

CLUB ADVISORY PLATFORM





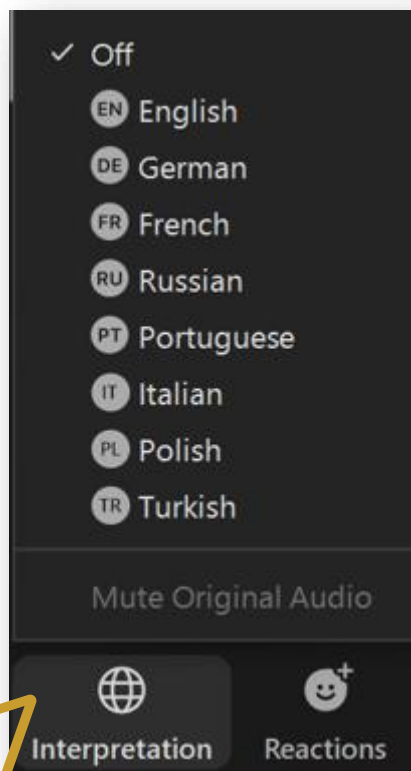
CLUB ADVISORY PLATFORM

CAP

Welcome

Translation Channels

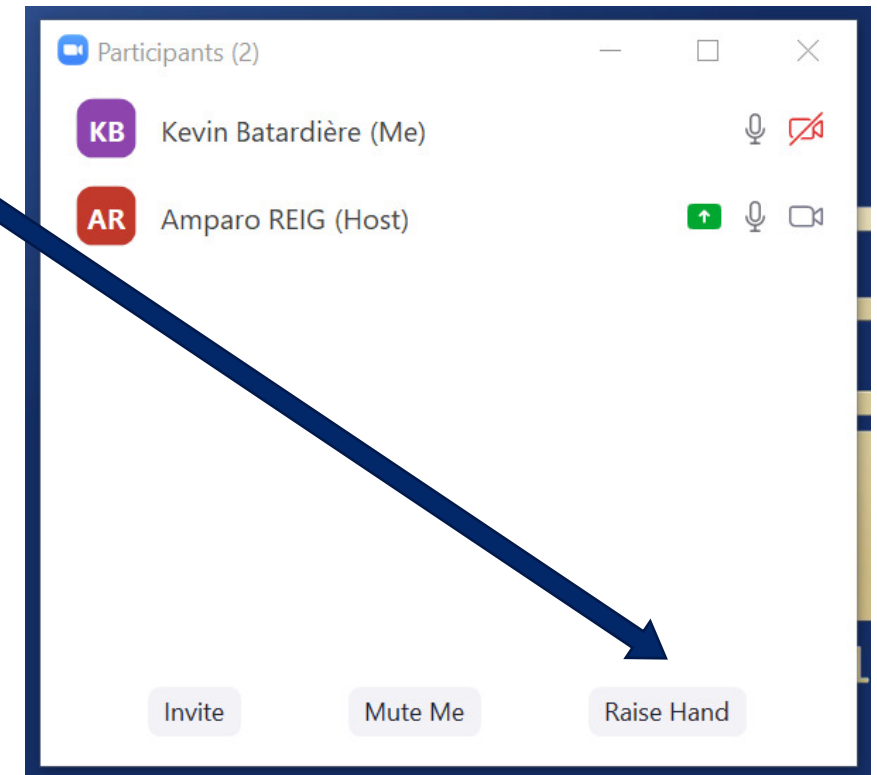
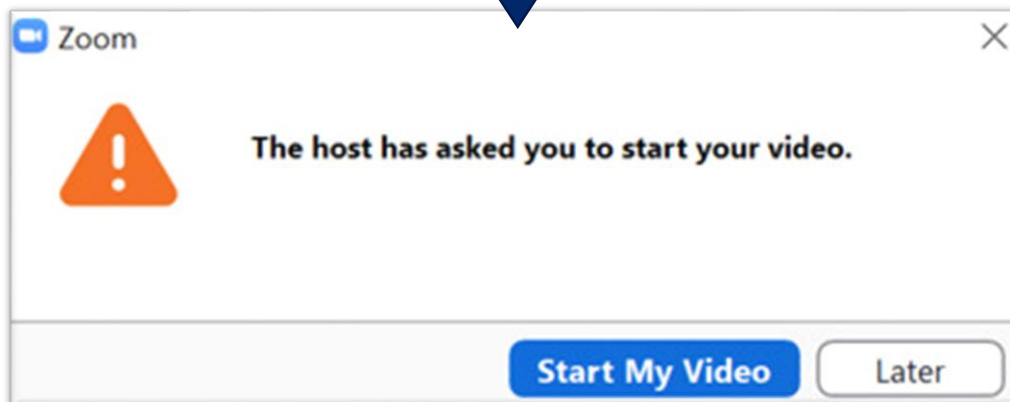
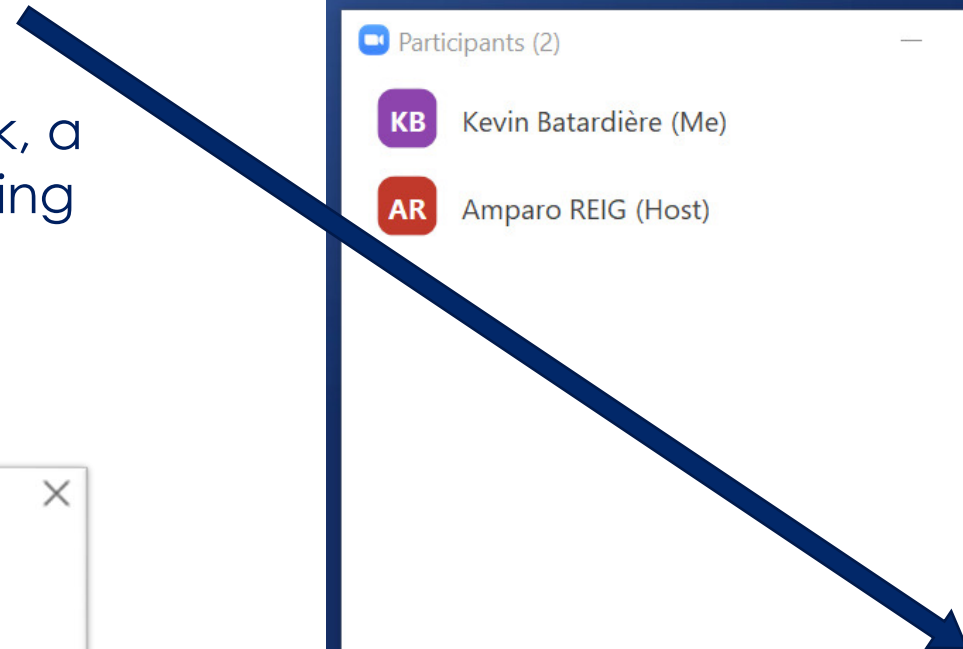
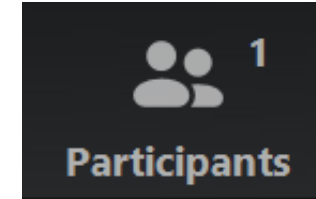
Please, choose your preferred language



- 1 English
- 2 French
- 3 German
- 4 Italian
- 5 Polish
- 6 Portuguese
- 7 Russian
- 8 Turkish

How to “Raise your hand” during the meeting

1. Please, click on **Participants**
2. A window will open: please click on **Raise Hand**
3. When you will be invited to speak, a pop-up message will appear asking you to turn on your camera and microphone.



Who is attending?



303 Clubs from **37** different countries



35 Leagues



Stakeholders representatives:
UEFA, FIFPro, ECA, European Leagues,
Fans Organisations



31 Media



Over **490** Participants

CLUB ADVISORY PLATFORM



1. Opening remarks by the European Leagues President

Lars-Christer Olsson

CLUB ADVISORY PLATFORM



UEFA's General
Secretary

Theodore Theodoridis

Agenda

1. Opening remarks by European Leagues President, Mr. Lars-Christer Olsson and address from UEFA's General Secretary, Mr. Theodore Theodoridis
2. UEFA Horizon post 2024
3. Recommended adjustments endorsed by the European Leagues
 - a. Financial distribution (post 2024)
 - b. Calendar Champions League (post 2024)
 - c. Access to Champions League (post 2024)
4. Financial Distribution 2021-2024
5. Conclusions and final remarks
6. Closing

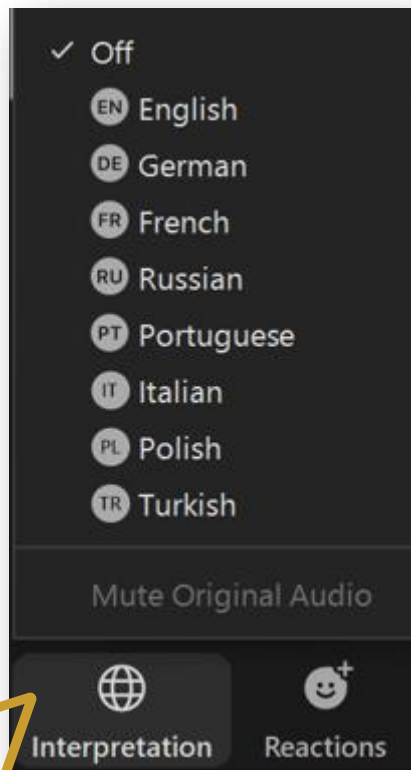
CLUB ADVISORY PLATFORM



2. UEFA Horizon post 2024

Translation Channels

Please, choose your preferred language



- 1 English
- 2 French
- 3 German
- 4 Italian
- 5 Polish
- 6 Portuguese
- 7 Russian
- 8 Turkish

HORIZON 2024 – SUMMARY OF PROPOSAL



New League System

- From a group stage approach to a single league
- Each team plays the same number of different opponents and is ranked in one league ranking



