



Financial Report 2016/17 Annex

WE CARE ABOUT FOOTBALL

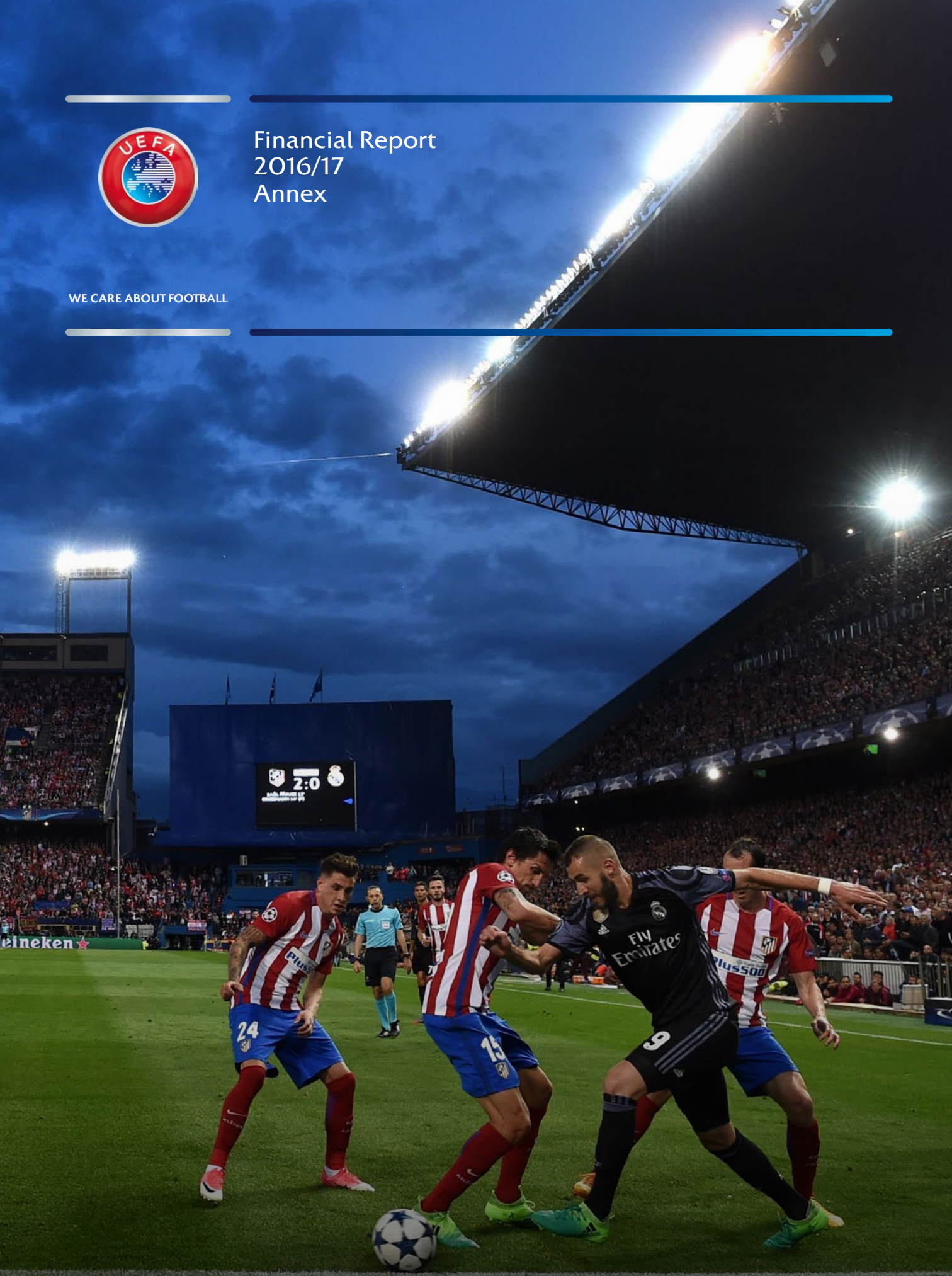


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CONSOLIDATED INCOME STATEMENT

| | | 2016/17 €000 | Other €000 | EURO 2016 €000 | 2015/16 €000 |
|--|-------|-------------------|-------------------|-------------------|-------------------|
| | Notes | | | | |
| Broadcasting rights | 1 | 2 322 212 | 2 160 995 | 1 024 230 | 3 185 225 |
| Commercial rights | 2 | 458 112 | 444 962 | 483 318 | 928 280 |
| Rights revenue | | 2 780 324 | 2 605 957 | 1 507 548 | 4 113 505 |
| Tickets | 3 | 20 022 | 17 341 | 269 179 | 286 520 |
| Hospitality | 4 | 17 799 | 14 376 | 128 052 | 142 428 |
| Other revenue | 5 | 17 781 | 26 096 | 11 217 | 37 313 |
| Total revenue | | 2 835 926 | 2 663 770 | 1 915 996 | 4 579 766 |
| Distribution to participating teams | 6 | -2 119 362 | -1 968 738 | -301 000 | -2 269 738 |
| Contributions to associations | 7 | -32 814 | -28 265 | -41 166 | -69 431 |
| Event expenses | 8 | -177 097 | -182 682 | -355 066 | -537 748 |
| Referees and match officers | 9 | -32 422 | -36 965 | -3 135 | -40 100 |
| Information and communications technology | 10 | -54 164 | -43 194 | -63 878 | -107 072 |
| Employee salaries and benefits | 11 | -83 189 | -79 844 | -78 694 | -158 538 |
| Depreciation and amortisation | 21 | -9 333 | -7 853 | -2 047 | -9 900 |
| Other expenses | 12 | -50 005 | -45 563 | -72 057 | -117 620 |
| Total expenses | | -2 558 386 | -2 393 104 | -917 043 | -3 310 147 |
| Operating result before solidarity payments | | 277 540 | 270 666 | 998 953 | 1 269 619 |
| Solidarity payments | 13 | -268 344 | -1 012 181 | -151 549 | -1 163 730 |
| Operating result | | 9 196 | -741 515 | 847 404 | 105 889 |
| Financial income | 14 | 7 857 | 9 480 | 0 | 9 480 |
| Financial costs | 15 | -23 021 | -12 386 | -54 | -12 440 |
| Taxes | | -729 | -812 | 0 | -812 |
| Net result for the period | | -6 697 | -745 233 | 847 350 | 102 117 |

CONSOLIDATED BALANCE SHEET

| | | 30/06/2017 €000 | 30/06/2016 €000 |
|---------------------------------------|-------|--------------------|--------------------|
| Assets | Notes | | |
| Cash and cash equivalents | 16 | 803 403 | 1 138 212 |
| Other financial assets | 17 | 908 780 | 739 814 |
| Receivables | 18 | 76 992 | 1 276 991 |
| Prepaid expenses and accrued income | 19 | 25 363 | 92 946 |
| Deferred competition costs | 20 | 69 378 | 184 480 |
| Current assets | | 1 883 916 | 3 432 443 |
| Deferred competition costs | 20 | 15 581 | 33 373 |
| Property and equipment | 21 | 101 917 | 105 752 |
| Intangible assets | 21 | 9 349 | 10 864 |
| Other financial assets | 17 | 361 383 | 372 565 |
| Non-current assets | | 488 230 | 522 554 |
| Total assets | | 2 372 146 | 3 954 997 |
| | | | |
| Liabilities and reserves | | | |
| Payables | 22 | 534 824 | 922 581 |
| Accrued expenses and deferred income | 23 | 324 871 | 1 612 477 |
| Advances from third parties | 24 | 102 880 | 132 446 |
| Current tax liabilities | | 0 | 1 049 |
| Provisions | 25 | 248 279 | 335 454 |
| Current liabilities | | 1 210 854 | 3 004 007 |
| Deferred income | 23 | 386 125 | 96 626 |
| Provisions | 25 | 149 000 | 221 500 |
| Non-current liabilities | | 535 125 | 318 126 |
| Liabilities | | 1 745 979 | 3 322 133 |
| Undesignated reserves | | 500 000 | 500 000 |
| Retained earnings | | 132 864 | 30 747 |
| Net result for the period | | -6 697 | 102 117 |
| Reserves | | 626 167 | 632 864 |
| Total liabilities and reserves | | 2 372 146 | 3 954 997 |
| | | | |



