



# ANNUAL REPORT

## 2024/25



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Nasser Al-Khelaifi  
ECA Chairman



## Foreword from the ECA Chairman

The 2024/25 season has been historic for ECA. Our membership grew to over 770 clubs across Europe, giving us a stronger voice than ever before, as the sole independent body representing men's and women's professional football clubs.

It has been the year we have reminded ourselves of why we are here - **for clubs to be at the heart of football**. We are European football clubs. And we use our collective voice to help shape the future of football to deliver change that benefits not only all our members but the entire football community.

Growing from 247 members in 2021 to over 770 by the end of the 24/25 season reflects the trust placed in ECA. Alongside new members from Kosovo, Türkiye, Albania and North Macedonia, ECA is very proud that we now represent 335 women's clubs from all over Europe.

We have made several changes to ensure all our members have a voice, and to ensure we have a consistent dialogue with them, to keep on top of the challenges that affect us all. Our 'Membership for All' reforms simplified structures, extended rights and ensured every club can shape decisions. Our 31<sup>st</sup> General Assembly in Athens brought us together with the greatest minds in business, sport, media and entertainment to broaden our thinking. Our meetups across Europe including in Denmark, Italy and Romania, and our annual Club Connect in Madrid, were opportunities to

UEFA, we are rethinking club competitions on the commercial front. For women's competitions, we have secured partnerships with Disney+, CBS and Amazon — further elevating women's football — and we will soon be launching the media and commercial partner rights sales for the men's competitions post-2027.

With FIFA, we successfully partnered to support the delivery of the inaugural FIFA Club World Cup in the US, creating a global spectacle and ensuring the long-term impact of the competition can

*"Looking ahead, this year will be ECA's most important yet. As our membership continues to grow, we remain focused on strengthening our voice, ensuring every club, regardless of size, has the opportunity to shape the future of the game."*

exchange on issues, from youth development and governance to sustainability. Furthermore, we are getting our members more involved in our day-to-day activities. There are over 125 ECA Member Clubs embedded in our Working Groups, allowing all clubs to have a direct role in matters that affect clubs. This year our new Fans Working Group was established, recognising the central role of supporters in the game and underlining our commitment to fan engagement and shared progress.

It takes teams and partnerships to deliver results. Our present and future impact is shaped by the relationships we have and our partnerships with UEFA and FIFA are so important to keep everyone aligned, as we work towards our goals. Our long-term Memorandum of Understanding with UEFA (until 2033) and with FIFA (until 2030) reinforce our position as the sole representative body of European football clubs. And ECA's representation across several UEFA and FIFA working groups and committees demonstrates the trust we place in both organisations, and vice-versa.

This season was a first for new beginnings on many fronts. The new UEFA men's competition formats introduced in September 2024 have transformed fan and club excitement, with record attendances and goals. From the 2025/26 season, the women's game will also transform with the introduction of the UEFA Women's Europa Cup and the new UEFA Women's Champions League format expanding opportunities and competitiveness. Likewise, through UC3, our joint venture with

benefit all clubs. Equitable distribution across all European football is fundamental to ECA's values, and we are proud to have worked with FIFA to ensure the successful delivery of the competition led to a commitment for \$250 million to be allocated in solidarity to non-participating clubs.

Looking ahead, this next season will be ECA's most important yet. As our membership continues to grow, we remain focused on strengthening our voice, ensuring every club — regardless of size — has the opportunity to shape the future of the game. There will be new competitions and opportunities for our members, and even more transformation at ECA itself, as we evolve to be more fit for the future. We are preparing for a new era that will better reflect our values, our diversity and our ambition.

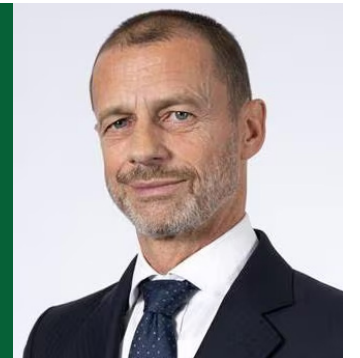
None of this would be possible without our members. I want to thank you all — as the force behind everything we achieve and aspire to at ECA. Our strength comes from our unity and at ECA we strive to improve all areas of the game for all clubs across Europe — small, medium and large, men's, women's and youth. This is your association, and we care deeply about every single one of you.

**We will continue to shape the future of European club football together.**



# A message from the UEFA President

Dear Friends, I would like to start off this year's foreword to the ECA Annual Report with a congratulatory message to all clubs who participated in UEFA club competitions this past season. As you know, 2024/25 was the inaugural season for the new format of the UEFA men's club competitions and what a remarkable season it was.



Aleksander Čeferin  
UEFA President



I especially congratulate the UEFA Champions League winners Paris Saint-Germain FC for their resounding win in Munich, and also Arsenal Women FC for their impressive victory in the UEFA Women's Champions League. Well done to Tottenham Hotspur FC who really showed us the value of determination with their capture of the UEFA Europa League trophy. Chelsea FC also deserve special acclaim for being the first team to win all men's European trophies when winning the UEFA Conference League.

The unpredictability of this new format was unmatched. We saw more clubs, from more countries, more goals and — you will agree — more drama than ever before. Competitiveness rests not only on the uncertainty of who will win an individual match, but also the uncertainty of who will be champions of the entire competition. And in every round, we saw shocks, upsets, comebacks and great victories. The cooperation between UEFA and ECA has demonstrated without a doubt that we can work together to not only improve competitiveness but also generate more excitement. Excitement for the fans, the players, the coaches — everyone.

At the beginning, there were of course critics and doubters. However, the fruits of our belief and determination yielded unprecedented results. I would like to thank your Chairman,

***"Together, we will shape and develop the future of European club football so that it remains at the pinnacle of the game."***

Nasser Al-Khelaifi, and you, the ECA Member Clubs, for working with us every step of the way.

Despite having to take a long and at times very challenging path to get to the destination, our mutual commitment never faded. We demonstrated that by working in partnership we can evolve and embrace new opportunities for European club football. We agree that the commercial landscape is transforming rapidly. We need to remain adaptable, innovative and ready to anticipate the new changes in technology, media and preferences. I am certain that our joint-venture, UC3, will be at the forefront of this sector and will further help us navigate what lies ahead. We know that a collaborative effort such as this will enable us to grow the game and ensure prosperity across the entire European football pyramid.

**I am pleased to continue this journey with ECA. Together, we will shape and develop the future of European club football so that it remains at the pinnacle of the game, robust against threats and engaging for generations of fans.**



Charlie Marshall  
Chief Executive Officer



## CEO Report

The 2024/25 season has been one of the most significant in ECA's history, marking another decisive step forward in the role that clubs play at the heart of European and global football.

Together with our members and key partners including UEFA and FIFA, we have advanced reforms, delivered new levels of redistribution and strengthened our collective voice. Above all, we have continued to create a future where clubs not only participate in the game but shape its direction.

Central to this achievement has been the creation and rapid growth of UC3, the joint venture between ECA and UEFA that is now responsible for managing the media, sponsorship and licensing rights for all the UEFA club competitions, including men's and women's. This innovative structure is unprecedented in world football, ensuring clubs are responsible, hand in hand with UEFA, for the strategy and decision making for the future growth and success of the competitions in which they participate. UC3 provides a platform of co-ownership for UEFA and ECA – on behalf of our members – to jointly manage the commercial aspects of these globally renowned tournaments. It will allow us to think differently in our vision for the future marketing and commercialisation of the competitions.