UCL: 10 Matchdays

- 10 different opponents
- 5 home and 5 away
- Fair & balanced calendar (pots)



Exclusive weeks for UCL

- More group matches in UCL creating exclusive weeks (played on Tue, Wed and Thu)
- Close cooperation in calendar phase with leagues

Saturday
Unday

No Weekends



No change of access list

- 32 Teams via current access list
- + 4 additional Teams
- Access only via domestic competitions



Knock-out Phase

- Potential new seeding (tennis-table system vs. draw)



UEL & UECL Format

- Same system as UCL with less MDs
- 32 teams
- No seeding after group stage

A FORMAT THAT



Increases sporting interest and reduces dead matches



Can be applied to all levels (UCL – UEL – UECL)



Enables matches between clubs in the same pot (more competitive matches)



Tells fans and spectators a new story



Is flexible in number of matches and access



Fits the landscape post 2024

PROCESS

HORIZON 2024



STEP 01

Key principles

New system for UCC:

- One league ranking

Format / Matchdays:

- UCL: 10 GS + KO-PO

Access:

- No change of 32 UCL access
- + 4 Teams
(3 via domestic league & coefficient)

Calendar:

- Exclusive Thursdays

STEP 02

Further aspects

Format:

- Fine details

Calendar:

- Detail dates and UEL & UECL

Commercial Concept

Financial Distribution

UEFA Horizon

- UEFA's Horizon is a proposal for the development of the international club competitions which will form the conditions for all professional club football, domestic leagues and international competitions for at least a decade.
- The combination of a new format and the financial distribution of the total revenues in the system will decide and determine the real consequences for European club football.
- The National Associations can only take such a decision in the belief that the proposals fulfil the presented objectives like “enhance appeal and commercial value **without affecting the domestic competitions**”.

OBJECTIVES



Rebuild declining sporting interest of the group phase



Enhance appeal and commercial value without affecting domestic competitions



Rebalance the European Club Competitions calendar sustainably



Consolidate the traditional model based on subsidiarity with domestic competitions



Offer long-term stability to European clubs and leagues in an unstable environment

CLUB ADVISORY PLATFORM



- Important adjustments on UEFA's proposals are highly recommended.
- This, to ensure that international club competitions are not further disrupting domestic club competitions.

CLUB ADVISORY PLATFORM

CAP

The Clubs' questions on UEFA Horizon 2024



Raise Hand

Raise your hand to ask for the floor

CLUB ADVISORY PLATFORM

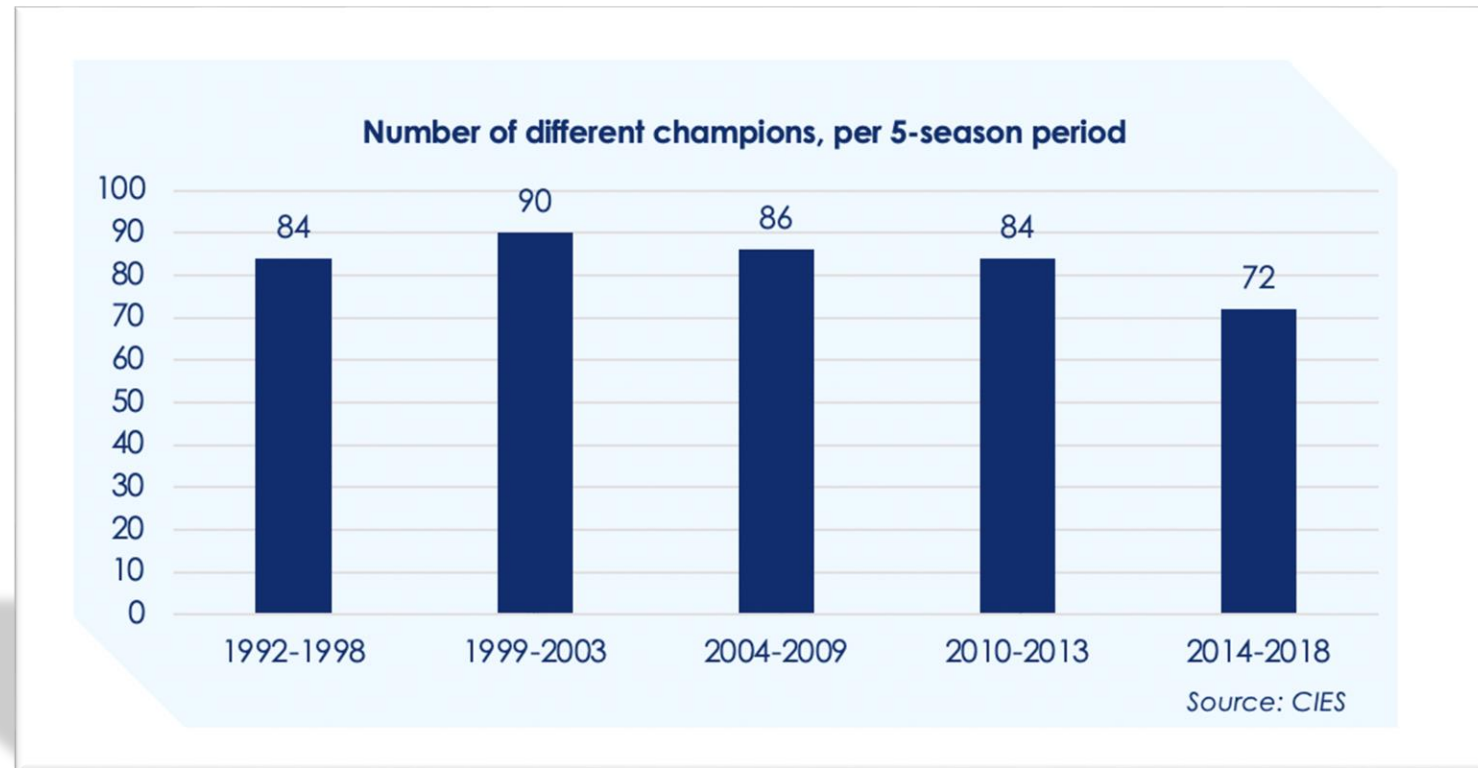


3. Recommended adjustments endorsed by the European Leagues

Competitive balance is at stake!

The key findings of the **EL Financial Landscape report** indicate a greater dominance by a smaller number of clubs and the advantage these top clubs have as a result of playing regularly in UCC, with a sharp decline in the number of different domestic champions.

This is also reiterated by the FIFA competitive balance report from February 2021.

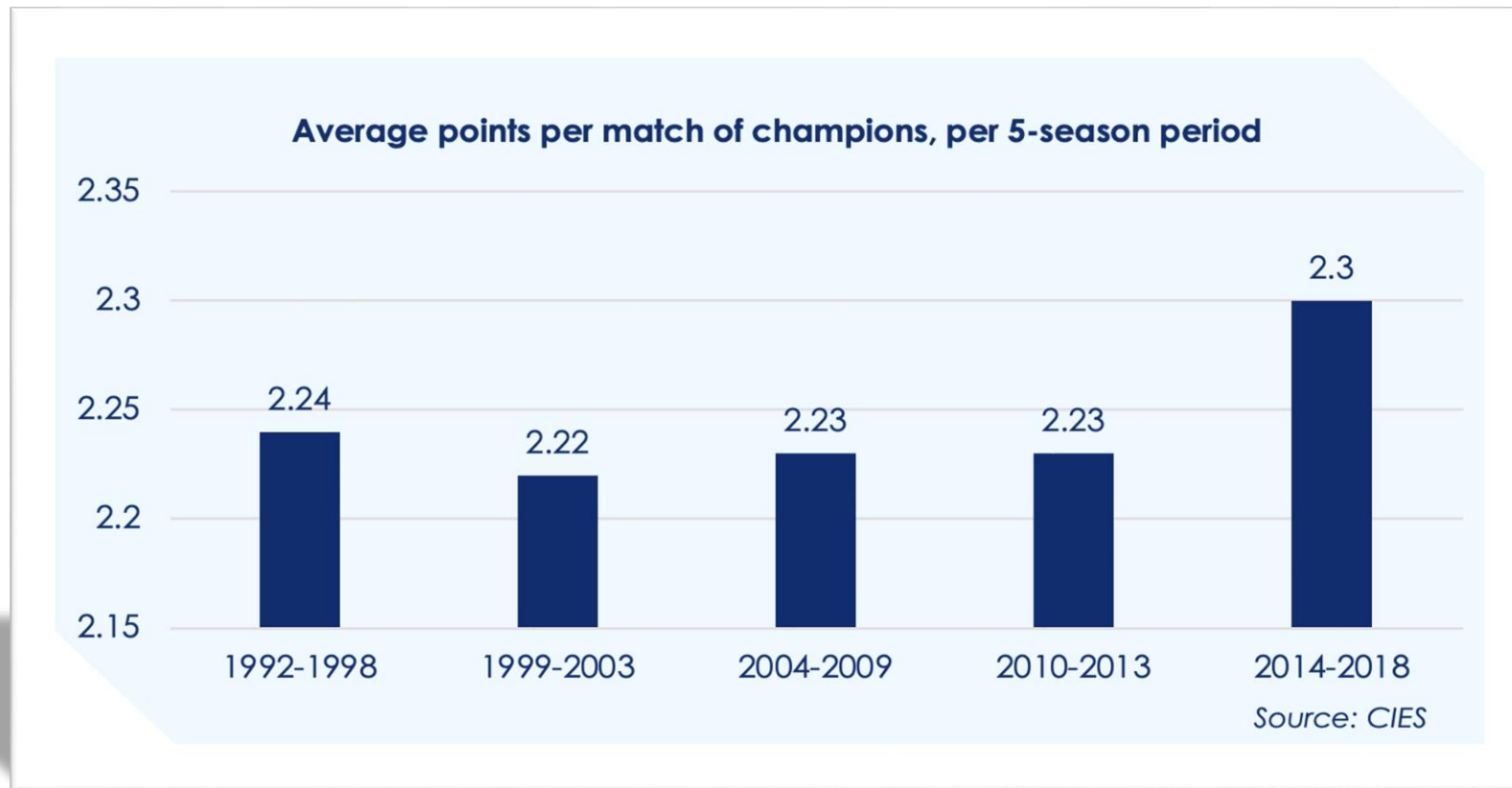


Competitive balance is at stake!

