

UEFA

FINANCIAL REPORT 2017/18 | ANNEX



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CONSOLIDATED INCOME STATEMENT

	Notes	2017/18 €000	2016/17 €000
Broadcasting rights	1	2 263 113	2 322 212
Commercial rights	2	453 840	458 112
Rights revenue		2 716 953	2 780 324
Tickets	3	23 398	20 022
Hospitality	4	14 785	17 799
Other revenue	5	34 698	17 781
Total revenue		2 789 834	2 835 926
Distribution to participating teams	6	-2 061 719	-2 119 362
Contributions to associations	7	-43 302	-32 814
Event expenses	8	-180 434	-177 097
Referees and match officers	9	-33 709	-32 422
Information and communications technology	10	-48 192	-54 164
Employee salaries and benefits	11	-83 157	-83 189
Depreciation and amortisation	21	-7 898	-9 333
Other expenses	12	-56 788	-50 005
Total expenses		-2 515 199	-2 558 386
Operating result before solidarity payments		274 635	277 540
Solidarity payments	13	-273 025	-268 344
Operating result		1 610	9 196
Financial income	14	9 390	7 857
Financial costs	15	-15 308	-23 021
Taxes		-693	-729
Net result for the period		-5 001	-6 697

CONSOLIDATED BALANCE SHEET

		30/06/2018 €000	30/06/2017 €000
Assets	Notes		
Cash and cash equivalents	16	577 624	803 403
Other financial assets	17	1 208 500	908 780
Receivables	18	58 988	76 992
Prepaid expenses and accrued income	19	26 523	25 363
Deferred competition costs	20	592 521	69 378
Current assets		2 464 156	1 883 916
Deferred competition costs	20	32 742	15 581
Property and equipment	21	101 777	101 917
Intangible assets	21	14 018	9 349
Other financial assets	17	365 566	361 383
Non-current assets		514 103	488 230
Total assets		2 978 259	2 372 146
Liabilities and reserves			
Payables	22	694 562	637 704
Accrued expenses and deferred income	23	485 900	324 871
Current tax liabilities		366	0
Provisions	24	220 438	248 279
Current liabilities		1 401 266	1 210 854
Deferred income	23	879 327	386 125
Provisions	24	76 500	149 000
Non-current liabilities		955 827	535 125
Liabilities		2 357 093	1 745 979
Undesignated reserves		500 000	500 000
Retained earnings		126 167	132 864
Net result for the period		-5 001	-6 697
Reserves		621 166	626 167
Total liabilities and reserves		2 978 259	2 372 146

CONSOLIDATED CASH FLOW STATEMENT

	2017/18 €000	2016/17 €000
Opening balance: cash and cash equivalents	803 403	1 138 212
Net foreign exchange difference	-12 669	-7 814
Closing balance: cash and cash equivalents	577 624	803 403
Change in net cash and cash equivalents	-213 110	-326 995
Operating result before solidarity payments	274 635	277 540
Solidarity payments	-273 025	-268 344
Financial income	4 595	3 288
Financial costs	-2 639	-15 207
Taxes paid	-196	-1 104
Depreciation and amortisation	7 898	9 333
Net movements in provisions	-100 341	-159 675
Subtotal	-89 073	-154 169
Change in receivables	18 004	1 200 091
Change in prepaid expenses and accrued income	-428	68 016
Change in deferred competition costs	-540 304	132 894
Change in payables	56 858	-417 323
Change in accrued expenses and deferred income	654 231	-998 107
Change in current tax liabilities	-131	-674
Change in net working capital	188 230	-15 103
Cash flow from operating activities	99 157	-169 272
Change in other current financial assets	-295 657	-164 830
Change in loans	18 455	37 730
Change in long-term securities	-22 638	-26 549
Capital expenditure in ICT equipment	-2 847	-1 374
Capital expenditure in office equipment	-184	-493
Capital expenditure in land and buildings	-1 864	0
Capital expenditure in intangible assets	-7 532	-2 115
Capital expenditure in participation	0	-92
Cash flow from investing activities	-312 267	-157 723
Cash flow from financing activities	0	0
Change in net cash and cash equivalents	-213 110	-326 995

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

Reserves attributable to member associations

€000	Undesignated reserves	Retained earnings and net result for the period	Reserves
Total 30/06/2016	500 000	132 864	632 864
Net result for 2016/17		-6 697	-6 697
Total 30/06/2017	500 000	126 167	626 167
Net result for 2017/18		-5 001	-5 001
Total 30/06/2018	500 000	121 166	621 166

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Accounting principles

a) General information

The Union des Associations Européennes de Football (hereafter UEFA) is an international non-governmental, not-for-profit organisation in the form of an association according to Swiss law and is domiciled in Nyon, Switzerland. As at 30 June 2018, UEFA consisted of 55 member associations. It is a recognised confederation of FIFA.