In parallel, ECA has strengthened its relationships with UEFA and FIFA by securing record levels of revenue distributions for clubs that benefit the wider club ecosystem, not just our Member Clubs. As part of our partnership, €233 million was distributed by UEFA to 901 clubs who released players to national associations for international matches during the 2020–2024 period, up from €200 million previously. Payments now cover players released for the UEFA Nations League, European Qualifiers and EURO tournaments, ensuring clubs are compensated for their central role in developing and releasing players for the international stage.

In addition, our partnership with FIFA has delivered an enhanced Club Benefits Programme worth \$355 million for the FIFA World Cup 2026 — a 70% increase on the last edition. For the first time ever, all clubs releasing players for either the qualifiers or the final tournament will be directly rewarded.

***“Our partnership with FIFA has delivered an enhanced Club Benefits Programme worth \$355 million for the FIFA World Cup 2026.”***

This significant step recognises the vital contribution of all clubs to international football and underlines ECA's commitment to securing tangible benefits for clubs of all sizes across the global game.

We must also acknowledge the strong work carried out in partnership with FIFA – delivered through our long-term Memorandum of Understanding and joint venturing on the new FIFA Club World Cup – which saw a collective agreement on the club distribution model for the FIFA Club World Cup 2025 edition and a commitment for \$250m to be allocated in solidarity funding to non-participating clubs.

Beyond launching UC3 and helping to deliver record levels of solidarity in partnership with UEFA and FIFA, this has been a season of growth and renewal for ECA itself. Our membership has expanded to over 770 members, including both men's and women's clubs, reflecting the depth and diversity of European club football.

Each new member strengthens the collective and reinforces the principle that clubs, whether large or small, must have a voice in shaping the game. We completed a strategic review that sets a clear direction for the coming years, focusing on areas that matter most to clubs: competitions and calendars, legal and regulatory frameworks, commercial and financial growth, the transfer system, solidarity, women's football, youth development, sustainability and education. We embarked upon many development initiatives, including our Women On Board programme, which has already contributed to seeing more women join the ECA Board. We have launched a new Foundation to help curate and enhance the positive social impact that ECA can bring through our role at the heart of football.

Looking ahead, our task is to build on these achievements. We must convert progressive governance into lasting value for clubs, with opportunities that reach every level of the game. At the same time, we will continue to expand benefits for members, strengthen collaboration with leagues, players, fans and of course with governing bodies and at EU level, to support and invest in the long-term sustainability of European club football.

Through ECA and UC3, clubs have gained the tools to shape a stronger, fairer and more sustainable future for European and global football. This season we have worked hard to make sure clubs are fully recognised, rewarded and respected as a driving force of international football's success.

With these foundations in place, we move into the 2025/26 season with confidence and anticipation, ready to build on these achievements and continue driving the game forward.

**On behalf of the entire ECA Administration, I would like to extend our heartfelt thanks to our Chairman, Board and Executive Committee and, of course, to all of our members across Europe.**

# Statistics



## Members and Representation

770

members of the ECA family at the end of the 2024/25 season

220

Working Group representatives - of whom 22% are women - advancing 9 workstreams

40

ECA representatives across 16 UEFA Committees and the UC3 Board of Administration



## Distribution

€4.4bn+

in revenues generated by UC3 from centralised sales of UCC rights

€448m

in UCC solidarity payments to non-participating and qualifying round clubs in UEFA men's club competitions

€25m

invested in the Women's Champions League

€233m

paid to clubs as part of the Club Benefits Programme for UEFA EURO 2024

€9m

paid to clubs as part of the Club Benefits Programme for UEFA Women's EURO 2025 – an increase of 100% from the previous edition

\$355m

to be distributed by the Club Benefits Programme for the FIFA World Cup 2026



## Interactions and Events

113,000+

touchpoints with member clubs

3,848

attendees at 73 events

149

participants in 6 different ECA Campus programmes



## Benefits

476 Legal & 403 Strategic Finance

case requests from members resolved by ECA Administration

223,581

item listings removed from 124 marketplaces by our Brand Protection Service

# Achievements

The 2024/25 season has been one of the most significant in ECA's history. Building on increased membership, engagement and strengthened partnerships with governing bodies, ECA has delivered a series of landmark achievements that are reshaping the landscape of European and global club football.

From our partnership with UEFA leading to the launch of the new UEFA men's club competitions formats to record levels of solidarity and redistribution, and from the creation of UC3 to the expansion of our membership and Working Groups, the season has demonstrated the growing influence of clubs in shaping the future of the game.

These achievements reflect the collective strength of ECA's members and our organisation's role as the sole independent voice of European clubs at European and international level, ensuring club football continues to grow in a sustainable and inclusive way.

## Launch of New UEFA Men's Club Competition Formats

The 2024/25 season marked the successful introduction of the new UEFA men's club competitions formats; a landmark achievement driven by ECA's long-standing strategic partnership with UEFA under our Memorandum of Understanding renewed in 2024.

For the first time, 36 clubs took part in each of the UEFA Champions League, UEFA Europa League and UEFA Conference League, with a total of 108 clubs competing across the three competitions. The reforms brought a new League Phase structure, bringing more matches against varied opponents to maximise competitiveness and excitement.

ECA Member Clubs have provided a range of feedback — including many highlighting the introductions of the League Phase, a single league table and simultaneous final matchdays collectively

added more competitiveness, unpredictability and excitement. The broader ecosystem has embraced the change with both broadcasters and fans welcoming the new formats, with clear signs of higher engagement and stronger viewing figures.

These reforms have further enhanced the global appeal of the beloved UEFA men's club competitions.

## Increased Solidarity, Redistribution & Club Benefits

Alongside competition reforms, the 2024/25 season delivered record levels of financial solidarity and redistribution across European football. Under new agreements, solidarity payments to non-participating and qualifying round clubs from the UEFA men's club competitions have risen to over €440 million per season, ensuring all clubs benefit from the success of Europe's elite tournaments.

The UEFA EURO 2024 Club Benefits Programme further reinforced this principle of solidarity and inclusive growth: a total of €233 million was distributed to 901 clubs from 55 national associations for releasing players for national team competitions. This substantial increase from the previous cycle of €200 million reflects the strong and ongoing collaboration between ECA and UEFA, ensuring fair compensation for clubs' contributions to national team football.

In addition, the enhanced FIFA Club Benefits Programme for the FIFA World Cup 2026™ marks a significant step forward for global club recognition. Through the renewed ECA-FIFA partnership,



\$355 million has been allocated to reward clubs when their players are released for the World Cup qualifiers and the final tournament. For the first time every club with a player involved in either stage will receive compensation.

In the women's game, our partnership with UEFA achieved a major milestone with significantly increased Club Benefits for Women's EURO 2025. The Club Benefits Programme has been expanded to a €9 million package to reward clubs whose players are released for national team participation. This is a 100% increase on the funding from Women's EURO 2022, when it stood at €4.5 million.

These increased payments ensure broader acknowledgement of the vital role clubs play — from early player development to representing their national team — and reflects ECA's vision of fair redistribution to clubs in Europe and around the world.

## Establishment of UC3

The creation of UC3 has been one of the defining achievements of the year. Established as a joint venture between ECA and UEFA, UC3 gives clubs an unprecedented level of genuine co-ownership, alongside UEFA, of the commercial aspects of UEFA Club Competitions.

UC3 has already achieved significant progress. On the men's side, it has secured a landmark engagement with Relevent Sports to serve as the sales and marketing agency for the commercial cycle starting in 2027, with ambitious revenue targets and an enhanced focus on entertainment and fan engagement.

