. Whenever possible, we try to present a common position across all three bodies to enhance our combined influence on policy making.

EU SOCIAL DIALOGUE

A new cycle of Social Dialogue Meetings kicked off in November 2012. Over the past season, our representatives, together with their peers from EPFL, FIFPro and UEFA have been actively involved in three different working groups:

Implementation of Autonomous Agreement Working Group

The Implementation of the Autonomous Agreement Working Group aims at supporting stakeholders to find agreement on the integration of professional football contract minimum requirements – as per the Autonomous Agreement signed between the EU Social Dialogue Partners in April 2012. Three information meetings including participation from clubs, leagues, players' unions and federations from specific European countries have already taken

place during the past season at the UEFA Headquarters in Nyon. Several individual country visits are being organised for the forthcoming season.

Respect of Contracts Working Group

The Respect of Contracts Working Group has primarily discussed how the principle of respect of contracts could be strengthened. After initial meetings, the working group agreed that it was important to gather information on the regions in which non-respect of contracts often recurs, and establish the underlying reasons and the quantity of disputes relating to non-respect of contracts. Based on the data obtained, the working group is still discussing the best way to advise and input into the UEFA PFSC Working Group on Transfer Matters.

Career Funds Working Group

The Career Funds Working Group has examined the possibility of establishing career funds across Europe. Much of the discussion focused on a study commissioned by FIFPro titled 'Tax and career facilities for professional football players in 2013. A comparison of 30 European countries.' prepared by Ernst & Young and finalised in May. Members of the working group have agreed to review the study in detail before deciding how to move forward. Based on the study's findings, the working group plans to develop a career funds proposal that can support players in their post-playing careers.



THE CLOSE RELATIONSHIP BETWEEN ECA AND THE EU HELPS BRING THE VOICE AND EXPECTATIONS OF ECA MEMBERS TO THE ATTENTION OF DECISION MAKERS IN BRUSSELS



**INSIGHT &
INTELLECT**
IN DECISIVE DIRECTION

INSIGHT &
INTELLECT
IN DECISIVE
DIRECTION

ECA ORGANISATIONAL STRUCTURE & FUNCTIONING

Numerous changes to the ECA Statutes & Organisational Regulations were voted for at the ECA General Assembly on 6 February 2013 in Doha. The inclusion of a Statutory Affairs Panel and a Women's Football Committee, amongst other things, received approval into the structure of ECA.

The creation of a Statutory Affairs Panel allows us to deal with and analyse membership applications, issues of eligibility of members and the interpretation and application of the ECA Statutes. In principle, the panel is to consist of two

members of the ECA Executive Board and the chairman and vice-chairman of the ECA Legal Advisory Panel.

Sharing and combining our expertise and knowledge in the form of a Women's Football Committee allows us to better promote women's football worldwide. The Women's Football Committee gives us a platform for discussion on all issues, either at European or worldwide level, relating to women's football. We hope this is the first step in establishing an ongoing dialogue with all relevant stakeholders in the women's game.

The Statutory Affairs Panel and the Women's Football Committee are both to report directly to the ECA Executive Board, similar to all our working groups, committees and panels under the ECA umbrella. For the upcoming membership cycle, the ECA Executive Board have increased the number of dedicated expert groups available to support our decision-making processes.

A full list of ECA Working Groups, ECA Task Forces, ECA Committees and ECA Panel Members, as well as all our ECA Representatives in UEFA, FIFA and EU committees can be found in the appendix.



ECA EXECUTIVE BOARD 2012/13

At the end of the 2011/12 season, Ernesto Paolillo left his position at FC Internazionale Milano and resigned from the ECA Executive Board. Ernesto has been a leading figure in the development of the Financial Fair Play regulations and a member of the ECA Executive Board since ECA's formation in 2008. He is currently member of the UEFA Club Licensing Committee on behalf of ECA. His departure triggered executive board elections at the ECA General Assembly on 10 September 2012. The first subdivision clubs elected Andrea Agnelli, Chairman of Juventus, into the vacant role for the remaining period of the membership cycle.

The ECA Executive Board decided in Moscow on 27 November 2012 to appoint Ivan Gazidis, Arsenal FC CEO, as ECA Representative to the UEFA Professional Football Strategy Council and member of the ECA Executive Board. This appointment follows the decision of David Gill, Manchester United FC, to stand down from the ECA Executive Board due to running for election onto the UEFA Executive Committee as a representative of the Football Association. The UEFA Executive Committee confirmed his election at the UEFA Congress on 24 May 2013 in London.

Marko Vjetrović left his position with FK Partizan during the season and as a result stepped down from the ECA Executive Board. The Executive Board decided not to replace his vacant role for the remainder of the season.

We would like to thank all three vacating members for their commitment and friendship over the years and wish them the best of luck for the future.

As the 2012/13 season marks the last season of the ECA Membership Cycle 2010-13, we would also like to thank all present and former ECA Executive Board Members for their time and contribution over the last three years.

The ECA Membership Cycle 2010-13 has proved the most important and successful cycle in ECA's history to date: made possible by a strong and united ECA Executive Board.

Elections onto the new ECA Executive Board for the upcoming ECA Membership Cycle 2013-15 are planned during the ECA General Assembly to be held in Geneva on 10 September 2013.



Ernesto Paolillo and Karl-Heinz Rummenigge



David Gill and Umberto Gandini



Marko Vjetrović

ECA EXECUTIVE BOARD SEASON 2012/13



Karl-Heinz Rummenigge Chairman

FC Bayern München/GER

Board Member since 2008

- 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



Jean-Michel Aulas

Olympique Lyonnais/FRA

Board Member since 2008

- Chairman ECA Finance Working Group
- Chairman ECA Women's Football Committee
- Member ECA Financial Fair Play Panel
- Member FIFA Strategic Committee
- Member EU Social Dialogue Committee



Evgeny Giner

PFC CSKA Moskva/RUS

Board Member since 2010

- Member UEFA Club Competitions Committee



Diogo Paiva Brandão

FC Porto/POR

Board Member since 2010

- 2nd Vice-Chairman UEFA Club Competitions Committee



Umberto Gandini 1st Vice-Chairman

AC Milan/ITA

Board Member since 2008

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

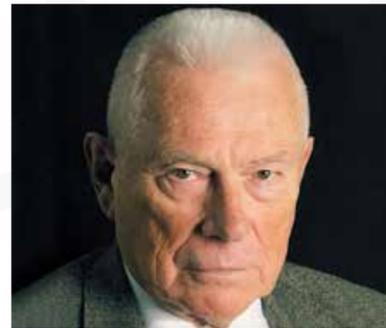


Sandro Rosell 2nd Vice-Chairman

FC Barcelona/ESP

Board Member since 2010

- Chairman ECA Marketing & Communication Working Group
- 1st Vice-Chairman UEFA Club Competitions Committee
- Member Organising Committee for the FIFA Club World Cup



Michel Verschuere 3rd Vice-Chairman

RSC Anderlecht/BEL

Board Member since 2008



Ivan Gazidis

Arsenal FC/ENG

Board Member since 2012

- Chairman ECA Legal Advisory Panel
- Member ECA Statutory Affairs Panel
- Member UEFA Professional Football Strategy Council
- Member UEFA Club Competitions Committee
- Member FIFA Dispute Resolution Chamber



Florentino Pérez

Real Madrid CF/ESP

Board Member since 2009

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



Andrea Agnelli

Juventus/ITA

Board Member since 2012

- Member ECA Financial Fair Play Panel



Maarten Fontein

AZ Alkmaar/NED

Board Member since 2008

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



Theodoros Giannikos

Olympiacos FC/GRE

Board Member since 2012

- Member ECA Statutory Affairs Panel
- Member UEFA Club Competitions Committee
- Member FIFA Dispute Resolution Chamber



Jakub Otava

AC Sparta Praha/CZE

Board Member since 2012



Aušrys Labinas

FK Ekranas/LTU

Board Member since 2010

- Member UEFA Club Competitions Committee

THE ECA MEMBERSHIP CYCLE 2010-13 PROVED THE MOST IMPORTANT AND SUCCESSFUL CYCLE IN OUR HISTORY TO DATE MADE POSSIBLE BY A STRONG AND UNITED ECA EXECUTIVE BOARD



**SPIRIT &
DETERMINATION**

IN OUR TEAMWORK

WINNING

ECA MEMBERSHIP 2012/13

At the start of the 2012/13 season, six new clubs joined ECA bringing the total number of ECA Member Clubs to 207 (103 ordinary and 104 associated members). The newly approved ECA Associated Members were as follows:

NEW ECA ASSOCIATED MEMBERS

	KF Villaznia Sh.a./ALB
	FC Nordsjælland/DEN
	Málaga CF/ESP
	Stade Rennais FC/FRA
	Montpellier Hérault Sport Club/FRA
	FC Dacia Chişinău/MDA

ECA Membership Development



Ordinary Membership

The precise number of clubs from each member association is established at the beginning of every ECA Cycle, based on the UEFA ranking position of its member associations at that time. The identity of clubs eligible for ECA Ordinary Membership is established according to their individual UEFA coefficient ranking.

For the ECA Membership Cycle 2013-15 we recommended changing the number of ordinary members in subdivisions three and four in order to better balance the spread of clubs across all subdivisions. Our recommendation included:

- Associations ranked 27-28 move to the third subdivision meaning an increase

SUBDIVISION	ASSOCIATION RANKING POSITION	NUMBER OF CLUBS PER ASSOCIATION	TOTAL NUMBER OF CLUBS PER SUBDIVISION
1	1 – 3	5	27
1	4 – 6	4	27
2	7 – 15	3	27
3	16 – 28	2	26
4	29 – 53	1	25

Associated Membership

In accordance with ECA Statutes, the following clubs can apply to become associated members:

- ECA Founding Members
- Clubs in the top division of a UEFA association which meet one of the following eligibility conditions:
 - ECA Ordinary or Associated Member in the previous ECA Cycle
 - UCL or European Champion Clubs' Cup (since 1955/56) holder
 - UCL group stage participants
 - UEL or UEFA Cup or Cup Winners' Cup holder
 - UEL or UCL three-time qualifier during the previous five seasons

of four ordinary members (26 vs 22) but a decrease by two ordinary members in the fourth subdivision (25 vs 27)

The total across all subdivisions:

- 105 Ordinary Members

The General Assembly approved this proposal on 5 February 2013 in Doha.

ECA Ordinary Membership is also offered to clubs in recognition of their sporting merit if they have won at least five UEFA club competition trophies (ie UEFA Champions League, UEFA Cup, UEFA Europa League or UEFA Cup Winners' Cup). This entitlement applies even if the club in question does not qualify as an ordinary member on the basis of their individual ranking.