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

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

b) Basis of preparation of the financial statements

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

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

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

Certain figures from the previous year have been reclassified for comparison purposes and greater transparency.

c) Basis of consolidation

Name	Country of incorporation	Consolidation method	Share capital	Ownership	
				30 June 18	30 June 17
Union des Associations Européennes de Football	Switzerland	Fully consolidated	Ultimate parent company		
UEFA Events SA	Switzerland	Fully consolidated	CHF 4 000 000	100%	100%
UEFA Club Competitions SA	Switzerland	Fully consolidated	CHF 100 000	99.9%	99.9%
Euro 2008 SA (in liquidation)	Switzerland	Fully consolidated	CHF 250 000	100%	100%
EURO 2016 SAS	France	Fully consolidated	EUR 50 000	95%	95%

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

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

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

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

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

d) Foreign currencies

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

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

The foreign exchange rates used are as follows:

Currency	30 June 2018	Average 2017/18	30 June 2017	Average 2016/17
EUR/CHF	1.1579	1.1585	1.0947	1.0806
EUR/GBP	0.8884	0.8863	0.8788	0.8597
EUR/USD	1.1648	1.1938	1.1439	1.0904

e) Income statement

The consolidated income statement is structured as follows:

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

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

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

f) Revenue recognition

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

Football-related revenue consists primarily of the following items:

- broadcasting rights (e.g. media rights and unilateral services)

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

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

- Competitions played on an annual basis: recognised in the income statement for the period during which the competition takes place.
- Final tournaments played every two or four years: deferred and recognised in the income statement for the period when the vast majority of the tournament matches are played. In cases where the competition is played partly in the following period, by applying the substance over form principle and in order to enable the user of the financial statements to have a full picture of the financial result of the competition, the revenue is fully recognised during the period in which the competition started.
- European Qualifiers played over two seasons for UEFA European Football Championship final tournaments and the FIFA World Cup: recognised in the income statement based on the number of matches played (percentage of completion accounting method) in each of the two periods during which the qualifying competition takes place.

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

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

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

g) Expenses

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

Total expenses consist primarily of the following items:

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

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

Expenses related to competitions taking place in future periods are deferred and recognised in the income statement for the period when the vast majority of the final tournament matches are played or, for the European

Qualifiers, according to the number of matches played within the corresponding season (percentage of completion accounting method).

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

h) Employee salaries and benefits

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

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

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

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

i) Leases

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

No assets are acquired under finance lease agreements.

j) Solidarity payments

Solidarity

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

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

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

Donations

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

k) Financial income and costs

The financial income and financial costs positions include the following:

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

l) Hedging activities

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

m) Taxes

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

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

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

n) Cash and cash equivalents

Cash and cash equivalents include:

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

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

o) Financial assets

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

Receivables and loans

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

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

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

Bank term deposits and marketable securities

Bank term deposits up to 12 months, marketable securities readily convertible to cash, corporate bonds, medium-term notes and European commercial papers are recognised and derecognised on a trade date

when the group commits to purchase or sell those financial instruments. They are initially recognised in the balance sheet at fair value, which corresponds to the transaction price. They are subsequently measured on a portfolio basis at amortised cost using linear depreciation, less provision for impairment. The fair value of those instruments is stated under the notes and explanations to the balance sheet.

Long-term securities

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

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

p) Property and equipment and intangible assets

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

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

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

Depreciation on assets is calculated using the straight-line method over the estimated useful life, which is as set out in the table below for the main categories.

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

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

q) Payables

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

the balance sheet date and are already under way. In the following year(s), the cost of such projects is included in the income statement as incurred, however, an equal reversal of the provision is recorded in the same period.

r) Provisions

The group records provisions in the following situations:

- when it has an obligation, legal or constructive, to satisfy a claim and it is probable that an outflow of resources will be required;
- when a risk exists at balance sheet date: the corresponding risk provision is adjusted at year-end based on an internal analysis to match the group's risk exposure;
- when imminent special projects are approved prior to

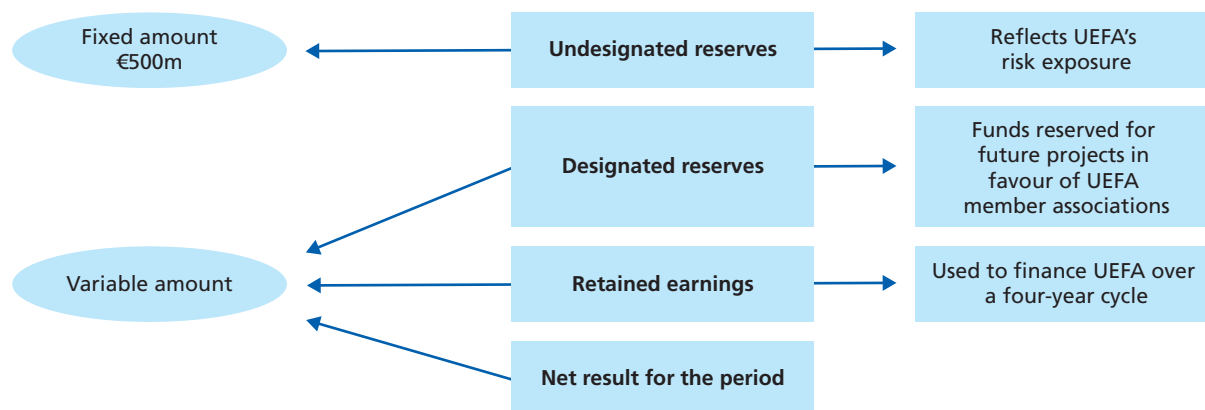
Note r) (provisions) includes, in particular, the provision derived from the last EURO results and established to finance the HatTrick programme, as defined in note j) (solidarity payments). Amounts are reclassified as payables as soon as the national association fulfils the requirements for receiving the payments. The provision is in favour of all UEFA member associations in order to co-finance their ordinary tasks and to finance capital expenditure, equipment and other investments essential for their operations. The overall HatTrick programme is approved by the UEFA Executive Committee and acknowledged by the UEFA Congress. The HatTrick Committee is responsible for approving and monitoring individual projects at association level on the basis of the HatTrick regulations. UEFA has determined which part of the programme is financed from EURO final tournaments and which part from the UEFA Champions League. Expenses related to each part of the programme