On the women's side, Two Circles has been appointed as the agency to support the commercialisation of the upcoming UEFA Women's Club Competitions cycle, introducing a hybrid model for media rights sales and attracting global partners. This has been underlined by significant broadcast deals with CBS in the United States as well as deals with Disney+ and free-to-air platforms around Europe via the European Broadcasting Union.

Through UC3, clubs are now directly shaping the future of football's most important competitions. The new governance model ensures they contribute more directly to the success of the competitions. This is already delivering tangible results, laying the foundation for long-term growth and positioning UC3 as a model for progressive and collaborative governance in world football.



### Global Impact Through the FIFA Club World Cup and Women's Club Competitions

ECA also played a central role on the global stage. Our organisation worked closely with FIFA to finalise the structure of the new FIFA Club World Cup, which debuted in summer 2025 with 32 clubs, including 11 ECA Member Clubs, from across all confederations competing in the United States. This landmark tournament creates new opportunities for clubs to showcase themselves to worldwide audiences while generating significant sporting and financial returns for football.

At the same time, progress has been made on the development of FIFA Women's Club Competitions. ECA has been at the forefront of continuing discussions to ensure new competitions provide sustainable pathways for growth. This commitment reflects ECA's wider strategy of ensuring women's football receives the attention, investment and structural support it deserves.

Together, these developments highlight the global influence of ECA and its ability to secure benefits for clubs not only in Europe but also within the broader international football landscape.

### Record-breaking General Assembly in Athens

The 2024 General Assembly in Athens was the largest gathering in ECA's history, attracting more than 600 participants.

Member Clubs, partners and media convened for two days of discussions, decisions and networking. The record participation demonstrated the unity of ECA's membership and the growing importance of the annual event in the football calendar.

Athens was not only a milestone in numbers but also in substance. The Assembly focused on topics from competition reforms to membership expansion and provided members with the opportunity to engage directly in shaping the organisation's future.

### Completion of Strategic Review

In 2024/25, ECA completed a comprehensive strategic review, refreshing its purpose, vision and mission to reflect the evolving landscape of sport and entertainment. The outcome was a clear framework that defines ECA's role and guides its activities: to develop football by promoting sustainable club growth, to be the driving force for uniting football and leading the game forward, putting clubs at the heart of the game with their voices respected at every level.

The strategy is built around four core activities: Football Development; Representation, Stakeholders and Advocacy; Commercial and Ventures; and Membership and Club Development. Each is interlinked with football at the centre of the organisation. It is underpinned by a commitment to integrity, collaboration, excellence, inclusivity and forward-thinking.

### Expansion of Working Groups

ECA's Working Groups and workstreams continue to be at the heart of our ability to deliver results through comprehensive club engagement. In 2024/25, the structure was expanded to nine workstreams, with the creation of a Fans Working Group, recognising the central role of supporters in the game.

Across all areas of activity, a significant number of initiatives are continuously being worked on, covering Men's Football, Women's Football, Youth Football, Legal & Regulatory, Finance, Commercial & Innovation, ECA Governance & Development, Sustainability and Fans. Each workstream is guided by a charter that aligns its objectives with ECA's overall strategy, ensuring the organisation's work remains targeted, coordinated and impactful.

The expansion of Working Groups has widened opportunities for member engagement, allowing clubs of all shapes, sizes and geographies to

contribute directly to ECA's agenda. It reflects the organisation's commitment to inclusivity and its ability to harness the expertise and experience of its diverse membership.

### Growth of Membership

The season concluded with another major milestone as ECA's membership grew to 770 members. This expansion follows the governance reforms approved by the ECA Board in 2023, which opened membership to more clubs across Europe and created a more inclusive and representative structure.

The growth demonstrates the value of ECA's advocacy, strategic leadership and the member benefits and services that we offer. By bringing together such a broad base of clubs, ECA has strengthened its legitimacy and reinforced its position as the sole voice for European football clubs.

This expansion also ensures ECA's policy positions are built on the perspectives of the entire European game, from the most successful elite clubs to teams with limited resources that play a vital role in their local communities. With such a broad range of clubs now part of the association, ECA's ability to represent, support and unite European football has never been stronger.



## Other Key Achievements

In addition to the headline milestones, the 2024/25 season saw progress across a wide range of initiatives. ECA advanced its Youth Football Strategy through landmark industry publications such as *Transition from Academy to First Team Football*, reinforcing the importance of strong player pathways and development structures. In addition, we collaborated with RB Leipzig to deliver the Wings Cup, an innovative youth tournament in which ECA delivered brand new knowledge-sharing sessions.

Education and leadership were also a focus, with the new Executive Leadership Programme launched in collaboration with Harvard Business School. This partnership with a world-class institution equips club executives with the skills and knowledge to navigate the evolving challenges of modern football management. The ECA Women On Board programme launched to focus on delivering improved career paths for female executives in the game (supporting the appointment of new female ECA Board members during the season). ECA Club Connect provided another valuable platform for knowledge-sharing, with the 2025 edition of the summit in Madrid dedicated to men's football & youth football.

ECA continued to play a central role in regulatory matters, including the interim RSTP framework following the Diarra ruling. At the same time, new models for distributing revenues from UEFA Women's Club Competitions strengthened the financial base of the women's game, ensuring more sustainable growth.

On the global stage, ECA represented clubs at COP29, contributing to sustainability and climate action debates. The formal launch of the ECA Foundation at the General Assembly created a new vehicle for social impact, while engagement with EU institutions ensured clubs' interests were reflected in key policy discussions. This was underlined in our board meeting in Brussels in March of this year.

Together, these initiatives highlight the breadth of ECA's role and its commitment to supporting clubs across every area of the game.

*Supporting our growing membership, expanding services and investing in education will remain at the heart of ECA's work. At the same time, sustainability will define the years ahead, with a commitment to helping clubs become stronger not only financially but also socially and environmentally.*

## Future Priorities

ECA's achievements in 2024/25 reflect an organisation that is stronger, more influential and more representative than ever before. Guided by our refreshed strategy, the focus now turns to taking European club football to an even higher level in the years ahead.

Across men's, women's and youth football, ECA will continue to address the key issues shaping the game, from the international match calendar and evolving competitions to a more proactive role in the laws of the game. Working closely with our strategic partners, UEFA and FIFA, ECA will ensure clubs have a meaningful voice in decisions that define the future of competitions and their role as platforms for growth and opportunity.

Youth football will remain a priority, with a focus on strengthening pathways from academies to first teams, safeguarding minors and ensuring regulatory frameworks provide both protection and development opportunities. Financial sustainability will also be central, with continued work on UEFA's Club Licensing and Financial Sustainability Regulations, alongside pressing issues such as multi-club ownership.

Supporting our growing membership, expanding services and investing in education will remain at the heart of ECA's work. As ECA looks ahead, the focus is on placing clubs at the heart of football and building a game that is sustainable, stable, inclusive and successful.



# 2024/25 Financial Summary

At our 31<sup>st</sup> General Assembly in Athens in October 2024, ECA's members formally appointed Deloitte as ECA's new auditors. They have duly performed a limited statutory examination for the 2024/25 financial year and have confirmed the financial statements fully comply with Swiss law and no financial adjustments are necessary.

A copy of the full accounts for the 2024/25 financial year, along with Deloitte's audit opinion, can be obtained by emailing [finance@ecaeurope.com](mailto:finance@ecaeurope.com).

The accounts for the financial year ending 30 June 2025 show a retained surplus of €10.4m (2023/24: deficit of €55k). This surplus is a non-recurring one-off item associated with the timing of agreed revenue distribution arrangements for UEFA Club Competition revenues over the current competition cycle.

