

27-28 March 2023, Budapest, Hungary

29th ECA General Assembly

Final Agenda

Agenda

29th ECA General Assembly

27-28 March 2023 - Budapest, Hungary

Sunday 26 March 2023

All day Member and guest arrival

19.30 Informal networking dinner – ECA Member Lounge, Budapest Marriott Hotel

Monday 27 March 2023

AM: Member and guest arrival

12:00 Informal buffet lunch – ECA Member Lounge, Budapest Marriott Hotel

13:30 Guest transfers to Várkert Bazár

14:30 First Plenary Session 29th ECA General Assembly – Várkert Bazár

- Opening addresses from distinguished Stakeholders and Special Guests, including the State Secretary for Sport of Hungary, Hungarian Football Federation President, ECA Chairman, UEFA President and FIFA President.

BREAK 30 mins

- Video addresses from IOC President and Co-Chair of Sports Working Group, European Parliament
- Roll call and welcome by ECA CEO
- Keynote speeches and panels:
 - David Elleray: Laws of the Game (Technical Director, IFAB)
 - Billy Beane (Senior Advisor to Oakland A's & RedBird Capital Partners, and investor in sport)
- ECA 15th Anniversary Celebration Photo (*further details in the attached cover email*)

17:30 Guest transfer to Budapest Marriott Hotel

18:00 Member and guest networking drinks – ECA Member Lounge, Budapest Marriott Hotel

19:00 Departure for ECA Official 15th Birthday Dinner – Museum of Fine Arts, Budapest

22.30 Members and guests return to Budapest Marriott Hotel

Tuesday 28 March 2023

From 08:40 ECA Subdivision meetings – Budapest Marriott Hotel

08:40: Start of Subdivision 4 meeting

08:50: Start of Subdivision 3 meeting

09:00: Start of Subdivision 2 meeting

09:10: Start of Subdivision 1 meeting

10:00 Guest transfers to Várkert Bazár

10:45 Second Plenary Session 29th ECA General Assembly – Várkert Bazár

- Stakeholder and Membership Matters, ECA CEO, Charlie Marshall
- ECA Internal Governance Reform, Task Force Chair, Dariusz Mioduski
- Keynote speeches and panels, including reflections on last 15 years of European football and roundtable panel discussion with football legends

12:15 Closing of the General Assembly by ECA Chairman, Nasser Al-Khelaifi

12:30 ECA member and guest networking lunch

13:00 Start of member and guest departures to airport

13:30 Media briefing – Várkert Bazár



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22 – 23 September 2022, Istanbul

Minutes

28th ECA General Assembly

In the Chair

Mr. Nasser Al-Khelaifi, Chairman

Present

Ordinary Members of ECA: 80

Associated Members of ECA: 58

Total Members of ECA: 138

Guests and Observers

Mr. Andrea Radrizzani, ASER GROUP

Mr. Athol Thomson, Aspetar

Mr. Yousef Al-Obaidly, beIN Media Group

Dr. Patrice Motsepe, CAF

Mr. Veron Mosenga-Omba, CAF

Mr. Marco Leal, CONCACAF

Mr. Nick Noble, CONCACAF

Ms. Carolina Morace, ECA Football Panel member

Mr. Gordon Strachan, ECA Football Panel member

Mr. Moritz Volz, ECA Football Panel member

Mr. Alberto Colombo, European Leagues

Mr. Brandon Snow, F1

Mr. Liam Parker, F1

Mr. Stefano Domenicali, F1

Mr. Marc LeCAT, FIFA

Ms. Ornella Bellia, FIFA

Mr. Victor Montagliani, FIFA

Mr. Joachim Walltin, FIFPRO

Mr. Stephane Burchalter, FIFPRO

Mr. David Aganzo, FIFPRO / AFE

Mr. Bruno Belgodere, Foot Unis

Ms. Marie-Hélène Patry, Foot Unis

Mr. Steven Bechhofer, Fors.earth

Ms. Alison Leigh Forman, Fortuna Hjørring

Mr. Bob Knudsen Andersen, Fortuna Hjørring

Mr. Vincent Labrune, LFP

Mr. Ilker Ozturk, İstanbul Metropolitan Municipality

Ms. Camille Levin, Kansas City Current

Mr. Walid Khoury, Kansas City Current

Mr. David Casserly, Kellerhals Carrard

Dr. Çağrı İlk, Kulüpler Birliği (Turkish Union of Clubs)

