



WE CARE ABOUT FOOTBALL

CLUB

L I C E N S I N G

10 YEARS ON...

EVOLVEMENT OF THE CLUB LICENSING SYSTEM SINCE ITS INTRODUCTION IN 2004

WE CARE ABOUT FOOTBALL

Production

UEFA Club Licensing and Financial Fair Play Unit

Andrea Traverso, Giancarlo Dapoto and Alexis Angelopoulos

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Enquiries

Enquiries to be addressed to clublicensing@uefa.ch

CLUB LICENSING

10 YEARS ON...

EVOLVEMENT OF THE CLUB LICENSING SYSTEM SINCE ITS INTRODUCTION IN 2004

FOREWORD

Good governance and development lie at the heart of UEFA's 11 core values, and a major way that we try to achieve this at club level is through the club licensing system.

When this ambitious project was first discussed with stakeholders, nobody could have envisaged the impact it would have in terms of shaping the manner in which European football clubs are run and managed. Equally, nobody would have predicted that the system would be embraced in the way that it has, or that it would still be going strong more than 10 years later, with recognition and acceptance by all stakeholders.

This report on club licensing follows in the footsteps of an earlier report (entitled 'Club licensing – here to stay') that was published following the first few years of the system's implementation. With the system now firmly in place, it having a positive impact in terms of raising the level of professionalism in club management and supporting the financial stability of clubs as well as the integrity of competitions, this report shows that club licensing provides the perfect platform for the future growth and prosperity of European club football.

Gianni Infantino, UEFA General Secretary



INTRODUCTION

The club licensing system began as a set of criteria to be fulfilled in order for clubs to be eligible to participate in a UEFA club competition, but since the first licences were granted in 2004 it has developed into much more than that, with club licensing being the focal point for national associations in their strategic plans for club development and improved governance, as well as it being embedded into how clubs operate and a fundamental consideration in the key decisions they take.

After a period of initial scepticism, stakeholders recognised the wide ranging benefits of running club licensing systems at national level. Increased professionalism, greater transparency, improved knowledge are just a few of the achievements that were made possible through the implementation of the scheme.

Nowadays over 1,500 clubs in Europe undergo club licensing on an annual basis and, although there is no obligation to apply the system domestically, 51 of UEFA's 54 member associations also apply some kind of club licensing and regulatory controls for the participation in domestic competitions. The strength of the system is based on its flexibility and it can easily be adapted to the specificities and needs of various stakeholders. Furthermore it represents a platform to pursue objectives in all areas of the sport.

The widespread success and acknowledgement of the benefits of club licensing is also now spreading across the world, with the system also being implemented in UEFA's sister confederations and their member associations as well as other sports such basketball and rugby.

This report aims to explain what club licensing is and how it has evolved over the last ten years, with some examples of the impact it has had in different areas of European football. The introduction of financial fair play, which is explained in the first chapter of this report, is a perfect example of the dynamic nature of club licensing and how it has developed to keep pace with the ever-evolving environment of European football, with the objective of continually improving standards across all areas of football in Europe.

The core part of the report consists of a profile of how club licensing is being implemented in each of UEFA's 54 member associations, alongside some general information designed to put the reality of football in each country into context.

We hope that this report paints a clear picture of where club licensing now lies, over ten years after its initial implementation and that it can serve to stimulate further sporting associations to adopt similar standards to improve governance and protect the interests of competition organisers, clubs, players and ultimately the fans.

Andrea Traverso, Head of Club Licensing and Financial Fair Play



Liverpool FC was the first 'licensed' club to win the UEFA Champions League

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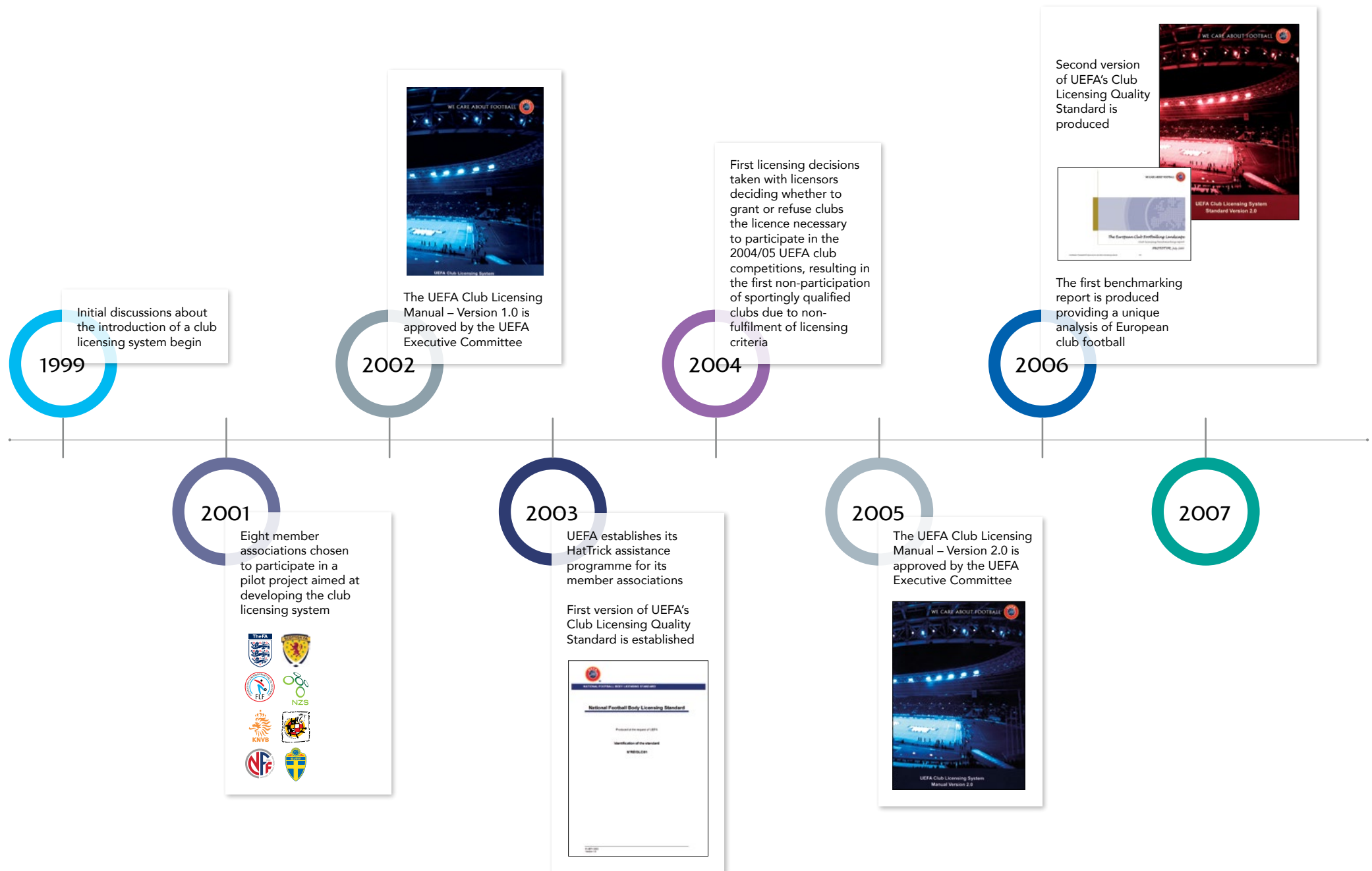
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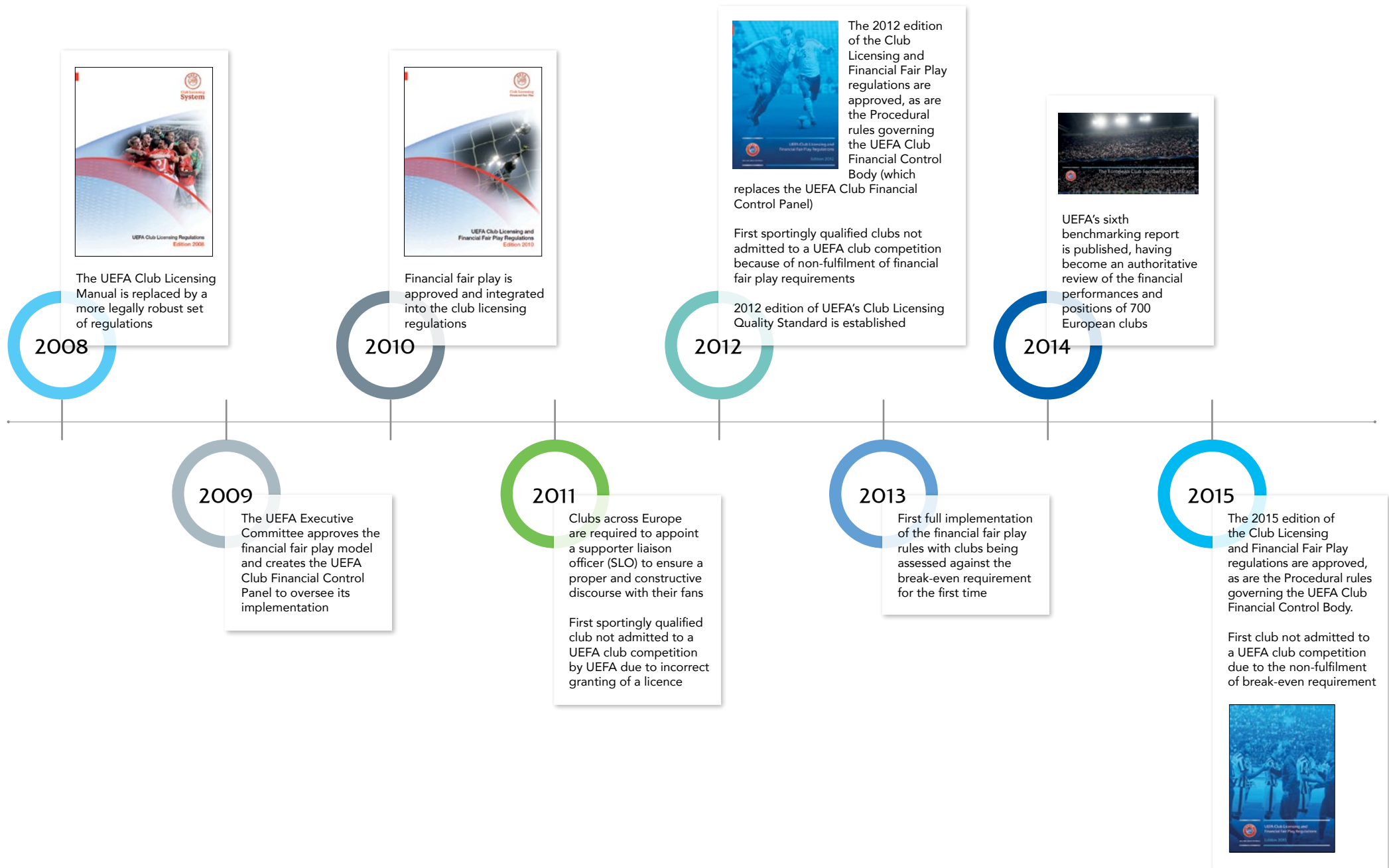


HERE TO STAY AND TO DEVELOP

INTRODUCTION TO UEFA CLUB LICENSING

KEY DEVELOPMENTS





ORIGINS OF THE SYSTEM



The original impetus was a request made by professional clubs themselves back in 1999. They wanted some form of regulation to tackle many of the commonly cited problems that existed in European football, such as financial transparency, inadequate stadia, overdue payables, lack of youth investment, amongst others.

It was never going to be possible to fully eradicate all of those problems through club licensing but there was a strong feeling that all the clubs competing in the same UEFA competitions should be bound by the same minimum requirements, with the aim of:

- promoting and continuously improving standards across all areas of football in Europe and giving continued priority to the training and care of young players in every club;
- ensuring that clubs have an adequate level of management and organisation;
- adapting club's sporting infrastructure to provide players, spectators and media representatives with suitable, well-equipped and safe facilities;
- protecting the integrity and smooth running of UEFA club competitions;
- achieving financial fair play in UEFA club competitions;
- allowing for benchmarking among clubs throughout Europe on financial, sporting, legal, personnel, administrative and infrastructure-related criteria.

This led to the implementation of a system whereby clubs have to respect certain conditions in order to participate in UEFA club competitions, just as players have to respect the Laws of the Game when playing football.

LICENSING CRITERIA

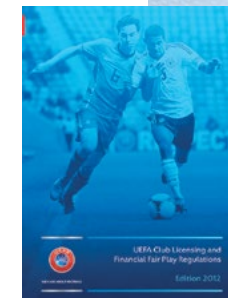
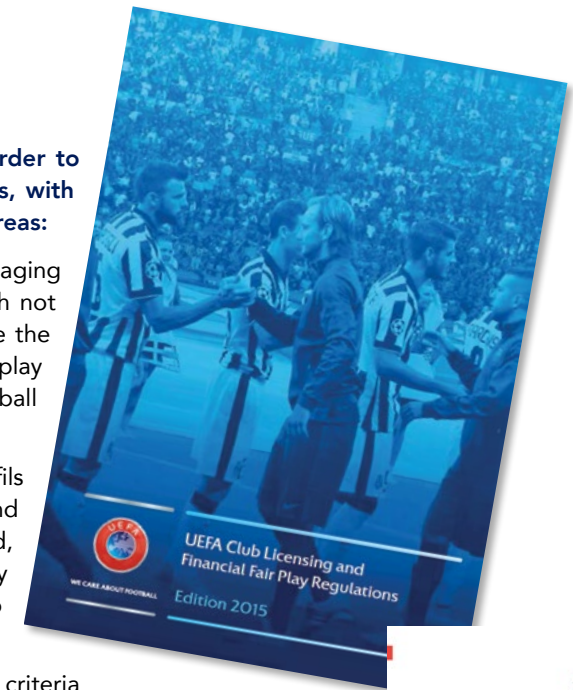
In order to participate in UEFA club competitions, it is not enough to qualify on sporting merit alone. One of the admission criteria in the competition regulations is that a club must also have been issued a licence by its national association. Licences are issued on the basis of national club licensing regulations, which must themselves contain the minimum criteria established by UEFA in the UEFA Club Licensing and Financial Fair Play Regulations.

By setting minimum standards that must be integrated into national regulations, UEFA allows its member associations (or their affiliated league) to apply and manage the licensing system in accordance with their own national rules and regulations and safeguards the principle of subsidiarity, as the national associations are responsible for actually granting the licences.

The dynamic nature of the club licensing system, which focuses on continually improving standards across all areas of football in Europe, is reflected in the six editions of UEFA regulations that have been approved since the first UEFA Club Licensing Manual was approved in 2002.

It has been necessary to regularly update the UEFA regulations in order to strengthen certain areas and to introduce new criteria over the years, with clubs now being assessed against 38 separate criteria in five distinct areas:


- **SPORTING** - the sporting criteria are primarily aimed at encouraging investment in quality-driven youth development programmes which not only support the football education of youth players but also place the necessary emphasis on non-football education, medical care, fair play on and off the pitch, with the overall objective of attracting into football more and better-educated boys and girls.
- **INFRASTRUCTURE** - clubs must have an approved stadium which fulfils the requirements of the UEFA Stadium Infrastructure Regulations and provides spectators and media representatives with a well-equipped, well-appointed, safe and comfortable environment. In addition, they must have suitable training facilities for their players to help them to improve their technical skills.
- **PERSONNEL & ADMINISTRATIVE** - the personnel and administrative criteria aim to provide the framework for clubs to acquire well-educated, qualified and skilled specialists with a certain know-how and experience to run operations in an efficient and effective manner and to ensure that both youth and first-team players are trained by qualified coaches and supported by the necessary medical staff.
- **LEGAL** - the legal criteria are aimed at ensuring clubs have a legally robust basis for applying the regulations, as well as ensuring transparency in terms of the legal entity responsible for the football team participating in national and international competitions, to establish a complete picture of the overall legal group structure and how it operates.
- **FINANCIAL** - the scope of the financial criteria is quite extensive in that they aim to deliver both short and long-term improvements for the clubs by safeguarding the financial health of European club football as a whole. The criteria should improve standards and the quality of financial management and planning, which should in turn increase transparency and credibility, protect creditors and provide a basis for fair competition.



FINANCIAL FAIR PLAY REQUIREMENTS

Despite the undoubted success of club licensing, the ever evolving environment of European football meant that there was a general feeling among stakeholders that additional financial regulation, going beyond what is requested by the club licensing system, was necessary in order to address the increasingly precarious financial situation of European club football. Clubs were reporting repeated, and worsening, financial losses culminating in €1.7bn net losses being reported by European clubs in 2011. Furthermore, and as a result of spiralling spending on salaries and transfer fees, it was becoming increasingly difficult for clubs to honour their debts.

Calls for action led to the UEFA Executive Committee unanimously approving a financial fair play concept for the game's well-being in September 2009. The concept, supported by the entire football family, has centred on the obligation for clubs, over a period of time, to balance their books or break even. Under the financial fair play concept, clubs cannot repeatedly spend more than the revenue they generate, owners must regularly inject capital to cover losses and prevent a build up of debt and clubs are obliged to meet their financial commitments in relation to transfers and employees.



Since the implementation of the financial fair play requirements, significant results have been achieved. Overdue payables decreased by 91% and aggregate losses have been cut by two thirds, thus reversing a previously negative trend. More importantly, signals have been sent (via the imposing of strong sanctions) that UEFA is serious about its enforcement. Therefore, the set objectives are being met.

In order to direct clubs towards financial stability overdue payables criteria were enforced and increased focus has been put on long term financial plans. A fundamental element of the financial fair play requirements is the break-even requirement, which is intended to accomplish the following:

- Limit large capital injections which created inflationary spikes that also had knock on effects for competing clubs (i.e. via the notion of acceptable deviation);
- Staunch the chronic losses generated by clubs (i.e. by breaking even over a period of time);
- Lower the “dependence” of clubs on solitary revenue streams (i.e. benefactors) and encourage diversification of revenues (i.e. via the restriction on related party contributions);
- Continue the evolution of club licensing which has focused on good governance and raising the standards for professional football (i.e. by allowing for expense exemptions for investment in youth development and infrastructures).



CLUB LICENSING AND FINANCIAL FAIR PLAY

SPORTING

- Youth development programme
- Youth teams
- Medical care of players
- Registration of players
- Written contract with professional players
- Refereeing matters and Laws of the Game
- Racial equality and anti-discrimination practice

INFRASTRUCTURE

- Stadium for UEFA club competitions
- Training facilities - Availability
- Training facilities - Minimum infrastructure

LEGAL

- Declaration in respect of participation in UEFA club competitions
- Minimum legal information
- Written contract with a football company
- Legal group structure and ultimate controlling party
- Definition of licence applicant and three-year rule

PERSONNEL & ADMINISTRATIVE

- Club secretariat
- General manager
- Finance officer
- Media officer
- Medical doctor
- Physiotherapist
- Security officer
- Stewards
- Supporter liaison officer
- Disability access officer
- Head coach of first squad
- Assistant coach of first squad
- Head of youth development programme
- Youth coaches
- Common provisions applicable to UEFA coaching qualifications under the UEFA Coaching Convention
- Rights and duties
- Duty of replacement during the season

FINANCIAL

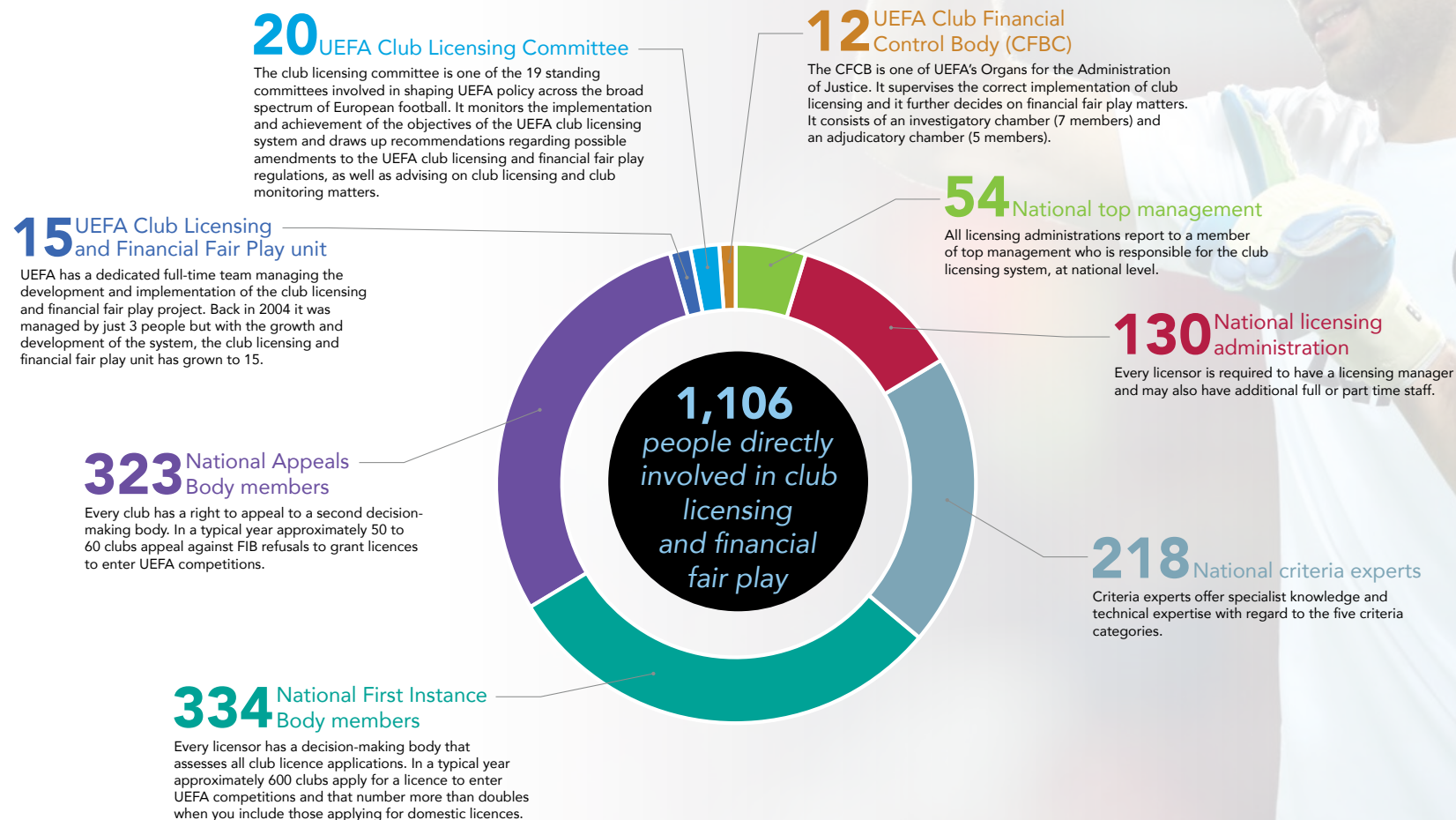
- Reporting entity/entities and reporting perimeter
- Annual financial statements
- Financial statements for the interim period
- No overdue payables towards football clubs
- No overdue payables in respect of employees
- No overdue payables towards social/tax authorities
- Written representations prior to the licensing decision
- Future financial information

CLUB MONITORING

- Break-even requirement
- Projected break-even information
- No overdue payables towards football clubs - Enhanced
- No overdue payables in respect of employees - Enhanced
- No overdue payables towards social/tax authorities - Enhanced

THE CLUB LICENSING NETWORK

The knowledge of club licensing and financial fair play and how it has been engrained into the way in which football is administered in Europe is reflected in the number of people directly involved in club licensing and financial fair play matters.



CORE PROCESS

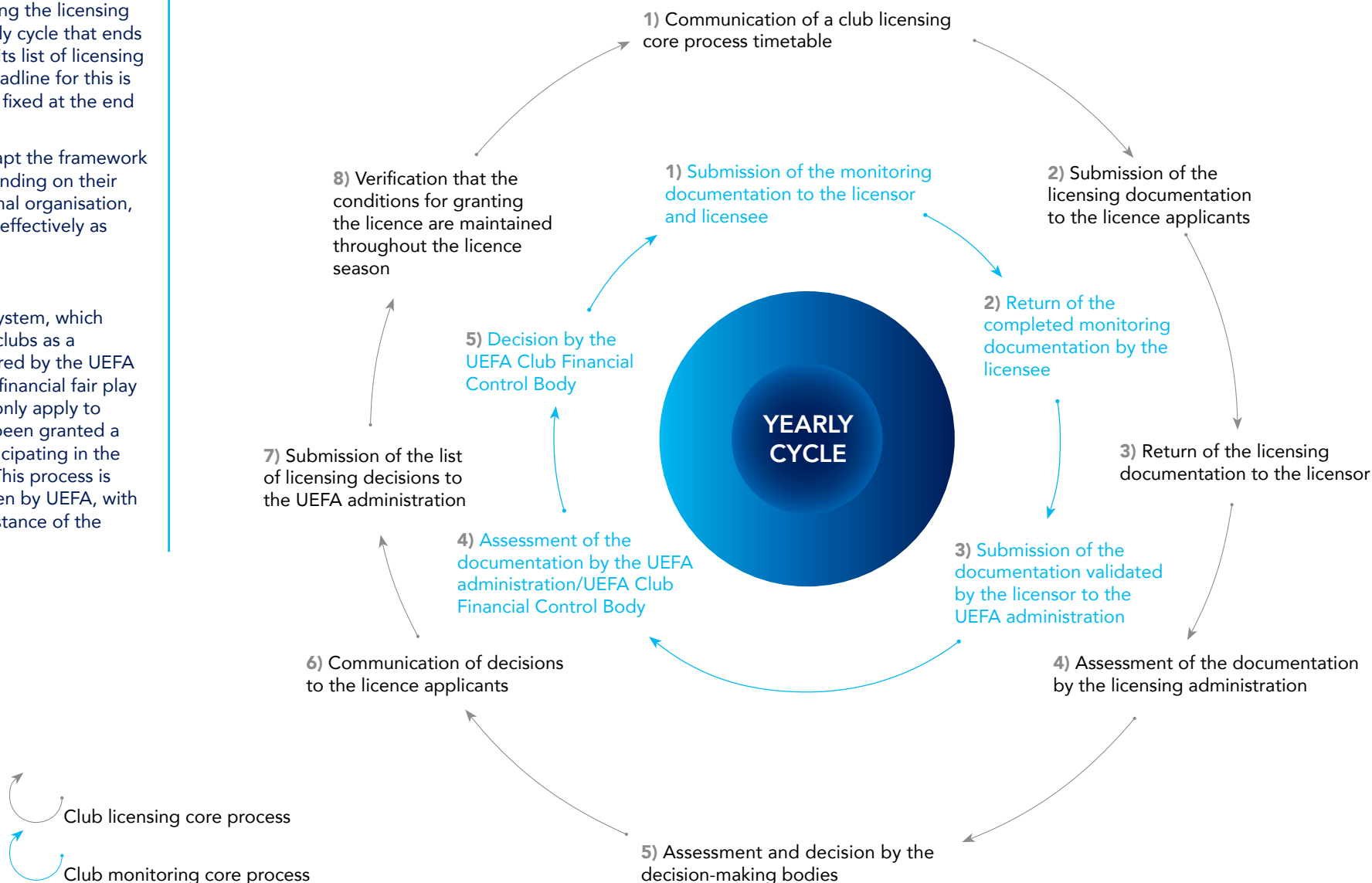
HOW THE SYSTEM IS RUN

THE CORE PROCESS MUST INCLUDE THE FOLLOWING KEY STEPS, AS A MINIMUM:

The core process for running the licensing system operates on a yearly cycle that ends once the licensor submits its list of licensing decisions to UEFA. The deadline for this is set by UEFA and is usually fixed at the end of May of each year.

Each licensor is free to adapt the framework of their core process depending on their individual needs and internal organisation, so as to run the system as effectively as possible.

Unlike the club licensing system, which applies to all top-division clubs as a minimum and is administered by the UEFA member associations, the financial fair play monitoring requirements only apply to clubs which have already been granted a UEFA licence and are participating in the UEFA club competitions. This process is fully managed and overseen by UEFA, with the collaboration and assistance of the licensors.



CLUB LICENSING QUALITY STANDARD

Just as clubs are required to fulfil minimum criteria, licensors also have to comply with minimum requirements in operating the club licensing system and performing their responsibilities in respect of the financial fair play requirements.

Originally based on the internationally recognised quality management system, ISO 9001:2000, the UEFA Club Licensing Quality Standard was devised to ensure consistency in the assessment principles and methods followed by all licensors. It also aims to improve the efficiency and effectiveness of licensors' internal administration by promoting professional management and continual development in the running of the club licensing system and club monitoring process.

In order to ensure the credibility of the club licensing system and club monitoring process, licensors must correctly apply the core process, the set deadlines, the catalogue of sanctions and the consequences of a licence refusal, while guaranteeing the principles of independence, confidentiality and equal treatment of all licence applicants/licensees.

Each year, an independent certification body assesses compliance with all the requirements contained in part II of the Club Licensing Quality Standard. If the requirements are met, the certification body issues a certificate which is valid for one season. However, should a licensor not be issued the certification, other than not receiving the related HatTrick incentive payment, the implementation of the club licensing

system by the licensor will be placed under greater scrutiny with stricter compliance activities being performed. Any non-conformities identified by the independent certification body need to be promptly rectified with repeated non-certification potentially leading to the licensors' clubs not being able to participate in future UEFA club competitions.

"At the beginning of club licensing clubs were run by unqualified staff with no proper management or administrative structures. They would approach the GFF for assistance but unfortunately, at that time, we were unable to assist them due to ourselves also lacking the appropriate expertise. However, over time and through club licensing, most clubs have proper administrative structures with qualified staff appointed to key positions; and the GFF is now in a position to assist those that do not."

Bakar Jordania, Licensing Manager, Georgian Football Federation

581

AUDITS PERFORMED BETWEEN 2004 AND 2014

16

CERTIFICATES HAVE BEEN REFUSED OR SUSPENDED FROM 12 SEPARATE LICENSORS



CLUB LICENSING MAIN CHARACTERISTICS

Although UEFA sets the minimum criteria that need to be fulfilled by all clubs wishing to participate in a UEFA club competition, and thus ensures equality of treatment among clubs playing in the same competitions, UEFA's 54 member associations are given a certain amount of flexibility in terms of how they implement the licensing system, as it is understood that they are all run and structured differently and it is therefore necessary for them to adapt the system to the local environment in which football operates. For example, Azerbaijan has additional personnel and administrative criteria, such as the appointment of a goalkeeping coach for the first team.

This can be illustrated by looking at how the system is applied in respect of UEFA competitions and domestically as well as by looking at the key players and processes involved in applying the system.

Despite the flexibility allowed to its member associations, UEFA has a vital role to play in ensuring the consistent and correct application of the system throughout Europe.

While there is no obligation for UEFA member associations to apply the club licensing system in their domestic competitions, they are encouraged to do so and for this purpose are free to increase or decrease the requirements or even introduce additional minimum criteria in their national club licensing regulations, for the purpose of regulating access to domestic competitions.

The successful introduction of club licensing has resulted in 49 of UEFA's 54 member associations choosing to apply a club licensing system (consisting of all five categories of criteria) for their domestic

competitions. This can be done in various ways and has resulted in the club licensing system being implemented in one of the following three ways across Europe:

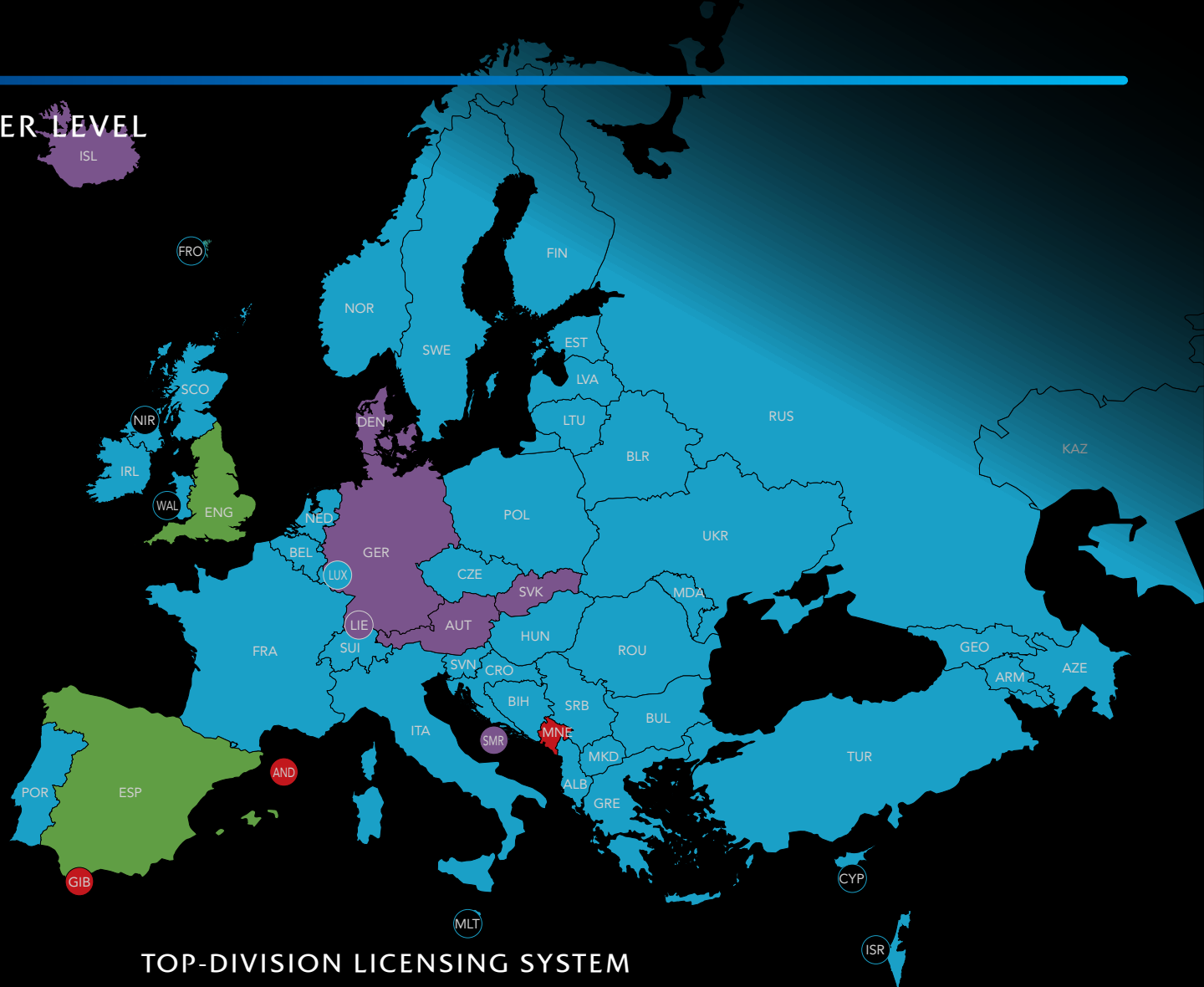
- One licence for UEFA club competitions only (no licence required for domestic competitions)
- One licence for both domestic and UEFA club competitions
- Two separate licences, one for entering UEFA club competitions (often with stricter criteria) and another one for domestic competitions



CLUB LICENSING SYSTEM AT TOP-TIER LEVEL

All 54 member associations apply a club licensing system for participation in UEFA club competitions. Furthermore, the overwhelming majority of UEFA member associations have chosen to apply a dual licensing system, whereby separate licences are issued for the participation in UEFA club competitions and domestic competitions. This option is generally preferred as it allows a greater degree of flexibility in establishing the criteria and deadlines that need to be met for domestic competitions, providing more scope to adapt the system to the realities and needs of a given country. Having said this, seven UEFA member associations apply the same criteria and issue one licence that is valid for both UEFA club competitions and domestic competitions. This simplifies the licensing process in that they have just one system, which applies the same regulations and same consequences if the requirements are not met.

Of the national associations that have yet to implement a club licensing system for the participation in their domestic competitions, it should be noted that England and Spain, for example, do not have a formal domestic club licensing system as such but their clubs are nevertheless subject to significant rules and regulations akin to club licensing in respect of domestic competitions.



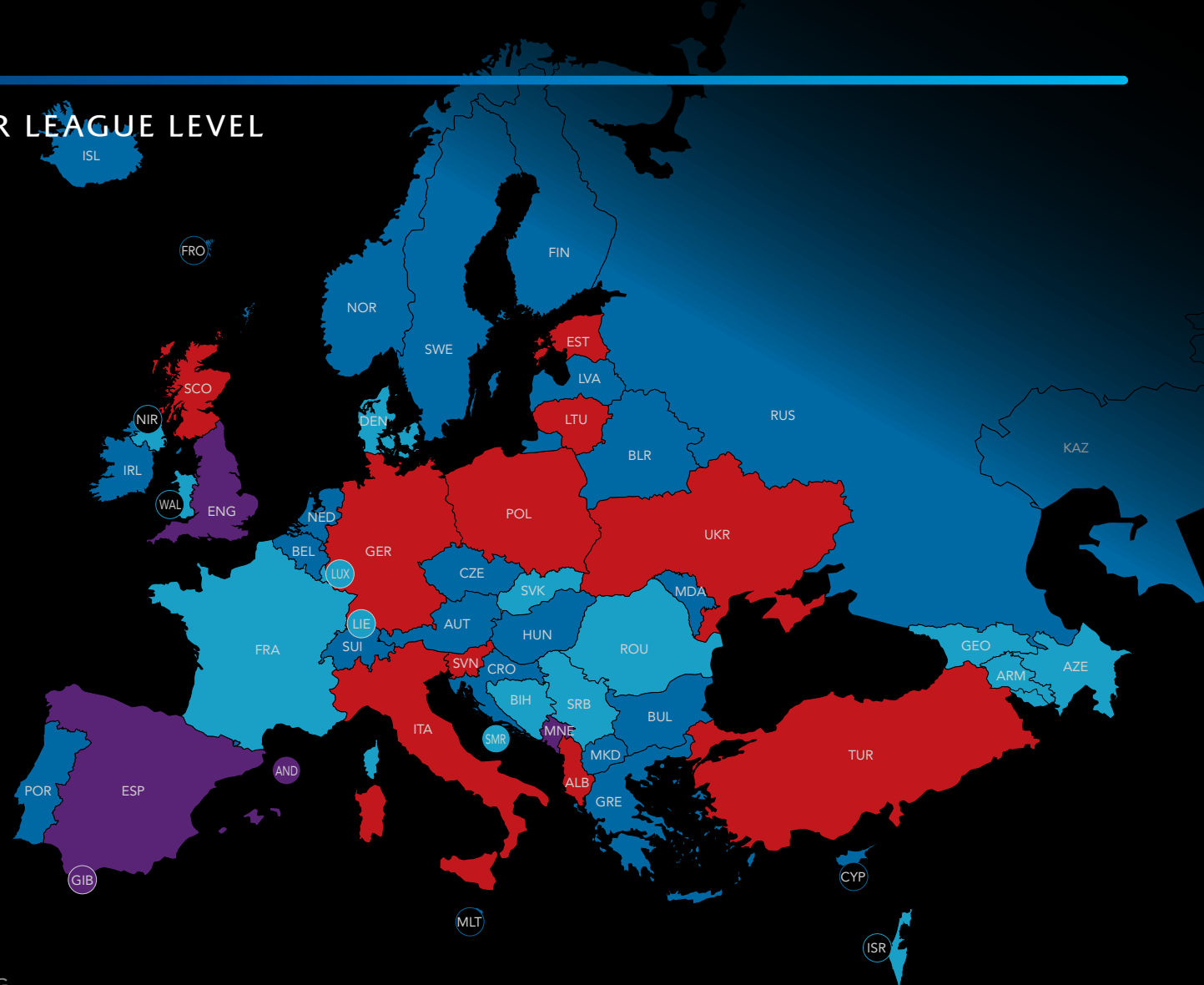
TOP-DIVISION LICENSING SYSTEM

CLUB LICENSING SYSTEM APPLIED IN ALL
54 MEMBER ASSOCIATIONS (2015)

- Two Parallel Licences **42x**
- Single Licence **7x**
- No formal domestic licence, but extensive rules apply domestically **2x**
- No Licensing System **3x**

CLUB LICENSING SYSTEM AT LOWER LEAGUE LEVEL

The widespread acceptance and implementation of club licensing can now be seen, with almost half of UEFA member associations choosing to apply the system to the top two tiers of domestic football. The gradual spread of club licensing down the football pyramid into the lower leagues (11 member associations also go beyond the top two tiers) is a clear indication that the system is viewed as a way of instilling minimum standards at various levels of football with the common aim of continual improvement. Applying the system at a lower level, albeit often with lower standards, helps to prepare clubs that have ambitions of growing and being promoted into higher and more professional divisions.



SCOPE OF DOMESTIC CLUB LICENSING
(2015)





CLUB LICENSING – KEY PLAYERS

KEY PLAYERS

The roles of UEFA, the UEFA member associations (who act as licensors) and clubs (either as licence applicants or licensees) have all been of crucial importance since the system was first implemented over ten years ago.

UEFA

In addition to establishing the UEFA Club Licensing and Financial Fair Play Regulations and the minimum criteria that need to be fulfilled, UEFA also has a fundamental role in the training and education of national associations and clubs, and in assisting the national associations in the implementation of the regulations. UEFA also ensures that the system is properly and consistently implemented across all national associations by virtue of a comprehensive compliance concept.

LICENSORS

UEFA member associations act as licensors* and determine whether or not a licence can be granted to a club. This entails establishing an appropriate licensing administration and at least two decision-making bodies. Each association must integrate the UEFA Club Licensing and Financial Fair Play Regulations into a set of national club licensing regulations as well as drafting procedural rules, setting up a catalogue of sanctions and defining the club licensing core process. In assessing the documentation submitted by the clubs, they must ensure equal treatment of all clubs applying for a licence and guarantee full confidentiality.

LICENCE APPLICANTS/ LICENSEES

A licence may be applied for by the legal entity fully responsible for the football first team participating in national and international competitions. It can either be a football club that is a registered member of a UEFA member association and/or its affiliated league or a 'football company' that has a contractual relationship with a registered member. Upon being granted a licence, the applicant becomes a 'licensee'.

* Under certain conditions an association may delegate this responsibility to its affiliated league. However, vis-à-vis UEFA, the UEFA member association remains liable and responsible for the proper implementation of the club licensing system. There are currently only three UEFA member associations – Austria, Germany and Switzerland – which have delegated the running of the system to their affiliated leagues and this is primarily due to some form of club licensing having already been performed by the leagues in these countries prior to the implementation of the UEFA Club Licensing System

KEY PLAYERS – UEFA

ASSISTANCE AND DEVELOPMENT

The dynamic nature of the system is reflected by the continuous development performed by UEFA through extensive consultation with all stakeholders including national associations, professional leagues (EPFL), clubs (ECA) and players (FIFPro).

A dedicated team of 15 people in UEFA's National Associations Division assist the national associations in implementing the club licensing system by:

- providing training and education;
- organising assistance visits and meetings with clubs and key stakeholders;
- producing guidance documents;
- benchmarking;
- producing various IT tools to facilitate the work of the licensors.

The work of the UEFA Club Licensing and Financial Fair Play unit has been a key feature in the success of the club licensing system.



HatTrick is an assistance programme initiated by UEFA and 100% funded by UEFA European Football Championship revenue in order to help UEFA's 54 member associations to develop football at every level of the game.

HatTrick acts mainly through development projects, but annual incentive payments of a maximum of €250,000 per UEFA member association are allocated for implementing and applying the UEFA Club Licensing and Financial Fair Play Regulations. These amounts must be used to cover the administrative expenses and running costs of the associations, which have received a total of approximately €135m in funding for club licensing through the HatTrick programme since its inception. A fixed amount of €130,000 is provided in order to cover the operating costs related to the running of the UEFA club licensing system and monitoring process at national association level, with an additional maximum amount of €120,000 available to associations that satisfy the following conditions:

- €40,000 for being certified against the Club Licensing Quality Standard;
- €40,000 for applying the club licensing system for participation in the domestic championship;
- €40,000 for actively and satisfactorily participating in benchmarking surveys.

"It has been of great assistance and importance [for the club licensing system]. These payments have not only assisted its implementation, but also its development. They continue to represent a major assistance in our UEFA club licensing procedures."

Eduard Dervishaj, Licensing Manager, Royal Spanish Football Federation

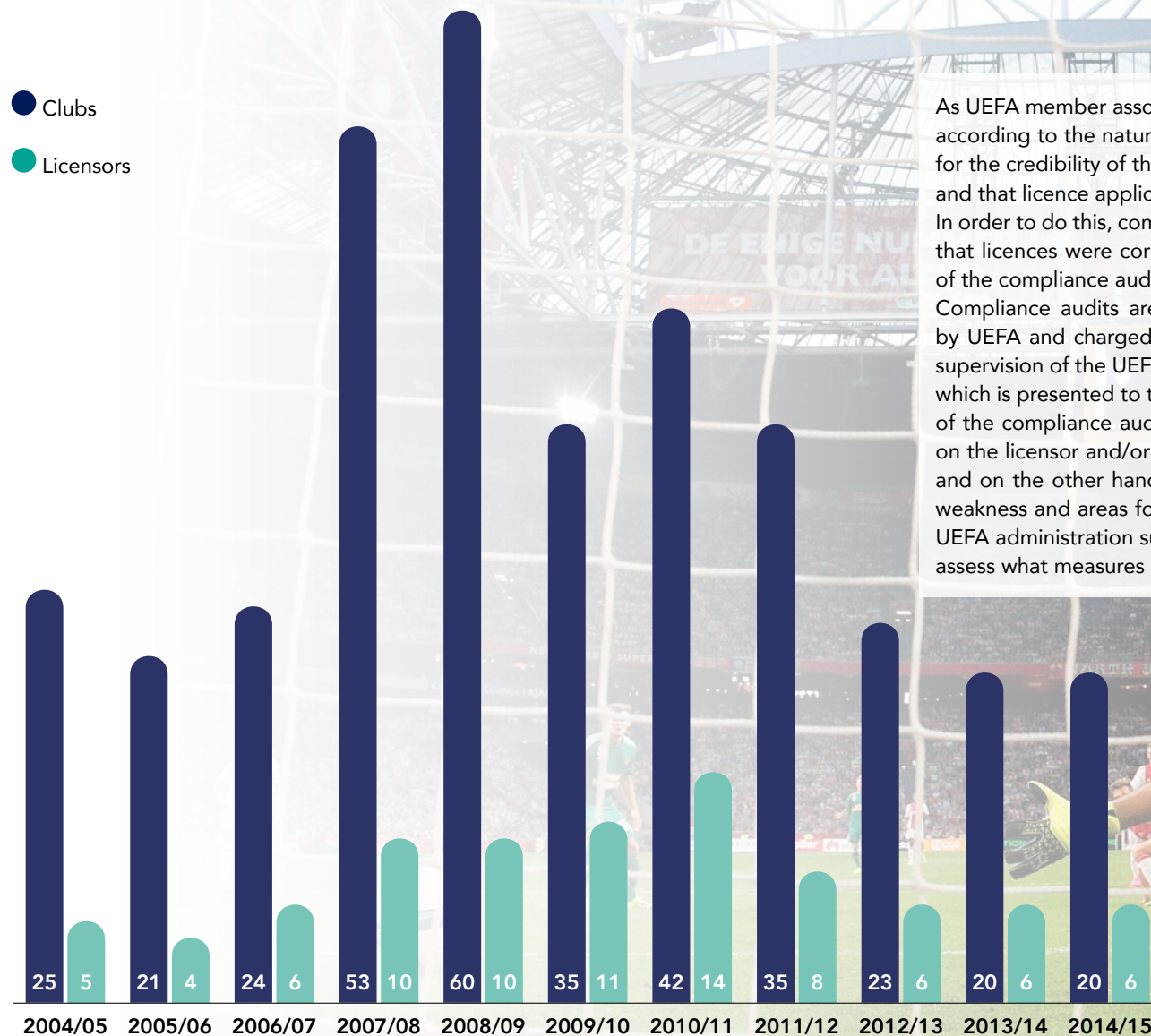


COMPLIANCE

NUMBER OF CLUB LICENSING
COMPLIANCE AUDITS PERFORMED

● Clubs

● Licensors



As UEFA member associations are given the flexibility necessary to best implement the system according to the nature and realities of football within their respective countries, it is essential for the credibility of the system that UEFA ensures that licensors have fulfilled their obligations and that licence applicants have fulfilled the licensing criteria.