CONSOLIDATED CASH FLOW STATEMENT

| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| Opening balance: cash and cash equivalents | 1 138 212 | 518 688 |
| Net foreign exchange difference | -7 814 | -4 855 |
| Closing balance: cash and cash equivalents | 803 403 | 1 138 212 |
| Change in net cash and cash equivalents | -326 995 | 624 379 |
| | | |
| Operating result before solidarity payments | 277 540 | 1 269 619 |
| Solidarity payments | -268 344 | -1 163 730 |
| Financial income | 3 288 | 5 241 |
| Financial costs | -15 207 | -7 585 |
| Taxes paid | -1 104 | -263 |
| Depreciation and amortisation | 9 333 | 9 900 |
| Net movements in provisions | -159 675 | 383 468 |
| Subtotal | -154 169 | 496 650 |
| Change in receivables | 1 200 091 | -543 432 |
| Change in prepaid expenses and accrued income | 68 016 | -65 929 |
| Change in deferred competition costs | 132 894 | 224 711 |
| Change in payables | -387 757 | 478 639 |
| Change in accrued expenses and deferred income | -998 107 | -96 731 |
| Change in advances from third parties | -29 566 | 18 272 |
| Change in current tax liabilities | -674 | 500 |
| Change in net working capital | -15 103 | 16 030 |
| Cash flow from operating activities | -169 272 | 512 680 |
| | | |
| Change in other current financial assets | -164 830 | 288 748 |
| Change in loans | 37 730 | -16 003 |
| Change in long-term securities | -26 549 | -155 173 |
| Capital expenditure in ICT equipment | -1 374 | -1 016 |
| Capital expenditure in office equipment | -493 | -565 |
| Capital expenditure in intangible assets | -2 115 | -4 292 |
| Capital expenditure in participation | -92 | 0 |
| Cash flow from investing activities | -157 723 | 111 699 |
| | | |
| Cash flow from financing activities | 0 | 0 |
| | | |
| Change in net cash and cash equivalents | -326 995 | 624 379 |

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

Reserves attributable to member associations

| €000 | Undesignated reserves | Retained earnings and net result for the period | Reserves |
|-------------------------|-----------------------|---|----------------|
| Total 30/06/2015 | 500 000 | 30 747 | 530 747 |
| Net result for 2015/16 | | 102 117 | 102 117 |
| Total 30/06/2016 | 500 000 | 132 864 | 632 864 |
| Net result for 2016/17 | | -6 697 | -6 697 |
| Total 30/06/2017 | 500 000 | 126 167 | 626 167 |



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Accounting principles

a) General information

The “Union des Associations Européennes de Football” (hereafter UEFA) is an international non-governmental, not-for-profit organisation in the form of an association according to Swiss law and is domiciled in Nyon, Switzerland. As at 30 June 2017, UEFA consisted of 55 member associations. It is a recognised confederation of FIFA.

UEFA's main objectives (Article 2 of the UEFA Statutes) are to:

- deal with all questions relating to European football;
- promote football in Europe in a spirit of peace, understanding and fair play, without any discrimination on account of politics, gender, religion, race or any other reason;
- monitor and control the development of every type of football in Europe;
- organise and conduct international football competitions and tournaments at European level for every type of football whilst respecting the players' health;
- prevent all methods or practices which might jeopardise the regularity of matches or competitions or give rise to the abuse of football;
- ensure that sporting values always prevail over commercial interests;
- redistribute revenue generated by football in accordance with the principle of solidarity and to support reinvestment in favour of all levels and areas of football, especially the grassroots of the game.

b) Basis of preparation of the financial statements

The consolidated financial statements of UEFA and its subsidiaries (hereafter the group) are presented in euros (€/EUR), as this is the currency of the primary economic environment in which the group operates.

Foreign operations are included in accordance with the policies set out in note d) (foreign currencies).

The consolidated financial statements have been prepared in accordance with the Swiss Code of Obligations, the association's by-laws and the accounting policies described hereafter. They have been prepared on an accrual basis and under the historical cost convention.

c) Basis of consolidation

| Name | Country of incorporation | Consolidation method | Share capital | Ownership | |
|--|--------------------------|----------------------|-------------------------|------------|------------|
| | | | | 30 June 17 | 30 June 16 |
| Union des Associations Européennes de Football | Switzerland | Fully consolidated | Ultimate parent company | | |
| UEFA Events SA | Switzerland | Fully consolidated | CHF 4 000 000 | 100% | 100% |
| UEFA Club Competitions SA | Switzerland | Fully consolidated | CHF 100 000 | 99.9% | 0% |
| Euro 2008 SA (in liquidation) | Switzerland | Fully consolidated | CHF 250 000 | 100% | 100% |
| EURO 2016 SAS | France | Fully consolidated | EUR 50 000 | 95% | 95% |

The consolidated financial statements of the group incorporate the financial statements of UEFA and the entities controlled by UEFA.

Control is achieved where UEFA has the power, directly or indirectly, to govern the financial and operating policies of an entity so as to obtain benefits from its activities. This is the case where UEFA holds more than 50% of the voting rights. The entities included in this consolidation are shown in the table.

The financial statements of the subsidiaries are included in the consolidated financial statements from the date that control commences until the date control ceases. Where necessary, adjustments are made to the financial statements of the subsidiaries to bring the accounting policies used into line with those used by the group. The equity and profit attributable to minority shareholders' interests are immaterial.

The book value of investments has been eliminated against the share in the net assets of the companies, valued at the time of the acquisition or creation. The purchase method of accounting is used to account for the acquisition or creation of subsidiaries by the group.

All inter-company balances and transactions, as well as any unrealised gains and losses arising from transactions between group companies, are eliminated when preparing the consolidated financial statements.

d) Foreign currencies

The books of UEFA and its subsidiaries are kept in euros. Transactions in currencies other than the euro are recorded at the daily rate of exchange prevailing on the dates of the transactions.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the income statement. Net unrealised gains on the translation of non-current monetary assets and liabilities are deferred in the balance sheet through a corresponding expense recognised in the income statement under financial income.



The foreign exchange rates used are as follows:

| Currency | 30 June 2017 | Average 2016/17 | 30 June 2016 | Average 2015/16 |
|----------|--------------|--------------------|--------------|--------------------|
| EUR/CHF | 1.0947 | 1.0806 | 1.0882 | 1.0872 |
| EUR/GBP | 0.8788 | 0.8597 | 0.8285 | 0.7499 |
| EUR/USD | 1.1439 | 1.0904 | 1.1100 | 1.1101 |

e) Income statement

The consolidated income statement is structured as follows:

- revenue
- expenses
- solidarity payments
- financial income and costs
- taxes

Expenses are related to the organisation of competitions by the group as well as to the administration of UEFA. For accounting purposes, UEFA competitions are split into three categories, as follows:

- competitions played on an annual basis, such as the UEFA Champions League and the UEFA European Under-19 Championship;
- final tournaments played every two or four years, such as the UEFA European Under-21 Championship final tournament and the UEFA European Football Championship (EURO) final tournament;
- European Qualifiers played over two seasons for UEFA European Football Championship final tournaments and the FIFA World Cup.

f) Revenue recognition

Revenue is recognised to the extent that it is probable that the group will derive economic benefit from it and that the revenue can be reliably measured.

Football-related revenue consists primarily of the following items:

- broadcasting rights (e.g. media rights and unilateral services)
- commercial rights (e.g. sponsorship, licensing and value-in-kind)
- tickets
- hospitality
- other revenue (e.g. fines, FIFA financial assistance programmes, membership and entry fees as well as non-football-related revenue)

Revenue related to competitions as described in note e) (income statement) is recognised as follows:

- Competitions played on an annual basis: recognised in the income statement for the period during which the competition takes place.
- Final tournaments played every two or four years: deferred and recognised in the income statement for the period when the vast majority of the tournament matches are played. In cases where the competition is played partly in the following period, by applying the substance over form principle and in order to enable the user of the financial statements to have a full picture of the financial result of the competition, the revenue is fully recognised during the period in which the competition started.

- European Qualifiers played over two seasons for UEFA European Football Championship final tournaments and the FIFA World Cup: recognised in the income statement based on the number of matches played (percentage of completion accounting method) in each of the two periods during which the qualifying competition takes place.

Advance payments received by UEFA prior to the date of revenue recognition are deferred to the balance sheet as they may be repayable, in whole or in part, to UEFA partners up to completion of the competition. Interest earned on instalments received is for the benefit of UEFA and is recorded as financial income.

Cumulative deferred revenue is shown in the balance sheet as deferred income. Deferred revenue related to competitions taking place in more than 12 months' time is presented under non-current liabilities.

Although these are not financial transactions, UEFA shows value-in-kind benefits from commercial contracts (e.g. sportswear, technical equipment, beverages and transport) in the income statement under commercial rights revenue, and value-in-kind expenses under other event expenses.



g) Expenses

Total expenses are the gross outflow of economic benefits that arise from the ordinary activity of organising an event as well as from UEFA administrative activities.

Total expenses consist primarily of the following items:

- distribution to participating teams (clubs and associations)
- contributions to associations (FIFA, member associations and other confederations)
- event expenses (direct event expenses, broadcast and media, marketing, promotion, publications, hospitality and other event expenses)
- referees and match officers (entitlements, travel and accommodation)
- information and communications technology
- employee salaries and benefits
- depreciation and amortisation of non-current assets
- other expenses (travel, accommodation and daily allowances, consultancy and legal advice, outsourced translations and interpreters, office running expenses, building maintenance and security)

Expenses related to competitions played on an annual basis as defined in note e) (income statement) are recognised in the income statement for the period during which the matches or events of a given competition take place.

Expenses related to competitions taking place in future periods are deferred and recognised in the income statement for the period when the vast majority of the final tournament matches are played or, for the European Qualifiers, according to the number of matches played within the corresponding season (percentage of completion accounting method).

Cumulative deferred expenses are shown in the balance sheet as deferred competition costs. Deferred expenses related to competitions taking place in more than 12 months' time is presented under non-current assets.

h) Employee salaries and benefits

Statutory retirement benefits are provided in the countries where the group operates. Payments made to statutory retirement benefit plans are recognised in the income statement as they fall due.