The Board duly planned for this and specified the importance of having the ability to fund future operational growth over the coming seasons, with the surplus also to be used to cover any annual operating deficits for the remainder of this decade.

Total income for the financial year amounted to €32.5m (2023/24: €18.2m) with the year on-year increase due primarily to the roll-over of €7.0m of Additional Contribution relating to the 2023/24 season.

Total expenditure for the year amounted to €22.1m (2023/24: €18.3m) with the year-on year increase due to ECA's planned and approved continued expansion — more people, more services and more events.

## 1. Income Statement

|                                                                           | 2024/25            | 2023/24            |
|---------------------------------------------------------------------------|--------------------|--------------------|
|                                                                           | €'000              | €'000              |
| <b>Income</b>                                                             | <b>32,515</b>      | <b>18,223</b>      |
| <b>Operating expenditure</b>                                              | <b>(22,296)</b>    | <b>(19,063)</b>    |
| <b>Earnings / (loss) before interest, tax, depreciation, amortization</b> | <b>10,219</b>      | <b>(840)</b>       |
| Depreciation                                                              | (90)               | (255)              |
| <b>Surplus / (deficit) before interest and tax</b>                        | <b>10,129</b>      | <b>(1,095)</b>     |
| Financial income                                                          | 69                 | -                  |
| Financial expenses                                                        | (4)                | (4)                |
| <b>Operating surplus / (deficit) before taxes</b>                         | <b>10,194</b>      | <b>(1,099)</b>     |
| Extraordinary income, non-recurring                                       | 442 <sup>1</sup>   | 1,063 <sup>2</sup> |
| Extraordinary expenses, non-recurring                                     | (122) <sup>3</sup> | (7)                |
| <b>Surplus / (deficit) before taxes</b>                                   | <b>10,514</b>      | <b>(43)</b>        |
| Taxation                                                                  | (79)               | (12)               |
| <b>Surplus / (deficit) before taxes</b>                                   | <b>10,435</b>      | <b>(55)</b>        |

<sup>1</sup> Includes €0.4m historic provisions from 2020/21

<sup>2</sup> Includes €1.0m ESL Risk Provision release

<sup>3</sup> ECA Foundation set up costs

## 2. Income

Total income for the 2024/25 financial year amounted to €32.5m (2023/24: €18.2m).

ECA's main source of funding came from the agreed revenue distribution arrangements for UEFA Club Competition revenues ("Additional Contribution"), with the Additional Contribution totalling €32.0m (2023/24: €18.0m). The year-on-year increase is due to €7.0m of Additional Contribution being rolled over from the 2023/24 season.

The total Additional Contribution for the two-year period covering 1 July 2023 to 30 June 2025 remains at €50.0m and is in line with funding and budget approvals previously given by Members.

Other income includes membership fees, education and brand protection programmes.

|                                                         | 2024/25 | 2023/24 |
|---------------------------------------------------------|---------|---------|
|                                                         | €'000   | €'000   |
| Additional Contribution                                 | 25,000  | 25,000  |
| Additional Contribution rolled over to 2024/25 season   | -       | (7,000) |
| Additional Contribution rolled over from 2023/24 season | 7,000   | -       |
| Membership fees                                         | 71      | 30      |
| Course fees and paid services                           | 444     | 193     |

## 3. Expenditure

Total expenditure for the 2024/25 financial year amounted to €22.1m (2023/24: €18.3m).

Operating expenditure for the year totalled €22.3m (2023/24: €19.1m) with the year-on-year increase due to:

- ▶ Increased personnel costs driven by:
  - ▶ further increase in headcount with 55 full-time equivalents at 30 June 2025 (compared to 43 full-time equivalents at 30 June 2024); and
  - ▶ full-year charge of the staff recruited during the 2023/24 financial year
- ▶ Continued expansion of ECA's member services and events programme; and
- ▶ Consultancy costs relating largely to ECA's Strategic Review.

Following a re-assessment of business risks, we have released a risk provision totalling €0.4m, which is reported within Extraordinary Income.

|                                         | 2024/25         | 2023/24         |
|-----------------------------------------|-----------------|-----------------|
|                                         | €'000           | €'000           |
| Governance & administration expenses    | (13,344)        | (10,401)        |
| Events & travel costs                   | (5,783)         | (4,838)         |
| Member services, consultancy & research | (2,968)         | (3,674)         |
| Other items                             | (201)           | (150)           |
| <b>Total operating expenditure</b>      | <b>(22,296)</b> | <b>(19,063)</b> |
| Depreciation                            | (90)            | (255)           |
| Net financial income / (expense)        | 65              | (4)             |
| Extraordinary income                    | 320             | 1'056           |
| Taxation                                | (79)            | (12)            |
| <b>Total expenditure</b>                | <b>(22,080)</b> | <b>(18,278)</b> |

## 4. Balance Sheet

The retained surplus of €10.4m for the 2024/25 financial year has resulted in **Total Assets increasing to €17.1m** at 30 June 2025 (30 June 2024: €6.9m).

Liquidity remains strong, with year-end cash balances reflecting the rollover of €7.0m of Additional Contribution relating to the 2023/24 season.

|                                                 | 30 June 2025  | 30 June 2024 |
|-------------------------------------------------|---------------|--------------|
| Assets                                          | €'000         | €'000        |
| Cash & cash equivalents                         | 13,377        | 4,449        |
| Blocked account – ECA Foundation                | 1,068         | 1,000        |
| Trade receivables from third parties            | 405           | 80           |
| Other short-term receivables from third parties | 128           | 40           |
| Accrued income and prepaid expenses             | 1,719         | 1,158        |
| Financial assets                                | 386           | 173          |
| <b>Total assets</b>                             | <b>17,083</b> | <b>6,900</b> |
| <b>Liabilities &amp; Equity</b>                 | <b>€'000</b>  | <b>€'000</b> |
| Trade payables & short-term liabilities         | 1,428         | 2,106        |
| Accrued expenses and deferred income            | 4,352         | 3,644        |
| Provisions                                      | 377           | 659          |
| Total equity                                    | 10,926        | 491          |
| <b>Total liabilities &amp; equity</b>           | <b>17,083</b> | <b>6,900</b> |

## 5. 2025/26 Budget

We are pleased to present the budget for the 2025/26 season.

The total budgeted income for the 2025/26 season is €26.7 million, with €25.0 million continuing to come from the Additional Contribution as agreed by Members at last year's General Assembly in Athens.

Although total expenditure for the 2025/26 season is budgeted to increase to €29.2m (up from 2024/25 actual expenditure of €22.1m), our reserves mean that we can absorb the operating deficit and continue to grow and deliver more benefits and more events to our ever-increasing membership base, without asking clubs to agree to additional funding and contributions.\*

Investing in our people is crucial as we aim to recruit key roles and talents that will drive ECA's growth and help us achieve our strategic objectives. To optimise the use of our budget, we will continue to increase the number of staff located outside of Switzerland, where we can access specialist service providers, contractors and workers, including at lower cost. Additionally, by opening hubs in strategic European locations, we will get closer, from both a geographical and cultural perspective, to our diverse membership base.

Our events continue to be highly valued by our member clubs with over 3,800 club representatives having attended one or more of the 73 different events organized during the 2024/25 season. We will therefore expand our events programme during the 2025/26 season, including:

- ▶ Increasing the capacity at this year's General Assembly in Rome to 850 attendees; and
- ▶ Organizing three Club Connect events (November 2025 – People and Culture; March 2026 – Fans and Commercial Innovation; April 2026 – Women's Football).

