

WE CARE ABOUT FOOTBALL



FINANCIAL REPORT

2009/10

XXXV Ordinary UEFA Congress
Paris, 22 March 2011



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Foreword by the UEFA President

It is with a great degree of satisfaction that UEFA presents the Financial Report for 2009/10. As a publication, the format is new. The objective, however, remains unchanged – to present detailed, in-depth financial data with total transparency.

The aim is to make the maximum amount of information accessible to the widest possible audience. This is why, in the first part of the publication, the key figures are presented in as readable a form as possible. Then, in the second part, more detailed data is provided that will allow financial experts to analyse UEFA's financial situation.

I am pleased to confirm that UEFA's financial results for 2009/10 are better than estimated in the budget which was approved at the 2009 UEFA Congress in Copenhagen. The following pages will make it clear why this has been possible during a troubled period.

However, UEFA's mission is to put football first. The aim is to run our competitions as efficiently as possible and to provide the best possible stage on which the top performers can offer the fans emotions, intensity and entertainment of the highest quality. Personally, I think that we have managed to do this during an exciting 2009/10 season, a season which has produced some magnificent matches. This Financial Report tells us that we have also managed to achieve this with sufficient expertise to generate income, funds which we can then re-invest in the game of football and its future.

As a not-for-profit organisation, UEFA's duty is to re-distribute income in a way that allows and encourages its 53 member associations to take care of the players, coaches, match officials and supporters, who bring the game to life and promote the important social values showcased by the world's most popular team sport. UEFA's financial performance generates important benefits which have been highlighted by the recent decision to extend and enhance the support offered to national associations, leagues and clubs via our system of solidarity payments, including the HatTrick programme.

This publication will give all of us who love the game a clear impression of what the people responsible for finances within UEFA are striving for; to make sure that 'financial assets' are successfully converted into support for our member associations and the other bodies who share our desire to further develop European football; to promote its social benefits at grassroots levels, and to offer the maximum opportunity for future generations to play and enjoy the wonderful game of football.

Michel Platini
UEFA President

This adds up to an obligation for UEFA, in the pages of this financial report for the 2009/10 exercise, to set out the financial results with transparency, to provide clear indications of where income comes from and where it goes to, and to illustrate that it can “be pretty to see what money will do”.

“UEFA sees its annual financial report as much more than a series of figures presented in credit and debit columns. It is a publication which has to reflect UEFA’s core values.”



Highlights of the 2009/10 financial year

Every four years, the FIFA World Cup takes centre stage, and the final tournament played in South Africa represented a major focal point during the 2009/10 period. The hosts and the whole of the African continent had reason to take pride in staging the event successfully – and so did Europe, as three of the four top teams represented UEFA associations.

However, UEFA's club competitions were also very much in the limelight in 2009/10, for the following reasons:

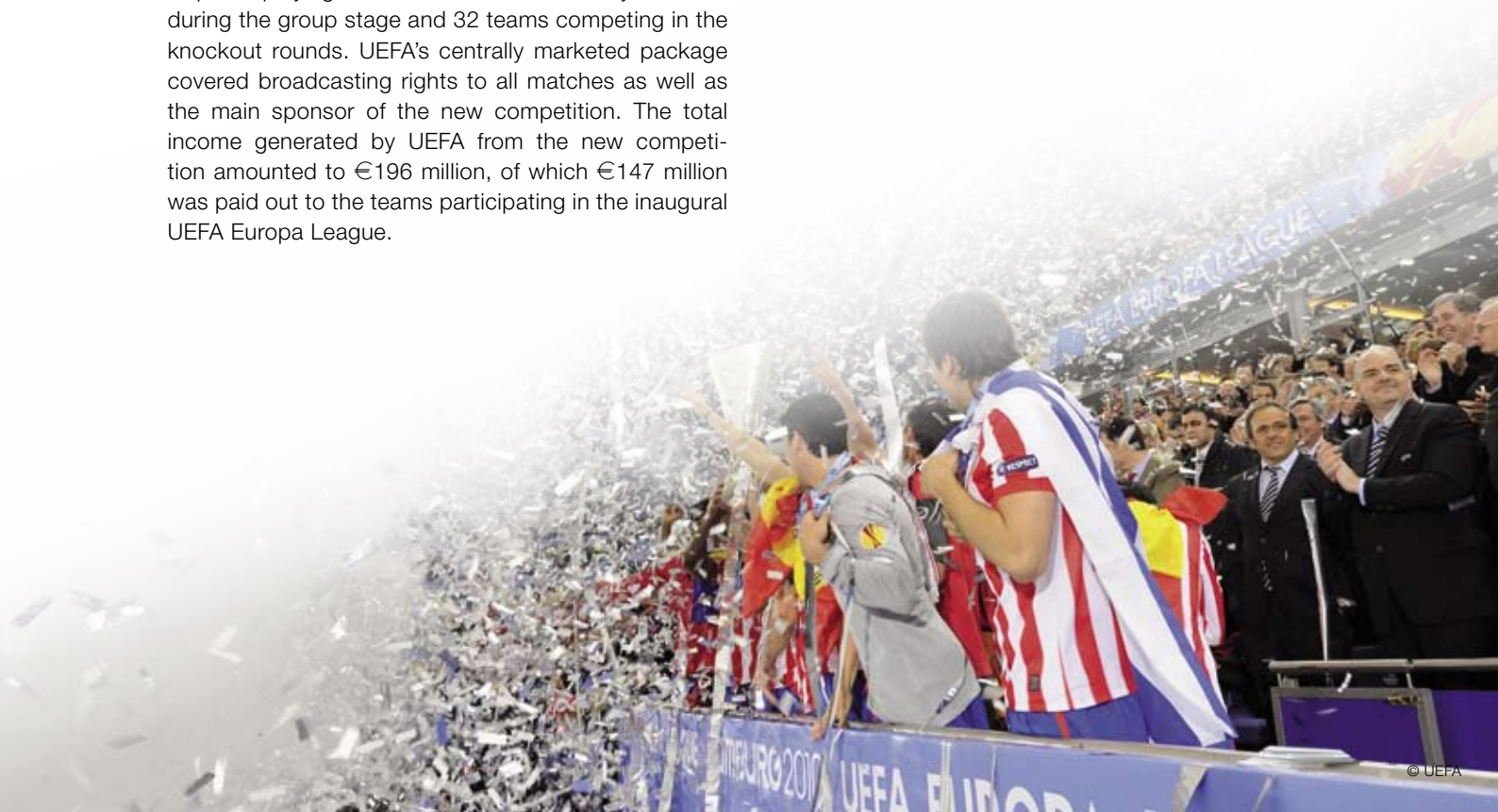
- The UEFA Champions League was reshaped, with a new access route permitting the presence of more national champions in the group stage. Among other significant changes was the inclusion of the play-off round in the centrally marketed package and a first knockout round played over a period of four weeks. This laid the foundations for an impressive figure of €1.1 billion in total revenue, of which €757 million was paid to the 32 participating teams and a further €42 million to the 20 teams involved in the play-off matches.
- This was also the first season for the UEFA Europa League, which replaced the UEFA Cup. A new structure featured 48 teams, in 12 groups of 4, with all participants playing three home and three away matches during the group stage and 32 teams competing in the knockout rounds. UEFA's centrally marketed package covered broadcasting rights to all matches as well as the main sponsor of the new competition. The total income generated by UEFA from the new competition amounted to €196 million, of which €147 million was paid out to the teams participating in the inaugural UEFA Europa League.

"The euro currency was subjected to great pressure and was significantly devalued against other currencies, in particular against the Swiss franc."

During the same period, the 2010–12 UEFA European Football Championship officially kicked off when, at the draw staged in Warsaw on 5 February 2010, 51 associations were drawn into 9 groups as the first step towards determining the 14 teams to join Poland and Ukraine at the UEFA EURO 2012 final tournament. Qualifying matches started in September 2010.

Off the football pitch, but closely related to finances, the euro currency was subjected to great pressure and was significantly devalued against other currencies, in particular against the Swiss franc. This was due to uncertainties on financial markets in response to major deficits and heavy indebtedness affecting certain European countries.

UEFA's accounts for 2009/10 consequently reflected high currency exchange losses which, although they were unrealised losses, still had a negative effect – a reduction of UEFA's overall financial result. However, this was compensated by positive translation difference effects within UEFA's equity, given that equity constituted in Swiss francs produced a higher equivalent when expressed in euros, UEFA's reporting currency.