Title race competitiveness:

The percentage of domestic league games remaining at title win increased to a record figure during the 2014 – 2018 five-year period.

Average points per match of champions increased to a record figure during the same period indicating a growing difference between the champion and runner up teams.



CLUB ADVISORY PLATFORM



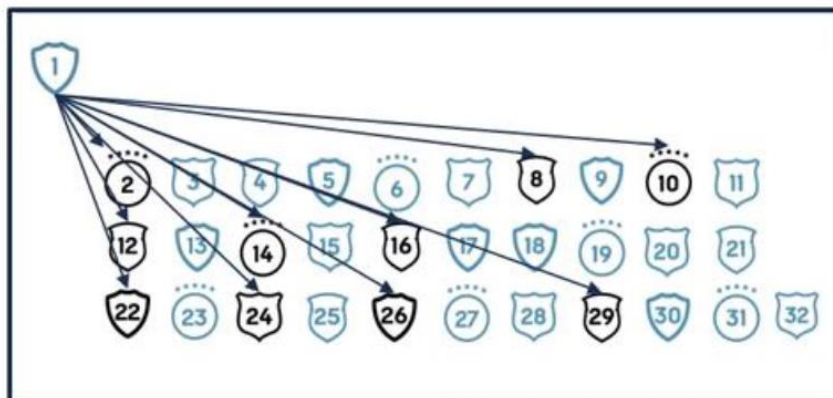
Format

NEW SYSTEM

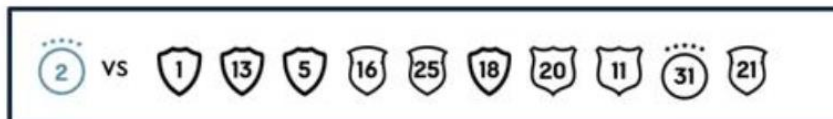
- **No more groups**
- **All teams in one ranking**
- **Teams are divided in pots**
- **Every team is drawn against an even number of opponents from all different pots**
- **Number of matchdays is freely decided**

Example 32 Teams and 10 MDs

Club 1



Club 2



Club 3



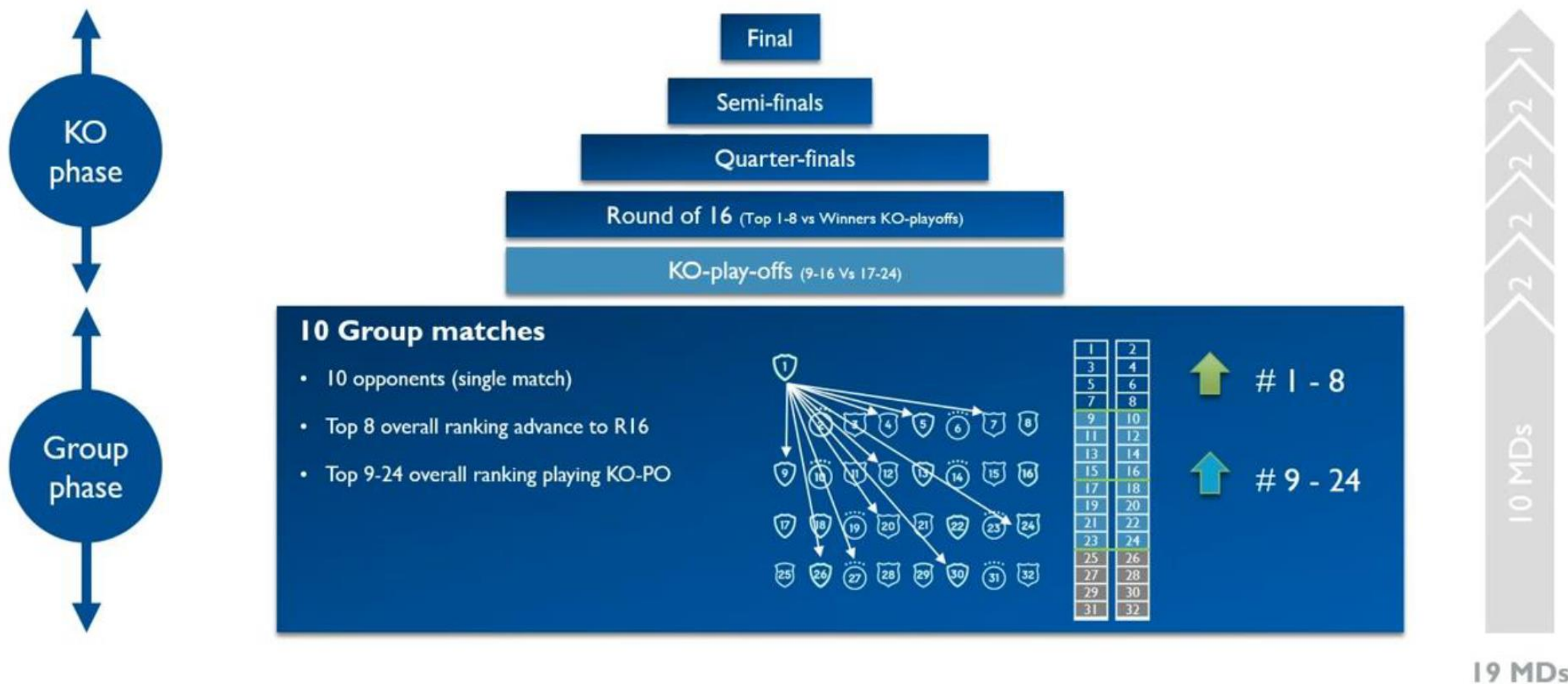
Club ...

...all clubs play against 10 different opponents drawn

RANKING

1	17
2	7
3	8
4	25
5	15
6	9
7	10
8	5
9	6
10	11
11	23
12	22
13	28
14	2
15	3
16	4
17	19
18	20
19	21
20	24
21	12
22	27
23	14
24	31
25	16
26	1
27	18
28	26
29	13
30	24
31	19
32	29

NEW SYSTEM – 10 GROUP STAGE + 2 KO-PO



FORMAT UEL

New Format:

- Option: 6 GS + 9 KO



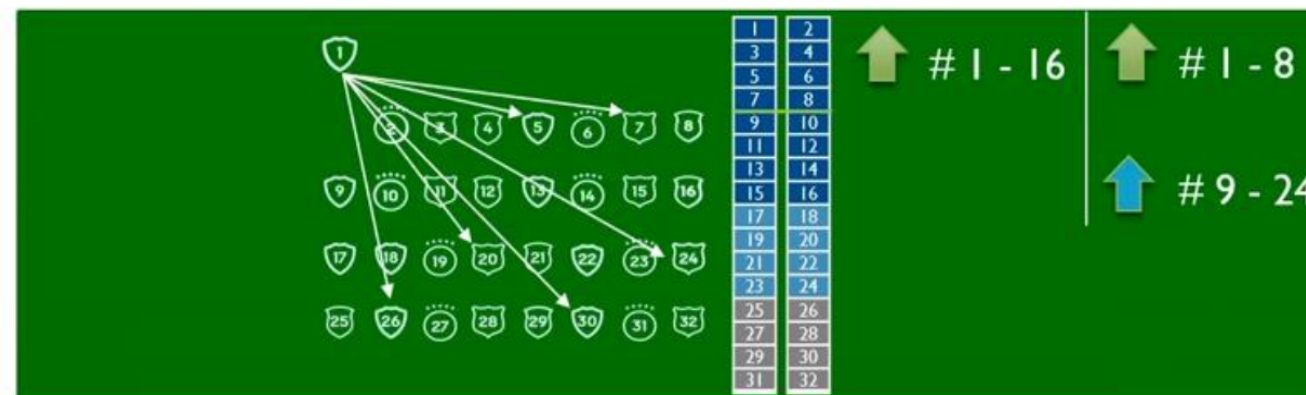
1
2
2
2
2
6

15
MATCH
DATES

FORMAT UECL

New Format:

- Option: 6 GS + 7 KO



1

2

2

2

6

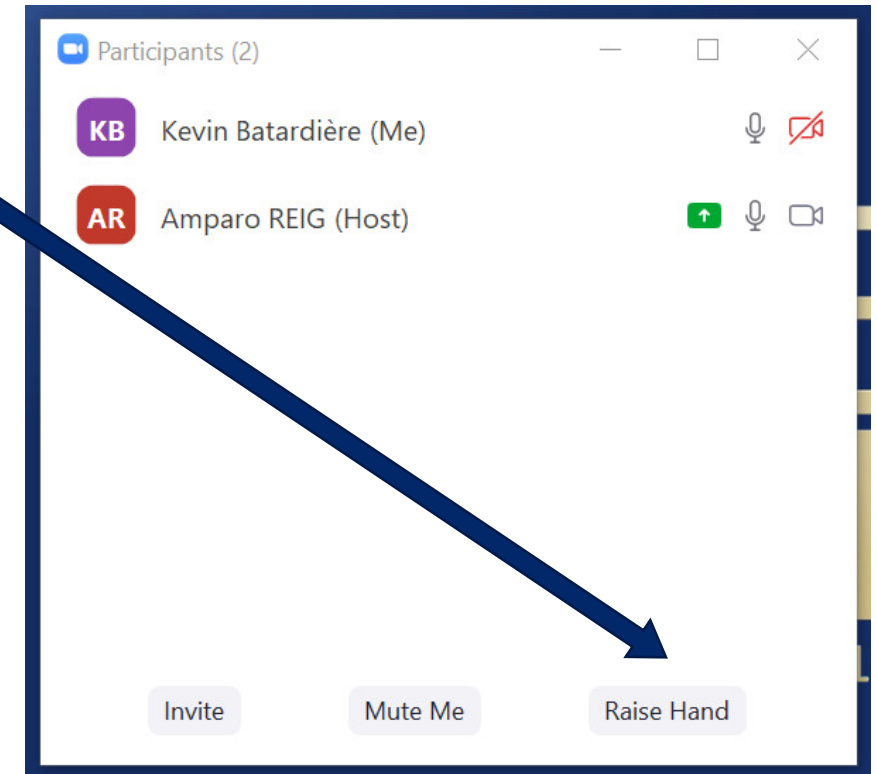
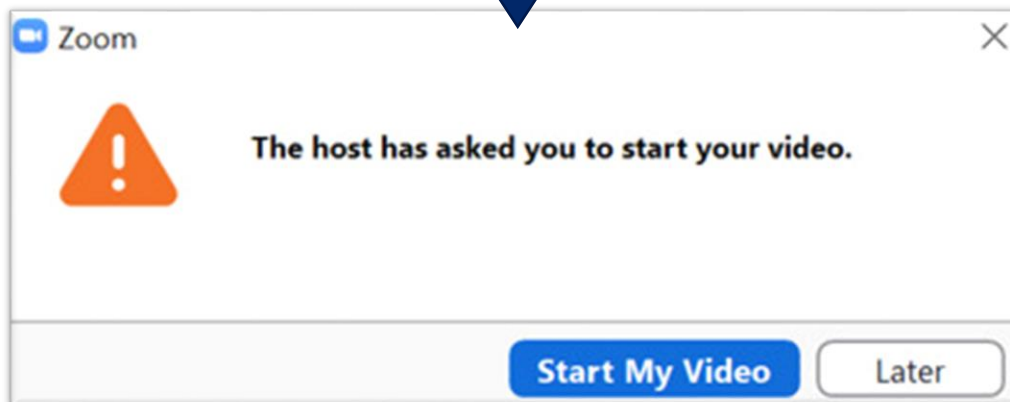
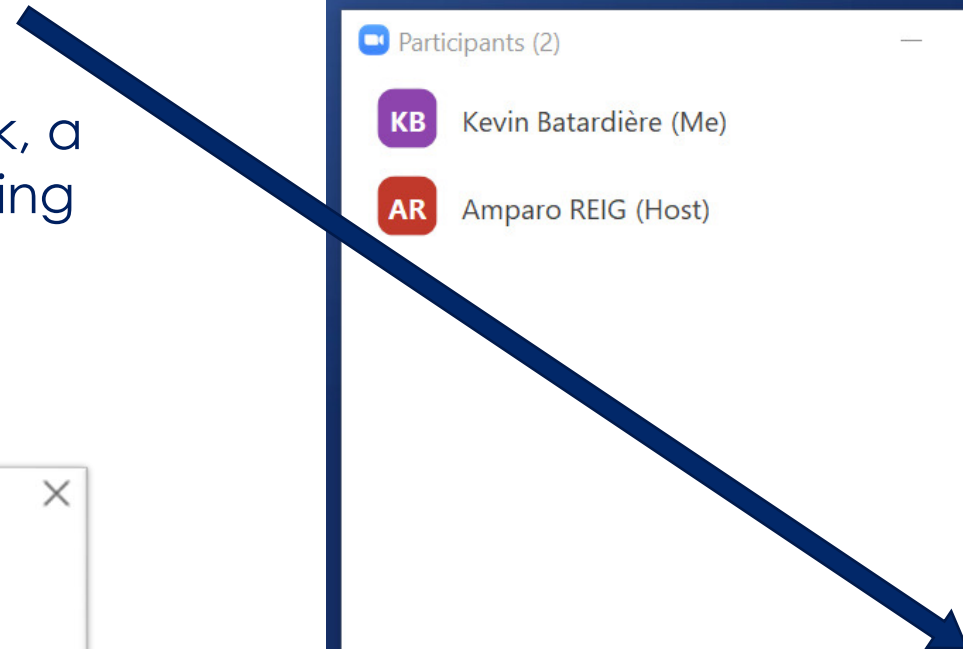
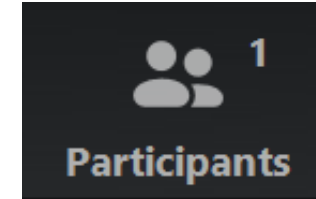
13
MATCH
DATES

Format of UCC

Cycle	21-24	Post 24	<ul style="list-style-type: none"> We agree to the proposed format, the Swiss Model and that 4 more clubs are added to Champions League as from the 24-27 cycle while Europa League and Conference League remain at 32 clubs each. 	Post 24
No. Clubs	96	100		100
				
UCL	32	36		36
UEL	32	32		32
UECL	32	32		32

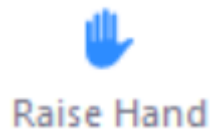
How to “Raise your hand” during the meeting

1. Please, click on **Participants**
2. A window will open: please click on **Raise Hand**
3. When you will be invited to speak, a pop-up message will appear asking you to turn on your camera and microphone.