The group has additionally set up a pension plan with defined contribution characteristics for all employees of its Swiss entities. This scheme also covers the risks of premature death and disability through insurance agreements. The pension plan is funded by contributions from employees and the relevant group companies (employer). Accordingly, the plan is accounted for as a defined contribution plan and corresponding payments are charged to the income statement as an expense as they fall due.

Salaries and benefits for temporary staff are paid through employment agencies.

Employee salaries and benefits also include compensation for active members as well as post-service compensation to long-serving former members of the UEFA Executive Committee. In accordance with Swiss law, these compensations are subject to Swiss withholding tax.

i) Leases

Leases where the group does not retain substantially all the risks and rewards of ownership of the assets are classified as operating leases. Operating lease expenditure is expensed on a straight line basis over the lease terms.

No assets are acquired under finance lease agreements.

j) Solidarity payments

Solidarity

Solidarity is recognised as an expense once the revenue financing these payments is secured, which means when the corresponding competition revenue is recognised as income. UEFA makes solidarity payments to associations and clubs for their activities, as stipulated in the respective regulations.

This solidarity scheme is financed from two different sources of net income and includes the following payments:

- From UEFA EURO earnings:
 1. in favour of the HatTrick programme for member associations, to finance investment projects such as infrastructure development, refurbishment and to co-finance ordinary tasks, as well as to offer incentive payments (e.g. participation in other competitions, referee or coaching conventions, club licensing system);
 2. in favour of member associations for extraordinary projects following the approval of the Finance Committee;
 3. to clubs participating in the success of the UEFA European Football Championship through the participation of some of their players.
- From UEFA's main club competition earnings:
 1. UEFA Champions League/UEFA Europa League: to clubs eliminated in the preliminary stages of those two club competitions;
 2. UEFA Champions League: to non-participating clubs, with payments coordinated and channelled through the leagues and aimed at supporting youth development activities in professional football. Payments are made through the member associations in countries with no professional league;
 3. UEFA Champions League: a cross-subsidy is made to co-finance the HatTrick programme in favour of member associations.

Donations

UEFA makes donations to associations in distress as well as to other non-governmental organisations according to an approved portfolio structure. This includes the UEFA Foundation for Children. The expenses are recognised on an accrual basis in the income statement once communicated externally.

k) Financial income and costs

The financial income and financial costs positions include the following:

- financial income, consisting of interest income from interest-bearing assets, fair value gains on marketable securities as well as realised and unrealised foreign exchange gains from operating and investing activities;
- financial costs, comprising fair value losses from marketable securities, realised and unrealised foreign exchange losses from operating and investing activities, as well as asset management costs and bank charges.

l) Hedging activities

Financial instruments held for hedging activities are recognised at their transaction date and offset against their underlying items. The value of unrealised hedging contracts as at the closing date is disclosed under Other notes to the financial statements.



m) Taxes

UEFA's corporate taxes in Switzerland conform with a tax ruling applying to international sports organisations located in the canton of Vaud. Its subsidiaries in Switzerland are taxed according to the rules and rulings applying to service companies. Subsidiaries in foreign countries are taxed according to the local rules and rulings.

Tax expense represents the sum of the tax payable in the current year.

Current tax is the expected tax payable on the taxable income for the year using ordinary tax rates applicable to an association or a corporation respectively.

n) Cash and cash equivalents

Cash and cash equivalents include:

- cash in hand
- cash at bank
- deposits held at call with banks
- other short-term, highly liquid and easily convertible investments with original maturities of less than three months

Cash in foreign currencies is the result of payments received from partners with whom contracts were concluded in foreign currencies. As a result, the group performs a natural hedging of its foreign exchange exposure by endeavouring to match its cash currency portfolio with its liabilities in foreign currency.

o) Financial assets

Financial assets are recognised in the balance sheet as described below when the group becomes a party to the contractual provision of the instrument.

Receivables and loans

Receivables are recognised in the accounts at fair value, which corresponds to the amount invoiced, less any deductions. Loans and other receivables are recognised at nominal value.

A provision for impairment is established when there is objective evidence that the group will not be able to collect all amounts due according to the original terms of the receivables.

Receivables and loans with maturities of less than 12 months are shown under current assets, and those with maturities greater than 12 months under non-current assets.

Bank term deposits and marketable securities

Bank term deposits up to 12 months, marketable securities readily convertible to cash, corporate bonds, medium-term notes and European commercial papers are recognised and derecognised on a trade date when the group commits to purchase or sell those financial instruments. They are initially recognised in the balance sheet at fair value, which corresponds to the transaction price. They are subsequently measured on a portfolio basis at amortised cost using linear depreciation, less provision for impairment. The fair value of those instruments is stated under the notes and explanations to the balance sheet.

Long-term securities

Long-term securities are recognised and derecognised on a trade date when the group commits to purchase or sell those securities. UEFA acquires only products issued by reputable institutions with a good rating and for which repayment at maturity is guaranteed at least at the level of the capital invested.

These products held to maturity are recognised in the balance sheet at nominal value, i.e. the capital guaranteed. The fair value of these assets is stated under the notes and explanations to the balance sheet.

p) Property and equipment and intangible assets

The group's accounting policy with regard to tangible and intangible assets is as follows:

- Property and equipment: land, buildings, pitches, office equipment and computer hardware are stated in the balance sheet at historical cost less accumulated depreciation. Subsequent expenditure is capitalised only if it increases the future economic benefits embodied in the related item.
- Intangible assets: computer software and other intangible assets are stated in the balance sheet at historical cost less accumulated amortisation.

All other expenditures, repairs and maintenance are recognised in the income statement as an expense as incurred.

Depreciation on assets is calculated using the straight line method over the estimated useful life, which is as follows for the main categories:

| Asset | Depreciation period |
|---------------------------|---------------------|
| Land | No depreciation |
| Buildings – constructions | 40 years |
| Buildings – renovations | 20 years |
| ICT equipment | 3 years |
| Office equipment | 3–5 years |
| Intangible assets | 3–6 years |

Any gain arising on the disposal of an asset is determined as the difference between the sales proceeds and the carrying amount of the asset, and is recognised in the income statement.

q) Payables

Payables are not interest bearing and are stated at their nominal value. Payables to associations are also recorded under payables in the balance sheet and represent mainly interest-free current accounts in favour of and at the disposal of UEFA member associations. The EURO pool is derived from European Championship final round earnings and was established to finance future solidarity projects and payments in favour of European football.



r) Provisions

The group records provisions in the following situations:

- when it has an obligation, legal or constructive, to satisfy a claim and it is probable that an outflow of resources will be required;
- when a risk exists at balance sheet date: the corresponding risk provision is adjusted at year-end based on an internal analysis to match the group's risk exposure;
- when imminent special projects are approved prior to the balance sheet date and are already under way. In the following year(s), the cost of such projects is included in the income statement as incurred, however, an equal reversal of the provision is recorded in the same period.

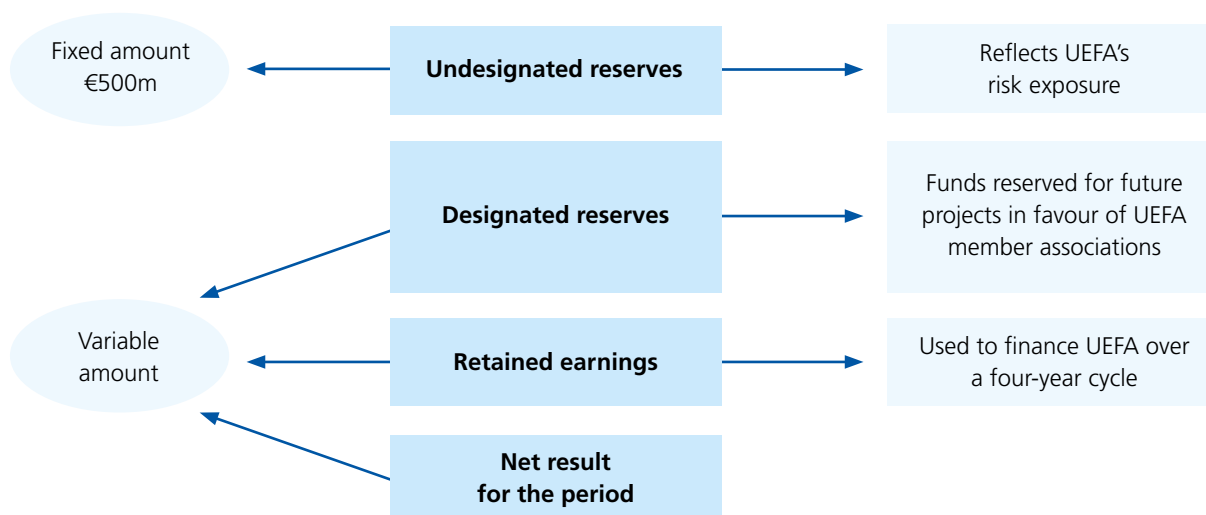
Note r) (provisions) includes, in particular, the provision derived from the last EURO results and established to finance the HatTrick programme, as defined in note j) (solidarity payments). Amounts are reclassified as payables as soon as the national association fulfils the requirements for receiving the payments. The provision is in favour of all UEFA member associations in order to co-finance their ordinary tasks and to finance capital expenditure,

equipment and other investments essential for their operations. The overall HatTrick programme is approved by the UEFA Executive Committee and acknowledged by the UEFA Congress. The HatTrick Committee is responsible for approving and monitoring individual projects at association level on the basis of the HatTrick regulations. UEFA has determined which part of the programme is financed from EURO final tournaments and which part from the UEFA Champions League. Expenses related to each part of the programme are recognised as an expense at the same time as the income of the financing competition is recognised.