Income statement

UEFA's total 2009/10 revenue of €1,394.7 million was considerably higher than the previous year, mainly due to the following three reasons:

- It was the first of the three seasons in the new UEFA Champions League 2009–12 cycle, generating an increase of some €280 million thanks largely to the new format.
- It was also the start of the new UEFA Europa League, which also featured new structural elements and a totally redesigned match calendar. In comparison

“... a significant improvement on the budget approved by the 2009 UEFA Congress.”

with the former UEFA Cup, this represented additional income of approximately €150 million.

- Last but not least, the next European Football Championship final tournament, to be played in Poland and Ukraine, represented additional income, even though this was offset by UEFA EURO 2012 expenditure in the same financial year and then neutralised to allow the UEFA EURO 2012 results to become effective in the 2011/12 exercise, the year when the competition is staged.

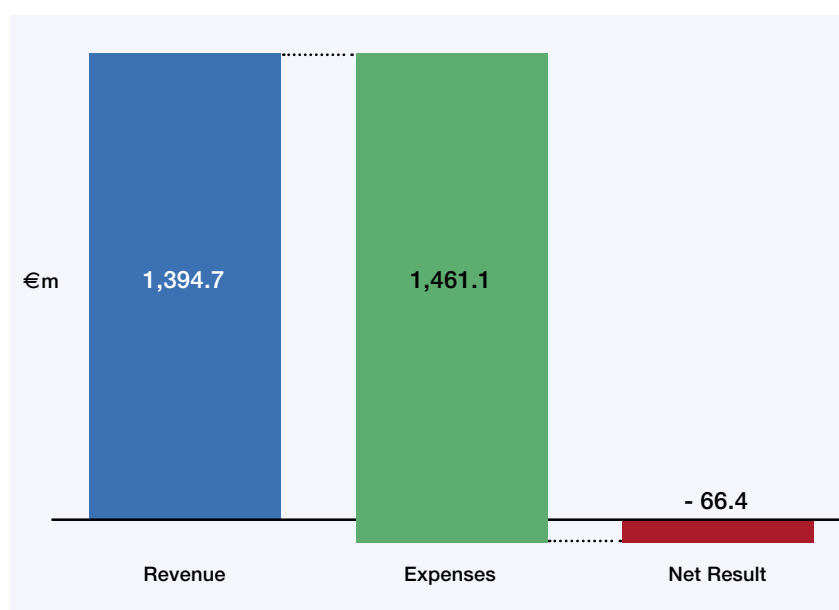


These factors not only generated higher revenue but, evidently, also entailed higher costs. The most significant increase was related to event expenses and, within this key figure, the distribution of monies to the participating teams, represented an increase of €316 million alone.

The higher number of matches in the new UEFA Europa League also implied higher costs, among them the expenditure related to the experimental deployment of two additional assistant referees.

UEFA's asset management produced a positive balance of €18.8 million despite the very low interest level on the financial markets with top-rated international counterparties. However, this is a non-operational item which is not included in the €1,394.7 million total revenue.

All in all, UEFA is satisfied to confirm a result of minus €66.4 million, which represents a significant improvement on the budgeted deficit of €80 million approved by the 2009 UEFA Congress.



€m	2009/10	2008/09
Total revenue	1 394.7	907.3
Total event expenses	- 1 227.2	- 777.9
<i>thereof distribution to participating teams</i>	- 960.2	- 644.0
Gross result	167.5	129.4
Total personnel expenses	- 45.5	-37.9
Total other expenses	- 77.0	- 58.6
Operating result	45.0	32.9
Total non-operating items	126.5	149.4
Total solidarity payments	- 237.9	- 210.2
Net result	- 66.4	- 27.9

Source of income

It is important to analyse UEFA's income from two perspectives. But, before doing so, it should be noted that the total analysis of income also includes UEFA's asset management, consisting of financial items totalling €18.8 million as well as the financing from the EURO pool. Added to UEFA's total revenue, this results in an overall

"The revenue generated by the central marketing of the newly created UEFA Europa League is highly satisfactory."

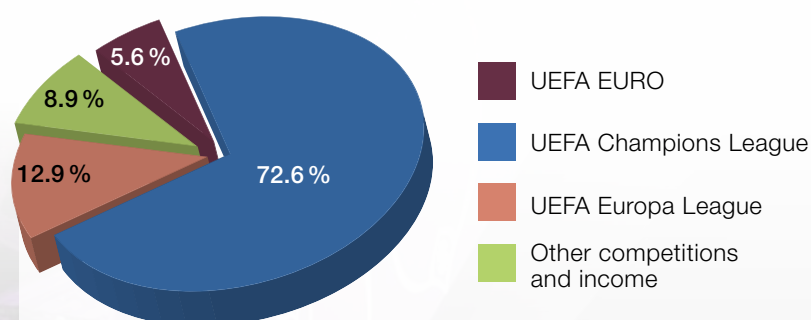
source of income of €1,515.2 million. Broadcast revenue continued to represent the lion's share in 2009/10 with a share of just below 72 %. Commercial rights represented 19 %, with the three remaining sectors having more marginal significance.

Revenue and income by nature

€m	2009/10	2008/09
Broadcast	1 087.6	681.5
Commercial rights	294.3	205.2
Ticket & hospitality	3.3	5.8
Other revenue	9.5	14.8
Total revenue	1 394.7	907.3
Financial items	18.8	27.5
Reversal EURO pool	101.7	117.4
Source of income	1 515.2	1 052.2

As demonstrated by the chart below, the UEFA Champions League revenue of almost €1.1 billion stands for 73% of UEFA's total income in 2009/10. The revenue generated by the central marketing of the newly created UEFA Europa League is also highly satisfactory. When compar-

ing this result with the UEFA Champions League, it should be borne in mind that the UEFA Champions League took some years to acquire the status and standards which the competition has currently achieved.



Revenue and income by competition and by activity

€m	2009/10	2008/09
UEFA European Football Championship	85.9	7.2
UEFA Champions League	1 099.4	820.3
UEFA Europa League	195.0	53.9
Other competitions and income	134.9	170.8
Source of income	1 515.2	1 052.2



Use of income

UEFA's remit – indeed, UEFA's obligation – is to use income as effectively and fairly as possible. By far the most important share (€960.2 million) was distributed to the teams competing in UEFA competitions. Details can be found on the following pages, which disclose the competition results of both the UEFA Champions League and the UEFA Europa League.

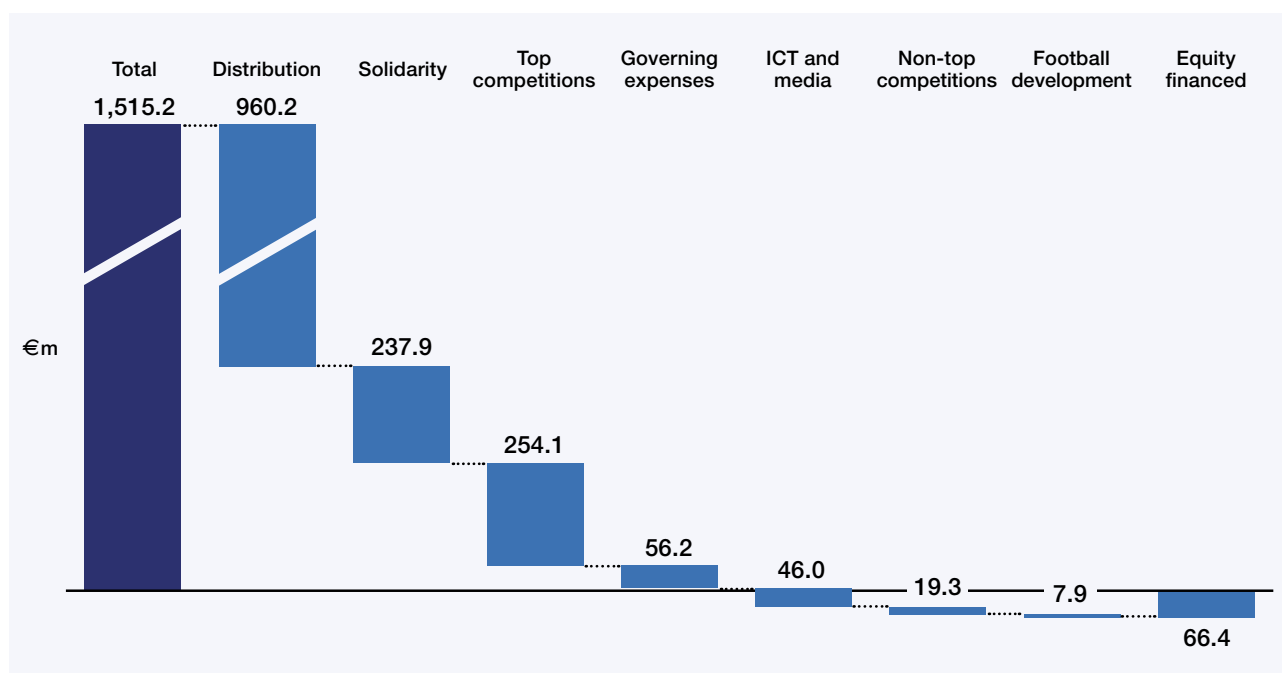
UEFA is very satisfied that solidarity payments (including the funds made available to its associations within the HatTrick programme) occupy third position in terms of use of income, amounting to €237.9 million. This is an impressive €27.7 million increase compared with the year before.