are recognised as an expense at the same time as the income of the financing competition is recognised.

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

s) Reserves

UEFA's reserves include the following items:



The way of presenting the consolidated reserves was implemented retroactively as from 1 July 2011 and acknowledged by the 2012 UEFA Congress in Istanbul, in particular the creation of undesignated reserves with a fixed amount reflecting UEFA's risk exposure. The current exposure is evaluated at €500 million.

t) Risk management

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

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

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

Foreign currency risk

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

Foreign exchange policy

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

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

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

u) Investment policy

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

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

Consequently, return on investment is the third priority.

Notes and explanations to the consolidated income statement

2017/18
€000

2016/17
€000

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

1. Broadcasting rights

UEFA EURO 2016	93	39
European Qualifiers	205 704	286 077
UEFA Champions League / UEFA Super Cup	1 718 235	1 701 128
UEFA Europa League	323 962	319 989
Other competitions	15 119	14 979
Total	2 263 113	2 322 212

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

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

The comments above also apply to commercial rights and tickets.

2. Commercial rights

UEFA EURO 2016	6	941
European Qualifiers	14 278	19 976
UEFA Champions League / UEFA Super Cup	389 729	388 298
UEFA Europa League	41 963	41 070
Other competitions and activities	7 864	7 827
Total	453 840	458 112

3. Tickets

UEFA EURO 2016	0	57
UEFA Champions League / UEFA Super Cup	15 877	14 686
UEFA Europa League	4 357	4 164
Other competitions	3 164	1 115
Total	23 398	20 022

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

	2017/18 €000	2016/17 €000
4. Hospitality		
UEFA EURO 2016	2	-63
UEFA Champions League / UEFA Super Cup	12 909	16 236
UEFA Europa League	1 874	1 626
Total	14 785	17 799
5. Other revenue		
Fines	8 349	6 191
FIFA Forward programme	16 879	0
Membership and competition entry fees	11	11
Other football-related revenue	585	441
Transmission services	8 057	9 779
Other non-football-related revenue	817	1 359
Total	34 698	17 781
<p>Income from fines is used to finance various social responsibility projects, UEFA's disciplinary bodies and integrity projects.</p> <p>Contributions from FIFA for its Forward programme were paid in 2017/18 and recognised as revenue upon signature of the agreement in December 2017 to be consistent with the use of those funds.</p> <p>Non-football-related revenue includes agreements for transmission services, indemnities and concessions, sales of match programmes, as well as resale of equipment.</p>		
6. Distribution to participating teams		
European Qualifiers (associations)	212 226	295 341
UEFA Champions League (clubs)	1 405 602	1 389 125
UEFA Europa League (clubs)	428 183	423 188
UEFA Super Cup (clubs)	7 000	7 000
UEFA Women's EURO (associations)	8 000	0
UEFA Women's Champions League (clubs)	650	650
UEFA European Under-21 Championship (associations)	0	4 000
Other competitions	58	58
Total	2 061 719	2 119 362
7. Contributions to associations		
Contribution to competition costs (for associations hosting or participating in women's, youth or futsal competitions)	31 453	22 235
Contribution to team travel costs	9 834	9 004
Study Group Scheme	1 014	596
Contributions to other confederations	0	350
Other contributions	1 001	629
Total	43 302	32 814

	2017/18 €000	2016/17 €000
8. Event expenses		
Direct event expenses	40 324	37 592
Broadcast and media	33 677	27 232
Marketing	75 199	78 912
Promotion	4 191	4 871
Publications	2 345	2 896
Hospitality	9 697	11 004
Other event expenses	15 001	14 590
Total	180 434	177 097

Direct event expenses include costs such as contributions to local organisers, stadium rental and infrastructure, security, venue management, event material, as well as signage production and implementation.

Broadcast and media reflects the cost of TV content productions, filming and international broadcast centre (IBC) operations for matches or draws where UEFA acts as host broadcaster. In addition, expenses for graphics and information services, media officers and monitoring, as well as broadcaster servicing are included in this subtotal and are used for UEFA's main club competitions and for other televised UEFA competitions.

Sales expenses, tendering expenses, monitoring and research, branding and rights protection are grouped under Marketing.

Promotion includes expenses for mascot creatives, gifts, music production and event promotion (e.g. fan zones and festivals).