In addition to the HatTrick programme, the UEFA Champions League pool is made available to non-participating clubs with the aim of supporting youth development activities in professional football. For that purpose, the leagues (or the associations themselves if no league exists) have to submit a concept to UEFA to demonstrate the use of these funds. Once approved, the available amount is transferred under payables.

s) Reserves

UEFA's reserves include the following items:



The way of presenting the consolidated reserves was implemented retroactively as from 1 July 2011 and acknowledged by the 2012 UEFA Congress in Istanbul,

in particular the creation of undesignated reserves with a fixed amount reflecting UEFA's risk exposure. The current exposure is evaluated at €500 million.

t) Risk management

The group's activities expose it to a variety of financial (mainly foreign-currency-related) and non-financial risks. The group's overall risk management programme focuses also on the unpredictability of financial markets and seeks to minimise potential adverse effects on the group's financial performance.

Risk assessments are performed and define UEFA's minimum reserve requirements. These are an integral part of the strategic financial outlook presented to the UEFA Congress on a regular basis.

Financial assets are monitored on a monthly basis, in accordance with the investment policies described in note u) (investment policy), supported by experts (such as the Financial Supervisory Group) and UEFA's advisory bank.

Foreign currency risk

UEFA incurs foreign currency risk primarily from future cash inflows from revenue denominated in a currency other than the euro, which is the base currency for future cash outflows such as distributions to participating teams, event expenses, development projects and solidarity payments. The major currencies giving rise to currency risk are the Swiss franc, the British pound and the US dollar.

Foreign exchange policy

Cash in foreign currencies is the result of payments received from partners with whom contracts were concluded in foreign currencies. As a result, the group performs a natural hedging of its foreign exchange exposure by endeavouring to match its currency portfolio with its liabilities in foreign currency.

If additional currency exposure exists, incoming payments in currencies other than the euro and the Swiss franc are converted at spot rate on the day when payments are received. To give an averaging effect, staggered payment dates are agreed with UEFA's partners during the lifetime of these contracts. Conversion at different dates spread over the duration of UEFA's contracts has proved to achieve the best possible results and mitigates the risk of taking difficult decisions with an impact over too long a period.

However, in the case of the club competitions, hedging contracts can be concluded to limit currency exchange risks in relation to redistribution to the clubs. Hedging activities are recognised as described in paragraph l).

u) Investment policy

Security is the first priority and guiding principle for dealing with UEFA's financial assets. Diversification within various asset classes and among an optimum number of top-rated counterparties is considered the most important and effective way to best safeguard UEFA's assets. For long-term securities, UEFA invests in structured products with unconditional 100% capital protection.

As a second priority, the daily liquidity of funds must be consistent with UEFA's distribution and solidarity payments, as well as with large capital expenditure and the day-to-day activities of the UEFA administration.

Consequently, return on investment is the third priority.



Notes and explanations to the consolidated income statement

This section provides details of the most important items in the consolidated income statement, established in accordance with the accounting principles described in this financial report.

1. Broadcasting rights

| | 2016/17 €000 | 2015/16 €000 |
|--|------------------|------------------|
| UEFA EURO 2016 | 39 | 1 024 230 |
| European Qualifiers | 286 077 | 197 901 |
| UEFA Champions League / UEFA Super Cup | 1 701 128 | 1 646 493 |
| UEFA Europa League | 319 989 | 311 623 |
| Other competitions | 14 979 | 4 978 |
| Total | 2 322 212 | 3 185 225 |

Revenue from other competitions includes the women's, Under-21, youth, amateur and futsal competitions and may vary significantly from one financial year to the next given that some competitions are not organised on a yearly basis.

Broadcasting rights related to the European Qualifiers have been marketed centrally since 2014/15. Revenue is recognised according to the number of matches played during the year under review, in accordance with the principles described in note f) (revenue recognition).

The comments above also apply to commercial rights and tickets.

2. Commercial rights

| | | |
|--|----------------|----------------|
| UEFA EURO 2016 | 941 | 483 318 |
| European Qualifiers | 19 976 | 9 856 |
| UEFA Champions League / UEFA Super Cup | 388 298 | 386 961 |
| UEFA Europa League | 41 070 | 40 128 |
| Other competitions and activities | 7 827 | 8 017 |
| Total | 458 112 | 928 280 |

3. Tickets

| | | |
|--|---------------|----------------|
| UEFA EURO 2016 | 57 | 269 179 |
| UEFA Champions League / UEFA Super Cup | 14 686 | 13 783 |
| UEFA Europa League | 4 164 | 3 282 |
| Other competitions | 1 115 | 276 |
| Total | 20 022 | 286 520 |

It goes without saying that seating capacity is the main revenue driver for tickets and hospitality. This has to be taken into account when comparing with the previous year's figures.

4. Hospitality

| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| UEFA EURO 2016 | -63 | 128 052 |
| UEFA Champions League / UEFA Super Cup | 16 236 | 13 553 |
| UEFA Europa League | 1 626 | 823 |
| Total | 17 799 | 142 428 |

5. Other revenue

| | | |
|---|---------------|---------------|
| Fines | 6 191 | 8 121 |
| FIFA Financial Assistance Programme | 0 | 8 991 |
| Membership and competition entry fees | 11 | 11 |
| Other football-related revenue | 441 | 4 280 |
| Transmission services | 9 779 | 8 030 |
| Other non-football-related revenue (including UEFA EURO 2016) | 1 359 | 7 880 |
| Total | 17 781 | 37 313 |

Income from fines is used to finance various social responsibility projects, UEFA's disciplinary bodies and integrity projects.

Contributions from FIFA for its Forward programme will only be released and recognised as revenue in 2017/18.

Non-football-related revenue includes agreements for transmission services, indemnities and concessions, sales of match programmes, as well as resale of equipment. The decrease compared with the previous year is mainly related to EURO 2016.

6. Distribution to participating teams

| | | |
|--|------------------|------------------|
| UEFA EURO 2016 (associations) | 0 | 301 000 |
| European Qualifiers (associations) | 295 341 | 200 430 |
| UEFA Champions League (clubs) | 1 389 125 | 1 349 428 |
| UEFA Europa League (clubs) | 423 188 | 411 155 |
| UEFA Super Cup (clubs) | 7 000 | 7 000 |
| UEFA Women's Champions League (clubs) | 650 | 650 |
| UEFA European Under-21 Championship (associations) | 4 000 | 0 |
| Other competitions | 58 | 75 |
| Total | 2 119 362 | 2 269 738 |



| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| 7. Contributions to associations | | |
| Contribution to competition costs (for associations hosting or participating in women's, youth or futsal competitions) | 22 235 | 37 712 |
| Contribution to team travel costs | 9 004 | 8 345 |
| Study Group Scheme | 596 | 867 |
| Contributions to other confederations | 350 | 350 |
| Other contributions (incl. integrity officers, EURO 2016 host cities) | 629 | 22 157 |
| Total | 32 814 | 69 431 |
| 8. Event expenses | | |
| Direct event expenses | 37 592 | 167 131 |
| Broadcast and media | 27 232 | 99 288 |
| Marketing | 78 912 | 141 261 |
| Promotion | 4 871 | 17 398 |
| Publications | 2 896 | 5 092 |
| Hospitality | 11 004 | 71 788 |
| Other event expenses | 14 590 | 35 790 |
| Total | 177 097 | 537 748 |
| <p>Direct event expenses include costs such as contributions to local organisers, stadium rental and infrastructure, security, venue management, event material, as well as signage production and implementation.</p> <p>Broadcast and media reflects the cost of TV content productions, filming and international broadcast centre (IBC) operations for matches or draws where UEFA acts as host broadcaster. In addition, expenses for graphics and information services, media officers and monitoring, as well as broadcaster servicing are included in this subtotal and are used for UEFA's main club competitions and for other televised UEFA competitions such as EURO 2016.</p> <p>Sales expenses, tendering expenses, monitoring and research, branding and rights protection are grouped under Marketing.</p> <p>Promotion includes expenses for mascot creatives, gifts, music production and event promotion (e.g. fan zones and festivals).</p> | | |

Hospitality refers to catering, decoration, signage and all other services made available to corporate guests, sponsors and officials at matches, with a higher significance at venues of finals of club competitions as well as national team competitions such as EURO 2016.

Finally, Other event expenses consists of regulations, trophies, medals and awards, uniforms, value-in-kind expenses, non-recoverable foreign VAT, plus event and transport insurances.

A breakdown by competition is not disclosed because it is not meaningful as event expenses are used not only for competitions, but also for other events and conferences or even for governing expenses (e.g. publications, gifts and meeting facilities).