We believe this budget sets the foundation for a successful 2025/26 season, enabling ECA to continue delivering exceptional value to its members while fostering the continued sustainability of ECA.

Please find below the budgeted revenues and costs for the 2025/26 financial year with comparisons to the 2024/25 actuals.

|                                                                   | 2025/26         | 2024/25         |
|-------------------------------------------------------------------|-----------------|-----------------|
|                                                                   | €'000           | €'000           |
| Membership fees                                                   | 45              | 71              |
| Additional Contribution                                           | 25,000          | 25,000          |
| Additional Contribution rolled over from prior season             | 0               | 7,000           |
| Other income (including sponsorship, course fees & paid services) | 1,665           | 444             |
| <b>Total income</b>                                               | <b>26,710</b>   | <b>32,515</b>   |
| Governance & administration expenses                              | (17,443)        | (13,344)        |
| Events & travel costs                                             | (5,687)         | (5,783)         |
| Member services, consultancy & research                           | (6,084)         | (2,968)         |
| Other items                                                       | 32              | (201)           |
| <b>Total operating expenses</b>                                   | <b>(29,182)</b> | <b>(22,296)</b> |
| Depreciation                                                      | -               | (90)            |
| Net financial income                                              | 200             | 65              |
| Extraordinary income                                              | -               | 320             |
| <b>(Deficit) / surplus before taxes</b>                           | <b>(2,272)</b>  | <b>10,514</b>   |
| Taxation                                                          | -               | (79)            |
| <b>(Deficit) / surplus after taxation</b>                         | <b>(2,272)</b>  | <b>10,435</b>   |

\*After the 2025/26 budget was approved by the Board, ECA's Extended Membership Contributions relating to the FIFA Club World Cup edition 2025 have been confirmed. The Extended Membership Contributions, subject to final documentation to be signed off on, are expected to be received by the end of this calendar year, and will be reflected in the 2025/26 financial statements.

# Working Group Members

As of 30 June 2025

| Men’s Football Working Group   |                          |
|--------------------------------|--------------------------|
| Name                           | Club                     |
| Aki Riihilahti (Lead)          | HJK Helsinki             |
| Rui Manuel César Costa (Chair) | SL Benfica               |
| Richard Garlick                | Arsenal FC               |
| Miran Pavlin                   | Nottingham Forest FC     |
| Darren Eales                   | Newcastle United FC      |
| Thiago Scuro                   | AS Monaco FC             |
| Michael Gerlinger              | Olympique Lyonnais       |
| Christian Hockenjos            | Borussia Dortmund        |
| Cristiano Mozzillo             | FC Internazionale Milano |
| Alberto Barile                 | Torino FC                |
| José Maria Del Nido Carrasco   | Sevilla FC               |
| Fernando Roig Negueroles       | Villarreal CF            |
| Stephan Reiter                 | FC Salzburg              |
| Sven Jaecques                  | Royal Antwerp FC         |
| Nikita Filipov                 | FC Shakhtar Donetsk      |
| Evmeos Efthymiades             | AEK Larnaca FC           |
| Guy Primor                     | Hapoel Tel-Aviv FC       |
| Piotr Rutkowski                | KKS Lech Poznań          |
| Miika Takkula                  | Ilves Tampere            |
| David Viðarsson                | FH Hafnarfjörður         |
| John Borg                      | Birkirkara FC            |
| Nenad Monev                    | FK Rabotnicki            |
| Vilma Venslovaitienė           | FK Žalgiris Vilnius      |

| Women’s Football Working Group |                    |
|--------------------------------|--------------------|
| Name                           | Club               |
| Martina Pavlová (Lead)         | AC Sparta Praha    |
| Michele Kang (Chair)           | Olympique Lyonnais |
| Clare Wheatley                 | Arsenal FC         |

|                                |                         |
|--------------------------------|-------------------------|
| Charlotte O'Neill              | Manchester City FC      |
| Angelo Castellazzi             | Paris Saint-Germain     |
| Katharina Kiel                 | Eintracht Frankfurt     |
| Bianca Rech                    | FC Bayern München       |
| Elisabetta Bavagnoli           | AS Roma                 |
| Daphne Koster                  | AFC Ajax                |
| Patricia Gonzalez              | Club Atlético de Madrid |
| Carlos Grafiadia Rubio         | Valencia CF             |
| Matias Costa                   | SK Rapid                |
| George Papageorgiou            | Apollon Limassol FC     |
| Kim Andre Pedersen             | Brøndby IF              |
| Amanda Cunha de Moura Pietrzak | Legia Warszawa          |
| Ulfar Hinriksson               | Breidablik              |
| Ingrid Vanherle                | R. Standard de Liège    |
| Azra Numanović                 | SFK Sarajevo            |
| Heiko Mock                     | Gibraltar Wave FC       |
| Gazmend Zeqa                   | KFF Ulpiana 1992        |
| Hugo Feliciano                 | SCU Torreense           |
| Laura Montgomery               | Glasgow City FC         |

| Youth Football Working Group |                         |
|------------------------------|-------------------------|
| Name                         | Club                    |
| Dennis te Kloese (Lead)      | Feyenoord               |
| Thomas Kruecken              | Manchester City FC      |
| Carlos Avina                 | AS Monaco FC            |
| Laurent Huard                | AS Saint-Étienne        |
| Nicole Bender                | 1. FC Köln              |
| Thomas Broich                | Borussia Dortmund       |
| Stephan Hildebrandt          | VfB Stuttgart           |
| Roberto Samaden              | Atalanta BC             |
| Antonio Sinicropi            | SSC Napoli              |
| Zeb Jacobs                   | Feyenoord               |
| Alvaro Gil Baquero           | Club Atlético de Madrid |
| Roberto Olabe                | Real Sociedad de Fútbol |
| Luis Martinez Sanz           | Valencia CF             |
| Manfred Pamminger            | FC Salzburg             |
| Jean Kindermans              | Royal Antwerp FC        |
| Tore Berdal                  | Rosenborg BK            |

|                        |                                  |
|------------------------|----------------------------------|
| Guilherme Müller       | SL Benfica                       |
| Tomaz Morais           | Sporting Clube de Portugal       |
| Chris McCart           | Celtic FC                        |
| Okan Özkan             | Fenerbahçe SK                    |
| Stefan Sotirov         | CSKA 1948 Sofia                  |
| Anđelko Ivanjko        | GNK Dinamo Zagreb                |
| Petr Hurych            | SK Slavia Praha                  |
| Bjørn Holm             | Brøndby IF                       |
| Nail Karimov           | Qarabağ FK                       |
| Tea Shamatava          | FC Dinamo Tbilisi                |
| Steve Curwood          | Waterford FC                     |
| Yevgeniy Krassikov     | FC Kairat Almaty                 |
| Marcos Morales Tavares | NK Maribor                       |
| Zoe Johnson            | Brighton & Hove Albion FC        |
| Pascal De Maesschalck  | Racing Club de Strasbourg Alsace |
| Anders Wahnberg        | BK Häcken                        |