Change in Membership Status 2012/13

The membership status of several clubs changed during the 2012/13 season:

- Villarreal CF changed status to ECA Associated Membership due to relegation into the Spanish second division and as a result Club Atlético de Madrid were awarded ECA Ordinary Membership
- AEK Athens FC changed status to ECA Associated Membership due to not being granted a European license despite qualification for European competition and as a result PAOK FC were awarded ECA Ordinary Membership
- Rangers FC changed status to ECA Associated Membership due to liquidation (entitlement to associated membership due to status as ECA Founding Member) and as a result Aberdeen FC were awarded ECA Ordinary Membership

ECA MEMBERS SEASON 2012/13

ENGLAND	SPAIN	ITALY	UKRAINE	ROMANIA	PORTUGAL
ORDINARY MEMBERS					
Manchester United FC	FC Barcelona	FC Internazionale Milano	FC Shakhtar Donetsk	FC Steaua București	FC Porto
Chelsea FC	Sevilla FC	AC Milan	FC Dynamo Kyiv	FC Rapid București	SL Benfica
Arsenal FC	Real Madrid CF	AS Roma	FC Metalist Kharkiv	SC Dinamo 1948 București	Sporting Clube de Portugal
Liverpool FC	Valencia CF	ACF Fiorentina			
Tottenham Hotspur FC	Club Atlético de Madrid	Juventus			
ASSOCIATED MEMBERS					
Aston Villa FC	Villarreal CF	US Città di Palermo	FC Dnipro Dnipropetrovsk	CFR 1907 Cluj	Sporting Clube de Braga
Everton FC	RC Deportivo La Coruña	Parma FC		FC Oțelul Galați	Marítimo da Madeira Futebol
Fulham FC	Málaga CF	UC Sampdoria			
Manchester City FC		SSC Napoli			
Newcastle United FC					

NETHERLANDS	TURKEY	GREECE
ORDINARY MEMBERS	ORDINARY MEMBERS	ORDINARY MEMBERS
PSV Eindhoven	Fenerbahçe SK	Panathinaikos FC
AFC Ajax	Galatasaray SK	Olympiacos FC
AZ Alkmaar	Beşiktaş JK	PAOK FC
ASSOCIATED MEMBERS	ASSOCIATED MEMBERS	ASSOCIATED MEMBERS
Feyenoord Rotterdam	Bursaspor Kulübü	Aris FC
sc Heerenveen	Trabzonspor AŞ	AEK Athens FC
FC Twente		
FC Utrecht		

GERMANY	FRANCE	RUSSIA
ORDINARY MEMBERS	ORDINARY MEMBERS	ORDINARY MEMBERS
FC Bayern München	Olympique Lyonnais	PFC CSKA Moskva
SV Werder Bremen	FC Girondins de Bordeaux	FC Zenit St. Petersburg
Hamburger SV	Olympique de Marseille	FC Spartak Moskva
FC Schalke 04	LOSC Lille	FC Lokomotiv Moskva
ASSOCIATED MEMBERS	ASSOCIATED MEMBERS	ASSOCIATED MEMBERS
Bayer 04 Leverkusen	AJ Auxerre	FC Rubin Kazan
Borussia Dortmund	AS Monaco FC	
Borussia VfL 1900 Mönchengladbach	Paris Saint-Germain FC	
Eintracht Frankfurt	Racing Club de Lens	
VfB Stuttgart	Stade Rennais FC	
VfL Wolfsburg	Montpellier Hérault Sport Club	

SWITZERLAND	BELGIUM	DENMARK
ORDINARY MEMBERS	ORDINARY MEMBERS	ORDINARY MEMBERS
FC Basel 1893	RSC Anderlecht	FC København
FC Zürich	Club Brugge	Aalborg BK
FC Thun	R. Standard de Liège	Odense BK
ASSOCIATED MEMBERS	ASSOCIATED MEMBERS	ASSOCIATED MEMBERS
Grasshopper-Club Zürich	KAA Gent	Brøndby IF
BSC Young Boys	KRC Genk	FC Nordsjælland
FC Sion (suspended)		

SCOTLAND

ORDINARY MEMBERS

- Celtic FC
- Aberdeen FC

ASSOCIATED MEMBERS

- Heart of Midlothian FC
- Rangers FC

BULGARIA

ORDINARY MEMBERS

- PFC Levski Sofia
- PFC Litex Lovech

ASSOCIATED MEMBERS

- PFC CSKA Sofia

CZECH REPUBLIC

ORDINARY MEMBERS

- SK Slavia Praha
- AC Sparta Praha

ASSOCIATED MEMBERS

- FC Slovan Liberec
- FK Teplice
- FC Viktoria Plzeň

SERBIA

ORDINARY MEMBERS

- FK Partizan
- FK Crvena Zvezda

ASSOCIATED MEMBERS

- FK Vojvodina

POLAND

ORDINARY MEMBERS

- KKS Lech Poznań
- Wisła Kraków SA

ASSOCIATED MEMBERS

- KP Legia Warszawa
- KSP Polonia Warszawa

CROATIA

ORDINARY MEMBERS

- GNK Dinamo

ASSOCIATED MEMBERS

- HNK Hajduk Split

AUSTRIA

ORDINARY MEMBERS

- FC Red Bull Salzburg
- FK Austria Wien

ASSOCIATED MEMBERS

- SK Rapid Wien
- SK Sturm Graz

ISRAEL

ORDINARY MEMBERS

- Hapoel Tel-Aviv FC
- Maccabi Haifa FC

ASSOCIATED MEMBERS

- Maccabi Netanya FC
- FC Bnei-Yehuda

CYPRUS

ORDINARY MEMBERS

- Anorthosis Famagusta FC
- APOEL FC

ASSOCIATED MEMBERS

- AC Omonia Nicosia

BELARUS

ORDINARY MEMBERS

- FC BATE Borisov

ASSOCIATED MEMBERS

- FC Dinamo Minsk
- FC Shakhtyor Soligorsk

REPUBLIC OF IRELAND

ORDINARY MEMBERS

- Saint Patrick's Athletic FC

FINLAND

ORDINARY MEMBERS

- FC Honka Espoo

ASSOCIATED MEMBERS

- HJK Helsinki
- Myllykosken Pallo-47

NORWAY

ORDINARY MEMBERS

- Rosenborg BK
- SK Brann Bergen

ASSOCIATED MEMBERS

- Lillestrøm SK
- Vålerenga IF
- Viking FK

SLOVAKIA

ORDINARY MEMBERS

- MŠK Žilina
- ŠK Slovan Bratislava

ASSOCIATED MEMBERS

- MFK Ružomberok

SWEDEN

ORDINARY MEMBERS

- Helsingborgs IF
- IF Elfsborg

ASSOCIATED MEMBERS

- Djurgårdens IF
- IFK Göteborg

BOSNIA-HERZEGOVINA

ORDINARY MEMBERS

- FK Sarajevo

ASSOCIATED MEMBERS

- NK Široki Brijeg
- FK Željezničar

LITHUANIA

ORDINARY MEMBERS

- FK Ekranas

ASSOCIATED MEMBERS

- FK Sūduva

LATVIA

ORDINARY MEMBERS

- FK Ventspils

ASSOCIATED MEMBERS

- FK Liepājas Metalurgs
- Skonto FC

MOLDOVA

ORDINARY MEMBERS

 FC Sheriff

ASSOCIATED MEMBERS

 CSC Zimbru Chişinău

 FC Dacia Chişinău

SLOVENIA

ORDINARY MEMBERS

 NK Domžale

ASSOCIATED MEMBERS

 NK Maribor

HUNGARY

ORDINARY MEMBERS

 Debreceni VSC

ASSOCIATED MEMBERS

 Ferencvárosi TC

 Győri ETO FC

WALES

ORDINARY MEMBERS

 Bangor City FC

ASSOCIATED MEMBERS

 Llanelli AFC

 The New Saints FC

MONTENEGRO

ORDINARY MEMBERS

 FK Budućnost Podgorica

ASSOCIATED MEMBERS

 FK Zeta

FAROE ISLANDS

ORDINARY MEMBERS

 EB/Streymur

ASSOCIATED MEMBERS

 B36 Tórshavn

 HB Tórshavn

 NSÍ Runavik

GEORGIA

ORDINARY MEMBERS

 FC Dinamo Tbilisi

ASSOCIATED MEMBERS

 FC WIT Georgia

 FC Zestafoni

AZERBAIJAN

ORDINARY MEMBERS

 FK Baku

ASSOCIATED MEMBERS

 PFC Neftchi

 Azal PFC Baku

ICELAND

ORDINARY MEMBERS

 FH Hafnarfjörður

ASSOCIATED MEMBERS

 Keflavík FC

NORTHERN IRELAND

ORDINARY MEMBERS

 Glentoran FC

ASSOCIATED MEMBERS

 Cliftonville FC

 Linfield FC

LUXEMBOURG

ORDINARY MEMBERS

 F91 Dudelange

ASSOCIATED MEMBERS

 CS Grevenmacher

ANDORRA

ORDINARY MEMBERS

 UE Sant Julià

ASSOCIATED MEMBERS

 FC Santa Coloma

F.Y.R. MACEDONIA

ORDINARY MEMBERS

 FK Rabotnički

ASSOCIATED MEMBERS

 FK Vardar

LIECHTENSTEIN

ORDINARY MEMBERS

 FC Vaduz

KAZAKHSTAN

ORDINARY MEMBERS

 FK Aktobe

MALTA

ORDINARY MEMBERS

 Valletta FC

ASSOCIATED MEMBERS

 Birkirkara FC

 Hibernians Football Club

SAN MARINO

ORDINARY MEMBERS

 SP Tre Fiori

ASSOCIATED MEMBERS

 SS Murata

ESTONIA

ORDINARY MEMBERS

 FC Levadia Tallinn

ASSOCIATED MEMBERS

 FC Flora Tallinn

ALBANIA

ORDINARY MEMBERS

 KF Tirana

ASSOCIATED MEMBERS

 KS Elbasani

 KF Vllaznia Sh.a.

ARMENIA

ORDINARY MEMBERS

 FC Pyunik

ASSOCIATED MEMBERS

 FC Banants

 FC Mika

207
member clubs in total

103
ordinary members

104
associated members



SAFETY

TRUST &
SAFETY
IN OUR HANDS

Jeep

Jeep

BUFFON

RIGHT TO RESPECT

RIGHT TO RESPECT

SAFETY

ECA INSIDE

ECA WORKSHOPS

Following the successes of our New Media, Fan Relations and Legal Workshops, we hosted two additional workshops in the 2012/13 season.

The first workshop, titled 'ECA Youth Workshop', took place in the Emirates Stadium in London on 10 October 2012. The idea for the workshop originated from a proposal of the ECA Youth Working Group, chaired by Maarten Fontein (AZ Alkmaar) and followed on the success of the ECA Report on Youth Academies in Europe. The workshop, attended by 125 participants from 80 member clubs representing 34 countries, provided a detailed insight into the different approaches that exist in youth development, in particular the examination of various innovative concepts of youth academies.