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

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

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

9. Referees and match officers

Referees	18 909	18 216
Contribution to associations for referee costs	5 063	4 810
Delegates and venue directors	7 595	6 932
Doping controls	1 898	2 081
Insurances for referees and match officers	244	383
Total	33 709	32 422

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

	2017/18 €000	2016/17 €000
Breakdown by competition:		
UEFA EURO 2016	0	36
European Qualifiers	153	240
UEFA Champions League / UEFA Super Cup	10 908	10 919
UEFA Europa League	10 301	10 474
Other competitions	12 347	10 753
Total	33 709	32 422
10. Information and communications technology		
Computer solutions	42 201	46 849
Web production	5 991	7 315
Total	48 192	54 164
<p>Information and Communications Technology (ICT) refers to technologies that provide access to information through telecommunications and focuses primarily on communications technology, which includes the internet, wireless signals, mobile phones, audiovisual systems and broadcast media. In addition, it comprises computer hardware, data storage, networks, help desks and enterprise software (e.g. FAME, ERP). This enables users to create, access, store and transmit information.</p> <p>The web production total refers to costs related directly to the UEFA website, such as hosting and editorial costs as well as non-capitalised investments in relation to the design of the website.</p> <p>The total in the table does not include costs such as capitalised ICT investments, personnel, travel and office running expenses.</p>		
11. Employee salaries and benefits		
Salaries and social charges	85 835	79 463
Temporary agency staff	2 718	2 132
Subtotal – annual expenses	88 553	81 595
Deferred personnel costs	-11 709	-3 756
Subtotal – charged to annual accounts	76 844	77 839
Other personnel expenses	2 065	1 814
Executive Committee compensation	4 248	3 536
Total	83 157	83 189
<p>The accounting principles are explained in detail under note h) (employees salaries and benefits).</p> <p>Employee salaries and benefits directly related to UEFA EURO 2020 are deferred in the balance sheet during the preparatory phase and will be recognised in the 2019/20 financial year, in accordance with the accounting principles.</p> <p>Compensation to active members as well as post-service compensation to long-serving former members of the UEFA Executive Committee include withholding tax in accordance with Swiss law.</p>		

			2017/18 €000	2016/17 €000
The total number of employees shown as full-time equivalents is as follows:				
	30/06/2018	30/06/2017		
UEFA	330.2	310.3		
UEFA Events SA	228.2	187.3		
UEFA Club Competitions SA	0.0	0.0		
EURO 2016 SAS	0.0	0.0		
Apprentices	4.0	2.0		
Total	562.4	499.6		
– thereof with open-ended contracts	493.2	454.6		
– thereof with fixed-term contracts	69.2	45.0		
12. Other expenses				
Travel, hotels and daily allowances			26 907	21 212
Consultancy, litigation and legal advice			22 408	21 065
Outsourced translations and interpreters			1 902	1 806
Office running expenses			1 899	2 109
Building maintenance and security			4 721	4 229
Subtotal – annual expenses			57 837	50 421
Deferred other expenses			-1 049	-416
Total			56 788	50 005
Travel, hotels and daily allowances include overall expenses for airline tickets, hotel accommodation and daily allowances for UEFA officials and staff. However, referee and match officer travel costs are disclosed under note 9.				
The same accounting principles as described in detail under note 11 have been applied to Other expenses in order to disclose the corresponding costs in the correct financial period.				
13. Solidarity payments				
The HatTrick solidarity programme in favour of European football is financed by the major UEFA club and national team competitions.				
HatTrick: investment programme			0	0
HatTrick: yearly solidarity			51 335	51 090
Subtotal – member associations			51 335	51 090
UCL: solidarity to non-participating clubs			125 445	124 372
UCL: solidarity to eliminated clubs			29 295	28 435
UEL: solidarity to eliminated clubs			58 517	58 625
Subtotal – clubs			213 257	211 432
UEFA Foundation for Children			2 138	21
Monaco charity award			1 000	1 000
Fare network			660	660
UEFA Assist programme			543	0
Associations in distress (support for natural disasters)			500	503
Supporters Direct			385	305

	2017/18 €000	2016/17 €000
CAFE (Centre for Access to Football in Europe)	355	375
UEFA member associations – refugees and various campaigns	340	40
Football for all Abilities (portfolio)	310	300
Terre des hommes	305	0
Cross Cultures	300	370
Football Supporters Europe eV	241	241
Carbon offsetting	200	200
Homeless World Cup	170	150
International Platform on Sport and Development	170	170
World Heart Federation with Healthy Stadia	150	800
WWF	150	150
Team of the Year award	100	100
Football First: 'UEFA We Care' (portfolio)	0	190
Other donations	416	247
Subtotal – donations	8 433	5 822
Total	273 025	268 344

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

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

14. Financial income

Income from interest and alternative investments	9 139	7 857
Realised currency exchange differences	0	0
Unrealised currency exchange differences	251	0
Total	9 390	7 857

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

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

15. Financial costs

Asset management costs	1 454	1 481
Bank charges	110	105
Realised currency exchange differences	13 744	12 747
Unrealised currency exchange differences	0	8 688
Total	15 308	23 021