9. Referees and match officers

| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| Referees | 18 216 | 24 184 |
| Contribution to associations for referee costs | 4 810 | 5 093 |
| Delegates and venue directors | 6 932 | 8 243 |
| Doping controls | 2 081 | 2 347 |
| Insurances for referees and match officers | 383 | 233 |
| Total | 32 422 | 40 100 |

This total includes all referee and match officer expenses such as entitlements, travel, accommodation and daily allowances.

Breakdown by competition:

| | | |
|--|---------------|---------------|
| UEFA EURO 2016 | 36 | 3 135 |
| European Qualifiers | 240 | 3 344 |
| UEFA Champions League / UEFA Super Cup | 10 919 | 11 135 |
| UEFA Europa League | 10 474 | 10 383 |
| Other competitions | 10 753 | 12 103 |
| Total | 32 422 | 40 100 |

The decrease disclosed under Other competitions is due mainly to UEFA Women's EURO and European Under-21 Championship qualifying matches.



| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| 10. Information and communications technology | | |
| Computer solutions | 46 849 | 97 338 |
| Web production | 7 315 | 9 734 |
| Total | 54 164 | 107 072 |

Information and Communications Technology (ICT) refers to technologies that provide access to information through telecommunications and focuses primarily on communications technology, which includes the internet, wireless signals, mobile phones, audiovisual systems and broadcast media. In addition, it comprises computer hardware, data storage, networks, help desks and enterprise software (e.g. FAME, ERP). This enables users to create, access, store and transmit information.

The web production total refers to costs related directly to the UEFA website, such as hosting and editorial costs as well as non-capitalised investments in relation to the design of the website.

The total in the table does not include costs such as capitalised ICT investments, personnel, travel and office running expenses.

11. Employee salaries and benefits

| | | |
|--|---------------|----------------|
| Salaries and social charges | 79 463 | 117 836 |
| Temporary agency staff | 2 132 | 3 147 |
| Subtotal – annual expenses | 81 595 | 120 983 |
| Deferred personnel costs | -3 756 | 32 452 |
| Subtotal – charged to annual accounts | 77 839 | 153 435 |
| Other personnel expenses | 1 814 | 1 930 |
| Executive Committee compensation | 3 536 | 3 173 |
| Total | 83 189 | 158 538 |

The decrease in Employee salaries and benefits compared with the previous year is due to a large extent to EURO 2016. EURO 2016 costs deferred to the balance sheet in previous years have been reversed in the previous in the 2015/16 income statement. The accounting principles are explained in detail under note h) (employees salaries and benefits).

Compensation to active members as well as post-service compensation to long-serving former members of the UEFA Executive Committee include withholding tax in accordance with Swiss law.

The total number of employees shown as full-time equivalents is as follows:

| | 30/06/2017 | 30/06/2016 | 2016/17 €000 | 2015/16 €000 |
|--|--------------|--------------|-----------------|-----------------|
| UEFA | 310.3 | 299.1 | | |
| UEFA Events SA | 187.3 | 256.4 | | |
| EURO 2016 SAS | 0.0 | 389.0 | | |
| Apprentices | 2.0 | 2.0 | | |
| Total | 499.6 | 946.5 | | |
| – thereof with open-ended contracts | 454.6 | 396.1 | | |
| – thereof with fixed-term contracts | 45.0 | 550.4 | | |
| 12. Other expenses | | | | |
| Travel, hotels and daily allowances | | | 21 212 | 59 169 |
| Consultancy, litigation and legal advice | | | 21 065 | 30 026 |
| Outsourced translations and interpreters | | | 1 806 | 2 418 |
| Office running expenses | | | 2 109 | 8 012 |
| Building maintenance and security | | | 4 229 | 11 390 |
| Subtotal – annual expenses | | | 50 421 | 111 015 |
| Deferred other expenses | | | -416 | 6 605 |
| Total | | | 50 005 | 117 620 |



Travel, hotels and daily allowances include overall expenses for airline tickets, hotel accommodation and daily allowances for UEFA officials and staff. However, referee and match officer travel costs are disclosed under note 9.

The same accounting principles as described in detail under note 11 have been applied to "Other expenses" in order to disclose the corresponding costs in the correct financial period.

13. Solidarity payments

| | 2016/17 €000 | 2015/16 €000 |
|---|-----------------|------------------|
| The HatTrick solidarity programme in favour of European football is financed by the major UEFA club and national team competitions. | | |
| HatTrick: investment programme | 0 | 192 500 |
| HatTrick: yearly solidarity | 51 090 | 316 880 |
| Other solidarity | 0 | 292 000 |
| Subtotal – member associations | 51 090 | 801 380 |
| UCL: solidarity to non-participating clubs | 124 372 | 120 835 |
| UCL: solidarity to eliminated clubs | 28 435 | 27 645 |
| UEL: solidarity to eliminated clubs | 58 625 | 56 940 |
| EURO: solidarity to clubs | 0 | 150 000 |
| Subtotal – clubs | 211 432 | 355 420 |
| UEFA Foundation for Children | 21 | 1 249 |
| Monaco charity award | 1 000 | 1 000 |
| Associations in distress (support for natural disasters) | 503 | 31 |
| Fare network | 660 | 625 |
| World Heart Federation with Healthy Stadia | 800 | 320 |
| Cross Cultures | 370 | 390 |
| Football for all Abilities (portfolio) | 300 | 300 |
| Football Supporters Europe eV | 241 | 340 |
| Supporters Direct | 305 | 349 |
| Homeless World Cup | 150 | 150 |
| CAFE (Centre for Access to Football in Europe) | 375 | 538 |
| International Platform on Sport and Development | 170 | 152 |
| WWF | 150 | 150 |
| Football First: "UEFA We Care" (portfolio) | 190 | 100 |
| UEFA member associations – various campaigns | 40 | 197 |
| Carbon offsetting | 200 | 200 |
| Team of the Year award | 100 | 100 |
| Donations related to UEFA EURO 2016 | 0 | 369 |
| Other donations | 247 | 370 |
| Subtotal – donations | 5 822 | 6 930 |
| Total | 268 344 | 1 163 730 |

The accounting principles are explained in detail under note j) (solidarity payments).

The Finance Committee approves the total budget for donations. The Fair Play and Social Responsibility Committee decides which organisations should receive donations and for what amount.

14. Financial income

| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| Income from interest and alternative investments | 7 857 | 5 672 |
| Realised currency exchange differences | 0 | 0 |
| Unrealised currency exchange differences | 0 | 3 808 |
| Total | 7 857 | 9 480 |

Security aspects and a wide counterparty diversification remained UEFA's top priorities, in order to best safeguard its assets. UEFA's counterparties are all among the best-rated with, however, the consequence that they offer less attractive yields.

Counterparty risk monitoring is carried out on a monthly basis with the support of external experts.

15. Financial costs

| | | |
|--|---------------|---------------|
| Asset management costs | 1 481 | 1 226 |
| Bank charges | 105 | 146 |
| Realised currency exchange differences | 12 747 | 11 068 |
| Unrealised currency exchange differences | 8 688 | 0 |
| Total | 23 021 | 12 440 |

The asset management costs correspond to issuing, custody and management fees and financial advice.



Notes and explanations to the consolidated balance sheet

| | | 30/06/2017 €000 | 30/06/2016 €000 |
|---|-----|--------------------|--------------------|
| 16. Cash and cash equivalents | | | |
| Subtotals per currency in euro equivalents | | | |
| Euros | EUR | 734 932 | 1 058 890 |
| Swiss francs | CHF | 8 590 | 6 961 |
| British pounds | GBP | 10 119 | 37 638 |
| US dollars | USD | 49 762 | 34 723 |
| Total | | 803 403 | 1 138 212 |
| 17. Other financial assets | | | |
| Money market | | 246 418 | 198 997 |
| a) Marketable securities | | 662 311 | 540 387 |
| Escrow accounts | | 51 | 430 |
| Other current financial assets | | 908 780 | 739 814 |
| b) Loans | | 32 414 | 70 145 |
| c) Long-term securities | | 328 969 | 302 420 |
| Other non-current financial assets | | 361 383 | 372 565 |
| Total | | 1 270 163 | 1 112 379 |
| <p>In line with the investment policy approved by the UEFA Executive Committee, marketable and long-term securities were purchased in order to improve the asset management result and, at the same time, diversify UEFA's assets.</p> <p>The carrying amounts of other financial assets are denominated in the following currencies, reported in euro equivalents.</p> | | | |
| Euros | EUR | 999 497 | 890 385 |
| Swiss francs | CHF | 281 | 577 |
| British pounds | GBP | 193 455 | 144 840 |
| US dollars | USD | 76 930 | 76 577 |
| Total | | 1 270 163 | 1 112 379 |
| a) Marketable securities | | | |
| Corporate bonds | | 296 191 | 250 390 |
| Floating rate notes | | 339 973 | 289 997 |
| Medium-term notes | | 26 147 | 0 |
| Total | | 662 311 | 540 387 |

The bonds portfolio consists of 75 corporates with an average S&P A rating and average duration of 3.5 years.