Dr. Mehmet S Kasapoğlu, PhD Ministry of Youth and Sports of the Republic of Türkiye
Ms. Sophie Sauvage, Olympique Lyonnais
Mr. Raúl Sanllehí, Real Zaragoza, S.A.D
Ms. Katrine Okholm Kryger, St. Mary's University
Mr. Bernhard Burgener, TEAM Marketing AG
Mr. Jamie Graham, TEAM Marketing AG
Mr. Simon Crouch, TEAM Marketing AG
Mr. Dave Coplin, The Envisioners
Mr. Daniele Boccucci, The Football Forum
Mr. Lukas Brud, The IFAB
Mr. Kadir Kardaş, Turkish Football Federation
Mr. Mehmet Buyukeksi, Turkish Football Federation
Mr. Necla Güngör Kıracağı, Turkish Football Federation
Ms. Nüket Küçükkel, Turkish Football Federation
Mr. Giorgio Marchetti, UEFA
Mr. Guy-Laurent Epstein, UEFA
Mr. Julien Zylberstein, UEFA
Mr. Michele Uva, UEFA
Mr. Servet Yardimci, UEFA Executive Committee Member
Ms. Sinem Aydin, UN Women
Ms. Ebru Koksall, Women in Football

Independent Board Member

Mr. Michele Centenaro

ECA Administration

Mr. Charlie Marshall, Chief Executive Officer
Mr. José Luis Andrade, General Counsel
Mr. Lasse Wolter, Director of Commercial & Business Development
Mr. Robert Faulkner, Director of Communications and Marketing
Mr. Diederik Dewaele, Director of Football
Ms. Hannah Jones, Office & CEO Personal Assistant
Ms. Claire Bloomfield, Head of Women's Football
Ms. Beatrice Riva, Women's Football Development Manager
Mr. Hugo Hamon, Head of Finance Strategy & Operations
Mr. Mario Flores Chemor, Head of Sports Legal
Mr. Michael Short, Head of Commercial Legal
Mr. Federico Manto, Executive Programme Manager
Mr. Alexandre Zerah, Senior Events & Operations Manager
Ms. Tiphany Delore, Events & Operations Manager
Ms. Montserrat Corbi, Events Officer

Mr. Mario Papa, Football Intelligence & Services Analyst
Ms. Zaneta Smirnova, Football Services Manager
Ms. Alessandra Sulpizio, Staff & Operations Special Projects Manager
Mr. Mourad Farza, Finance and IT Officer
Ms. Salomé Gimenez, Membership Manager
Ms. Jennifer Canu, Communications Officer
Mr. Pouya Yaghoubinia, Football Development Manager
Mr. Christos Iacovides, Membership Assistant

Host

Jacqui Oatley (JO)

Minutes

Hugo Hamon

The presentation used in the meeting (the “Documentation”) was distributed to members shortly thereafter and forms an integral part of these minutes.

23 September 2022

Introduction

Jacqui Oatley (**JO**) welcomed all ECA Members and guests. She proceeded by giving an overview of the agenda for the day and introduced the welcome address by the Ministry of Youth and Sports of the Republic of Türkiye, Dr. Mehmet Kasapoğlu.

Address by the Ministry of Youth and Sports of the Republic of Türkiye

Dr Mehmet Kasapoğlu (**MK**) opened by welcoming the members and guests to Istanbul and to the ECA 28th General Assembly. He continued by highlighting the strong passion for football in Türkiye and the prominent role of Turkish clubs in UEFA Club Competitions (UCCs). **MK** noted the central role of Türkiye in sports and especially in football and thanked the ECA Chairman for ECA's support and fostering of core values such as unity and diversity in European football.

JO introduced the online address by FIFA President, Gianni Infantino.