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

Notes and explanations to the consolidated balance sheet

		30/06/2018 €000	30/06/2017 €000
16. Cash and cash equivalents			
Subtotals per currency in euro equivalents			
Euros	EUR	518 437	734 932
Swiss francs	CHF	8 842	8 590
British pounds	GBP	16 111	10 119
US dollars	USD	34 234	49 762
Total		577 624	803 403
17. Other financial assets			
Money market			
		540 769	246 418
a) Marketable securities			
		667 701	662 311
Escrow accounts			
		30	51
Other current financial assets		1 208 500	908 780
b) Loans			
		13 959	32 414
c) Long-term securities			
		351 607	328 969
Other non-current financial assets		365 566	361 383
Total		1 574 066	1 270 163
<p>In line with the investment policy approved by the UEFA Executive Committee, marketable and long-term securities were purchased in order to improve the asset management result and, at the same time, diversify UEFA's assets.</p> <p>The carrying amounts of other financial assets are denominated in the following currencies, reported in euro equivalents:</p>			
Euros	EUR	1 276 601	999 497
Swiss francs	CHF	89	281
British pounds	GBP	166 029	193 455
US dollars	USD	131 347	76 930
Total		1 574 066	1 270 163

	30/06/2018 €000	30/06/2017 €000
a) Marketable securities		
Corporate bonds	296 566	296 191
Floating rate notes	295 296	339 973
Medium-term notes	75 839	26 147
Total	667 701	662 311
<p>The bonds portfolio consists of 90 corporates with an average S&P A rating and average duration of 3.1 years.</p> <p>The maturity of these investments is matched with UEFA's obligations related to the HatTrick programme.</p>		
Market value of these investments at balance sheet date	669 686	665 061
– thereof corporate bonds	299 344	298 491
– thereof floating rate notes	294 299	340 461
– thereof medium-term notes	76 043	26 109
b) Loans		
Bridging loans to associations	13 900	32 150
Mortgages in favour of UEFA staff members	59	264
Total	13 959	32 414
<p>Interest-bearing bridging loans were granted in exceptional cases to provide funding for essential infrastructure for the long-term benefit of member associations or to advance HatTrick investment payments with the approval of the HatTrick Committee, creating a win-win situation for the member associations and UEFA.</p> <p>Mortgages to UEFA staff members have been granted according to specific regulations and with the usual guarantees (e.g. mortgage certificate in favour of UEFA). The yield on this asset is higher than the actual conditions on the money market.</p>		
c) Long-term securities		
Credit-linked notes and skew notes	180 000	155 000
Structured products	171 607	173 969
Total	351 607	328 969
Market value of structured products at balance sheet date	349 481	329 752
<p>Long-term securities cannot be traded on a daily basis as they are tailor-made and not listed on the stock exchange. The sale of such investments before maturity date could result in a loss. However, full capital protection is granted at maturity or in the case of early redemption by the issuer.</p>		

		30/06/2018 €000	30/06/2017 €000
18. Receivables			
National team competitions		49 322	23 338
Club competitions		13 624	29 122
Receivables: football partners – gross		62 946	52 460
Bad debts		-13 501	-6 580
Receivables: football partners – net		49 445	45 880
Associations – current accounts in favour of UEFA		526	753
VAT receivable		5 950	20 416
Other		3 067	9 943
Other receivables		9 543	31 112
Total		58 988	76 992
'Receivables: football partners' are broken down into:			
Fully performing receivables		8 153	11 541
Receivables past due but not impaired		41 292	34 339
Receivables individually impaired		13 501	6 580
Total		62 946	52 460
UEFA keeps a very close eye on receivables and does not think it will incur losses on amounts for which no provision has been made.			
The ageing analysis of 'Receivables: football partners' past due but not impaired – is as follows:			
Up to 1 month		13 462	9 514
1 to 3 months		15 655	4 417
Over 3 months		12 175	20 408
Total		41 292	34 339
The carrying amounts of receivables are denominated in the following currencies reported in euro equivalents:			
Euros	EUR	30 005	16 946
Swiss francs	CHF	2 934	1 203
British pounds	GBP	27	1 371
US dollars	USD	29 980	32 940
Total		62 946	52 460

	30/06/2018 €000	30/06/2017 €000
19. Prepaid expenses and accrued income		
Prepaid expenses	3 586	2 102
Accrued income: competitions	2 132	8 382
Accrued interest on cash and cash equivalents and long-term securities	4 439	3 707
Other accrued income	79	107
Accrued income	6 650	12 196
Advances to suppliers	15 708	10 478
Gift inventory	579	587
Total	26 523	25 363
20. Deferred competition costs		
Club competitions	12 480	36 550
European Qualifiers / UEFA Nations League	577 949	24 201
UEFA EURO 2020	32 432	14 392
UEFA Women's EURO 2017	0	7 327
Other competitions	2 402	2 489
Total	625 263	84 959
– thereof current portion	592 521	69 378
– thereof non-current portion	32 742	15 581
The organisational costs of competitions that will be played in the coming seasons are capitalised in accordance with the principles described in note g) (expenses) of the accounting principles, whereby expenses related to final rounds are deferred and recognised in the income statement for the financial year when the vast majority of the tournament matches are played.		
21. Property and equipment and intangible assets		
Land	12 950	12 950
Buildings	83 729	85 084
ICT equipment	3 890	2 353
Office equipment	1 208	1 530
Property and equipment	101 777	101 917
Intangible assets	14 018	9 349
Total	115 795	111 266