The Clubs' Views on Format

CLUB ADVISORY PLATFORM



Raise your hand to ask for the floor

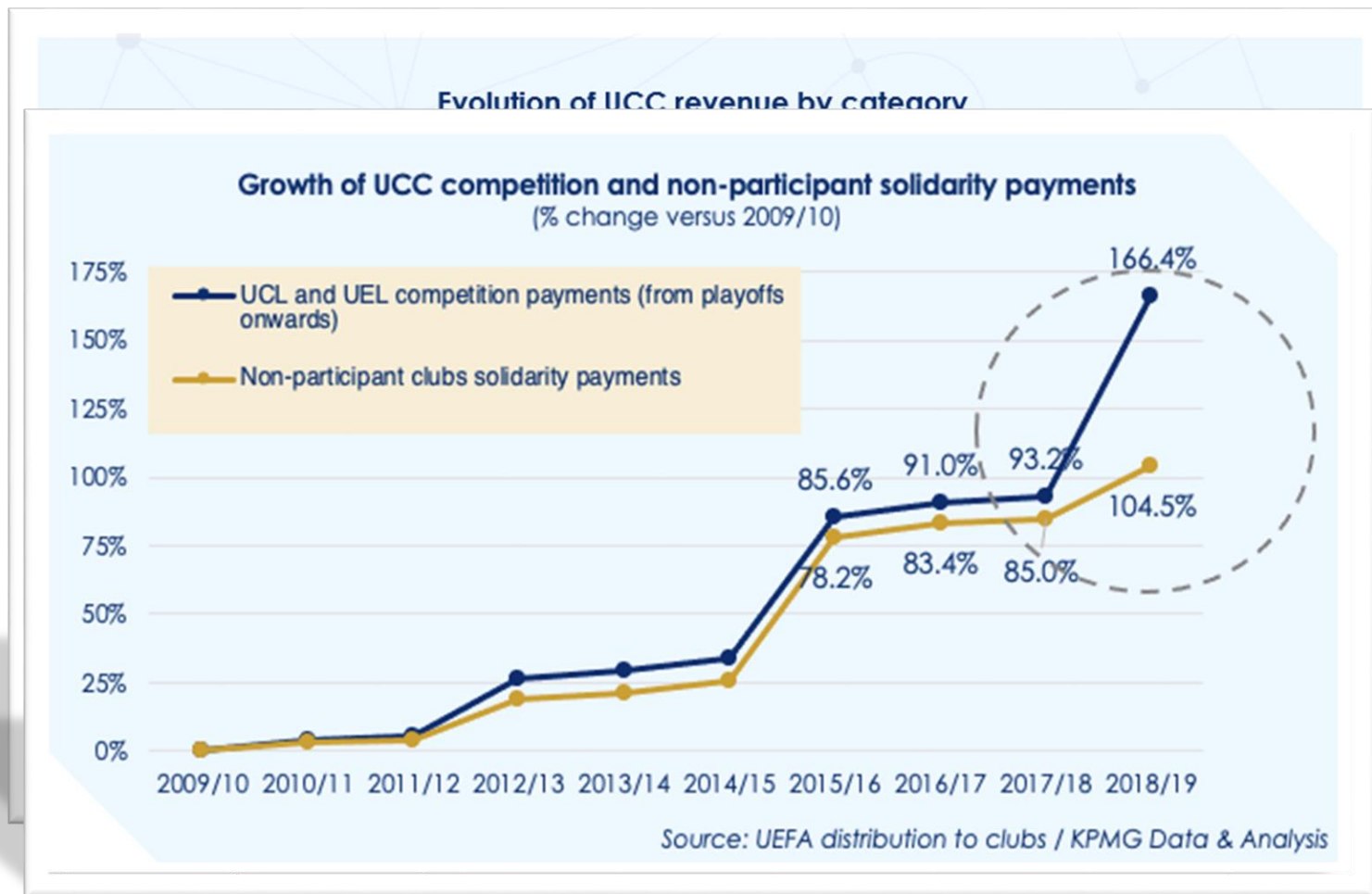
CLUB ADVISORY PLATFORM



Financial Distribution post 2024

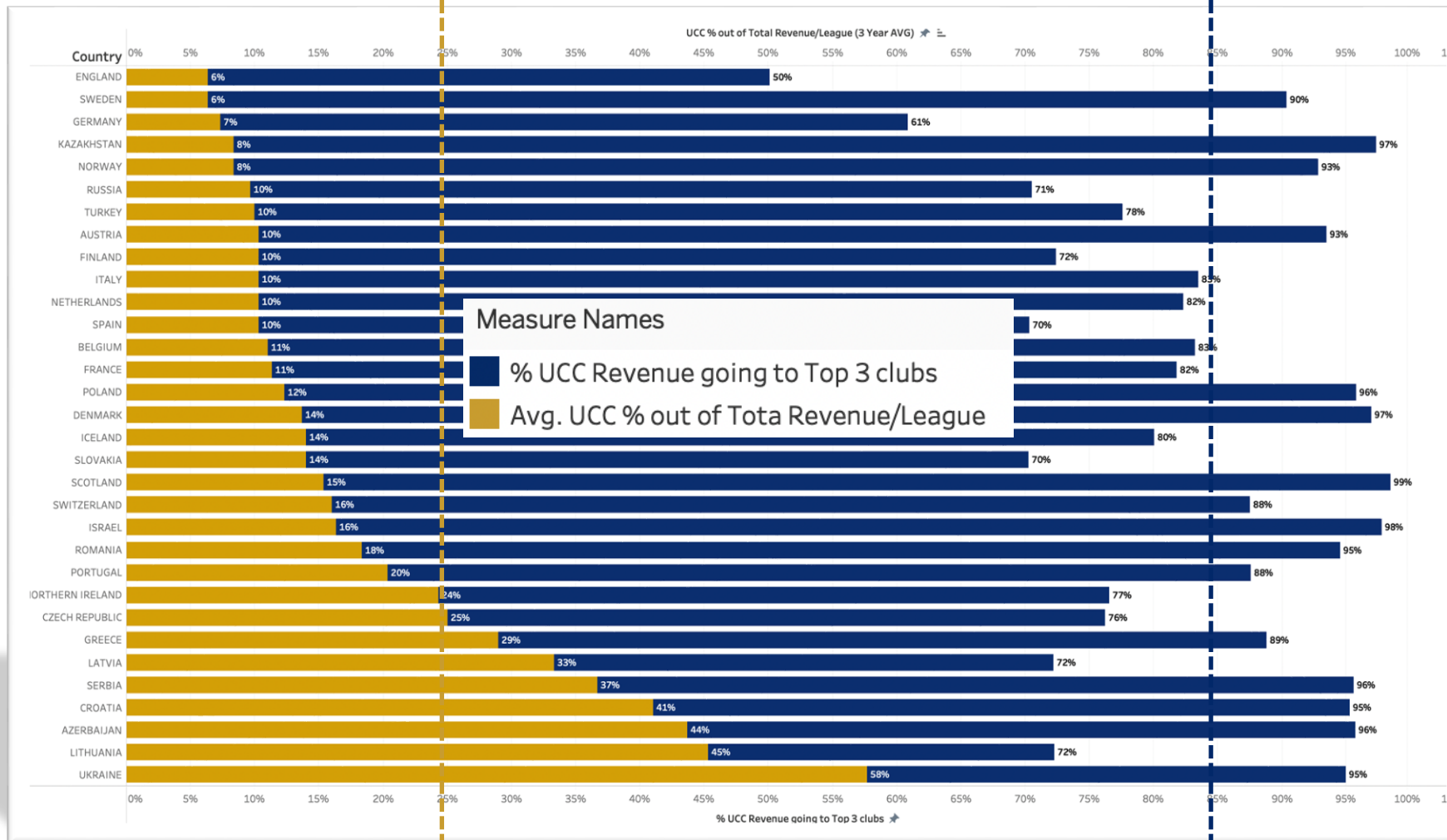
Financial distributions historical development

- **UEFA Champions League** revenue distribution **growing much faster** than Europa League, especially from current 2018-21 cycle.
- Growth rate of **payments to non-participating clubs** have fallen far behind compared to competition payments.



Where do UCC revenues end up?

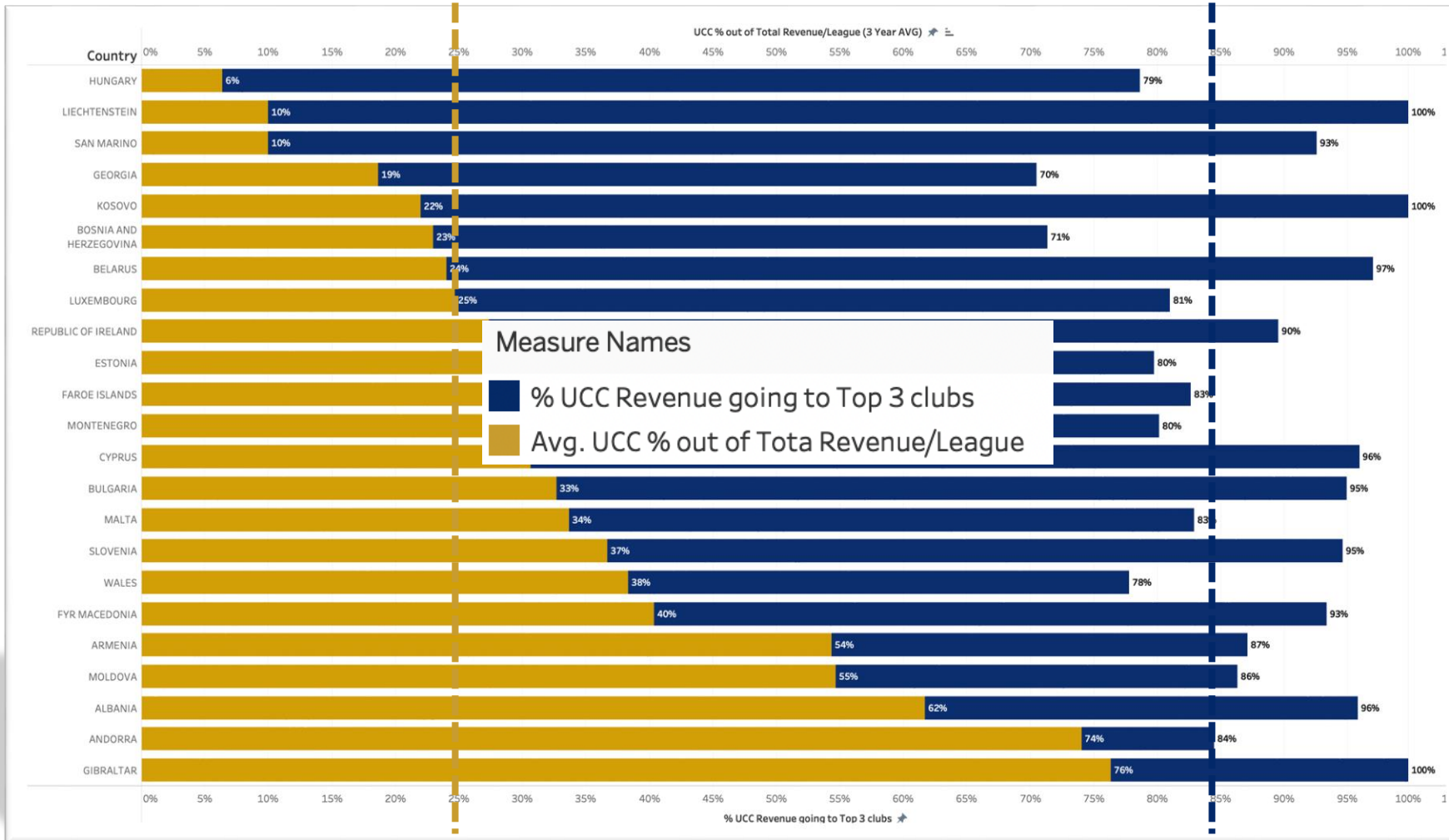
32 countries: % of UCC revenue concentrated in top 3 clubs by league vs UCC % out of Total Revenue/League



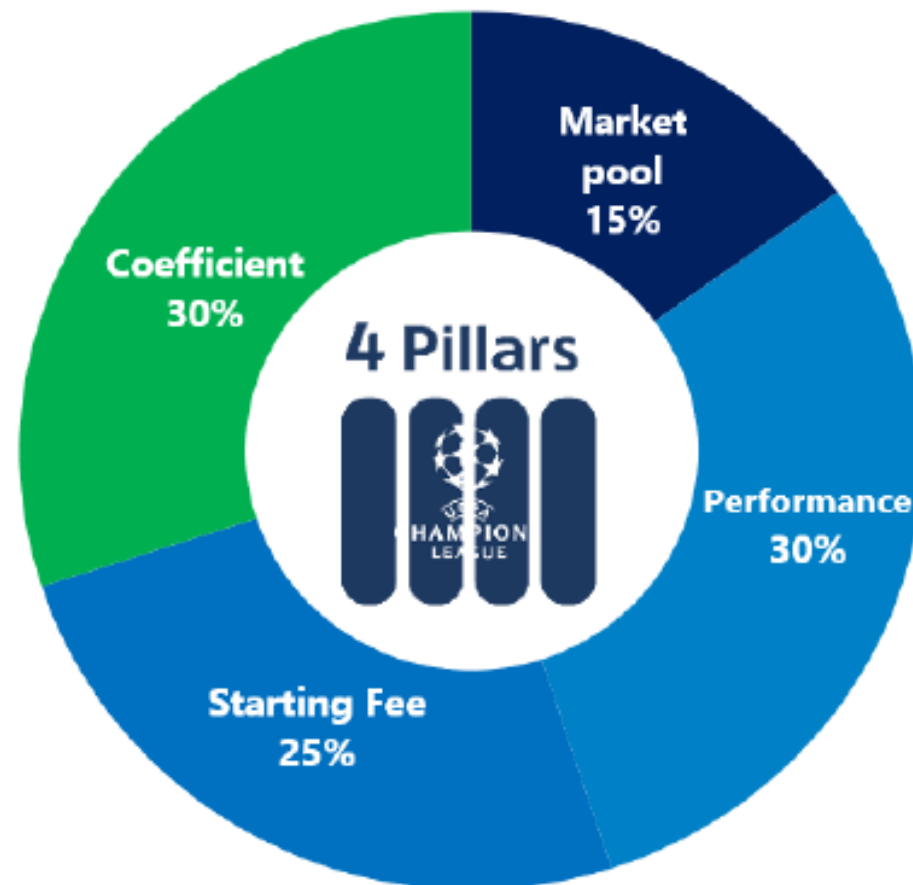
In UCC cycle 2015-18 on average, UCC constituted 25% of the total revenue, with 85% going to only the top 3 clubs in their respective leagues.