| Commercial & Innovation Working Group |                         |
|---------------------------------------|-------------------------|
| Name                                  | Club                    |
| <b>Dan Friedkin (Lead)</b>            | <b>AS Roma</b>          |
| Juliet Slot                           | Arsenal FC              |
| Adrian Filby                          | Aston Villa FC          |
| Ben Latty                             | Liverpool FC            |
| Gregory La Mela                       | Olympique de Marseille  |
| Carsten Cramer                        | Borussia Dortmund       |
| Stefan Mennerich                      | FC Bayern München       |
| Oliver Mintzlaff                      | RB Leipzig              |
| Rouven Kasper                         | VfB Stuttgart           |
| Nicola Boscaro                        | AC Milan                |
| Christoph Winterling                  | Bologna FC              |
| Menno Geelen                          | AFC Ajax                |
| Begoña Larzabal                       | Real Sociedad de Fútbol |
| Johannes Dobretsberger                | FK Austria Wien         |
| Saskia Bentin                         | Club Brugge             |
| Catriona McCallum                     | Heart of Midlothian FC  |
| Tezcan Şaylı                          | Fenerbahçe SK           |
| Tomáš Křivda                          | AC Sparta Praha         |
| Trine Hopp                            | FC Nordsjælland         |

|                |                     |
|----------------|---------------------|
| Daniel Levy    | Maccabi Tel-Aviv FC |
| Marcin Herra   | Legia Warszawa      |
| Annabel Llevot | FC Santa Coloma     |

| Finance Working Group              |                                     |
|------------------------------------|-------------------------------------|
| Name                               | Club                                |
| <b>Peter Lawwell (Lead)</b>        | <b>Celtic FC</b>                    |
| <b>Michael Verschueren (Chair)</b> | <b>ECA Independent Board Member</b> |
| Paul Ramos                         | Chelsea FC                          |
| Richard De Jonghe                  | Manchester City FC                  |
| Francesca Whitfield                | Manchester United FC                |
| Richard Fraise                     | OGC Nice                            |
| Benoît Muller                      | Stade Rennais FC                    |
| Michael Diederich                  | FC Bayern München                   |
| Florian Hopp                       | RB Leipzig                          |
| Stefano Cocirio                    | AC Milan                            |
| Davide Casparrini                  | Como 1907                           |
| Annemarie Reynolds                 | AFC Ajax                            |
| Irene Carnicero                    | Club Atlético de Madrid             |
| Pedro Uribe-Etxeberria             | Real Sociedad de Fútbol             |
| Alexander Korinek                  | FK Austria Wien                     |
| Aleksandra Milošević               | FK Crvena Zvezda                    |
| Michele Campana                    | FC Lugano                           |
| Oleksiy Byelikov                   | FC Shakhtar Donetsk                 |
| Polina Papantoniou                 | Omonoia FC                          |
| Raphael Landthaler                 | FC Viktoria Plzeň                   |
| Lars Ypkendanz                     | FC Copenhagen                       |
| Maria Goncharova                   | PAOK FC                             |
| Dalit Zimerman                     | Maccabi Haifa FC                    |
| Lauri Kemppainen                   | FC Inter Turku                      |
| Daniel Linares                     | Europa FC                           |
| Jacques Wolter                     | US Hostert                          |
| Silvio Galea                       | Zabbar St Patrick FC                |

| Legal & Regulatory Working Group |                          |
|----------------------------------|--------------------------|
| Name                             | Club                     |
| Jan-Christian Dreesen (Lead)     | FC Bayern München        |
| Victoriano Melero (Chair)        | Paris Saint-Germain      |
| James Bonington                  | Chelsea FC               |
| Simon Cliff                      | Manchester City FC       |
| Martin Mosley                    | Manchester United FC     |
| Jean Sudres                      | Olympique Lyonnais       |
| Lars Küpper                      | Bayer 04 Leverkusen      |
| Jan Räker                        | VfB Stuttgart            |
| Angelo Capellini                 | FC Internazionale Milano |
| Federico Menichini               | SSC Napoli               |
| Wouter Van Zetten                | AZ Alkmaar               |
| Daan de Jong                     | FC Utrecht               |
| Guillermo Amilibia               | Real Sociedad de Fútbol  |
| Thomas Delameillieure            | Club Brugge              |
| Catherine Macken                 | Royal Antwerp FC         |
| Julia Almeida                    | Casa Pia AC              |
| José Luis Andrade                | FC Porto                 |
| Laura McCallum                   | Aberdeen FC              |
| Vladyslav Zaiets-Terekh          | FC Shakhtar Donetsk      |
| Martin Říha                      | SK Slavia Praha          |
| Achilleas Mavromatis             | PAOK FC                  |
| Ido Bar-Natan                    | Hapoel Beer-Sheva FC     |
| Jakub Laskowski                  | Legia Warszawa           |
| Marian Mihail                    | FC Rapid București       |
| Ashot Kyureghyan                 | FC Ararat                |
| Jasmila Hodzic                   | SFK Sarajevo             |

| Sustainability Working Group |                     |
|------------------------------|---------------------|
| Name                         | Club                |
| Niclas Carlén (Lead)         | Malmö FF            |
| Rishi Jain                   | Liverpool FC        |
| Pete Bradshaw                | Manchester City FC  |
| Luca Militti                 | AS Monaco FC        |
| Philipp Heßberger            | Eintracht Frankfurt |
| Denise Heinemann             | FC Bayern München   |

|                     |                            |
|---------------------|----------------------------|
| Matthias Mühlen     | VfL Bochum 1848            |
| Rocco Giorgianni    | AC Milan                   |
| Magda Pozzo         | Udinese Calcio             |
| Shaun Akse          | AFC Ajax                   |
| Rafael Muela Pastor | Real Betis Balompié        |
| Christian Schneider | Valencia CF                |
| Raphael Thonhauser  | FK Austria Wien            |
| Elisabeth Overbeeke | SK Rapid                   |
| Oyvind Alapnes      | Tromsø IL                  |
| Teresa Santos       | FC Porto                   |
| Teresa Muller       | Sporting Clube de Portugal |
| Tony Hamilton       | Celtic FC                  |
| Brian Månsson       | FC Copenhagen              |
| Angeliki Arkadi     | AEK Athens FC              |
| Irini Karipidis     | Aris FC                    |
| Pal Orosz           | Ferencvárosi TC            |
| Jani Merilainen     | FC Inter Turku             |
| David Begley        | Cliftonville FC            |
| Thomas Harris       | Brighton & Hove Albion FC  |

| ECA Governance & Development Working Group |                            |
|--------------------------------------------|----------------------------|
| Name                                       | Club                       |
| Dariusz Mioduski (Lead)                    | Legia Warszawa             |
| Juan José Sartori                          | AS Monaco FC               |
| Fernando Carro                             | Bayer 04 Leverkusen        |
| Samy Julien Hamama                         | Eintracht Frankfurt        |
| Luca Percassi                              | Atalanta BC                |
| Miguel Ángel Gil Marín                     | Club Atlético de Madrid    |
| Steffen Hofmann                            | SK Rapid                   |
| Isabel Bastos                              | Gil Vicente FC             |
| Patrícia Silva Lopes                       | Sporting Clube de Portugal |
| Andrew McKinlay                            | Heart of Midlothian FC     |
| Ali Yıldırım Koç                           | Fenerbahçe SK              |
| Sinancan Sözen                             | Galatasaray AŞ             |
| Jelena Mikačić                             | HNK Hajduk Split           |
| Wojciech Strzałkowski                      | Jagiellonia Białystok      |
| Constantea Radu                            | FC Universitatea Cluj      |
| Tomas Cho                                  | ŠK Slovan Bratislava       |

|                |                           |
|----------------|---------------------------|
| Siri Wallenius | Malmö FF                  |
| Kuno Tehva     | Nõmme Kalju FC            |
| Victor Cassar  | Hamrun Spartans FC        |
| Neil Clarke    | Larne FC                  |
| Neil Ward      | Penybont FC               |
| Alban Xhaferi  | KF Vllaznia Shkodra       |
| Paul Mullen    | Brighton & Hove Albion FC |