During the workshop, three members presented their progress on youth development at their respective youth academies: Ruben Jongkind and Derk de Kloet from AFC Ajax, Roberto Samaden from FC Internazionale Milano and Romeo Jozak from GNK Dinamo. The afternoon session heard from

Hugo Schoukens and Jo Van Hoecke from Double Pass who presented the results of the ECA Youth Survey, completed earlier in the year by 96 ECA Member Clubs. Each presentation included an extensive Q&A session, during which members were able to share ideas and experiences.

The second workshop of the 2012/13 season took place at the Camp Nou Stadium in Barcelona on the 18 April 2013. The workshop from the ECA Marketing & Communication Working Group, chaired by Sandro Rosell (FC Barcelona), focused on sponsorship and brand building. Participating clubs were given the opportunity to learn first-hand from established sponsors how they view the evolution of the relationships between club and sponsor, and what exactly sponsors expect in such partnerships.

The workshop began with a presentation on FC Barcelona's sponsoring strategy by Laurent Colette, Marketing Director at FC Barcelona. Participants were encouraged to exchange and contribute their views and this led to a very interesting Q&A session. The morning

session continued with a one-on-one talk between Sergi Ricart, Football Brand Director at Nike Iberia, and Laurent Colette. Following the morning session, a presentation from Pepe Soler-Roig, Head of Sponsorship & Events at Audi Spain, provided clubs with an insight into the thinking of sponsors. The afternoon session began with Ed Wooler, Head of Consulting at REPUCOM, a leading research and consultancy company specialising in developing solutions for the planning, evaluation and optimisation of sponsorship engagements in the sports industry. Closing the workshop, Jose-Luis Rosa, Head of Marketing Partnerships at Euroleague Basketball, provided clubs with a different perspective on maximising sponsorship efficiency in the sports market.

Both workshops proved to be extremely useful as a platform for exchanging ideas and best practice within their respective fields. We aim to continue organising workshops in various areas related to club football for the benefit of all our member clubs.



ECA Youth Workshop



ECA Sponsorship & Brand Building Workshop



ECA AWARDS 2012

The ECA Awards 2012 were held at the ECA General Assembly in Geneva. We recognised four member clubs for their outstanding club performances and successful club management achievements.



EUROPEAN CLUB OF THE YEAR 2012

Chelsea FC/ENG

Recognised for their outstanding achievement during the 2011/12 season, at both European and domestic level: Success in the FA Cup competition and winners of the UEFA Champions League 2012 against FC Bayern München (1-1 a.e.t. 4-3 on penalties) played at the Allianz Arena in Munich.



BEST SPORTING PROGRESS 2012

APOEL FC/CYP

Recognised for their significant progress in European competition in the 2011/12 season: Participating in the UEFA Champions League group stage in the 2011/12 season, and competing for only the second time at this level, marked the club's and country's greatest achievement in European club competition. Their group comprised FC Porto, FC Shakhtar Donetsk and FC Zenit St. Petersburg. APOEL FC finished first in the group with nine points. In the 'Round of 32', they eliminated Olympique Lyonnais before being eventually knocked-out of the competition in the quarter-finals by Real Madrid CF.



BEST ACHIEVEMENT 2012: FAN RELATIONS

U.C. Sampdoria/ITA

Recognised for their fan relations project 'Fair Play Village': Following the successful staging of the first ECA Fan Relations Workshop in November 2011 held in Barcelona, the ECA Executive Board decided to dedicate the Best Achievement Award to a Fan Relations Project. The shortlisted projects were submitted to Football Supporters Europe (FSE), the independent European association of football supporters. FSE nominated U.C. Sampdoria as the winner for their fan relations programme 'Fair Play Village'. The programme aims to bring together fans of Sampdoria and fans of the visiting team in joint activities before the match kick-offs. The programme is a great example of a 'prevention through encounter' project, whereby clubs consider relations with, and between, fans as a positive contributor and not a potential security risk in helping to solve existing problems.



BEST COMMUNITY & SOCIAL RESPONSIBILITY PROGRAMME

FC Shakhtar Donetsk/UKR

Recognised for their CSR Programme 'Say No to Orphanism': The high number of orphaned children in Ukraine is one of the country's biggest social issues. There are about 100'000 orphans throughout the country. With around seven million people supporting FC Shakhtar Donetsk in Ukraine, the club decided to use its position of influence and convert the attitudes of its supporters into meaningful action. The activities run by the club generated significant media attention and as a result 3'890 children were adopted or welcomed into foster families.

Similar to last year, the ECA CSR Award Winner was nominated by an independent panel, this year composed of the following members:

- Mr. Peter Gilliéron, UEFA Executive Committee Member and Chairman of the Committee for Fair Play & Social Responsibility at UEFA
- Mr. Paul Elliott MBE, CBE, former captain of Chelsea FC and leading campaigner on CSR and football activities in the UK
- Mr. Peter Lawwell, CEO Celtic FC (Winner of the ECA CSR Award 2011)

EUROPEAN CLUB OF THE YEAR	
2012	Chelsea FC/ENG
2011	FC Barcelona/ESP
2010	FC Internazionale Milano/ITA

BEST ACHIEVEMENT	
2012	U.C. Sampdoria/ITA
2011	FK Baku/AZE
2010	FC Porto/POR

BEST SPORTING PROGRESS	
2012	APOEL FC/CYP
2011	SC Braga/POR
2010	FC Unirea Urziceni/ROM

BEST CSR PROGRAMME	
2012	FC Shakhtar Donetsk/UKR
2011	Celtic FC/SCO
2010	Hapoel Tel-Aviv FC/ISR

**THE ECA AWARDS 2012
RECOGNISED FOUR
MEMBER CLUBS FOR
THEIR OUTSTANDING
CLUB PERFORMANCES
AND SUCCESSFUL
CLUB MANAGEMENT
ACHIEVEMENTS**

ECA REPORT ON YOUTH ACADEMIES

Based on the initiative of the ECA Youth Working Group, chaired by Maarten Fontein (AZ Alkmaar), we launched the ECA Report on Youth Academies in Europe during the General Assembly in September 2012. The report has been extremely well received, not only by members but also by other stakeholders such as national associations and leagues.

The main aim of the report is to share experiences on youth academies among football clubs in Europe, and provide a comparable perspective that underlines the different approaches and philosophies of youth academies across the continent. The report made clear that these approaches were wide ranging and dependent on a club's history, culture, location, size and financial situation. It also illustrated that all clubs attach real importance to the role of youth development in ensuring their future success on the pitch.

Here are our ten key factors and recommendations from the ECA Report on Youth Academies in Europe:

1. A clear vision for the youth academy is paramount

The club's vision and mission, and the perseverance in pursuing the ultimate goal, are the keys to successful solutions.

2. Involve the head of the youth academy in the technical heart/board of the club

The presence of the head of the youth academy on the club's executive board highlights the importance of youth development and guarantees optimal communication between youth academy and first team management.

3. Investing in the youth academy brings financial benefits

An efficient youth academy can help reduce costs from transfers and inflated salaries. The investment in youth academies often offer a return, not just in financial terms but in terms of player loyalty, identification with clubs and supporters.

4. Balance between winning games and players' development

Although many managers believe that results always remain the critical factor of success, at youth level the development of the individual is much more valuable. For this reason, it is crucial to strike the right balance between development and results in order to ensure the best progression of the youth players.

5. Focus on the transition of players

The ultimate success for any academy is to see the progression of their youth players into the first team squad. The number of successful graduates is a key indicator of an effective programme.

6. Foster coaches' technical and motivational skills

The quality of the coaching staff and coaching program is far more important than the facilities or the quality of the fitness or changing-rooms.

7. Focus on quality rather than quantity

It is not enough to look at the number of players 'produced', instead focus on their quality. Quantity does not guarantee quality.

8. Increase scouting efficiency

Investing in an efficient scouting system yields effective results in identifying future talent and ultimately limits the future costs involved in buying players who have already reached a high competitive level.

9. Encourage young players to develop important life skills through football

Football educates and instils important values such as loyalty, perseverance, friendship, sharing and respect. These values benefit everyone and should not be ignored when training children to become professional players.

10. 'The first team plays as the youth team'

Many of the most successful European teams base their philosophy on a close connection between their youth and senior sectors. An increasing amount of competitive European games at youth level helps to build a bridge from the youth to first team level.

Download the ECA Report on Youth Academies in Europe in full by visiting www.ecaeurope.com



ECA REGIONAL MEETINGS

In 2013, we continued our series of regional meetings and scheduled three such meetings within the space of one month.

ECA Ordinary Member PFC Levski Sofia hosted the first of these meetings and welcomed various members from the Central-Eastern European region. Linfield FC and FH Hafnarfjörður hosted clubs from the Great British and Scandinavian regions on 9 April and 16-17 April respectively. Several important topics were discussed including supranational competitions, the future format of European club competitions for 2015-18 and the recent EU Study on the Economic and Legal Aspects of Transfers of Players.

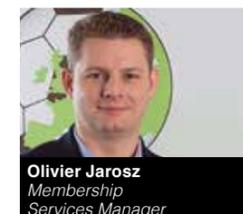
The ECA Administration took the opportunity to update and inform participants about several new ECA services and gathered feedback on ECA from the participants.



ECA ADMINISTRATION

After increasing our number of member clubs from 201 to 207 at the start of the 2012/13 season, we have welcomed a number of new faces into the ECA Administration. In July 2012, Nathalie Durnat replaced Cristina Matteuzzi, the former office coordinator and personal assistant to the General Secretary, and Yann Calder joined in September 2012 as our research and communication assistant.

In 2012/13, the ECA Administration had eight full-time employees based in our Nyon headquarters, while two other consultants, David Frommer and Michel Zebouni, were based in Brussels and Munich respectively.



ECA 5 YEAR ANNIVERSARY

21 January 2013 marked five years since we established ECA as the sole representative of European football clubs with the signing of the first Memorandum of Understanding in 2008 between UEFA and ECA. In commemoration of this milestone, UEFA President Michel Platini and UEFA General Secretary Gianni Infantino were both present at the ECA Headquarters to congratulate everyone in the ECA, including the entire ECA Executive Board, on the many achievements made in European football since 2008.

Michel Platini and ECA Chairman Karl-Heinz Rummenigge highlighted the importance of maintaining a close relationship between the clubs and the European governing body, with both expressing their desire to continue the progress made so far into the next five years.