The maturity of these investments is matched with UEFA's obligations related to the HatTrick programme.

| | 30/06/2017 €000 | 30/06/2016 €000 |
|---|--------------------|--------------------|
| Market value of these investments at balance sheet date | 665 061 | 545 633 |
| – thereof corporate bonds | 298 491 | 255 926 |
| – thereof floating rate notes | 340 461 | 289 707 |
| – thereof medium-term notes | 26 109 | 0 |
| b) Loans | | |
| Bridging loans to associations | 32 150 | 69 590 |
| Mortgages in favour of UEFA staff members | 264 | 555 |
| Total | 32 414 | 70 145 |
| Interest-bearing bridging loans were granted in exceptional cases to provide funding for essential infrastructure for the long-term benefit of member associations or to advance HatTrick investment payments with the approval of the HatTrick Committee, creating a win-win situation for the member associations and UEFA. | | |
| Mortgages to UEFA staff members have been granted according to specific regulations and with the usual guarantees (e.g. mortgage certificate in favour of UEFA). The yield on this asset is higher than the actual conditions on the money market. | | |
| c) Long-term securities | | |
| Credit-linked notes and skew notes | 155 000 | 150 000 |
| Structured products | 173 969 | 152 420 |
| Total | 328 969 | 302 420 |
| Market value of structured products at balance sheet date | 329 752 | 302 377 |
| Long-term securities cannot be traded on a daily basis as they are tailor-made and not listed on the stock exchange. The sale of such investments before maturity date could result in a loss. However, full capital protection is granted at maturity or in the case of early redemption by the issuer. | | |



| | 30/06/2017 €000 | 30/06/2016 €000 |
|--|--------------------|--------------------|
| 18. Receivables | | |
| National team competitions | 23 338 | 229 508 |
| Club competitions | 29 122 | 1 029 160 |
| Receivables: football partners – gross | 52 460 | 1 258 668 |
| Bad debts | -6 580 | -7 004 |
| Receivables: football partners – net | 45 880 | 1 251 664 |
| Associations – current accounts in favour of UEFA | 753 | 3 173 |
| VAT receivable | 20 416 | 14 821 |
| Other | 9 943 | 7 333 |
| Other receivables | 31 112 | 25 327 |
| Total | 76 992 | 1 276 991 |
| <p>The reduction in receivables is a result of the new invoicing procedure for the club competitions. As from 2016/17, all invoices to club competition partners are now being accounted for at contractual due date in the financial year of the season in which the matches take place, even though those invoices might be sent out before.</p> <p>“Receivables: football partners” are broken down into:</p> | | |
| Fully performing receivables | 11 541 | 1 212 028 |
| Receivables past due but not impaired | 34 339 | 39 636 |
| Receivables individually impaired | 6 580 | 7 004 |
| Total | 52 460 | 1 258 668 |
| <p>Given the current volatile economic situation, UEFA keeps a very close eye on receivables and does not think it will incur losses on amounts for which no provision has been made.</p> <p>The ageing analysis of “Receivables: football partners” past due but not impaired – is as follows:</p> | | |
| Up to 1 month | 9 514 | 10 752 |
| 1 to 3 months | 4 417 | 3 974 |
| Over 3 months | 20 408 | 24 910 |
| Total | 34 339 | 39 636 |

The carrying amounts of receivables are denominated in the following currencies reported in euro equivalents:

| | | 30/06/2017 €000 | 30/06/2016 €000 |
|------------------|-----|--------------------|--------------------|
| Euros | EUR | 16 946 | 945 772 |
| Swiss francs | CHF | 1 203 | 4 792 |
| British pounds | GBP | 1 371 | 25 037 |
| US dollars | USD | 32 940 | 283 060 |
| Other currencies | | 0 | 7 |
| Total | | 52 460 | 1 258 668 |

19. Prepaid expenses and accrued income

| | | | |
|--|--|---------------|---------------|
| Prepaid expenses | | 2 102 | 9 998 |
| Accrued income: competitions | | 8 382 | 77 249 |
| Accrued interest on cash and cash equivalents / long-term securities | | 3 707 | 3 275 |
| Other accrued income | | 107 | 276 |
| Accrued income | | 12 196 | 80 800 |
| Advances to suppliers | | 10 478 | 1 596 |
| Gift inventory | | 587 | 552 |
| Total | | 25 363 | 92 946 |



| | 30/06/2017 €000 | 30/06/2016 €000 |
|--|--------------------|--------------------|
| 20. Deferred competition costs | | |
| Club competitions | 36 550 | 63 726 |
| European Qualifiers | 24 201 | 149 970 |
| UEFA EURO 2020 | 14 392 | 491 |
| UEFA Women's EURO 2017 | 7 327 | 1 204 |
| Other competitions | 2 489 | 2 462 |
| Total | 84 959 | 217 853 |
| – thereof current portion | 69 378 | 184 480 |
| – thereof non-current portion | 15 581 | 33 373 |
| <p>The organisational costs of competitions that will be played in the coming seasons are capitalised in accordance with the principles described in note g) (expenses) of the accounting principles, whereby expenses related to final rounds are deferred and recognised in the income statement for the financial year when the vast majority of the tournament matches are played.</p> | | |
| 21. Property and equipment and intangible assets | | |
| Land | 12 950 | 12 950 |
| Buildings | 85 084 | 88 282 |
| ICT equipment | 2 353 | 2 614 |
| Office equipment | 1 530 | 1 906 |
| Property and equipment | 101 917 | 105 752 |
| Intangible assets | 9 349 | 10 864 |
| Total | 111 266 | 116 616 |

| €000 | Land | Buildings | ICT equipment | Office equipment | Intangible assets | Total |
|-------------------------------------|---------------|----------------|------------------|---------------------|----------------------|----------------|
| Cost | | | | | | |
| Balance as at 30/06/2015 | 12 950 | 116 138 | 8 457 | 4 533 | 21 095 | 163 173 |
| Acquisitions | | | 1 015 | 566 | 4 292 | 5 873 |
| Renovations | | | | | | 0 |
| Disposals / write-off | | | -685 | -418 | -5 142 | -6 245 |
| Reclassifications | | | 12 | -12 | | 0 |
| Balance as at 30/06/2016 | 12 950 | 116 138 | 8 799 | 4 669 | 20 245 | 162 801 |
| Acquisitions | | | 1 375 | 493 | 2 115 | 3 983 |
| Renovations | | | | | | 0 |
| Disposals / write-off | | | -188 | -504 | | -692 |
| Reclassifications | | | -9 | 9 | | 0 |
| Balance as at 30/06/2017 | 12 950 | 116 138 | 9 977 | 4 667 | 22 360 | 166 092 |
| Accumulated depreciation | | | | | | |
| Balance as at 30/06/2015 | 0 | 24 658 | 5 373 | 2 204 | 10 295 | 42 530 |
| Depreciation for the year | | 3 198 | 1 497 | 977 | 4 228 | 9 900 |
| Disposals / write-off | | | -685 | -418 | -5 142 | -6 245 |
| Reclassifications | | | | | | 0 |
| Balance as at 30/06/2016 | 0 | 27 856 | 6 185 | 2 763 | 9 381 | 46 185 |
| Depreciation for the year | | 3 198 | 1 627 | 878 | 3 630 | 9 333 |
| Disposals / write-off | | | -188 | -504 | 0 | -692 |
| Reclassifications | | | | | | 0 |
| Balance as at 30/06/2017 | 0 | 31 054 | 7 624 | 3 137 | 13 011 | 54 826 |
| Net book value | | | | | | |
| as at 30/06/2016 | 12 950 | 88 282 | 2 614 | 1 906 | 10 864 | 116 616 |
| as at 30/06/2017 | 12 950 | 85 084 | 2 353 | 1 530 | 9 349 | 111 266 |

There are four buildings (House of European Football, Villa la Falaise, La Clairière and Bois-Bougy), all located in Nyon, Switzerland.



| | 30/06/2017 €000 | 30/06/2016 €000 |
|--|--------------------|--------------------|
| 22. Payables | | |
| Suppliers | 11 620 | 62 962 |
| Associations | 520 455 | 835 740 |
| UEFA Foundation for Children | 2 011 | 3 144 |
| Other | 738 | 20 735 |
| Total | 534 824 | 922 581 |
| By far the highest amount within UEFA's payables refers to future UEFA payments in favour of associations, leagues and clubs. | | |
| Current accounts in favour of the member associations | 34 050 | 86 258 |
| a) EURO pool | 342 249 | 603 325 |
| b) UEFA Champions League pool in favour of eliminated and non-participating clubs | 126 676 | 123 142 |
| Other | 17 480 | 23 015 |
| Total | 520 455 | 835 740 |
| The decrease in "Other" is due mainly to the payments withheld from certain clubs in relation to the UEFA financial fair play concept in previous years and released in 2016/17. | | |
| a) Breakdown of the EURO pool | | |
| Opening balance | 603 325 | 219 224 |
| Earmarked for UEFA EURO 2016 solidarity | -55 000 | 157 000 |
| Additional club competition solidarity | 20 000 | 20 000 |
| Amount from benefits of UEFA EURO 2016 in favour of those clubs with players involved in the UEFA European Football Championship | -150 294 | 150 000 |
| UEFA European Qualifiers 2018-22 infrastructure support project and shortfall in guaranteed amount to member associations | 0 | 115 000 |
| UEFA European Qualifiers 2014-18 infrastructure support project and shortfall in guaranteed amount to member associations | -75 782 | -57 899 |
| Closing balance | 342 249 | 603 325 |
| b) Breakdown of UEFA Champions League (UCL) pool | | |
| Opening balance | 123 142 | 87 346 |
| Made available in: | | |
| – 2016/17 for the 17 leagues with UCL teams | 99 498 | 0 |
| – 2015/16 for the 17 leagues with UCL teams | 0 | 96 668 |
| – 2016/17 for the 37 leagues without UCL teams | 24 874 | 0 |
| – 2015/16 for the 37 leagues without UCL teams | 0 | 24 168 |
| Payments made to leagues in the corresponding period | -120 838 | -85 040 |
| Total | 126 676 | 123 142 |