€000	Land	Buildings	ICT equipment	Office equipment	Intangible assets	Total
Cost						
Balance as at 30/06/2016	12 950	116 138	8 799	4 669	20 245	162 801
Acquisitions			1 375	493	2 115	3 983
Disposals / write-off			-188	-504		-692
Reclassifications			-9	9		0
Balance as at 30/06/2017	12 950	116 138	9 977	4 667	22 360	166 092
Acquisitions		1 864	2 847	184	7 532	12 427
Disposals / write-off						0
Reclassifications		24	-71	47		0
Balance as at 30/06/2018	12 950	118 026	12 753	4 898	29 892	178 519
Accumulated depreciation						
Balance as at 30/06/2016	0	27 856	6 185	2 763	9 381	46 185
Depreciation for the year		3 198	1 627	878	3 630	9 333
Disposals / write-off			-188	-504		-692
Reclassifications						0
Balance as at 30/06/2017	0	31 054	7 624	3 137	13 011	54 826
Depreciation for the year		3 243	1 239	553	2 863	7 898
Disposals / write-off						0
Reclassifications						0
Balance as at 30/06/2018	0	34 297	8 863	3 690	15 874	62 724
Net book value						
as at 30/06/2017	12 950	85 084	2 353	1 530	9 349	111 266
as at 30/06/2018	12 950	83 729	3 890	1 208	14 018	115 795

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

	30/06/2018 €000	30/06/2017 €000
22. Payables		
Suppliers	41 231	11 620
Associations	578 174	623 335
UEFA Foundation for Children	3 780	2 011
Other	71 377	738
Total	694 562	637 704
<p>Other include advance payments from third parties not yet contractually due and therefore not meeting the revenue criteria. In contrast, those contractually due are disclosed as deferred income.</p> <p>By far the highest amount within UEFA's payables refers to future UEFA payments in favour of associations, leagues and clubs.</p>		
EURO pool	294 499	342 249
UEFA Champions League pool in favour of eliminated and non-participating clubs	127 721	126 676
Current accounts in favour of the member associations	21 888	34 050
UEFA Champions League – surplus in favour of the participating clubs	89 400	73 246
UEFA Europa League – surplus in favour of the participating clubs	33 041	29 634
Other	11 625	17 480
Total	578 174	623 335
a) Breakdown of the EURO pool		
Opening balance	342 249	603 325
Earmarked for UEFA EURO 2016 solidarity	0	-55 000
Additional club competition solidarity	20 000	20 000
Amount from benefits of UEFA EURO 2016 in favour of those clubs with players involved in the UEFA European Football Championship	0	-150 294
UEFA Nations League stadium support project	-8 500	0
UEFA European Qualifiers 2014-18 infrastructure support project and shortfall in guaranteed amount to member associations	-59 250	-75 782
Closing balance	294 499	342 249
b) Breakdown of UEFA Champions League (UCL) pool		
Opening balance	126 676	123 142
Made available in:		
– 2017/18 for the 17 leagues with UCL teams	100 356	0
– 2016/17 for the 17 leagues with UCL teams	0	99 498
– 2017/18 for the 38 leagues without UCL teams	25 089	0
– 2016/17 for the 37 leagues without UCL teams	0	24 874
Payments made to leagues in the corresponding period	-124 400	-120 838
Total	127 721	126 676

	30/06/2018 €000	30/06/2017 €000
23. Accrued expenses and deferred income		
Accrued expenses		
This position reflects costs that still fall under the financial year under review but which will only be paid during the following financial year.		
Deferred income		
This position represents revenue received or to be received which falls under the coming financial years.		
Employee benefits (accruals for bonuses, overtime and holidays)	12 071	11 400
Other accrued expenses	18 466	45 410
Total accrued expenses	30 537	56 810
Club competitions	785 102	351 203
European Qualifiers / UEFA Nations League	320 835	194 678
UEFA EURO 2020	220 318	97 985
UEFA Women's EURO 2017	0	10 307
FIFA Forward programme	8 260	0
Other competitions	175	13
Total deferred income	1 334 690	654 186
Total	1 365 227	710 996
– thereof current portion	909 863	324 871
– thereof non-current portion (deferred income)	455 364	386 125
Advance payments and invoices issued before the closing date and related to competitions that will be played during the coming season(s) are capitalised under deferred income in accordance with note f) (revenue recognition) of the accounting principles, whereby revenue related to competitions is recognised in the income statement for the financial year(s) when the matches are played.		
Deferred income by nature		
Broadcasting rights	1 270 599	612 841
Commercial rights	55 678	41 319
Tickets and hospitality	153	26
Other revenue	8 260	0
Total	1 334 690	654 186