The five-year celebration continued at the 10th General Assembly held in Doha, Qatar on 4 and 5 February. This event marked the first time an ECA General Assembly had been held outside of Europe. It proved to be a welcome opportunity for all Member Clubs to get a first-hand view of Qatar's progress on the current preparations for the Qatar 2022 FIFA World Cup. All participants were invited to attend the friendly match between reigning world champions Spain and reigning Copa América champions Uruguay at the Khalifa International Stadium in Doha.

In recognition of the five-year milestone we published a celebratory book, unveiled during the General Assembly in Doha, which showcased all of ECA's history to date through a timeline. We used this to allow everyone to remember and relive the great moments they had experienced during the past five years of the ECA.



ECA FOOTBALL TOURNAMENT

Perfect weather and pitch conditions once again played an important part in the success of the fourth annual ECA Football Tournament held in September during the 9th ECA General Assembly in Geneva. As in previous years, five teams competed in a round robin contest and after competitive but fair matches, the 'red team' captained by Roman Grünig (FC Thun) emerged victorious. They were crowned ECA Cup Winner 2012 and their forward, Nărcis Raducan (FC Oțelul Galați), claimed the award for 'Player of the Tournament'.



OUTLOOK

The upcoming season marks the start of a new ECA Membership Cycle and a number of changes to the organisation: updated ECA Membership Panel, elections for a new ECA Executive Board, formation of new ECA Working Groups. The new cycle again runs for two years, until the end of the 2014/15 season.

During the first season of the new cycle, we are focusing our efforts on the following:

Financial Fair Play

With the coming into force of the break-even requirement, and a first assessment during the 2013/14 season, the Financial Fair Play (FFP) regulations are now fully in place. The 2013/14 season is the first real indication of where clubs stand financially with regards FFP.

We plan to follow the FFP process closely, alongside UEFA, and continue to assist member clubs to clarify any questions on the impact of FFP regulations. In particular, we aim to gather comprehensive feedback from clubs on the FFP IT tool so that we can help, if necessary, to improve its usability. The ECA FFP Panel is committed to continuing its close collaboration with the Club Financial Control Body to ensure the successful implementation of the FFP.

Relations with Governing Bodies and Stakeholders

We enjoy an extremely fruitful partnership with UEFA and look forward to strengthening our relationship further and working jointly on a variety of projects in the years to come. Our agreement with FIFA, the world governing body, expires after the FIFA World Cup 2014 in Brazil, at which point the future relationship between our two organisations will be determined.

Additionally, we aim to engage with other European football stakeholders, such as players and leagues, and find and promote common ground between all stakeholders on important matters of discussion (ie the current transfer system). Co-operation between ECA and other members of European football already results in positive outcomes for all, something that we hope can continue for the future.

Anti-Racism and Match-Fixing

After the endorsement of the resolutions to fight racism and match-fixing by the UEFA Professional Football Strategy Council, all European football stakeholders including ECA can begin to implement the proposed action plan. We unanimously support UEFA's zero tolerance policy, as do all stakeholders, and are ready to step up the fight against what is considered a global threat for the game.

ECA Promotion and Expansion of Services

In order to further promote ECA and enhance visibility and awareness of our brand, we are launching new initiatives throughout the 2013/14 season. These include an expansion of our services for member clubs such as workshops to improve knowledge sharing between clubs, a key element of our services. We also plan to publish and make available to clubs new research papers on a number of current issues.

Discussions on the Transfer System

As the PFSC Working Group reviewing the transfer system has started its work, we aim to ensure the voice of European clubs is present in all discussions. Our aim is to find common ground with all stakeholders involved on the various issues before final recommendations are made at the end of the 2013/14 season.

The next ECA General Assembly will be held on 3–4 March 2014 in Barcelona.

WE AIM TO PROMOTE AND ENHANCE THE VISIBILITY AND AWARENESS OF ECA THROUGH A NUMBER OF NEW INITIATIVES DURING THE UPCOMING 2013/14 SEASON

EFFORT & SELFELESSNESS

IN OUR SUCCESS



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COMPOSITION OF ECA WORKING GROUPS & TASK FORCES 2012/13

COMPETITIONS	
Chairman	 Umberto Gandini <i>AC Milan / ITA</i>
Executive Board	 Jakub Otava <i>AC Sparta Praha / CZE</i>
Members	 Vincent Mannaert <i>Club Brugge / BEL</i>  Todor Batkov <i>PFC Levski Sofia / BUL</i>  Niels-Christian Holmstrøm <i>FC København / DEN</i>  Darren Eales <i>Tottenham Hotspur FC / ENG</i>  Ivan Gazidis <i>Arsenal FC / ENG</i>  Emilio Butragueño <i>Real Madrid CF / ESP</i>  Fernando Roig <i>Villarreal CF / ESP</i>  Frédéric Paquet <i>LOSC Lille / FRA</i>  Christian Hockenjos <i>Borussia Dortmund / GER</i>  Ioannis Kontis <i>Aris FC / GRE</i>  Itamar Chizik <i>Maccabi Haifa FC / ISR</i>  Luis Figo <i>FC Internazionale Milano / ITA</i>  Joe Attard <i>Valletta FC / MLT</i>  Nikola Prentić <i>FK Budućnost Podgorica / MNE</i>  Nils Skutle <i>Rosenborg BK / NOR</i>  Turgut Acar <i>Fenerbahçe SK / TUR</i>  Ian Williams <i>The New Saints FC / WAL</i>

FINANCE	
Chairman	 Jean-Michel Aulas <i>Olympique Lyonnais / FRA</i>
Executive Board	 Michel Verschueren <i>RSC Anderlecht / BEL</i>
Members	 Andranik Tsaturyan <i>FC Pyunik / ARM</i>  Thomas Schwarz <i>FK Austria Wien / AUT</i>  Pavlos Nicolaides <i>AC Omonia Nicosia / CYP</i>  Graham Wallace <i>Manchester City FC / ENG</i>  Clemente Villaverde <i>Atlético de Madrid / ESP</i>  Inmaculada Ibañez <i>Valencia CF / ESP</i>  Alain Devezeleer <i>FC Girondins de Bordeaux / FRA</i>  Philippe Boindrieux <i>Paris St-Germain FC / FRA</i>  Wolfgang Holzhäuser <i>Bayer 04 Leverkusen / GER</i>  Viðar Halldórsson <i>FH Hafnarfjörður / ISL</i>  Sharipa Bikhambetova <i>FC Aktobe / KAZ</i>  Henri van der Aat <i>AFC Ajax / NED</i>  Bjarne Berntsen <i>Viking FK / NOR</i>  Patrícia Martins <i>Sporting Clube de Portugal / POR</i>  Vahtang Vardanyan <i>FC Zenit St. Petersburg / RUS</i>  Eric Riley <i>Celtic FC / SCO</i>  Bosse Johanssen <i>Elfsborg IF / SWE</i>  Oleksander Cherkasov <i>FC Shakhtar Donetsk / UKR</i>

INSTITUTIONAL RELATIONS	
Chairman	 Karl-Heinz Rummenigge <i>FC Bayern München / GER</i>
Executive Board	 Theodoros Giannikos <i>Olympiacos FC / GRE</i>
Members	 Florian Müller <i>FC Red Bull Salzburg / AUT</i>  Dirk Degraen <i>KRC Genk / BEL</i>  Alvaro Garcia-Alaman <i>Real Madrid CF / ESP</i>  Vincent Ponsot <i>Olympique Lyonnais / FRA</i>  Cédric Dufoix <i>Olympique Marseille / FRA</i>  Géza Róka <i>Debreceni VSC / HUN</i>  Marco Fassone <i>FC Internazionale Milano / ITA</i>  Guy Fusenig <i>CS Grevenmacher / LUX</i>  John Borg <i>FC Birkirkara / MLT</i>  Peter Fossen <i>PSV Eindhoven / NED</i>  Daniel Lorenz Pereira <i>FC Porto / POR</i>  Valeriu Argăseală <i>FC Steaua București / ROM</i>  Alexander Tsomaya <i>FC Spartak Moskva / RUS</i>  Pavel Pivovarov <i>FC Zenit St. Petersburg / RUS</i>  Peter Lawwell <i>Celtic FC / SCO</i>  Stefan Pantovic <i>FK Crvena Zvezda / SRB</i>  Bernhard Heusler <i>FC Basel 1893 / SUI</i>

MARKETING & COMMUNICATION	
Chairman	 Sandro Rosell <i>FC Barcelona / ESP</i>
Vice-Chairman	 Ron Gourlay <i>Chelsea FC / ENG</i>
Executive Board	 Aušrys Labinas <i>FK Ekranas / LTU</i>  Evgeni Giner <i>PFC CSKA Moskva / RUS</i>
Members	 Werner Kuhn <i>SK Rapid Wien / AUT</i>  Marios Georgiou <i>APOEL FC / CYP</i>  Thomas Christensen <i>Odense BK / DEN</i>  Edward Woodward <i>Manchester United FC / ENG</i>  Thierry Sauvage <i>Olympique Lyonnais / FRA</i>  Klaus Filbry <i>SV Werder Bremen / GER</i>  Stefan Mennerich <i>FC Bayern München / GER</i>  Antanas Sakavickas <i>Skonto FC / LVA</i>  Igor Angelovski <i>FK Rabotnički / MKD</i>  Mark Koevermans <i>Feyenoord Rotterdam / NED</i>  Domingos Soares Oliveira <i>SL Benfica / POR</i>  Michal Mertinyák <i>MFK Ružomberok / SVK</i>  Alf Johansson <i>Djurgårdens IF / SWE</i>

YOUTH	
Chairman	 Maarten Fontein <i>AZ Alkmaar / NED</i>
Vice-Chairman	 Bodo Menze <i>FC Schalke 04 / GER</i>
Members	 Jan Skýpala <i>FK Teplice / CZE</i>  Liam Brady <i>Arsenal FC / ENG</i>  Xavier Bordas <i>FC Barcelona / ESP</i>  Sergei Hohlov-Simson <i>FC Levadia Tallinn / EST</i>  Ari Masalin <i>FC Honka Espoo / FIN</i>  Filip Dhondt <i>AS Monaco FC / FRA</i>  Didier Roudet <i>Racing Club de Lens / FRA</i>  Evangelos Petsos <i>Panathinaikos FC / GRE</i>  Alexander Shmatkov <i>FC Sheriff / MDA</i>  Aubry Ralph <i>Glentoran FC / NIR</i>  Marek Drabczyk <i>KP Legia Warszawa / POL</i>  Diogo Matos <i>Sporting Clube de Portugal / POR</i>  Konstantin Kornakov <i>Heart of Midlothian FC / SCO</i>  Peter Pekara <i>MŠK Žilina / SVK</i>  Matej Oražem <i>NK Domžale / SVN</i>  Paul Myllenberg <i>Helsingborgs IF / SWE</i>  Semih Usta <i>Beşiktaş JK / TUR</i>  Revaz Tchokonidze <i>FC Dynamo Kyiv / UKR</i>