"UEFA's obligation is to use income as effectively and fairly as possible."

The total of €254.1 million in organisational costs for top competitions also includes €63.6 million which cannot be considered a real cost. This is, in fact, the equivalent of the period adjustment – i.e. the accumulated UEFA EURO 2012 result which is transferred into the balance sheet and then becomes effective in the 2011/12 exercise.

UEFA's governing expenses of €56.2 million, or 4% of total use of income, remained under control. These figures refer to all expenses which cannot be attributed directly to a competition or defined projects. It is UEFA's intention to maintain a tight control over these governing expenses, which, in the long term, should not be allowed to exceed the 4% mark.





€m	2008/09	2009/10	in %
Distribution to top-competition teams	- 644.0	- 960.2	63.4%
Solidarity (incl. HatTrick)	- 210.2	- 237.9	15.7%
Organisation : top-competitions	- 127.8	- 254.1	16.8%
Organisation : non-top competitions	-16.1	- 19.3	1.3%
Football development, education and events	- 7.1	- 7.9	0.5%
ICT and media technologies	- 28.6	- 46.0	3.0%
Governing expenses	- 46.3	- 56.2	3.7%
Net financing from UEFA equity	27.9	66.4	- 4.4%
Total use of income	1 052.2	1 515.2	100.0%

Governing expenses

The expenses related to the running of UEFA as a governing body can be listed under the following headings:

- **UEFA administration expenses:** this includes personnel and other general administrative costs, such as travel, public relations and office running costs, which are not directly attributable to a specific competition and/or project, such as the UEFA Champions League or the final round of a UEFA European Football Championship.

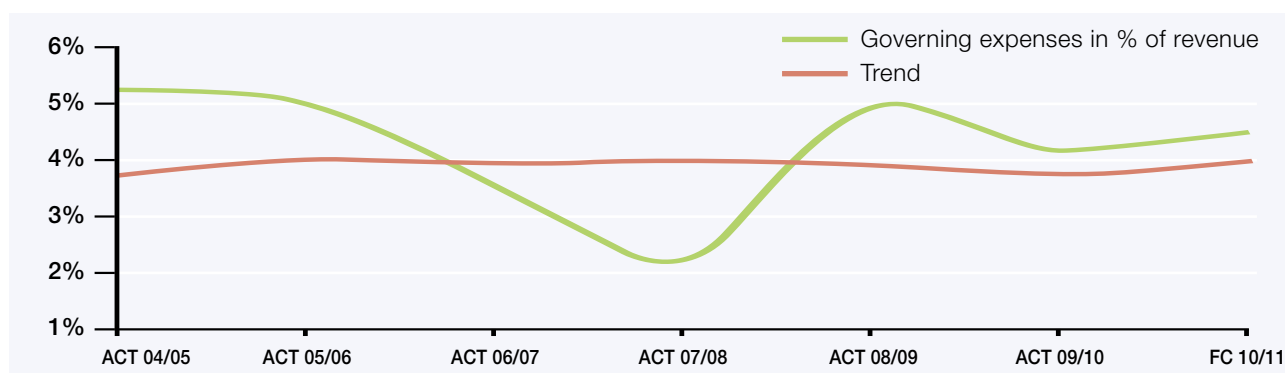
This category also covers the maintenance and running costs of the three buildings in Nyon. This is an area to be reviewed, given that the major part of UEFA's buildings are occupied by other operational units such as event operations, information technology, communications and marketing. The increase is due to additional staff being taken on board.

- **Institutional and disciplinary proceedings:** this heading embraces the organisation of the UEFA Congress, meetings of the UEFA Executive Committee and, as the title suggests, disciplinary proceedings, including UEFA's commitment to activities aimed at fighting betting fraud.

- **Committees and panels:** this area covers the total costs for all of UEFA's committees and panels (except those of the Executive Committee, which are covered by the previous heading). A new panel was established in 2009/10 to deal with the financial fair play issue. Expenses related to organisational items, such as the replacement of the UEFA uniform, are also allocated within this separate cost driver, which partly explains the high expenses in 2009/10.

"UEFA is clearly committed to keeping governing expenses as low as possible."

UEFA is clearly committed to keeping governing expenses as low as possible in order to allow maximum resources to be allocated to solidarity payments, football development and to the teams participating in UEFA competitions. The percentage of governing expenses in relation to total revenue is closely monitored and, as highlighted elsewhere in this publication, UEFA's objective is to remain below the 4% benchmark. The following chart illustrates development over the years, whereby annual governing expenses and the average total revenue over four years are set against each other. This offers the best basis for comparisons, bearing in mind that they would otherwise be distorted by the final rounds of the UEFA European Football Championship taking place every fourth year.



€m

	2006/07	2007/08	2008/09	2009/10
UEFA administration expenses	31.5	31.3	32.6	36.9
Institutional and disciplinary proceedings	10.0	12.0	12.4	16.9
Committees and panels	1.7	1.3	1.3	2.4
Total governing expenses	43.2	44.6	46.3	56.2

Solidarity

In pure figures, the total made available for solidarity payments is the third largest after the amount distributed to participating teams, as shown in the chart use of income on page 11. But, more importantly, solidarity payments represent a cornerstone in UEFA's philosophy.

Thanks to the concept of central marketing and, of course, the ever-increasing popularity of UEFA's flagship competitions, it is possible for UEFA, as a governing body, to generate substantial revenue. It has always been – and will always remain – UEFA's objective to plough back as much as possible of these resources into European football, not only via payments to participating teams and member associations, but also to those who may not have qualified to take part in the revenue-generating segments of UEFA's competitions.

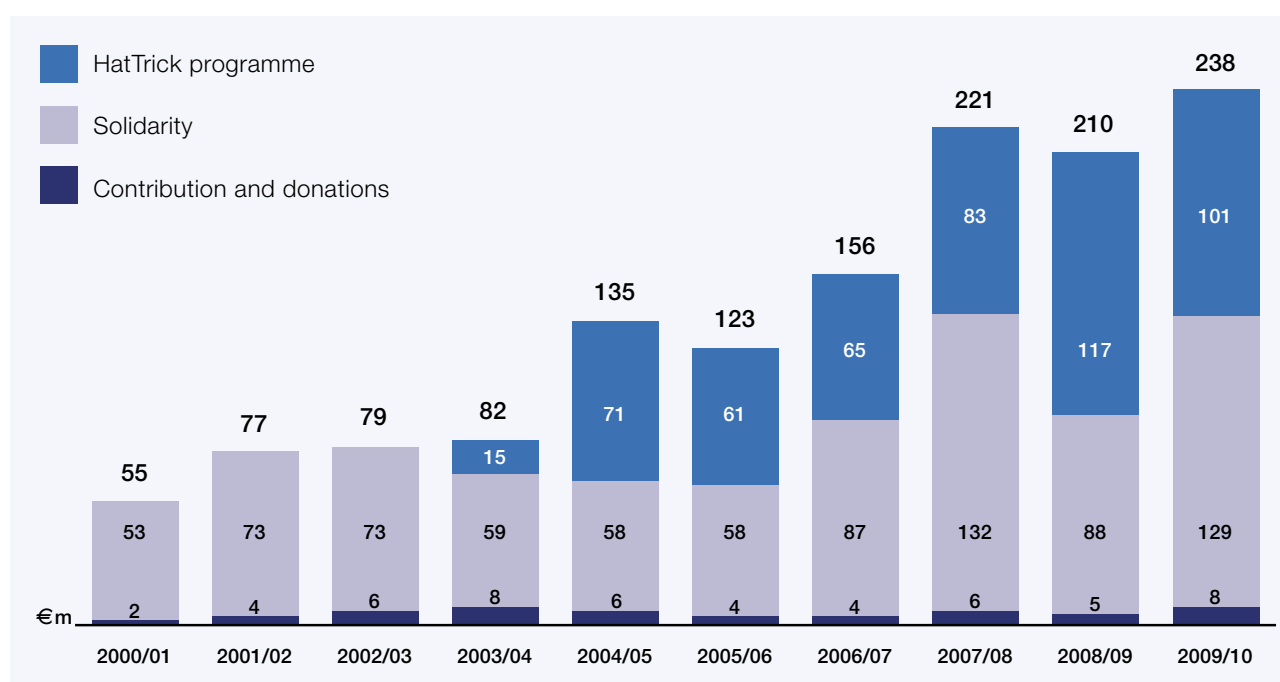
This has two-fold objectives, given that reducing financial gaps has the additional benefit of reducing sporting gaps and opening up the elite competitions to a maximum number of associations and teams. The sharing of