Where do UCC revenues end up?

23 countries: % of UCC revenue concentrated in top 3 clubs by league vs UCC % out of Total Revenue/League



Financial Distribution Pillars: UCL



UCL: Coefficient & Market Pool Impact



Total UCC Revenue Difference: + € 40M

Club Coefficient Difference: ↑ + € 16M

Market Pool Difference: ↑ + € 22M

UCL Simulation Based On Season 2018/19

Country: The Netherlands

UCL Progress: Semi Finalists

League: Eredivisie

Club: AFC Ajax



Total UCC Revenue: € 81M

Starting Fee: € 16M

Performance: € 45M

Coefficient: € 19M

Market pool: € 1M

UCL Simulation Based On Season 2018/19

Country: Spain

UCL Progress: Semi Finalists

League: La Liga

Club: FC Barcelona



Total UCC Revenue: € 121M

Starting Fee: € 16M

Performance: € 47M

Coefficient: € 35M

Market pool: € 23M

UEL: Coefficient & Market Pool Impact



Total UCC Revenue Difference: + € 2.1M

Club Coefficient Difference: ↑ + € 1.9M

Market Pool Difference: ↓ - € 0.3M

UEL Simulation Based On Season 2018/19

Country: Hungary



UEL Progress: Group Stages

League: Nemzeti Bajnokság I

Club: FC Videoton



Total UCC Revenue: € 4.2M

Starting Fee: € 3.6M

Performance: € 0.0M

Coefficient: € 0.26M

Market pool: € 0.33M

UEL Simulation Based On Season 2018/19

Country: Belarus



UEL Progress: Group Stages

League: Belarusian Premier League

Club: FC BATE Borisov



Total UCC Revenue: € 6.3M

Starting Fee: € 3.6M

Performance: € 0.4M

Coefficient: € 2.24M

Market pool: € 0.04M

UCL: Coefficient Impact



Total UCC Revenue Difference: + € 14M

Club Coefficient Difference: ↑ + € 10M

UCL Simulation Based On Season 2018/19

Country: Russia



UCL Progress: Group Stages

League: Russian Premier Liga

Club: FC Lokomotiv Moskva



Total UCC Revenue: € 24M

Starting Fee: € 16M

Performance: € 3M

Coefficient: € 5M

Market pool: € 0.9M

UCL Simulation Based On Season 2018/19

Country: Russia



UCL Progress: Group Stages

League: Russian Premier Liga

Club: PFC CSKA Moskva



Total UCC Revenue: € 38M

Starting Fee: € 16M

Performance: € 7M

Coefficient: € 15M

Market pool: € 0.8M

UEL: Coefficient Impact



UEFA
EUROPA
LEAGUE

- RSC Anderlecht would receive **€6 M extra** after having been eliminated at the same stage as R. Standard de Liège due in part to their **superior club coefficient**.

Total UCC Revenue Difference: ↑ + € 6.0M
Club Coefficient Difference: ↑ + € 1.0M

UEL Simulation Based On Season 2018/19



Country: Belgium



UEL Progress: Group Stages

League: Belgian Pro League

Club: R. Standard de Liège



Total UCC Revenue: € 6.5M

Starting Fee: € 3.6M

Performance: € 0.4M

Coefficient: € 1.9M

Market pool: € 0.5M

UEL Simulation Based On Season 2018/19



Country: Belgium



UEL Progress: R16

League: Belgian Pro League

Club: RSC Anderlecht



Total UCC Revenue: € 12.5M

Starting Fee: € 3.6M

Performance: € 5.3M

Coefficient: € 2.9M

Market pool: € 0.6M

CLUB ADVISORY PLATFORM



Adjustment 1

Financial Distribution
post 2024

Financial Distribution & Solidarity post 2024

1st Adjustment Financial Distribution & Solidarity

*For the 21-24 Cycle, EL aims that Solidarity % to Non-Participating Clubs already increases

Overall revenue
Competition costs
UEFA
Qualifying rounds
Solidarity to NPC*
UCL
UEL
UECL
UWCL

21-24



100%

9,1%

5,5%

3%

4%

58%

13,3%

6,8%

0,3%

- Domestic competitions refrain from playing on UCC dates thus giving exclusivity to UEFA's club competitions.
- UCC's take high revenue out of the domestic (media) markets relative to the revenue of the domestic competitions from the same market.
- This must, of course, result in a fair compensation for clubs that do not participate in UCC.

Post 24



100%

-

-

-



-

3 Principles to apply in step 1:

- Increase the share of total revenue to the non-participating clubs (NPC) including a revision of the solidarity redistribution mechanism between associations.
- A significantly higher investment in UEL and UECL by allocating a larger share of total revenue to these.
- More equal distribution of revenue between the participants in competitions.

CLUB ADVISORY PLATFORM



The Clubs' Views on Financial Distribution post 2024



Raise Hand

Raise your hand to ask for the floor

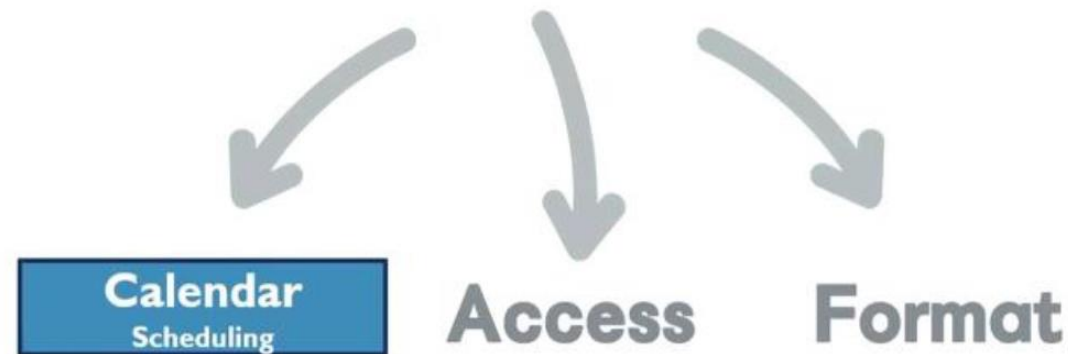
CLUB ADVISORY PLATFORM



Calendar Champions League post 2024

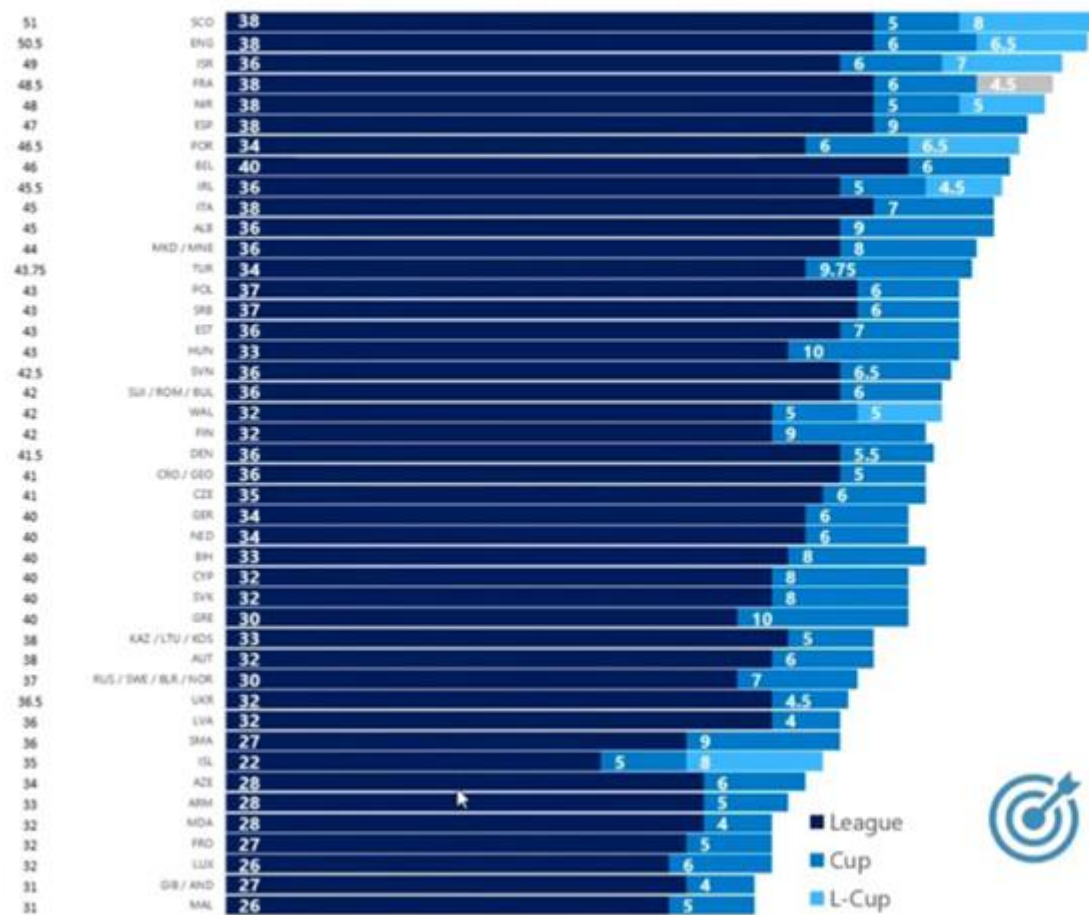
NEW SYSTEM

Flexibility



Use of weekends   Exclusive UCL match weeks (Thursdays)