CLUB COMPETITION MARKETING TASK FORCE	
Members	 Vinai Venkatesam <i>Arsenal FC / ENG</i>  Richard Arnold <i>Manchester United FC / ENG</i>  Raül Sanllehi <i>FC Barcelona / ESP</i>  Begoña Sanz <i>Real Madrid CF / ESP</i>  Stefan Mennerich <i>FC Bayern München / GER</i>  Joachim Hilke <i>Hamburger SV / GER</i>  Domingos Soares Oliveira <i>SL Benfica / POR</i>  Adrian Filby <i>Celtic FC / SCO</i>

YOUTH ACADEMY TASK FORCE	
Members	 Jan Skýpala <i>FK Teplice / CZE</i>  Liam Brady <i>Arsenal FC / ENG</i>  Bodo Menze <i>FC Schalke 04 / GER</i>  Maarten Fontein <i>AZ Alkmaar / NED</i>  Konstantin Kornakov <i>Heart of Midlothian FC / SCO</i>

COMPOSITION OF ECA EXPERT PANELS 2012/13

LEGAL ADVISORY PANEL

Chairman

 Ivan Gazidis
Arsenal FC/ENG

Vice-Chairman

 Michael Gerlinger
FC Bayern München/GER

Members

 Todor Batkov
PFC Levski Sofia/BUL

 Damir Vrbanić
GNK Dinamo/CRO

 Bruce Buck
Chelsea FC/ENG

 Darren Eales
Tottenham Hotspur FC/ENG

 Jesus Aroyo
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

 Eugene Krechetov
FC Lokomotiv Moskva/RUS

 Pavel Pivovarov
FC Zenit St. Petersburg/RUS

 Bernhard Heusler
FC Basel 1893/SUI

 Selçuk Öztekin
Galatasaray SK/TUR

STATUTORY AFFAIRS PANEL

Members

 Ivan Gazidis
Arsenal FC/ENG

 Michael Gerlinger
FC Bayern München/GER

 Theodoros Giannikos
Olympiacos FC/GRE

FINANCIAL FAIR PLAY PANEL

Members

 Chris Alexander
Chelsea FC/EBG

 Pedro López Jiménez
Real Madrid CF/ESP

 Jean-Michel Aulas
Olympique Lyonnais/FRA

 Karl Hopfner
FC Bayern München/GER

 Andrea Agnelli
Juventus/ITA

 Vahtang Vardanyan
FC Zenit St. Petersburg/RUS

COMPOSITION OF ECA COMMITTEES 2012/13

WOMEN'S FOOTBALL COMMITTEE

Chairman

 Jean-Michel Aulas
Olympique Lyonnais/FRA

Members

 NÖSV Neulengbach/AUT

 Standard Fémina de Liège/BEL

 AC Sparta Praha/CZE

 Brøndby IF/DEN

 Arsenal LFC/ENG

 Everton LFC/ENG

 Valencia CF Femenino/ESP

 FC Levadia Tallinn/EST

 FC Honka Espoo/FIN

 Olympique Lyonnais Féminin/FRA

 Paris Saint-Germain FC/FRA

 1. FFC Turbine Potsdam/GER

 FC Bayern München/GER

 PAOK FC/GRE

 Torres Calcio/ITA

 SK Liepājas Metalurgs/LVA

 Birkirkara FC/MLT

 FC Twente/NED

 Lillestrøm FK Kvinner/NOR

 Zvezda-2005/RUS

 ŠK Slovan Bratislava/SVK

 Umeå IK/SWE

 FC Zürich Frauen/SWI

EU SOCIAL DIALOGUE COMMITTEE

Members

 Pedro López Jiménez
Real Madrid CF/ESP

 Raül Sanllehi
FC Barcelona/ESP

 Jean-Michel Aulas
Olympique Lyonnais/FRA

 Michael Gerlinger
FC Bayern München/GER

 Michele Centenaro
ECA General Secretary

ECA REPRESENTATION AT UEFA & FIFA LEVEL 2012/13

UEFA		
UEFA Professional Football Strategy Council  Ivan Gazidis <i>Arsenal FC/ENG</i>  Florentino Pérez <i>Real Madrid CF/ESP</i>  Umberto Gandini <i>AC Milan/ITA</i>  Maarten Fontein <i>AZ Alkmaar/NED</i>	UEFA Club Competitions Committee  Roger Vanden Stock <i>RSC Anderlecht/BEL</i>  Ivan Gazidis <i>Arsenal FC/ENG</i>  Sandro Rosell <i>FC Barcelona/ESP</i>  Karl Hopfner <i>FC Bayern München/GER</i>  Theodoros Giannikos <i>Olympiacos FC/GRE</i>  Umberto Gandini <i>AC Milan/ITA</i>  Aušrys Labinas <i>FK Ekranas/LTU</i>  Diogo Paiva Brandão <i>FC Porto/POR</i>  Evgeni Giner <i>PFC CSKA Moskva/RUS</i>  Bernhard Heusler <i>FC Basel 1893/SUI</i>	Club Competitions 2015-18 Working Group  Karl Hopfner <i>FC Bayern München/GER</i>  Umberto Gandini <i>AC Milan/ITA</i>  Aušrys Labinas <i>FK Ekranas/LTU</i>  Diogo Paiva Brandão <i>FC Porto/POR</i>  Michele Centenaro <i>ECA General Secretary</i>
PFSC Working Group on Transfer Matters  Raúl Sanllehi <i>FC Barcelona/ESP</i>  Michael Gerlinger <i>FC Bayern München/GER</i>  Michele Centenaro <i>ECA General Secretary</i>	Youth Club Competition Working Group  Darren Eales <i>Tottenham Hotspur FC/ENG</i>  Raúl Sanllehi <i>FC Barcelona/ESP</i>  Alberto Morriño <i>Real Madrid CF/ESP</i>  Marco Fassone <i>FC Internazionale Milano/ITA</i>  Maarten Fontein <i>AZ Alkmaar/NED</i>  Peter Lawwell <i>Celtic FC/SCO</i>	
UEFA Events SA Board  Florentino Pérez <i>Real Madrid CF/ESP</i>  Karl-Heinz Rummenigge <i>FC Bayern München/GER</i>  Adriano Galliani <i>AC Milan/ITA</i>		

FIFA		
FIFA Committee for Club Football  Karl-Heinz Rummenigge <i>FC Bayern München/GER</i>  Umberto Gandini <i>AC Milan/ITA</i>	FIFA Football Committee  Florentino Pérez <i>Real Madrid CF/ESP</i>  Karl-Heinz Rummenigge <i>FC Bayern München/GER</i>	Organising Committee for the FIFA Club World Cup  Sandro Rosell <i>FC Barcelona/ESP</i>
FIFA Strategic Committee  Jean-Michel Aulas <i>Olympique Lyonnais/FRA</i>  Karl-Heinz Rummenigge <i>FC Bayern München/GER</i>	FIFA Dispute Resolution Chamber  Damir Vrbanović <i>GNK Dinamo/CRO</i>  Ivan Gazidis <i>Arsenal FC/ENG</i>  Theodoros Giannikos <i>Olympiacos FC/GRE</i>	FIFA Player's Status Sub-Committee  Maarten Fontein <i>AZ Alkmaar/NED</i>

UEFA CLUB COMPETITIONS 2012/13 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS ^(1/5)

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Juventus	65'315'000	Champions League	Quarter-Finals
FC Bayern München	55'046'000	Champions League	Champion
Borussia Dortmund	54'161'000	Champions League	Finalist
AC Milan	51'357'000	Champions League	Round of 16
Real Madrid CF	48'441'000	Champions League	Semi-Finals
FC Barcelona	45'508'000	Champions League	Semi-Finals
Paris Saint-Germain FC	44'690'000	Champions League	Quarter-Finals
Chelsea FC	41'481'878	UCL / UEL	UCL 3 rd / UEL Champion
Manchester United FC	35'555'000	Champions League	Round of 16
Málaga CF	34'207'000	Champions League	Quarter-Finals
Montpellier Hérault SC	32'352'000	Champions League	Group Stage
Arsenal FC	31'423'000	Champions League	Round of 16
Valencia CF	30'005'000	Champions League	Round of 16
Manchester City FC	28'777'000	Champions League	Group Stage
FC Schalke 04	27'980'000	Champions League	Round of 16
Celtic FC	25'770'000	Champions League	Round of 16
Galatasaray SK	24'782'000	Champions League	Quarter-Finals
LOSC Lille	24'147'000	Champions League	Group Stage
Olympiacos FC	23'770'738	UCL / UEL	UCL 3 rd / UEL Round of 32
AFC Ajax	20'479'214	UCL / UEL	UCL 3 rd / UEL Round of 32
FC Nordsjælland	20'402'000	Champions League	Group Stage
FC Porto	19'763'000	Champions League	Round of 16
CFR 1907 Cluj	19'686'149	UCL / UEL	UCL 3 rd / UEL Round of 32
SL Benfica	19'654'144	UCL / UEL	UCL 3 rd / UEL Finalist
FC Zenit St. Petersburg	18'154'374	UCL / UEL	UCL 3 rd / UEL Round of 16
FC Shakhtar Donetsk	16'987'000	Champions League	Round of 16
FC Spartak Moskva	16'190'000	Champions League	Group Stage
RSC Anderlecht	15'906'000	Champions League	Group Stage
FC Dynamo Kyiv	13'825'416	UCL / UEL	UCL 3 rd / UEL Round of 32
Fenerbahçe SK	13'281'270	UCL / UEL	UCL PO / UEL Semi-Finals
SC Braga	13'281'000	Champions League	Group Stage
FC BATE Borisov	13'195'648	UCL / UEL	UCL 3 rd / UEL Round of 32
GNK Dinamo	12'600'000	Champions League	Group Stage
S.S Lazio	9'560'976	Europa League	Quarter-Finals
FC Rubin Kazan	7'613'381	Europa League	Quarter-Finals
FC Basel 1893	7'408'490	UCL / UEL	UCL PO / UEL Semi-Finals
Olympique Lyonnais	7'038'242	Europa League	Round of 32
FC Girondins de Bordeaux	6'901'704	Europa League	Round of 16
SSC Napoli	6'898'534	Europa League	Round of 32
FC Internazionale Milano	6'734'851	Europa League	Round of 16
Borussia VfL 1900 Mönchengladbach	6'643'401	UCL / UEL	UCL PO / UEL Round of 32
Udinese Calcio	6'108'947	UCL / UEL	UCL PO / UEL Group Stage
Panathinaikos FC	5'884'735	UCL / UEL	UCL PO / UEL Group Stage
VfB Stuttgart	5'690'187	Europa League	Round of 16
Levante UD	5'559'721	Europa League	Round of 16
Club Atlético de Madrid	5'417'273	Europa League	Round of 32
Tottenham Hotspur FC	5'402'106	Europa League	Quarter-Finals
Newcastle United FC	5'302'106	Europa League	Quarter-Finals
FC København	5'286'802	UCL / UEL	UCL PO / UEL Group Stage