| Fans Working Group                    |                                |
|---------------------------------------|--------------------------------|
| Name                                  | Club                           |
| <b>Miguel Ángel Gil Marín (Chair)</b> | <b>Club Atlético de Madrid</b> |
| Phil Lynch                            | Chelsea FC                     |
| Danny Wilson                          | Manchester City FC             |
| Gianluca Santaniello                  | Olympique de Marseille         |
| Benjamin Parrot                       | RC Lens                        |
| Stephan Rehm                          | Bayer 04 Leverkusen            |
| Ulrich Wolter                         | RB Leipzig                     |
| Rebecca Corsi                         | Empoli FC                      |
| Paulo Monguzzi                        | Juventus FC                    |
| Ruud van der Knaap                    | Feyenoord                      |
| John Hermans                          | PSV Eindhoven                  |
| Julio Jiménez Heras                   | Real Betis Balompié            |
| Thomas Rypens                         | Club Brugge                    |
| Pernille Grut Sørle                   | Rosenborg BK                   |
| Greg Marshall                         | Rangers FC                     |
| Bülent Ülgen                          | Beşiktaş JK                    |
| Kostas Konstantinos Vernikos          | Olympiacos FC                  |
| Bálint Máté                           | Ferencvárosi TC                |
| Filip Trubalski                       | MKS Cracovia Kraków            |
| Anar Hajiyev                          | Gabala SC                      |
| Michael Williamson                    | Wrexham AFC                    |

**Note:** Beyond Working Groups, ECA has composed numerous task forces and panels which enables it to draw on expertise from a larger proportion of members

# Panel and Task Force Members

As of 30 June 2025

| Financial Sustainability Panel |                            |
|--------------------------------|----------------------------|
| Name                           | Club                       |
| Stuart Wisely                  | Arsenal FC                 |
| Thomas Treß                    | Borussia Dortmund          |
| Chris McKay                    | Celtic FC                  |
| Serdar Yildiz                  | Fenerbahçe SK              |
| Andrea Accinelli               | FC Internazionale Milano   |
| Benoit Le Sech                 | Paris Saint-Germain        |
| Jaap van Baar                  | PSV Eindhoven              |
| Francisco Salgado Zenha        | Sporting Clube de Portugal |
| Inma Ibáñez Peris              | Valencia CF                |

| Financial Services Task Force |                              |
|-------------------------------|------------------------------|
| Name                          | Club                         |
| Alexandre Sarrazin            | AS Monaco FC                 |
| Irene Carnicero               | Club Atlético de Madrid      |
| Chris McKay                   | Celtic FC                    |
| Davide Casparrini             | Como 1907                    |
| Lukas Grether                 | FC Bayern München            |
| Joshua Graham                 | Chelsea FC                   |
| Michael Verschueren           | ECA Independent Board Member |

| Girls Player Pathway Task Force |                         |
|---------------------------------|-------------------------|
| Name                            | Club                    |
| Patricia Gonzalez               | Club Atlético de Madrid |
| Amanda Cunha de Moura Pietrzak  | Legia Warszawa          |
| Charlotte O'Neill               | Manchester City FC      |
| Svenja Schlenker                | Borussia Dortmund       |
| Angelo Castellazzi              | Paris Saint-Germain     |

| UWCC Distribution Task Force |                              |
|------------------------------|------------------------------|
| Name                         | Club                         |
| Annemarie Reynolds           | AFC Ajax                     |
| Azra Numanović               | SFK Sarajevo                 |
| Bianca Rech                  | FC Bayern München            |
| Laura Montgomery             | Glasgow City FC              |
| Vincent Ponsot               | Olympique Lyonnais           |
| Joshua Graham                | Chelsea FC                   |
| Michael Verschueren          | ECA Independent Board Member |

| Women's Training Rewards Task Force |                         |
|-------------------------------------|-------------------------|
| Name                                | Club                    |
| Bianca Rech                         | FC Bayern München       |
| Siri Wallenius                      | Malmö FF                |
| Martina Pavlová                     | AC Sparta Praha         |
| Angelo Castellazzi                  | Paris Saint-Germain     |
| Patricia Gonzalez                   | Club Atlético de Madrid |
| Vincent Ponsot                      | Olympique Lyonnais      |
| Clare Wheatley                      | Arsenal FC              |
| Stefano Braghin                     | Juventus FC             |
| Daphne Koster                       | AFC Ajax                |
| Michele Kang                        | Olympique Lyonnais      |

| Women's Club Competitions Panel |                         |
|---------------------------------|-------------------------|
| Name                            | Club                    |
| Clare Wheatley                  | Arsenal FC              |
| Azra Numanović                  | SFK Sarajevo            |
| Jean Sudres                     | Olympique Lyonnais      |
| Lars Küpper                     | Bayer 04 Leverkusen     |
| Alvaro Gil Baquero              | Club Atlético de Madrid |
| Anders Wahrnberg                | BK Häcken               |
| Jona-Marie Winkler              | Bayer 04 Leverkusen     |
| Alisson Gomez                   | Olympique Lyonnais      |

| Women's High Performance Advisory Group - Bureau |                   |
|--------------------------------------------------|-------------------|
| Name                                             | Club              |
| Tim Glazenburg                                   | AFC Ajax          |
| Veronica Petrucci                                | AS Roma           |
| Gary Lewin                                       | Arsenal FC        |
| Hamid Masoum Beygi                               | FC Bayern München |

| Medical & Performance Panel |                      |
|-----------------------------|----------------------|
| Name                        | Club                 |
| Stijn Vandenbroucke         | Feyenoord            |
| Hakim Chalabi               | Paris Saint-Germain  |
| Veronica Petrucci           | AS Roma              |
| Gary O'Driscoll             | Manchester United FC |
| Massimo Manara              | UC Sampdoria         |
| Simon Timson                | Manchester City FC   |
| Anil Işık                   | İstanbul Başakşehir  |
| Ana De La Torre Combarro    | Getafe CF            |
| Lluís Til                   | Paris Saint-Germain  |
| Tim Williamson              | Celtic FC            |
| Karl-Heinrich Dittmar       | Bayer 04 Leverkusen  |
| Bartosz Bibrowicz           | Legia Warszawa       |
| Stefano Mazzoni             | AC Milan             |

|                    |                   |
|--------------------|-------------------|
| Sandro Carriço     | SL Benfica        |
| Gary Lewin         | Arsenal FC        |
| Hamid Masoum Beygi | FC Bayern München |

| Medical Task Force |                     |
|--------------------|---------------------|
| Name               | Club                |
| Kathleen Krüger    | FC Bayern München   |
| Hakim Chalabi      | Paris Saint-Germain |
| Piotr Zmijewski    | Legia Warszawa      |
| Mikkel Bjerre      | FC Copenhagen       |

| Academy Excellence & Services |                            |
|-------------------------------|----------------------------|
| Name                          | Club                       |
| Nick Cox                      | Manchester United FC       |
| Tore Berdal                   | Rosenborg BK               |
| Chris McCart                  | Celtic FC                  |
| Nick Cox                      | Manchester United FC       |
| Nail Karimov                  | Qarabağ FK                 |
| Zeb Jacobs                    | Feyenoord                  |
| Anders Wahrnberg              | BK Häcken                  |
| Tomaz Morais                  | Sporting Clube de Portugal |
| Zoe Johnson                   | Brighton & Hove Albion FC  |
| Thomas Broich                 | Borussia Dortmund          |