In order to do this, compliance audits take place over the course of the season in order to verify that licences were correctly awarded at the time of the licensor's final decision. The purpose of the compliance audits is not to sanction but to ensure that the system is correctly applied. Compliance audits are performed by independent, external partners who are hired locally by UEFA and charged with performing the actual checks in cooperation with and under the supervision of the UEFA administration. The auditors issue a detailed report of factual findings, which is presented to the Club Financial Control Body for review and assessment. The purpose of the compliance audits is two-fold: on the one hand disciplinary measures can be imposed on the licensor and/or licensee should it be found that a licence has been granted incorrectly, and on the other hand compliance audits play a positive and constructive role in identifying weakness and areas for improvement in the implementation of the club licensing system. The UEFA administration subsequently follows up on all findings and recommendations in order to assess what measures may have been implemented by the licensors.

MONITORING AND ENFORCEMENT

The UEFA Club Financial Control Body is an Organ for the Administration of Justice and as such may impose disciplinary measures in the event of non-fulfilment of the requirements set out in the UEFA Club Licensing and Financial Fair Play Regulations. It is divided into two chambers: an investigatory chamber and an adjudicatory chamber. The monitoring and investigatory stage of the proceedings is performed by the investigatory chamber, whereas the judgement stage of the proceedings is performed by the adjudicatory chamber. Decisions by the CFCB can be appealed against before the Court of Arbitration for Sport (CAS) in Lausanne, Switzerland.

At the 36th UEFA Congress, in March 2012, the decision to establish the UEFA Club Financial Control Body (CFCB) as a UEFA Organ for the Administration of Justice marked a new step in the application of the club licensing system and financial fair play in Europe.

On 30 June 2012 the UEFA Executive Committee appointed the members of the CFCB to replace the UEFA Club Financial Control Panel which had been overseeing the proper application of the club licensing system since 2010 and monitoring clubs during the initial phase of financial fair play, by assessing their respect of the enhanced overdue payables rule in respect of amounts due to football clubs, employees and social/tax authorities.

The creation of a body which could directly impose disciplinary measures was deemed to be essential for the efficient and effective enforcement of the UEFA Club Licensing and Financial Fair Play Regulations.*

To decide on questions of eligibility for UEFA club competitions (licence and integrity rules).

Jurisdiction of the UEFA Club Financial Control Body

To impose disciplinary measures in the event of non-fulfilment of the requirements set out in the UEFA Club Licensing and Financial Fair Play Regulations.

To determine whether:

- the club licensing system has been correctly applied;
- clubs participating in UEFA club competitions have fulfilled the licensing criteria in order to be issued with the licence.

To determine whether the financial fair play requirements are being fulfilled by clubs which have been granted licences by their national associations and are participating in the UEFA club competitions.

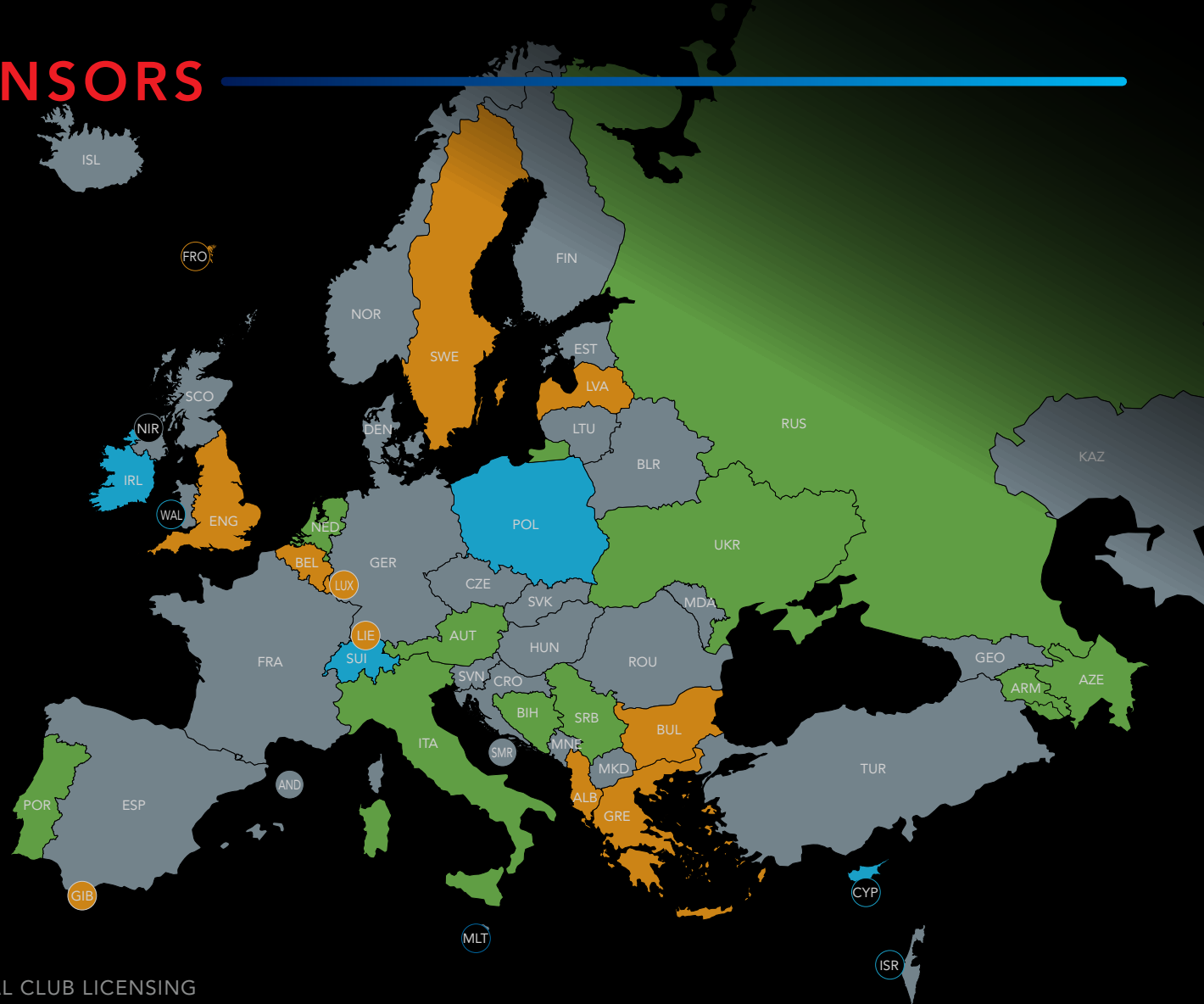
KEY PLAYERS – LICENSORS

ASSISTANCE AND ADMINISTRATION

The licensing administration of each national association is fundamental to the success of club licensing, as this is the entity which is responsible for implementing the system. It is usually comprised of a licensing manager, a deputy licensing manager and assistants (where necessary), as well as licensing experts who provide specialist knowledge and support in respect of each category of criteria.

The licensing managers have a key role in:

- managing and coordinating the licensing administration;
- providing support to the decision-making bodies;
- assisting clubs throughout the season.



TOTAL NUMBER OF PEOPLE IN NATIONAL CLUB LICENSING ADMINISTRATION, FIB AND AB PER COUNTRY (2015)

LICENSING MANAGERS

The system has also created a strong network between national associations, with regular workshops being held to keep the associations abreast of developments in club licensing and financial fair play, as well as providing a platform for experiences and best practice to be shared.

The role of the licensing managers has been key to the success of the system and it has been helped by their longevity and dedication. At the 2013 club licensing and financial fair play workshop in Cascais, over 30 licensing managers that had been involved in the initial meetings back in 2002 were still going strong!

In addition, for many being a licensing manager has provided a platform to grow with a number of licensing managers moving on to leading roles such as general secretary, CEO or performance director within their national associations.

Elchin Mammadov of the Association of Football Federations of Azerbaijan, returned to his association as licensing manager after 12 months working at UEFA in Nyon in 2012/13:

"The experience I acquired during the internship was priceless for me. [...] I have been able to envisage the licensing process from a wider perspective in view of the differences between various national club licensing systems. This provided me with new ideas and know-how which, added to a greater understanding of how UEFA operates, undoubtedly had a positive impact when I return to my federation at the end of the internship programme."



UEFA asks a lot of its national associations in implementing the club licensing system and one way in which it tries to give something back is through the internship programme it has been running for the last few seasons. Each year a staff member of one of UEFA's member associations is given the opportunity to assist the UEFA Club Licensing and Financial Fair Play unit in the running of the club licensing process. The programme has now established itself as an excellent way of allowing an exchange of experiences and knowledge sharing which is highly

beneficial for UEFA, the intern and their national association. The internship is structured in a way that enables the intern to acquire a solid European experience, club licensing and financial fair play know-how and complementary skills that can then be of added value to the national association when the intern returns at the end of the programme. It is also useful to national associations as part of the continual evolution and progress of their licensing and monitoring administrations in preparing for the next generation of licensing managers.

COMPLIANCE AND ENFORCEMENT - DECISION-MAKING BODIES

UEFA requires licensors to establish a two-step procedure with specialised decision-making bodies in the field of club licensing. The main task of these two bodies is to decide on the granting of licences. Such decisions can have a significant impact on domestic and UEFA club competitions. It is therefore vital that the people involved have the necessary specialist knowledge and experience and are prepared to take potentially unpopular decisions.

The requirement to have specialised decision-making bodies in the club licensing system is centred on striving to guarantee transparency, credibility, the necessary knowledge and skills, independence (avoidance of conflicts of interest) and well-defined powers and procedures.

Each licensor must therefore establish at least two decision-making bodies, which must be independent from each other.

FIRST-INSTANCE BODY (FIB)

The FIB has the power to decide whether a licensing criterion has been fulfilled or not and thus whether a licence should be issued to an applicant on the basis of the documents provided and in accordance with the provisions of the national club licensing regulations. It may also decide to withdraw a licence should the conditions for which a licence was granted no longer be fulfilled.

APPEALS BODY (AB)

The AB decides on appeals submitted by licence applicants who receive refusals from the FIB or whose licences are withdrawn by the FIB. It may also be possible for the licensor to lodge an appeal against decisions of the FIB. The AB makes its decision based on the decision of the FIB and all the evidence provided as part of the appeal.

For many licensors the decisions of the Appeals Body are final and binding. However, it may be decided that the club licensing system falls under the jurisdiction of the arbitration tribunal specified in their statutes. In such cases, the decisions of the Appeals Body can be appealed to a third instance decision-making body (the arbitration tribunal) which takes the final and binding decision on the granting of a licence.

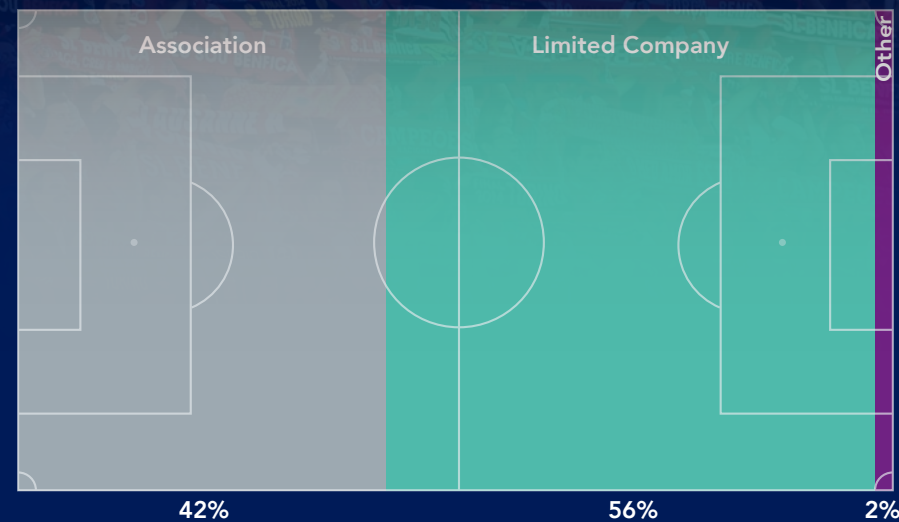
KEY PLAYERS – LICENCE APPLICANTS/LICENSEES

ACHIEVING AND IMPROVING STANDARDS

The legal entity that applies for a licence is known as the licence applicant and, if it fulfils the club licensing requirements, it is granted a licence in recognition of having achieved minimum standards and becomes a licensee.

Clubs, however, are organised differently throughout Europe, depending on statutory regulations, national laws or on their specific business opportunities. In some circumstances, clubs are part of a bigger group managing non-football activities and in this respect, the understanding of the group structure becomes key for a correct analysis of the clubs' financial situation. Therefore, for licensing purposes, the definition of the licence applicant needs to cater for these different realities and has been defined in the Club Licensing and Financial Fair Play Regulations, as the legal entity fully responsible for a football team participating in national and international competitions. Nonetheless, there must always be a link to the registered member of the UEFA member association and/or its affiliated league and therefore the licence applicant can either be the member itself or have contractual relationship with the registered member.

TOP DIVISION CLUB LEGAL FORM (FINANCIAL YEAR 2014)



ASSOCIATION

May include, but not limited to:

- Association
- Foundation
- Non-profit organisation
- Non-governmental organisation

LIMITED COMPANY

May include, but not limited to:

- Limited liability company
- Joint stock company
- Public corporation
- Listed company

OTHER

May include, but not limited to:

- Municipal entity
- State-funded entity
- Unitary company



SCOPE AND EXTENT OF UEFA CLUB LICENSING

UEFA CLUB LICENSING IN NUMBERS

By looking at the licensing decisions over a ten-year period since the first decisions were taken in 2004 (for the 2004/05 season), it can be seen that the results are fairly consistent, with each season seeing an average of 83% of top-division clubs applying for a licence necessary to participate in a UEFA club competition, besides also applying for a domestic licence.

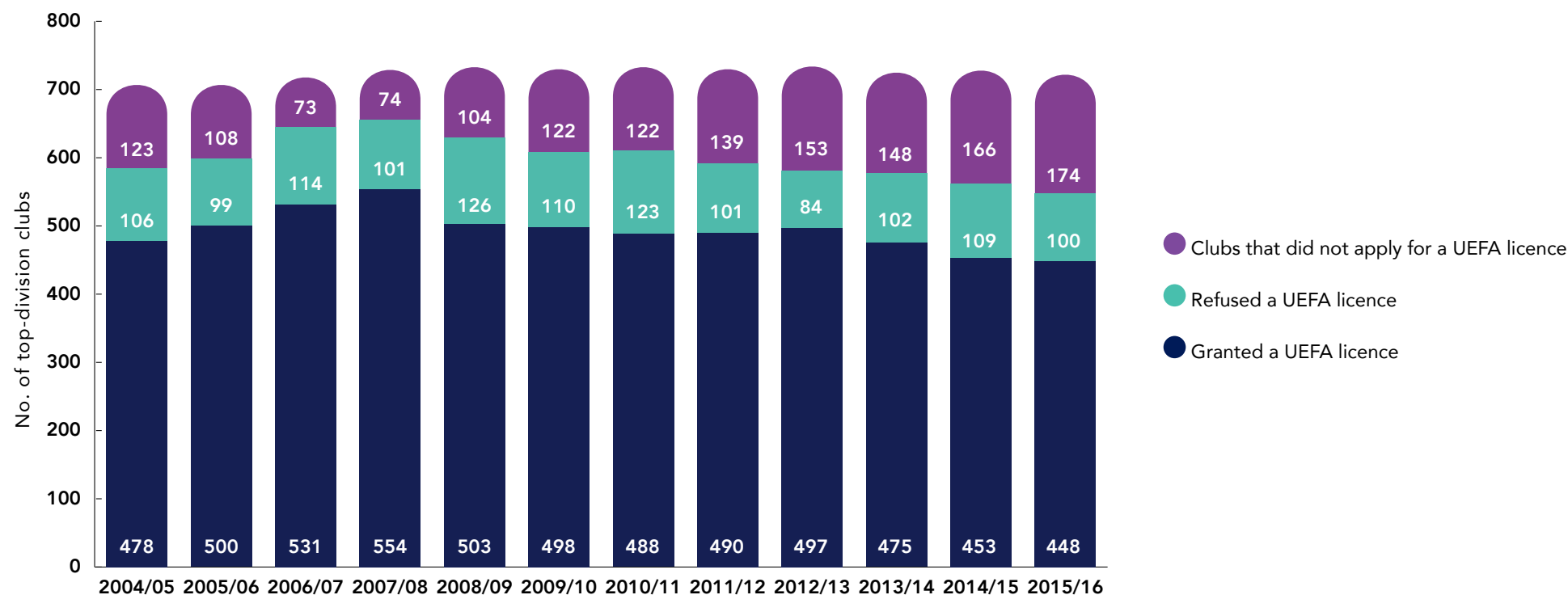
During this whole period, 7,190 licence applications were submitted to the licensors, with a success rate of 82%. This is evidence of achievable criteria having been established, as the majority of clubs with ambitions to play in UEFA club competitions are able to achieve the minimum standard across all areas of club football.

Having said this, not all clubs are able to meet the criteria: 1,275 licence applicants were refused licences. This shows that there is still room for improvement in order to continuously enhance the running of football clubs across Europe.

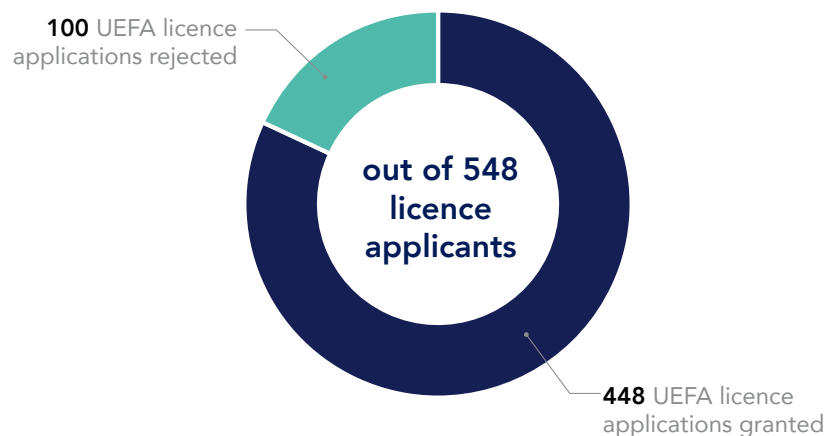
The widespread acceptance of club licensing and the willingness of clubs to go through the licensing process can be highlighted by virtue of all top-division clubs from 17 member associations applying for a licence to participate in the 2015/16 UEFA club competitions, with more than 80% of clubs from a further 13 member associations also striving to obtain a UEFA licence.

The main reasons for the lower number of clubs applying for a licence in some member associations include the fact that separate licences for UEFA and domestic competitions are issued and the fact that the clubs that have qualified for UEFA club competitions are already known early in the licensing process in member associations with a summer as opposed to a winter season.

UEFA CLUB LICENSING DECISIONS FOR TOP-DIVISION CLUBS



TOTAL NUMBER OF LICENCE APPLICANTS (2015/16):
548 (OUT OF 722 TOP-DIVISION CLUBS)

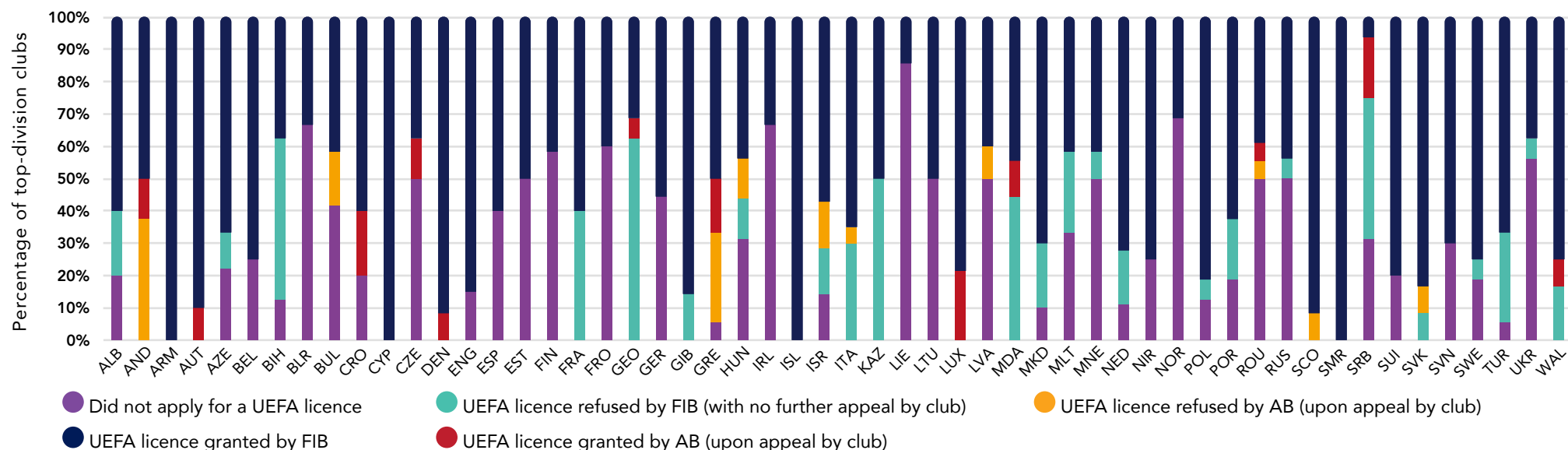


As explained earlier, the two-step decision-making process is a key feature of the club licensing system and the importance and impact of the decisions taken cannot be overestimated.

The majority of licensing decisions are not challenged by licence applicants, which demonstrates a general acceptance of the system and the decision-making process.

There is also evidence of progress made in terms of the number of clubs able to satisfy the club licensing requirements, with 19 member associations having a 100% success rate in respect of UEFA licences being granted to all top-division licence applicants by the FIB for the 2015/16 season.

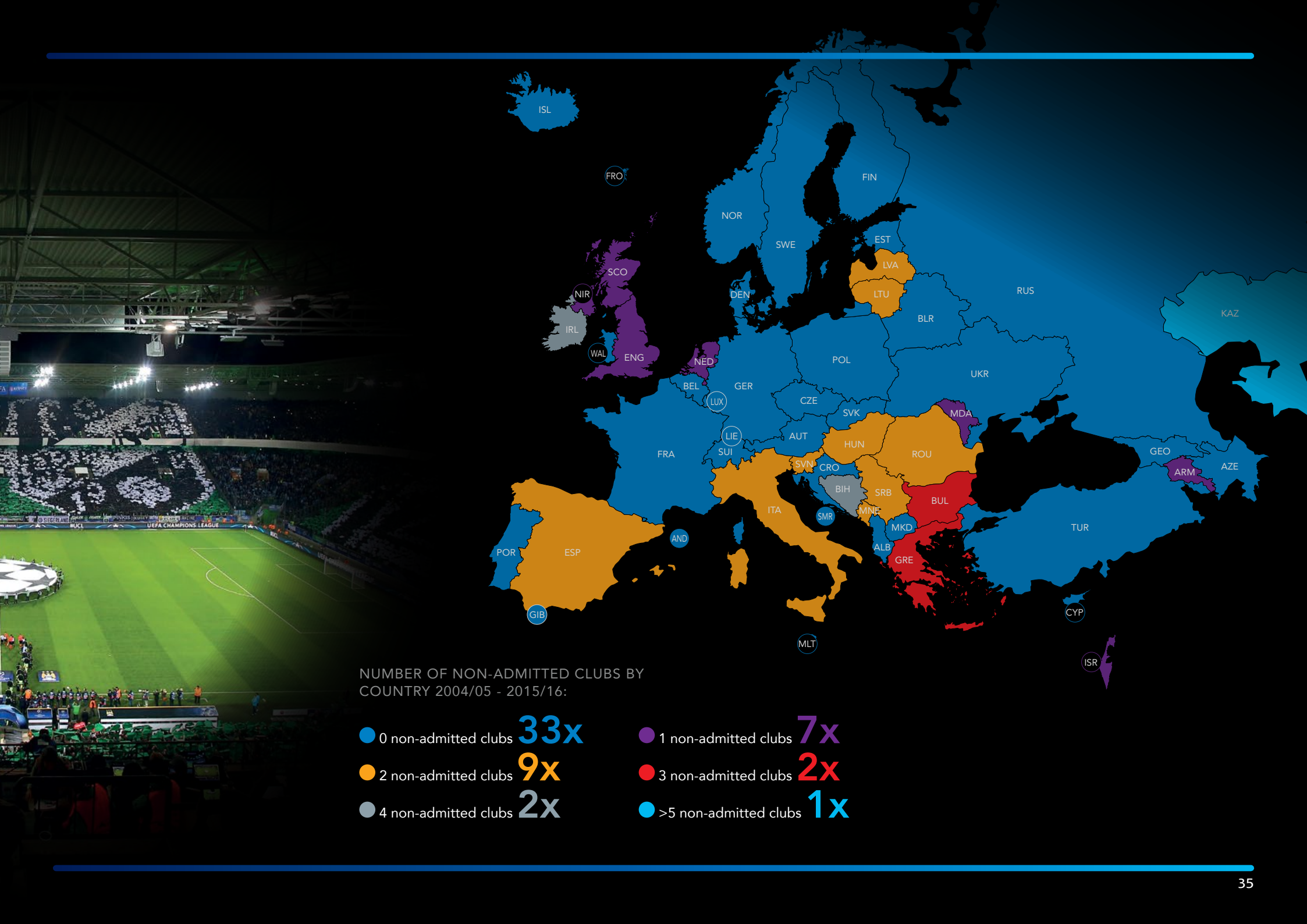
SCOPE OF UEFA LICENCE APPLICATIONS FOR 2015/16



CLUBS NOT ADMITTED TO UEFA CLUB COMPETITIONS FOR LICENSING REASONS

Although the majority of clubs are able to satisfy the club licensing requirements, licensors are still often faced with the difficult decision of refusing a licence to a sportingly qualified club. Since the system was introduced, 46 clubs from 21 different UEFA member associations have not been admitted to a UEFA club competition for licensing reasons despite having sportingly qualified.





NUMBER OF NON-ADMITTED CLUBS BY
COUNTRY 2004/05 - 2015/16:



FINANCIAL FAIR PLAY DECISIONS

The successful results achieved following the introduction of financial fair play have been supported through the firm application of the rules by the Club Financial Control Body. The decisions taken in respect of breaches of the enhanced overdue payables rule have ranged from fines to suspended or direct exclusions from UEFA club competitions. In respect of breaches of the break-even requirement the CFCB can either sanction the club or enter into a settlement agreement.

Settlement agreements are aimed at ensuring that clubs in breach of the break-even requirement become compliant within a certain timeframe and are designed to be effective, equitable and dissuasive. Every settlement agreement includes some or all of the following provisions:

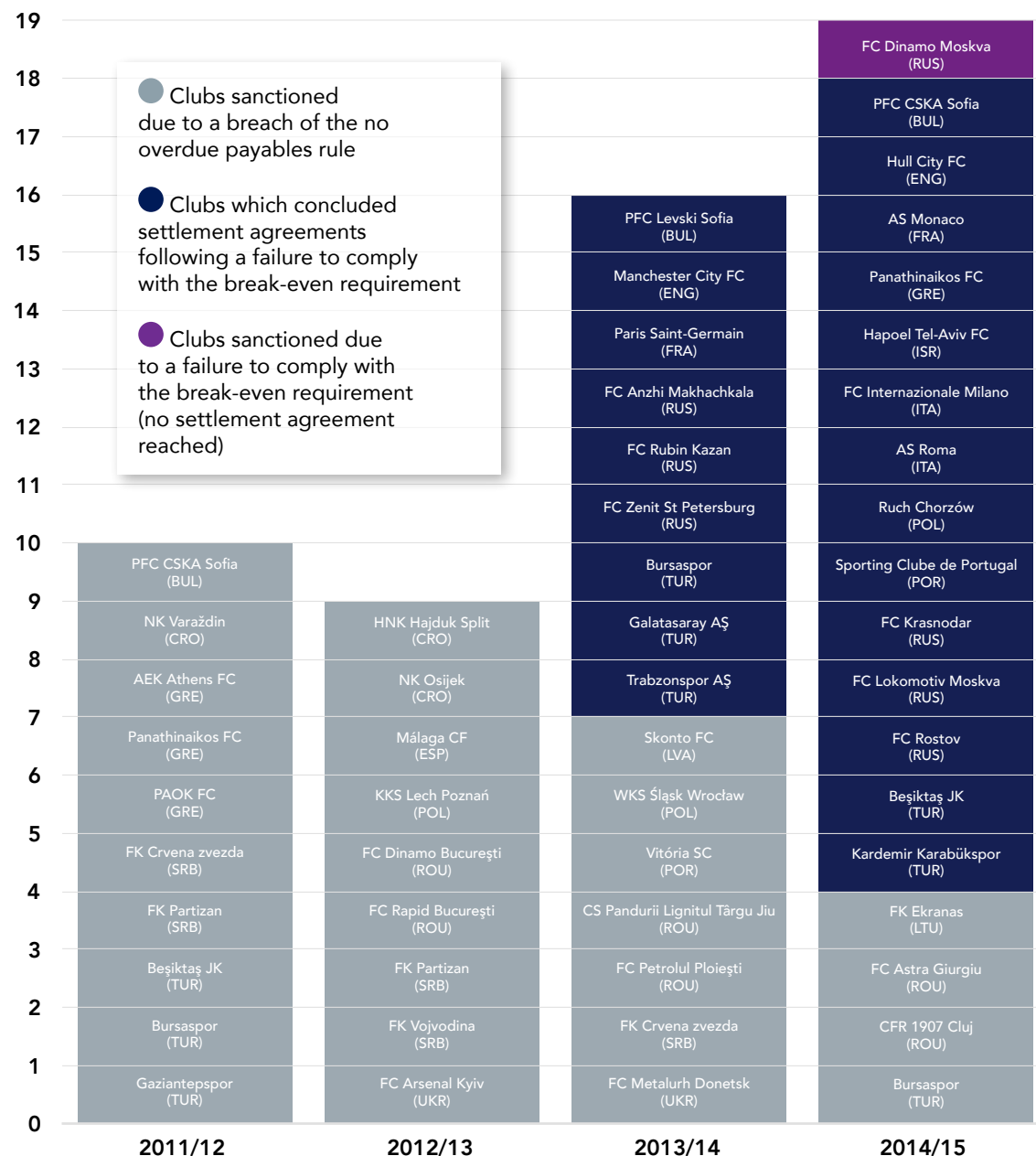
- Break-even targets: annual and aggregate break-even results.
- Sporting measures: limitations on the squad size and the registration of newly-transferred players for UEFA club competitions.
- Financial contributions: unconditional and/or conditional withholding of UEFA prize money.

Compliant clubs that played in the 2013/14 and 2014/15 UEFA club competitions have been rewarded, with the prize money unconditionally withheld from clubs in breach of the break-even requirement being distributed as follows over the two seasons:

APPROX. €51m
AMOUNT OF MONEY WITHHELD:

- 80% for UCL/UEL group stage clubs = approx. €290k per club
- 20% for UCL/UEL qualifying phase clubs = approx. €33k per club

DECISIONS TAKEN FOR BREACH OF THE FINANCIAL FAIR PLAY REQUIREMENTS

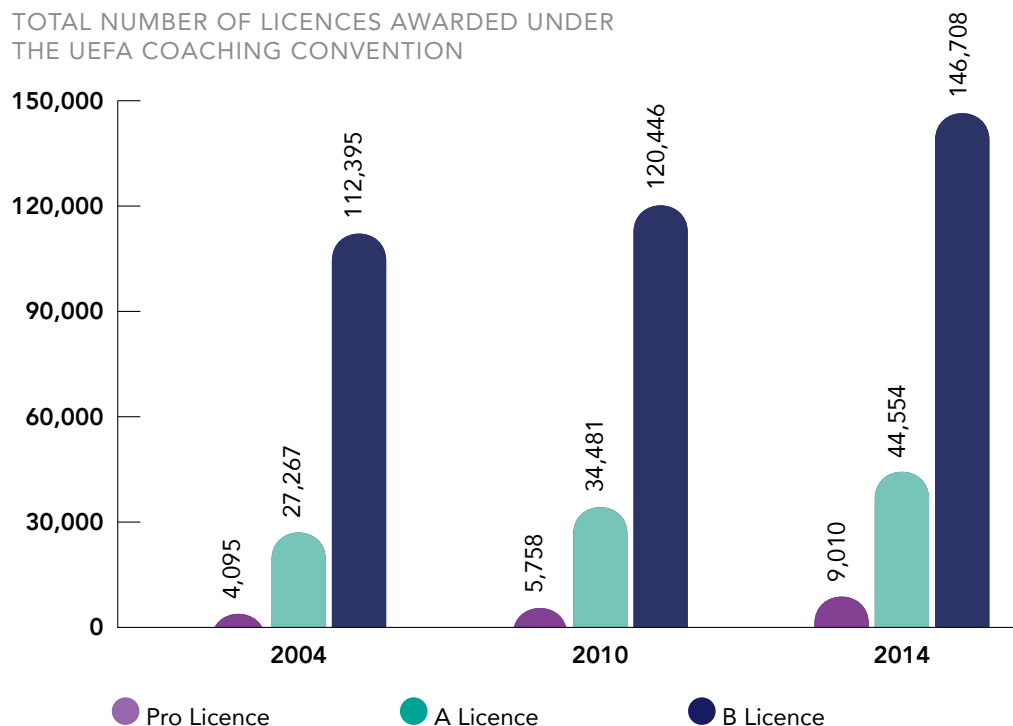




CLUB LICENSING ACHIEVEMENTS

RAISING COACHING STANDARDS

TOTAL NUMBER OF LICENCES AWARDED UNDER THE UEFA COACHING CONVENTION



“The close link between the UEFA Coaching Convention and the UEFA club licensing system has also added to the importance and acceptance of coaching qualifications within the professional game.”
Frank Ludolph, Head of Football Education Services, UEFA

Coach education in Europe is governed by the UEFA Coaching Convention, established to regulate coach education throughout Europe, to raise coaching standards across the continent and to facilitate the free movement of coaches.

The UEFA Coaching Convention ensures that only those coaches, including foreign coaches, with the highest qualification of the member association on whose territory their club is situated satisfy the club licensing criteria. The convention's aim is to improve coach education structures and achieve a uniform level of quality in terms of duration and content of coach education.

Until 2009/10, head coaches could satisfy the licensing criteria if they had been issued with a recognition of competence by their member association. Such a recognition of competence was issued on condition that the coach had a minimum of five years' experience as a head coach in any top or second-division club registered with a UEFA member association. However, from 2009/10 onwards, recognitions of competence were no longer accepted, except those issued before 2009.

One of the major achievements of club licensing in terms of improvements to the technical side of the game has been in relation to coach education.

The development and training of coaches and the promotion and protection of the coaching profession has been assisted by the inclusion of various coaching requirements in the UEFA Club Licensing and Financial Fair Play Regulations.

Prior to the introduction of the club licensing system, it was not always necessary for coaches to hold specific qualifications. As well-educated coaches help to produce well-trained footballers

and increase overall standards across Europe it was decided that in order to be granted a UEFA licence a club had to have a suitably qualified head coach, assistant head coach, head of youth development programme and youth coaches.

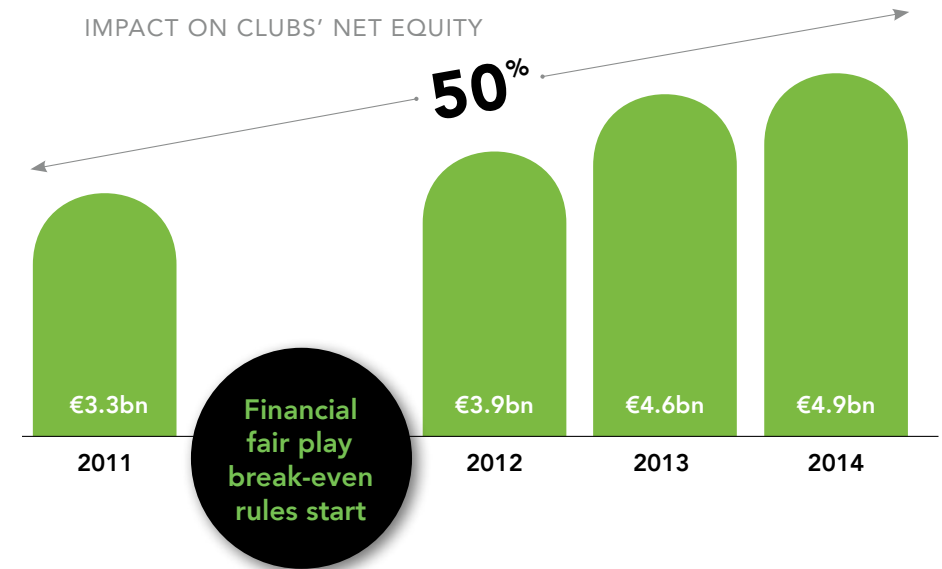
This has resulted in a significant increase in the number of qualified coaches, with over 200,000 across Europe holding a UEFA-endorsed coaching qualification. From 2004 to 2014 there has been a remarkable 120% increase in coaches with a UEFA Pro licence, as well as a 63% and 31% increase in A and B licences respectively.

INVESTMENT IN INFRASTRUCTURE AND YOUTH FOOTBALL

Improving standards and improving quality of infrastructure and youth football are two fundamental objectives of the club licensing system. The requirements in the UEFA Club Licensing and Financial Fair Play regulations in relation to infrastructure are reflected in the fact that 104 category four stadiums were available for use in the 2015/16 UEFA club competitions and the obligation for all clubs to have a written youth development programme has helped clubs focus more on their youth sector activities.

Financial fair play has further encouraged investment in infrastructure and youth football and has had a profound impact in these areas. In order to comply with the break-even requirement club owners must finance clubs with equity, not debt. The objective is to prevent debts building up year after year and to keep clubs solvent. The positive impact of financial fair play in this respect has resulted in clubs' net equity (assets less debts) improving by 50% between 2011 and 2014 enabling additional investment and development. The nature of the financial fair play rules mean that owners are incentivised to invest in stadiums, facilities and the youth sector with such expenses being excluded from the break-even calculation.

The new stadium in Bordeaux, France



€1.750m

TOTAL SPENT ON INFRASTRUCTURE BY EUROPEAN TOP-DIVISION CLUBS



€2.000m

TOTAL INVESTMENT IN YOUTH AND COMMUNITY DEVELOPMENT

INCREASED TRANSPARENCY



All financial figures now have to be audited by an independent party and audited to the highest International Auditing Standards (IAS). Many financial disclosures required by licensing go beyond national financial reporting requirements and sometimes beyond International Financial Reporting Standards (IFRS). Examples include, player identification tables covering details of all player transfers, disclosure on third-party ownership, amounts paid to agents, and the splitting of income into different income streams. In addition, the numerous methods that clubs traditionally used to reflect transfer approaches have been narrowed down to two specific detailed approaches.

Prior to the introduction of club licensing, many national associations were not fully aware of how their clubs were operating on a day-to-day basis, with limited transparency and exchanges of information. This changed with the introduction of club licensing. National associations gradually established closer relationships with clubs, working together and assisting them throughout the licensing process.

Through club licensing, national associations are provided with information on how their clubs are structured, from their youth sectors through to their first teams, as well as on their administration, management and ownership of the clubs.

Financial transparency has also increased, with clubs providing audited financial statements and budgeted information. UEFA has, in turn, become closer to its member associations, with all the stakeholders now working together in order to try to further promote and continuously improve the standards across all areas of football in Europe.

SUPPORTER LIAISON OFFICERS ACROSS EUROPE – CATALYSTS FOR CHANGE

UEFA Club Licensing and Financial Fair Play continues to be dynamic rather than static, with new requirements developed and new criteria added on a regular basis.

The dynamic nature of the system meant that clubs across Europe were required to appoint a supporter liaison officer (SLO) in time for the 2012/13 season to ensure a proper and constructive discourse with their fans. The introduction of this UEFA club licensing requirement constituted a new landmark in club-supporter relations and emphasised the importance UEFA attaches to dialogue and communication between clubs and fans.

For some clubs the concept of having structured two-way dialogue between club management and supporters simply needed formalising but in many clubs this has represented significant cultural change. Clubs across Europe have embraced the concept, however, and UEFA, with its project partner Supporters Direct Europe, is helping spread best practice through social media, monthly newsletters, workshops and the provision of information and training tools. The success of this requirement has resulted in more than 1,000 acting SLO's carrying out these tasks.

While football will always generate deep and strong emotions, and club management and supporters will naturally continue to have their disagreements, the improved communication channel reduces misunderstandings and supports the work clubs do across many areas (including commercial, social responsibility and safety and security), thus playing a positive role. There can be no doubt that the job of the club SLO is a very challenging one, but with the commitment of everyone involved, from governing bodies, clubs and supporters to the police, stewarding contractors, local authorities and transport companies, assisted by club licensing, SLOs can become an integral feature of the European game and contribute to an even better matchday experience for one and all.

If governing body regulations are to make a positive difference, they need to combine authority with practicality. From the very start, the minimum requirements enshrined in the UEFA Club Licensing and Financial Fair Play Regulations have been consistently enforced for all clubs

and across all national associations. Nonetheless, the system can be adapted, allowing for local needs and requirements to be reflected. The SLO requirement embodies this, with priorities differing across Europe when it comes to club and supporter relationships.



THE UEFA SLO HANDBOOK, WHICH PROVIDES SUGGESTIONS AND RECOMMENDATIONS, HAS BEEN TRANSLATED INTO:

16 LANGUAGES

1,000+

SUPPORTER LIAISON OFFICERS AT EUROPEAN CLUBS

DISABILITY ACCESS OFFICER

A further example of where club licensing will also hopefully be a catalyst for change comes from the latest criterion to be introduced in the regulations. Clubs are now required to appoint a disability access officer to support the provision of inclusive, accessible facilities and

services aimed at improving the matchday experience of disabled spectators.



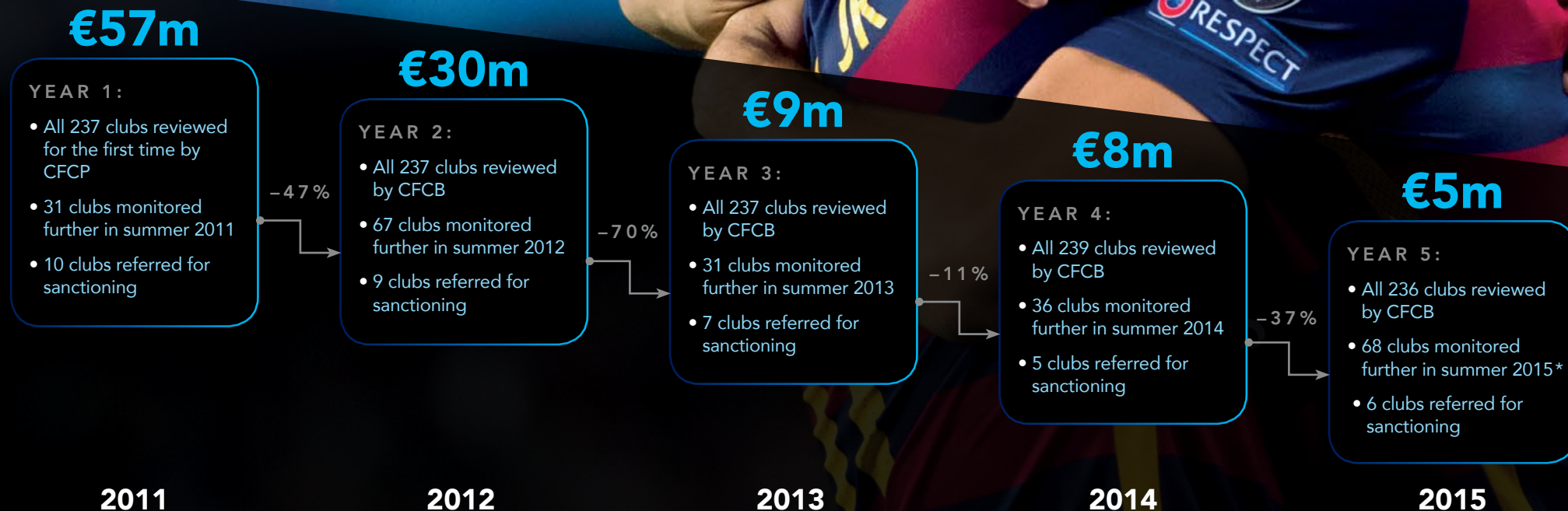
FINANCIAL RESULTS

OVERDUE PAYABLES

The impact of the financial criteria of the club licensing system has been overwhelming. Prior to the introduction of the club licensing system many clubs in Europe didn't have standard financial accounts, with budgeting and financial planning also often being non-existent. National associations were also all too often unaware of the actual financial situation of their clubs. However, through the introduction of a series of financial criteria aimed at improving the economic and financial capability of the clubs, all clubs participating in UEFA club competitions now have audited financial statements, in addition to all top-division clubs in Europe providing standard accounts in line with international financial reporting standards

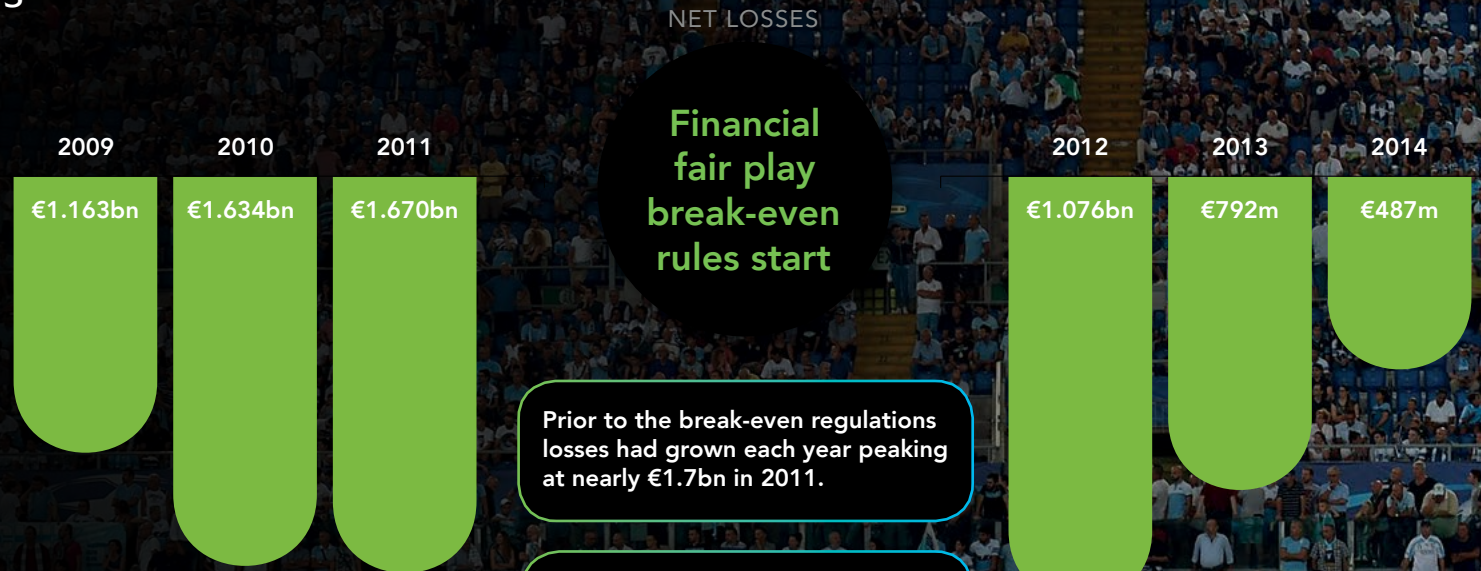
to both the licensors and UEFA, thus increasing transparency and credibility. Assessing clubs future financial information and placing clubs under stricter financial regulation has also led to licensors being able to prevent insolvent clubs to participate in domestic and UEFA competitions, therefore helping preserve the integrity of the competitions.