resources is a boost to the development of the European game at grassroots and youth levels, again in associations and clubs. Above all, the solidarity concept is an unwritten mutual contract aimed at developing the European football family as a whole and promoting the social values of the game.

"Solidarity payments represent a cornerstone in UEFA's philosophy."

Solidarity payments are made available to :

- national associations to develop infrastructure;
- national associations to co-finance some of their statutory tasks;
- national associations as incentives (participation in non-top competitions, and for good governance, including the club licensing project);
- clubs eliminated in the preliminary stages of the UEFA Champions League and UEFA Europa League;
- other top division clubs that do not qualify for UEFA competitions, with payments distributed by the leagues or associations for youth development.



The flow of UEFA solidarity payments

The previous pages of this report have focused on the source of the revenue used for UEFA's solidarity payments. But it is also important to provide an overview of all the beneficiaries of these payments.

The various beneficiaries are disclosed in six columns within the table on the following page. However, the interpretation of this information needs to take into account that a portion of solidarity payments stem from revenue generated by club competitions and that they therefore mainly benefit club football. The other part, financed by national team football and derived from UEFA European Football Championship (EURO) final tournaments, is made available to national associations within the framework of the HatTrick programme.

"The football family is an integrated, interrelated whole."

However, the football family is not divided into two sections but is an integrated, interrelated whole. As in any real family, solidarity within European football is based on mutual values – which means that benefits are directed into club and national team football. Inter-relationships can be illustrated by the fact that, when a UEFA European Football Championship final tournament takes place every four years, a significant portion of the financial distribution is channelled to the clubs participating in the success of the tournament. On the other hand, as can be seen in the chart on the facing page, a proportion of the annual income generated by club football is injected into the EURO pool and channelled towards national associations.

Solidarity payments financed by national team football

- 1 The HatTrick programme for the 2008–12 four-year cycle provides for a one-off €2.5 million solidarity payment per association to be used for investments in football infrastructure. The amounts distributed during the 2009/10 financial year are disclosed in this section.
- 2 The HatTrick programme also provides for yearly solidarity payments in favour of national associations, based on the following elements:
 - €500,000 as a yearly solidarity payment to cover current running costs;
 - €800,000 as a maximum yearly incentive payment, including:
 - I. €250,000 max. for participating in non-top UEFA competitions,
 - II. €250,000 max. for implementing and applying the UEFA club licensing system,
 - III. €100,000 max. for implementing and applying the UEFA Coaching Convention,
 - IV. €100,000 max. for implementing and applying the UEFA Grassroots Charter,
 - V. €100,000 max. for improving good governance within the member associations;
 - UEFA's contribution to the running of the Referee Convention is also included in this scheme.

Although not included in the association by association totals, the UEFA Study Group Scheme and HatTrick education are also financed via the EURO pool and included in the annual solidarity total.

Solidarity payments financed by club football

- 3 A lump sum, depending on the number of matches played, was paid to clubs which were on the starting grid but which failed to qualify for the group stage of the UEFA Champions League, with an additional amount of €200,000 for a domestic champion. No payments were made to clubs involved in UEFA Champions League qualifying rounds which succeeded in reaching the group stage.
- 4 A substantial amount was made available to clubs not involved in European competitions for youth development. According to decisions taken by the relevant leagues and/or national associations, clubs in the domestic first division and, in some cases, in the second division were included in this scheme.
- 5 €26.5 million was transferred into the EURO pool for the benefit of UEFA's member associations.
- 6 The formula described in 3 above was also applied to the new UEFA Europa League.

€000		Financed by national team football		Financed by club football			
		1	2	UEFA Champions League		UEFA Europa League	
				3	4	5	6
Total per country		Investment	Yearly solidarity	Eliminated clubs	Non-participating clubs	Associations	Eliminated clubs
4 417	Albania	1 803	1 116	330	308	500	360
2 468	Andorra	–	1 158	460	260	500	90
2 759	Armenia	–	1 396	330	263	500	270
3 593	Austria	495	1 350	330	468	500	450
3 556	Azerbaijan	570	1 220	460	266	500	540
3 171	Belarus	79	1 412	460	270	500	450
2 963	Belgium	–	1 350	–	753	500	360
2 922	Bosnia and Herzegovina	–	1 195	330	267	500	630
2 879	Bulgaria	–	1 205	330	484	500	360
3 106	Croatia	–	1 317	460	289	500	540
3 058	Cyprus	–	1 355	–	753	500	450
3 254	Czech Republic	33	1 418	460	303	500	540
3 701	Denmark	–	1 350	330	711	500	810
17 573	England	2 500	1 240	–	13 153	500	180
3 243	Estonia	200	1 462	460	261	500	360
2 666	Faroe Islands	–	1 306	330	260	500	270
2 994	Finland	–	1 350	330	274	500	540
6 507	France	–	1 311	–	4 516	500	180
2 868	FYROM	–	1 408	330	270	500	360
3 602	Georgia	642	1 325	330	265	500	540
9 425	Germany	–	1 351	–	7 484	500	90
4 660	Greece	–	1 421	–	2 469	500	270
3 013	Hungary	–	1 400	–	753	500	360
2 900	Iceland	–	1 351	330	269	500	450
3 652	Israel	300	1 469	–	753	500	630
10 400	Italy	341	1 376	–	8 093	500	90
3 812	Kazakhstan	1 000	1 228	460	264	500	360
3 798	Latvia	927	1 268	330	413	500	360
2 322	Liechtenstein	222	1 160	–	260	500	180
4 313	Lithuania	1 318	1 454	330	261	500	450
4 021	Luxembourg	1 400	1 260	330	261	500	270
3 852	Malta	1 093	1 280	330	289	500	360
2 996	Moldova	–	1 393	330	413	500	360
3 108	Montenegro	455	1 066	460	267	500	360
3 541	Netherlands	–	1 364	130	1 187	500	360
2 656	Northern Ireland	–	1 296	330	260	500	270
5 656	Norway	2 250	1 340	460	386	500	720
3 459	Poland	–	1 462	330	537	500	630
3 268	Portugal	350	1 145	–	1 003	500	270
3 101	Republic of Ireland	–	1 350	330	381	500	540
6 126	Romania	2 500	1 326	–	1 440	500	360
4 857	Russia	1 201	1 270	130	1 396	500	360
2 920	San Marino	700	1 040	330	260	500	90
3 987	Scotland	–	1 350	–	1 597	500	540
5 228	Serbia	2 000	1 430	460	298	500	540
3 670	Slovakia	450	1 275	460	265	500	720
3 383	Slovenia	350	1 351	460	272	500	450
11 512	Spain	1 850	1 240	–	7 832	500	90
3 238	Sweden	–	1 351	330	427	500	630
3 566	Switzerland	602	1 351	–	753	500	360
4 459	Turkey	–	1 372	130	2 007	500	450
3 050	Ukraine	–	1 280	130	600	500	540
2 715	Wales	–	1 355	330	260	500	270
223 964	TOTAL	25 631	69 669	13 300	67 804	26 500	21 060

Balance sheet

UEFA's balance sheet total of €1,341.5 million is €185 million lower than the previous exercise. This is attributable to two factors: payments made in the course of the 2009/10 financial year to member associations within the HatTrick programme, and the fact that, coincidentally, advance payments from third parties as at the balance sheet closure date were significantly lower than the year before.