Online address by the FIFA President

FIFA President, Gianni Infantino (**GI**) opened by expressing his pleasure to address the ECA General Assembly. He continued by highlighting the power of football to unite people and especially the role of the FIFA World Cup to promote unity and diversity. Following these values, GI highlighted the particularly importance of maintaining positive dialogue and striving for solutions, as ECA and FIFA are doing regarding their Memorandum of Understanding (MOU). He closed by thanking the audience for their contribution to the growth of football and stating that the doors of FIFA are always open.

JO introduced the online address by UEFA President, Aleksander Čeferin.

Online address by the UEFA President

UEFA President, Aleksander Čeferin (**AC**), opened by expressing his pleasure for being able to address the ECA General Assembly. He started by looking back at the past years and how they have shaped the path of European football. He continued by stating that unity and collaboration are fundamental and that ECA and UEFA represent an example in this regard with their new commercial Joint Venture (JV). Initial results of the JV are already exceeding the expectations on the commercial side, thanks to the new governance and the quality of the UCCs. Passing to the new MOU between UEFA and ECA, it will cement the relationship between the two organisations, strengthening the football system by providing exciting competitions and improved solidarity.

AC concluded by thanking the ECA Chairman and stated his belief in a future of increased collaboration and unity.

JO introduced the online address by the International Olympic Committee President, Thomas Bach.

Online address by the International Olympic Committee (IOC) President

Thomas Bach (**TB**) opened his address by thanking ECA for the invitation and proceeded by commending the strong contribution of the ECA Chairman in building a strong organisation. Along with ECA, IOC stands for solidarity and unity, values in line with the European sports model, a model based on financial solidarity and volunteering. In this regard, he stated that the mission of sports organisations is to build bridges and support solidarity and peace. **TB** closed by thanking the participants and wished them a good ECA General Assembly.

JO introduced the ECA Chairman, Nasser Al-Khelaïfi.

Welcome and address by the ECA Chairman

Nasser Al-Khelaïfi (**NAK**) welcomed all participants on behalf of all the ECA, referencing Michael Verschueren in particular and presenting his condolences to his family for the loss of his father Michel, a former key ECA member representative. He continued by thanking the ECA Executive Board, Executive Committee and Administration for their work and encouraged the ECA members to participate to the ECA work programme, providing suggestions and working together on solutions.

NAK proceeded by updating the General Assembly on the status of the five strategic pillars identified at the beginning of his chairmanship.

In terms of Financial Sustainability for European Football, **NAK** highlighted the new UEFA FSR (Financial Sustainability Rules) framework that was approved as a result of an intense work in collaboration with ECA, helping to secure the sustainability of club football. He noted that solutions on the Liquidity Recovery Fund presented by UEFA during the last ECA General Assembly are still to be developed.

In terms of Stronger Stakeholder Relationships, ECA is working hard in building new relationships and strengthening existing ones. The JV project referred to by **AC** in his online address represents a key result of these efforts, jointly with a Letter of Intent (LOI) recently signed by UEFA and ECA mapping out the future relationship towards 2030 in advance of a full MOU anticipated to be concluded next year. This should be seen as an extension to the work done by ECA and UEFA on the future of UCCs in terms of format, access and commercial opportunities, with the next topic

up for discussion being a fair distribution framework for the upcoming UCC cycle.

In terms of Creating Better Benefits for ECA Clubs, ECA is expanding the offer of services provided to its membership across various ranges of topics, from legal to education services.

In terms of Diversity and Inclusion, ECA is making good progress. Around 160 European clubs will be invited to join the ECA Network and women's football clubs will be proposed for formal membership in 2023. **NAK** noted that women's football needs major investment in order to grow and capitalize on the generated interest.

NAK closed his speech by thanking the participants.

Roll Call

Charlie Marshall (**CM**) thanked all the participants and guests and proceeded with presenting the agenda for the day followed by the roll call: 138 ECA members are attending the event, 80 Ordinary Members and 58 Associated Members.

Minutes of Previous General Assembly

As no comments were received by the deadline, the Minutes of the 27th General Assembly were therefore approved.