| | 30/06/2017 €000 | 30/06/2016 €000 |
|--|--------------------|--------------------|
| 23. Accrued expenses and deferred income | | |
| Accrued expenses This position reflects costs that still fall under the financial year under review but which will only be paid during the following financial year. | | |
| Deferred income This position represents revenue received or to be received which falls under the coming financial years. | | |
| Employee benefits (accruals for bonuses, overtime and holidays) | 11 400 | 20 536 |
| Other accrued expenses | 45 410 | 183 430 |
| Total accrued expenses | 56 810 | 203 966 |
| Club competitions | 351 203 | 1 161 501 |
| European Qualifiers | 194 678 | 318 353 |
| UEFA EURO 2020 | 97 985 | 18 805 |
| UEFA Women's EURO 2017 | 10 307 | 3 233 |
| Other competitions | 13 | 3 245 |
| Total deferred income | 654 186 | 1 505 137 |
| Total | 710 996 | 1 709 103 |
| – thereof current portion | 324 871 | 1 612 477 |
| – thereof non-current portion (deferred income) | 386 125 | 96 626 |
| Advance payments and invoices issued before the closing date and related to competitions that will be played during the coming season(s) are capitalised under deferred income in accordance with note f) (revenue recognition) of the accounting principles, whereby revenue related to competitions is recognised in the income statement for the financial year(s) when the matches are played. | | |
| Deferred income by nature | | |
| Broadcasting rights | 612 841 | 1 395 812 |
| Commercial rights | 41 319 | 109 309 |
| Tickets and hospitality | 26 | 16 |
| Total | 654 186 | 1 505 137 |



| | 30/06/2017 €000 | 30/06/2016 €000 |
|--|--------------------|--------------------|
| 24. Advances from third parties | | |
| UEFA Champions League – balance current season | 73 246 | 95 129 |
| UEFA Europa League – balance current season | 29 634 | 37 317 |
| Total | 102 880 | 132 446 |

Any surplus in favour of the participating clubs is shown under this heading.

25. Provisions

| €000 | Risk provision | HatTrick investment | HatTrick yearly solidarity | Other provisions | Total |
|---------------------------------|-------------------|------------------------|----------------------------------|---------------------|----------------|
| Balance as at 30/06/2015 | 44 000 | 50 167 | 54 000 | 25 319 | 173 486 |
| Additional provision | | 192 500 | 286 000 | | 478 500 |
| Unused and reversed | -1 611 | | -1 540 | | -3 151 |
| Payments during the year | -2 389 | -20 708 | -52 460 | -16 324 | -91 881 |
| Balance as at 30/06/2016 | 40 000 | 221 959 | 286 000 | 8 995 | 556 954 |
| Additional provision | 2 600 | 3 000 | | | 5 600 |
| Unused and reversed | | | -1 915 | | -1 915 |
| Payments during the year | -1 600 | -91 175 | -69 585 | -1 000 | -163 360 |
| Balance as at 30/06/2017 | 41 000 | 133 783 | 214 500 | 7 995 | 397 279 |

“Other provisions” include commitments made in favour of the UEFA Foundation for Children and other solidarity payments for member associations, as well as associations in distress. All provisions are evaluated at closing date in accordance with note r) (provisions) of the accounting principles.

| | 30/06/2017 €000 | 30/06/2016 €000 |
|--------------------------------------|--------------------|--------------------|
| Breakdown of total provisions | | |
| Risk provision | 41 000 | 40 000 |
| HatTrick investment | 133 784 | 221 959 |
| HatTrick yearly solidarity | 71 500 | 71 500 |
| Other provisions | 1 995 | 1 995 |
| Current | 248 279 | 335 454 |

| | | |
|----------------------------|----------------|----------------|
| Risk provision | 0 | 0 |
| HatTrick investment | 0 | 0 |
| HatTrick yearly solidarity | 143 000 | 214 500 |
| Other provisions | 6 000 | 7 000 |
| Non-current | 149 000 | 221 500 |
| Total | 397 279 | 556 954 |

Other notes to the consolidated financial statements

| | 2016/17 €000 | 2015/16 €000 |
|---|-----------------|-----------------|
| Hedging activities | | |
| Value of unrealised hedging contracts as at the closing date | 8 823 | 0 |
| Assets pledged for own commitments | | |
| Amount disclosed from UEFA's cash balances to cover guarantees issued by banks to third parties | 230 | 230 |
| Lease commitments | | |
| Total amount of lease commitments not included in the balance sheet | 341 | 290 |
| Lease commitments refer to vehicles acquired under operating leases. These leases typically extend over an initial period of between three and five years. | | |
| Auditor's fees | | |
| Audit services | 189 | 287 |
| Non-audit services (notarial duty during draws and tax advice) | 104 | 80 |
| Contingent liabilities | | |
| The group has established provisions for risks and the HatTrick programme. No other significant contingent liabilities existed as at 30 June 2017 nor as at 30 June 2016. | | |
| Post-balance sheet events | | |
| As at 7 December 2017, the date on which the consolidated financial statements were approved by the UEFA Executive Committee, the group was not aware of any subsequent event that would require a restatement of assets and liabilities or an additional disclosure. | | |
| The consolidated financial statements for 2016/17 will be submitted to the UEFA Congress of 26 February 2018 for approval. | | |

To the Congress of

Lausanne, 7 December 2017

Union des Associations Européennes de Football (UEFA), Nyon

Report of the statutory auditor on the consolidated financial statements

As statutory auditor, we have audited the consolidated financial statements of Union des Associations Européennes de Football (UEFA), which comprise the balance sheet, income statement, cash flow statement, statement of changes in reserves and notes, pages 2 to 33, for the year ended 30 June 2017.



Executive Committee's responsibility

The Executive Committee is responsible for the preparation of the consolidated financial statements in accordance with the requirements of Swiss law and the consolidation and valuation principles as set out in the notes. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Executive Committee is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.



Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the consolidated financial statements for the year ended 30 June 2017 comply with Swiss law and the consolidation and valuation principles as set out in the notes.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Over-sight Act (AOA) and independence (art. 69b CC in relation to art. 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with art. 69b CC in relation to art. 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Executive Committee.

We recommend that the consolidated financial statements submitted to you be approved.

Ernst & Young Ltd



Fredi Widmann
Licensed audit expert
(Auditor in charge)



Bojan Radovanovic
Licensed audit expert



INCOME STATEMENT OF UEFA

| | 2016/17 €000 | 2015/16 €000 |
|--|-------------------|-------------------|
| Broadcasting rights | 2 322 212 | 3 185 225 |
| Commercial rights | 458 112 | 928 280 |
| Rights revenue | 2 780 324 | 4 113 505 |
| Tickets | 19 966 | 17 428 |
| Hospitality | 17 648 | 28 920 |
| Other revenue | 16 870 | 31 686 |
| Total revenue | 2 834 808 | 4 191 539 |
| Distribution to participating teams | -2 119 362 | -2 269 738 |
| Contributions to associations | -20 363 | -61 418 |
| Event expenses | -75 075 | -160 065 |
| Referees and match officers | -32 272 | -39 751 |
| Information and communications technology | -42 260 | -65 130 |
| Employee salaries and benefits | -59 443 | -69 058 |
| Depreciation and amortisation | -7 384 | -7 776 |
| Other expenses | -33 420 | -41 961 |
| Intercompany transactions | -168 677 | -207 526 |
| Total expenses | -2 558 256 | -2 922 423 |
| Operating result before solidarity payments | 276 552 | 1 269 116 |
| Solidarity payments | -268 333 | -1 163 728 |
| Operating result | 8 219 | 105 388 |
| Financial income | 7 858 | 9 460 |
| Financial costs | -22 773 | -12 727 |
| Taxes | 0 | 0 |
| Net result for the period | -6 696 | 102 121 |

The stand-alone income statement of UEFA discloses the 2016/17 financial situation only for UEFA as an association, with comparative figures for the previous financial year. This means that all transactions of subsidiaries have been eliminated. Back charges to and from subsidiaries are disclosed under Intercompany transactions.