MORE MATCHES IN EUROPE



2018/19



Addition of targeted few weeks to rebalance the number of match days domestic/Europe



NEW SYSTEM – CALENDAR EXAMPLE

Additional MD

June	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
July	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
August	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
September	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
October	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
November	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	
December	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
January	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
February	1	2	3	4	5	6	7	8	9	10	KO PO		14	15	16	17	KO PO		21	22	23	24	25	26	27	28					
March	1	2	3	R16			7	8	9	10	R16		14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	
April	1	2	3	4	5	6	7	QF			11	12	13	14	QF			18	19	20	21	22	23	24	25	26	27	28	SF		
May		2	3	4	5	SF			9	10	11	12	13	14	15	16	17	18	19	20	F	22	23	24	25	26	27	F	29	30	F
June	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	

USE OF THURSDAYS - CONSIDERATIONS

Normal match-week

	Tue	Wed	Thu
18.55 CET	 UEFA CHAMPIONS LEAGUE	 UEFA CHAMPIONS LEAGUE	 UEFA EUROPA LEAGUE  UEFA EUROPA CONFERENCE LEAGUE
21.00 CET	 UEFA CHAMPIONS LEAGUE	 UEFA CHAMPIONS LEAGUE	 UEFA EUROPA LEAGUE  UEFA EUROPA CONFERENCE LEAGUE

Exclusive UCL Match-week

	Tue	Wed	Thu
	 UEFA CHAMPIONS LEAGUE	 UEFA CHAMPIONS LEAGUE	 UEFA CHAMPIONS LEAGUE
	 UEFA CHAMPIONS LEAGUE	 UEFA CHAMPIONS LEAGUE	 UEFA CHAMPIONS LEAGUE

CLUB ADVISORY PLATFORM



Adjustment 2

Calendar
Champions League
post 2024

Calendar

Group Stage onwards

2nd Adjustment Calendar



	Status Quo 21-24
GS Matchdays	6
KO Matchdays	9
<hr/>	
TOTAL Matchdays	15
GS Matches	96
Play-off KO Matches - NEW	
R16 to Finals	29
<hr/>	
TOTAL Matches	125

Post 24



10	↑
9	
<hr/>	
19	↑
+84	↑
+16	↑
+0	
<hr/>	
225	↑

- The calendar for national (club & cup) and UCC competitions need to stay balanced. Also, to keep space for international team competitions.
- If Champions League grows too big, it will result into a shift of value between domestic and international competitions.
- Therefore, the Champions League can only grow with 2 matchdays as from the 24-27 cycle.

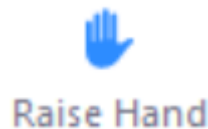
Post 24



8	↑
9	
<hr/>	
17	↑
+48	↑
+16	↑
+0	
<hr/>	
189	↑

The Clubs' Views on Calendar post 2024

CLUB ADVISORY PLATFORM



Raise your hand to ask for the floor

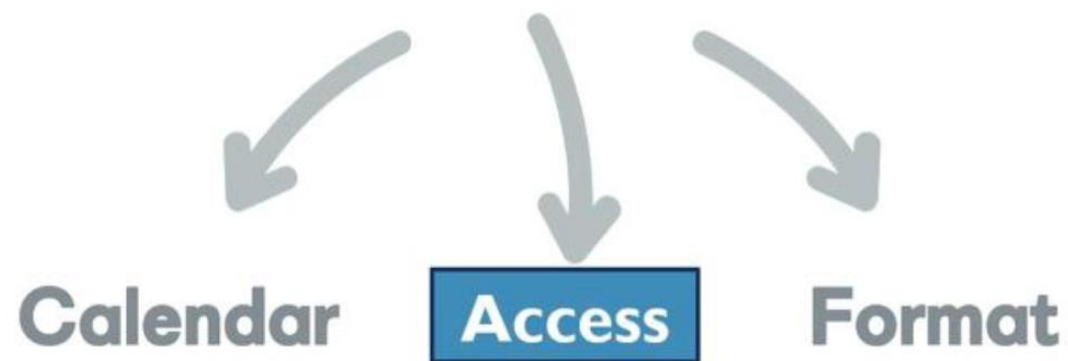
CLUB ADVISORY PLATFORM



Access to Champions League post 2024

NEW SYSTEM

Flexibility



**Reduce quota
for associations**



**Increase quality
of teams**

BENEFITS OF ACCESS 36 IN UCL



In UCL additional quality can be injected in group stage



Another key market (Ass. 5) guaranteed one more place in UCL GS



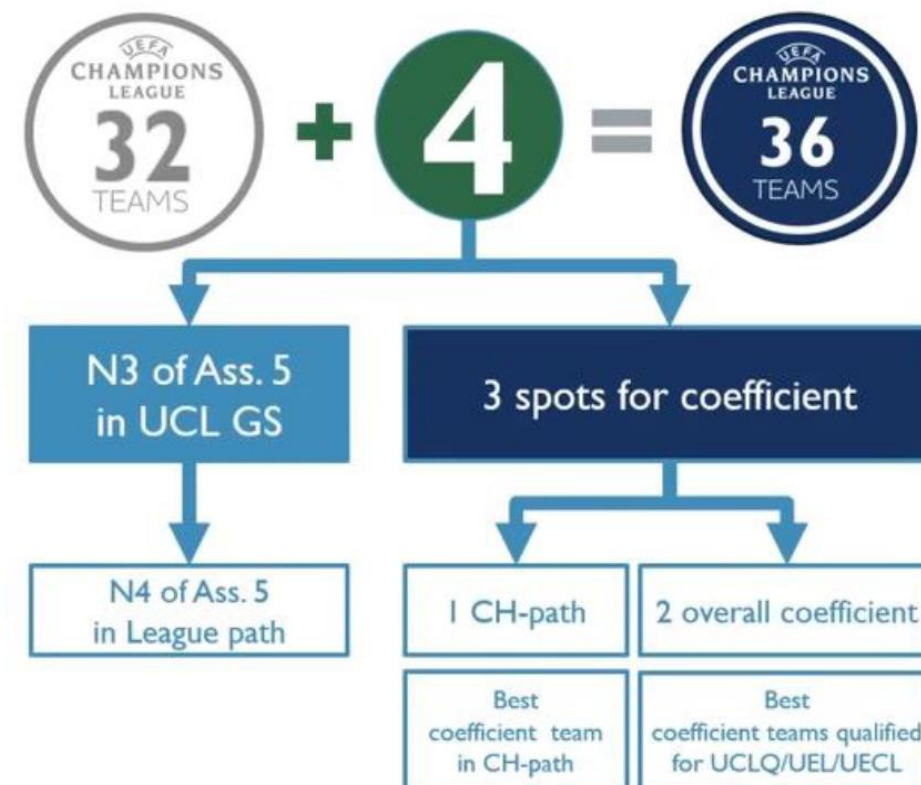
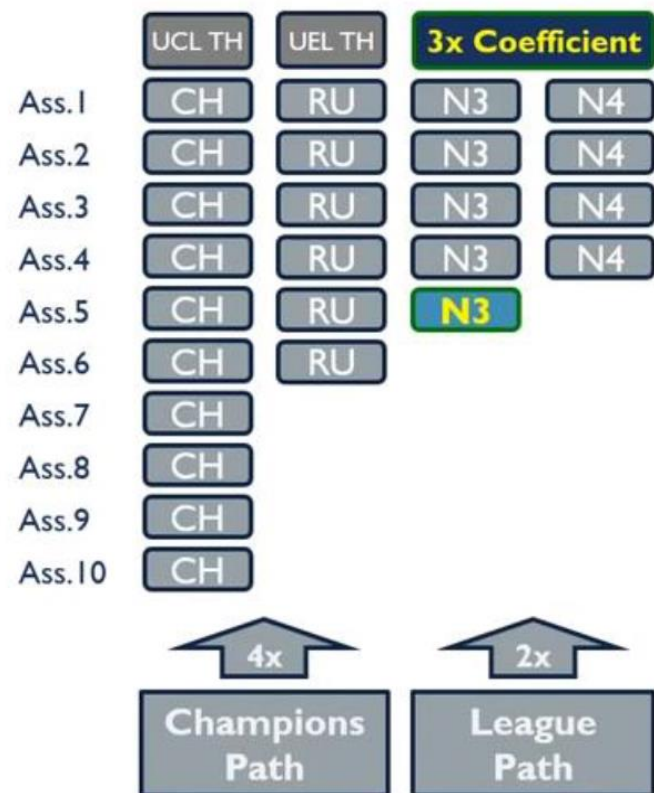
Coefficient adds another association from CH-path and a competitive team



New system absorbs 4 added clubs without side effects due to increased quality

ACCESS LIST WITH 36 TEAMS (EXAMPLE)

36 TEAMS



CLUB ADVISORY PLATFORM



Adjustment 3

Access to
Champions League
post 2024

Access: UEFA Champions League

3rd Adjustment
Access



Post 24



4 Extra Spots

1 to National
Association
(Federation)
nr. 5

1 to domestic
champion

2 to coefficient
path

MORE to Top 5
(3 out of 4 spots)

- 4 extra clubs into UCL could make the Champions League accessible to **more champions from more different associations** instead of mainly adding more clubs from the top 4 associations.