UEFA CLUB COMPETITIONS 2012/13 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS ^(2/5)

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Liverpool FC	5'133'719	Europa League	Round of 32
FC Anzhi Makhachkala	5'089'010	Europa League	Round of 16
Hannover 96	4'943'401	Europa League	Round of 32
Bayer 04 Leverkusen	4'643'401	Europa League	Round of 32
FC Steaua București	4'466'707	Europa League	Round of 16
Helsingborgs IF	4'436'245	UCL / UEL	UCL PO / UEL Group Stage
AEL Limassol FC	4'293'524	UCL / UEL	UCL PO / UEL Group Stage
NK Maribor	4'122'829	UCL / UEL	UCL PO / UEL Group Stage
Hapoel Kiryat Shmona FC	3'990'131	UCL / UEL	UCL PO / UEL Group Stage
Olympique de Marseille	3'885'242	Europa League	Group Stage
FC Viktoria Plzeň	3'521'565	Europa League	Round of 16
KRC Genk	3'463'622	Europa League	Round of 32
FC Dnipro Dnipropetrovsk	3'340'383	Europa League	Round of 32
Athletic Club	3'305'901	Europa League	Group Stage
PSV Eindhoven	3'285'670	Europa League	Group Stage
FC Metalist Kharkiv	3'240'383	Europa League	Round of 32
FC Twente	2'961'670	Europa League	Group Stage
Molde FK	2'931'983	Europa League	Group Stage
Rosenborg BK	2'751'983	Europa League	Group Stage
AC Sparta Praha	2'637'827	Europa League	Round of 32
BSC Young Boys	2'412'164	Europa League	Group Stage
FK Partizan	2'403'209	Europa League	Group Stage
A. Académica de Coimbra	2'228'204	Europa League	Group Stage
CS Marítimo	2'220'204	Europa League	Group Stage
PFC Neftchi	2'170'902	Europa League	Group Stage
Club Brugge	2'169'773	Europa League	Group Stage
Videoton FC	2'070'695	Europa League	Group Stage
AIK	2'056'245	Europa League	Group Stage
Sporting Clube de Portugal	2'020'204	Europa League	Group Stage
SK Rapid Wien	1'980'786	Europa League	Group Stage
Hapoel Tel-Aviv FC	1'677'131	Europa League	Group Stage
F91 Dudelange	720'000	Champions League	Qualifying Phase
FC Slovan Liberec	580'000	Champions League	Qualifying Phase
HJK Helsinki	580'000	Champions League	Qualifying Phase
Debreceni VSC	580'000	Champions League	Qualifying Phase
FC Sheriff	580'000	Champions League	Qualifying Phase
WKS Śląsk Wrocław	580'000	Champions League	Qualifying Phase
FK Ekranas	580'000	Champions League	Qualifying Phase
Valletta FC	480'000	Champions League	Qualifying Phase
Linfield FC	480'000	Champions League	Qualifying Phase
FK Zeta	400'000	Europa League	Qualifying Phase
ND Mura 05	400'000	Europa League	Qualifying Phase
KS Skënderbeu	340'000	Champions League	Qualifying Phase
FC Lusitans	340'000	Champions League	Qualifying Phase
Ulisses FC	340'000	Champions League	Qualifying Phase
FC Red Bull Salzburg	340'000	Champions League	Qualifying Phase
FK Željezničar	340'000	Champions League	Qualifying Phase
PFC Ludogorets Razgrad	340'000	Champions League	Qualifying Phase
FC Flora Tallinn	340'000	Champions League	Qualifying Phase

UEFA CLUB COMPETITIONS 2012/13 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS ^(3/5)

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
B36 Tórshavn	340'000	Champions League	Qualifying Phase
FK Vardar	340'000	Champions League	Qualifying Phase
FC Zestafoni	340'000	Champions League	Qualifying Phase
KR Reykjavík	340'000	Champions League	Qualifying Phase
FC Shakhter Karagandy	340'000	Champions League	Qualifying Phase
FK Ventspils	340'000	Champions League	Qualifying Phase
FK Budućnost Podgorica	340'000	Champions League	Qualifying Phase
Shamrock Rovers FC	340'000	Champions League	Qualifying Phase
SP Tre Penne	340'000	Champions League	Qualifying Phase
MŠK Žilina	340'000	Champions League	Qualifying Phase
The New Saints FC	340'000	Champions League	Qualifying Phase
FC Gomel	300'000	Europa League	Qualifying Phase
FK Sarajevo	300'000	Europa League	Qualifying Phase
APOEL FC	300'000	Europa League	Qualifying Phase
KuPS Kuopio	300'000	Europa League	Qualifying Phase
FC Dila Gori	300'000	Europa League	Qualifying Phase
FC Aktobe	300'000	Europa League	Qualifying Phase
Tromsø IL	300'000	Europa League	Qualifying Phase
KKS Lech Poznań	300'000	Europa League	Qualifying Phase
KP Legia Warszawa	300'000	Europa League	Qualifying Phase
Saint Patrick's Athletic FC	300'000	Europa League	Qualifying Phase
FK Crvena Zvezda	300'000	Europa League	Qualifying Phase
Kalmar FF	300'000	Europa League	Qualifying Phase
IF Elfsborg	300'000	Europa League	Qualifying Phase
Feyenoord Rotterdam	240'000	Europa League	Qualifying Phase
Sporting Club Vaslui	240'000	Champions League	Qualifying Phase
Motherwell FC	240'000	Champions League	Qualifying Phase
KF Tirana	200'000	Europa League	Qualifying Phase
FC Gandzasar Kapan	200'000	Europa League	Qualifying Phase
FC Shirak	200'000	Europa League	Qualifying Phase
VfB Admira Wacker Mödling	200'000	Europa League	Qualifying Phase
SV Ried	200'000	Europa League	Qualifying Phase
FC Inter Bakı	200'000	Europa League	Qualifying Phase
Xəzər Lənkəran FK	200'000	Europa League	Qualifying Phase
KAA Gent	200'000	Europa League	Qualifying Phase
NK Osijek	200'000	Europa League	Qualifying Phase
HNK Hajduk Split	200'000	Europa League	Qualifying Phase
NK Slaven Koprivnica	200'000	Europa League	Qualifying Phase
Anorthosis Famagusta FC	200'000	Europa League	Qualifying Phase
FK Mladá Boleslav	200'000	Europa League	Qualifying Phase
AC Horsens	200'000	Europa League	Qualifying Phase
FC Levadia Tallinn	200'000	Europa League	Qualifying Phase
Myllykosken Pallo-47	200'000	Europa League	Qualifying Phase
JJK Jyväskylä	200'000	Europa League	Qualifying Phase
FK Metalurg Skopje	200'000	Europa League	Qualifying Phase
FK Renova	200'000	Europa League	Qualifying Phase
FC Metalurgi Rustavi	200'000	Europa League	Qualifying Phase
Asteras Tripolis FC	200'000	Europa League	Qualifying Phase
PAOK FC	200'000	Europa League	Qualifying Phase

UEFA CLUB COMPETITIONS 2012/13 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS ^(4/5)

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
Budapest Honvéd FC	200'000	Europa League	Qualifying Phase
Thór Akureyri	200'000	Europa League	Qualifying Phase
FH Hafnarfjörður	200'000	Europa League	Qualifying Phase
Bnei Yehuda Tel-Aviv FC	200'000	Europa League	Qualifying Phase
FC Ordabasy Shymkent	200'000	Europa League	Qualifying Phase
SK Liepājas Metalurgs	200'000	Europa League	Qualifying Phase
FC Differdange 03	200'000	Europa League	Qualifying Phase
CSC Zimbru Chişinău	200'000	Europa League	Qualifying Phase
FC Dacia Chişinău	200'000	Europa League	Qualifying Phase
FK Čelik Nikšić	200'000	Europa League	Qualifying Phase
Vitesse	200'000	Europa League	Qualifying Phase
sc Heerenveen	200'000	Europa League	Qualifying Phase
Portadown FC	200'000	Europa League	Qualifying Phase
Aalesunds FK	200'000	Europa League	Qualifying Phase
Ruch Chorzów	200'000	Europa League	Qualifying Phase
FC Rapid Bucureşti	200'000	Europa League	Qualifying Phase
FC Dinamo Moskva	200'000	Europa League	Qualifying Phase
FK Vojvodina	200'000	Europa League	Qualifying Phase
FK Süduva	200'000	Europa League	Qualifying Phase
FK Senica	200'000	Europa League	Qualifying Phase
FC Spartak Trnava	200'000	Europa League	Qualifying Phase
NK Olimpija Ljubljana	200'000	Europa League	Qualifying Phase
Servette FC	200'000	Europa League	Qualifying Phase
Eskişehirspor	200'000	Europa League	Qualifying Phase
Bursaspor Kulübü	200'000	Europa League	Qualifying Phase
FC Metalurh Donetsk	200'000	Europa League	Qualifying Phase
KS Flamurtari	100'000	Europa League	Qualifying Phase
KS Teuta	100'000	Europa League	Qualifying Phase
FC Santa Coloma	100'000	Europa League	Qualifying Phase
UE Santa Coloma	100'000	Europa League	Qualifying Phase
FC Pyunik	100'000	Europa League	Qualifying Phase
FK Baku	100'000	Europa League	Qualifying Phase
FC Naftan Novopolotsk	100'000	Europa League	Qualifying Phase
FC Shakhtyor Soligorsk	100'000	Europa League	Qualifying Phase
KSC Lokeren OV	100'000	Europa League	Qualifying Phase
FK Borac Banja Luka	100'000	Europa League	Qualifying Phase
NK Široki Brijeg	100'000	Europa League	Qualifying Phase
PFC Levski Sofia	100'000	Europa League	Qualifying Phase
PFC Lokomotiv Plovdiv 1936	100'000	Europa League	Qualifying Phase
PFC CSKA Sofia	100'000	Europa League	Qualifying Phase
AC Omonia Nicosia	100'000	Europa League	Qualifying Phase
AGF Århus	100'000	Europa League	Qualifying Phase
FC Midtjylland	100'000	Europa League	Qualifying Phase
JK Trans Narva	100'000	Europa League	Qualifying Phase
JK Nõmme Kalju	100'000	Europa League	Qualifying Phase
Vikingur	100'000	Europa League	Qualifying Phase
EB/Streymur	100'000	Europa League	Qualifying Phase
NSÍ Runavík	100'000	Europa League	Qualifying Phase
FC Inter Turku	100'000	Europa League	Qualifying Phase