In terms of protecting creditors and ensuring that clubs settle their liabilities with employees, social/tax authorities and other clubs punctually, the club licensing system has resulted in a vastly improved situation which has been further enhanced through the introduction of financial fair play, with the amounts of overdue payables and deferred payments significantly reducing.



FINANCIAL FAIR PLAY RESULTS

Today, financial fair play is a widely recognised system with a proven track-record that has done much to improve the financial sustainability of European football clubs. Whereas fifteen years ago, there were virtually no efforts made to improve the financial health of European football clubs, and the public had little or no education on the subject.



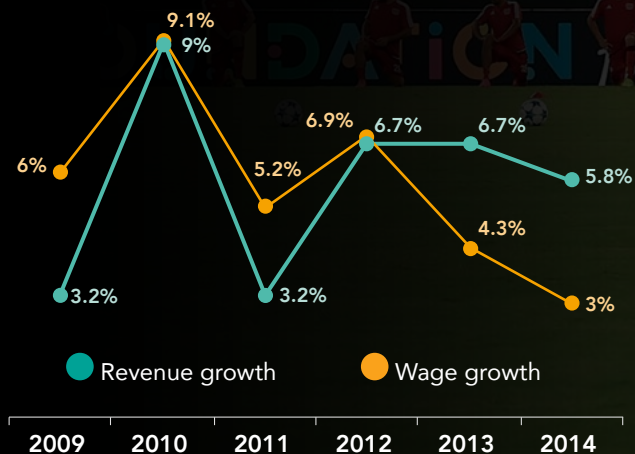
Prior to the break-even regulations losses had grown each year peaking at nearly €1.7bn in 2011.

With financial fair play rules coming into action, combined net losses of clubs have reduced by 70%.

NOTICEABLE DOWNTURN IN WAGE GROWTH

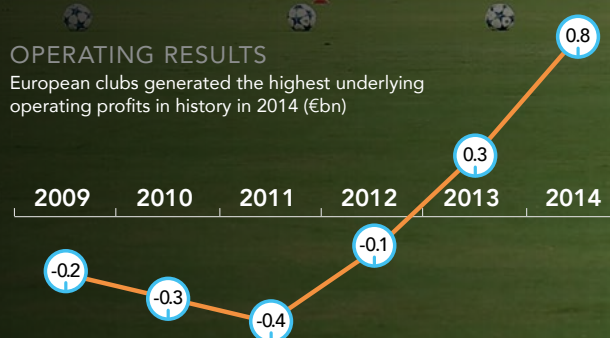
After a decade where wage growth outstripped revenue growth, revenues have now grown faster than wages for two consecutive years.

Recent evolution of total European revenue and wages (percentage growth per year):



OPERATING RESULTS

European clubs generated the highest underlying operating profits in history in 2014 (€bn)





IMPLEMENTATION OF THE CLUB LICENSING SYSTEM AT LICENSOR LEVEL

UNDERSTANDING THE DATA

EXPLANATION OF DATA ON THE INDIVIDUAL LICENSORS' PAGES

Summary of UEFA and domestic club licensing data

- Description of licensing system implemented by each licensor.
- Summary of licence refusals in the last 5 years (2011 to 2015 seasons).
- Indication of the consequence of a licence refusal for domestic competitions.
- Data collected during the Club Licensing Quality Standard audits and from a Licensing Manager Questionnaire.

Image and quote

- Personalised image and quote for each licensor.
- Images taken from the UEFA photo library or provided directly by the licensor.
- Quote taken from the Licensing Manager Questionnaire.

People involved in club licensing

- Depicts the number of people involved in club licensing within each licensor, and is divided into:
 - The licensing administration, including the criteria experts.
 - The combined number of First Instance Body and Appeals Body members.
- Data collected from the Licensing Manager Questionnaire.

ALBANIA

Domestic club licensing since: 2011/12

Type of club licensing system: Separate licences for UEFA and domestic competitions

Scope of club licensing system: For UEFA club competitions and participation in top 3 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 0

Consequence of being refused a domestic licence: Relegation to a lower division

No. of top-division clubs refused a UEFA licence in the last 5 years: 10



CLUB LICENSING ADMINISTRATION & CRITERIA EXPERTS



FIB & AB MEMBERS

TOTAL: 14

2

"Club licensing at national level still remains an important project. After all these years of experience, all the parties involved have understood that club licensing is the only way to raise standards. Consequently, we are all committed to supporting, implementing and improving the licensing system."

Kejdi Tomorri, Licensing Manager, Albanian Football Association



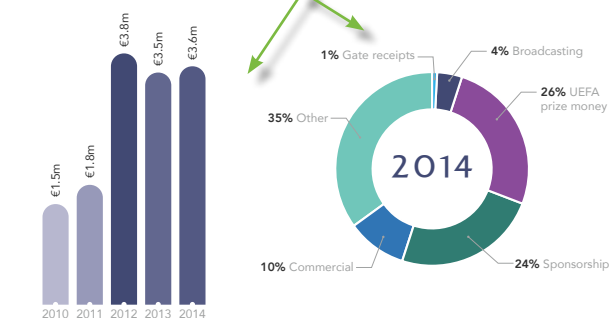
Summary of top-division financial data

- Presentation of top-division total revenue over the last 5 years.
- Breakdown of top-division total revenue for the financial year ending in 2014 (FY2014).
- Based on the latest complete set of financial data submitted through UEFA's online financial reporting tool by the licensors and their clubs.

Logo

- The logo on the top right corner of the page is the licensor's logo.
- In most cases, the licensor is the national association. However, some national associations delegate licensing responsibilities to their affiliated league (e.g. Austria). In such cases, the league logo is used.

TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN

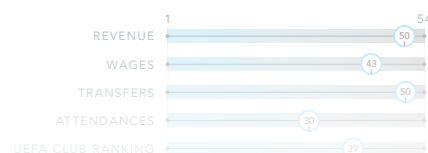


TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

Clubs: 10
 Club with highest revenue: KS Flamurtari
 Head coach qualifications: Pro diploma (10)
 Clubs' legal structure: Association (20%), joint stock company (80%)
 Stadiums to be used in UEFA club competitions by licensed clubs: Category 2 (3)



Top-division licensing data

- The map identifies each top-division club that participated in the championship from which clubs qualified for the 2015/16 UEFA club competitions.
- The final position of the club in the relevant championship is indicated next to the club's name.
- 'UCL' and 'UEL' is indicated next to the clubs that initially qualified for the UEFA Champions League/the UEFA Europa League.
- Clubs indicated in blue were granted the UEFA licence.
- Clubs indicated in red were refused the UEFA licence.
- Clubs indicated in silver did not apply for the UEFA licence.
- Information taken from the list of 2015 licensing decisions submitted by each licensor.

Licensing decisions timeline

- The timeline illustrates when the decisions are taken for the UEFA licence and for the domestic licence (if applicable) as well as when the domestic championships in each country start.
- The deadline for UEFA club licensing is established by UEFA and is generally fixed for the end of May.
- Licensors often have their domestic club licensing decisions deadlines set for May as well (see figure 1)
- Licensors with summer season usually have their domestic club licensing decisions deadline a few months prior to the start of the season (see figure 2).
- Information taken from the Club Licensing Quality Standard audits.

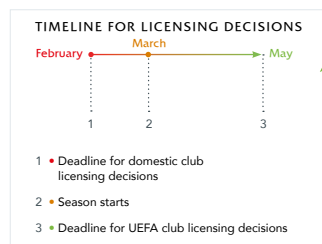
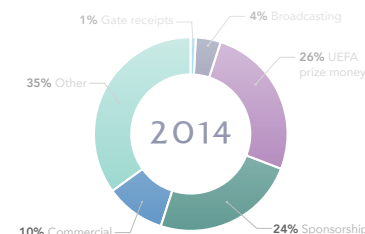
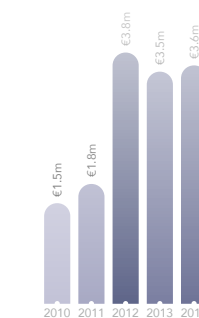


fig. 1

fig. 2

TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN

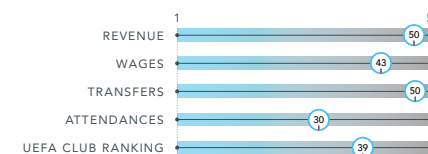
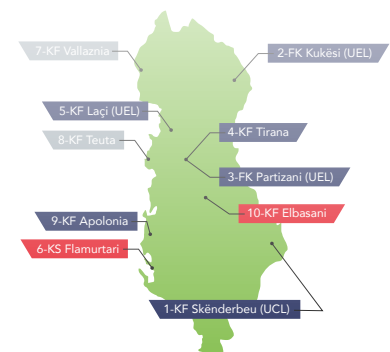


TIMELINE FOR LICENSING DECISIONS



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Top-division licensing data

- Summary of the top-division licensing data for the 2014 season (licensors with a summer championship) and the 2014/15 season (licensors with a winter championship). The information is based on the clubs indicated on the map
- The qualification of the head coaches relates to the coaches that were in charge at the time of the UEFA licensing decisions.
- The stadium information relates to be used for UEFA club competition matches by the clubs that qualified for the 2015/16 UEFA club competitions. The category of the stadiums (as per the *UEFA Stadium Infrastructure Regulations*) is indicated with the number in brackets showing how many stadiums are used within each category. In some cases, more than one team may use the same stadium.
- Information taken from the list of 2015 licensing decisions submitted by each licensor as well as from the latest complete set of financial data (FY2014) submitted by the licensors and their clubs in respect of the clubs' legal structure.

National associations ranking

- The ranking of each of UEFA's 54 member associations in terms of revenue, wages, transfers, attendances and UEFA club ranking is indicated.
- In terms of transfers, the ranking is based on transfer spend for the financial year 2014, with the biggest spender being ranked 1, and the lowest 54.
- For attendances, figures should be used as a benchmark only, as the exact definition of attendances can differ. European league football figures are based on the figures published at www.European-football-statistics.co.uk/attn.htm, which features club by club figures covering the vast majority of European leagues. There were supplemented by figures provided to UEFA directly by the leagues and national associations. No ranking has been provided for the UEFA member associations where the information was not available.
- The UEFA club ranking is based on the rankings of 30 August 2015.
- Information taken from the latest complete set of financial data (FY2014) submitted by the licensors and their clubs.

ALBANIA

Domestic club licensing since:
2011/12

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 10



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

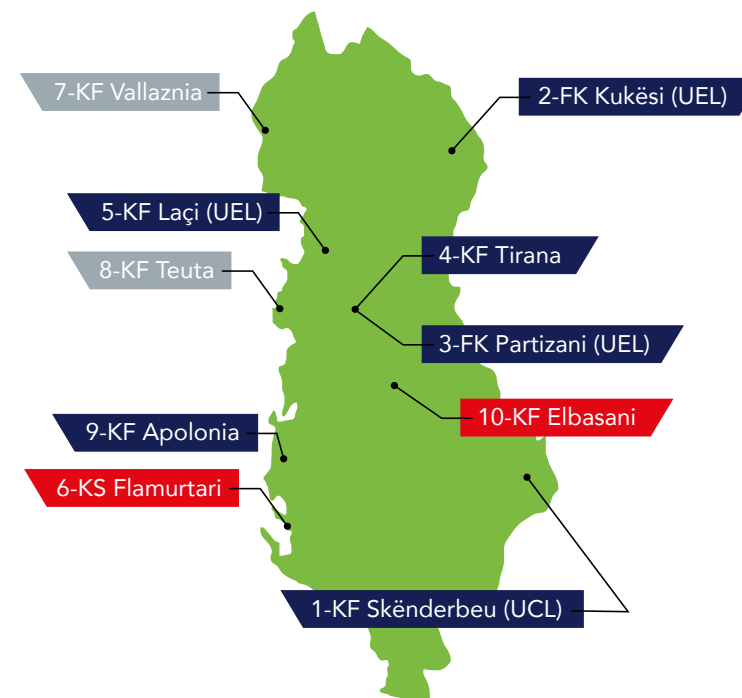
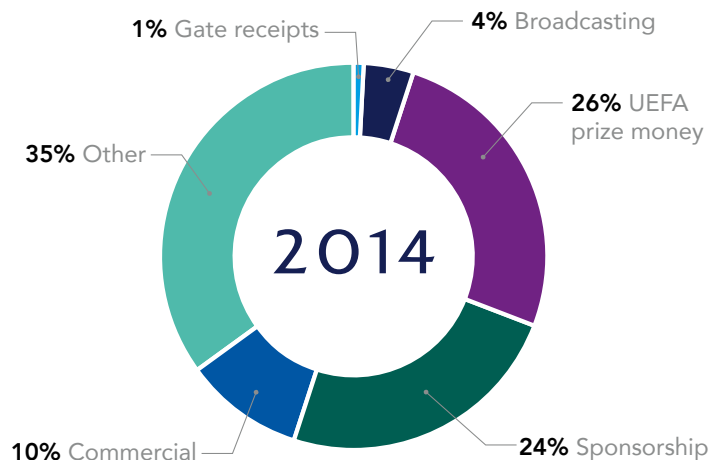
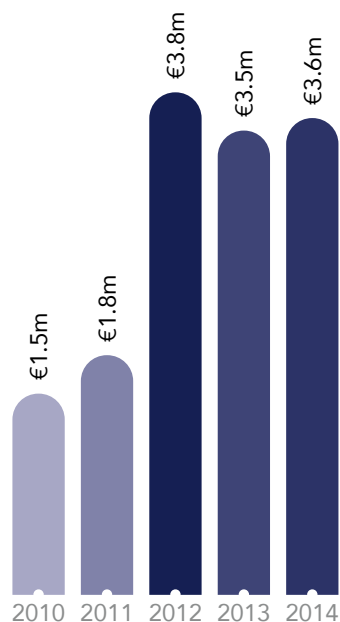
TOTAL: 14

"Club licensing at national level still remains an important project. After all these years of experience, all the parties involved have understood that club licensing is the only way to raise standards. Consequently, we are all committed to supporting, implementing and improving the licensing system."

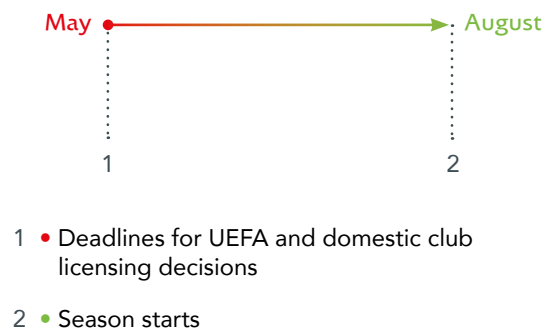
Kejdi Tomorri, Licensing Manager, Albanian Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

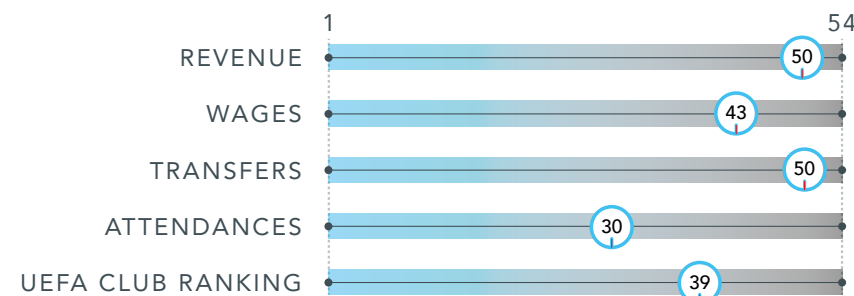
Clubs: 10

Club with highest revenue: KS Flamurtari

Head coach qualifications: Pro diploma (10)

Clubs' legal structure: Association (20%), joint stock company (80%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 2 (3)



ANDORRA

Domestic club licensing since:
No domestic club licensing system

Type of club licensing system:
UEFA licence only

Scope of club licensing system:
For UEFA club competitions only

No. of top-division clubs refused a domestic
licence in the last 5 years: N/A

Consequence of being refused a domestic
licence: N/A

No. of top-division clubs refused a UEFA
licence in the last 5 years: 14



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

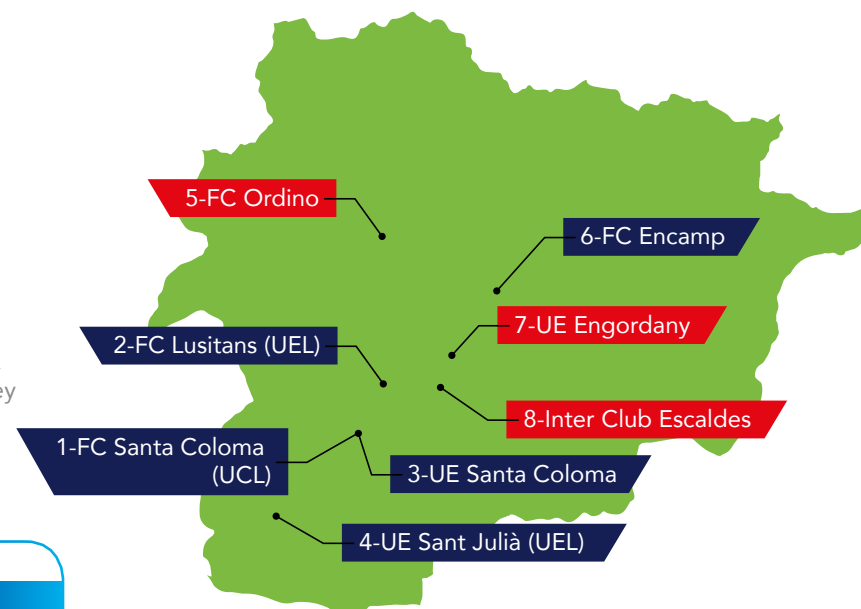
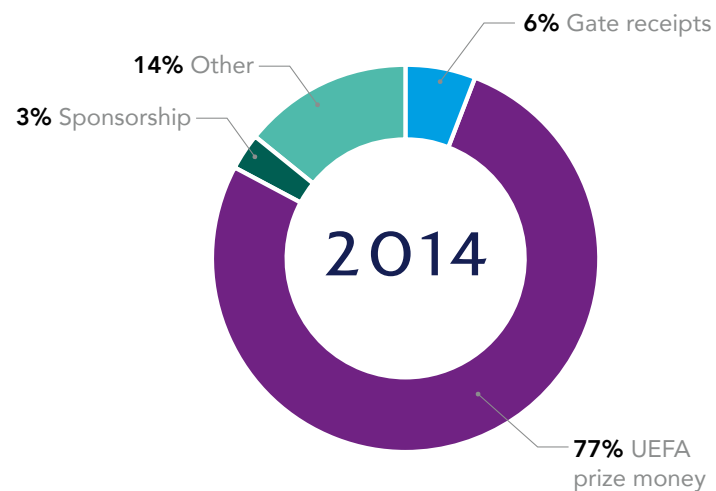
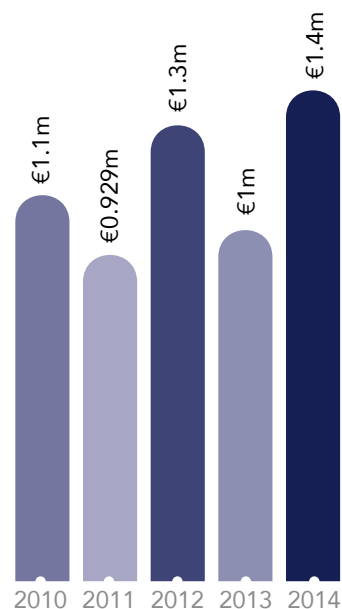
TOTAL: 17

“The implementation of club licensing has benefited the organisation of football as a whole in Andorra, professionalising the internal structure of the clubs. Although they are small, they fulfil the same criteria as the bigger clubs in Europe.”

David Rodrigo, Top Manager for club licensing, Andorran Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

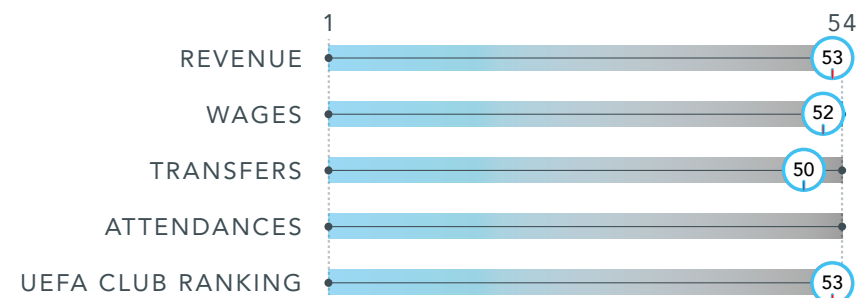
Clubs: 8

Club with highest revenue:
FC Santa Coloma

Head coach qualifications:
Pro diploma (3), A diploma (5)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (1)



ARMENIA

Domestic club licensing since:
2007/08

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
Licence:
Relegation to a lower division and/or
financial sanction

No. of top-division clubs refused a UEFA
licence in the last 5 years: 2



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

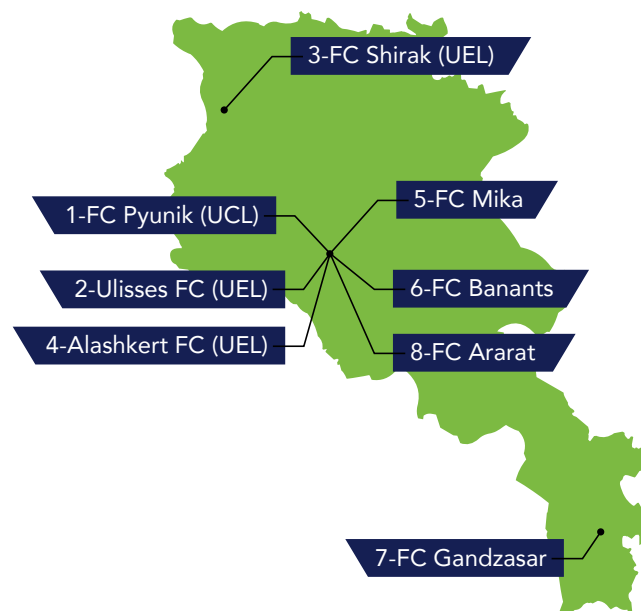
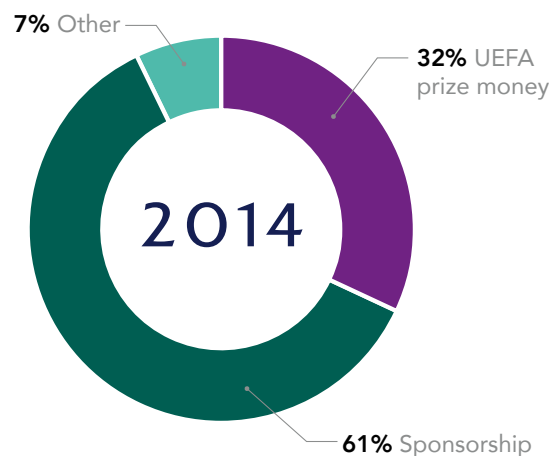
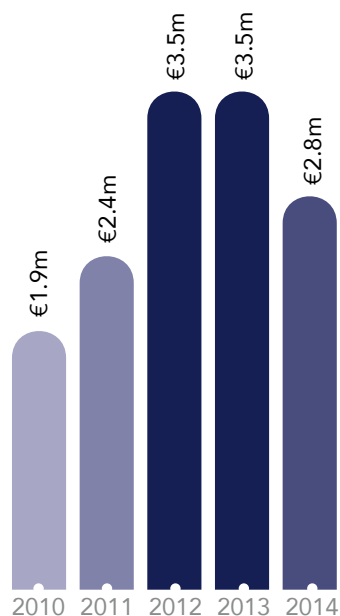
TOTAL: 23

“Club licensing is a very important project at international and national level. One of the main goals of licensors across Europe is definitely to raise the existing standards of football in all licensing-related areas. We can secure our footballing future only by further improving transparency, credibility and solidarity at all levels of European football, and this is where we strongly need club licensing.”

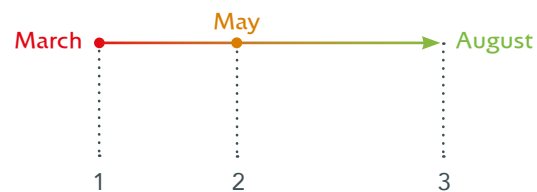
Armen Minasyan, 1st Vice-President and Executive Director, Football Federation of Armenia



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Deadline for UEFA club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

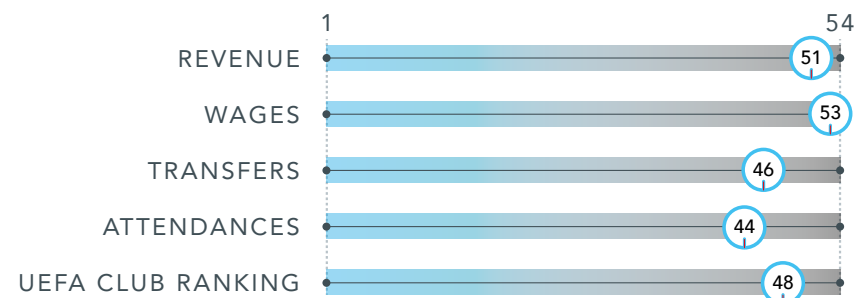
Clubs: 8

Club with highest revenue:
FC Gandzasar

Head coach qualifications:
Pro diploma (4), A diploma (4)

Clubs' legal structure:
Limited company (25%), non-governmental organisation (63%), joint stock company (12%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (1), Category 2 (2)



AUSTRIA

Domestic club licensing since:
1996/97

Type of club licensing system:
One licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

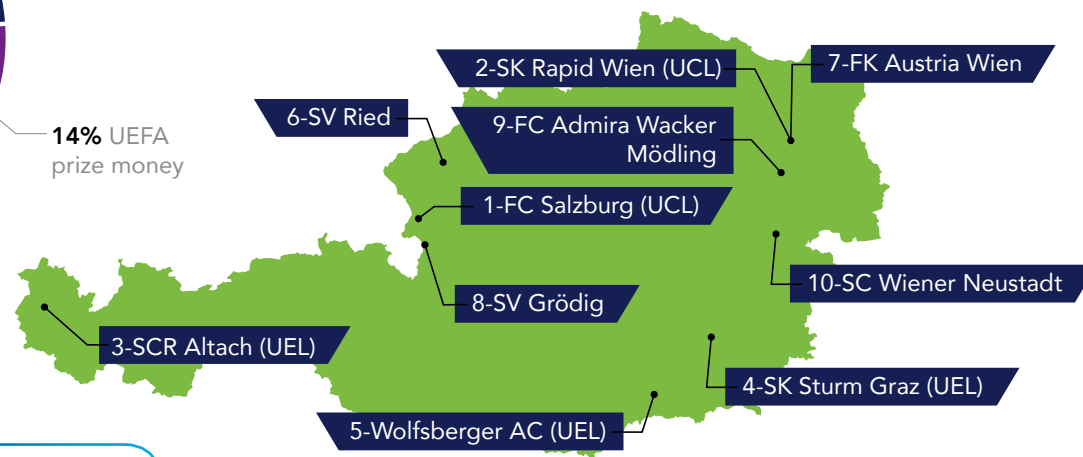
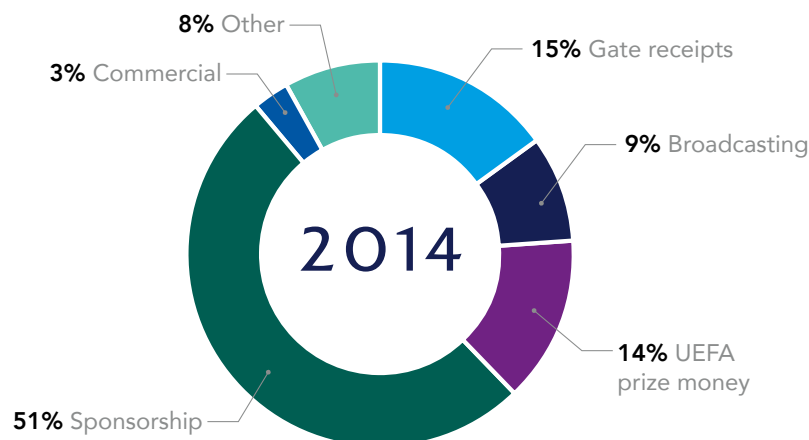
TOTAL: 21

“The motive for introducing a national licensing system was to establish a transparent assessment procedure for clubs, with the main goal to avoid the worst case scenario: the economic collapse of a club during the regular season. Now, more than a decade of continuous improvement later, the focus lies on criteria to enhance the quality and level of professionalism in the licensors’ administrations and on the pitch. Nevertheless, sound financials and sustainable management are fundamental.”

Lukas Mörtelmayr, Licensing Manager, Austrian Football League



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

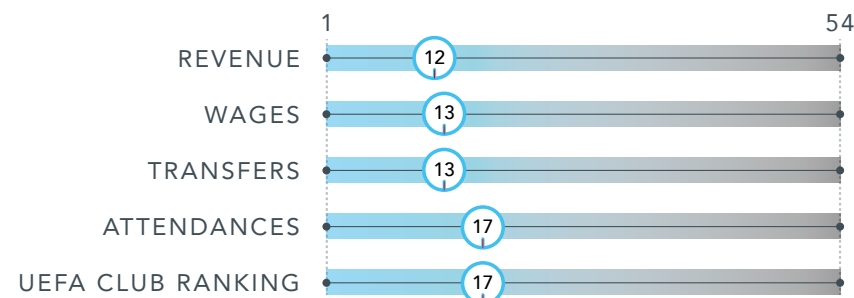
Clubs: 10

Club with highest revenue:
FC Red Bull Salzburg

Head coach qualifications:
Pro diploma (9), undergoing UEFA coaching diploma course (1)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (4)



AZERBAIJAN

Domestic club licensing since:
2008/09

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 5

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 4



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

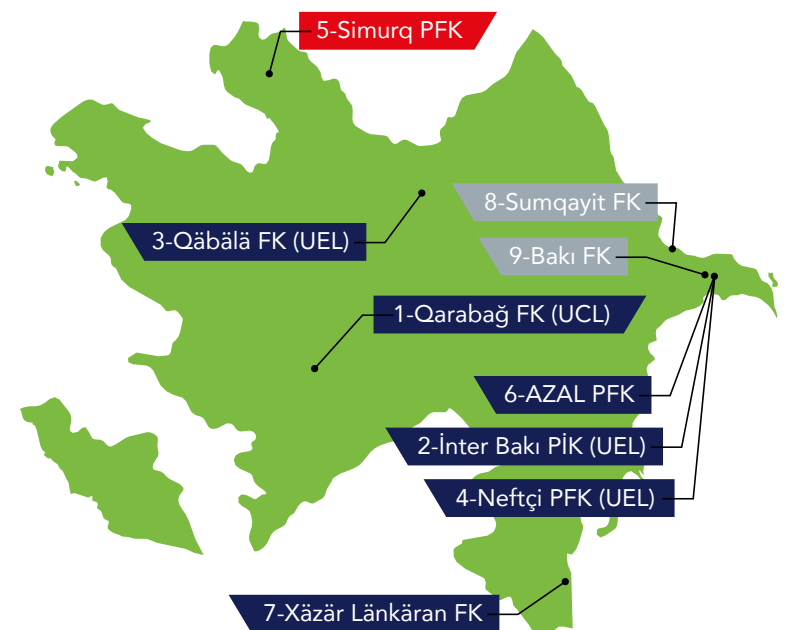
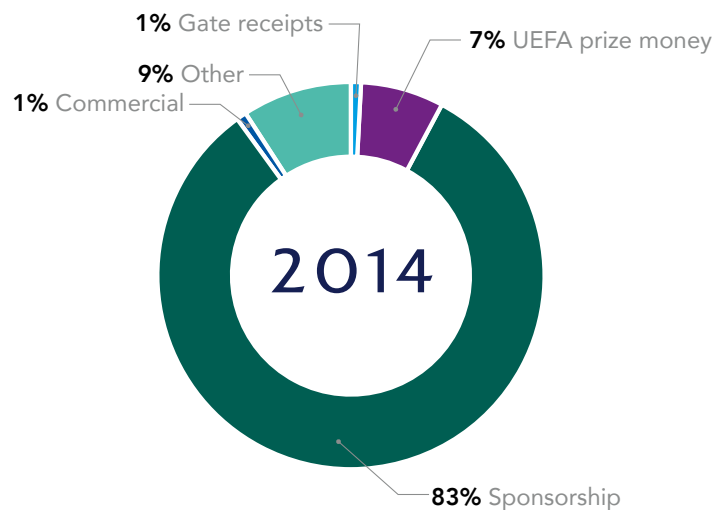
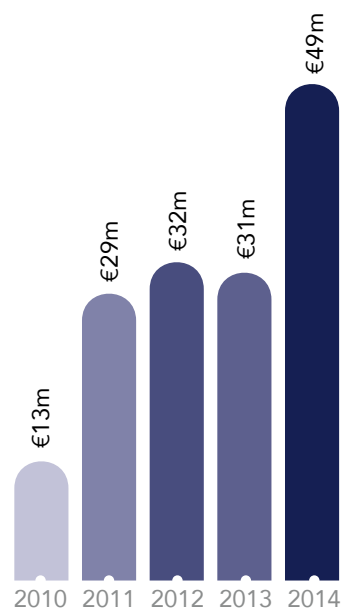
TOTAL: 21

“The implementation of a robust licensing system has had a significant impact on the development of club football across Azerbaijan.”

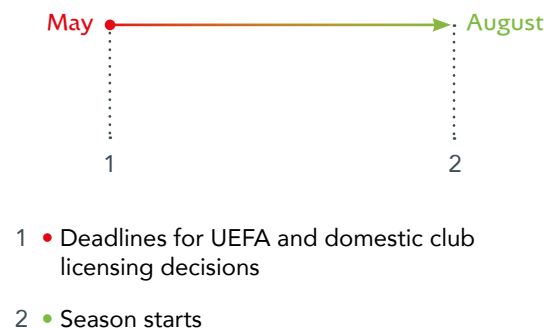
Rovnag Abdullayev, President of the Association of Football Federations of Azerbaijan



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

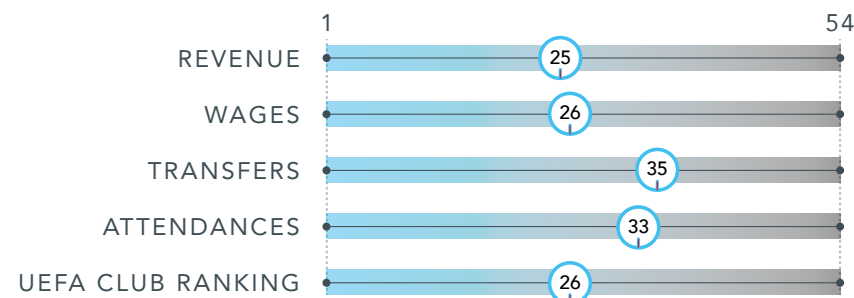
Clubs: 9

Club with highest revenue:
İnter Bakı PİK

Head coach qualifications:
Pro diploma (8), A diploma (1)

Clubs' legal structure:
Limited company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (2), Category 3 (1), Category 2 (1)



BELARUS

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

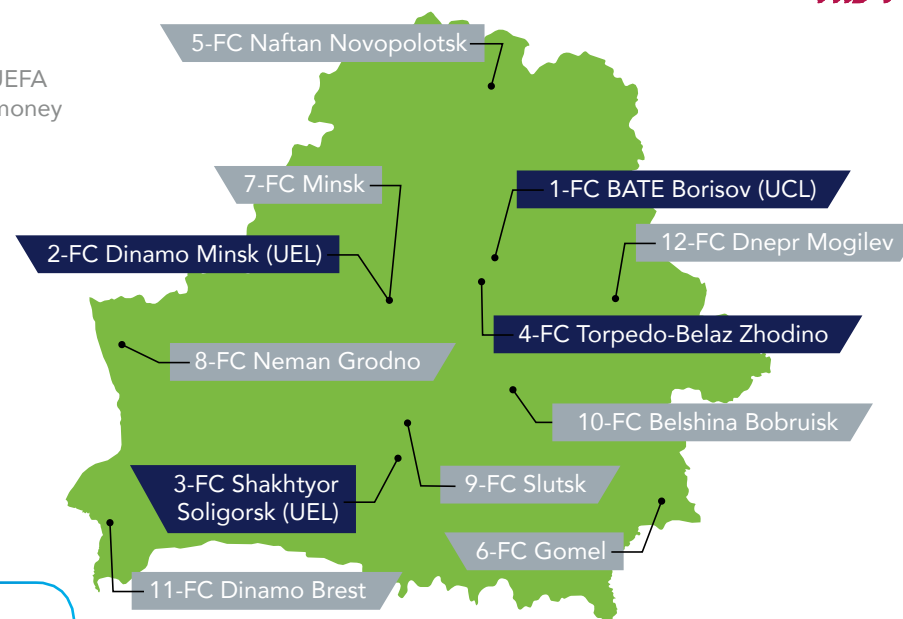
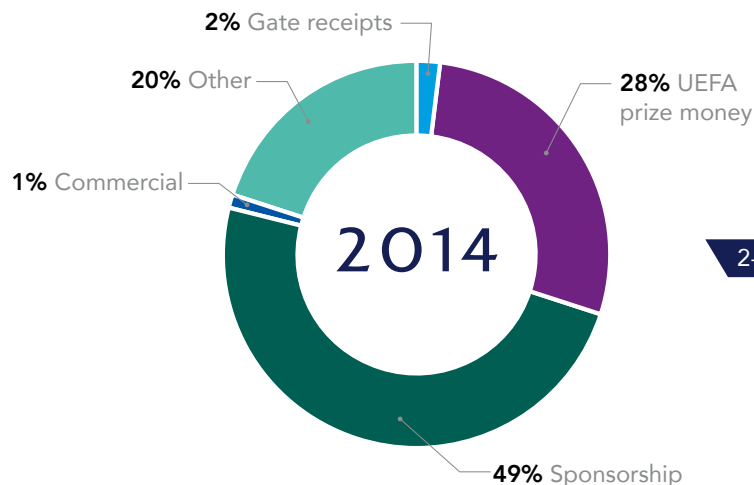
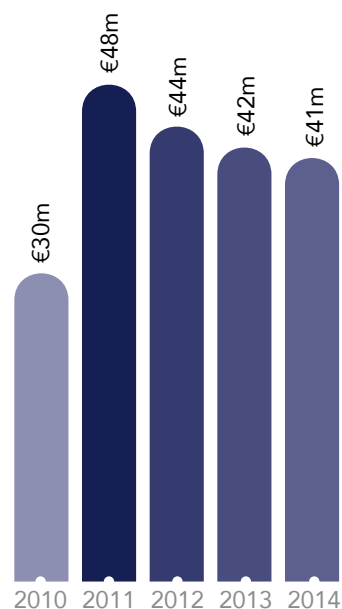
TOTAL: 16

“Introduction of the club licensing system helps football clubs achieve higher standards in the organisation of football, increases transparency in financial matters, improves professionalism of staff, and contributes to the development of youth football.”

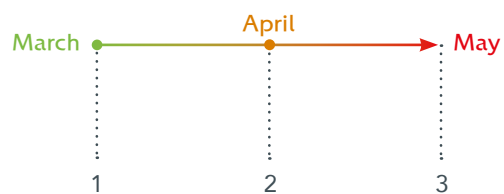
Andrei Mishaev, Licensing Manager, Football Federation of Belarus



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Season starts
- 3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

Clubs: 12

Club with highest revenue:
FC BATE Borisov

Head coach qualifications:

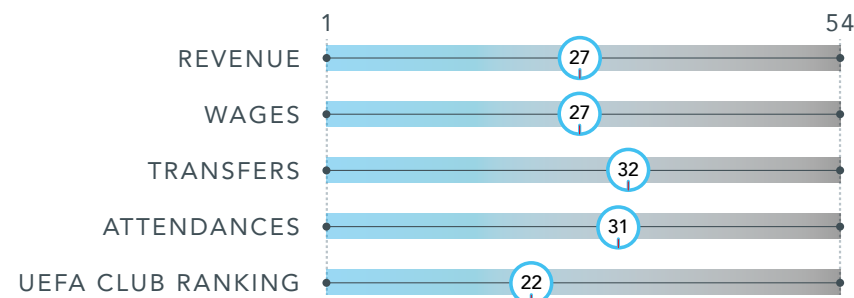
Pro diploma (9), A diploma (2), undergoing UEFA coaching diploma course (1)

Clubs' legal structure:

Association (25%), limited company (25%), joint stock company (25%), unitary company (8%), public/state-funded entity (17%)

Stadiums to be used in UEFA club competitions by licensed clubs:

Category 4 (1), Category 2 (3)



BELGIUM

Domestic club licensing since:
2001/02

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 1

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

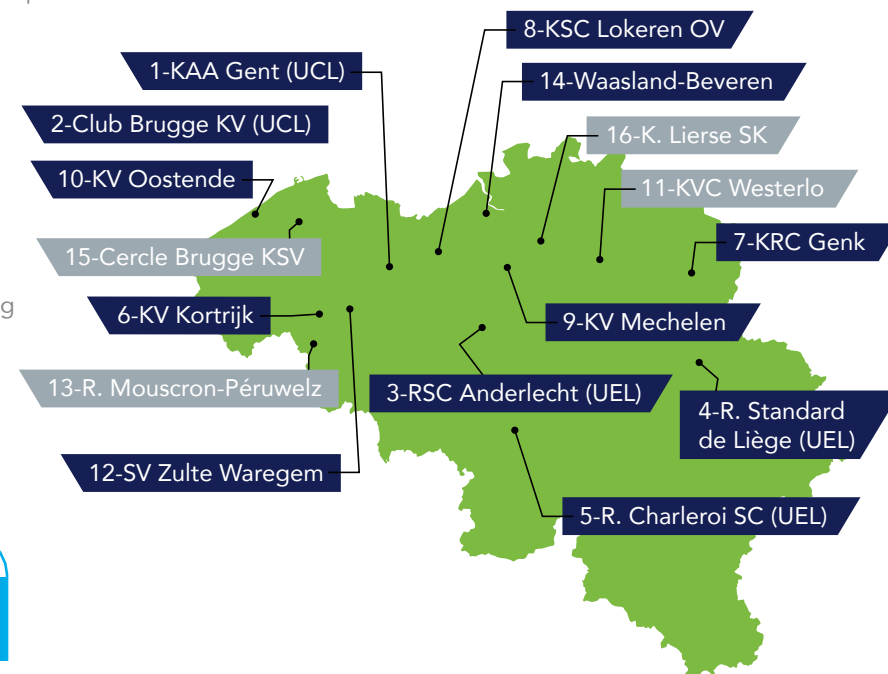
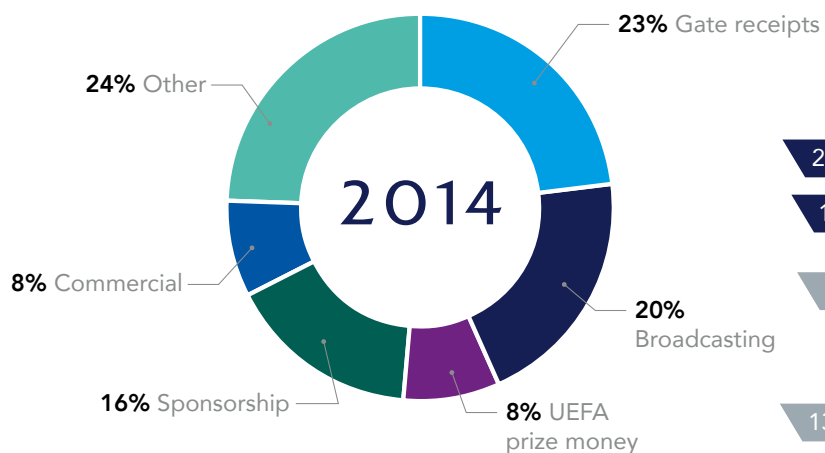
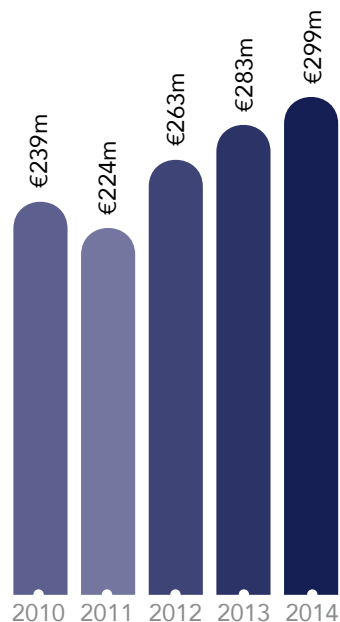
TOTAL: 11

“The licensing system has had a positive impact, but in order to further strengthen financial controls, and in line with the financial fair play provisions, payments to players are now checked twice a year and we are asking for guarantees that the club can fulfil its obligations until the end of the next season.”

Nils Van Brantegem, Licensing Manager, Royal Belgian Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

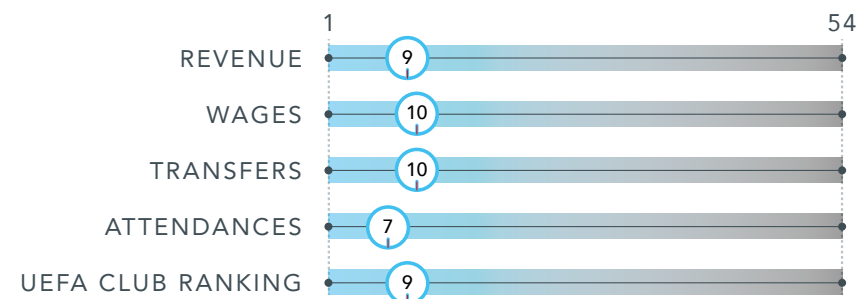
Clubs: 16

Club with highest revenue: RSC Anderlecht

Head coach qualifications: Pro diploma (14), undergoing UEFA coaching diploma course (2)

Clubs' legal structure: Association (25%), limited company (75%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 4 (4)



BOSNIA AND HERZEGOVINA

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 2

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 43



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

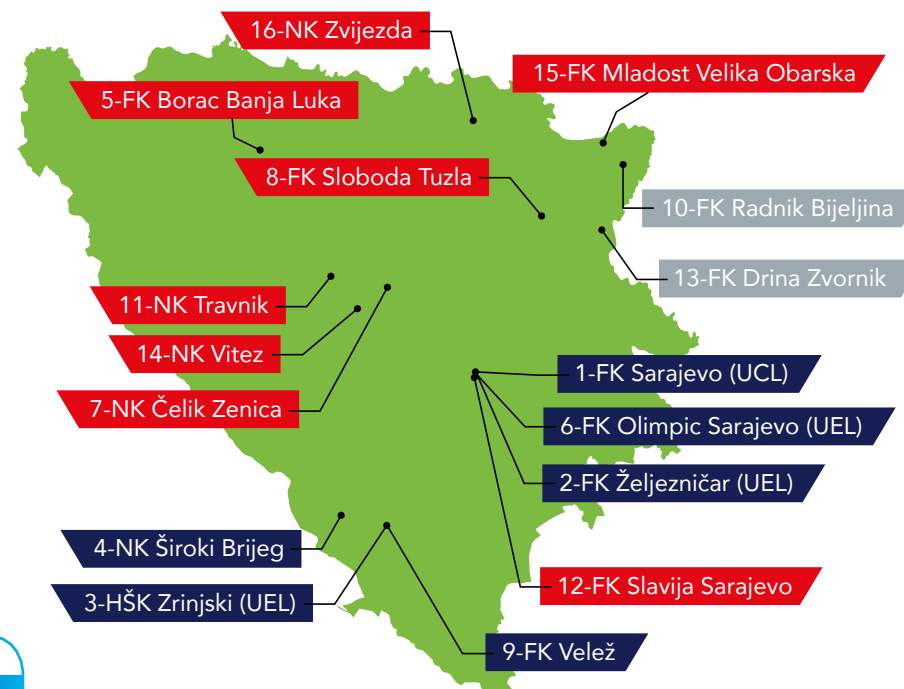
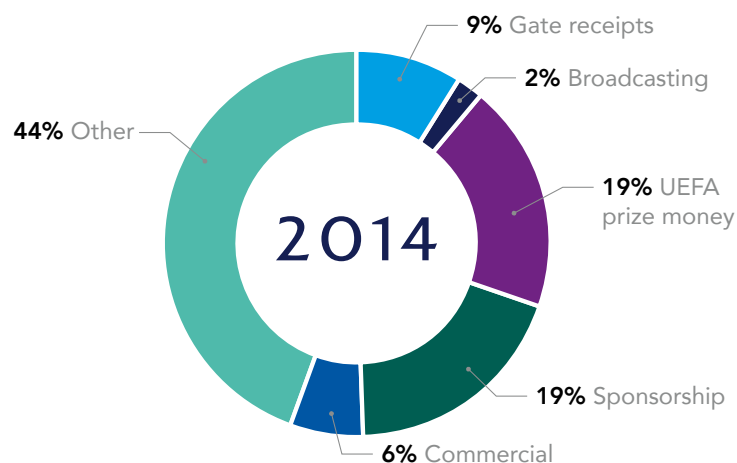
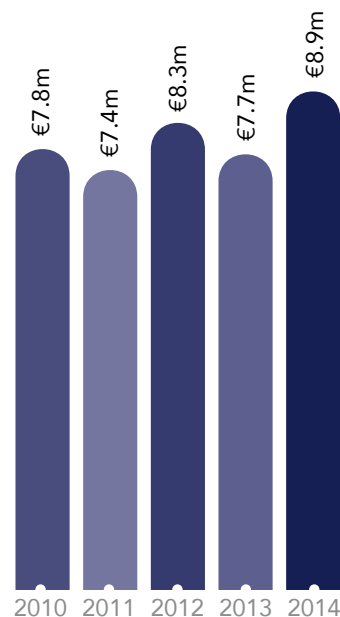
TOTAL: 24

“Club licensing is a very successful project which has considerably helped our association to better organise its clubs and their administration as a whole.”