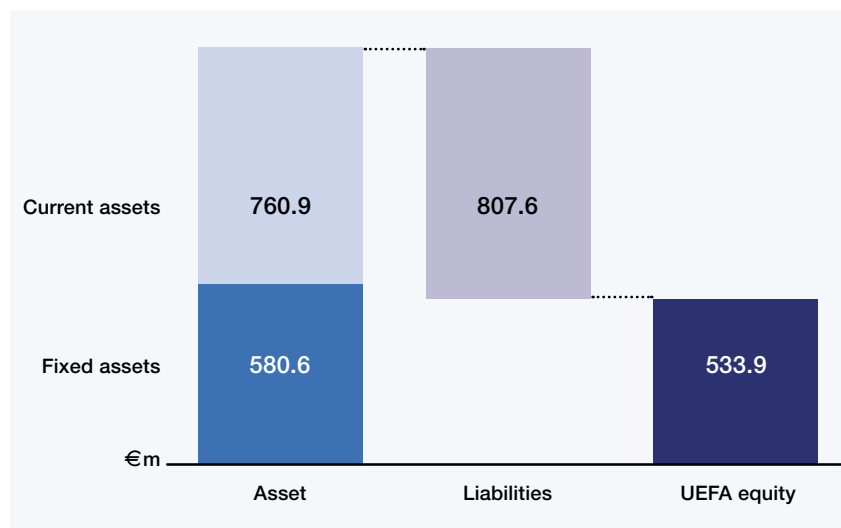
"A very solid balance sheet."

The structure of the balance sheet nevertheless remained fundamentally unchanged. However, the UEFA Executive Committee had supported the idea of further investing in real estate by approving the construction of a second office building, La Clairière. The total investment for the second building represents €44 million.



The cash and cash equivalents total represented 90% of current liabilities, and, if need be, UEFA could rapidly realise part of its long-term securities included under financial assets to make more cash available. This can be considered a very solid balance sheet, given that €562 million within current liabilities refers to future payments to UEFA's member associations.

Both the financial and other fixed assets increased in effective and in relative figures, as did the total of UEFA's equity.



€m	30.06.2010	30.06.2009
Cash and cash equivalents	705.0	986.1
Other current assets	55.9	43.2
Total current assets	760.9	1 029.3
Financial assets	497.5	440.7
Other fixed assets	83.1	56.3
Total fixed assets	580.6	497.0
Total assets	1 341.5	1 526.3
Current liabilities	785.2	981.0
Other liabilities and provisions	22.4	27.1
Total liabilities	807.6	1 008.1
Total UEFA equity	533.9	518.2
Total liabilities and UEFA equity	1 341.5	1 526.3



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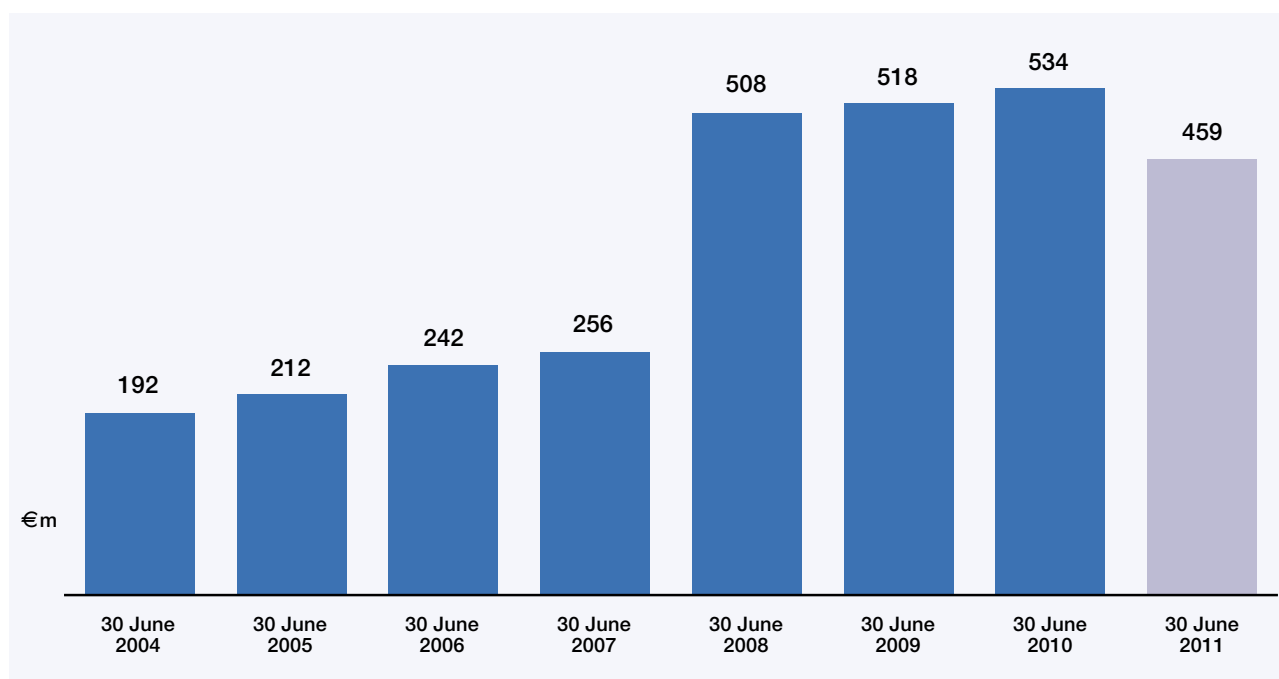
Equity evolution

The fact that UEFA recorded a negative result of €66.4 million in 2009/10 while, at the same time, its equity increased from €518 million to €534 million during the same period, can be explained as follows.

Unlike a company quoted on the stock exchange, UEFA, as an association, cannot increase its capital by issuing additional shares. The situation that arose in UEFA's case during the 2009/10 financial year is currency-related. UEFA's equity is denominated in Swiss francs, whereas the increase, as reported in this report, is expressed in euros. The strength of the Swiss franc against the euro on the balance sheet closure date meant that the amount in Swiss

francs translated to a higher equivalent when expressed in euros. The exchange rate at the end of the financial year was 1.32 Swiss francs to the euro, compared with 1.52 in 2009 – which explains the substantial difference.

Currency effects are expected to continue to influence UEFA's equity as expressed in euros. The forecast shows that UEFA's equity will decrease in 2010/11 but still exceed the minimum level of €318 million approved by the UEFA Congress. It is then expected to increase significantly thanks to the budgeted earnings from UEFA EURO 2012 in 2011/12, which will mark the start of the next four-year cycle.



The four-year cycle

UEFA is a not-for-profit organisation. But this fundamental aspect is not visible if results for a single financial year are considered in isolation. As previously mentioned, an exercise which embraces the final round of a UEFA European Football Championship reveals a positive net result, whereas years without this final tournament yield a negative result. The overall revenue and expense streams therefore have to be seen over a four-year financial period in order for a clear picture to become visible. The current report is based on a cycle whose starting point is a year with a final round, followed by the three successive years in which no EURO takes place. The following figures are therefore based on the current cycle, which was started by UEFA EURO 2008. The table shows that over the four-year period, UEFA generates approximately €6 billion in revenue. In order to be transparent, it is necessary to add the reversal of the EURO pool provision, which finances UEFA's HatTrick programme.

From this overall €6 billion, UEFA is distributing over 57% to participating clubs and national associations. In excess of €900 million over the four-year period is distributed as solidarity payments to national associations, and

clubs. It goes without saying that a considerable amount is required to organise and run UEFA's top competitions. If the organisational costs of non-top competitions are combined with totals for football development, education and events, another €100 million is seen to be reinvested in football. From another perspective, costs for media technologies (including investment in the UEFA website), the Legacy video archive system and information technologies also go towards the development and promotion of European football. Governing expenses are explained in greater detail on page 12, where it is emphasised that less than 4% of the total is used for running the UEFA administration, committees and panels and other institutional aspects.

