





Summary

With no elections or major final tournaments in 2003, European football was able to enjoy a year of consolidation and UEFA continued to make steady progress on the soundest possible footing. At every level and on every front UEFA was able to ensure development and positive dialogue within the European football family.

At its seven ordinary meetings in 2003, the Executive Committee sought to ensure good strategic direction in our regular discussions of a whole range of highly complex activities related to European football and its environment.

The Executive Committee has monitored with particular interest the implementation of the club licensing system, which has now entered into force at national level and will determine which clubs can participate in the European competitions in the 2004/05 season. The new system, which has attracted widespread support from the national associations, should in particular help to improve the quality of training, general infrastructure, youth development and the financial situation of clubs.

At a political level, relations with Brussels were again to the fore, particularly with regard to the revision of the European Union treaties and protection of the interests of sport in that process. The Executive Committee's EU Matters Working Group has been the driving force behind steps taken at various levels to foster dialogue and understanding with the

EU bodies and member state governments. As a result UEFA's links with the EU have never been closer and the opening in April 2003 of a permanent office in Brussels testifies to the importance UEFA attaches to these links, especially with the EU on the verge of expansion and its legislation set to apply to even more UEFA national associations. From the EU we were also pleased to hear this summer that the European Commission had formally accepted our approach to the central marketing of UEFA Champions league rights, particularly as it relates to supporting solidarity in European football.

Indeed, this year, solidarity has remained an important aspect of UEFA's activities. In particular, our assistance programme has been enlarged through the launch of the HatTrick programme, to cover all 52 UEFA associations.



Report of the UEFA Executive Committee

04-05

UEFA's charitable work has also taken on a new dimension with the launch in November of a joint campaign with the ICRC to coincide with the final tournament of UEFA EURO 2004™. The campaign aims to use the impact created by this event to raise public awareness of the fate of child victims of war and the steps that can be taken to protect children in war.

Much of the past year has also been devoted to preparations for two major events in 2004, which have been a common theme through all the Executive Committee's meetings: UEFA EURO 2004™ in Portugal and the celebration of the 50th Golden Jubilee.

With regards to the UEFA European Football Championship, the Executive Committee welcomed the establishment of new structures and the successful marketing carried out by UEFA itself.

The Portuguese FA and government have also worked tremendously hard to ensure that the tournament runs smoothly as possible, using stadiums that are entirely new or rebuilt. Ticket sales, launched via the Internet, have been so successful that the stadiums are expected to be full this summer.

The appointment of a Jubilee Coordinator has also proved to be a wise move, ensuring that the celebrations during 2004 are well planned. In 2003, the national associations had an early opportunity to lend their support to the celebrations by electing their best player from the past 50 years, a task which many of them performed with great enthusiasm.

2003 was also the year in which UEFA said goodbye to its Chief Executive, Gerhard Aigner, who decided to retire after more than 34 years at UEFA in order to spend more time with his family. To ensure a smooth transition, the Executive Committee chose his successor back in May, opting for the in-house appointment of Lars-Christer Olsson, director of the Professional Football and Marketing division since 2000. In November, the Executive Committee also made a few slight alterations to UEFA's administrative structure in an effort to increase its efficiency even further.

To sum up, 2003 has been a busy year with a wide range of activities, which are described in more detail in the Chief Executive's report. Most of this work is still ongoing, but the efforts made this year have provided a solid foundation for another year of progress for UEFA, its competitions and for the whole of the European football family.





Work Programme

Since the Rome Congress in 2003, the Executive Committee has had a very busy schedule of meetings, visits and activities. Although numerous events have taken place both on and off the pitch, we will focus here on the main decisions taken during the Committee's plenary meetings in 2003:

5/6 February – Athens

- Approval of a new video and digital library initiative to create a comprehensive video history of the European Championship and the UEFA club competitions.
- Approval of further initiatives to support UEFA's programme for the grassroots of the game.

25/26 March – Rome

- Designation of the AufSchalke Arena in Gelsenkirchen to stage the UEFA Champions League final in 2004 and Gothenburg's Ullevi stadium to host the 2004 UEFA Cup final.

22 May – Seville

- Appointment of Lars-Christer Olsson as Chief Executive, replacing Gerhard Aigner from 1 January 2004.
- Appointment of Franco Carraro as special adviser to the Executive Committee concerning EU matters.
- Creation of a Referee Advisory Body.

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9/10 July – Nyon

- Reform of the UEFA Cup: from 2004/05 the competition format will be based on a first knock-out round followed by a group phase with 40 teams, with the 24 teams qualifying then joined by 8 teams from the UEFA Champions League for the final knock-out rounds.
- New qualification format for the 2006 FIFA World Cup, based on groups of 6 and 7 teams.
- New qualification format for EURO 2008, based on 1 group of 8 teams and 6 groups of 7 teams.
- Appointment of TEAM Marketing AG as the marketing agency for the finals of the 2002/04 European Under-21 Championship.
- Approval of the Charter of the HatTrick assistance programme.

17 September – Bratislava

- Draw procedure for EURO 2004™ approved.
- Approval of the calendar for the 2004/05 UEFA Cup.

5/6 November – Kiev

- Fixing of prize money available at EURO 2004™, increased to CHF 200 million.
- Designation of the Czech Republic FA as organisers of the 2005 European Futsal Championship Final Round.

10/11 December – Nyon

- Introduction of a smoking ban in the technical area.
- Creation of a UEFA Referees Consultative Body.



The Executive Committee also held two extraordinary meetings.

The first took place in Manchester on 28 May, the day of the UEFA Champions League final, in order to discuss the participation of Israeli clubs in the club competitions.