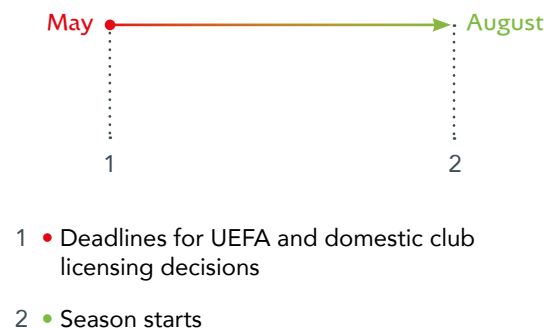
Adnan Džemidžić, Licensing Manager, Football Federation of Bosnia and Herzegovina



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

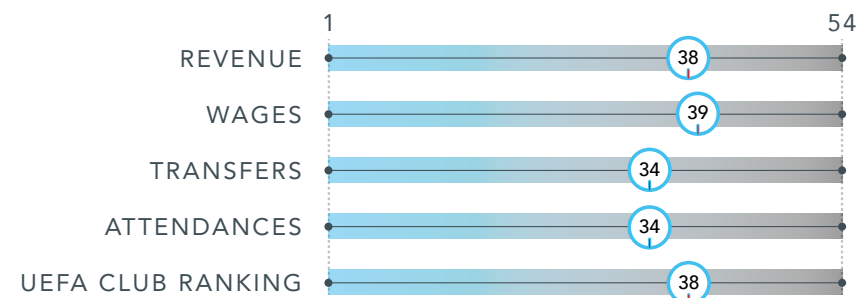
Clubs: 16

Club with highest revenue:
FK Sarajevo

Head coach qualifications:
Pro diploma (15), A diploma (1)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (2)



BULGARIA

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 12

Consequence of being refused a domestic
licence:
No participation in the top 2 divisions

No. of top-division clubs refused a UEFA
licence in the last 5 years: 3



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

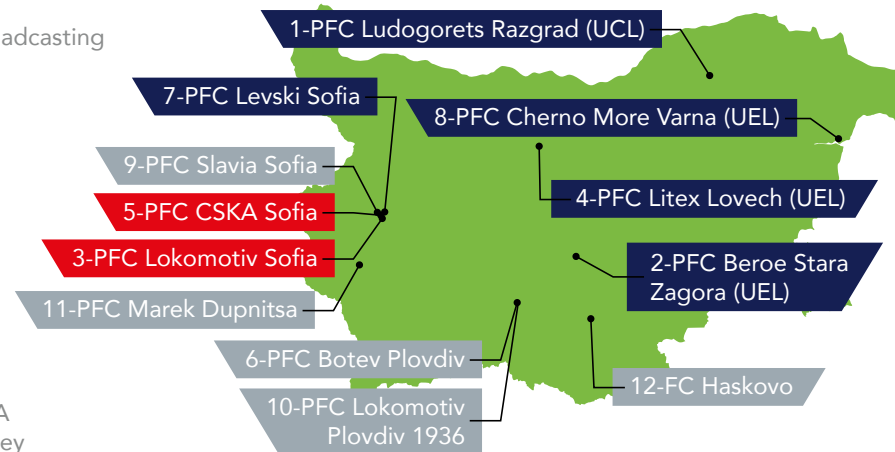
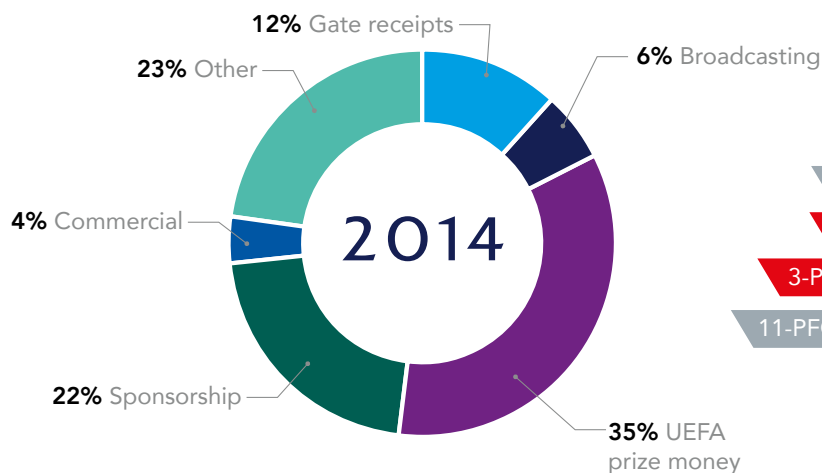
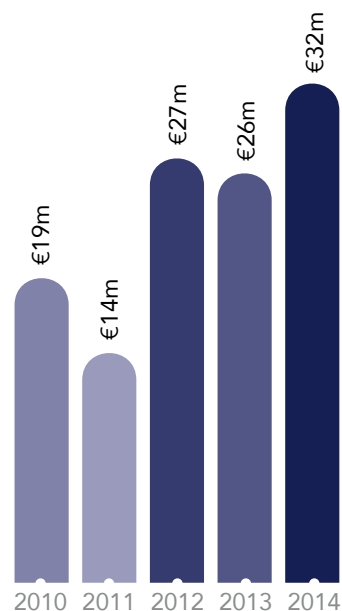
TOTAL: 14

"The clubs are aware that they have an obligation to follow certain rules and regulations and that most of their activities should meet and comply with certain standards."

Valentin Stoev, Licensing Manager, Bulgarian Football Union



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

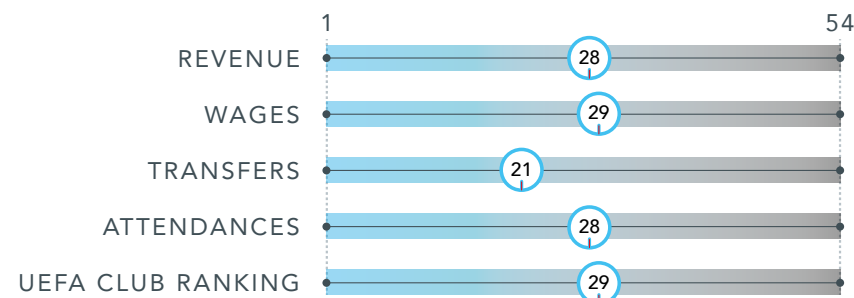
Clubs: 12

Club with highest revenue:
PFC Ludogorets Razgrad

Head coach qualifications:
Pro diploma (12)

Clubs' legal structure:
Joint stock company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (3)



CROATIA

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 4

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 7



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

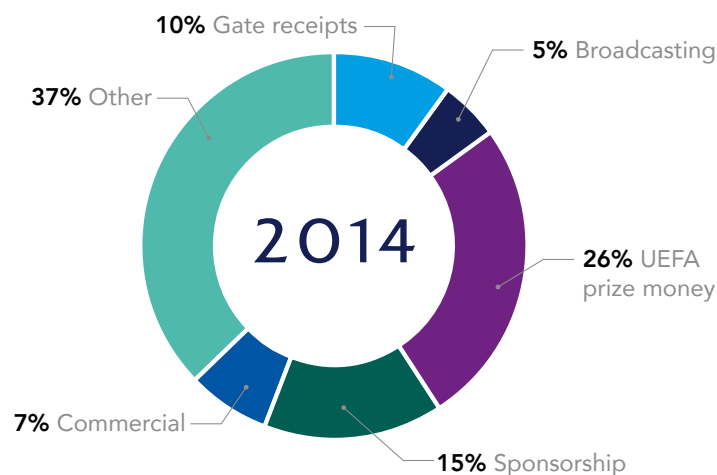
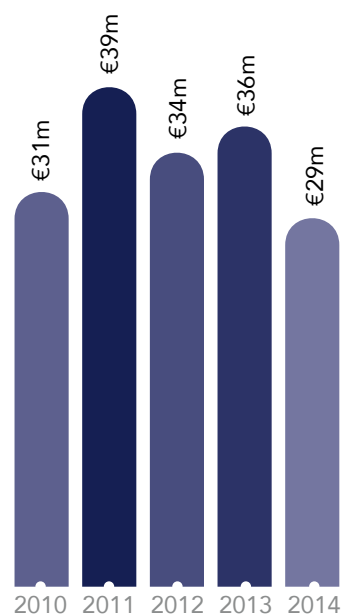
TOTAL: 19

"Club licensing is regarded in Croatia as the best tool ever for achieving higher standards in football. The system is widely accepted with a lot of confidence and encouraged by the clubs, decision-makers, state authorities, the public, fans and other stakeholders."

Ivančica Sudac, Licensing Manager, Croatian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

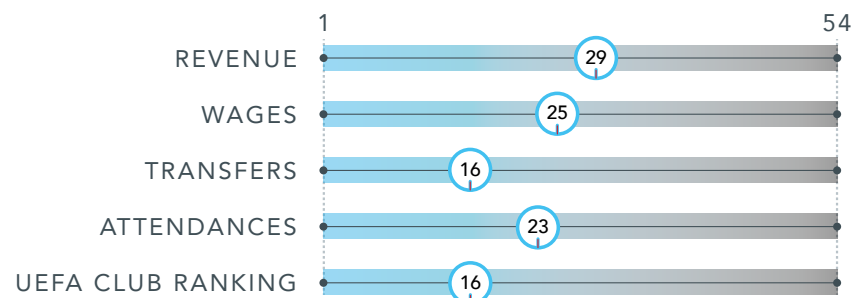
Clubs: 10

Club with highest revenue:
GNK Dinamo Zagreb

Head coach qualifications:
Pro diploma (8), undergoing UEFA coaching diploma course (2)

Clubs' legal structure:
Association (40%), joint stock company (60%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (2), Category 3 (1), Category 2 (1)



CYPRUS

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 6

Consequence of being refused a domestic
licence:
Deduction of points, ban on the registration
of new players and/or relegation to a lower
league

No. of top-division clubs refused a UEFA
licence in the last 5 years: 6



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

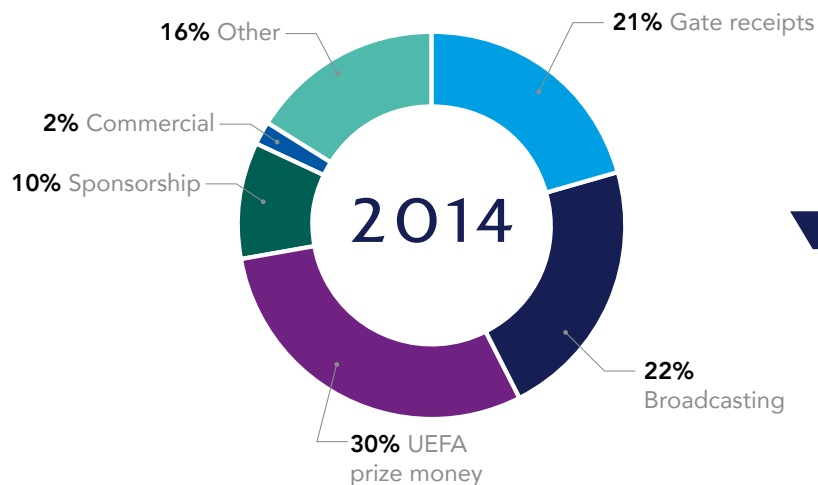
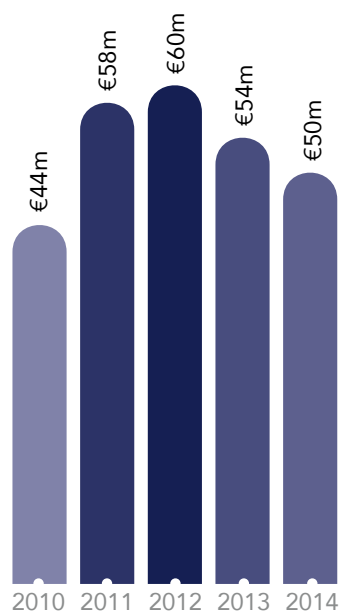
TOTAL: 34

“Club licensing in Cyprus is an ongoing process which improves the quality of management and the financial capability of clubs. We cannot imagine life without club licensing in football in Cyprus.”

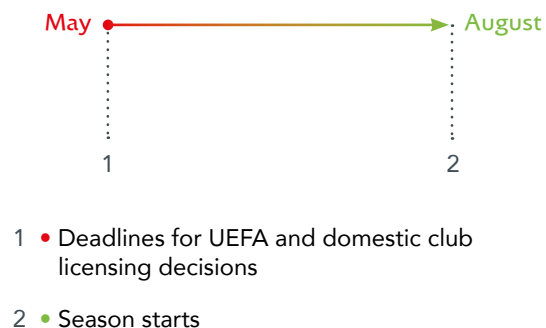
Nicos Nicolaou, Licensing Manager and 2nd Vice-President, Cyprus Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

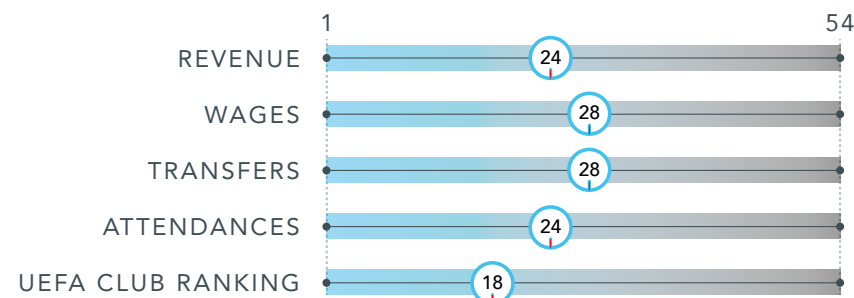
Clubs: 12

Club with highest revenue: APOEL FC

Head coach qualifications: Pro diploma (9), A diploma (2), undergoing UEFA coaching diploma course (1)

Clubs' legal structure: Association (75%), limited company (25%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 4 (1), Category 3 (1), Category 2 (1)



CZECH REPUBLIC

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 1

Consequence of being refused a domestic
licence:
Relegation to a lower league

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

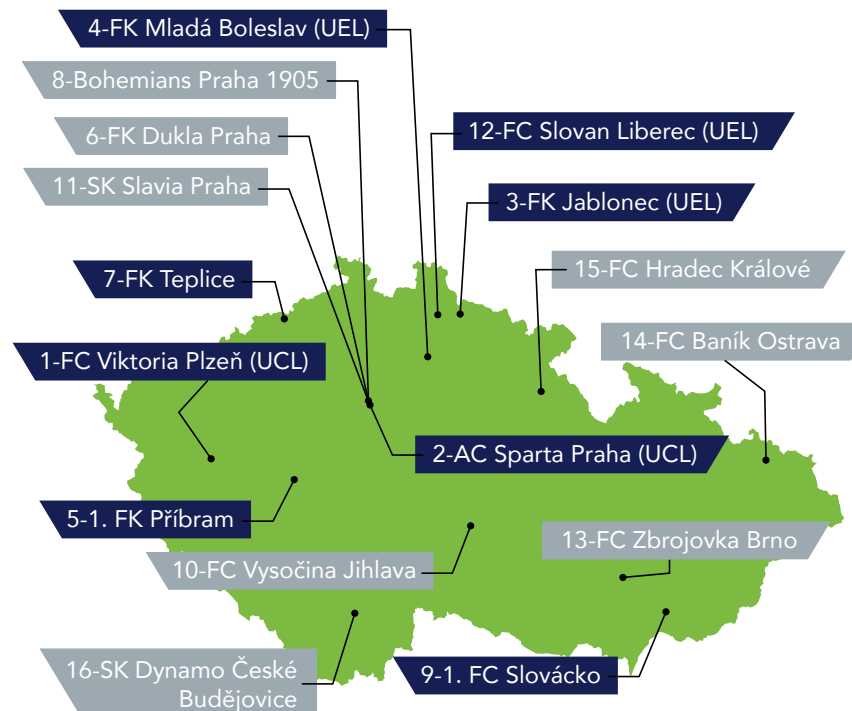
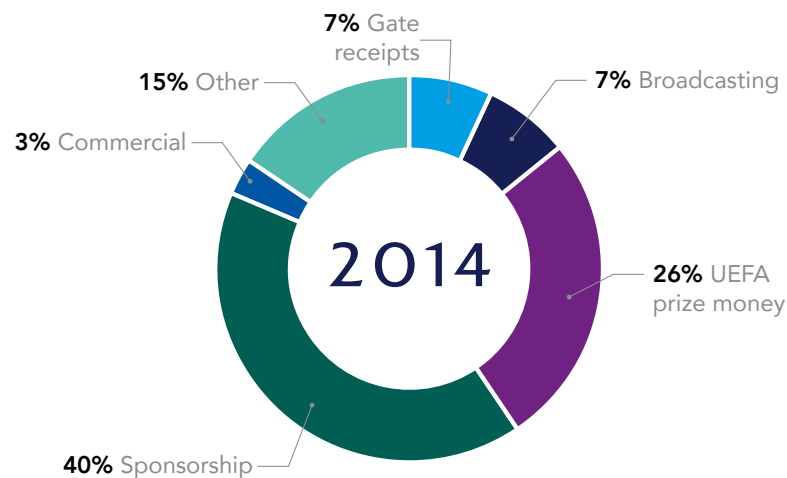
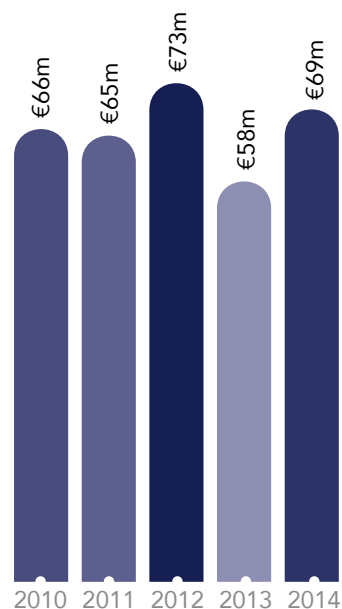
TOTAL: 16

“At the beginning the club licensing system was perceived as a doctor who is trying to improve the condition of his patients. It has helped cure problems and showed the path to good health.”

Stanislav Ryznar, Licensing Manager, Football Association of the Czech Republic



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

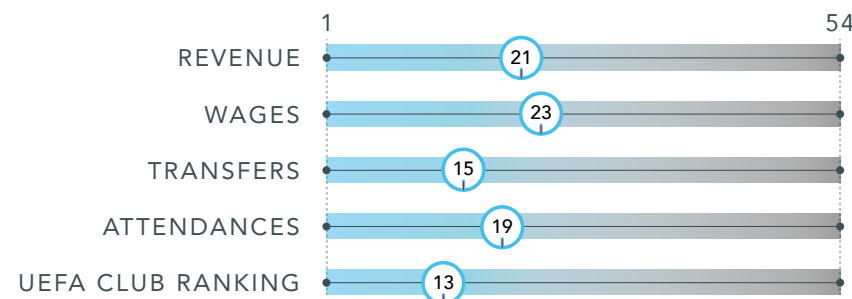
Clubs: 16

Club with highest revenue:
FC Viktoria Plzeň

Head coach qualifications:
Pro diploma (16)

Clubs' legal structure:
Joint stock company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (4), Category 3 (1)



DENMARK

Domestic club licensing since:
2004/05

Type of club licensing system:
One licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 1

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

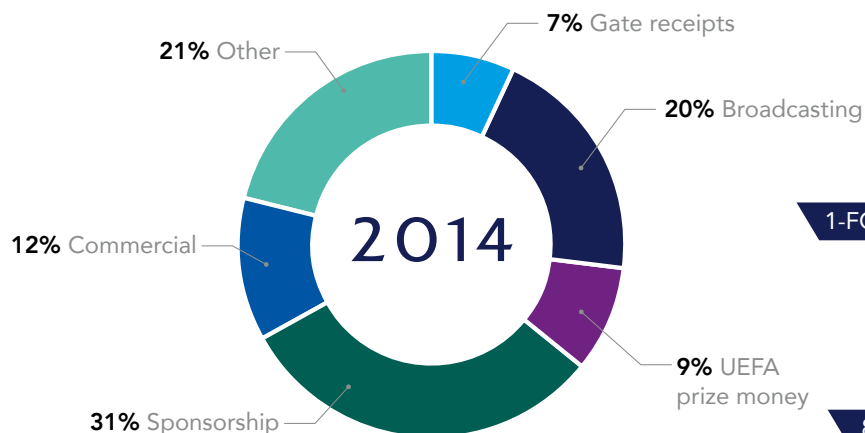
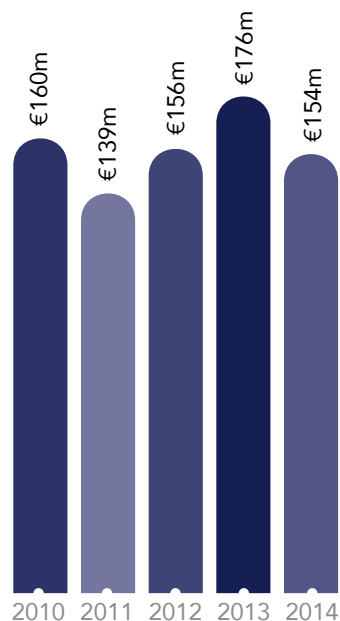
TOTAL: 16

“The club licensing system is the reason why clubs in Denmark work as professionally as they do. If they didn’t have the system to back them up, they wouldn’t perform consistently in terms of, for example, their youth development, and/or finances.”

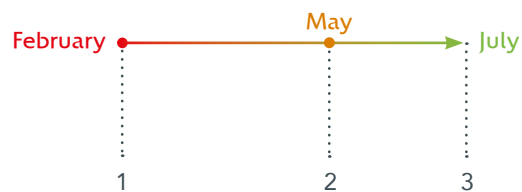
Troels K. Jensen, Licensing Manager, Danish Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Deadline for UEFA club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

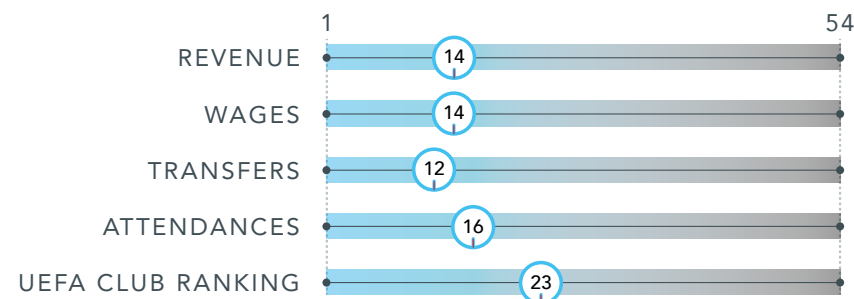
Clubs: 12

Club with highest revenue:
FC København

Head coach qualifications:
Pro diploma (10), recognition of competence (1), undergoing UEFA coaching diploma course (1)

Clubs' legal structure:
Limited company (50%), listed company (50%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (4)



ENGLAND

Domestic club licensing since:

No formal domestic club licensing system.
Extensive rules apply domestically covering financial and non-financial matters

Type of club licensing system:

UEFA licence only

Scope of club licensing system:

For UEFA club competitions only

No. of top-division clubs refused a domestic licence in the last 5 years: N/A

Consequence of being refused a domestic licence: N/A

No. of top-division clubs refused a UEFA licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

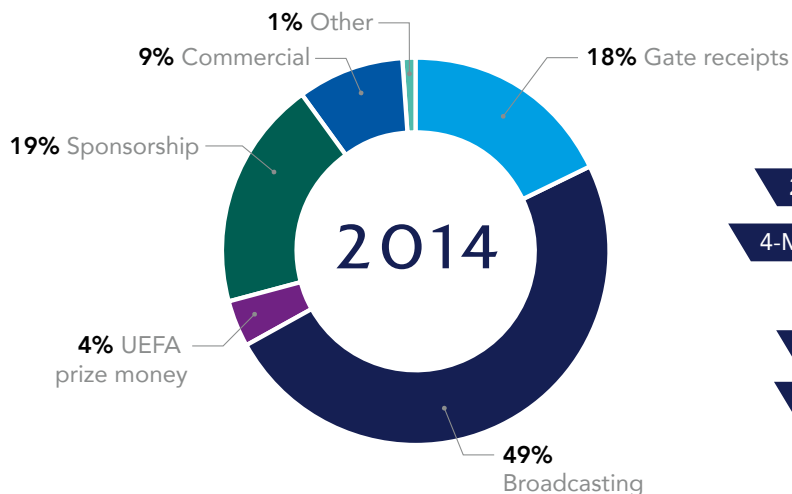
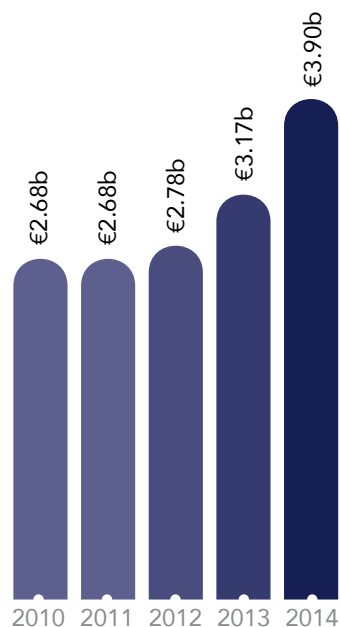
TOTAL: 12

"The FA, as the licensor, has worked efficiently with the Premier League and Premier League clubs to create effective processes and procedures to implement UEFA club licensing requirements."

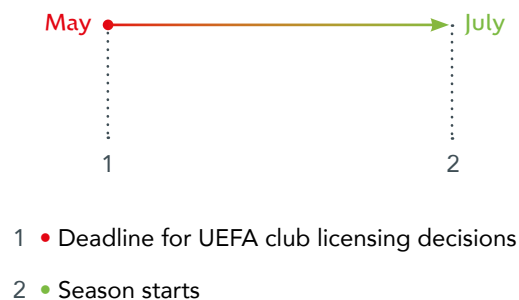
Neil Prescott, Licensing Manager, The Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

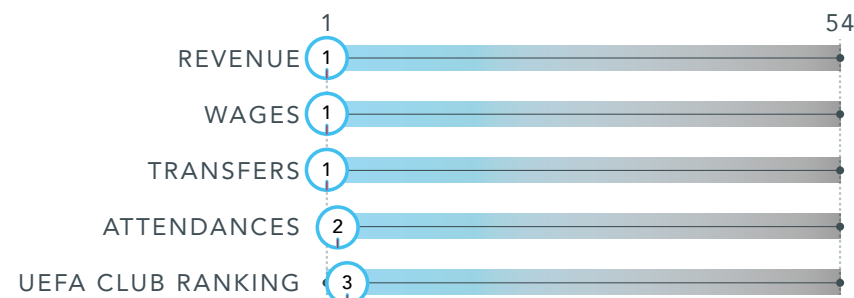
Clubs: 20

Club with highest revenue:
Manchester United FC

Head coach qualifications:
Pro diploma (17), undergoing UEFA coaching diploma course (2), non-UEFA diploma (1)

Clubs' legal structure:
Limited company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (8)



ESTONIA

Domestic club licensing since:
2009

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 1

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 6



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

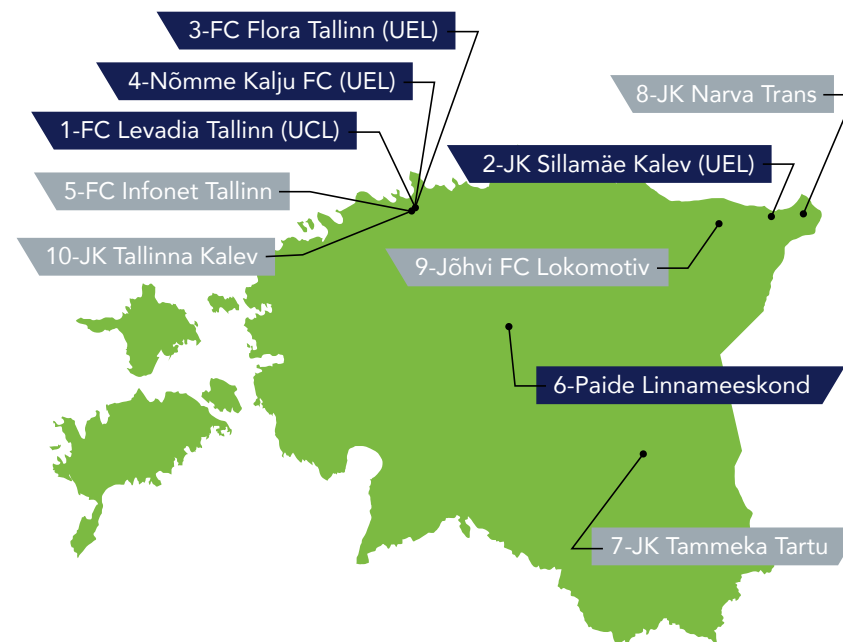
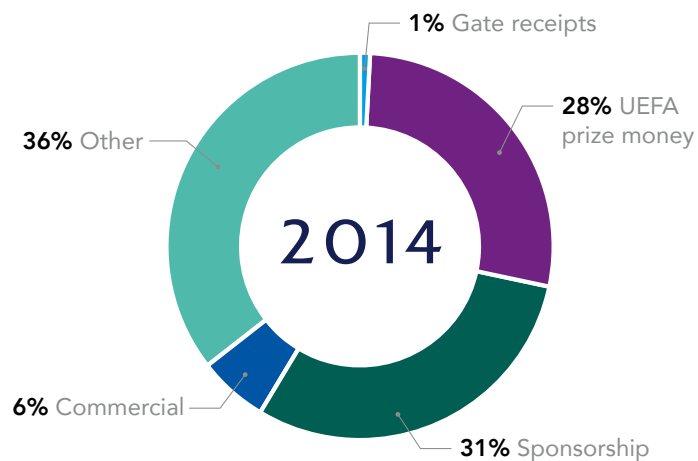
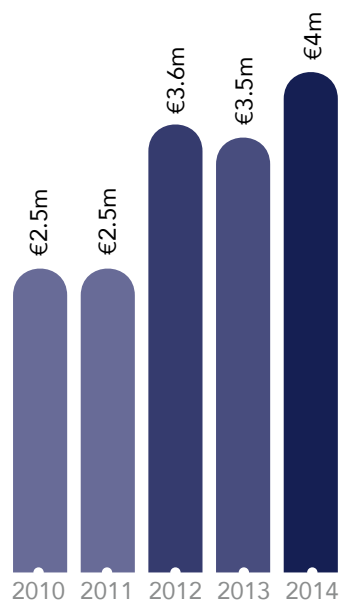
TOTAL: 17

“Thanks to the UEFA club licensing system it has been possible to have a positive impact on club development by guiding it and speeding it up, which would have taken much more time in the absence of the system.”

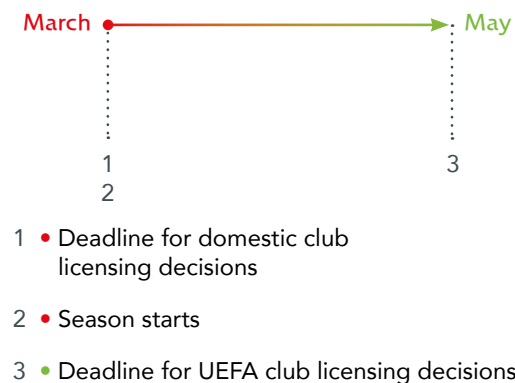
Anne Rei, General Secretary, Estonian Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014 TOP-DIVISION LICENSING DATA

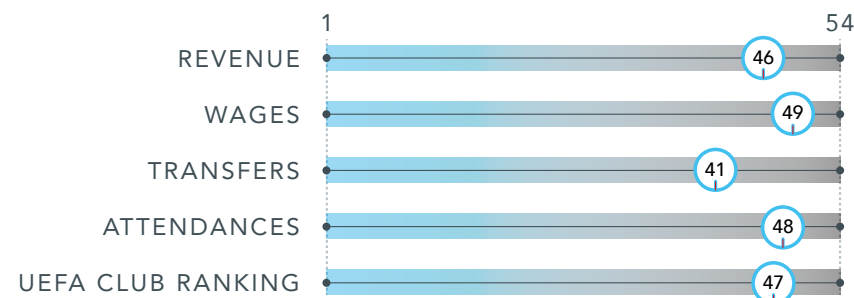
Clubs: 10

Club with highest revenue:
Nõmme Kalju FC

Head coach qualifications:
Pro diploma (6), A diploma (1), undergoing UEFA coaching diploma course (3)

Clubs' legal structure:
Non-profit organisation (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (1), Category 2 (1)



FAROE ISLANDS

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 2 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 0

Consequence of being refused a domestic licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA licence in the last 5 years: 1



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

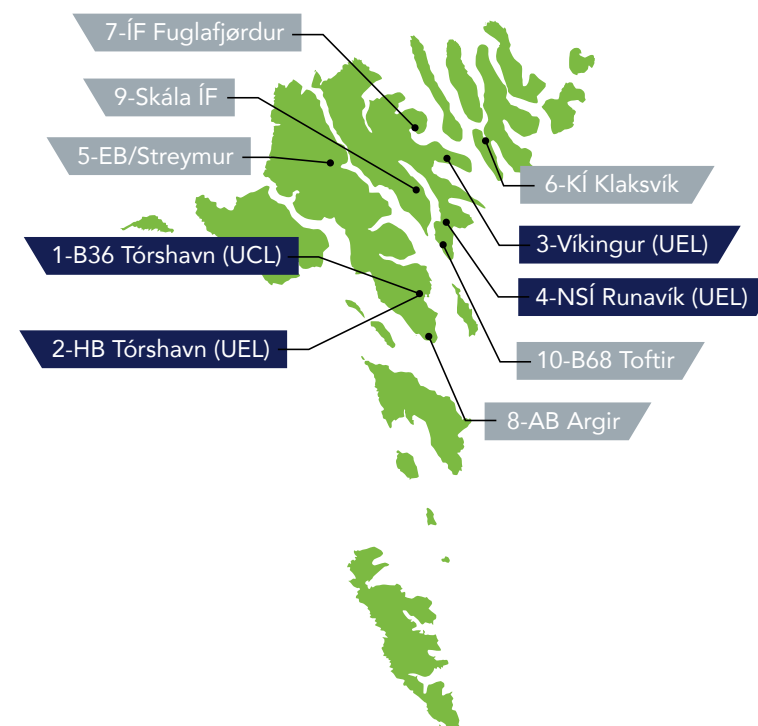
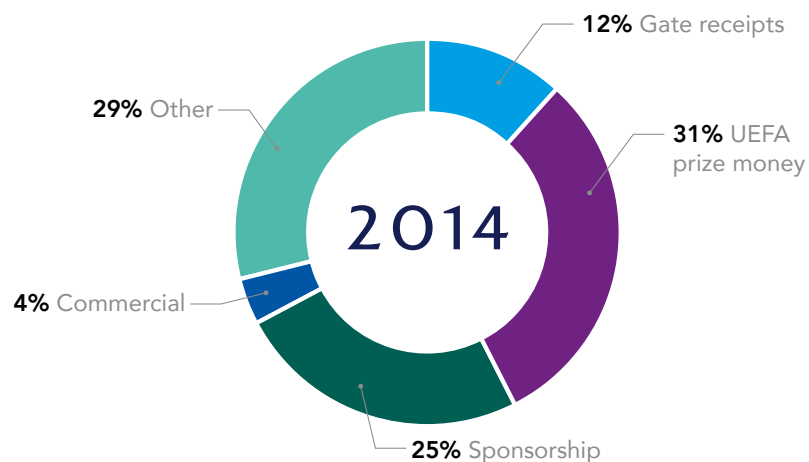
TOTAL: 15

“Since the introduction of club licensing in 2004, there have been many positive changes in Faroese club football in terms of the financial stability of clubs, club infrastructure, the level of professionalism in club administration and better educated club coaches.”

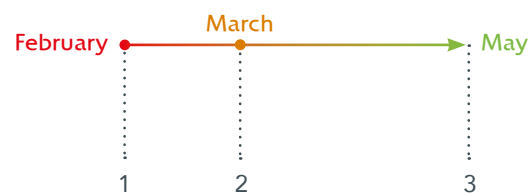
Ronnie Háfoss, Licensing Manager, Faroe Islands Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Season starts
- 3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

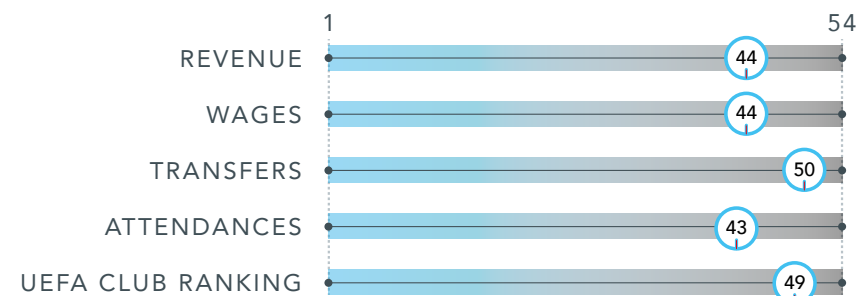
Clubs: 10

Club with highest revenue:
HB Tórshavn

Head coach qualifications:
A diploma (9), B diploma (1)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (1), Category 2 (1)



FINLAND

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 3

Consequence of being refused a domestic
license:
Relegation to a lower league

No. of top-division clubs refused a UEFA
licence in the last 5 years: 5



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

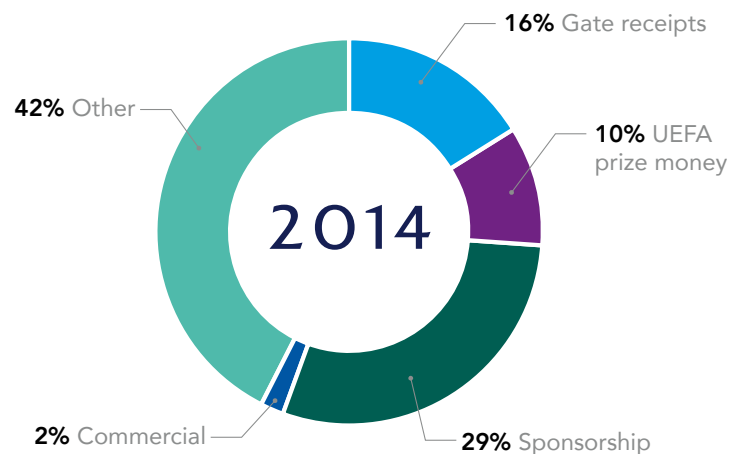
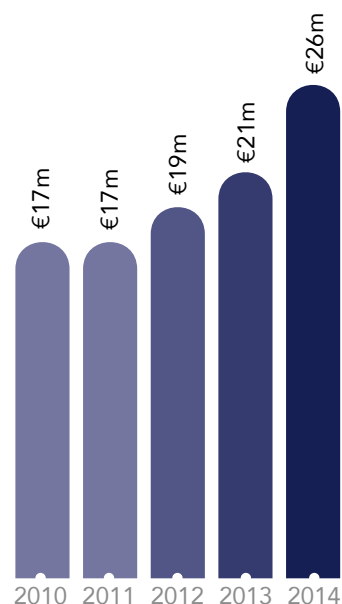
TOTAL: 16

“The club licensing system’s decision-making process is based on equality and compliance with the regulations in order to help the clubs and guarantee that the proper standards are met and progress will be achieved.”

Mikko Aitkoski, Licensing Manager, Football Association of Finland



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Season starts
- 3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

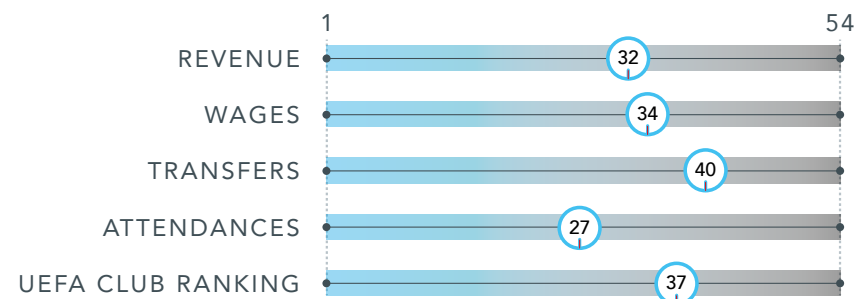
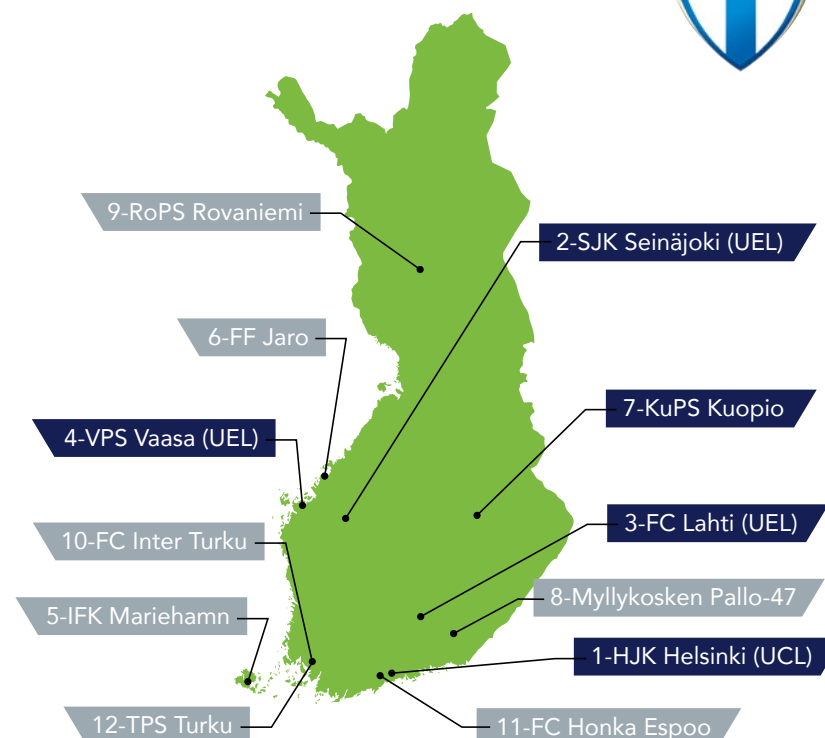
Clubs: 12

Club with highest revenue:
HJK Helsinki

Head coach qualifications:
Pro diploma (12), N/A (1)*

Clubs' legal structure:
Association (17%), limited company (83%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (1), Category 2 (2)



FRANCE

Domestic club licensing since:
2012/13

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Reduction in revenues distributed by
the league

No. of top-division clubs refused a UEFA
licence in the last 5 years: 38



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



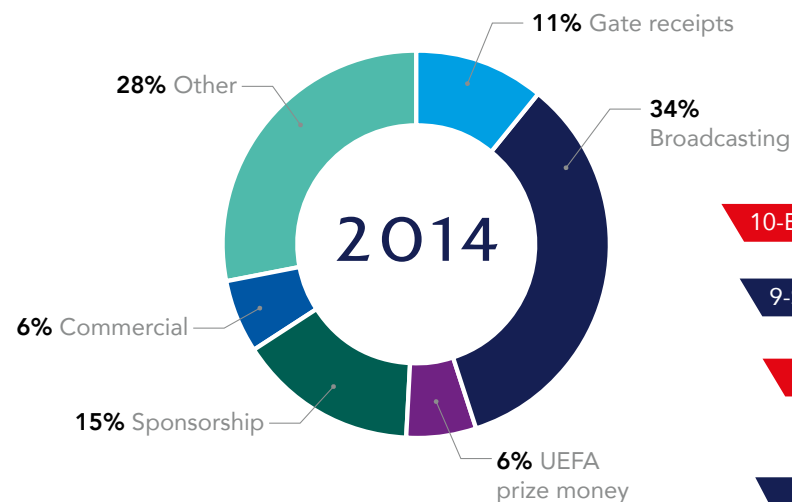
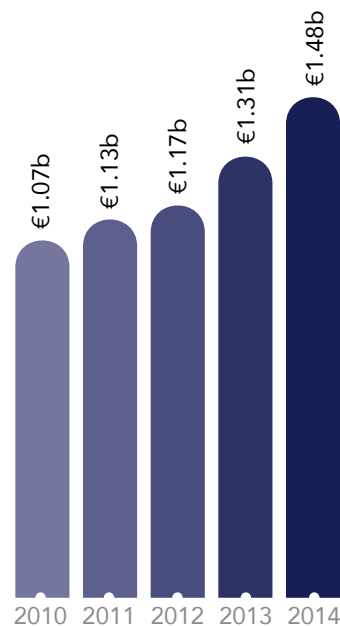
FIB & AB MEMBERS

TOTAL: 17

“Conceived as a development tool, club licensing was also designed
to reward clubs’ investment in their infrastructure and administration.”
Frédéric Thiriez, President of the French Football League



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

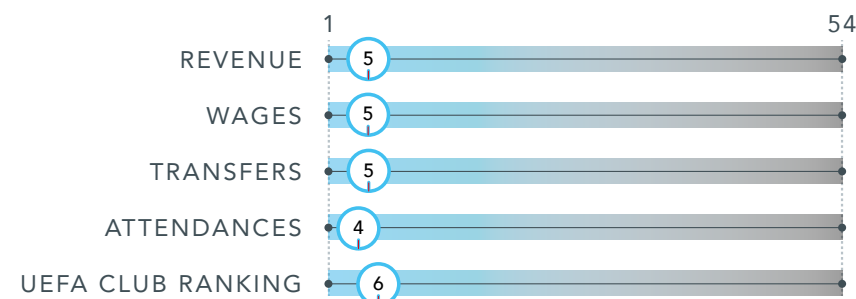
Clubs: 20

Club with highest revenue:
Paris Saint-Germain

Head coach qualifications:
Pro diploma (13), A diploma (2),
B diploma (1), undergoing UEFA coaching
diploma course (3), recognition of
competence (1)

Clubs' legal structure:
Association (5%), limited company (90%),
listed company (5%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (6)



FYR MACEDONIA

Domestic club licensing since:
2010/11

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
License:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 12



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

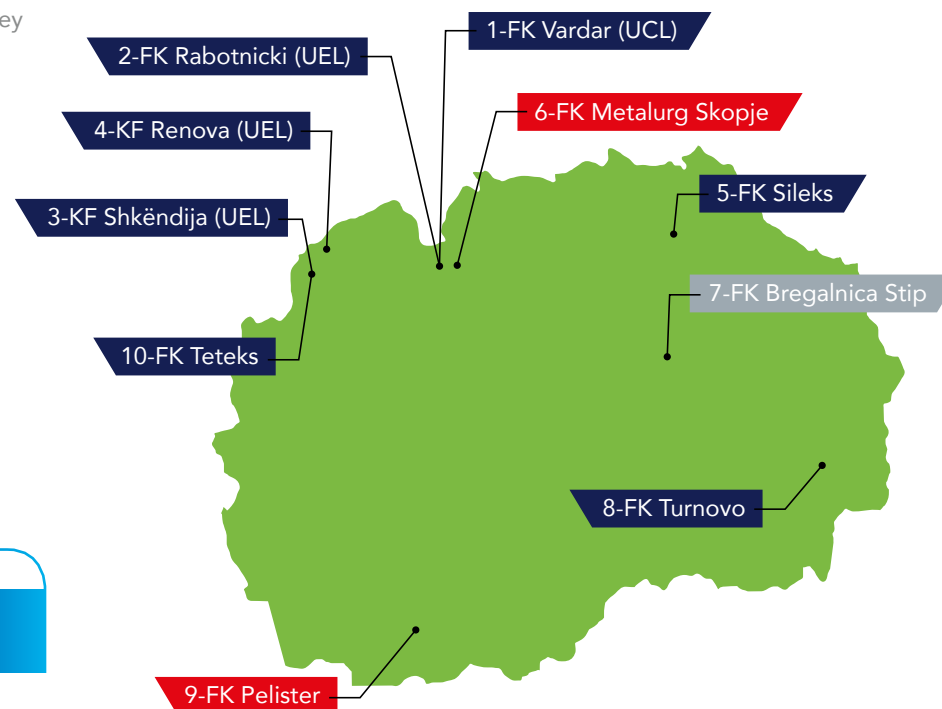
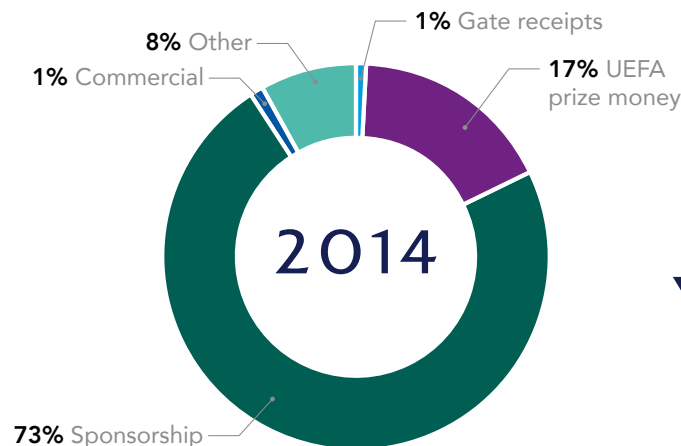
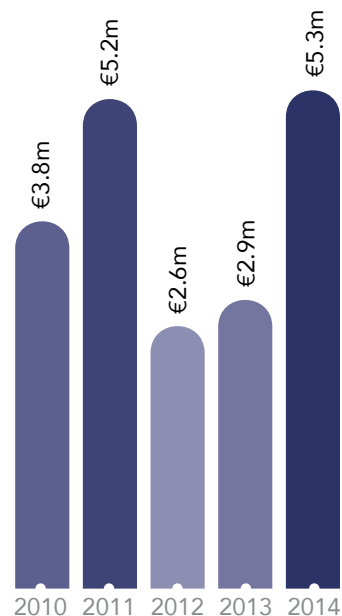
TOTAL: 17

“Equal status for all clubs in terms of sporting competition and the protection of the rights of all participants in the game will secure the prospect and development of clubs to more professional management.”