UEFA's status as a not-for-profit organisation means that the balance at the end of a four-year cycle (in this case, the 2010/11 exercise) should be zero. The current situation is a balance of €67 million, which has a positive consequence in that, because UEFA's equity requirements are met, this amount can be brought forward to finance further solidarity payments and football development initiatives in the future.

"Overall revenue and expense streams have to be seen over a four-year financial period in order for a clear picture to become visible."

€m	2007/08	2008/09	2009/10	2010/11	Cumulative	in %
UEFA European Football Championship	1 039	7	86	266	1 398	23.7%
UEFA Champions League	822	820	1 099	1 140	3 881	65.6%
UEFA Europa League	53	54	195	210	512	8.7%
Other competitions and income	24	54	33	27	138	2.3%
Formation and use of EURO pool provisions	- 342	117	102	106	- 17	- 0.3%
Source of income	1 596	1 052	1 515	1 749	5 912	100.0%
Distribution to teams	- 822	- 644	- 960	- 990	- 3 416	57.8%
Solidarity (including HatTrick)	- 221	- 210	- 238	- 239	- 908	15.3%
Organisation: top-competitions	- 225	- 128	- 254	- 456	- 1 063	18.0%
Organisation: non-top competitions	- 14	- 16	- 19	- 19	- 68	1.2%
Football development, education and events	- 6	- 7	- 8	- 11	- 32	0.5%
ICT and media technologies	- 28	- 29	- 46	- 43	- 146	2.5%
Governing expenses	- 44	- 46	- 56	- 66	- 212	3.6%
Net financing from UEFA equity	- 236	28	66	75	- 67	1.1%
Use of income	- 1 596	- 1 052	- 1 515	- 1 749	- 5 912	100.0%



UEFA Champions League

In the first season of the new 2009–12 three-year contractual cycle, total revenue, for the reasons mentioned below, surpassed the €1 billion mark.

First and foremost, 20 additional matches (in the play-off round which completed the list of 32 starters in the group stage) were included in the UEFA Champions League package. The new access pathways featured a champions route and a league route, which enabled clubs from a higher number of national associations to participate in the group phase. The UEFA Super Cup which, for the first time, pitted the winner of the UEFA Champions League against the UEFA Europa League champion, was also integrated into the UEFA Champions League package. The injection of two additional matchweeks (four matchdays) into the UEFA Champions League calendar was also a significant factor. These organisational changes helped to enhance even further the attractiveness of the UEFA Champions League for broadcasters and sponsors, not only in Europe but also, to an even faster growing extent, in other sectors of the global audience.

“Organisational changes helped to enhance even further the attractiveness of the UEFA Champions League.”

Distribution to clubs

The lion's share of income continues to be made available to the teams which participate in the competition, including the 20 clubs involved in the new play-off round, 10 of whom were diverted into the group stage of the UEFA Europa League. The two teams which competed for the UEFA Super Cup were also financially rewarded. The principles governing the distribution of revenue among the participating 32 teams, as from the group stage of the UEFA Champions League, remained essentially the same as in the past, with a fixed amount, a performance bonus and an important part of the financial benefits again distributed through the market pool concept. Whereby payments to clubs are in proportion to the value of the broadcast revenue within the national associations' territories.

Each of the 20 teams that contested the play-offs has received €2.1 million. The 32 clubs taking part in the UEFA Champions League group stage received a participation bonus of €4.0 million each, plus a match bonus



of €550,000 per group game played. On top of that, the following performance bonuses were paid: €800,000 for every win and €400,000 for every draw in the group stage.

Additional payments are made to the teams that progress in the competition, with €3 million the reward for advancing to the round of 16, €3.3 million for reaching the quarter-finals and €4 million for a semi-final place. The winners of the final at the Estadio Ernesto Bernabéu, FC Internazionale Milano, collected a further €9 million, with €5.2 million going to the runners-up, FC Bayern München.

In addition, participating clubs were entitled to a share of the market pool based on the commercial value of their domestic television market, the number of UEFA Champions League matches played during the season in question and their final position in the domestic league table last term.

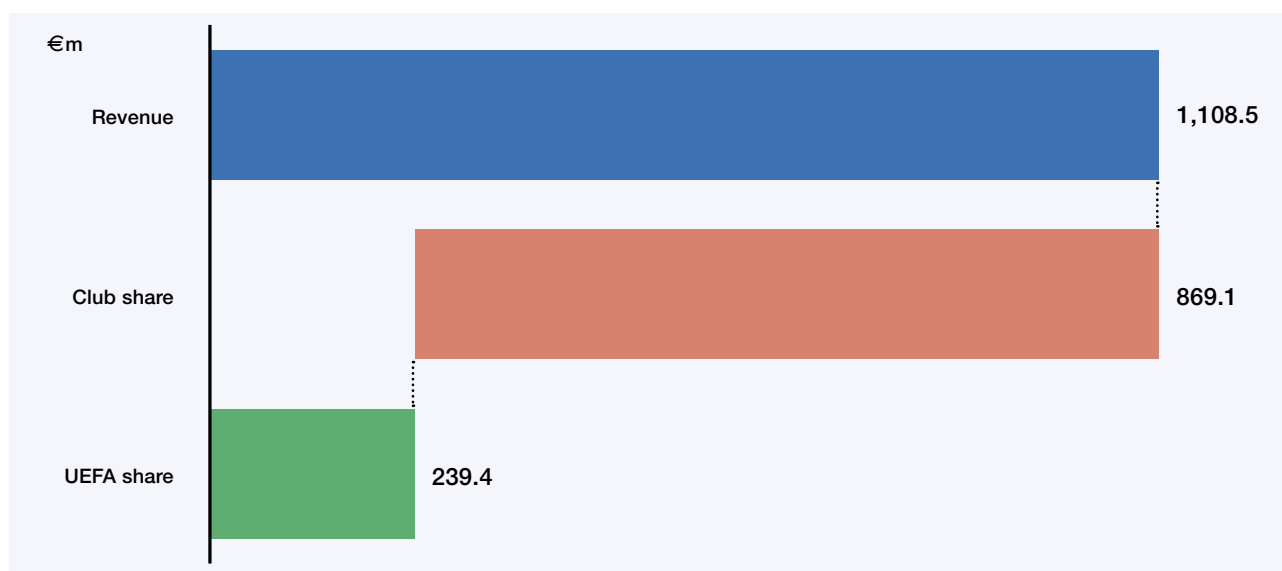
It should be noted that, with regard to all but one of the matches played, the home club kept all gate receipts – the exception being the final in Madrid, where the two finalists received equal shares.

Solidarity payments

Ever since its introduction, the UEFA Champions League concept has been based on one winner on the pitch and a large number of winners in terms of solidarity payments derived from UEFA's flagship club competition. With effect from the 2009/10 season, solidarity payments increased considerably. This was possible thanks to higher overall revenue for distribution and to the satisfying fact that the clubs (through the European Club Association) agreed to increase the percentage of the solidarity share from 5% to 6.5% of total revenue.

Contribution to the development of European football

Just under €68 million (or 6%) of UEFA Champions League total revenue could be allocated to European football as a whole. This is by no means a net profit, as all the administrative costs related to this competition, such as personnel and marketing expenses, are not debited against the specific project accounts of this competition. The lion's share of this contribution is directly re-invested in football, first and foremost in non-top competitions, to further develop the game at the base of the footballing pyramid and for the benefit of European football as a whole.