ECA Membership and Administration Report

CM proceeded by providing an update on some of major trends in European Club Football which remains in constant transformation. He opened by focusing on the latest transfer market changes, highlighting the prominent role of the English Premier League (EPL) as main driver of growth and noting the market adaptation of transactions and player contractual terms. In addition to these changes, as highlighted in the FIFA latest report, agents' fees continued to grow, reaching an estimated \$500m level in summer 2022, representing almost 10% of total transfer spending in 2022. Multi-club ownership is rising, while women's football is growing too, as outlined by 2021/22 attendance growth in UWCL. Finally, change is clear in fandom trends too, with multi-club fandom on the rise and social and environmental issues at the forefront.

CM then moved on by providing an update on the ECA membership structure and explained that in order to ensure that ECA is fit for purpose, ECA is working on internal governance reform proposals, including projects to expand its reach via notably the creation of the ECA Network or for instance via inviting women's club to join ECA membership.

In terms of stakeholder engagement, ECA is working as well on the next set of MOUs with FIFA and UEFA to be renewed in the forthcoming period. One of the key pillars of the MOU with UEFA is the distribution of revenues from UCCs. **CM** proceeded by giving an update on the distribution post 2024 and presenting the members of the ECA Distribution Working Group appointed by the Board and ratified by the subdivisions. **CM** continued by presenting the key features of the current revenue distribution system, as reported in the Documentation.

He proceeded by presenting the high-level principles agreed by ECA for UCC distribution post 2024. These include:

- Participating clubs should not be penalized for growing the competitions;
- Smarter use of investment and solidarity for areas of the pyramid that need it most;
- Closer work with UEFA on optimising costs through the Joint Venture;
- Working Group to work together with UEFA to ensure a balanced outcome, representing all members and making recommendations to the ECA Executive Board.

Passing to updates on other areas of the ECA Administration's work, **CM** presented to the General Assembly some of the key ongoing projects such as the latest work on sustainability and EDI, the growing ECA Campus with a range of new education initiatives in the pipeline such as mentoring programmes for young executive talent within clubs, the further expansion of club services in the legal and financial areas, ECA's current work with fans on away supporter experiences, the Women's High Performance programme and the planned creation of the ECA Foundation, starting with Ukraine Relief Fund. Regarding this last element, 15 applications have been successful so far for a total of €680'000 granted to the approved clubs applications. **CM** announced a further funding support (2nd round) available for clubs engaged in humanitarian relief efforts with the remaining €320'000 available.

In terms of ECA staff, **CM** presented some key statistics on the workforce and welcomed new colleagues who had joined since September 2021. **CM** then passed the floor to Michael Verschueren (**MV**), ECA Board Member and Chairman of the ECA Finance Working Group for a financial update.

2021/22 Accounts, 2022/23 Budget and appointment of Auditors

Michael Verschueren (**MV**) started the section by providing instructions for the voting procedure.

The audited accounts for the financial year 2021/22 showed a total amount of expenses of €10.0m, including the €1.0m Donation in respect of the Ukraine Relief Programme. The audited net result was reported at -€46k.

Following the votes received from Ordinary Members, the 2021/22 audited financial statements were approved by the General Assembly.

MV continued the financial section by providing an overview of the main projects planned for the upcoming season 2022/23 and the accompanying budget required. The budgeted expenses for 2022/23 are targeted at €15.2m and the UCL Contribution at a maximum of €14.0m. **MV** concluded by recommending to re-appoint the ECA auditors (Ernst & Young) for the 2022/23 financial year.

Following the votes received from Ordinary Members, the 2022/23 presented budget with a UCL 2022/23 contribution set at a maximum of €14.0m was approved.

Following the votes received from Ordinary Members, the recommendation for Ernst & Young to continue as ECA's auditors for the coming financial year 2022/2023 was approved.

UEFA Club Competitions Matters

CM opened this section by providing a reminder of the objectives, scope and operations of the commercial Joint Venture (JV), as indicated in the Documentation. He concluded by introducing Guy-Laurent Epstein, UEFA Marketing Director, on stage.