24. Provisions

€000	Risk provision	HatTrick investment	HatTrick yearly solidarity	Other provisions	Total
Balance as at 30/06/2016	40 000	221 959	286 000	8 995	556 954
Additional provision	2 600	3 000			5 600
Unused and reversed			-1 915		-1 915
Payments during the year	-1 600	-91 175	-69 585	-1 000	-163 360
Balance as at 30/06/2017	41 000	133 784	214 500	7 995	397 279
Additional provision	5 298				5 298
Unused and reversed			-1 685		-1 685
Payments during the year	-1 298	-31 841	-69 815	-1 000	-103 954
Balance as at 30/06/2018	45 000	101 943	143 000	6 995	296 938

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

	30/06/2018 €000	30/06/2017 €000
Breakdown of total provisions		
Risk provision	45 000	41 000
HatTrick investment	101 943	133 784
HatTrick yearly solidarity	71 500	71 500
Other provisions	1 995	1 995
Current	220 438	248 279
Risk provision	0	0
HatTrick investment	0	0
HatTrick yearly solidarity	71 500	143 000
Other provisions	5 000	6 000
Non-current	76 500	149 000
Total	296 938	397 279

Other notes to the consolidated financial statements

	2017/18 €000	2016/17 €000
Hedging activities		
Value of unrealised hedging contracts as at the closing date	-31 373	8 823
Assets pledged for own commitments		
Amount disclosed from UEFA's cash balances to cover guarantees issued by banks to third parties	453	230
Lease commitments		
Total amount of lease commitments not included in the balance sheet	138	341
Lease commitments refer to vehicles acquired under operating leases. These leases typically extend over an initial period of between three and five years.		
Auditor's fees		
Audit services	160	189
Non-audit services (notarial duty during draws and tax advice)	74	104
Contingent liabilities		
The group has established provisions for risks and the HatTrick programme. No other significant contingent liabilities existed as at 30 June 2018 nor as at 30 June 2017.		
Post-balance sheet events		
As at 3 December 2018, the date on which the consolidated financial statements were approved by the UEFA Executive Committee, the group was not aware of any subsequent event that would require a restatement of assets and liabilities or an additional disclosure.		
The consolidated financial statements for 2017/18 will be submitted to the UEFA Congress of 7 February 2019 for approval.		

To the Congress of

Lausanne, 3 December 2018

Union des Associations Européennes de Football (UEFA), Nyon

Report of the statutory auditor on the consolidated financial statements

As statutory auditor, we have audited the consolidated financial statements of Union des Associations Européennes de Football (UEFA), which comprise the balance sheet, income statement, cash flow statement, statement of changes in reserves and notes, pages 2 to 29, for the year ended 30 June 2018.



Executive Committee's responsibility

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



Auditor's responsibility

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

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



Opinion

In our opinion, the consolidated financial statements for the year ended 30 June 2018 comply with Swiss law and the consolidation and valuation principles as set out in the notes.

Report on other legal requirements

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

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

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

Ernst & Young Ltd



Fredi Widmann
Licensed audit expert
(Auditor in charge)



Bojan Radovanovic
Licensed audit expert

INCOME STATEMENT OF UEFA

	2017/18 €000	2016/17 €000
Broadcasting rights	2 263 113	2 322 212
Commercial rights	453 840	458 112
Rights revenue	2 716 953	2 780 324
Tickets	23 398	19 966
Hospitality	14 785	17 648
Other revenue	33 930	16 870
Total revenue	2 789 066	2 834 808
Distribution to participating teams	-2 061 719	-2 119 362
Contributions to associations	-30 565	-20 363
Event expenses	-75 853	-75 075
Referees and match officers	-33 467	-32 272
Information and communications technology	-41 447	-42 260
Employee salaries and benefits	-61 149	-59 443
Depreciation and amortisation	-6 076	-7 384
Other expenses	-39 655	-33 420
Intercompany transactions	-165 499	-168 677
Total expenses	-2 515 430	-2 558 256
Operating result before solidarity payments	273 636	276 552
Solidarity payments	-272 644	-268 333
Operating result	992	8 219
Financial income	9 548	7 858
Financial costs	-15 402	-22 773
Taxes	0	0
Net result for the period	-4 862	-6 696

The stand-alone income statement of UEFA discloses the 2017/18 financial situation only for UEFA as an association, with comparative figures for the previous financial year. This means that all transactions of subsidiaries have been eliminated. Back charges to and from subsidiaries are disclosed under Intercompany transactions.

BALANCE SHEET OF UEFA

		30/06/2018 €000	30/06/2017 €000
Assets	Notes		
Cash and cash equivalents		575 164	767 966
Other financial assets	1	1 208 497	908 741
Receivables: third party	2	54 349	56 511
Receivables: group		13 966	44 746
Prepaid expenses and accrued income		24 943	21 884
Deferred competition costs	3	568 543	51 593
Current assets		2 445 462	1 851 441
Deferred competition costs	3	21 186	15 771
Property and equipment		100 222	100 948
Intangible assets		11 307	7 690
Participation: group		2 898	2 898
Other financial assets	1	365 569	361 386
Non-current assets		501 182	488 693
Total assets		2 946 644	2 340 134
Liabilities and reserves			
Payables: third party	4	670 126	631 429
Payables: group		296	0
Accrued expenses and deferred income	5	479 472	299 951
Provisions		220 438	248 279
Current liabilities		1 370 332	1 179 659
Deferred income	5	879 324	386 125
Provisions		76 500	149 000
Non-current liabilities		955 824	535 125
Liabilities		2 326 156	1 714 784
Undesignated reserves		500 000	500 000
Retained earnings		125 350	132 046
Net result for the period		-4 862	-6 696
Reserves		620 488	625 350
Total liabilities and reserves		2 946 644	2 340 134

The stand-alone balance sheet of UEFA discloses the financial situation as at 30 June 2018 only for UEFA as an association, with comparative figures for the previous year-end. This means that the balance sheets of subsidiaries have been taken out and replaced by participations at historical value. Consequently, receivables from or payables to the group are disclosed in the balance sheet of UEFA.