- **Therefore, it is necessary to allocate 3 of the extra spots to domestic champions instead of 1. And to keep the Country Cap at maximum 5 clubs from 1 association.**

Post 24



4 Extra Spots

1 to National
Association
(Federation)
nr. 5

3 to domestic
champions

**More domestic
Champions**

CLUB ADVISORY PLATFORM



The Clubs' Views on Access

Champions League post 2024



Raise your hand to ask for the floor

CLUB ADVISORY PLATFORM



4. Financial Distribution 21-24

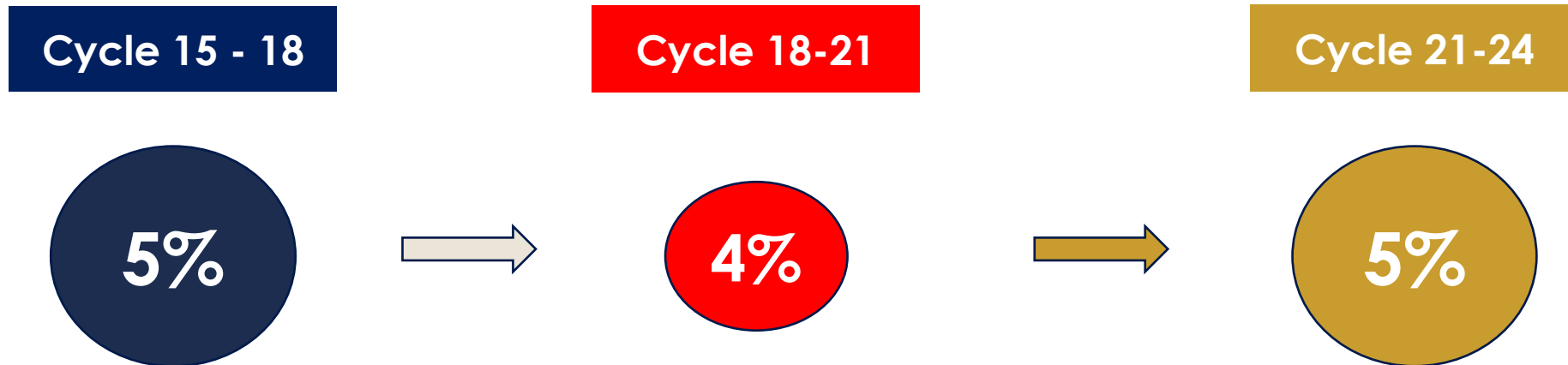
EL Proposal Financial Distribution 2021-2024

“At least” to repair the damage



European Leagues seek to ‘**repair the damage**’ that was caused by decisions that were made in 2016 which negatively impacted the financial distribution model from Cycle 18-21.

Decisions taken resulted in a decrease in **NPC solidarity** on a percentage basis (from 5% to 4%);



Financial Distribution - Based on €3.5bn (incl. €700m guarantee to UEL/UECL)

Status
Quo



Cycle 21-24

Cycle 21-24

	UNIT	%	€M
GLOBAL INCOME		100%	3 500
STEP 1: GLOBAL SPLIT			
COMPETITION COSTS		9,2%	323
UEFA SHARE		5,45%	191
QUALIFICATION ROUNDS		3,0%	105
SOLIDARITY AMOUNT - NPC		4,0%	140
UWCL		0,3%	10
AMOUNT FOR COMPETITIONS		78,0%	2 731

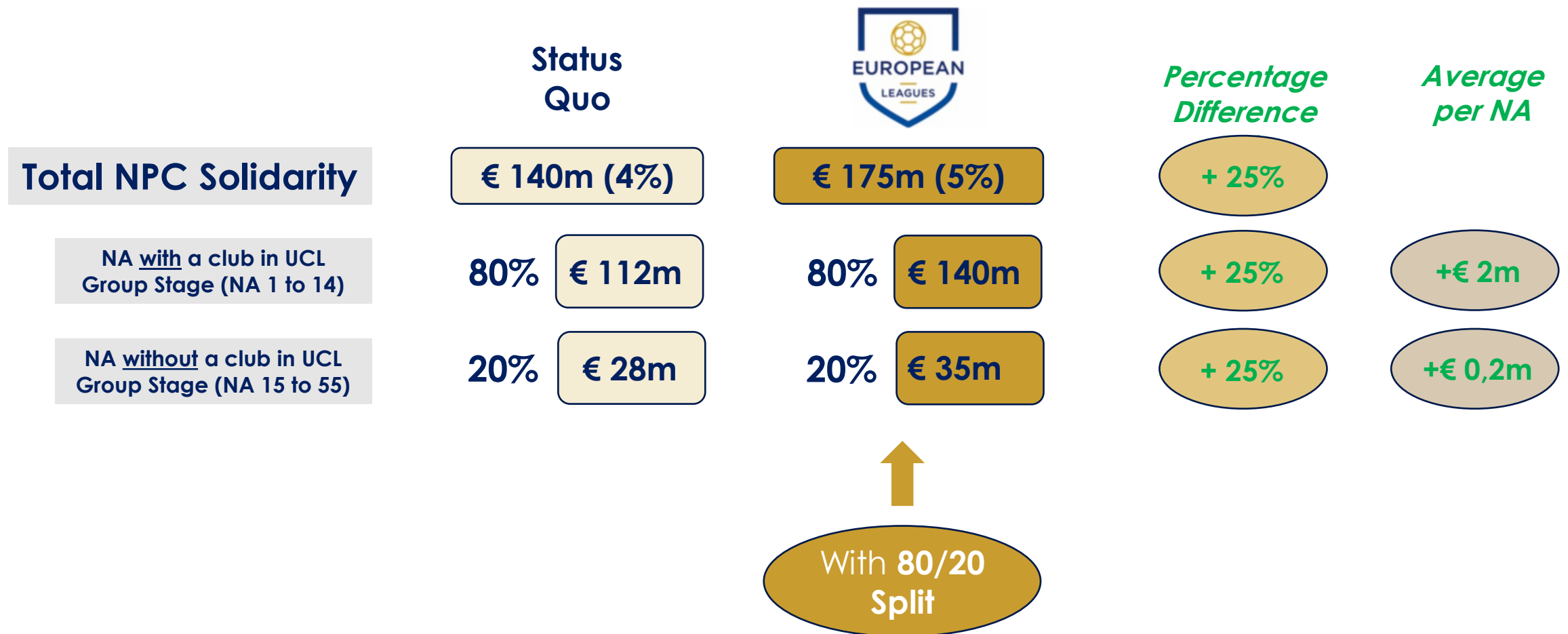
	%	€M
GLOBAL INCOME	100%	3 500
STEP 1: GLOBAL SPLIT		
COMPETITION COSTS	9,2%	323
UEFA SHARE	5,45%	191
QUALIFICATION ROUNDS	3,0%	105
SOLIDARITY AMOUNT - NPC	5,0%	175
UWCL	0,3%	10
AMOUNT FOR COMPETITIONS	77,0%	2 696

STEP 2: AMOUNT FOR EACH COMPETITION			Ratio by:
	100%	2 731	Club
UCL	74,4%	2 031	4,4
UEL	17,0%	465	2,0
UECL	8,6%	235	

STEP 2: AMOUNT FOR EACH COMPETITION			Ratio by:
	100%	2 696	Club
UCL	74,0%	1 996	4,3
UEL	17,2%	465	2,0
UECL	8,7%	235	

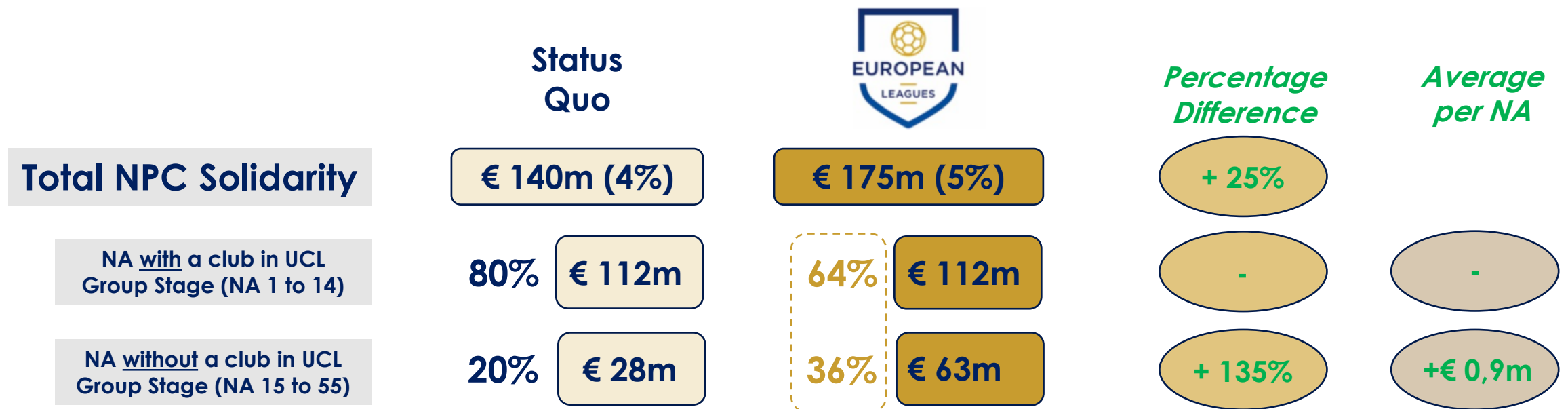
NPC Split with 5%

Impact analysis per season based on € 3.5bn



NPC Split with 5%

Impact analysis per season based on € 3.5bn



- Additional solidarity to only be allocated to NAs without a club in UCL Group Stage, resulting in a 64%/36% split

CLUB ADVISORY PLATFORM



The Clubs' Views on Financial distribution 2021 - 2024



Raise your hand to ask for the floor

CLUB ADVISORY PLATFORM



5. Conclusions and final remarks

CLUB ADVISORY PLATFORM



The presentation will be
uploaded on our

‘Support your League’
Platform

<https://supportyourleague.com>

CLUB ADVISORY PLATFORM



6. Closing

CLUB ADVISORY PLATFORM

CAP

Thank you