Mario Gjurginovski, Licensing Manager, Football Federation of FYR Macedonia



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

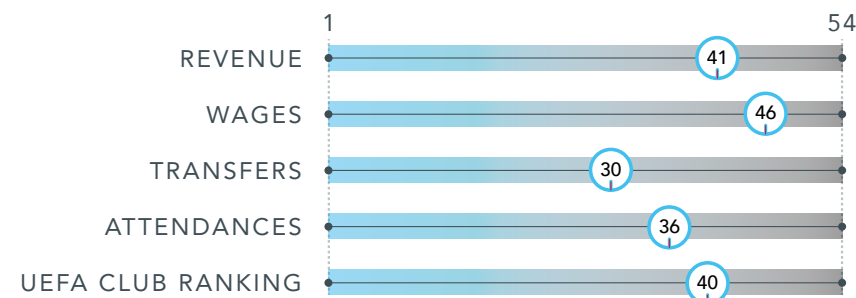
Clubs: 10

Club with highest revenue:
FK Vardar

Head coach qualifications:
Pro diploma (10)

Clubs' legal structure:
Joint stock company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (1)



GEORGIA

Domestic club licensing since:
2008/09

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in the top domestic division

No. of top-division clubs refused a domestic licence in the last 5 years: 13

Consequence of being refused a domestic licence:
Various sanctions including the potential non-admission to the domestic competition

No. of top-division clubs refused a UEFA licence in the last 5 years: 33



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

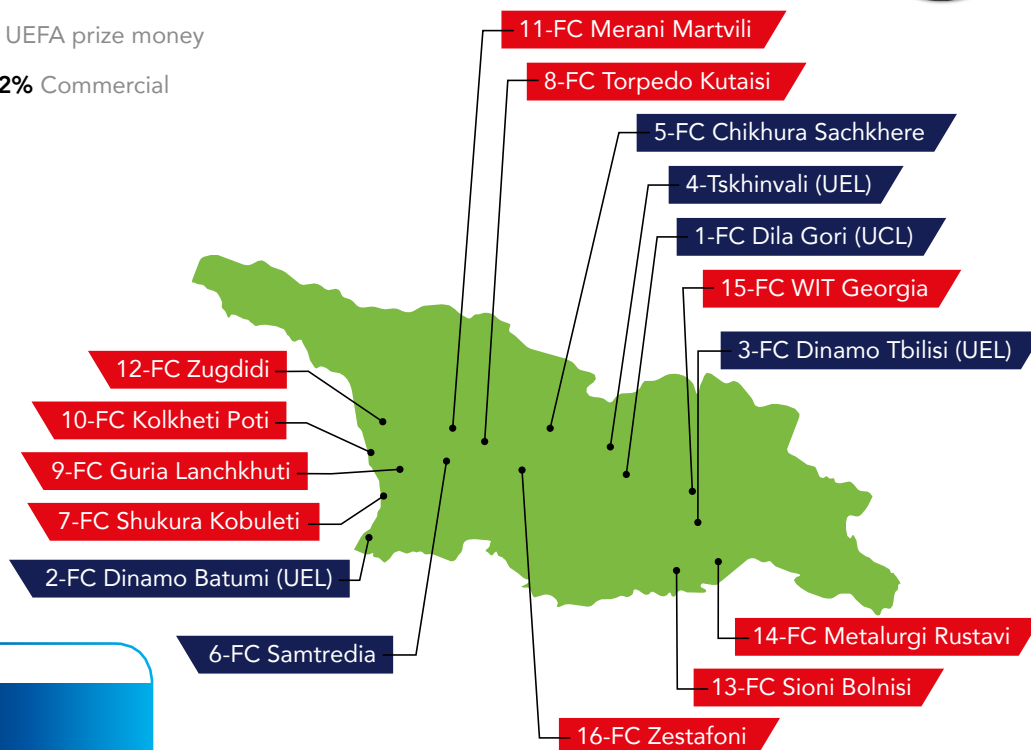
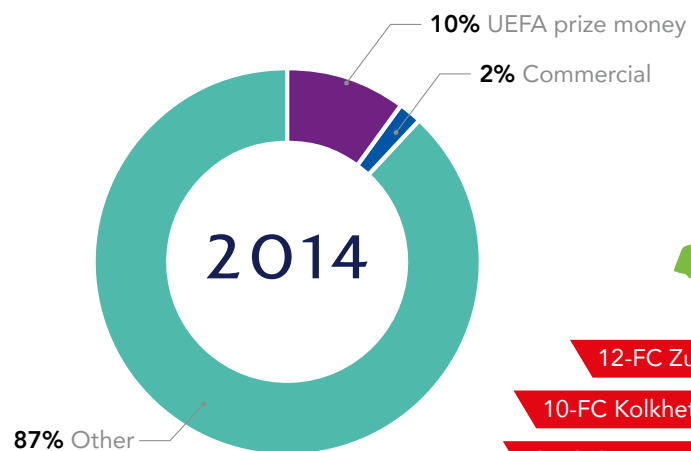
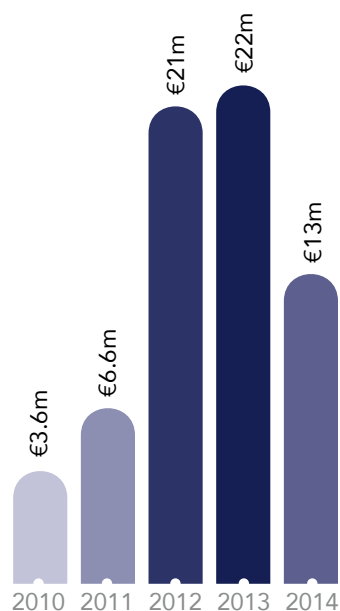
TOTAL: 17

“Club licensing is a very important part of the overall development of the game, and we can see this in practice. Unfortunately, adverse sporting results in football overshadow all those positive outcomes of the licensing process which have already been achieved: formation of youth football teams, development of infrastructure, hiring of professional staff in clubs etc. Nevertheless, we are pinning our hopes on the achievements which surely will yield its results both on and off the pitch.”

Bakar Jordania, Licensing Manager, Georgian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS

May → August

- 1 • Deadlines for UEFA and domestic club licensing decisions
- 2 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

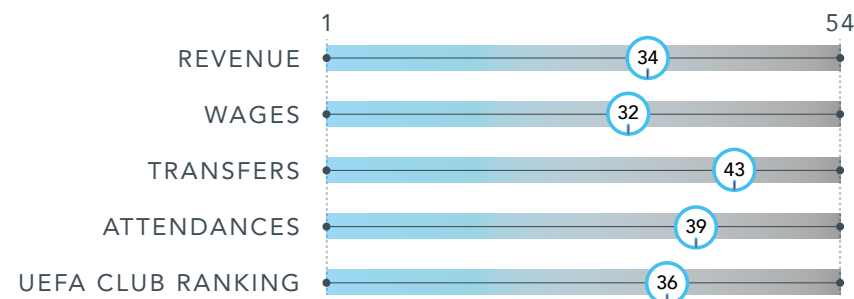
Clubs: 16

Club with highest revenue:
FC Dinamo Tbilisi

Head coach qualifications:
Pro diploma (2), A diploma (14)

Clubs' legal structure:
Association (31%), limited company (69%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (1), Category 3 (1), Category 2 (1)



GERMANY

Domestic club licensing since:
1965/66

Type of club licensing system:
One licence for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

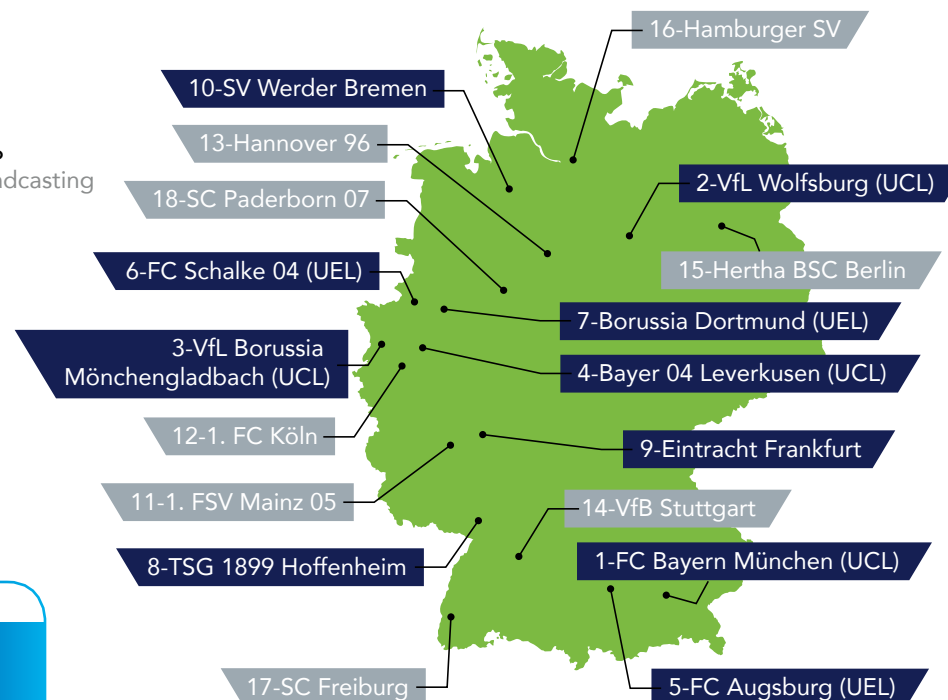
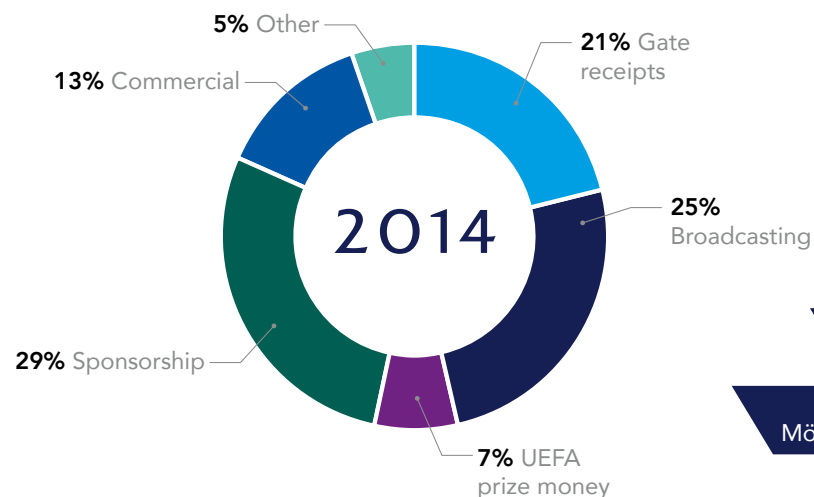
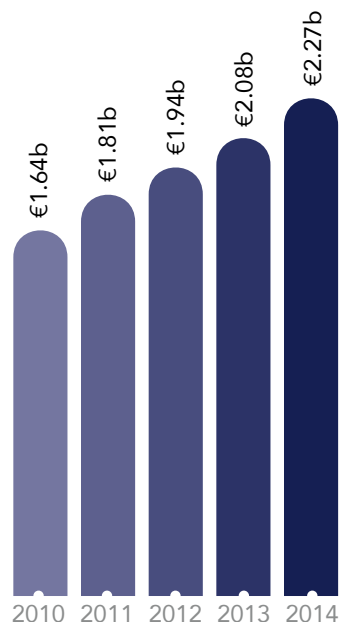
TOTAL: 20

"If we did not already have our club licensing system, we would have to
invent it right away, just as it is now."

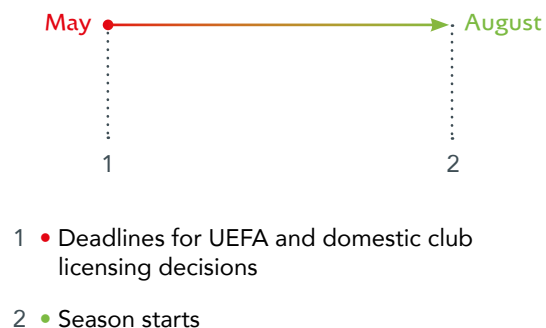
Hinrich Von Hallen, Werder Bremen



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

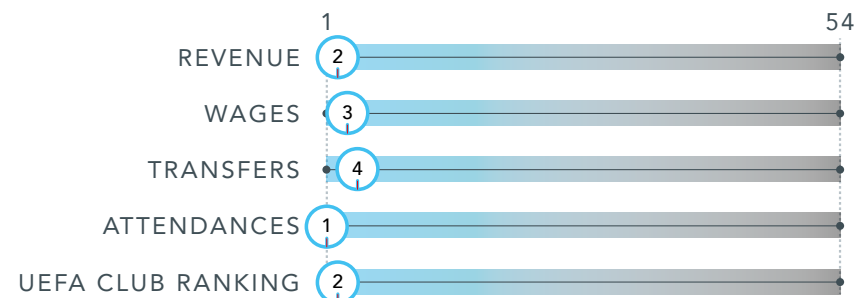
Clubs: 18

Club with highest revenue:
FC Bayern München

Head coach qualifications:
Pro diploma (18)

Clubs' legal structure:
Association (28%), limited company (50%),
listed company (6%), joint stock company (16%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (7)



GIBRALTAR

Domestic club licensing since:

No domestic licensing system

Type of club licensing system:

UEFA licence only

Scope of club licensing system:

For UEFA club competitions only

No. of top-division clubs refused a domestic licence in the last 5 years: N/A

Consequence of being refused a domestic licence: N/A

No. of top-division clubs refused a UEFA licence in the last 5 years: 3



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

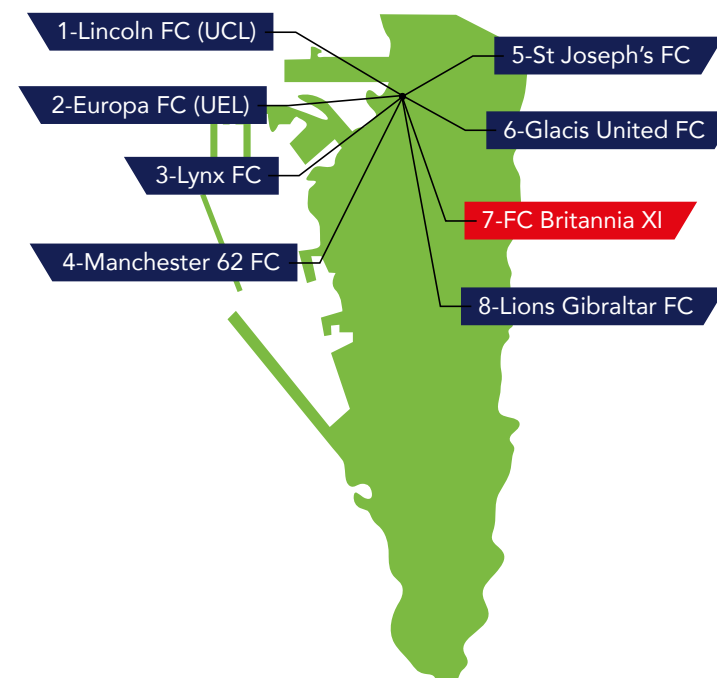
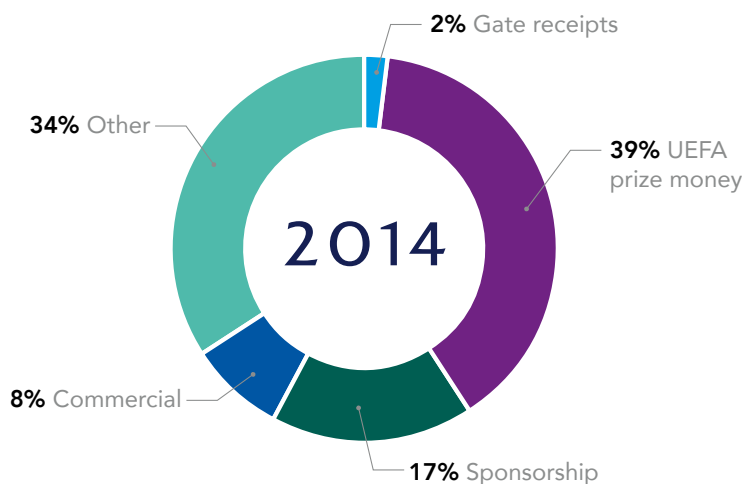
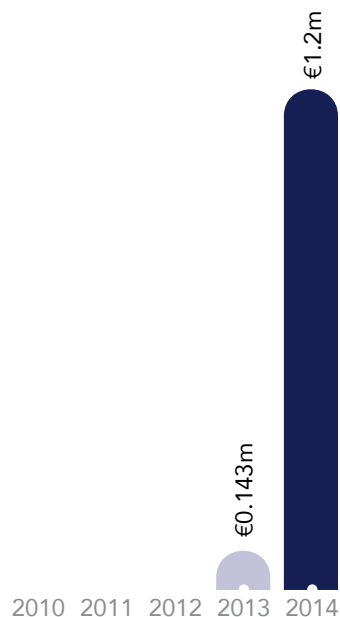
TOTAL: 15

“Club licensing has become an essential process and a platform for our clubs to elevate their status from amateur to professional. It has also become a fundamental tool for our association to regulate our clubs and let them know with unquestionable clarity what we expect from them.”

Ivan Robba, Licensing Manager, Gibraltar Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

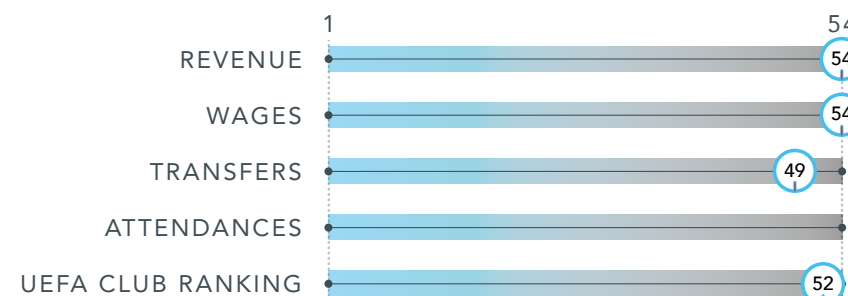
Clubs: 8

Club with highest revenue: Lincoln FC

Head coach qualifications:
Pro diploma (3), A diploma (1), B diploma (1), non-UEFA coaching diploma (2), no qualification (1)

Clubs' legal structure:
Association (38%), limited company (62%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (1)



GREECE

Domestic club licensing since:
2008/09

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 12

Consequence of being refused a domestic
licence:
Reduction in distribution of commercial
revenues, ban on the registration of new
players

No. of top-division clubs refused a UEFA
licence in the last 5 years: 21



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

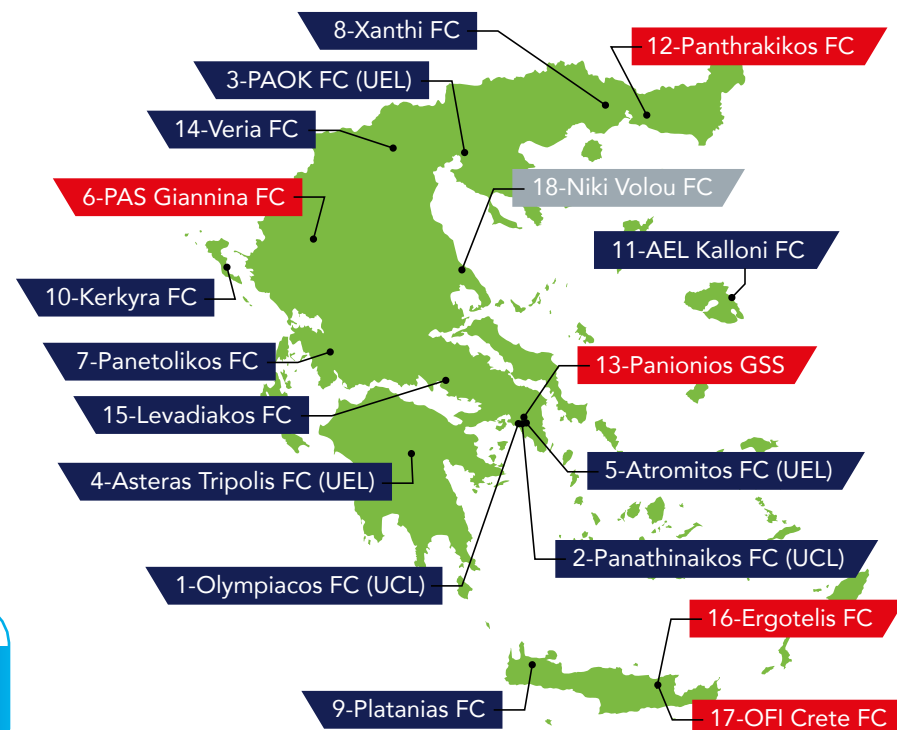
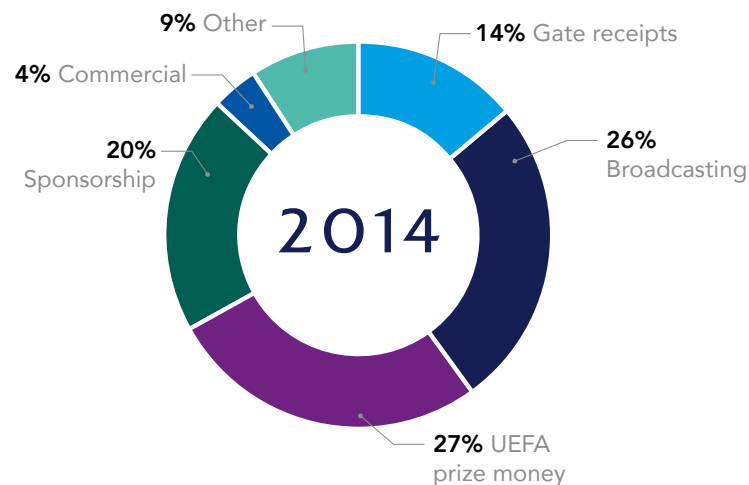
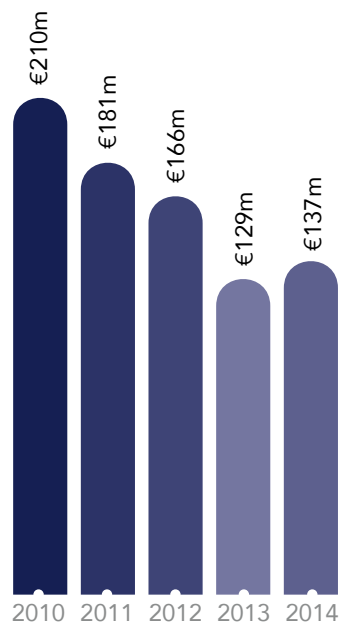
TOTAL: 12

“In spite of the recent economic situation in Greece, club licensing has helped Greek clubs ensure that they can operate with some stability and make sure that certain minimum standards are met.”

George Dimitriou, Licensing Manager, Hellenic Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

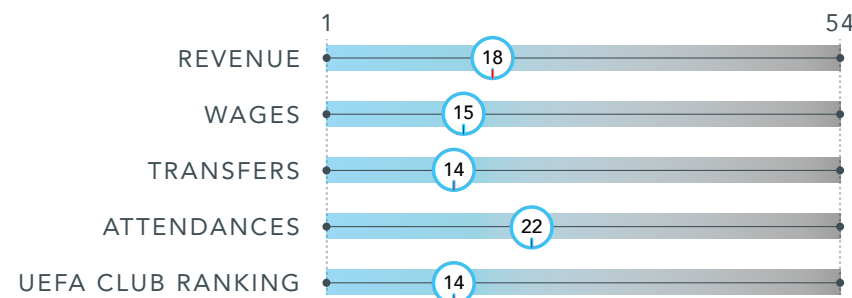
Clubs: 18

Club with highest revenue: Olympiacos FC

Head coach qualifications:
Pro diploma (15), A diploma (1), undergoing UEFA coaching diploma course (1), no qualification (1)

Clubs' legal structure:
Limited company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (4), Category 2 (1)



HUNGARY

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 2 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 6

Consequence of being refused a domestic licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA licence in the last 5 years: 5



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

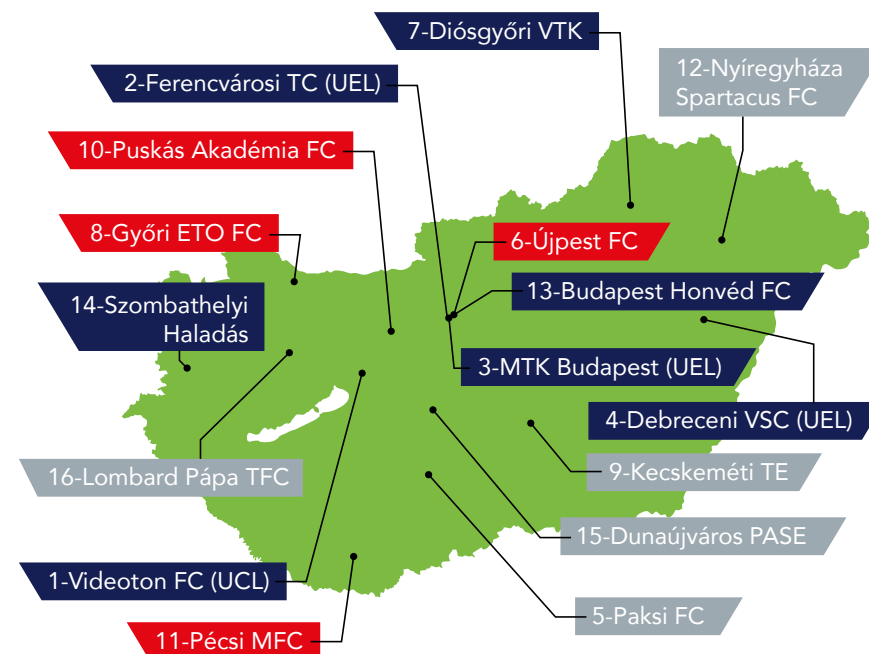
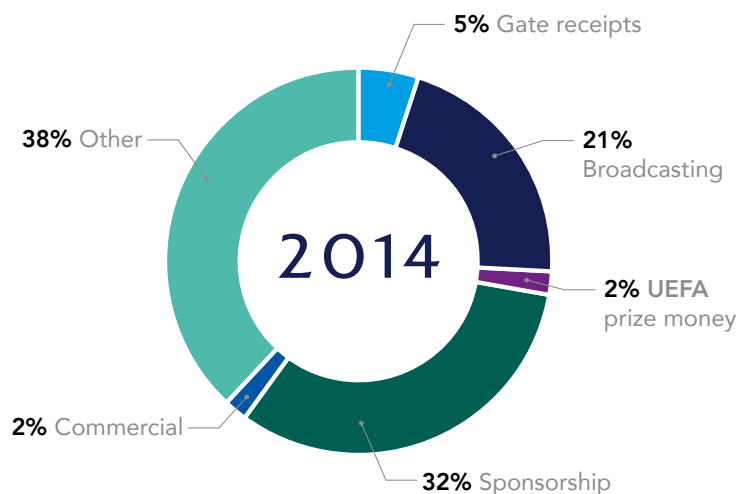
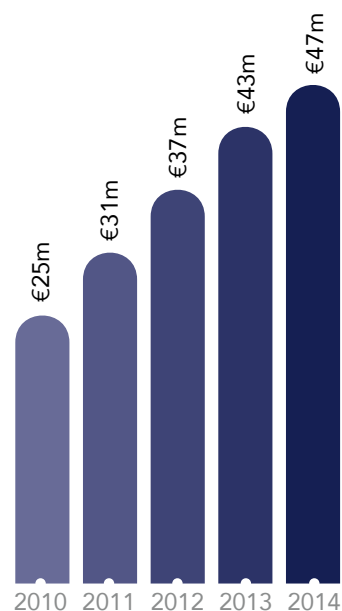
TOTAL: 20

“Club licensing is a complex system that helps both the national association and the clubs. Clubs in the top two divisions are monitored on the basis of generally accepted rules to ensure that they are able to fulfil their financial obligations in time and able to complete the forthcoming football season.”

Gergely Reményi, Licensing Manager, Hungarian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

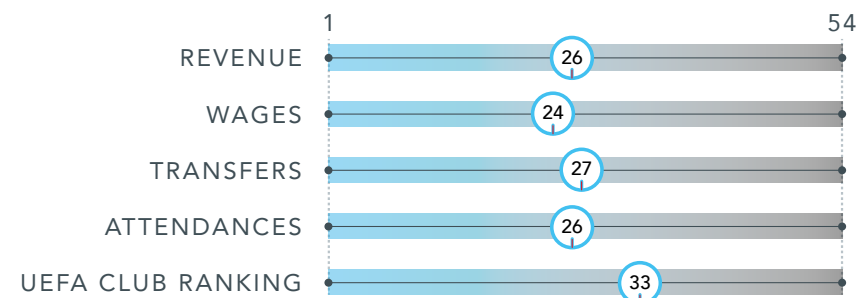
Clubs: 16

Club with highest revenue: Ferencvárosi TC

Head coach qualifications: Pro diploma (14), A diploma (2)

Clubs' legal structure: Limited company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 4 (2), Category 3 (1), Category 2 (1)



ICELAND

Domestic club licensing since:
2004

Type of club licensing system:
One licence for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS

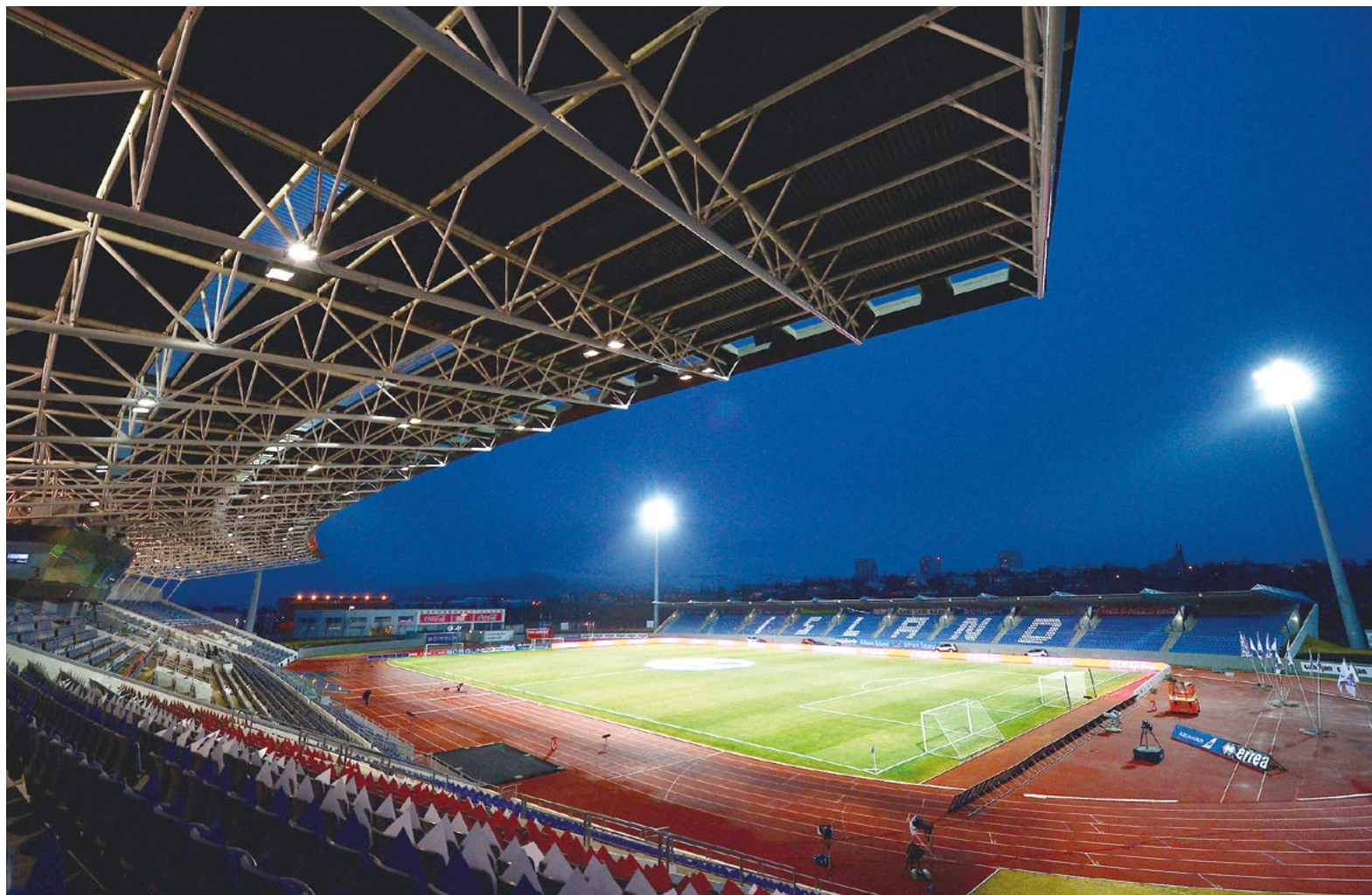


FIB & AB MEMBERS

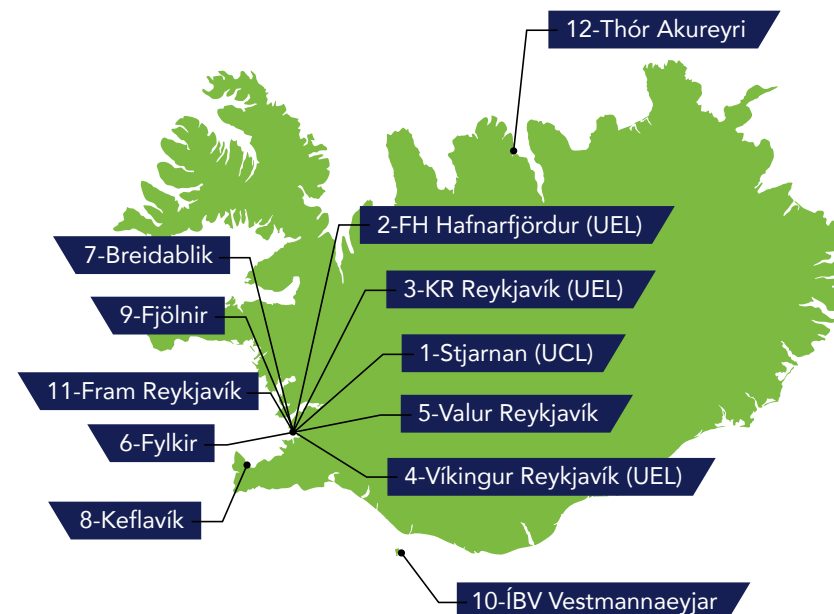
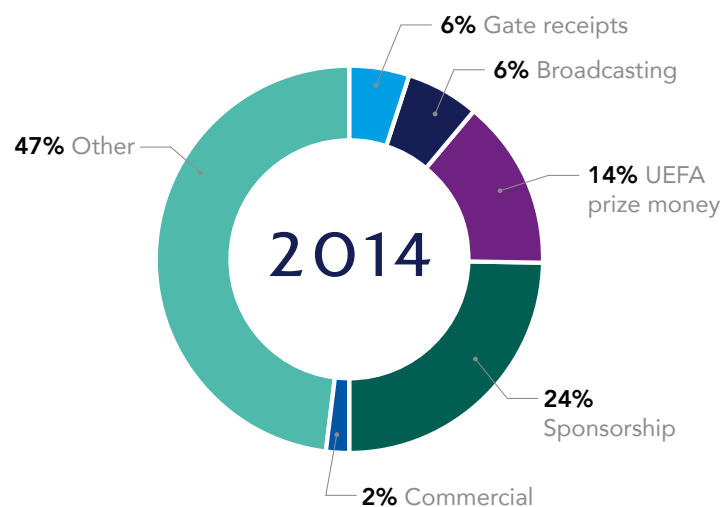
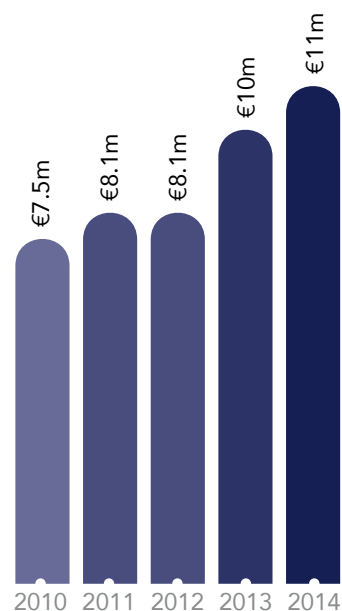
TOTAL: 17

“The demand for an absence of overdue payables towards employees should also be mentioned. The local media, coaches and players are all well aware of the Icelandic club licensing system and its zero-tolerance to non-fulfilment of club’s contractual obligations towards employees. Wage disputes are practically non-existent.”

Ómar Smárason, Licensing Manager, Football Association of Iceland



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014 TOP-DIVISION LICENSING DATA

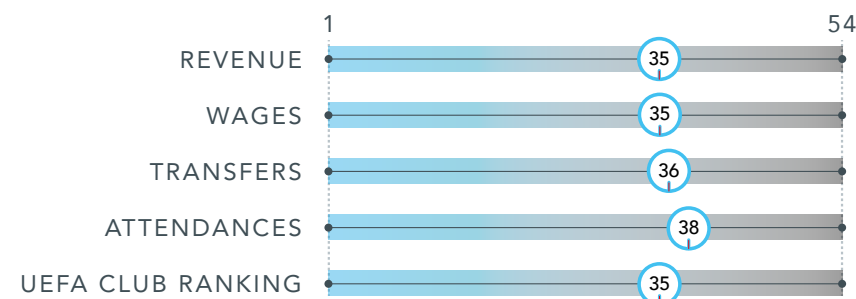
Clubs: 12

Club with highest revenue: Stjarnan

Head coach qualifications: A diploma (12)

Clubs' legal structure: Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 2 (4)



ISRAEL

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Financial sanctions

No. of top-division clubs refused a UEFA
licence in the last 5 years: 19



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

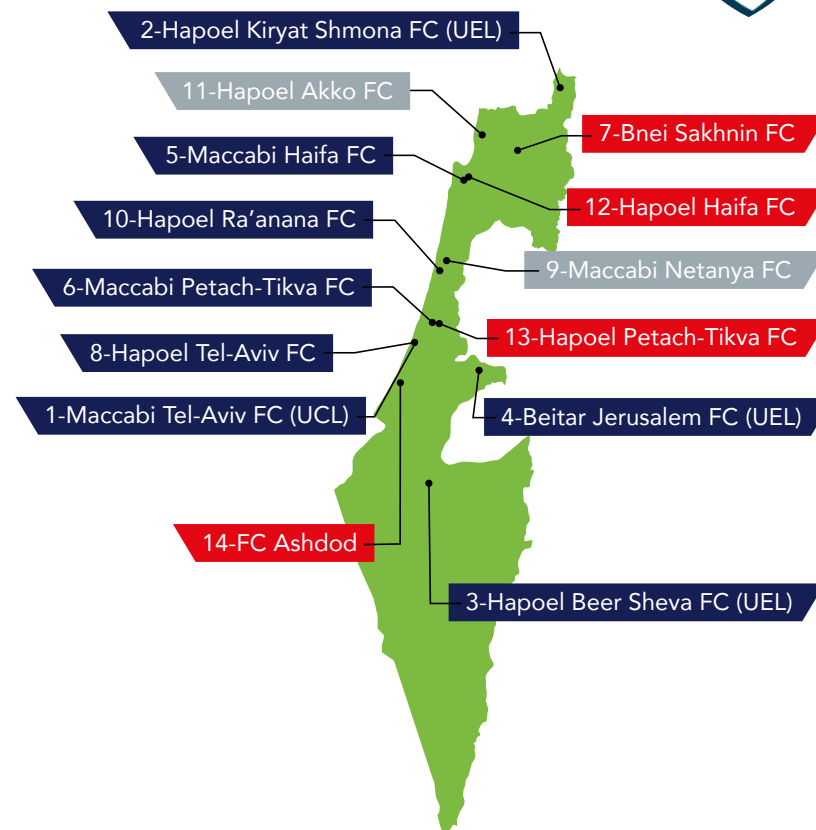
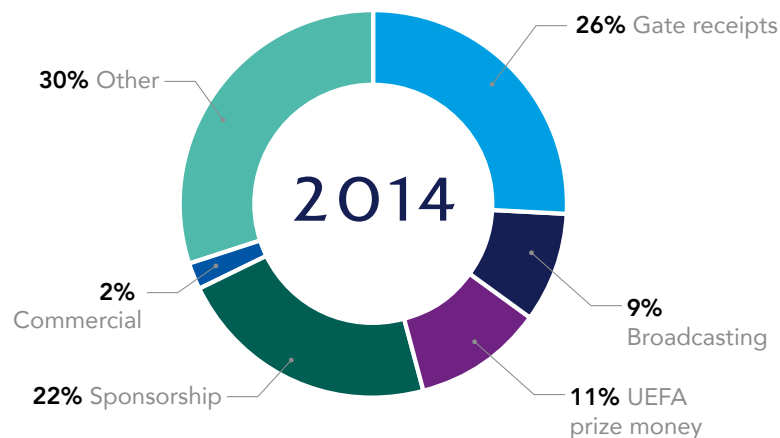
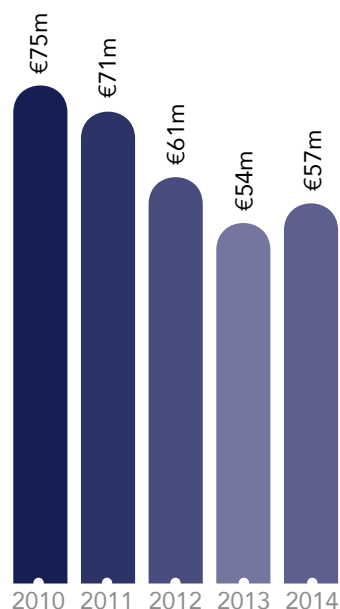
TOTAL: 19

"The club licensing process has helped our clubs' administrations to be more organised and more efficient in all aspects."