BALANCE SHEET OF UEFA

| | | 30/06/2017 €000 | 30/06/2016 €000 |
|---------------------------------------|-------|--------------------|--------------------|
| Assets | Notes | | |
| Cash and cash equivalents | | 767 966 | 1 086 012 |
| Other financial assets | 1 | 908 741 | 739 404 |
| Receivables: third party | 2 | 56 511 | 1 253 921 |
| Receivables: group | | 44 746 | 0 |
| Prepaid expenses and accrued income | | 21 884 | 81 316 |
| Deferred competition costs | 3 | 51 593 | 178 732 |
| Current assets | | 1 851 441 | 3 339 385 |
| Deferred competition costs | 3 | 15 771 | 31 670 |
| Property and equipment | | 100 948 | 104 541 |
| Intangible assets | | 7 690 | 8 439 |
| Participation: group | | 2 898 | 2 808 |
| Other financial assets | 1 | 361 386 | 372 567 |
| Non-current assets | | 488 693 | 520 025 |
| Total assets | | 2 340 134 | 3 859 410 |
| Liabilities and reserves | | | |
| Payables: third party | 4 | 528 549 | 851 926 |
| Payables: group | | 0 | 84 898 |
| Accrued expenses and deferred income | 5 | 299 951 | 1 504 514 |
| Advances from third parties | | 102 880 | 132 446 |
| Provisions | | 248 279 | 335 454 |
| Current liabilities | | 1 179 659 | 2 909 238 |
| Deferred income | 5 | 386 125 | 96 626 |
| Provisions | | 149 000 | 221 500 |
| Non-current liabilities | | 535 125 | 318 126 |
| Liabilities | | 1 714 784 | 3 227 364 |
| Undesignated reserves | | 500 000 | 500 000 |
| Retained earnings | | 132 046 | 29 925 |
| Net result for the period | | -6 696 | 102 121 |
| Reserves | | 625 350 | 632 046 |
| Total liabilities and reserves | | 2 340 134 | 3 859 410 |

The stand-alone balance sheet of UEFA discloses the financial situation as at 30 June 2017 only for UEFA as an association, with comparative figures for the previous year-end. This means that the balance sheets of subsidiaries have

been taken out and replaced by participations at historical value. Consequently, receivables from or payables to the group are disclosed in the balance sheet of UEFA.



ABBREVIATED CASH FLOW STATEMENT OF UEFA

| | 2016/17 €000 | 2015/16 €000 |
|--|-----------------|-----------------|
| Opening balance: cash and cash equivalents | 1 086 012 | 511 509 |
| Net foreign exchange difference | -7 749 | -4 776 |
| Closing balance: cash and cash equivalents | 767 966 | 1 086 012 |
| Change in net cash and cash equivalents | -310 297 | 579 279 |
| Operating result before solidarity payments | 276 552 | 1 269 116 |
| Solidarity payments | -268 333 | -1 163 728 |
| Financial results | -11 735 | -2 731 |
| Depreciation and amortisation | 7 384 | 7 776 |
| Net movements in provisions | -159 675 | 383 468 |
| Subtotal | -155 807 | 493 901 |
| Change in net working capital | 2 663 | -26 961 |
| Cash flow from operating activities | -153 144 | 466 940 |
| Change in other current financial assets | -165 201 | 288 818 |
| Change in loans | 37 730 | -16 003 |
| Change in long-term securities | -26 549 | -155 173 |
| Capital expenditures | -3 133 | -5 303 |
| Cash flow from investing activities | -157 153 | 112 339 |
| Cash flow from financing activities | 0 | 0 |
| Change in net cash and cash equivalents | -310 297 | 579 279 |

NOTES TO THE FINANCIAL STATEMENTS OF UEFA

Accounting principles

The "Union des Associations Européennes de Football" (hereafter UEFA) is an international non-governmental, not-for-profit organisation in the form of an association according to Swiss law and is domiciled in Nyon, Switzerland.

These financial statements have been prepared in accordance with the Swiss Code of Obligations (Art. 957 to 963b CO).

The accounting principles adopted in the preparation of the statutory financial statements are consistent with those followed in the preparation of UEFA's consolidated financial statements. Accounting policies not specified in the Swiss Code of Obligations relate to revenue recognition methods used for:

- Annual competitions: revenue recognised during the period in which the competition takes place.
- Final tournaments played every two or four years: revenue fully recognised during the period in which the competition started.

- European Qualifiers: revenue recognised based on the percentage of completion, according to the number of matches played.

The stand-alone financial statements of UEFA are presented in euros, but have also been audited in Swiss francs. These financial statements in Swiss francs and the report of the statutory auditor are at the disposal of UEFA member associations upon request.

Notes and explanations to the income statement of UEFA

In compliance with the Swiss Code of Obligations, no additional notes and explanations to the income statement of UEFA need to be disclosed.

Notes and explanations to the balance sheet of UEFA

| | 30/06/2017 €000 | 30/06/2016 €000 |
|---|--------------------|--------------------|
| 1. Other financial assets | | |
| Money market | 246 418 | 198 997 |
| Marketable securities | 662 311 | 540 387 |
| Escrow accounts | 12 | 20 |
| Other current financial assets | 908 741 | 739 404 |
| Loans | 32 417 | 70 147 |
| Long-term securities | 328 969 | 302 420 |
| Other non-current financial assets | 361 386 | 372 567 |
| Total | 1 270 127 | 1 111 971 |
| 2. Receivables | | |
| Receivables: football partners – gross | 52 220 | 1 255 046 |
| Bad debts | -6 580 | -7 004 |
| Receivables: football partners – net | 45 640 | 1 248 042 |
| Associations – current accounts in favour of UEFA | 753 | 3 173 |
| VAT receivable | 1 549 | 1 135 |
| Other (incl. withholding tax) | 8 569 | 1 571 |
| Other receivables | 10 871 | 5 879 |
| Total | 56 511 | 1 253 921 |



| | 30/06/2017 €000 | 30/06/2016 €000 |
|---|--------------------|--------------------|
| 3. Deferred competition costs | | |
| Club competitions | 30 719 | 60 819 |
| European Qualifiers | 23 593 | 148 994 |
| UEFA EURO 2020 | 8 686 | 104 |
| UEFA Women's EURO 2017 | 3 780 | 101 |
| Other competitions | 586 | 384 |
| Total | 67 364 | 210 402 |
| – thereof current portion | 51 593 | 178 732 |
| – thereof non-current portion | 15 771 | 31 670 |
| 4. Payables | | |
| Suppliers | 5 992 | 10 125 |
| Associations | 520 455 | 835 740 |
| UEFA Foundation for Children | 2 011 | 3 144 |
| Others | 92 | 2 917 |
| Total | 528 550 | 851 926 |
| 5. Accrued expenses and deferred income | | |
| Employee benefits (accruals for bonuses, overtime and holidays) | 8 564 | 11 237 |
| Other accrued expenses | 23 326 | 84 741 |
| Total accrued expenses | 31 890 | 95 978 |
| UEFA EURO 2016 | 0 | 25 |
| Club competitions | 351 203 | 1 161 501 |
| European Qualifiers | 194 678 | 318 353 |
| UEFA EURO 2020 | 97 985 | 18 805 |
| UEFA Women's EURO 2017 | 10 307 | 3 232 |
| Other competitions | 13 | 3 246 |
| Total deferred income | 654 186 | 1 505 162 |
| Total | 686 076 | 1 601 140 |
| – thereof current portion | 299 951 | 1 504 514 |
| – thereof non-current portion (deferred income) | 386 125 | 96 626 |

Other notes to the financial statements of UEFA

| | 30/06/2017 | 30/06/2016 |
|---|------------|------------|
| Participations | | |
| UEFA Events SA, Nyon | 100.0% | 100.0% |
| UEFA Club Competitions SA | 99.9% | 0.0% |
| Euro 2008 SA, Nyon | 100.0% | 100.0% |
| EURO 2016 SAS, Paris | 95.0% | 95.0% |
| Number of employees | | |
| Shown as full-time equivalents on an annual average basis (excluding apprentices) | 310.3 | 299.1 |
| | €000 | €000 |
| Hedging activities | | |
| Value of unrealised hedging contracts as at the closing date | 8 823 | 0 |
| Assets pledged for own commitments | | |
| Amount disclosed from UEFA's cash balances to cover guarantees issued by banks to third parties | 228 | 230 |
| Joint liability | | |
| UEFA is a member of the UEFA VAT group in Switzerland and is thereby jointly and severally liable to the federal tax authorities for the group's VAT debts. | | |
| Leasing | | |
| Total amount of leasing commitments not included in the balance sheet | 341 | 290 |
| Auditor's fees | | |
| Audit services | 169 | 202 |
| Non-audit services (notarial duty during draws and tax advisory) | 104 | 80 |

To the Congress of

Lausanne, 7 December 2017

Union des Associations Européennes de Football (UEFA), Nyon

Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the financial statements of Union des Associations Européennes de Football (UEFA), which comprise the balance sheet, income statement, cash flow statement and notes, pages 36 to 41, for the year ended 30 June 2017.



Executive Committee's responsibility

The Executive Committee is responsible for the preparation of the financial statements in accordance with the requirements of Swiss law and the company's articles of incorporation. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of financial statements that are free from material misstatement, whether due to fraud or error. The Executive Committee is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.



Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



Opinion

In our opinion, the financial statements for the year ended 30 June 2017 comply with Swiss law and the company's articles of incorporation.

Report on other legal requirements

We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (art. 69b CC in relation to art. 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with art. 69b CC in relation to art. 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Executive Committee.

We recommend that the financial statements submitted to you be approved.

Ernst & Young Ltd



Fredi Widmann
Licensed audit expert
(Auditor in charge)



Bojan Radovanovic
Licensed audit expert



The 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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WE CARE ABOUT FOOTBALL