| Youth Competitions Panel |                                  |
|--------------------------|----------------------------------|
| Name                     | Club                             |
| Pascal De Maesschalck    | Racing Club de Strasbourg Alsace |
| Roberto Samaden          | Atalanta BC                      |
| Manfred Pamminger        | FC Salzburg                      |
| Luis Martinez Sanz       | Valencia CF                      |
| Anđelko Ivanjko          | GNK Dinamo Zagreb                |
| Yevgeniy Krassikov       | FC Kairat Almaty                 |
| Stephan Hildebrandt      | VfB Stuttgart                    |
| Bjørn Holm               | Brøndby IF                       |
| Roberto Olabe            | Real Sociedad de Fútbol          |

| Regulatory Protection of Training Clubs Panel |                         |
|-----------------------------------------------|-------------------------|
| Name                                          | Club                    |
| Tea Shamatava                                 | FC Dinamo Tbilisi       |
| Petr Hurych                                   | SK Slavia Praha         |
| Alvaro Gil Baquero                            | Club Atlético de Madrid |
| Jean Kindermans                               | Royal Antwerp FC        |
| Marcos Morales Tavares                        | NK Maribor              |
| Stefan Sotirov                                | CSKA 1948 Sofia         |
| Guilherme Müller                              | SL Benfica              |
| Carlos Avina                                  | AS Monaco FC            |
| Steve Curwood                                 | Waterford FC            |

| Brand Protection Task Force |                     |
|-----------------------------|---------------------|
| Name                        | Club                |
| Julien Letellier            | Paris Saint-Germain |
| Paul Dicken                 | Liverpool FC        |
| Menno Kroon                 | AFC Ajax            |
| Marko Djokovic              | FK Sutjeska         |
| Augustin Cordin             | Paris Saint-Germain |
| Joanne McNairn              | Celtic FC           |
| Tessa Bartels               | Borussia Dortmund   |

| Club Rights Panel   |                          |
|---------------------|--------------------------|
| Name                | Club                     |
| Richard Heaselgrave | Paris Saint-Germain      |
| Juliet Slot         | Arsenal FC               |
| Adrian Filby        | Aston Villa FC           |
| Marc Armstrong      | Manchester United FC     |
| Stefan Mennerich    | FC Bayern München        |
| Oscar Mayo Pardo    | Club Atlético de Madrid  |
| Giorgio Ricci       | FC Internazionale Milano |
| Cyrille Groll       | Olympique Lyonnais       |

| CRSD Task Force     |                     |
|---------------------|---------------------|
| Name                | Club                |
| Denise Heinemann    | FC Bayern München   |
| Rafael Muela Pastor | Real Betis Balompié |
| Shaun Akse          | AFC Ajax            |
| Matthias Mühlen     | VfL Bochum 1848     |
| David Begley        | Cliftonville FC     |
| Henrique Conceição  | SL Benfica          |

| ED&I Panel         |              |
|--------------------|--------------|
| Name               | Club         |
| Siri Wallenius     | Malmö FF     |
| Rishi Jain         | Liverpool FC |
| Annemarie Reynolds | AFC Ajax     |

| Sustainable Venue Panel |                           |
|-------------------------|---------------------------|
| Name                    | Club                      |
| Pete Bradshaw           | Manchester City FC        |
| Thomas Harris           | Brighton & Hove Albion FC |
| Angeliki Arkadi         | AEK Athens FC             |
| Magda Pozzo             | Udinese Calcio            |
| Christian Schneider     | Valencia CF               |
| Pál Orosz               | Ferencvárosi TC           |

# External Stakeholder Representatives

Season 2024/25

| UEFA                                  |                              |                                      |
|---------------------------------------|------------------------------|--------------------------------------|
| Name                                  | Club                         | Committee                            |
| Nasser Al-Khelaifi                    | Paris Saint-Germain          | Executive Committee                  |
| Miguel Ángel Gil Marín                | Club Atlético de Madrid      | Executive Committee                  |
| Jokin Aperribay                       | Real Sociedad de Fútbol      | Club Competitions                    |
| Asif Asgarov                          | Qarabağ FK                   | Club Competitions                    |
| Rebecca Caplehorn                     | Tottenham Hotspur            | Club Competitions                    |
| Fernando Carro                        | Bayer 04 Leverkusen          | Club Competitions                    |
| Giorgio Chiellini                     | Juventus FC                  | Club Competitions                    |
| André Villas-Boas                     | FC Porto                     | Club Competitions                    |
| Niclas Carlén                         | Malmö FF                     | Club Competitions                    |
| Ali Yıldırım Koç                      | Fenerbahçe SK                | Club Competitions                    |
| Pablo Longoria                        | Olympique de Marseille       | Club Competitions                    |
| Dariusz Mioduski                      | Legia Warszawa               | Club Competitions                    |
| Aki Riihilahti                        | HJK Helsinki                 | Club Competitions                    |
| Snorre Strand                         | Molde FK                     | Club Competitions                    |
| Kuno Tehva                            | Nõmme Kalju FC               | Club Competitions                    |
| Pál Orosz                             | Ferencvárosi TC              | Club Competitions                    |
| Damien Comolli (until Summer 2025)    | Toulouse FC                  | Club Competitions                    |
| Erik van Spanje (until Summer 2025)   | AFC Ajax                     | Club Competitions                    |
| Lina Souloukou (until Autumn 2024)    | AS Roma                      | Club Competitions                    |
| Danniel Rommedahl (until Autumn 2024) | FC Copenhagen                | Club Competitions                    |
| Michele Centenaro                     | ECA Independent Board Member | National Associations                |
| Zeb Jacobs                            | Feyenoord                    | Youth & Amateur Football             |
| Bianca Rech                           | FC Bayern München            | Women's Football                     |
| Vincent Ponsot                        | Olympique Lyonnais           | Women's Football                     |
| Christian Gentile                     | Djurgårdens IF               | Development and Technical Assistance |

|                     |                              |                                                     |
|---------------------|------------------------------|-----------------------------------------------------|
| Michael Verschueren | ECA Independent Board Member | Club Licensing                                      |
| Bruno Hütter        | SK Sturm Graz                | Stadium and Security                                |
| Hakim Chalabi       | Paris Saint-Germain          | Medical                                             |
| Serhii Palkin       | FC Shakhtar Donetsk          | Players' Status, Transfer & Agents and Match Agents |
| Martin Řiha         | SK Slavia Praha              | Legal                                               |
| Michael Meeske      | VfL Wolfsburg                | Marketing Advisory                                  |
| Phil Lynch          | Chelsea FC                   | Media                                               |
| Philipp Heßberger   | Eintracht Frankfurt          | Social and Environmental Sus-tainability            |
| Simão Sabrosa       | SL Benfica                   | Football                                            |

| UC3                |                      |                             |
|--------------------|----------------------|-----------------------------|
| Name               | Club                 | Committee                   |
| Nasser Al-Khelaifi | Paris Saint-Germain  | UC3 Board of Administration |
| Fernando Carro     | Bayer 04 Leverkusen  | UC3 Board of Administration |
| Dariusz Mioduski   | Legia Warszawa       | UC3 Board of Administration |
| Peter Lawwell      | Celtic FC            | UC3 Board of Administration |
| Jean-Claude Blanc  | Manchester United FC | UC3 Board of Administration |
| Dan Friedkin       | AS Roma              | UC3 Board of Administration |
| Charlie Marshall   | ECA CEO              | UC3 Board of Administration |



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