Guy-Laurent Epstein (**GLE**) started his presentation by providing a review of the global live viewership and fan engagement of the UCC 2021/22 season. **GLE** highlighted the strong fan engagement for the UEFA Champions League (UCL) in particular, with 1.6 billion live cumulative viewers watching this season's UCL and reported 26.5 billion interactions on social platforms. In terms of cumulative live viewership, this 2021/22 season was higher than any of last cycle's seasons, with the 2022 UCL Final the most watched since Final 2015 with 165.8m viewers, 20% higher than Super Bowl LVI.

Turning to the UEFA Europa League (UEL) and UEFA Europa Conference League (UECL), the total audience for season 21/22 reached 596 million live match audience supported by 3.7 billion engagements across social media. The combined UEL and UECL live viewership was 13% up on the 2020/21 UEL season. The revised competition format brought +66 million live season viewers, with 74% of global viewership derived from UEL.

In terms of women's football, the first centralised season delivered a promising start, with 30.6 million Live Match Viewers and 203 million Social, Web & App Interactions.

Looking at the 2024-27 UEFA Club Competitions commercial concept, **GLE** explained that it had been designed to exploit the full value potential of the new competition formats, making them commercially more attractive thanks to the volume and timing of matches, quality, market relevance, as well as increased relevance and attractiveness of games. The new UCC formats are well suited to leveraging the growth potential of OTT and digital platforms too.

Looking at the UCL sponsorship concept, there are currently up to 9 global packages planned. One sponsor is already in the negotiation phase. Some of the packages could be split in regional packages. For UEL and UECL, there has been an increase to 8 global sponsor packages to exploit additional inventory.

GLE concluded his presentation by presenting the revenue target, which sits between €4.75b to €5.0b per season, with €1.28b already agreed. **GLE** finally thanked the UCC participating clubs, the ECA Chairman and the ECA Administration for their ongoing support and partnership with UEFA.

Keynote Interview with Stefano Domenicali

JO interviewed Mr. Domenicali on topics related to the evolution of Formula 1.

FIFA Matters – FIFA World Cup 2022 Club Benefits Programme

Ornella Bellia (**OB**) started her intervention by providing a background overview on the Club Benefits Programme, through which a share of the revenue from the FIFA World Cup is distributed via the national associations to the clubs whose players participate in the final tournament.

In accordance with the signed MOU between ECA and FIFA, \$209m was distributed to a total of 416 clubs, with an amount per day per player of \$8'530 in relation to the 2018 edition of the FIFA World Cup in Russia. In 2022, the same gross amount will be redistributed but as tournament will be shorter, the estimated amount per day per player will be increased to approximately \$10'000 USD per player per day, despite the increased number of players participating.

OB continued by explaining in detail how the total amount per player will be divided among clubs and how the Club Benefits Programme works. In terms of timeline, by the start of October FIFA will publish a Circular Letter detailing the process and the deadlines. Clubs will have to fill in the application form and identify their respective players through the FIFA digital platform by November. In March 2023, FIFA will perform the final calculation and distribute the funds.

OB concluded by thanking the ECA Administration for its positive approach towards his topic and highlighted the key value of the partnership between the two organisations.

Keynote with Dave Coplin

Dave Coplin (**DC**) provided a presentation on how to help organisations understand, engage with and prepare for the future using the power of technology.

Equity, Diversity and Inclusion (EDI)

Lina Souloukou (**LS**) opened her brief address by tracing the work ECA has performed on EDI in the last months. With the help of experts, the ECA Administration has been audited on its EDI performance, with further upcoming audits across the association being envisaged. Indicators used in the audit included unconscious bias, sexism in sports and impact of racism. As next steps, clear and measurable recommendations will be provided and included within any envisaged Internal Governance reform.

ECA Chairman Closing

NAK concluded by thanking **JO**, the ECA members, all of the present stakeholders, the special guests and the ECA Administration.

Istanbul, 23 September 2022

Nasser Al-Khelaifi
Chairman

Charlie Marshall
Chief Executive Officer



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