Amir Navon, Licensing Manager, Israel Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS

May → August

- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

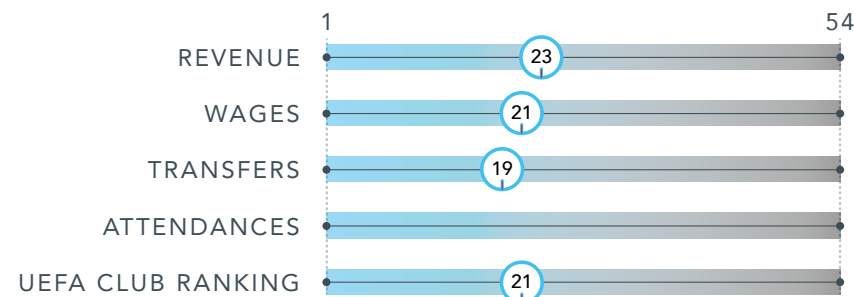
Clubs: 14

Club with highest revenue:
Maccabi Tel-Aviv FC

Head coach qualifications:
Pro diploma (14)

Clubs' legal structure:
Limited company (50%), non-profit organisation (50%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (4)



ITALY

Domestic club licensing since:
2010/11

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 41



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

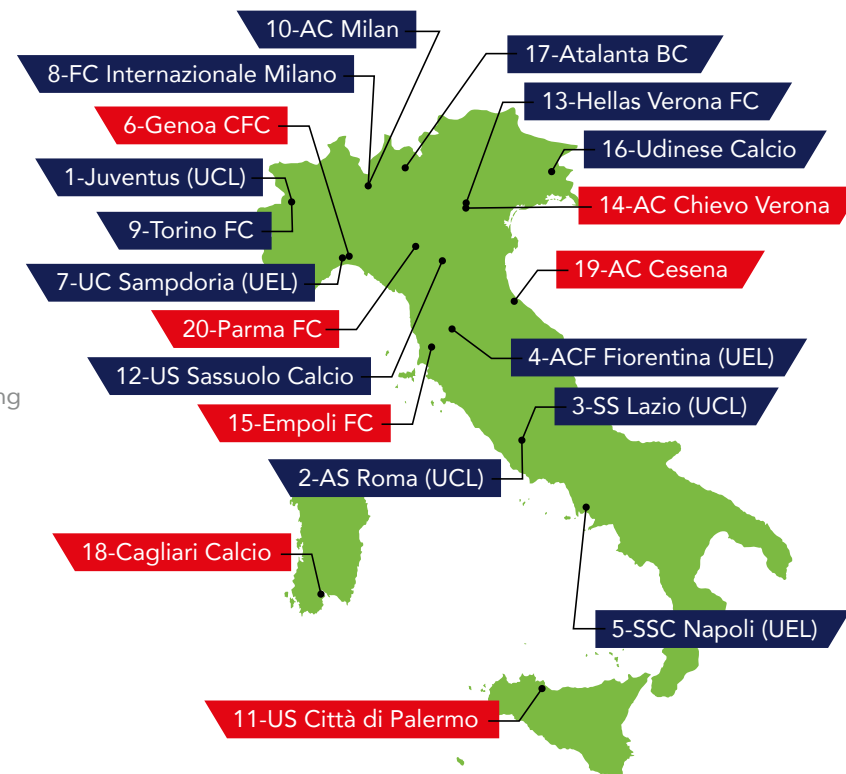
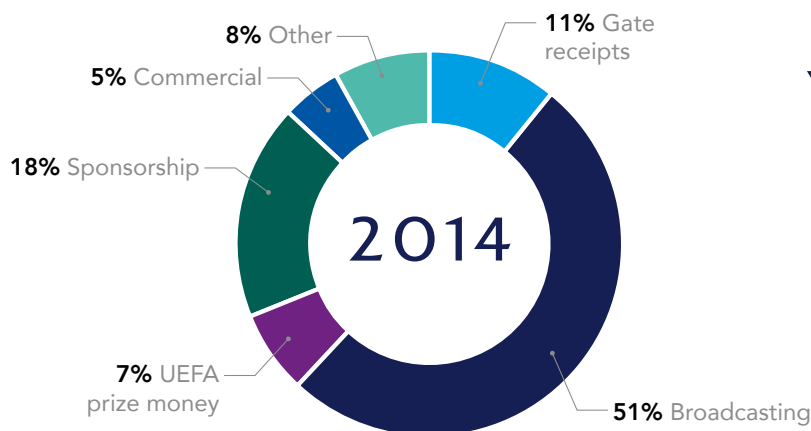
TOTAL: 22

"The introduction of the UEFA club licensing system has been a very important innovation, allowing national associations to monitor for the first time all different aspects of football club management. Furthermore, the principles of this system have been used by the associations for the implementation of domestic licensing systems."

Antonio Talarico, Licensing Manager, Italian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

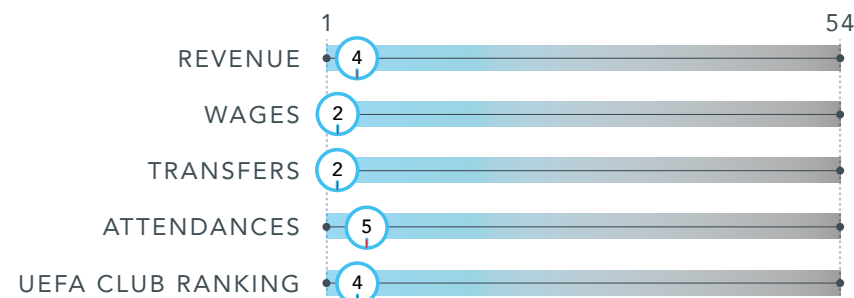
Clubs: 20

Club with highest revenue: Juventus

Head coach qualifications: Pro diploma (20)

Clubs' legal structure: Limited company (10%), joint stock company (75%), listed company (15%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 4 (5)



KAZAKHSTAN

Domestic club licensing since:
2008

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Ban on the registration of new players and/
or relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 40



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

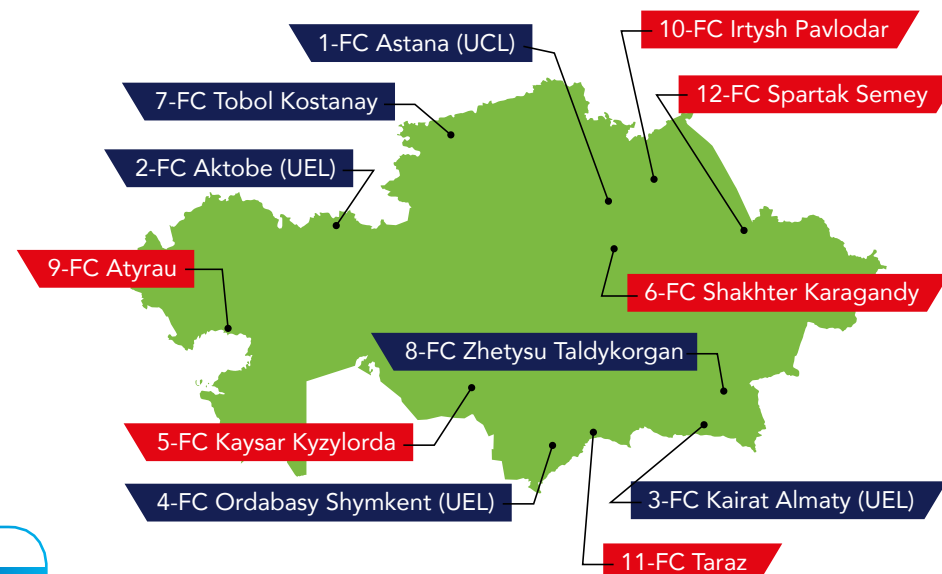
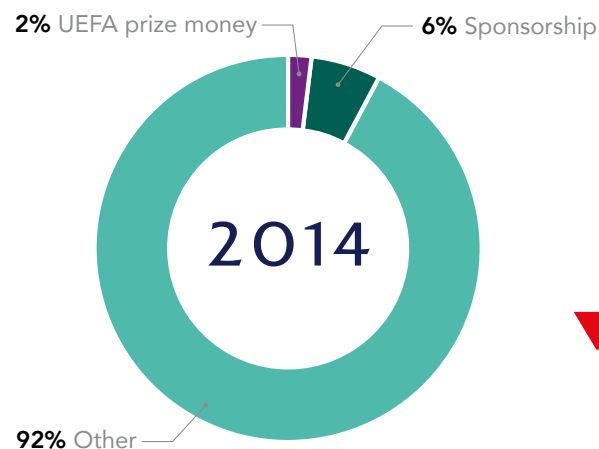
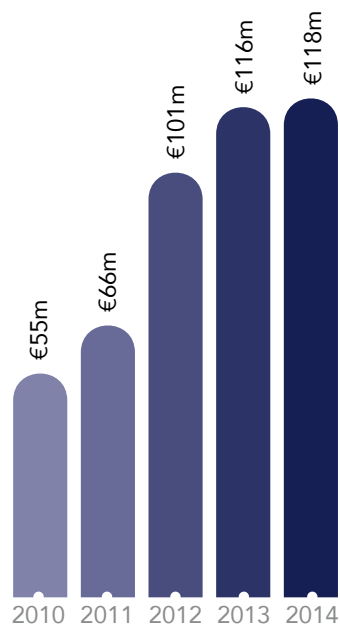
TOTAL: 17

“The internal licensing of clubs has allowed the optimisation of monitoring
processes and the strengthening of financial discipline, as well as ensuring
the rational use of club finances.”

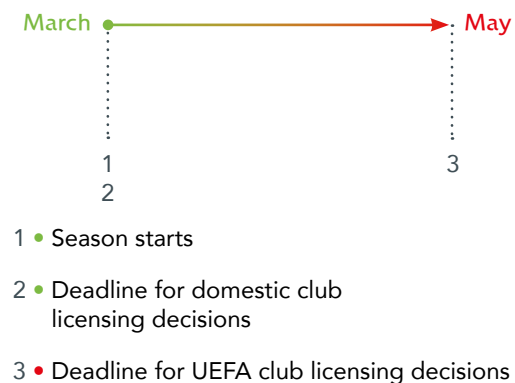
Aliya Srymova, Licensing Manager, Football Federation of Kazakhstan



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN

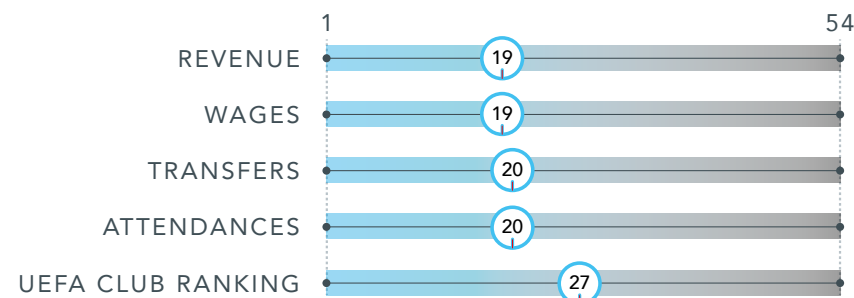


TIMELINE FOR LICENSING DECISIONS



2014 TOP-DIVISION LICENSING DATA

Clubs: 12
 Club with highest revenue:
 FC Kairat Almaty
 Head coach qualifications:
 Pro diploma (11), A diploma (1)
 Clubs' legal structure:
 Joint stock company (26%), limited liability partnership (50%), private establishment (8%), communal state government enterprise (8%), communal enterprise on the economic jurisdiction (8%)
 Stadiums to be used in UEFA club competitions by licensed clubs:
 Category 4 (1), Category 3 (2), Category 2 (1)



LATVIA

Domestic club licensing since:
2006

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 2

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 1



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

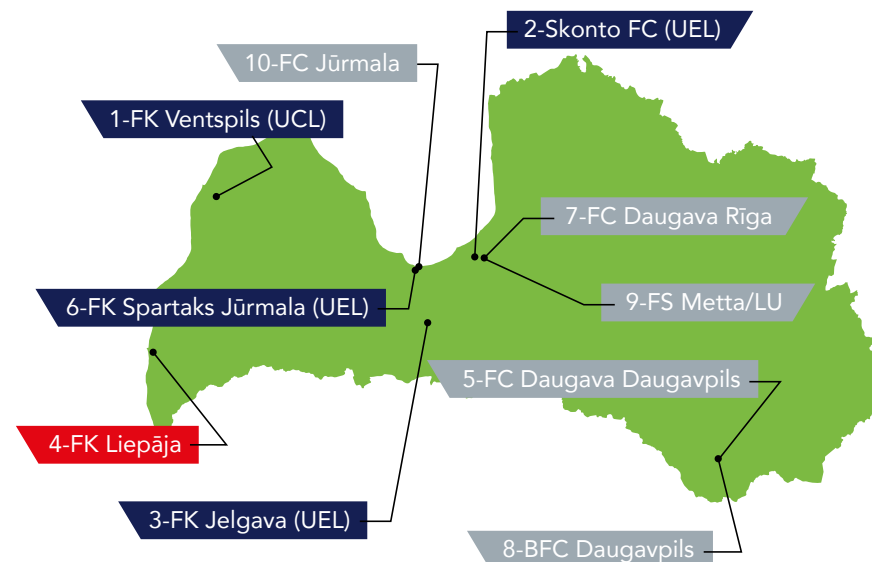
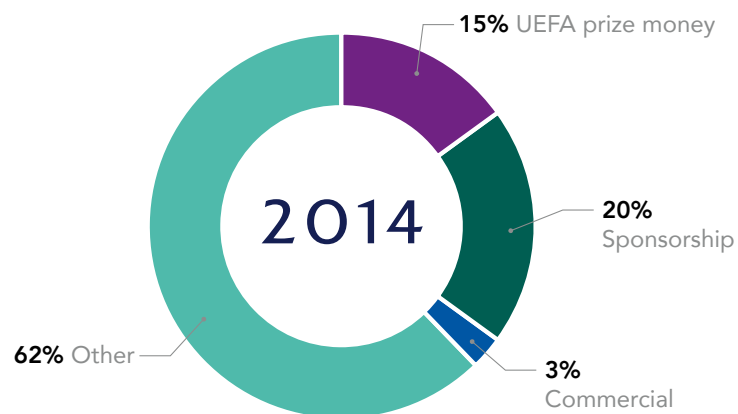
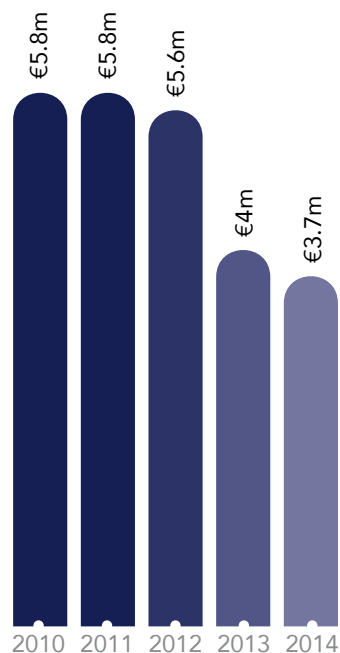
TOTAL: 14

“Club licensing in Latvia has helped to achieve proper football organisation
and management on and off the field of play since 2006.”

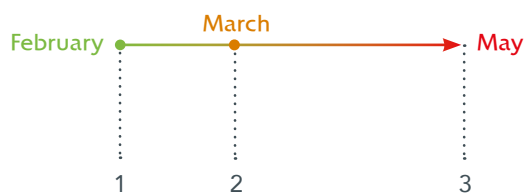
Arturs Gaidels, Licensing Manager, Latvian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



1 • Deadline for domestic club licensing decisions

2 • Season starts

3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

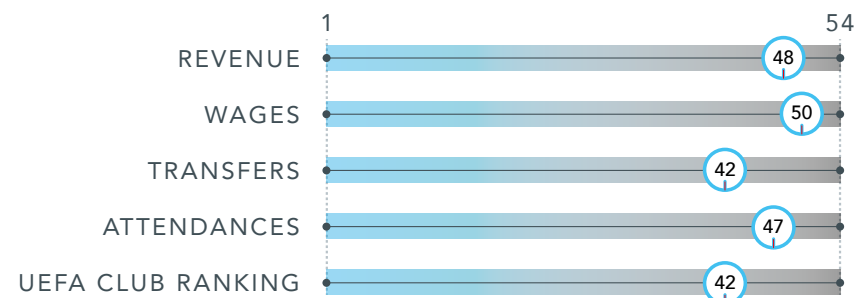
Clubs: 10

Club with highest revenue:
FK Ventspils

Head coach qualifications:
Pro diploma (6), A diploma (4)

Clubs' legal structure:
Association (50%), limited company (50%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (1), Category 2 (3)



LIECHTENSTEIN

Domestic club licensing since:
2004/05

Type of club licensing system:
One licence for UEFA and domestic
competitions*

Scope of club licensing system:
For UEFA club competitions and
clubs participating in the national cup
competition

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
No participation in national cup competition

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

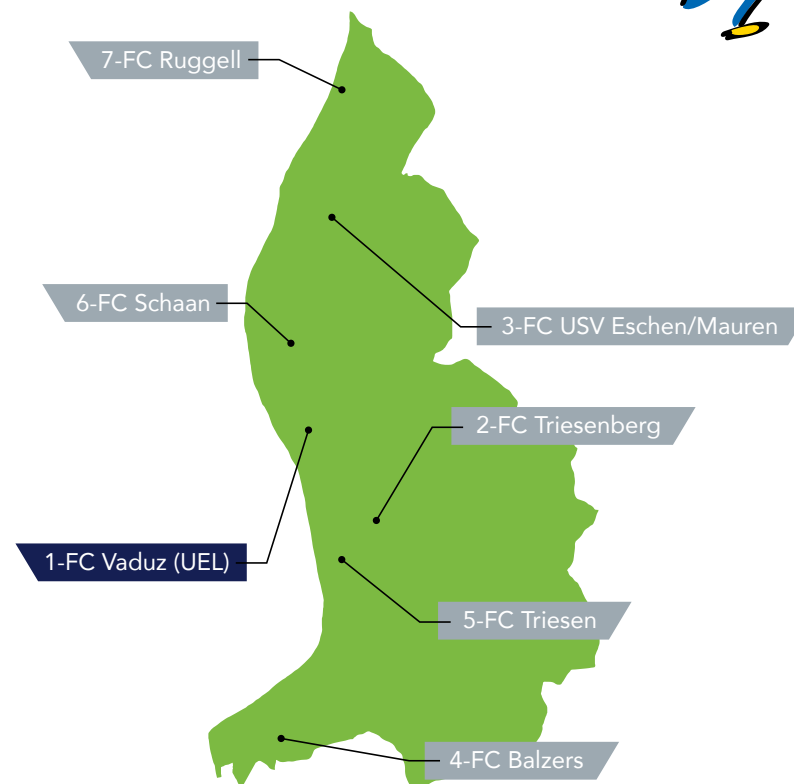
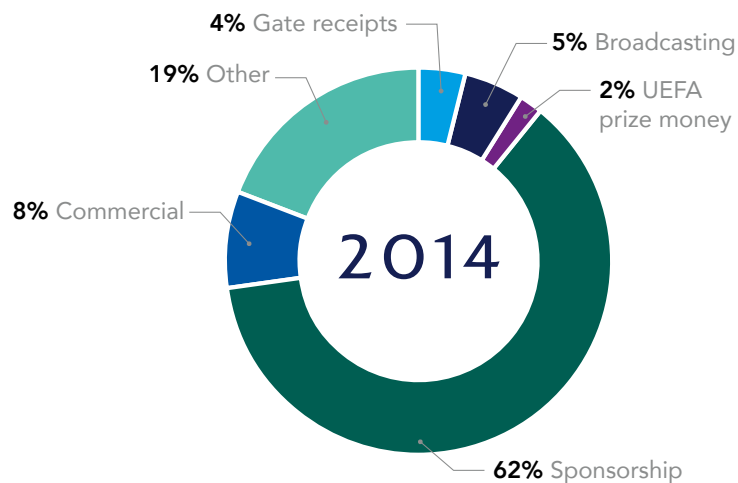
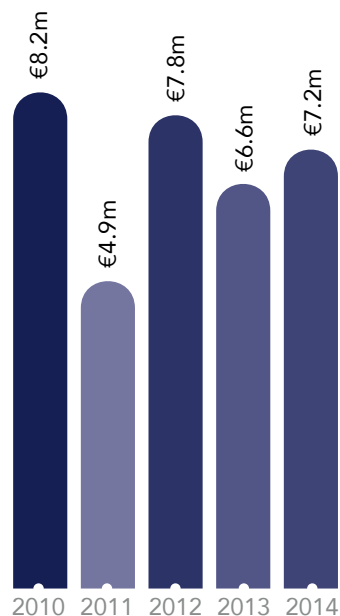
TOTAL: 15

“For small associations like Liechtenstein, it is difficult to find the right level to implement all the criteria. Ultimately, though, club licensing has improved the processes and the organisation of all our clubs and is well accepted.”

Monika Burgmeier-Zuppiger, Licensing Manager, Liechtenstein Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

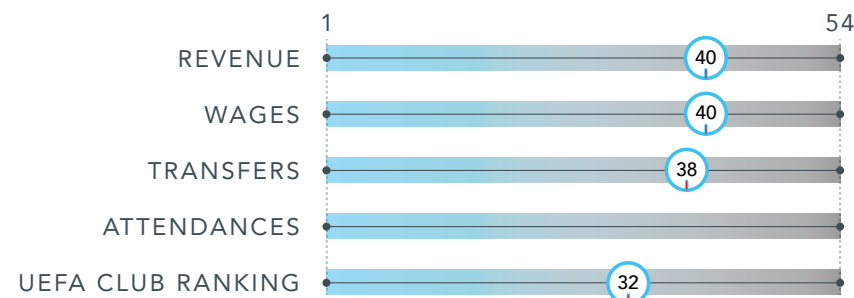
Clubs: 7

Club with highest revenue:
FC Vaduz

Head coach qualifications:
Pro diploma (1), A diploma (3), B diploma (1),
non-UEFA diploma (1), no qualifications (1)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 3 (1)



LITHUANIA

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 3 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 5

Consequence of being refused a domestic licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA licence in the last 5 years: 1



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

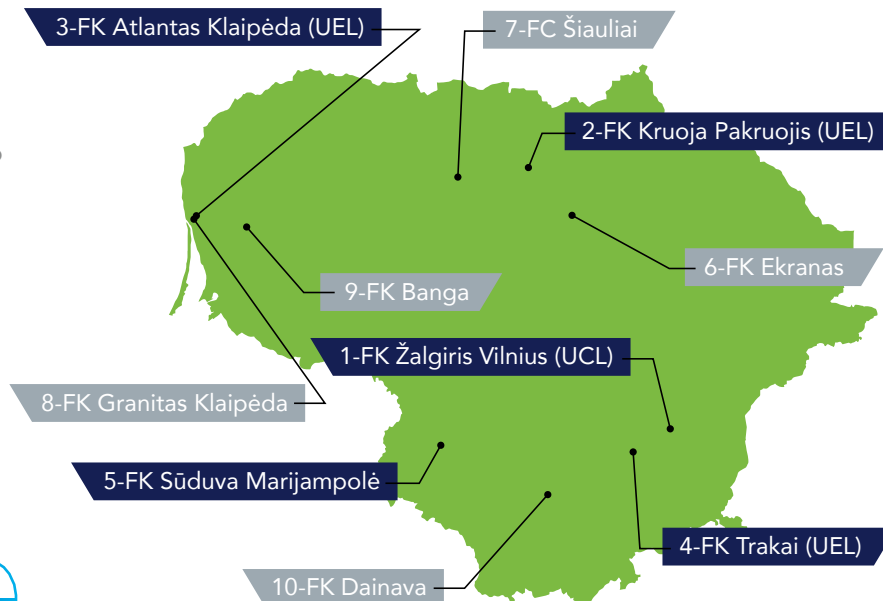
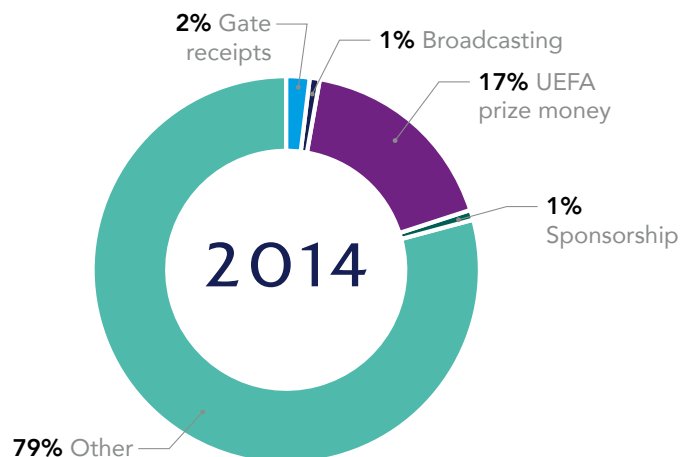
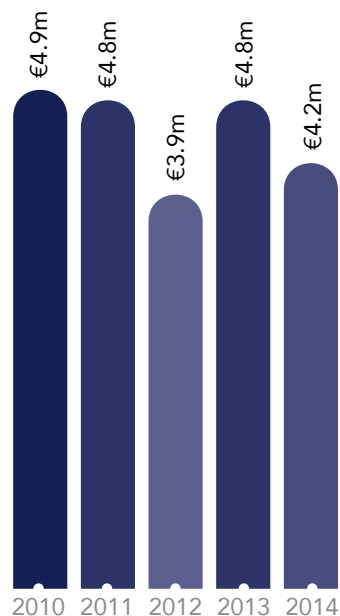
TOTAL: 17

"The club licensing system in Lithuania is continuously developed every year and has recently expanded. In 2015, over fifty clubs have been participating in the system in three different leagues, which means all of them are working to a certain standard in legal, personnel, youth, infrastructure and financial areas. The scope of the club licensing system is now five times larger than when it was introduced in 2004/05."

Laurynas Zibolis, Licensing Manager, Lithuanian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS

February → May

1
2

3

1 • Season starts

2 • Deadline for domestic club licensing decisions

3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

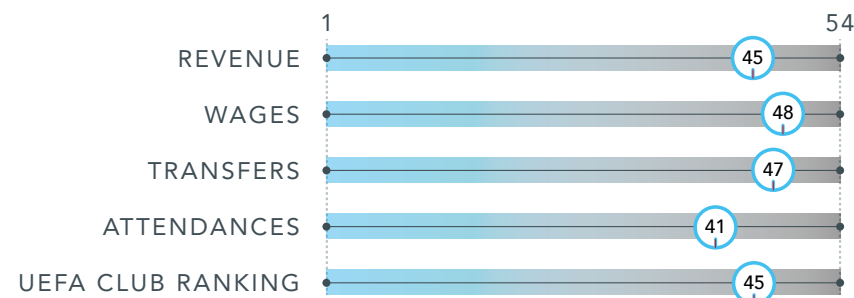
Clubs: 10

Club with highest revenue:
FK Žalgiris Vilnius

Head coach qualifications:
Pro diploma (6), A diploma (1), undergoing UEFA coaching diploma course (3)

Clubs' legal structure:
Association (20%), public entities (80%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (1), Category 2 (2)



LUXEMBOURG

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in the top domestic division

No. of top-division clubs refused a domestic licence in the last 5 years: 1

Consequence of being refused a domestic licence:
Reduced solidarity payments from the association

No. of top-division clubs refused a UEFA licence in the last 5 years: 1



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

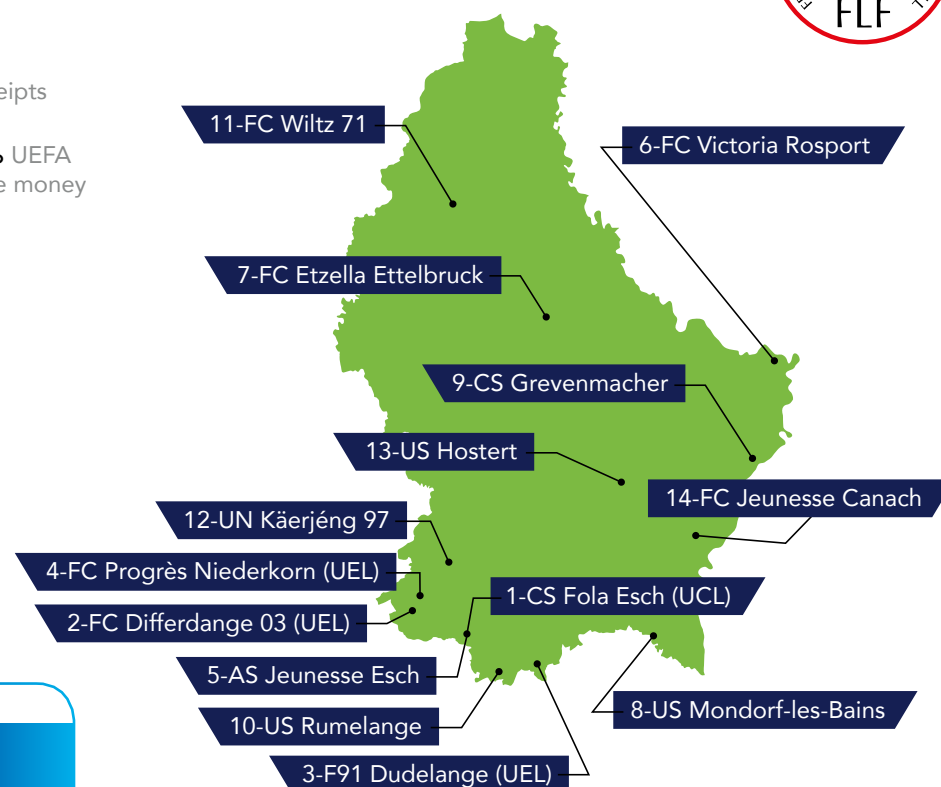
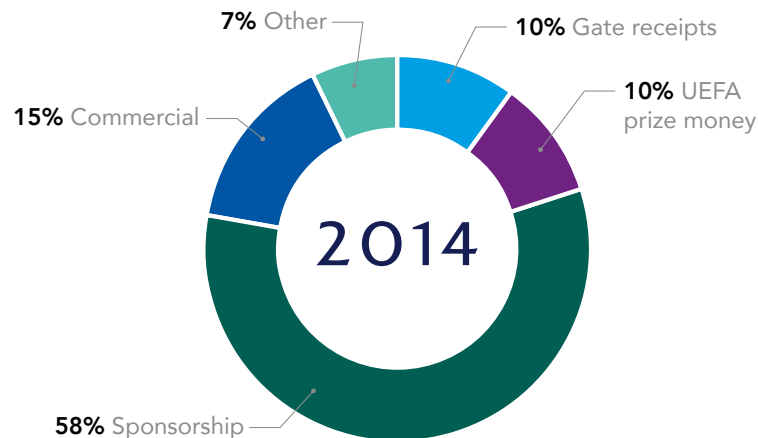
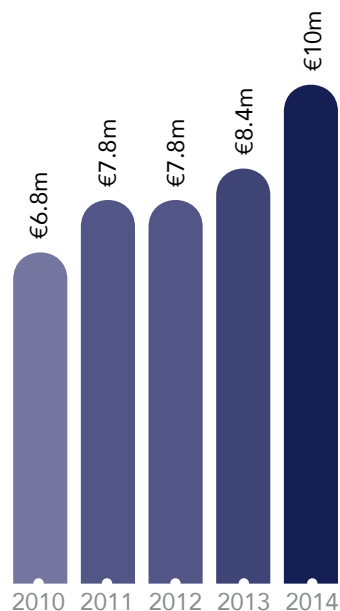
TOTAL: 15

"A demonstration of how clubs in Luxembourg have embraced the club licensing system is that in 12 years, only one club did not receive a licence."

Marc Diederich, Licensing Manager, Luxembourg Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

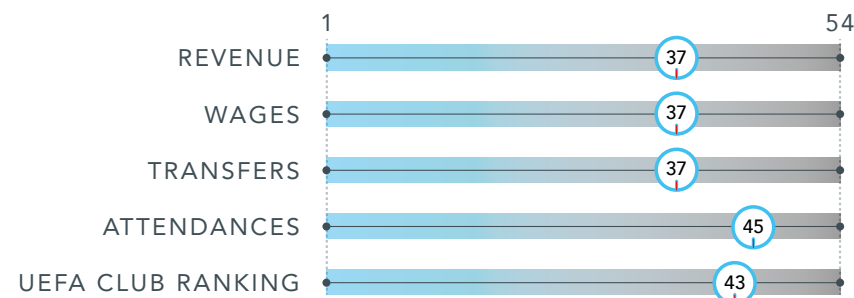
Clubs: 14

Club with highest revenue:
CS Fola Esch

Head coach qualifications:
Pro diploma (2), A diploma (12)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (3)



MALTA

Domestic club licensing since:
1999/2000

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 4 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 0

Consequence of being refused a domestic licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA licence in the last 5 years: 12



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

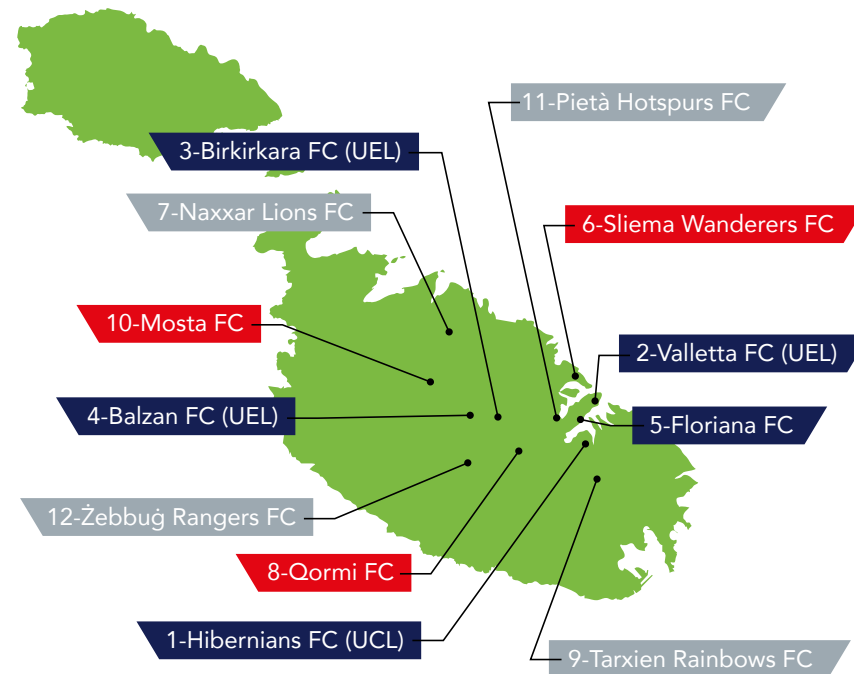
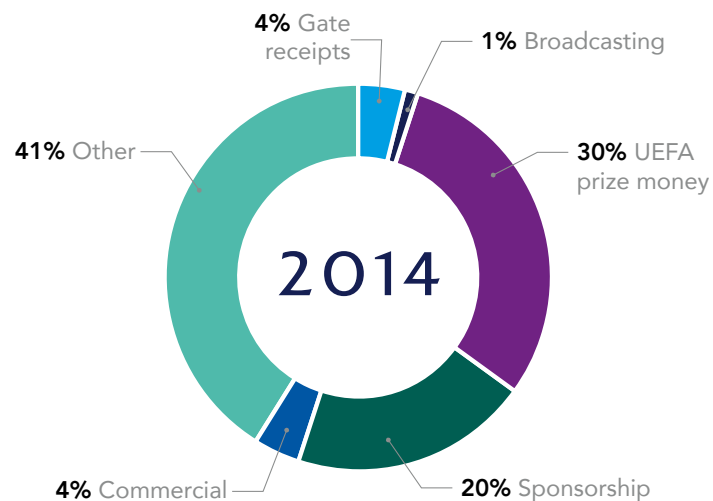
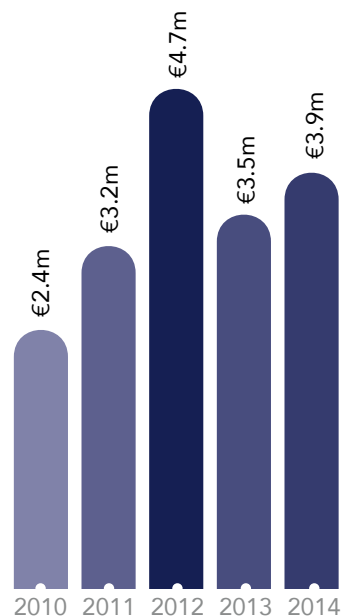
TOTAL: 18

“By implementing the licensing system, we have managed to save clubs from closing down for good.”

Mario Gauci, Licensing Manager, Malta Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

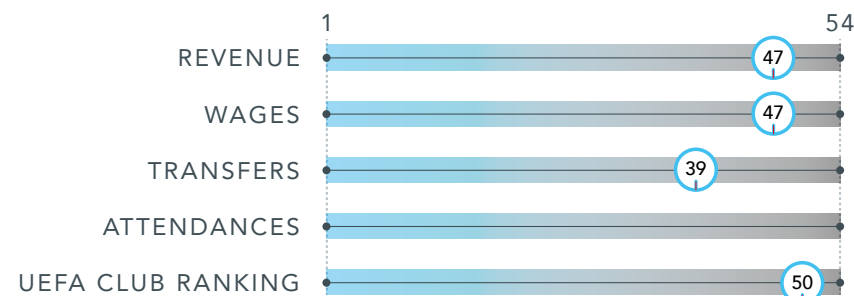
Clubs: 12

Club with highest revenue:
Birkirkara FC

Head coach qualifications:
A diploma (12)

Clubs' legal structure:
Non-profit organisation (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (1)



MOLDOVA

Domestic club licensing since:
2009/10

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 8

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 18



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

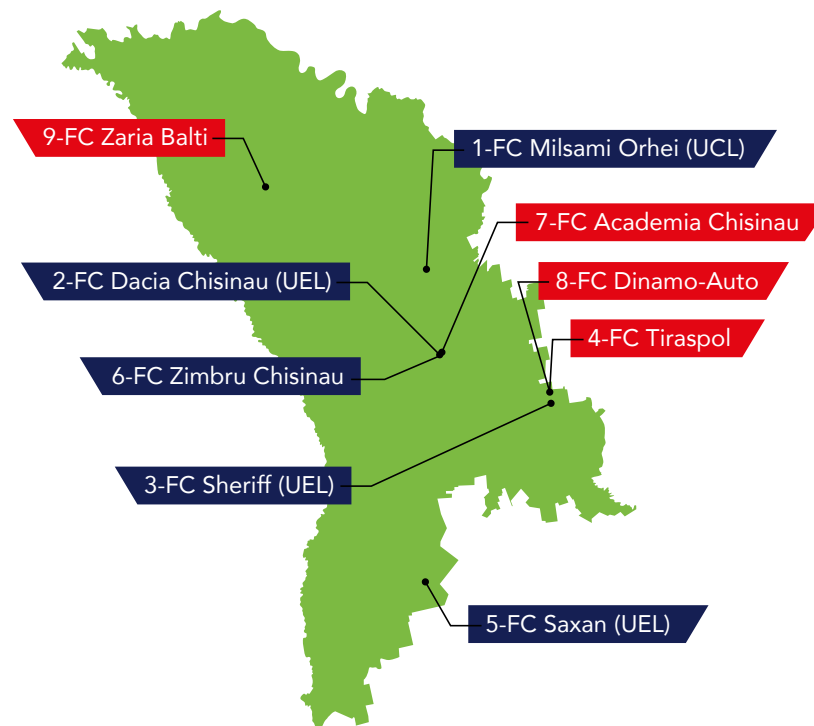
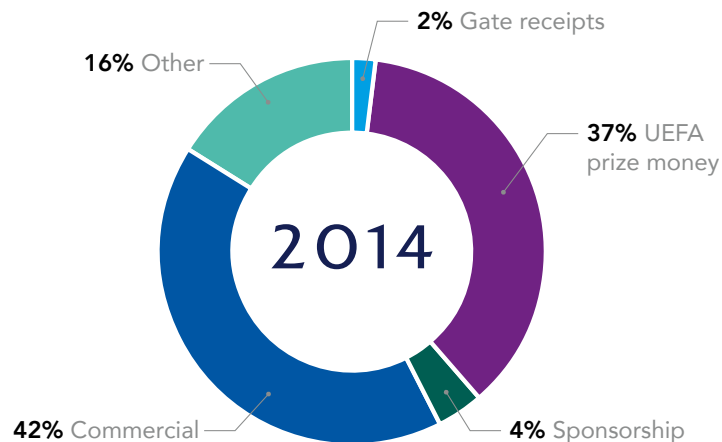
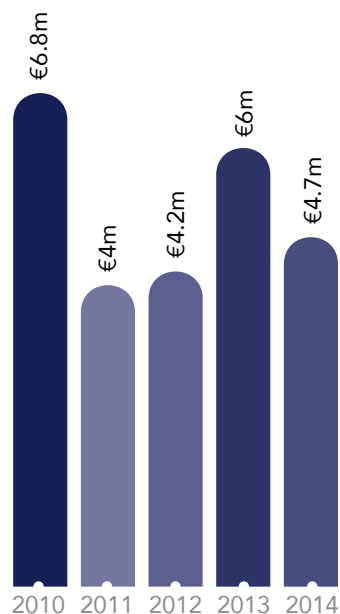
TOTAL: 18

“For the Football Association of Moldova, club licensing means organisation, clarity, impartiality and stability.”

Mihai Anghel, Licensing Manager, Football Association of Moldova



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadlines for UEFA and domestic club licensing decisions
- 2 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

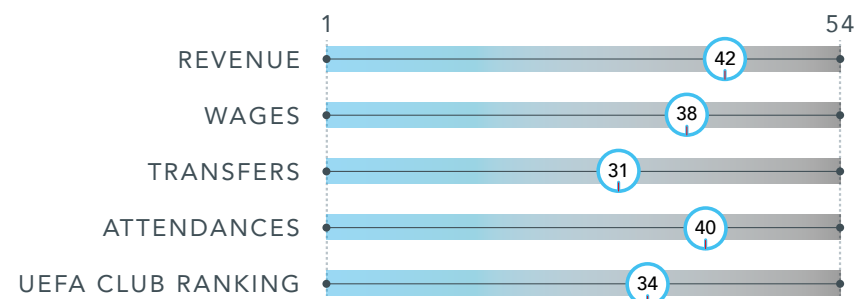
Clubs: 9

Club with highest revenue:
FC Sheriff

Head coach qualifications:
Pro diploma (8), A diploma (1)

Clubs' legal structure:
Association (22%), limited company (45%),
joint stock company (11%), public/municipal
organisation (11%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 3 (2), Category 2 (2)



MONTENEGRO

Domestic club licensing since:

No domestic club licensing system

Type of club licensing system:

UEFA licence only

Scope of club licensing system:

For UEFA competitions only

No. of top-division clubs refused a domestic licence in the last 5 years: N/A

Consequence of being refused a domestic licence: N/A

No. of top-division clubs refused a UEFA licence in the last 5 years: 11



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

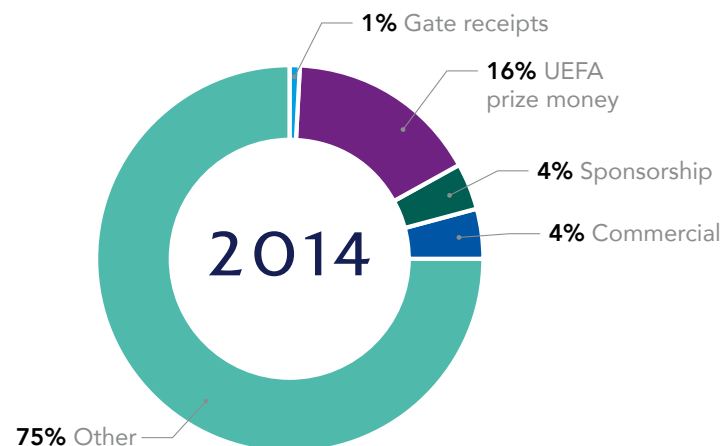
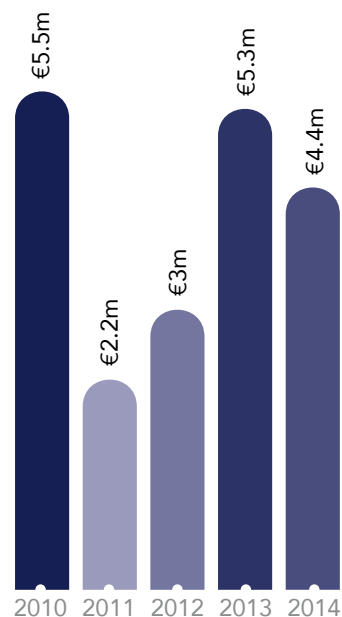
TOTAL: 18

"The licensing process is a ticket to European competitions and the chance to play on European football's main stage. Unfortunately, until we introduce a national licensing system this will be the main motto of the UEFA licensing process in Montenegro."