UEFA CLUB COMPETITIONS 2012/13 DISTRIBUTION RANKING INCLUDING QUALIFYING PHASE PAYMENTS ^(5/5)

All amounts in €

TEAMS	TOTAL AMOUNT	UEFA COMPETITION(S)	FINAL ACHIEVEMENT
FK Skendija 79	100'000	Europa League	Qualifying Phase
FC Torpedo Kutaisi	100'000	Europa League	Qualifying Phase
Atromitos FC	100'000	Europa League	Qualifying Phase
MTK Budapest	100'000	Europa League	Qualifying Phase
ÍBV	100'000	Europa League	Qualifying Phase
Maccabi Netanya FC	100'000	Europa League	Qualifying Phase
FC Zhetysu Taldykorgan	100'000	Europa League	Qualifying Phase
FC Daugava Daugavpils	100'000	Europa League	Qualifying Phase
Skonto FC	100'000	Europa League	Qualifying Phase
FC USV Eschen-Mauren	100'000	Europa League	Qualifying Phase
AS Jeunesse Esch	100'000	Europa League	Qualifying Phase
CS Grevenmacher	100'000	Europa League	Qualifying Phase
Birkirkara FC	100'000	Europa League	Qualifying Phase
Hibernians FC	100'000	Europa League	Qualifying Phase
Floriana FC	100'000	Europa League	Qualifying Phase
FC Milsami Orhei	100'000	Europa League	Qualifying Phase
FK Rudar Pljevlja	100'000	Europa League	Qualifying Phase
AZ Alkmaar	100'000	Europa League	Qualifying Phase
Crusaders FC	100'000	Europa League	Qualifying Phase
Cliftonville FC	100'000	Europa League	Qualifying Phase
Stabæk Fotball	100'000	Europa League	Qualifying Phase
Bohemian FC	100'000	Europa League	Qualifying Phase
Sligo Rovers FC	100'000	Europa League	Qualifying Phase
SC Dinamo 1948 Bucureşti	100'000	Europa League	Qualifying Phase
PFC CSKA Moskva	100'000	Europa League	Qualifying Phase
SP La Fiorita	100'000	Europa League	Qualifying Phase
A.C. Libertas	100'000	Europa League	Qualifying Phase
Saint Johnstone FC	100'000	Europa League	Qualifying Phase
Dundee United FC	100'000	Europa League	Qualifying Phase
Heart of Midlothian FC	100'000	Europa League	Qualifying Phase
FK Jagodina	100'000	Europa League	Qualifying Phase
FC Šiauliai	100'000	Europa League	Qualifying Phase
VMFD Žalgiris	100'000	Europa League	Qualifying Phase
ŠK Slovan Bratislava	100'000	Europa League	Qualifying Phase
NK Celje	100'000	Europa League	Qualifying Phase
FC Luzern	100'000	Europa League	Qualifying Phase
Trabzonspor AŞ	100'000	Europa League	Qualifying Phase
FC Arsenal Kyiv	100'000	Europa League	Qualifying Phase
Cefn Druids AFC	100'000	Europa League	Qualifying Phase
Bangor City FC	100'000	Europa League	Qualifying Phase
Llanelli AFC	100'000	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 2012/13 CLUB SHARE DISTRIBUTION

All amounts in €

	GROUP STAGE FEE	PERFORMANCE BONUS	MARKET-POOL	ROUND OF 16	QUARTER-FINALS	SEMI-FINALS	FINAL	TOTAL
GROUP A								
FC Dynamo Kyiv	8'600'000	2'000'000	884'000					11'484'000
GNK Dinamo	8'600'000	500'000	1'400'000					10'500'000
FC Porto	8'600'000	4'500'000	3'163'000	3'500'000				19'763'000
Paris Saint-Germain FC	8'600'000	5'000'000	23'690'000	3'500'000	3'900'000			44'690'000
GROUP B								
FC Schalke 04	8'600'000	4'500'000	11'380'000	3'500'000				27'980'000
Montpellier Hérault SC	8'600'000	1'000'000	22'752'000					32'352'000
Arsenal FC	8'600'000	3'500'000	15'823'000	3'500'000				31'423'000
Olympiacos FC	8'600'000	3'000'000	11'646'000					23'246'000
GROUP C								
RSC Anderlecht	8'600'000	2'000'000	3'206'000					13'806'000
Málaga CF	8'600'000	4'500'000	11'607'000	3'500'000	3'900'000			32'107'000
FC Zenit St. Petersburg	8'600'000	2'500'000	6'074'000					17'174'000
AC Milan	8'600'000	3'000'000	36'257'000	3'500'000				51'357'000
GROUP D								
Manchester City FC	8'600'000	1'500'000	18'677'000					28'777'000
Borussia Dortmund	8'600'000	5'000'000	21'761'000	3'500'000	3'900'000	4'900'000	6'500'000	54'161'000
AFC Ajax	8'600'000	1'500'000	9'798'000					19'898'000
Real Madrid CF	8'600'000	4'000'000	23'541'000	3'500'000	3'900'000	4'900'000		48'441'000
GROUP E								
Juventus	8'600'000	4'500'000	44'815'000	3'500'000	3'900'000			65'315'000
FC Shakhtar Donetsk	8'600'000	3'500'000	1'387'000	3'500'000				16'987'000
FC Nordsjælland	8'600'000	500'000	11'302'000					20'402'000
Chelsea FC	8'600'000	3'500'000	18'677'000					30'777'000
GROUP F								
Valencia CF	8'600'000	4'500'000	13'405'000	3'500'000				30'005'000
LOSC Lille	8'600'000	1'000'000	12'447'000					22'047'000
FC BATE Borisov	8'600'000	2'000'000	290'000					10'890'000
FC Bayern München	8'600'000	4'500'000	19'146'000	3'500'000	3'900'000	4'900'000	10'500'000	55'046'000
GROUP G								
SL Benfica	8'600'000	3'000'000	2'284'000					13'884'000
FC Barcelona	8'600'000	4'500'000	20'108'000	3'500'000	3'900'000	4'900'000		45'508'000
FC Spartak Moskva	8'600'000	1'000'000	4'490'000					14'090'000
Celtic FC	8'600'000	3'500'000	8'070'000	3'500'000				23'670'000
GROUP H								
CFR 1907 Cluj	8'600'000	3'500'000	5'202'000					17'302'000
Manchester United FC	8'600'000	4'000'000	19'455'000	3'500'000				35'555'000
Galatasaray SK	8'600'000	3'500'000	5'282'000	3'500'000	3'900'000			24'782'000
SC Braga	8'600'000	1'000'000	1'581'000					11'181'000
TOTAL DISTRIBUTION	275'200'000	96'000'000	409'600'000	56'000'000	31'200'000	19'600'000	17'000'000	904'600'000

UEFA EUROPA LEAGUE 2012/13 CLUB SHARE DISTRIBUTION ^(1/2)

All amounts in €

	GROUP STAGE FEE	PERFORMANCE BONUS	QUALIFICATION BONUS	MARKET- POOL	ROUND OF 32	ROUND OF 16	QUARTER- FINALS	SEMI- FINALS	FINAL	TOTAL
GROUP A										
FC Anzhi Makhachkala	1'300'000	700'000	200'000	2'139'010	200'000	350'000				4'889'010
BSC Young Boys	1'300'000	700'000		212'164						2'212'164
Liverpool FC	1'300'000	700'000	400'000	2'433'719	200'000					5'033'719
Udinese Calcio	1'300'000	300'000		2'408'947						4'008'947
GROUP B										
A. Académica de Coimbra	1'300'000	400'000		528'204						2'228'204
Hapoel Tel-Aviv FC	1'300'000	300'000		77'131						1'677'131
Club Atlético de Madrid	1'300'000	800'000	200'000	2'917'273	200'000					5'417'273
FC Viktoria Plzeň	1'300'000	900'000	400'000	171'565	200'000	350'000				3'321'565
GROUP C										
Olympique de Marseille	1'300'000	400'000		2'085'242						3'785'242
AEL Limassol FC	1'300'000	300'000		253'524						1'853'524
Borussia VFL 1900 Mönchengladbach	1'300'000	800'000	200'000	2'043'401	200'000					4'543'401
Fenerbahçe SK	1'300'000	900'000	400'000	6'581'270	200'000	350'000	450'000	1'000'000		11'181'270
GROUP D										
Club Brugge	1'300'000	300'000		429'773						2'029'773
CS Marítimo	1'300'000	500'000		320'204						2'120'204
Newcastle United FC	1'300'000	700'000	200'000	2'102'106	200'000	350'000	450'000			5'302'106
FC Girondins de Bordeaux	1'300'000	900'000	400'000	3'751'704	200'000	350'000				6'901'704
GROUP E										
Molde FK	1'300'000	400'000		751'983						2'451'983
VfB Stuttgart	1'300'000	600'000	200'000	3'040'187	200'000	350'000				5'690'187
FC Steaua București	1'300'000	800'000	400'000	1'316'707	200'000	350'000				4'366'707
FC København	1'300'000	600'000		1'286'802						3'186'802
GROUP F										
AIK	1'300'000	300'000		256'245						1'856'245
FC Dnipro Dnipropetrovsk	1'300'000	1'000'000	400'000	440'383	200'000					3'340'383
PSV Eindhoven	1'300'000	500'000		1'485'670						3'285'670
SSC Napoli	1'300'000	600'000	200'000	4'598'534	200'000					6'898'534
GROUP G										
FC Basel 1893	1'300'000	700'000	200'000	768'490	200'000	350'000	450'000	1'000'000		4'968'490
KRC Genk	1'300'000	900'000	400'000	563'622	200'000					3'363'622
Videoton FC	1'300'000	400'000		170'695						1'870'695
Sporting Clube de Portugal	1'300'000	400'000		320'204						2'020'204
GROUP H										
PFC Neftchi	1'300'000	300'000		90'902						1'690'902
FC Internazionale Milano	1'300'000	800'000	200'000	3'784'851	200'000	350'000				6'634'851
FC Rubin Kazan	1'300'000	1'000'000	400'000	3'913'381	200'000	350'000	450'000			7'613'381
FK Partizan	1'300'000	300'000		323'209						1'923'209

UEFA EUROPA LEAGUE 2012/13 CLUB SHARE DISTRIBUTION ^(2/2)