The second was held in Doha (Qatar) on 18 October, in conjunction with the FIFA Congress

organised to revise the Statutes of the world governing body.

The Executive Committee also held a joint meeting with the Referees Committee on 10 July.

In addition to the summary of decisions listed above, the Executive Committee also dealt with the following issues during the year:

- the sale of marketing and television rights for the restructured UEFA Champions League for the 2003-06 period
- the fixing and supervising the budget and financial operations of UEFA
- the need to tackle violence, terrorism and racism
- the installation of artificial pitches and the current pilot projects
- future representation of national associations within UEFA committees
- preparations for the Ordinary Congress in Cyprus
- the extension of the silver goal rule to all direct knock-out matches
- the fight against doping and the need for increased testing both in and out of competition
- the development of the Convention on the Mutual Recognition of Coaching Qualifications
- the harmonisation of the international calendar; and
- the regulation of licensed agents

In many fields, the Executive Committee has relied on the excellent efforts of its four working groups, chaired by the four UEFA Vice-Presidents: Clubs and Leagues (Senes Erzik), European Union (Per Ravn Omdal), Football Development (Angel Maria Villar Llona) and National Associations (Geoffrey Thompson).

On the Executive Committee's behalf, the four working groups have looked in detail at numerous themes, providing it with improved information flow and a broader basis for decision-making.

The Executive Committee members have also attended meetings of the UEFA committees as observers and have presented reports on all UEFA activities, while promoting direct links between the committees, the Chief Executive and the Executive Committee. The Executive Committee members have also continued to visit member associations, tournaments, UEFA competition matches and other events, demonstrating their desire to remain in close contact with all members of the European football family. For the same reason, most of the Executive Committee's meetings were held away from Nyon.

At the same time positive efforts have been made to improve relations with FIFA, which have been well received and the co-operation between the two organisations is very encouraging.





Future Prospects

Following a period in the 1990s marked by the arrival of many new associations, UEFA has had to adapt to its expanded status and to changes in the political and economic climate

We have moved our headquarters from Berne to the current, modern building in Nyon, restructured the administration, revised the Statutes and changed the entire organisational structure in order to increase efficiency. Based on these new foundations, UEFA has taken, in a short space of time, a whole series of initiatives in the economic field, where it has created a Marketing Operations Centre, in the communications field, where UEFA New Media has been established, and in the political sector, where it has stepped up relations with the EU institutions and governments. It has also broadened its policy of assisting the national associations, restructured its club competitions and launched the ambitious European club licensing project, to mention only a few of the main initiatives.

All of these programmes and projects have involved considerable effort on the part of UEFA, the participating associations, the leagues and the clubs. And in a world that requires up-to-date solutions to problems and even, where possible, anticipation of those problems, it will be particularly vital over the next few years to analyse the impact of recent measures and to continue to bring forward constructive and positive solutions for the future. Only with this approach will we remain able to "care about football" and safeguard the well-being of the game in Europe for future generations.

Thanks

The Executive Committee and UEFA in general would not have been able to carry out their vast remit without the help of a group of people too numerous to thank individually here. Nevertheless, we would like to express our gratitude to all members of the UEFA committees, panels and working groups, as well as all those who, within the associations, leagues and clubs, have contributed to the health of European football.

We would especially like to thank Chief Executive Gerhard Aigner, whose contribution to UEFA's success is too vast to be described in the few lines of this report. The management and all staff at the House of European Football also deserve our thanks for the quality of their work and their flexibility and commitment.

The Executive Committee would also wish to pay tribute to Rudi Rothenbühler who sadly died this year after thirty years of dedicated and loyal service to UEFA. Our condolences go to his wife and all his family and many friends. Rudi's contribution will never be forgotten.

The European football family is built on the principles of unity and solidarity.

Finally, we should not forget to recognise and thank all those who are the key to the continuing popularity and success of European football: the players, coaches, referees and officials and, of course, the fans themselves who are at the heart of the game. May their activities always be carried out in a spirit of respect and fair play!

Lennart Johansson
President

UEFA Executive Committee





Report of the UEFA Executive Committee



14-15

Members of the UEFA Executive Committee

President: Lennart Johansson, Sweden 1988 - 2006

Vice-Presidents: Senes Erzik, Turkey 1990 - 2006
Per Ravn Omdal, Norway 1992 - 2004
Angel María Villar Llona, Spain 1992 - 2006
Geoffrey Thompson, England 2000 - 2004

Treasurer: Drs Mathieu Sprengers, Netherlands 1996 - 2004

Members: Dr Viacheslav Koloskov, Russia 1994 - 2004
Marios N. Lefkaritis, Cyprus 1996 - 2004
Eggert Magnusson, Iceland 2002 - 2006
Gerhard Mayer-Vorfelder, Germany 2000 - 2004
Dr Joseph Mifsud, Malta 1994 - 2004
Michel Platini, France 2002 - 2006
Henri Roemer, Luxembourg 2002 - 2006
Giangiorgio Spiess, Switzerland 1996 - 2006

Honorary President: † Jacques Georges, France 1990 - 2004

European members of the FIFA Executive Committee:

Vice-Presidents: Lennart Johansson, Sweden 1990 - 2006
Angel María Villar Llona, Spain 1998 - 2006
David H. Will, Scotland 1990 - 2006

Members: Dr Michel D'Hooghe, Belgium 1988 - 2004
Senes Erzik, Turkey 1996 - 2004
Dr Viacheslav Koloskov, Russia 2000 - 2004
Gerhard Mayer-Vorfelder, Germany 2002 - 2006
Michel Platini, France 2002 - 2004