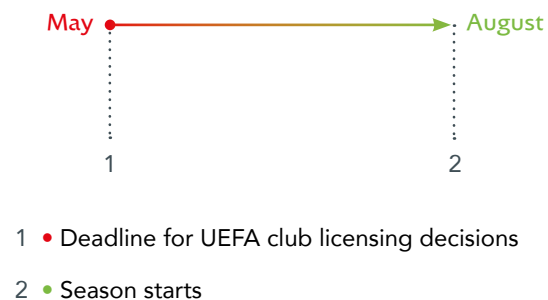
Ana Raspopović, Licensing Manager, Football Association of Montenegro



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

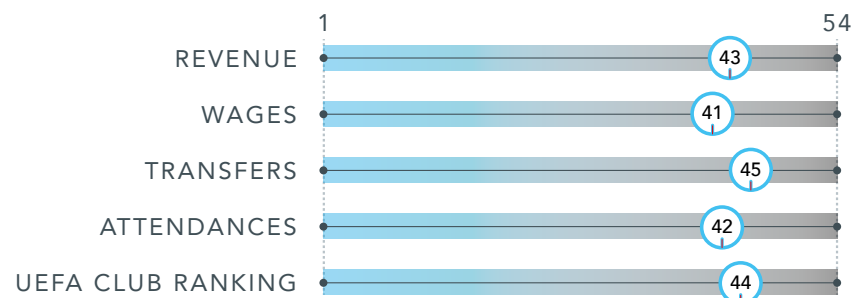
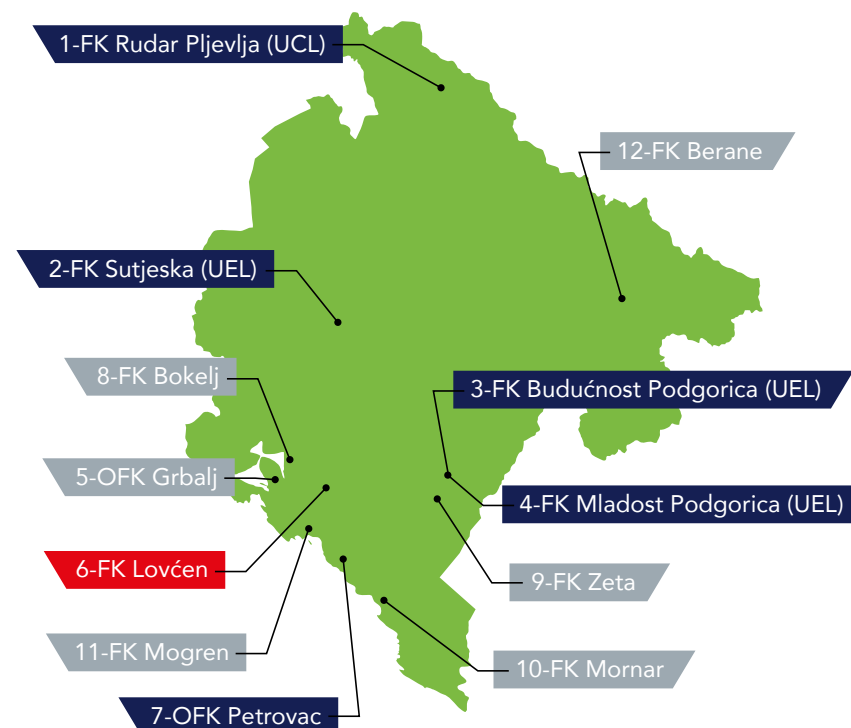
Clubs: 12

Club with highest revenue:
FK Budućnost Podgorica

Head coach qualifications:
Pro diploma (4), A diploma (4), undergoing
UEFA coaching diploma course (4)

Clubs' legal structure:
Association (92%), joint stock company (8%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 3 (2), Category 2 (2)



NETHERLANDS

Domestic club licensing since:
1986/87

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 2 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 0

Consequence of being refused a domestic licence:
Please refer to footnote

No. of top-division clubs refused a UEFA licence in the last 5 years: 3



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



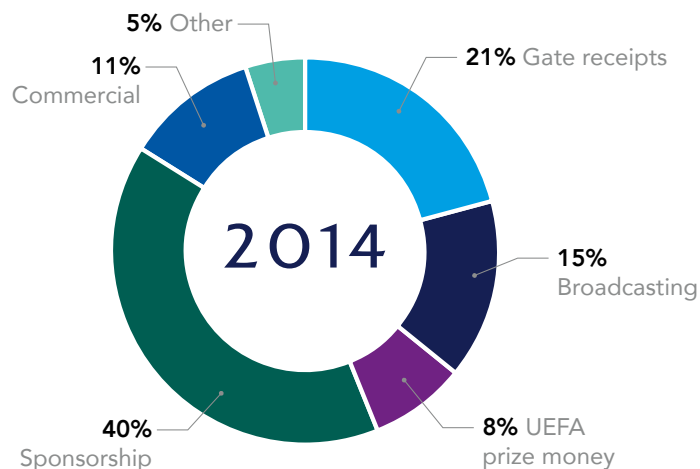
FIB & AB MEMBERS

TOTAL: 21

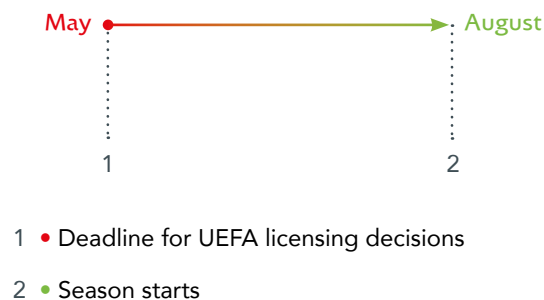
"Club licensing has made its mark on the footballing landscape."
Jan Peter Dogge, Licensing Manager, Royal Netherlands Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS*



2014/15 TOP-DIVISION LICENSING DATA

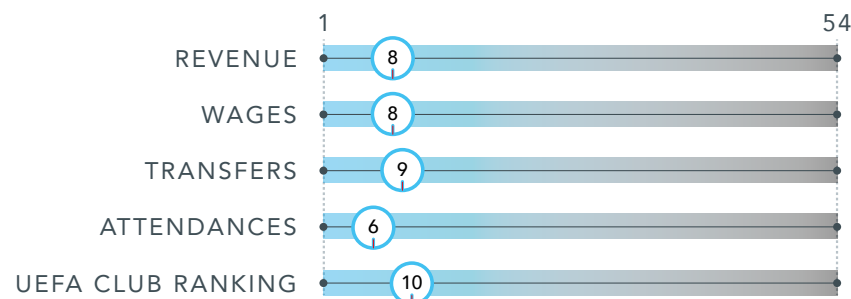
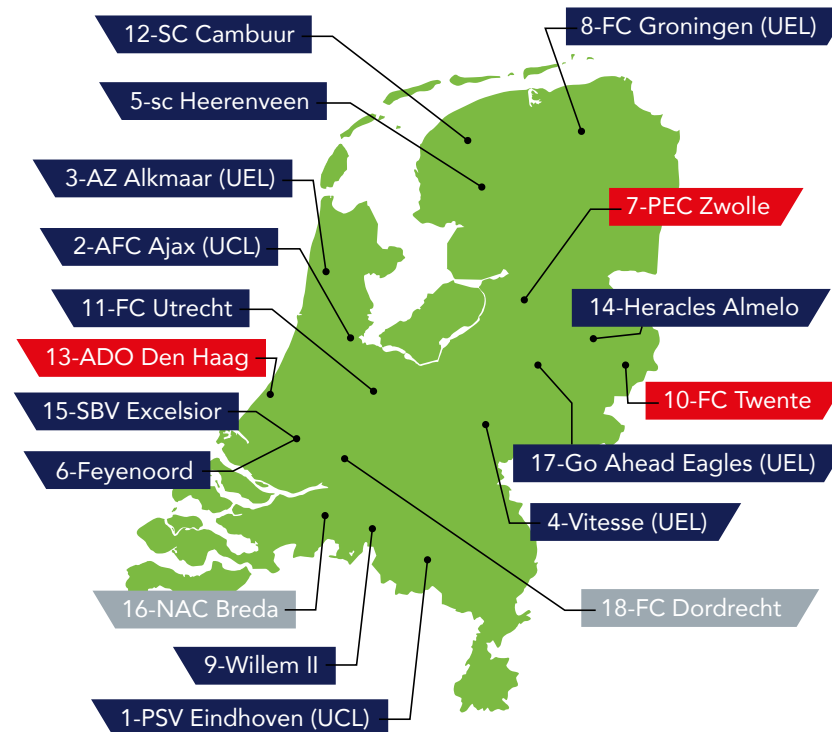
Clubs: 18

Club with highest revenue:
AFC Ajax

Head coach qualifications:
Pro diploma (18)

Clubs' legal structure:
Limited company (83%), listed company (6%),
foundation (11%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (5)



* In the Netherlands, domestic licensing is a continuous system whereby the licence is granted for an indefinite period subject to being withdrawn if certain conditions are not met

NORTHERN IRELAND

Domestic club licensing since:
2008/09

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 5



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

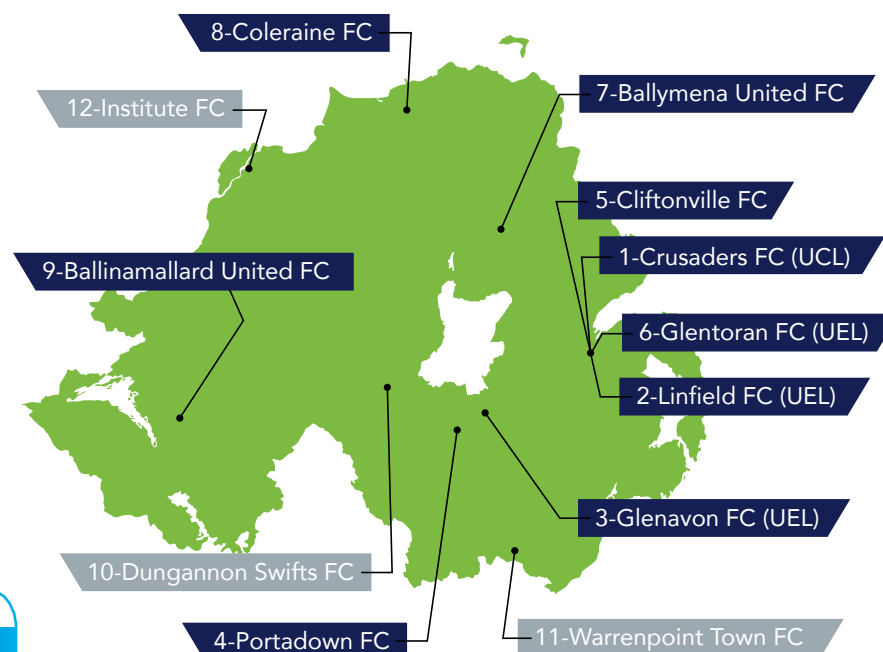
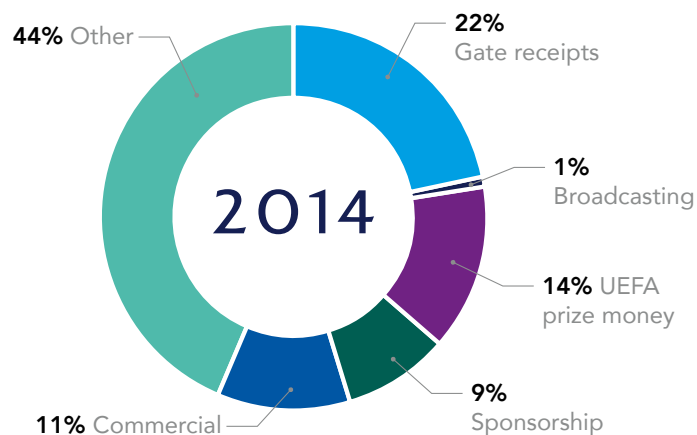
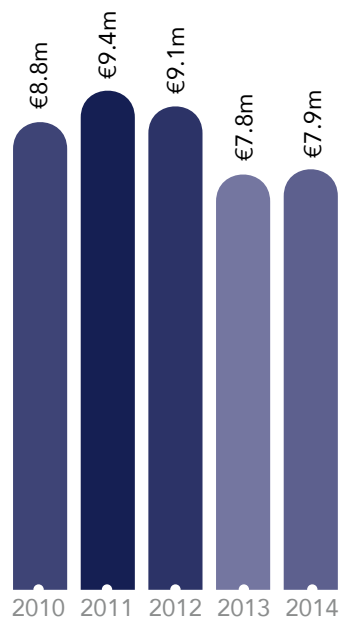
TOTAL: 21

"The implementation of the club licensing system in Northern Ireland has been a catalyst for an ever-improving level of financial stability within our clubs, the continued expansion of youth development programmes, improved facilities and more appropriately qualified club personnel across a variety of positions."

Leigh Sillery, Club Licensing Manager, Irish Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS

May → August

- 1 • Deadlines for UEFA and domestic club licensing decisions
- 2 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

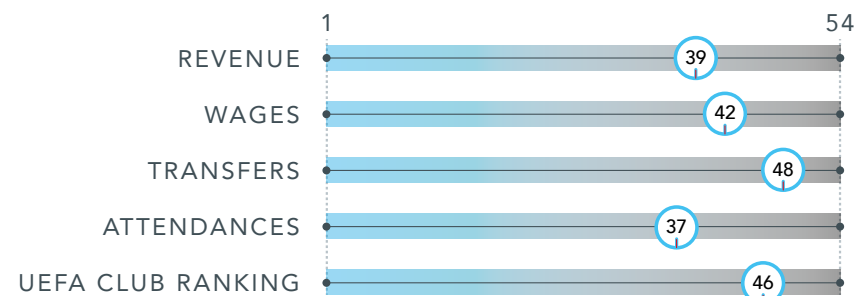
Clubs: 12

Club with highest revenue: Linfield FC

Head coach qualifications: Pro diploma (9), A diploma (1), undergoing UEFA coaching diploma course (2)

Clubs' legal structure: Association (33%), limited company (67%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 3 (1), Category 2 (3)



NORWAY

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 1



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

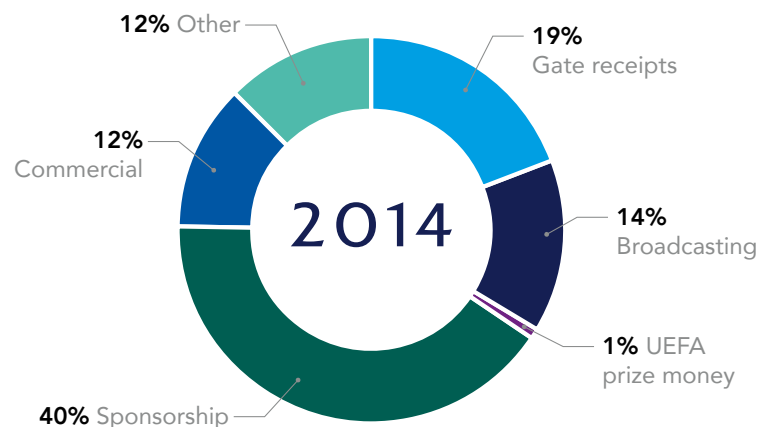
TOTAL: 21

"The club licensing system in Norway has been developed in cooperation with UEFA, the clubs and other interested organisations. This broad understanding has ensured that the club licensing system has a firm, stable platform for the development of Norwegian football clubs."

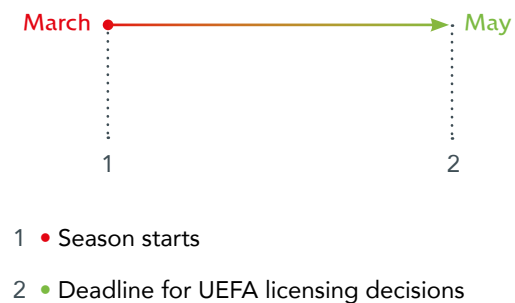
Rune Nordhaug, Licensing Manager, Football Association of Norway



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS*



2014 TOP-DIVISION LICENSING DATA

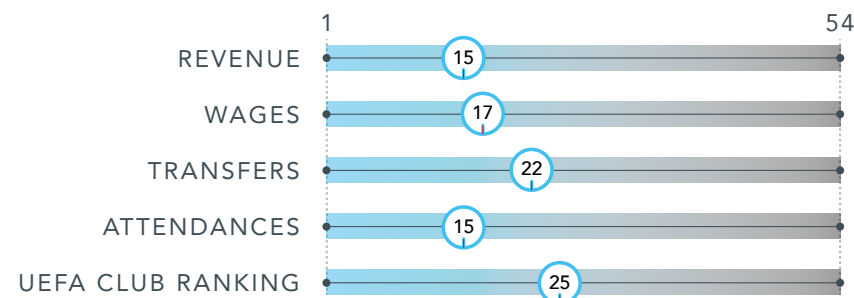
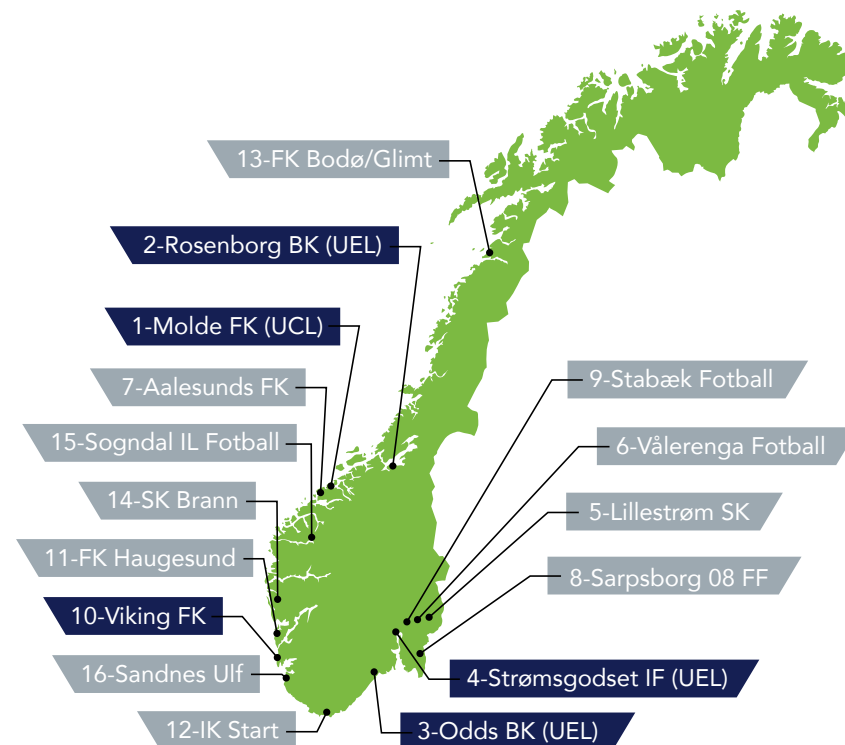
Clubs: 16

Club with highest revenue: Rosenborg BK

Head coach qualifications: Pro diploma (13), A diploma (3)

Clubs' legal structure: Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 4 (3), Category 3 (1)



* In Norway, domestic licensing is a continuous system whereby the licence is granted for an indefinite period subject to being withdrawn if certain conditions are not met

POLAND

Domestic club licensing since:
2001/02

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 8 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 8

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 16



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

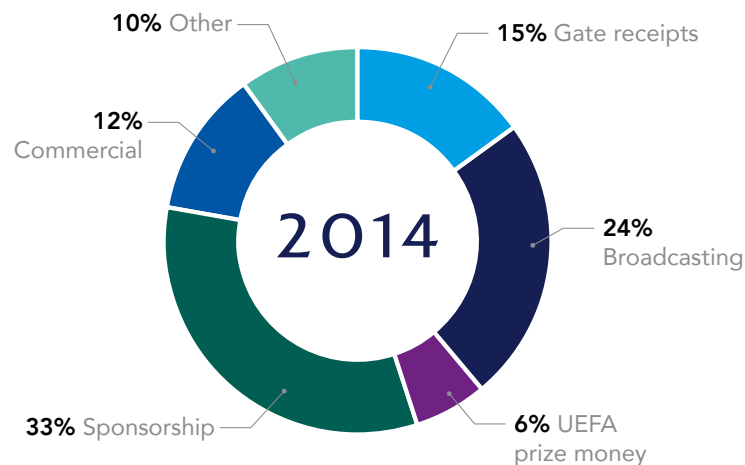
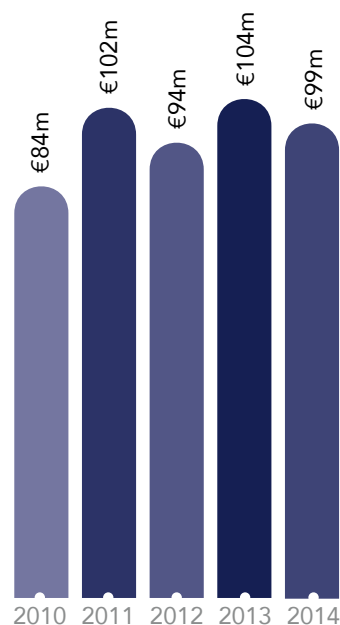
TOTAL: 40

"The licensing system is the best thing that could have happened to
our clubs."

Łukasz Wachowski, Licensing Manager, Polish Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

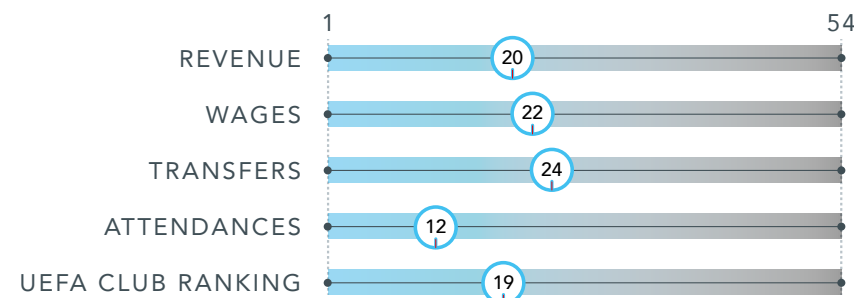
Clubs: 16

Club with highest revenue:
Legia Warszawa

Coaching Qualifications:
Pro diploma (16)

Clubs' legal structure:
Joint stock company (87%), listed company (13%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (4)



PORTUGAL

Domestic club licensing since:
1999/2000

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 2 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 4

Consequence of being refused a domestic licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA licence in the last 5 years: 15



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

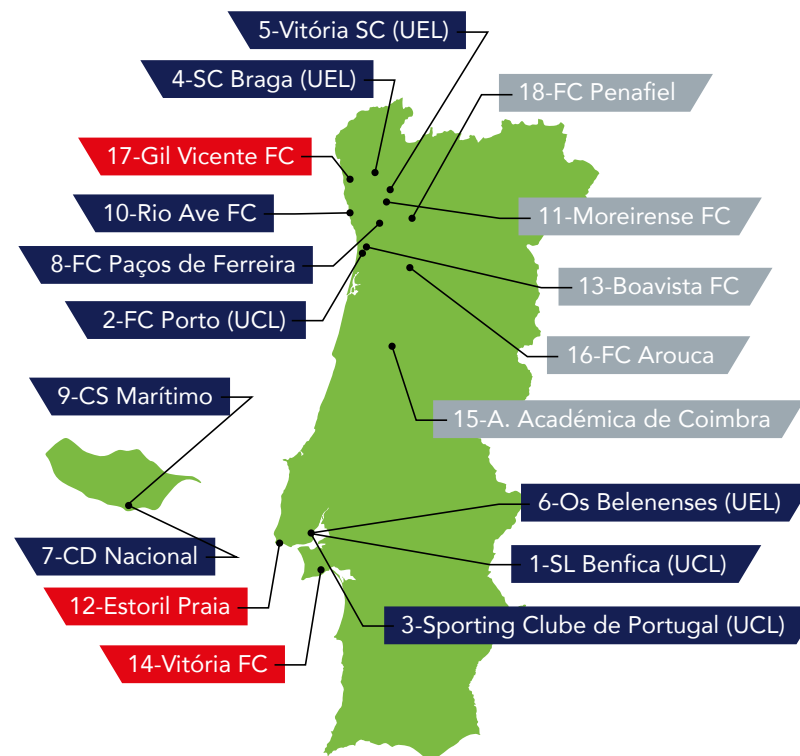
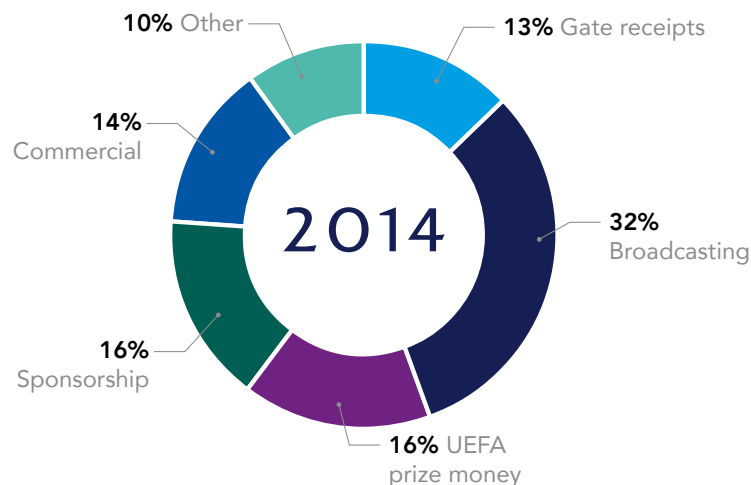
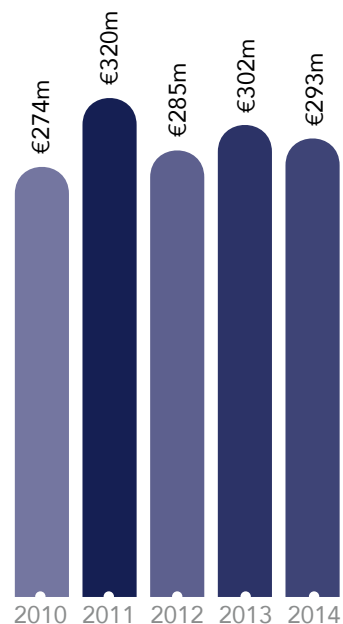
TOTAL: 22

“The introduction of club licensing has enforced more credibility for the internal licensing procedure and consequently helped clubs achieve more stability, both financial and structural, as well as increase their investment in formation of new players.”

Luis Paulo Relogio, Licensing Manager, Portuguese Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

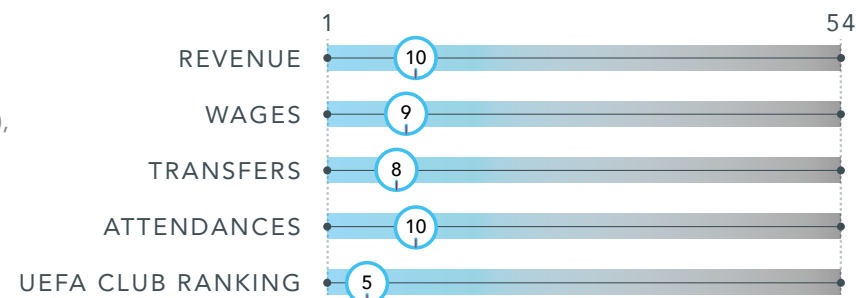
Clubs: 18

Club with highest revenue:
SL Benfica

Head coach qualifications:
Pro diploma (18)

Clubs' legal structure:
Limited company (33%), listed company (17%),
joint stock company (50%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (5), category 3 (1)



REPUBLIC OF IRELAND

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Exclusion from the domestic league

No. of top-division clubs refused a UEFA
licence in the last 5 years: 1



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

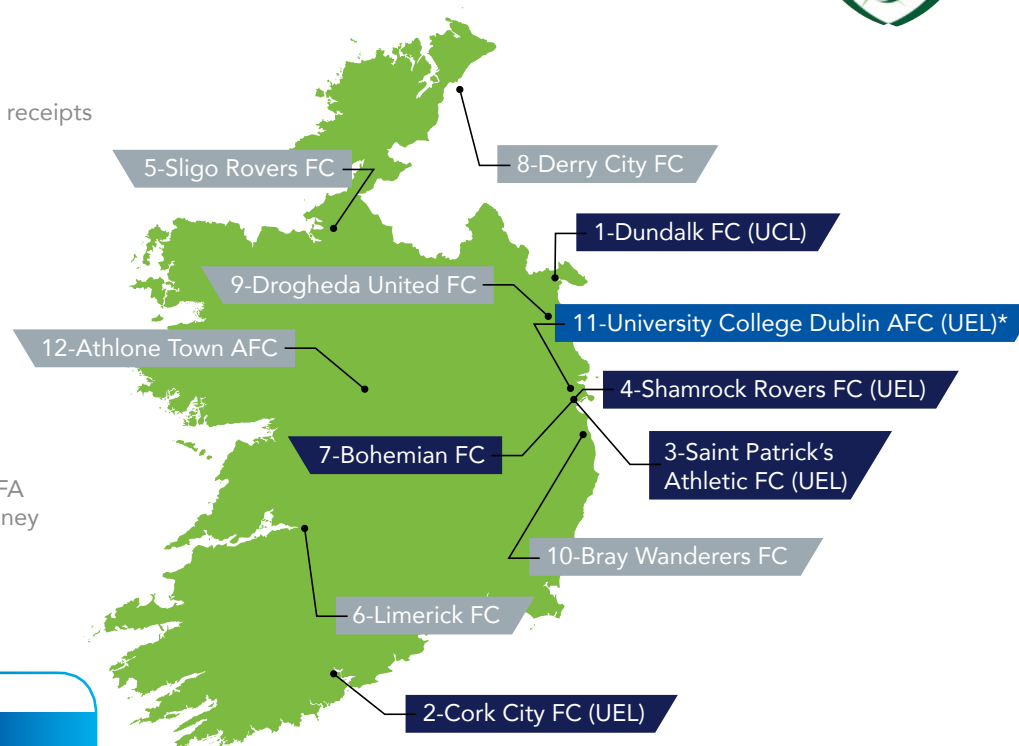
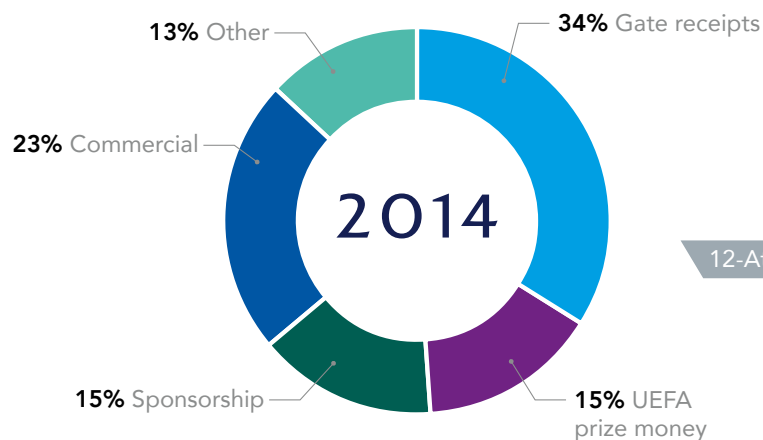
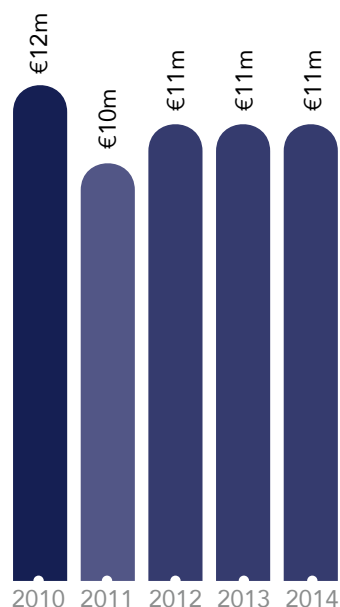
TOTAL: 28

“Club licensing has been a catalyst for positive change within the League of Ireland. While it has not provided a remedy for every issue affecting clubs, it has provided a framework for them to develop both on and off the field.”

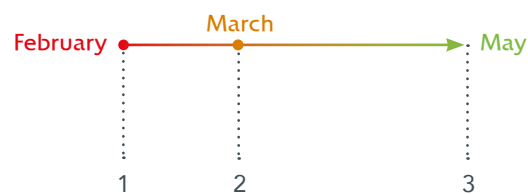
Richard Fahey, Director of Club Licensing and Facility Development,
Football Association of Ireland



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Season starts
- 3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

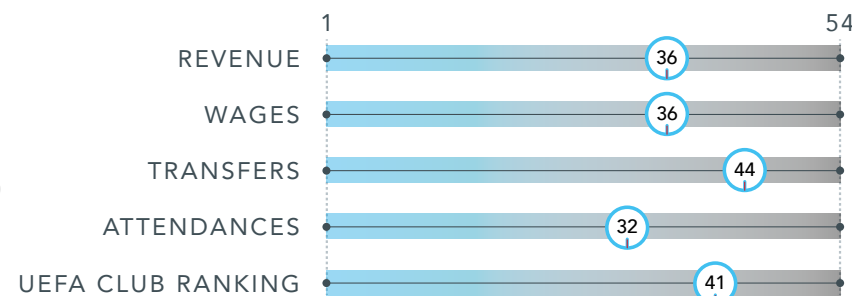
Clubs: 12

Club with highest revenue: Saint Patrick's Athletic FC

Head coach qualifications: Pro diploma (9), undergoing UEFA coaching diploma course (3)

Clubs' legal structure: Association (17%), limited company (42%), members club (25%), Co Op society (8%), guaranteed company without share capital (8%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 3 (1), Category 2 (3)



* University College Dublin AFC successfully underwent the extraordinary licensing procedure in accordance with Article 15 of the UEFA Club Licensing and Financial Fair Play Regulations

ROMANIA

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 10

Consequence of being refused a domestic
licence:
Sanctioning with a deduction of points
and/or fine

No. of top-division clubs refused a UEFA
licence in the last 5 years: 12



CLUB LICENSING ADMINISTRATION
AND CRITERIA EXPERTS



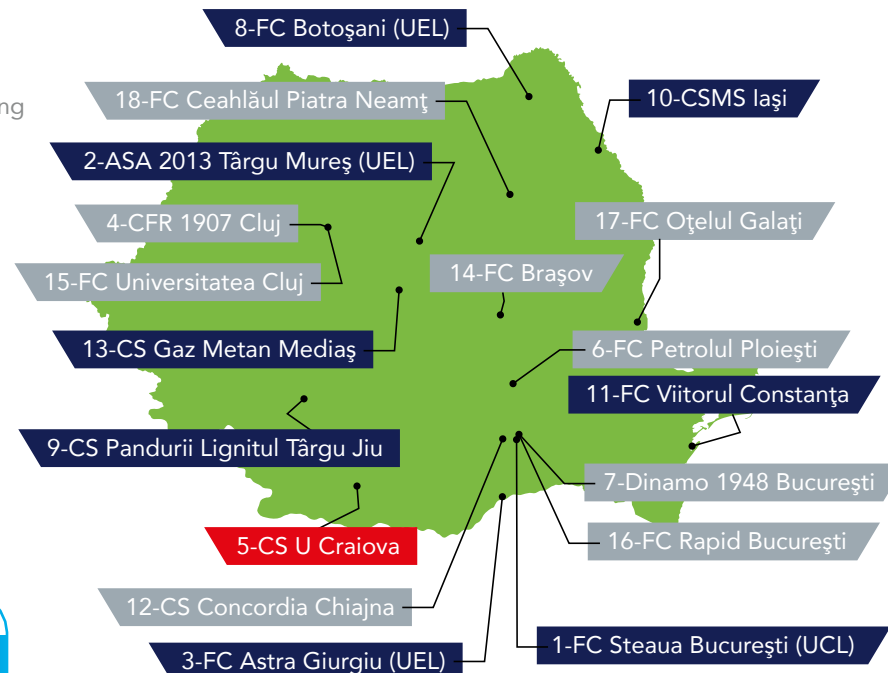
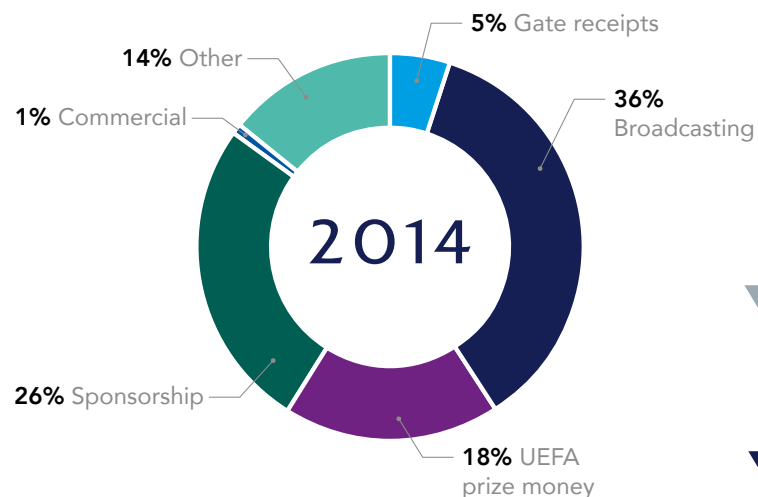
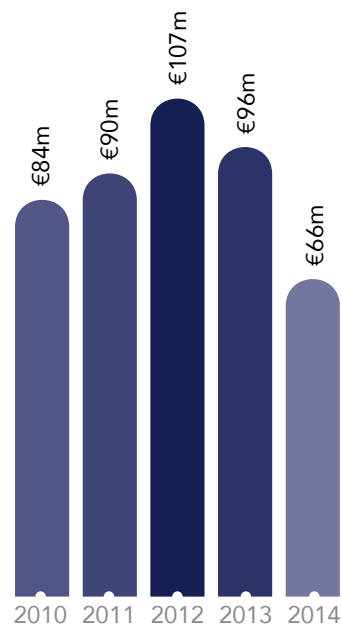
FIB & AB MEMBERS

TOTAL: 16

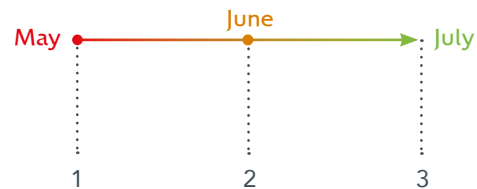
“The implementation of a club licensing system has had a great number of
benefits, mainly in the areas of: infrastructure and coaching qualifications.”
Viorel Duru, Licensing Manager, Romanian Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

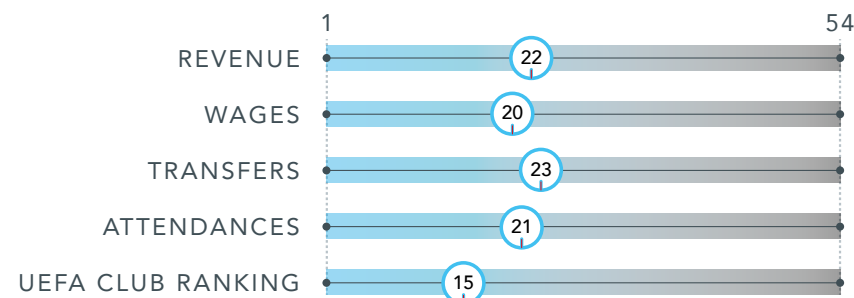
Clubs: 18

Club with highest revenue:
FC Steaua București

Head coach qualifications:
Pro diploma (15), A diploma (3)

Clubs' legal structure:
Association (39%), joint stock company (61%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (2), Category 3 (2)



RUSSIA

Domestic club licensing since:
2005/06

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 15



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

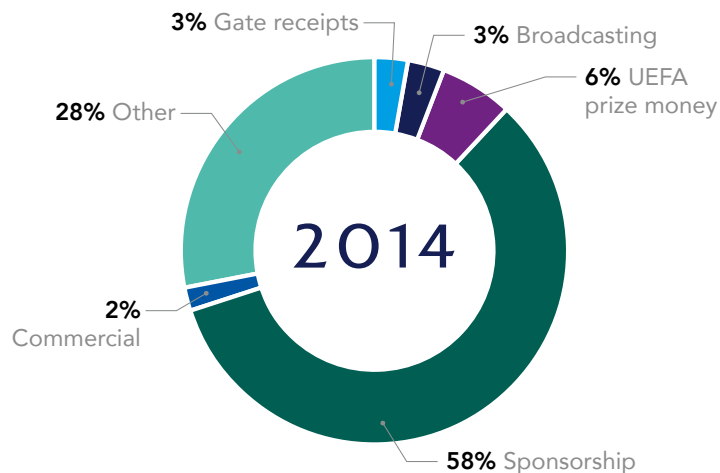
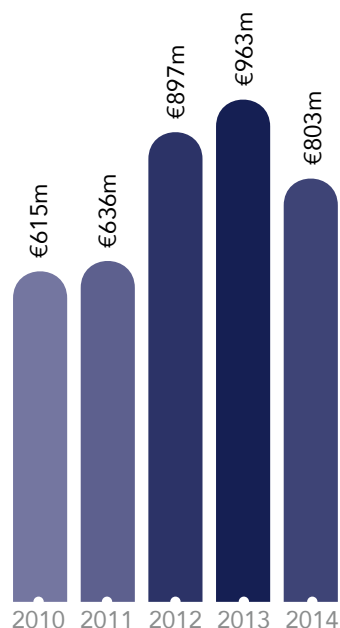
TOTAL: 24

“Club licensing is a modern performance standard of professional football and a tool for an objective assessment of the state of club football in a country ”

Denis Rogachev, Deputy Chairman of FIB, Football Union of Russia



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



2014/15 TOP-DIVISION LICENSING DATA

Clubs: 16

Club with highest revenue:
FC Zenit St. Petersburg

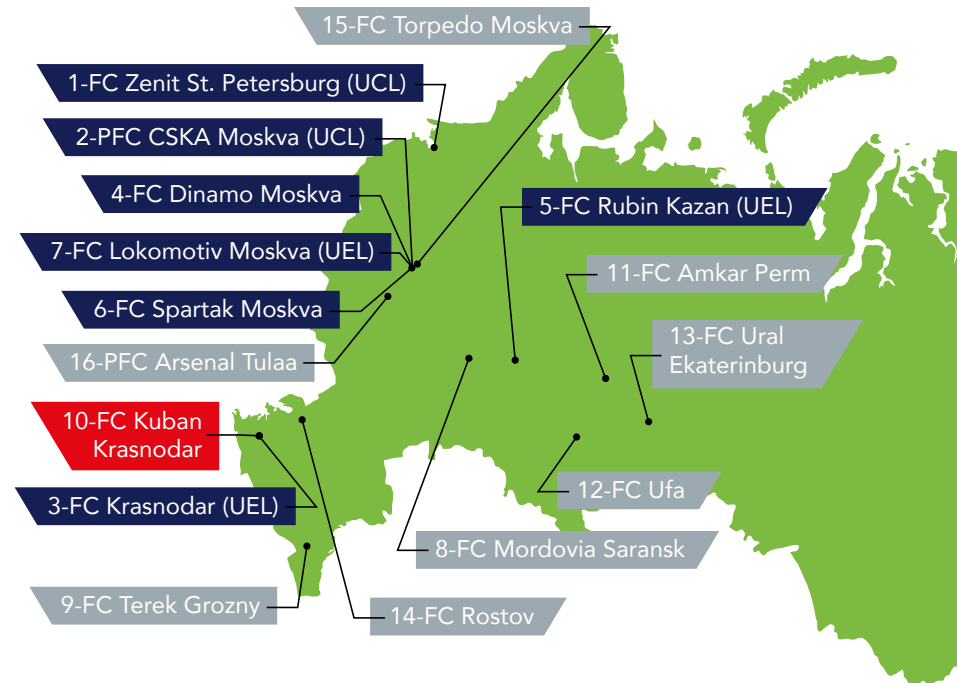
Head coach qualifications:

Pro diploma (14), undergoing UEFA coaching diploma course (2)

Clubs' legal structure:

Limited company (6%), joint stock company (58%), municipal institution (6%), non-profit organisation (6%), public organisation (6%) non-commercial organisation (12%), non-commercial partnership (6%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (5)

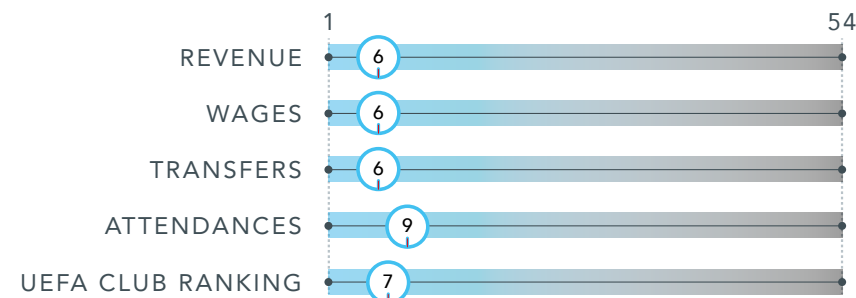


TIMELINE FOR LICENSING DECISIONS



1 • Deadlines for UEFA and domestic club licensing decisions

2 • Season starts



SAN MARINO

Domestic club licensing since:
2004/05

Type of club licensing system:
One licence for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
No participation in domestic competitions

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

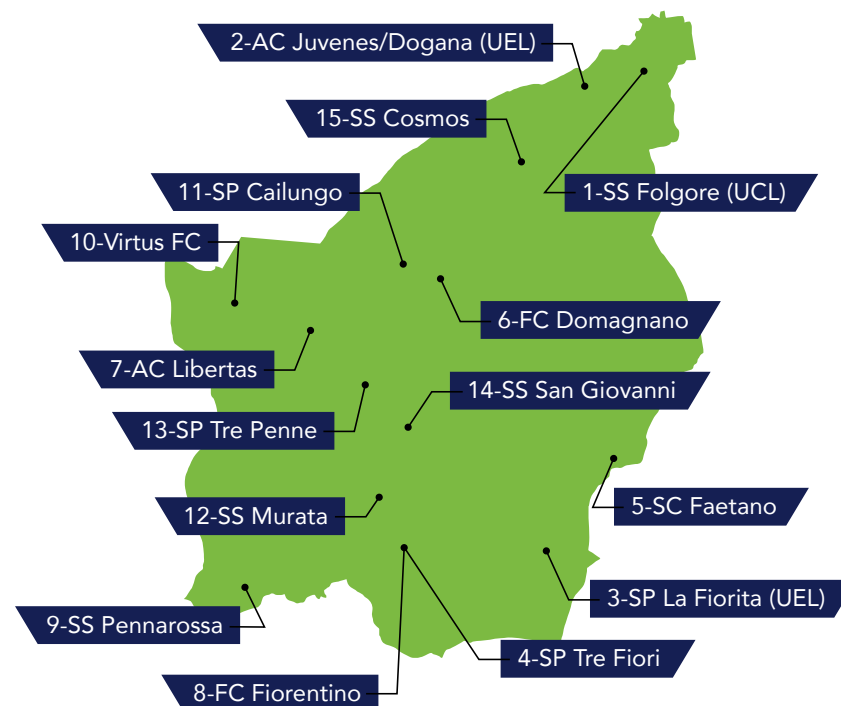
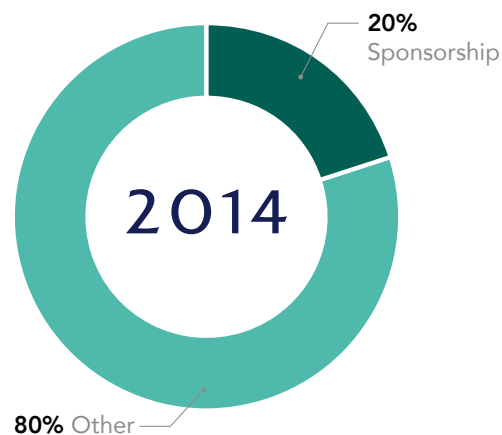
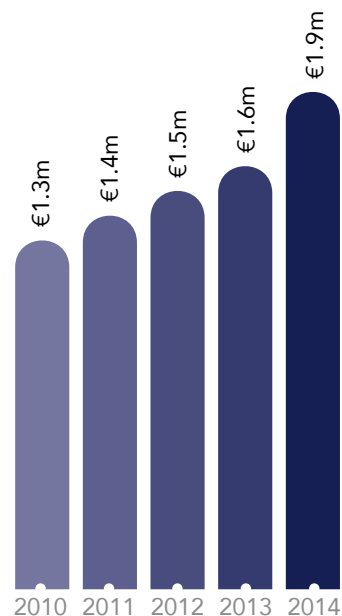
TOTAL: 17

"From the beginning, club licensing has acted as a stimulus for improving the administrative quality of our national association and clubs from amateur level to an international one."

Paolo Rondelli, Licensing Manager, San Marino Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

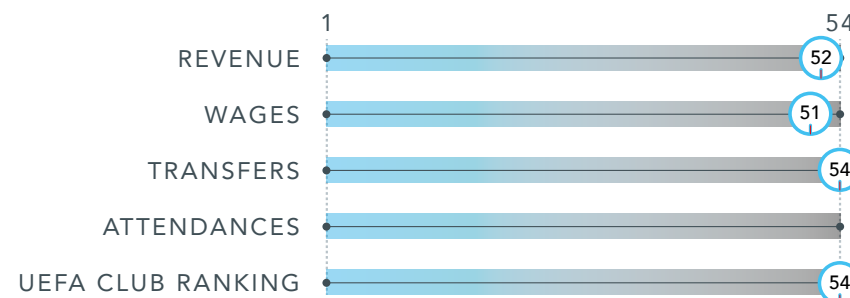
Clubs: 15

Club with highest revenue:
SP La Fiorita

Head coach qualifications:
B diploma (15)

Clubs' legal structure:
Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (1)



SCOTLAND

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic competitions

Scope of club licensing system:
For UEFA club competitions and participation in top 4 domestic divisions

No. of top-division clubs refused a domestic licence in the last 5 years: 1

Consequence of being refused a domestic licence:
Various sanctions culminating in a potential loss of membership

No. of top-division clubs refused a UEFA licence in the last 5 years: 7



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

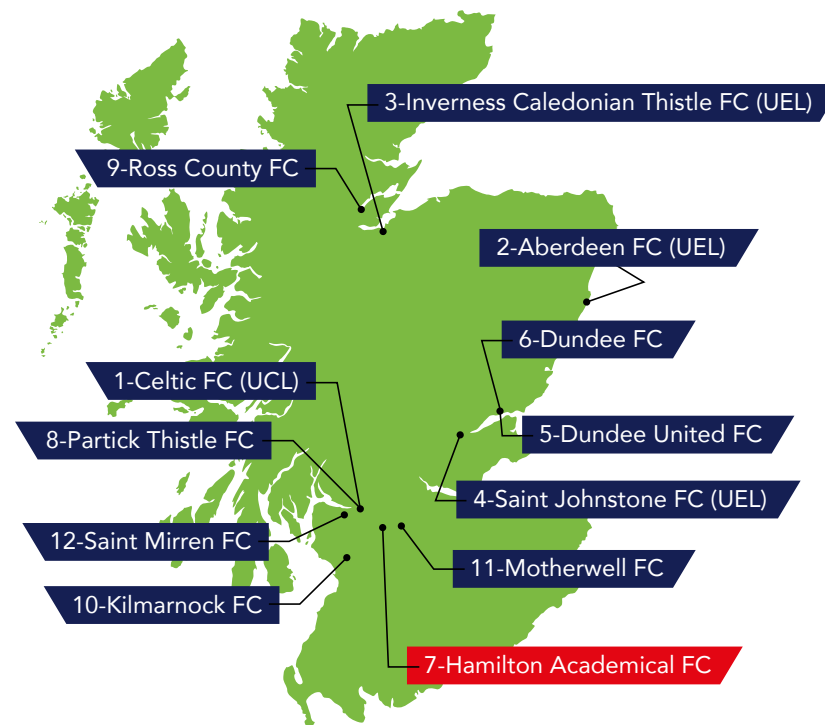
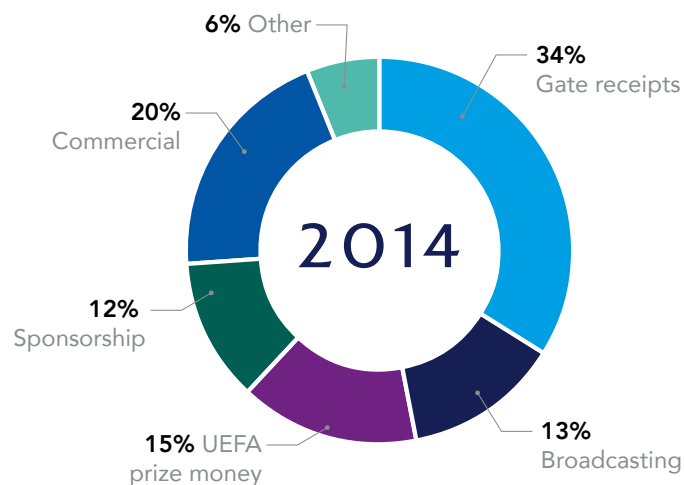
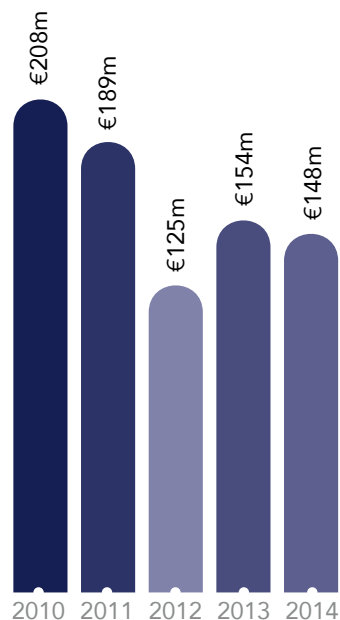
TOTAL: 18

“Club licensing is an established part of the Scottish football landscape. All member clubs of the Scottish Football Association (87 in total) undergo an annual club licensing audit and are referred to the Licensing Committee for an award decision. The domestic licensing system adopted a graded approach in 2012. The award levels are Platinum, Gold, Silver, Bronze and Entry.”