UEFA Champions League : project accounts

€000		2009/10	in %	2008/09	in %
Broadcast	836 524				
Commercial rights	260 618				
Currency exchange differences	11 392				
TOTAL REVENUE		1 108 534	100.0%	821 807	100.0%
Distribution : participation and match bonus	- 275 280				
Distribution : performance bonuses	- 181 400				
Distribution : market pool	- 342 767				
Other distributions	- 3 195				
Total distribution to clubs	- 802 642				
Solidarity financed by clubs	- 66 436				
CLUB SHARE		- 869 078	78.4%	- 636 736	77.5%
Event expenses	- 98 780				
Internal allocation : UEFA.com	- 15 924				
Internal allocation : UEFA Super Cup	- 6 000				
Referees and match officers	- 9 637				
Solidarity financed by UEFA	- 14 668				
Solidarity to member associations	- 26 500				
Contribution to European football	- 67 947				
UEFA SHARE		- 239 456	21.6%	- 185 071	22.5%

UEFA Champions League: Distribution to clubs 2009/10

€000	Group matches				Knock-out matches				Total
	Participation bonus	Match bonus	Performance bonus	Market pool	Round of 16	Quarter-finals	Semi-finals	Final	
Group A									
FC Bayern München	3 990	3 300	2 800	19 748	3 000	3 300	4 000	5 200	45 338
Juventus	3 990	3 300	2 400	12 128	–	–	–	–	21 818
FC Girondins de Bordeaux	3 990	3 300	4 400	12 116	3 000	3 300	–	–	30 106
Maccabi Haifa FC	3 990	3 300	–	1 451	–	–	–	–	8 741
Group B									
Manchester United FC	3 990	3 300	3 600	29 235	3 000	3 300	–	–	46 425
VfL Wolfsburg	3 990	3 300	2 000	17 155	–	–	–	–	26 445
PFC CSKA Moskva	3 990	3 300	2 800	4 862	3 000	3 300	–	–	21 252
Besiktas JK	3 990	3 300	1 200	13 004	–	–	–	–	21 494
Group C									
AC Milan	3 990	3 300	2 800	11 026	3 000	–	–	–	24 116
FC Zürich	3 990	3 300	1 200	1 971	–	–	–	–	10 461
Real Madrid CF	3 990	3 300	3 600	13 318	3 000	–	–	–	27 208
Olympique de Marseille	3 990	3 300	2 000	7 978	–	–	–	–	17 268
Group D									
APOEL FC	3 990	3 300	1 200	1 725	–	–	–	–	10 215
Chelsea FC	3 990	3 300	4 000	18 333	3 000	–	–	–	32 623
FC Porto	3 990	3 300	3 200	5 514	3 000	–	–	–	19 004
Club Atlético de Madrid	3 990	3 300	1 200	6 879	–	–	–	–	15 369
Group E									
ACF Fiorentina	3 990	3 300	4 000	8 453	3 000	–	–	–	22 743
Liverpool FC	3 990	3 300	2 000	20 068	–	–	–	–	29 358
Debreceni VSC	3 990	3 300	–	1 893	–	–	–	–	9 183
Olympique Lyonnais	3 990	3 300	3 600	8 178	3 000	3 300	4 000	–	29 368
Group F									
FC Rubin Kazan	3 990	3 300	2 000	4 185	–	–	–	–	13 475
FC Internazionale Milano	3 990	3 300	2 800	19 847	3 000	3 300	4 000	9 000	49 237
FC Barcelona	3 990	3 300	3 200	18 732	3 000	3 300	4 000	–	39 522
FC Dynamo Kyiv	3 990	3 300	1 600	3 675	–	–	–	–	12 565
Group G									
AFC Unirea Urziceni	3 990	3 300	2 400	8 341	–	–	–	–	18 031
VfB Stuttgart	3 990	3 300	2 800	10 600	3 000	–	–	–	23 690
Rangers FC	3 990	3 300	800	9 360	–	–	–	–	17 450
Sevilla FC	3 990	3 300	3 600	10 830	3 000	–	–	–	24 720
Group H									
Arsenal FC	3 990	3 300	3 600	16 599	3 000	3 300	–	–	33 789
Olympiacos FC	3 990	3 300	2 800	15 011	3 000	–	–	–	28 101
AZ Alkmaar	3 990	3 300	1 600	7 689	–	–	–	–	16 579
R. Standard de Liège	3 990	3 300	1 600	2 863	–	–	–	–	11 753
Total 32 clubs	127 680	105 600	76 800	342 767	48 000	26 400	16 000	14 200	757 447
Contribution in favour of the 20 clubs involved in the UEFA Champions League play-offs (€2.1 million per club)									42 000
Allocated to the European Club Association in accordance with the Memorandum of Understanding with UEFA									3 195
TOTAL DISTRIBUTION									802 642

UEFA Europa League

This new competition, designed to replace the UEFA Cup, represented an important change which, as it was quickly recognised, had positive repercussions for European club football. The 48 teams which qualified to play in the group stage were drawn into 12 groups, with the result that, unlike the group stage in the previous competition, every team played a minimum of three matches at home. The winner and runner-up in each of the 12 groups were joined by the 8 teams which had earned the right to continue their European campaign by finishing third in their UEFA Champions League group. These 32 clubs were the starters in the first of the four knockout rounds which determined the two teams to play the first UEFA Europa League final.

As opposed to the format in the former UEFA Cup, where groups comprised five teams, this format allowed opponents to meet on the traditional home-and-away basis,

with UEFA selling broadcasting and commercial rights on a centralised basis. The financial result achieved in the first season was very encouraging and suggested that the new competition had found the right profile and sporting calibre to further develop as a partner to the UEFA Champions League.

"An important change which had positive repercussions for European club football."

Distribution to clubs

In the UEFA Europa League, 75% of the total revenue generated was distributed to the participating clubs. The distribution scheme adopted was similar to that of the UEFA Champions League, with a mix of fixed and performance-based payments, complemented by payments from the market pool, where payments in favour of the clubs are in direct relation to the revenue generated in the relevant markets. Ticketing arrangements were the same as for the UEFA Champions League, with the home club retaining all gate receipts and the two finalists receiving equal shares of ticketing revenue from the final.

Solidarity

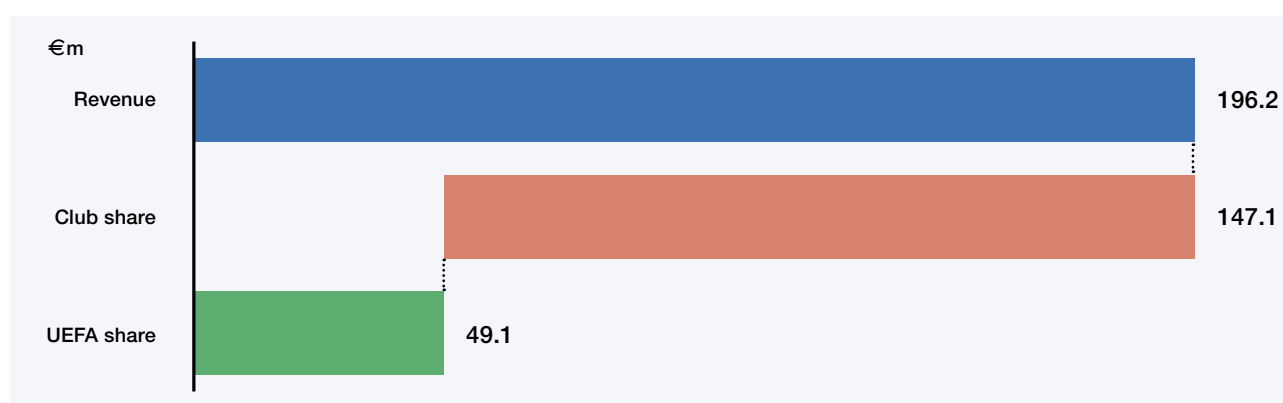
In the past, solidarity payments to clubs in all UEFA competitions were debited in full against the UEFA Champions League project accounts and were partly financed by clubs and by European football. However, for 2009/10, solidarity payments in favour of clubs eliminated in the UEFA Europa League qualifying matches were debited against the UEFA Europa League project accounts, entirely from the UEFA share.



Contribution from European football

In the first season of the newly born competition, a contribution of approximately €8.2 million was financed from European football to break even. Such a contribution was necessary for the sole reason that the €21 million in solidarity payments to the clubs eliminated in the

UEFA Europa League qualifying matches had been debited against the project accounts for this competition. UEFA is optimistic that the UEFA Europa League will eventually be able to break even without a contribution from European football.