All amounts in €

	GROUP STAGE FEE	PERFORMANCE BONUS	QUALIFICATION BONUS	MARKET- POOL	ROUND OF 32	ROUND OF 16	QUARTER- FINALS	SEMI- FINALS	FINAL	TOTAL
GROUP I										
Hapoel Kiryat Shmona FC	1'300'000	200'000		50'131						1'550'131
Olympique Lyonnais	1'300'000	1'100'000	400'000	4'038'242	200'000					7'038'242
AC Sparta Praha	1'300'000	700'000	200'000	137'827	200'000					2'537'827
Athletic Club	1'300'000	400'000		1'505'901						3'205'901
GROUP J										
S.S Lazio	1'300'000	900'000	400'000	5'960'976	200'000	350'000	450'000			9'560'976
NK Maribor	1'300'000	300'000		82'829						1'682'829
Panathinaikos FC	1'300'000	400'000		2'084'735						3'784'735
Tottenham Hotspur FC	1'300'000	800'000	200'000	2'102'106	200'000	350'000	450'000			5'402'106
GROUP K										
FC Metalist Kharkiv	1'300'000	900'000	400'000	440'383	200'000					3'240'383
SK Rapid Wien	1'300'000	200'000		380'786						1'880'786
Rosenborg BK	1'300'000	400'000		751'983						2'451'983
Bayer 04 Leverkusen	1'300'000	900'000	200'000	2'043'401	200'000					4'643'401
GROUP L										
Hannover 96	1'300'000	900'000	400'000	2'043'401	200'000					4'843'401
Levante UD	1'300'000	800'000	200'000	2'709'721	200'000	350'000				5'559'721
Helsingborgs IF	1'300'000	300'000		396'245						1'996'245
FC Twente	1'300'000	400'000		961'670						2'661'670
CLUBS FROM UEFA CHAMPIONS LEAGUE										
AFC Ajax				381'214	200'000					581'214
BATE Borisov				5'648	200'000					205'648
CFR 1907 Cluj				84'149	200'000					284'149
SL Benfica				1'270'144	200'000	350'000	450'000	1'000'000	2'500'000	5'770'144
Olympiacos FC				324'738	200'000					524'738
FC Zenit St. Petersburg				430'374	200'000	350'000				980'374
FC Dinamo Kyiv				41'416	200'000					241'416
Chelsea FC				3'704'878	200'000	350'000	450'000	1'000'000	5'000'000	10'704'878
TOTAL DISTRIBUTION	62'400'000	28'800'000	7'200'000	83'500'000	6'400'000	5'600'000	3'600'000	4'000'000	7'500'000	209'000'000

2012/13 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
Italy	13'023'739	145'000
England	11'667'912	145'000
Spain	11'029'876	145'000
France	9'460'240	145'000
Germany	8'399'675	145'000
Greece	1'870'837	145'000
Denmark	1'815'687	145'000
Russia	1'696'904	145'000
Netherlands	1'573'879	145'000
Scotland	1'296'435	145'000
Portugal	1'129'290	145'000
Turkey	848'452	145'000
Romania	835'725	145'000
Belarus	570'000	145'000
Belgium	570'000	145'000
Croatia	570'000	145'000
Ukraine	570'000	145'000
TOTAL	66'928'651	2'175'000

Associations without clubs in the UEFA Champions
League group stage

COUNTRY	PLAY-OFFS	TOTAL
Sweden	366'860	145'000
Norway	500'790	145'000
Switzerland	306'850	145'000
Cyprus	303'050	145'000
Israel	302'320	145'000
Slovenia	289'010	145'000
Poland	430'980	145'000
Republic of Ireland	317'340	145'000
Austria	314'090	145'000
Hungary	313'650	145'000
Serbia	312'630	145'000
Czech Republic	303'950	145'000
Bulgaria	301'100	145'000
Bosnia-Herzegovina	291'120	145'000
Finland	290'670	145'000
Malta	289'250	145'000
Albania	287'960	145'000
Montenegro	284'720	145'000
F.Y.R. Macedonia	284'300	145'000
Azerbaijan	284'060	145'000
Iceland	283'250	145'000
Lithuania	283'250	145'000
Georgia	283'120	145'000
Kazakhstan	282'980	145'000
Latvia	280'810	145'000
Slovakia	280'540	145'000
Armenia	280'530	145'000
Estonia	280'410	145'000
Moldova	280'410	145'000
Andorra	280'000	145'000
Faroe Islands	280'000	145'000
Liechtenstein	280'000	145'000
Luxembourg	280'000	145'000
Northern Ireland	280'000	145'000
San Marino	280'000	145'000
Wales	280'000	145'000
TOTAL	10'870'000	725'000

EUROPEAN FOOTBALL UNITED FOR THE INTEGRITY OF THE GAME

Joint Action Plan

On 27 March 2013, the UEFA Professional Football Strategy Council unanimously adopted a joint position paper. It includes a concrete action plan to protect the integrity of football and fight match-fixing. The action plan includes six key points:

I. Code of conduct

- Creation and adoption of a joint code of conduct for all participants in European football including players, coaches, referees, officials and administrators
- Introduction of provisions prohibiting players, coaches, referees and officials from, as a minimum, betting on matches and/or competitions in which they are involved, as decided by the relevant competition organisers
- Implementation of whistle-blowing procedures in each football organisation
- Inclusion of relevant provisions on match-fixing in player contracts

II. Education and prevention programmes

- Education campaigns at referee courses and UEFA youth competitions (players, coaches and match officials)
- FIFPro project 'Don't fix it' – supported by the European Union
- EPFL project 'Staying outside' with the DFL and Transparency International – supported by the European Union
- Prevention initiatives at national level by national associations
- Further education at club level through the ECA and the EPFL

III. Betting fraud detection and reporting systems

- Continued monitoring of European competitions, the top two domestic divisions and cup competitions in each of the 53 UEFA member associations
- Continued monitoring of national competitions by national football bodies
- Establishment of a confidential and trusted reporting system supported by all parties

IV. Coordination and co-operation through integrity officers network and other persons specifically-dedicated to integrity matters at national level

- Integrity officers in each national association
- Designated contact persons in each professional football league, professional football club and player union
- Exchange of best practices in the area of information-sharing of betting related data, also through regular conferences and workshops with networking opportunities for experts of football bodies, public authorities and police forces

V. Investigation and prosecution

- Zero tolerance policy towards match-fixing
- Active co-operation with public authorities
- Common definition of 'sports fraud' as a criminal offence
- Harmonisation of disciplinary and sporting sanctions at European and national level

VI. Contribution of betting industry

- Organiser's right to a fair return in the context of sports betting as compensation from the betting industry for the commercial exploitation of sports competition organisers' rights
- Contractual and binding agreements with betting operators, also to establish the types of bet allowed
- Prohibition to offer bets on youth competitions at national and European level
- Financial revenues to be deployed in the fight to protect the integrity of sport, as well as to support grassroots sport, youth development or CSR activities
- Introduction of betting operators standards in co-operation with sports bodies

ECA PLAYER RELEASE ANALYSIS

ECA has conducted research studies on the release of European players for the major international tournaments of 2012/13: notably, the CAF Africa Cup of Nations tournament held in South Africa and the CONCACAF Gold Cup in the United States.

The full research study for the 2013 CAF Africa Cup of Nations and the 2013 CONCACAF Gold Cup are available for download on the ECA website www.ecaeurope.com

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from a total of 368 players participating at the CAF Africa Cup of Nations 2013 currently play in one of the European national championships

CAF Africa Cup of Nations

19 January - 10 February 2013, South Africa

Key Facts and Figures

- **137** European clubs in total from UEFA Member Associations are involved in the release of players (including 50 ECA Members): an increase of 14.2% compared to 2012
- **One in two players** totalling 51.1% of players participating at the CAF Africa Cup of Nations 2013 (188 from a total of 368) currently plays in one of the European National Championships: an increase of 5.0% compared to 2012
- **27.2%** totalling 100 of African players play in France, Spain, Germany, England or Italy: a decrease of 9.8% compared to 2012
- **21** players out of 23 totalling 91.3% of the first ranked African National team, Cote d'Ivoire, play in Europe, followed by Cape Verde with 20 players
- **0** players under the age of 18 were registered for the CAF Africa Cup of Nations 2013

European club representation in African teams

COUNTRY	AFRICAN PLAYERS PLAYING IN EUROPE	% OF PLAYERS PLAYING IN EUROPE
Côte d'Ivoire	21/23	91.3%
Algeria	14/23	60.9%
Mali	18/23	78.3%
Ghana	15/23	65.2%
Zambia	5/23	21.7%
Tunisia	8/23	34.7%
Nigeria	17/23	73.9%
Cape Verde	20/23	86.9%
Togo	13/23	56.5%
Morocco	14/23	60.9%
Angola	8/23	34.7%
South Africa	7/23	30.4%
Burkina Faso	15/23	65.2%
Niger	2/23	8.6%
Congo DR	11/23	47.8%
Ethiopia	1/23	4.3%

Source: ECA / CAF

CONCACAF Gold Cup

7-28 July 2013, United States

Key Facts and Figures

- **54** players (19.6%) of the 276 players registered for the 2013 Gold Cup in the United States, play club football in one of 20 different UEFA National Associations
- **49** different European clubs have released players for the CONCACAF Gold Cup, including 10 ECA Member Clubs
- The **3** UEFA National Associations that released the most players were England (9), France (9) and Norway (7)
- Notts County FC (ENG), Le Mans FC (FRA), FC Augsburg (GER), Rosenborg BK (NOR) and Vålerenga IF (NOR) each released 2 players for the 2013 CONCACAF Gold Cup

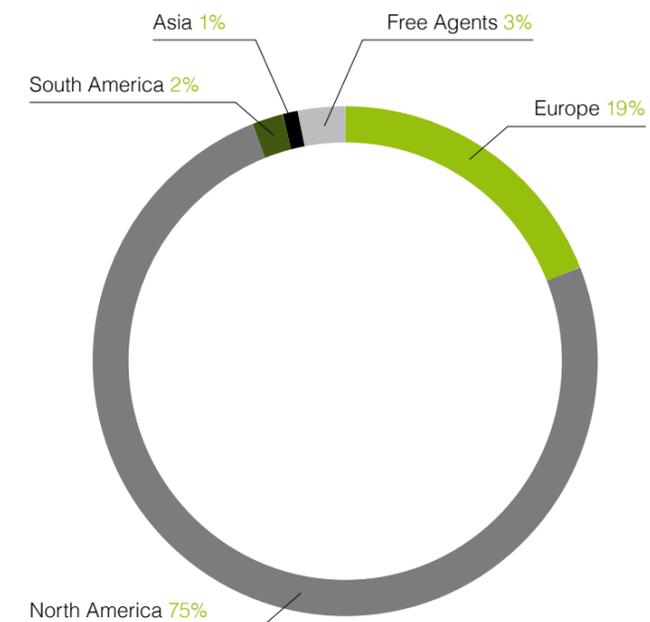
19.6%

players play their club football in one of 20 different UEFA National Associations

10

ECA Member Clubs have released players for the CONCACAF Gold Cup

Club origin of CONCACAF Gold Cup players



Source: ECA / CONCACAF

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ECA IN PLAY



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