Brian Mann, Licensing Manager, Scottish Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS*



- 1 • Deadline for UEFA licensing decisions
- 2 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

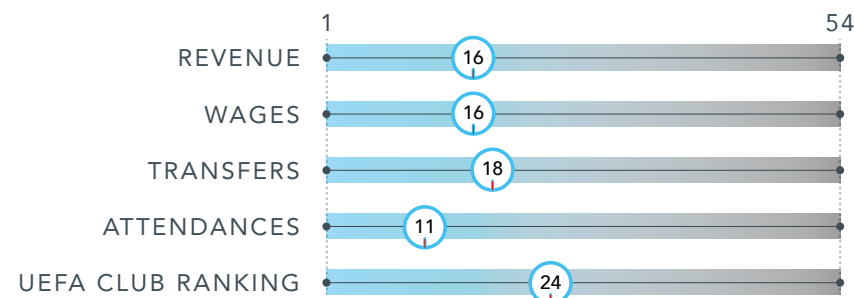
Clubs: 12

Club with highest revenue: Celtic FC

Head coach qualifications:
Pro diploma (8), undergoing UEFA coaching diploma course (4)

Clubs' legal structure:
Limited company (92%), listed company (8%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (1), Category 3 (3)



* In Scotland, domestic licensing is a continuous system and operates on a calendar year basis rather than seasonal. Awards are made by the FIB at various points in the year ranging from February through to December

SERBIA

Domestic club licensing since:
2007/08

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 25



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

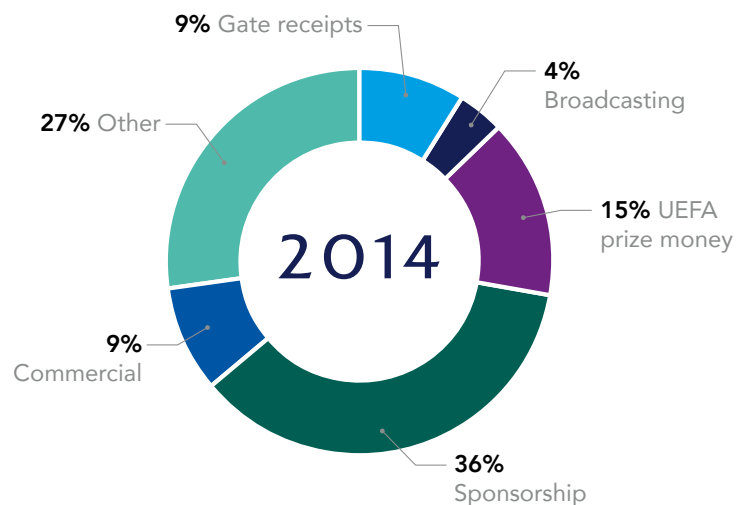
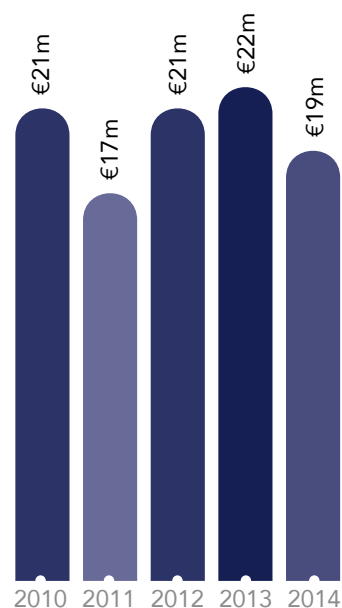
TOTAL: 21

“The development of football in Serbia has been accelerated by the club licensing system.”

Nenad Santrač, Licensing Manager, Football Association of Serbia



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

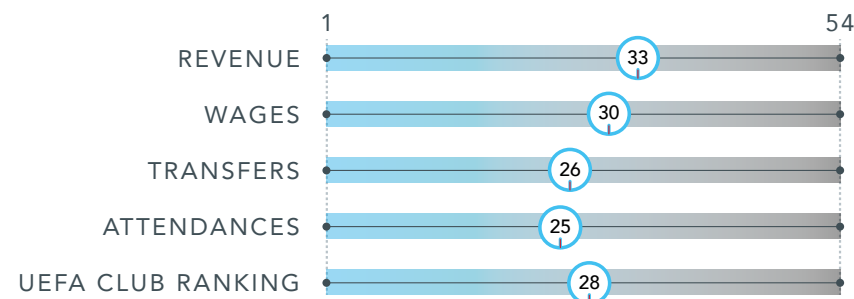
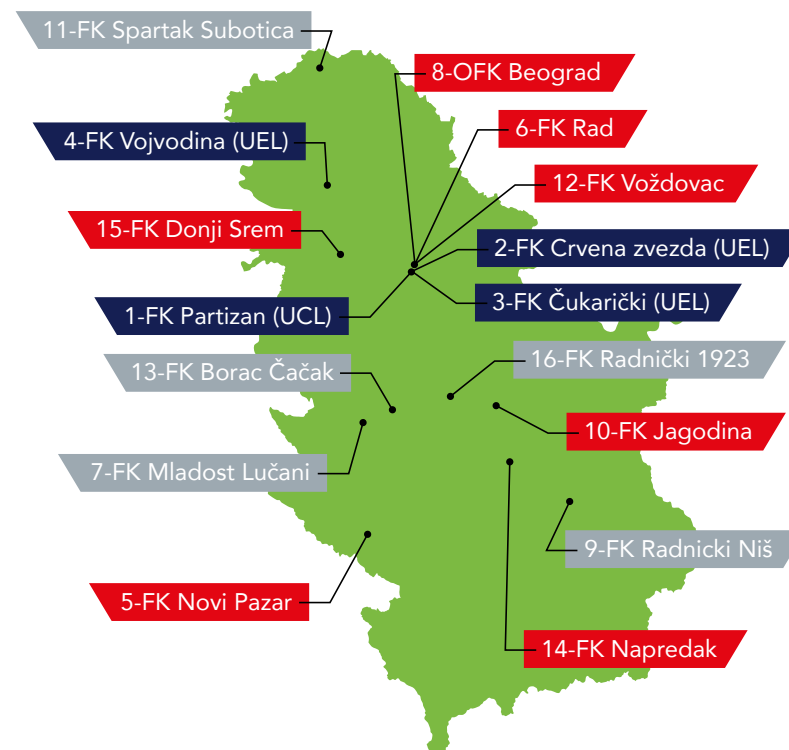
Clubs: 16

Club with highest revenue:
FK Crvena zvezda

Head coach qualifications:
Pro diploma (16)

Clubs' legal structure:
Association of citizens (88%), limited company (12%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (3), Category 3 (1)



SLOVAKIA

Domestic club licensing since:
2010/11

Type of club licensing system:
One licence for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 3

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 3



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

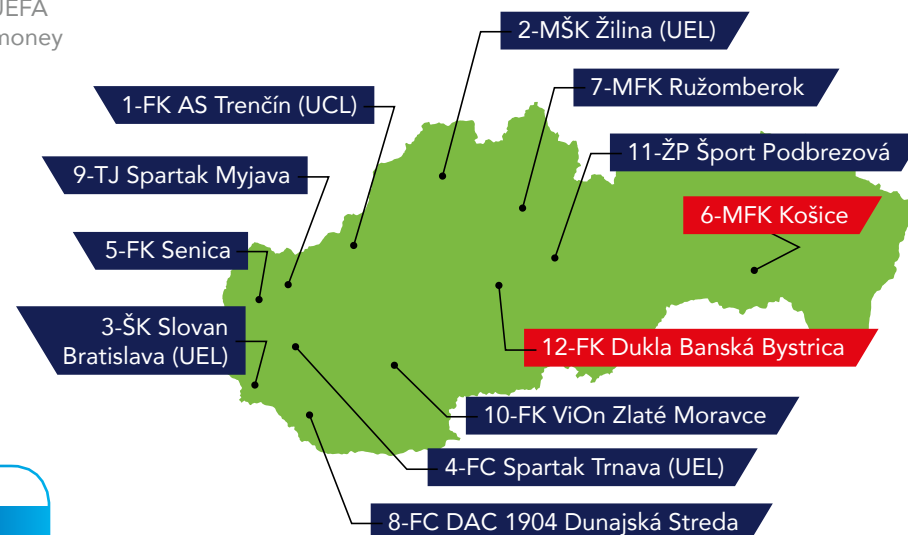
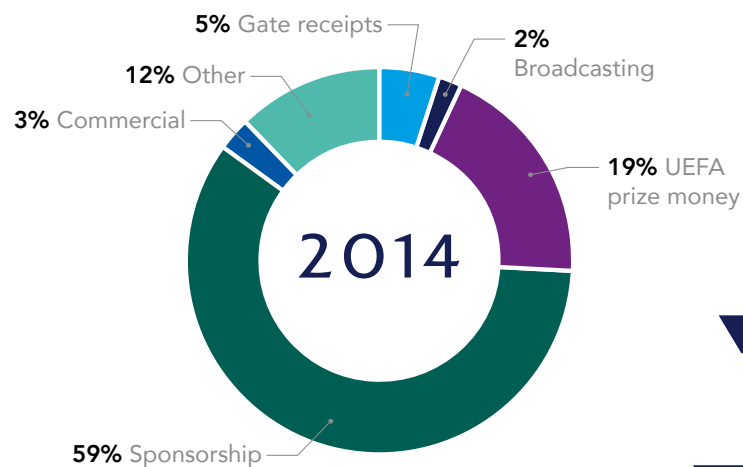
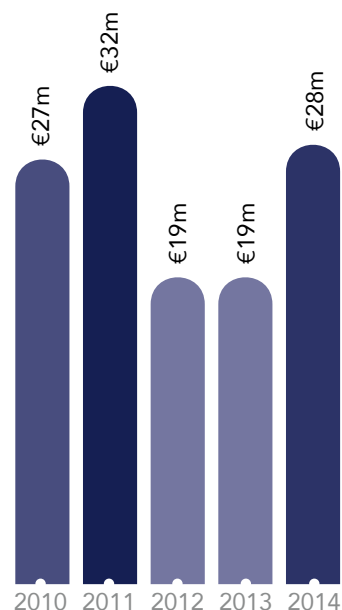
TOTAL: 20

"During the 10 years since it's been put in practice, the club licensing system helped to improve the status of the clubs' football in our country. Although everything has not always gone smoothly and the work isn't finished yet, thanks to the requirements of the 'system', the situation within our professional clubs is really not comparable to what it was before its implementation."

Milan Vojtek, Licensing Manager, Slovak Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

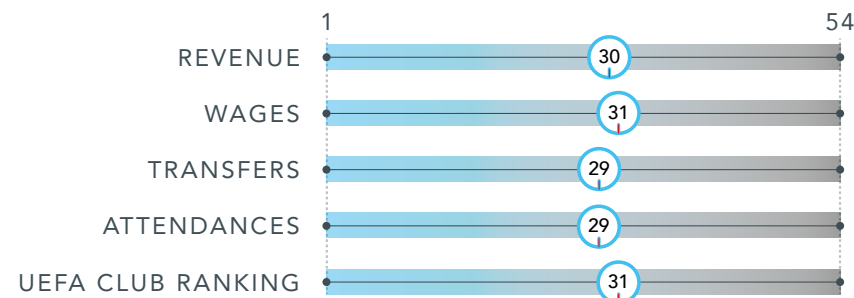
Clubs: 12

Club with highest revenue:
ŠK Slovan Bratislava

Head coach qualifications:
Pro diploma (12)

Clubs' legal structure:
Joint stock company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 3 (2), Category 2 (1)



SLOVENIA

Domestic club licensing since:
2004/05

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 4

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

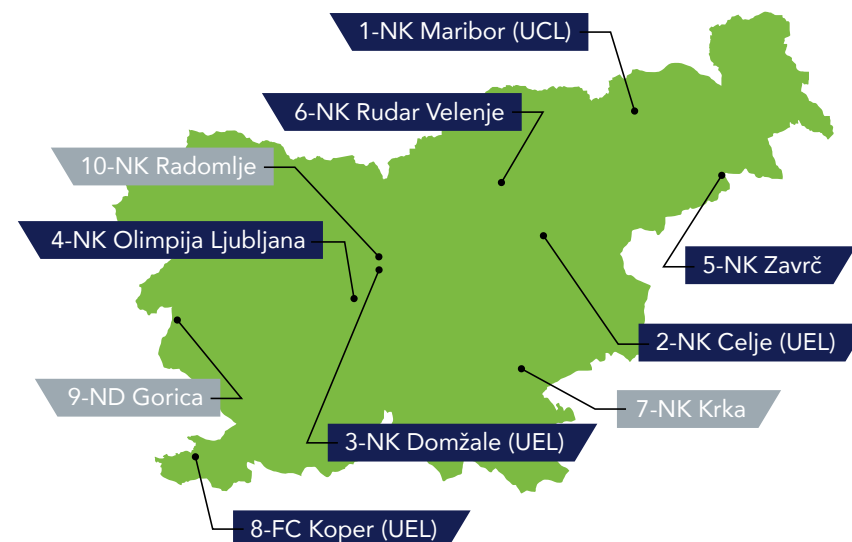
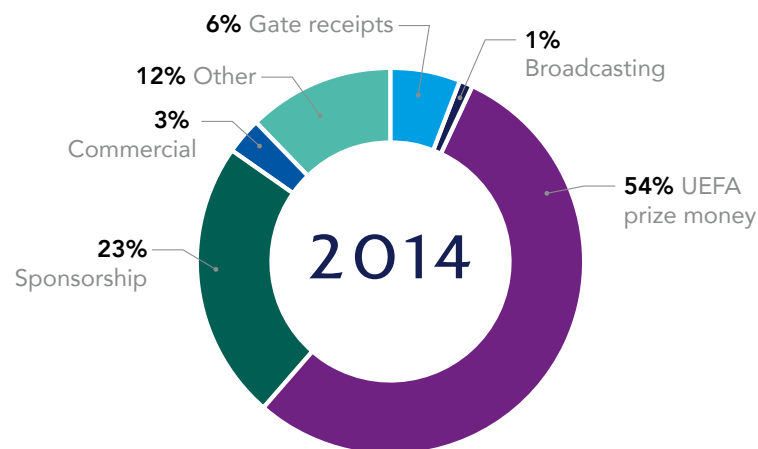
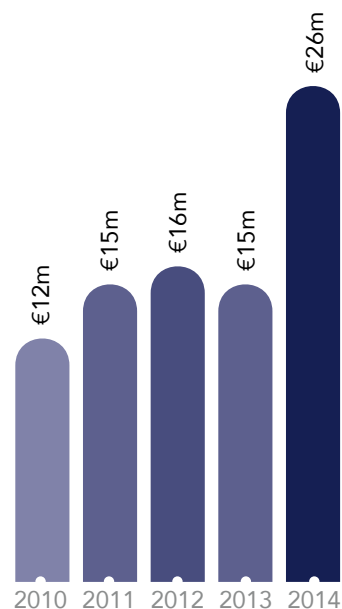
TOTAL: 17

“With club licensing, we have laid the foundations for the further development of football at domestic and international level. Improving Slovenian club football in the future will only be possible with credible and professional management of clubs in all areas and an active role by all those responsible for improving football infrastructure and working professionally with young players. The club licensing system is an important element of football which should quickly and flexibly adapt to the requirements of a well-organised society.”

Andrej Zalar, Licensing Manager, Football Association of Slovenia



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

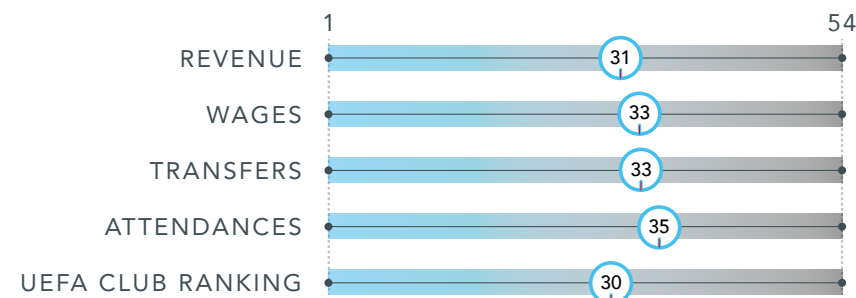
Clubs: 10

Club with highest revenue: NK Maribor

Head coach qualifications: Pro diploma (10)

Clubs' legal structure: Association (100%)

Stadiums to be used in UEFA club competitions by licensed clubs: Category 3 (1), Category 2 (3)



SPAIN

Domestic club licensing since:

No formal domestic club licensing system.
Extensive rules apply domestically covering financial and non-financial matters

Type of club licensing system:

UEFA Licence only

Scope of club licensing system:

For UEFA club competitions only

No. of top-division clubs refused a domestic licence in the last 5 years: N/A

Consequence of being refused a domestic licence: N/A

No. of top-division clubs refused a UEFA licence in the last 5 years: 12



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



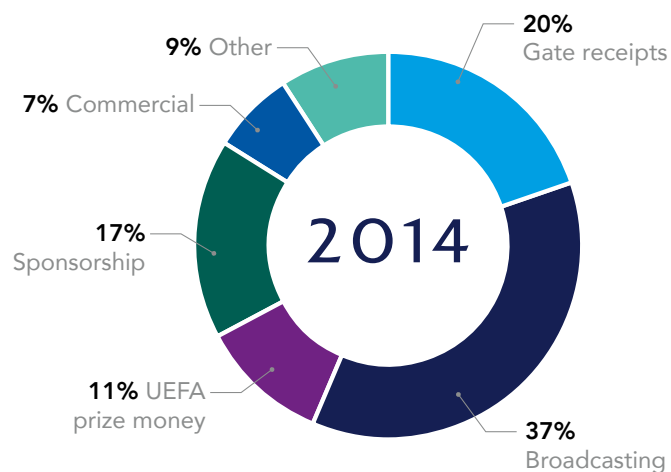
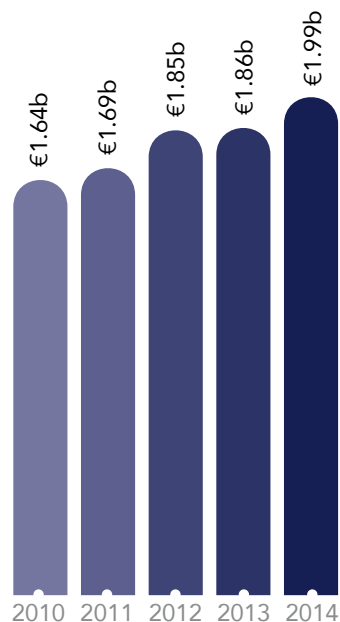
FIB & AB MEMBERS

TOTAL: 17

“The club licensing system has had a very positive impact for our clubs to put an end to their financial indiscipline and to start to control their financial situation. It served as an inspiration and model for the professional football league to put the Economic Control Regulations for Professional Football Clubs in place and implement it at national level.”
Eduard Dervishaj, licensing Manager, Royal Spanish Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS

May ● ● July

1

2

1 ● Deadline for UEFA club licensing decisions

2 ● Season starts

2014/15 TOP-DIVISION LICENSING DATA

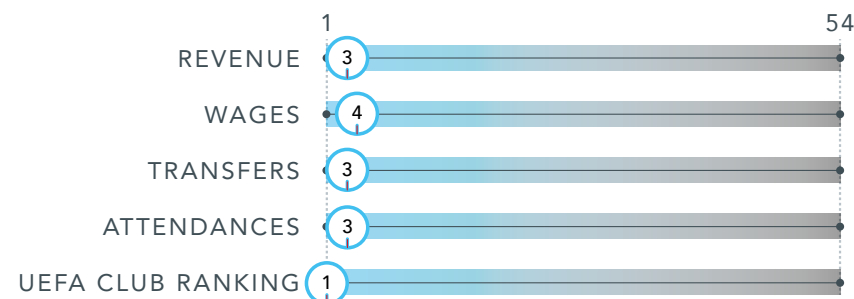
Clubs: 20

Club with highest revenue:
Real Madrid CF

Head coach qualifications:
Pro diploma (20)

Clubs' legal structure:
Association (15%), limited company (85%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (5), Category 3 (2)



SWEDEN

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 2



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

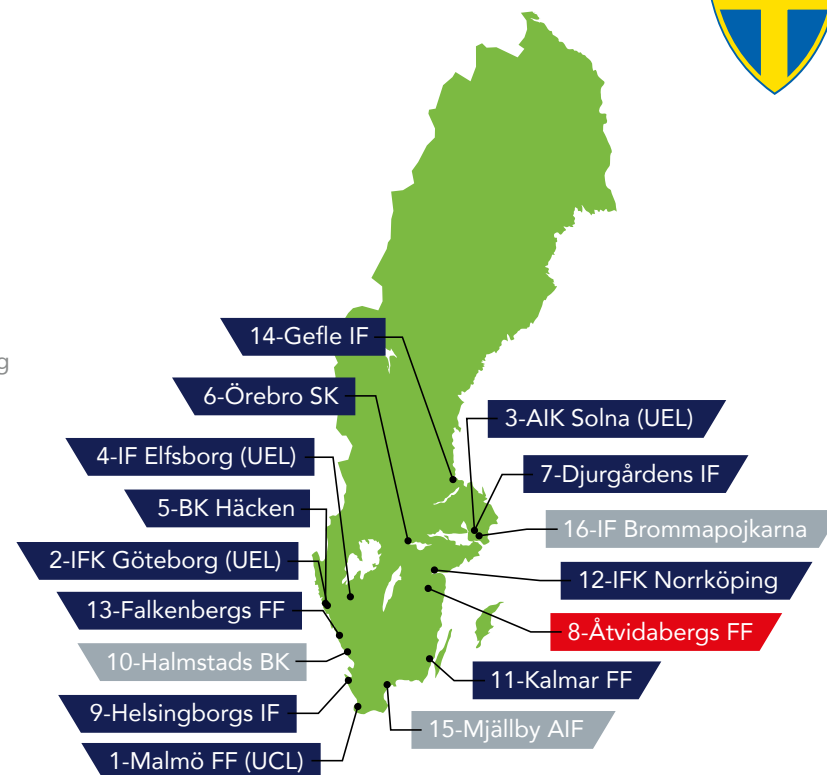
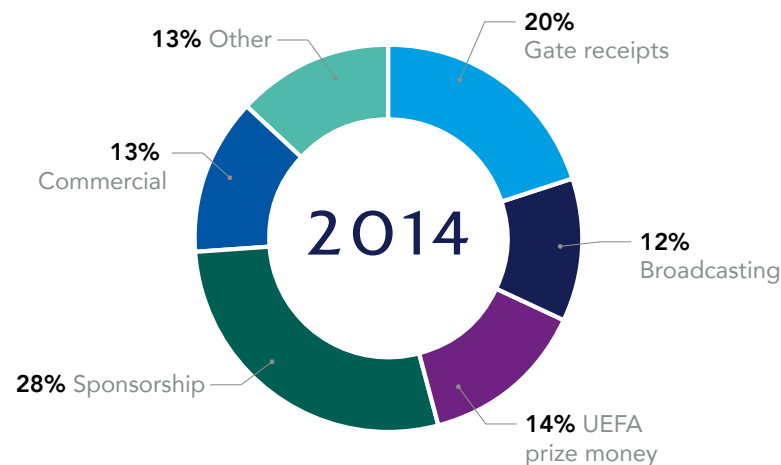
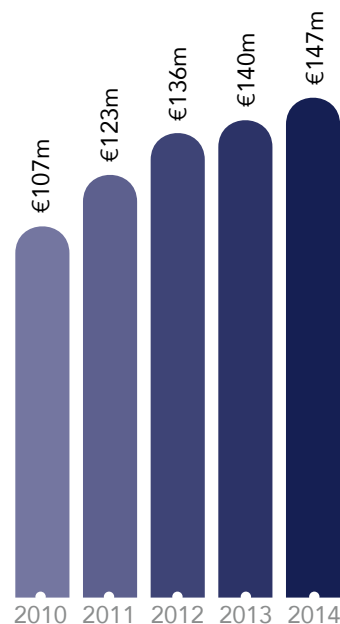
TOTAL: 20

“The introduction of a club licensing system some 11 years ago was necessary measure to stabilise a turbulent financial situation in several top-division clubs. Today we can see the positive impact of the licensing system, which is certainly here to stay.”

Anders Brulin, Licensing Manager, Swedish Football Association



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for domestic club licensing decisions
- 2 • Season starts
- 3 • Deadline for UEFA club licensing decisions

2014 TOP-DIVISION LICENSING DATA

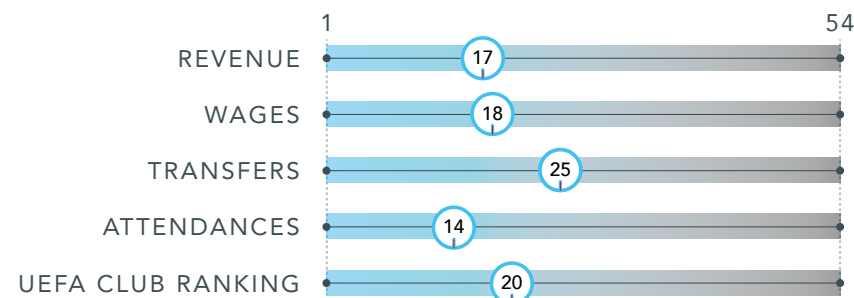
Clubs: 16

Club with highest revenue:
Malmö FF

Head coach qualifications:
Pro diploma (16)

Clubs' legal structure:
Association (81%), limited company (13%),
listed company (6%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (2), Category 3 (2)



SWITZERLAND

Domestic club licensing since:
1979/80

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 2 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 0

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 0



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

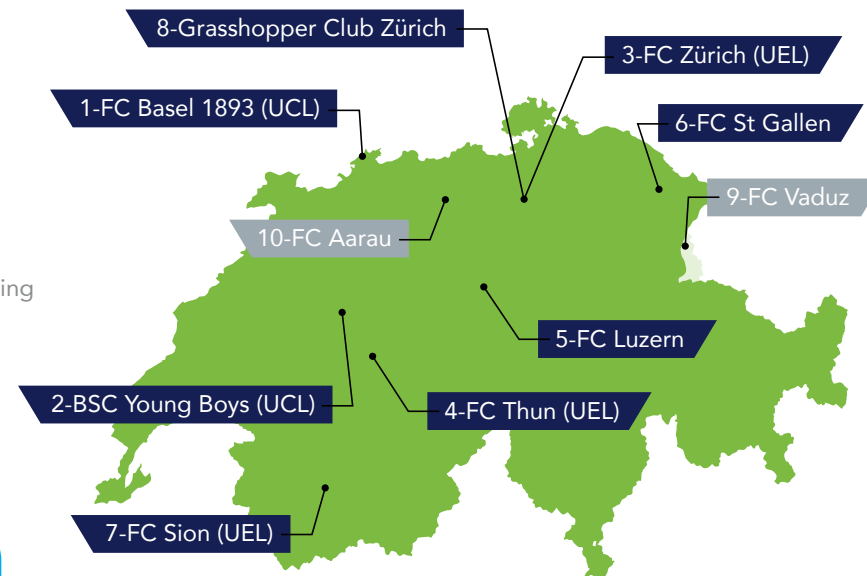
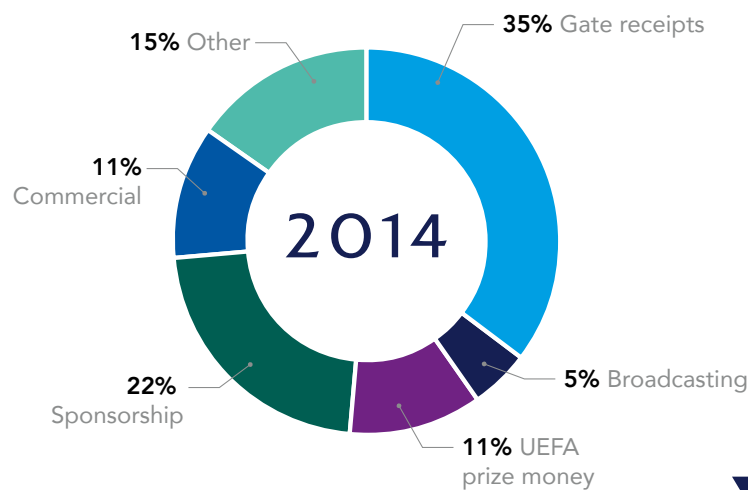
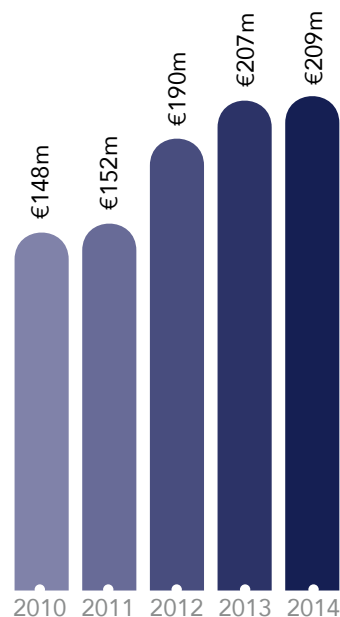
TOTAL: 41

"The club licensing system supports the clubs in achieving professional
structures and higher quality standards."

Marc Juillerat, licensing Manager, Swiss Football League



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

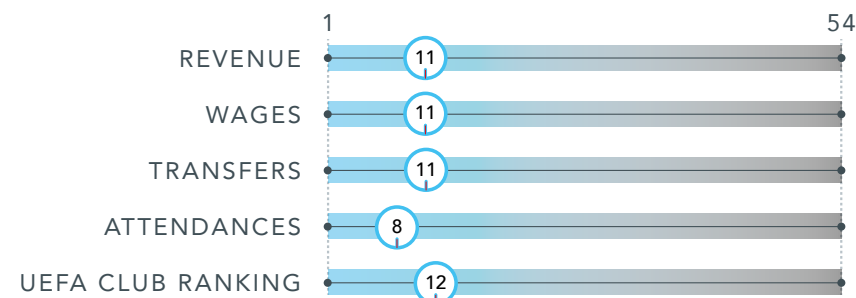
Clubs: 10

Club with highest revenue:
FC Basel 1893

Head coach qualifications:
Pro diploma (10)

Clubs' legal structure:
Limited company (100%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (3), Category 3 (1), Category 2 (1)



TURKEY

Domestic club licensing since:
2011/12

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 6

Consequence of being refused a domestic
licence:
Official warning, fine, point deduction
(in 3 stages)

No. of top-division clubs refused a UEFA
licence in the last 5 years: 12



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



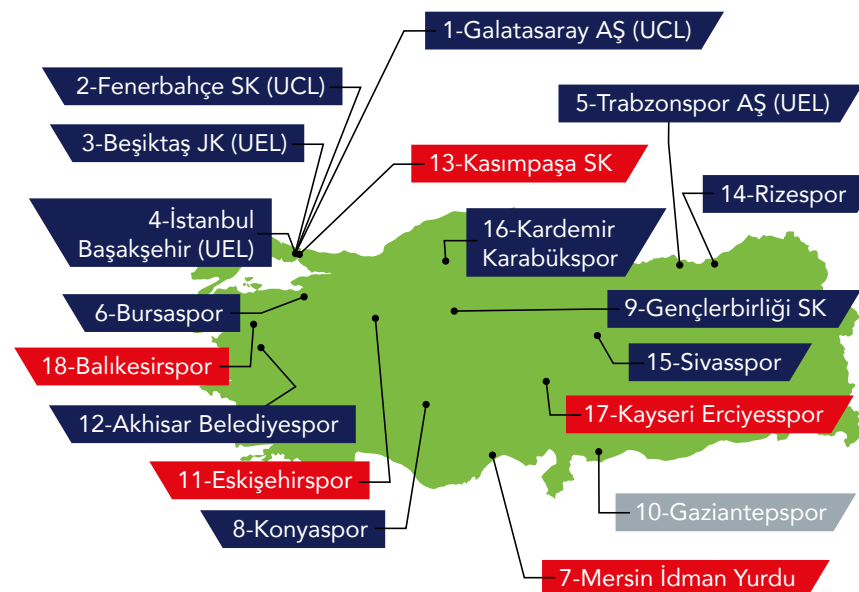
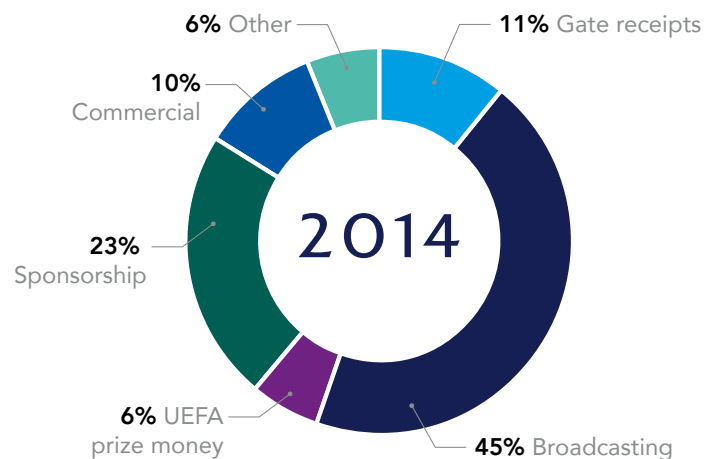
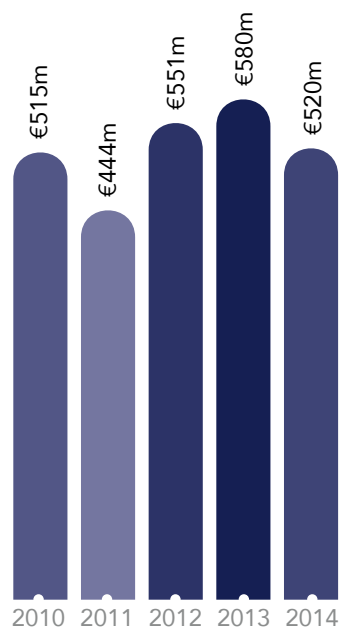
FIB & AB MEMBERS

TOTAL: 18

"This is one of the most important issues on the Turkish football agenda."
Idil Baykara, Licensing Manager, Turkish Football Federation



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



- 1 • Deadline for UEFA club licensing decisions
- 2 • Deadline for domestic club licensing decisions
- 3 • Season starts

2014/15 TOP-DIVISION LICENSING DATA

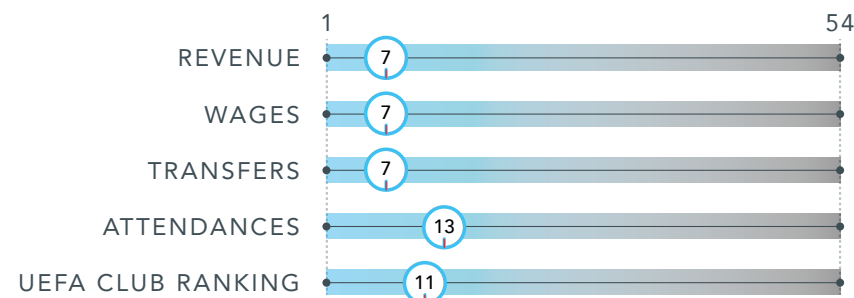
Clubs: 18

Club with highest revenue:
Fenerbahçe SK

Head coach qualifications:
Pro diploma (15), undergoing UEFA coaching diploma course (3)

Clubs' legal structure:
Association (56%), limited company (22%), listed company (22%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 4 (5)



UKRAINE

Domestic club licensing since:
2004

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in top 3 domestic divisions

No. of top-division clubs refused a domestic
licence in the last 5 years: 1

Consequence of being refused a domestic
licence:
Relegation to a lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 2



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

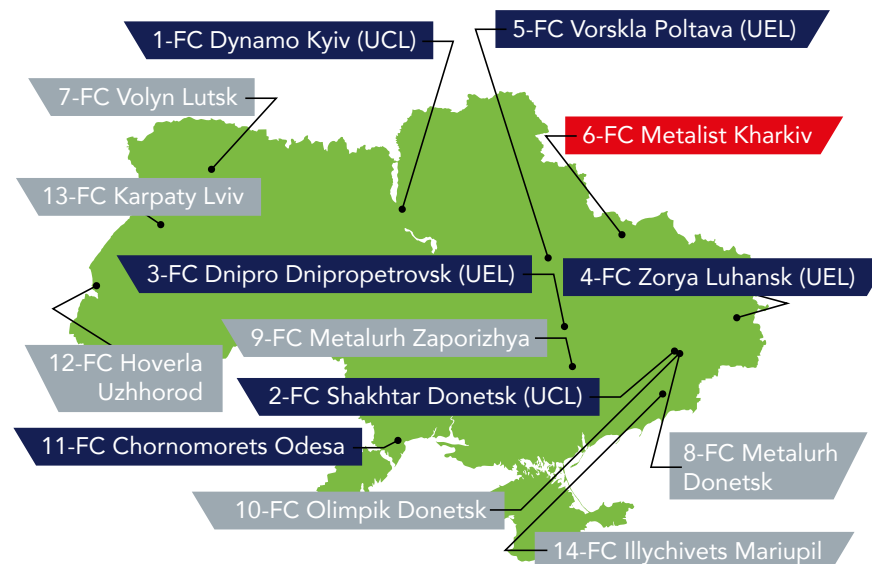
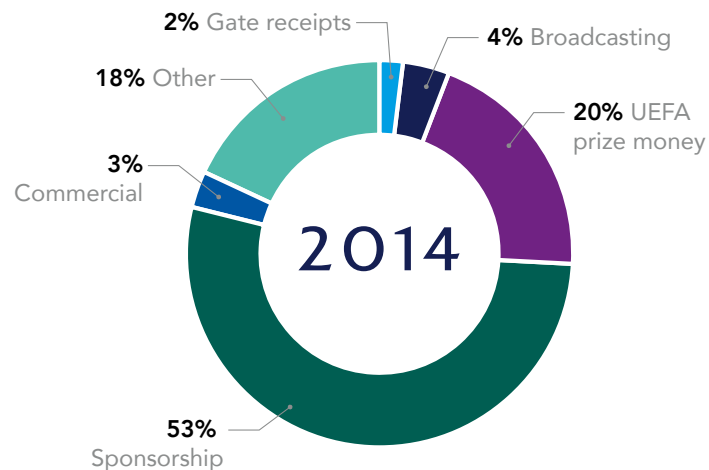
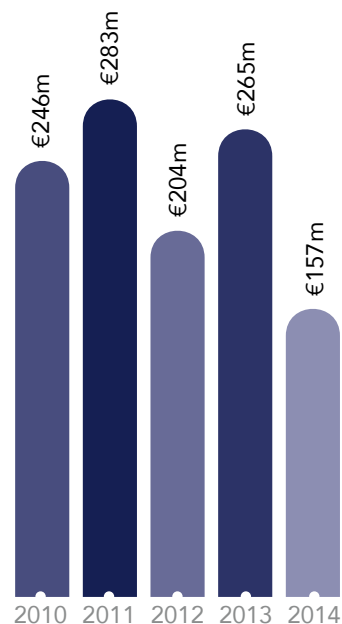
TOTAL: 21

"The Football Federation of Ukraine understands perfectly well that life goes on-the football and everything that related to it develops really active and dynamic, therefore all football members need to adopt it and go over the new quality standards. That is why the Ukrainian club licensing system intends to establish an approach for the professional football organization in clubs based on consistency principles and on unified approach."

Sergey Zadiran, Licensing Manager, Football Federation of Ukraine



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



TIMELINE FOR LICENSING DECISIONS



2014/15 TOP-DIVISION LICENSING DATA

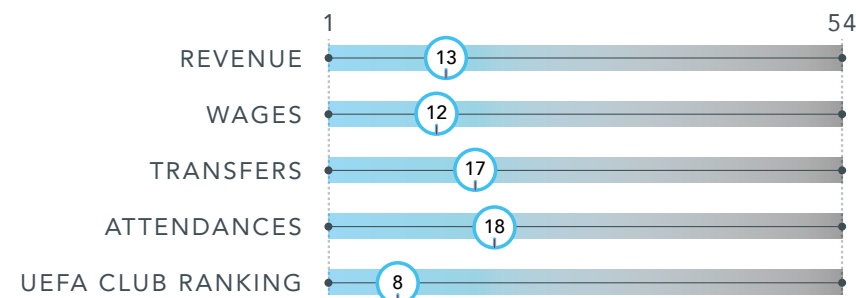
Clubs: 14

Club with highest revenue:
FC Dnipro Dnipropetrovsk

Head coach qualifications:
Pro diploma (12), A diploma (1), undergoing
UEFA coaching diploma course (1)

Clubs' legal structure:
Limited company (64%), joint stock
company (21%), public organisation (15%)

Stadiums to be used in UEFA club
competitions by licensed clubs:
Category 4 (2), Category 3 (2), Category 2 (1)



WALES

Domestic club licensing since:
2009/10

Type of club licensing system:
Separate licences for UEFA and domestic
competitions

Scope of club licensing system:
For UEFA club competitions and
participation in the top domestic division

No. of top-division clubs refused a domestic
licence in the last 5 years: 3

Consequence of being refused a domestic
licence:
Relegation to lower division

No. of top-division clubs refused a UEFA
licence in the last 5 years: 8



CLUB LICENSING ADMINISTRATION
& CRITERIA EXPERTS



FIB & AB MEMBERS

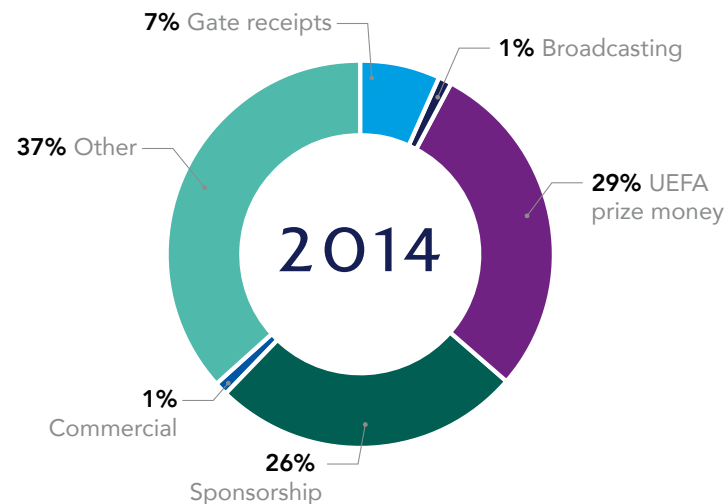
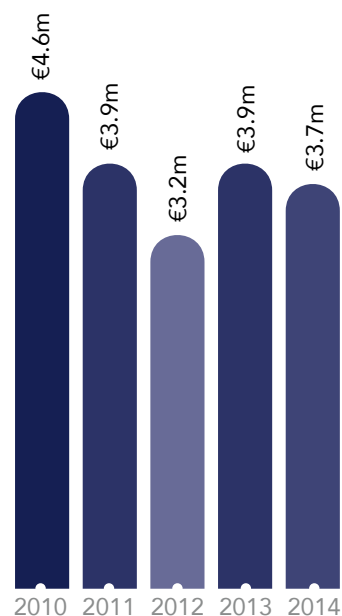
TOTAL: 18

The introduction of club licensing in Wales has been the most significant catalyst for the development of the Welsh Premier League since its formation in 1992. The development of stadiums, youth development programmes, coaching qualifications, personnel and financial administration can all be attributed to its implementation.”

Steven Jones, Licensing Manager, Football Association of Wales



TOP-DIVISION TOTAL REVENUE AND REVENUE BREAKDOWN



2014/15 TOP-DIVISION LICENSING DATA

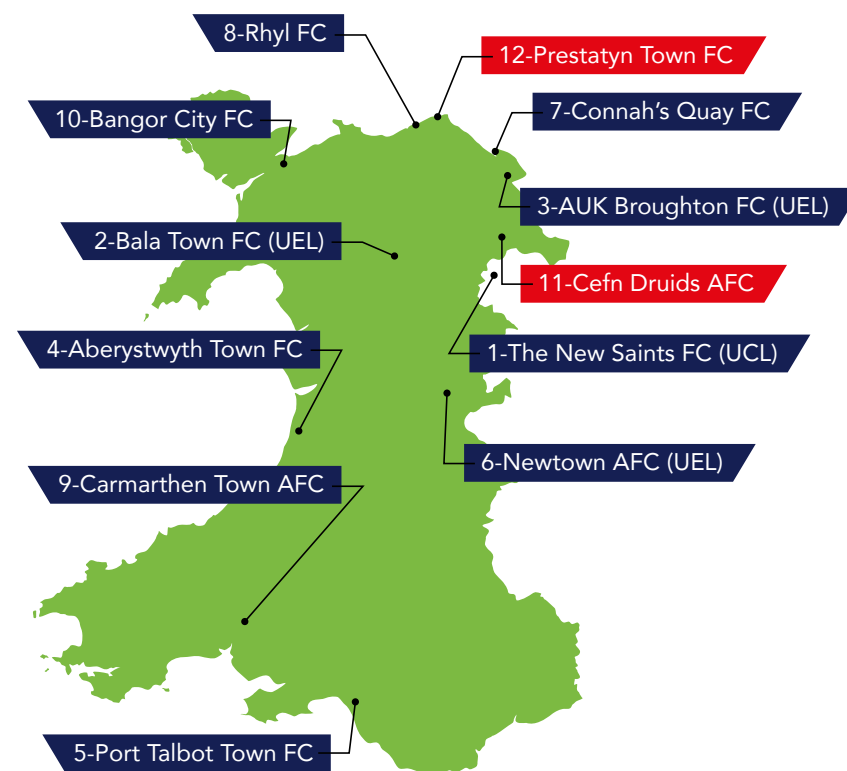
Clubs: 12

Club with highest revenue:
The New Saints FC

Head coach qualifications:
Pro diploma (5), recognition of competence (1), undergoing UEFA coaching diploma course (6)

Clubs' legal structure:
Limited company (84%), provident society registered with Financial Conduct Authority (8%), limited by guarantee (8%)

Stadiums to be used in UEFA club competitions by licensed clubs:
Category 2 (3)

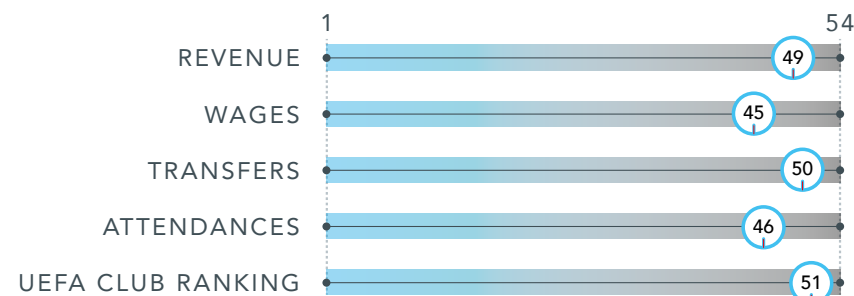


TIMELINE FOR LICENSING DECISIONS



1 • Deadlines for UEFA and domestic club licensing decisions

2 • Season starts





WE CARE ABOUT FOOTBALL

UEFA
Route de Genève 46,
CH - 1260 Nyon 2
T +41 848 00 27 27
F +41 848 01 27 27
UEFA.org