UEFA Europa League : project accounts

€000		2009/10	in %	2008/09	in %
Broadcast	182 607				
Commercial rights	12 016				
Currency exchange differences	1 553				
TOTAL REVENUE		196 176	100.0%	50 390	100.0%
Distribution : participation and match bonuses	- 50 496				
Distribution : performance bonuses	- 37 760				
Distribution : market pool	- 58 871				
Total distribution to clubs	- 147 127				
Solidarity financed by clubs	0				
CLUB SHARE		- 147 127	75.0%	- 34 993	69.4%
Event expenses	- 25 338				
Internal allocation : UEFA.com	- 761				
Referees and match officers	- 10 136				
Solidarity financed by UEFA	- 21 060				
Contribution from European football	8 246				
UEFA SHARE		- 49 049	25.0%	- 15 397	30.6%



UEFA Europa League: Distribution to clubs 2009/10

	Group matches				Knock-out matches					
€000	Participation bonus	Match bonus	Performance bonus	Market pool	Round of 32	Round of 16	Quarter finals	Semi finals	Final	Total
Group A										
RSC Anderlecht	752	300	480	265	180	270	–	–	–	2 247
AFC Ajax	752	300	480	149	180	–	–	–	–	1 861
FC Timisoara	752	300	240	482	–	–	–	–	–	1 774
NK Dinamo Zagreb	752	300	240	142	–	–	–	–	–	1 434
Group B										
SK Slavia Praha	752	300	180	70	–	–	–	–	–	1 302
LOSC Lille Métropole	752	300	420	1 418	180	270	–	–	–	3 340
Valencia CF	752	300	540	2 721	180	270	360	–	–	5 123
Genoa CFC	752	300	300	480	–	–	–	–	–	1 832
Group C										
Hamburger SV	752	300	420	5 137	180	270	360	630	–	8 049
Hapoel Tel-Aviv FC	752	300	480	97	180	–	–	–	–	1 809
Celtic FC	752	300	300	736	–	–	–	–	–	2 088
SK Rapid Wien	752	300	240	22	–	–	–	–	–	1 314
Group D										
Sporting Clube de Portugal	752	300	480	471	180	270	–	–	–	2 453
Hertha BSC Berlin	752	300	420	2 901	180	–	–	–	–	4 553
FK Ventspils	752	300	180	3	–	–	–	–	–	1 235
SC Heerenveen	752	300	360	203	–	–	–	–	–	1 615
Group E										
AS Roma	752	300	540	602	180	–	–	–	–	2 374
PFC CSKA Sofia	752	300	60	107	–	–	–	–	–	1 219
Fulham FC	752	300	480	5 658	180	270	360	630	2 000	10 630
FC Basel 1893	752	300	360	86	–	–	–	–	–	1 498
Group F										
FC Dinamo Bucuresti	752	300	240	482	–	–	–	–	–	1 774
Panathinaikos FC	752	300	480	2 348	180	270	–	–	–	4 330
Galatasaray AS	752	300	540	3 569	180	–	–	–	–	5 341
SK Sturm Graz	752	300	180	22	–	–	–	–	–	1 254
Group G										
PFC Levski Sofia	752	300	120	107	–	–	–	–	–	1 279
S.S. Lazio	752	300	240	793	–	–	–	–	–	2 085
FC Salzburg	752	300	720	36	180	–	–	–	–	1 988
Villarreal CF	752	300	360	1 935	180	–	–	–	–	3 527

	Group matches				Knock-out matches					
€000	Participation bonus	Match bonus	Performance bonus	Market pool	Round of 32	Round of 16	Quarter finals	Semi finals	Final	Total
Group H										
FC Twente	752	300	360	149	180	–	–	–	–	1 741
FC Steaua Bucuresti	752	300	240	482	–	–	–	–	–	1 774
FC Sheriff	752	300	240	12	–	–	–	–	–	1 304
Fenerbahce SK	752	300	600	3 569	180	–	–	–	–	5 401
Group I										
AEK Athens FC	752	300	180	1 495	–	–	–	–	–	2 727
SL Benfica	752	300	600	623	180	270	360	–	–	3 085
FC BATE Borisov	752	300	300	23	–	–	–	–	–	1 375
Everton FC	752	300	360	3 624	180	–	–	–	–	5 216
Group J										
Toulouse FC	752	300	300	1 103	–	–	–	–	–	2 455
Club Brugge KV	752	300	480	234	180	–	–	–	–	1 946
FC Shakhtar Donetsk	752	300	540	390	180	–	–	–	–	2 162
FK Partizan	752	300	120	249	–	–	–	–	–	1 421
Group K										
FC Kobenhavn	752	300	420	390	180	–	–	–	–	2 042
AC Sparta Praha	752	300	300	70	–	–	–	–	–	1 422
PSV Eindhoven	752	300	600	149	180	–	–	–	–	1 981
CFR 1907 Cluj	752	300	120	804	–	–	–	–	–	1 976
Group L										
Werder Bremen	752	300	660	5 036	180	270	–	–	–	7 198
Athletic Club Bilbao	752	300	420	1 934	180	–	–	–	–	3 586
FK Austria Wien	752	300	120	37	–	–	–	–	–	1 209
CD Nacional	752	300	240	330	–	–	–	–	–	1 622
Clubs from UEFA Champions League										
FC Unirea Urziceni				314	180	–	–	–	–	494
Club Atlético de Madrid				2 091	180	270	360	630	3 000	6 531
FC Rubin Kazan				731	180	270	–	–	–	1 181
Juventus				377	180	270	–	–	–	827
Liverpool FC				1 674	180	270	360	630	–	3 114
Olympique de Marseille				315	180	270	–	–	–	765
R. Standard de Liège				117	180	270	360	–	–	927
VfL Wolfsburg				1 507	180	270	360	–	–	2 317
TOTAL DISTRIBUTION	36 096	14 400	17 280	58 871	5 760	4 320	2 880	2 520	5 000	147 127

Result by activities

UEFA's accounting and reporting tools are structured in such a way that the result can be analysed on different levels or dimensions. The statutory accounts, audited by the external auditors, are set up by nature and form the consolidated income statement, as published on page 6 and 7 of this report.

In parallel and as a complement, UEFA also breaks down results by competition and other activities (cost drivers), as illustrated in the chart on the opposite page, where UEFA's 2009/10 net result can be broken down into sub-totals. For the purpose of comparison with the previous financial year, the 2008/09 net result is published in a separate column.

By including, on the left of the chart, the 2009/10 revenue and expenditure totals for each competition and activity, UEFA is also able to disclose the extent to which the main sources of income contribute to UEFA's ongoing financial strength.

The evolution over the years makes interesting reading and accurately reflects the four-year cycles which are endemic to UEFA's activities. Every fourth year, when the final round of a European Football Championship is staged, UEFA is able to generate a substantial yearly surplus. UEFA's result by activities provides a good illustration of this sequence. The three years following a year with a EURO final round consequently result in a loss.

Only transactions related directly and exclusively to one particular competition or other activity are included in the results published in this chart. This means that no UEFA administration expenses (such as personnel and general administrative costs) are allocated to these results by competition or other activity. As a result, the total of these non-allocated items appears on a separate line, under the title of UEFA administration expenses.



Net result by activities

2009/10 Revenue	2009/10 Expenses	€000	2009/10 Net result	2008/09 Net result
85 904	- 85 904	UEFA EURO and European Championship qualifiers	0	0
1 099 439	- 1 031 492	UEFA Champions League	67 947	35 990
195 040	- 203 286	UEFA Europa League / UEFA Cup	- 8 246	1 323
0	666	UEFA Super Cup	666	201
0	- 5 860	UEFA European Under-21 Championship	- 5 860	- 5 056
		Total top competitions	54 507	32 458
47 583	- 40 256	Asset management	7 327	32 189
103 520	216	Provisions	103 736	124 520
		TOTAL SOURCE OF NET INCOME	165 570	189 167
2 671	- 16 194	Women's competitions	- 13 523	- 5 725
205	- 4 975	Youth competitions	- 4 770	- 4 641
537	- 2 177	Futsal competitions	- 1 640	- 1 550
1 421	-816	Other competitions	605	- 4 212
		Total non-top competitions	- 19 328	- 16 128
0	- 102 574	HatTrick programme and Study Group Scheme	- 102 574	- 118 933
1 819	- 6 935	Football development and education	- 5 116	- 4 471
0	- 2 777	Events	- 2 777	- 2 631
1 724	- 47 705	ICT and media technologies	- 45 981	- 28 609
		Total other activities	- 156 448	- 154 644
1 564	- 38 417	UEFA administration expenses	- 36 853	- 32 552
6 244	- 23 183	Institutional and disciplinary proceedings	- 16 939	- 12 396
217	- 2 604	Committees and panels	- 2 387	- 1 309
		Total governing expenses	- 56 179	- 46 257
		TOTAL USE OF NET INCOME	- 231 955	- 217 029
		NET RESULT	- 66 385	- 27 862



This financial report is published in English, French and German. The English version is authoritative in respect of financial reporting, in accordance with Article 4.3 of the UEFA statutes.



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