ABBREVIATED CASH FLOW STATEMENT OF UEFA

	2017/18 €000	2016/17 €000
Opening balance: cash and cash equivalents	767 966	1 086 012
Net foreign exchange difference	-12 594	-7 749
Closing balance: cash and cash equivalents	575 164	767 966
Change in net cash and cash equivalents	-180 208	-310 297
Operating result before solidarity payments	273 636	276 552
Solidarity payments	-272 644	-268 333
Financial results	1 945	-11 735
Depreciation and amortisation	6 076	7 384
Net movements in provisions	-100 341	-159 675
Subtotal	-91 328	-155 807
Change in net working capital	219 963	2 663
Cash flow from operating activities	128 635	-153 144
Change in other current financial assets	-295 693	-165 201
Change in loans	18 455	37 730
Change in long-term securities	-22 638	-26 549
Capital expenditures	-8 967	-3 133
Cash flow from investing activities	-308 843	-157 153
Cash flow from financing activities	0	0
Change in net cash and cash equivalents	-180 208	-310 297

NOTES TO THE FINANCIAL STATEMENTS OF UEFA

Accounting principles

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

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

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

- annual competitions: revenue recognised during the period in which the competition takes place;
- final tournaments played every two or four years: revenue fully recognised during the period in which the competition started;

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

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

Certain figures from the previous year have been reclassified for comparison purposes and greater transparency.

Notes and explanations to the income statement of UEFA

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

Notes and explanations to the balance sheet of UEFA

	30/06/2018 €000	30/06/2017 €000
1. Other financial assets		
Money market	540 769	246 418
Marketable securities	667 701	662 311
Escrow accounts	27	12
Other current financial assets	1 208 497	908 741
Loans	13 962	32 417
Long-term securities	351 607	328 969
Other non-current financial assets	365 569	361 386
Total	1 574 066	1 270 127

	30/06/2018 €000	30/06/2017 €000
2. Receivables		
Receivables: football partners – gross	62 813	52 220
Bad debts	-13 501	-6 580
Receivables: football partners – net	49 312	45 640
Associations – current accounts in favour of UEFA	526	753
VAT receivable	1 161	1 549
Other	3 350	8 569
Other receivables	5 037	10 871
Total	54 349	56 511
3. Deferred competition costs		
Club competitions	1 186	30 719
European Qualifiers / UEFA Nations League	572 712	23 593
UEFA EURO 2020	15 184	8 686
UEFA Women's EURO 2017	0	3 780
Other competitions	647	586
Total	589 729	67 364
– thereof current portion	568 543	51 593
– thereof non-current portion	21 186	15 771
4. Payables		
Suppliers	17 461	5 992
Associations	578 174	623 335
UEFA Foundation for Children	3 780	2 011
Other	70 711	92
Total	670 126	631 430
5. Accrued expenses and deferred income		
Employee benefits (accruals for bonuses, overtime and holidays)	9 060	8 564
Other accrued expenses	15 050	23 326
Total accrued expenses	24 110	31 890
Club competitions	785 102	351 203
European Qualifiers / UEFA Nations League	320 832	194 678
UEFA EURO 2020	220 317	97 985
UEFA Women's EURO 2017	0	10 307
Other competitions	175	13
FIFA Forward programme	8 260	0
Total deferred income	1 334 686	654 186
Total	1 358 796	686 076
– thereof current portion	479 472	299 951
– thereof non-current portion (deferred income)	879 324	386 125

Other notes to the financial statements of UEFA

	30/06/2018	30/06/2017
Participations		
UEFA Events SA, Nyon	100.0%	100.0%
UEFA Club Competitions SA, Nyon	99.9%	99.9%
Euro 2008 SA, Nyon (in liquidation)	100.0%	100.0%
EURO 2016 SAS, Paris	95.0%	95.0%
Number of employees		
Shown as full-time equivalents on an annual average basis (excluding apprentices)	330.2	310.3
	€000	€000
Hedging activities		
Value of unrealised hedging contracts as at the closing date	-31 373	8 823
Assets pledged for own commitments		
Amount disclosed from UEFA's cash balances to cover guarantees issued by banks to third parties	453	228
Joint liability		
UEFA is a member of the UEFA VAT group in Switzerland and is thereby jointly and severally liable to the federal tax authorities for the group's VAT debts.		
Leasing		
Total amount of leasing commitments not included in the balance sheet	138	341
Auditor's fees		
Audit services	152	169
Non-audit services (notarial duty during draws and tax advisory)	74	104

To the Congress of

Lausanne, 3 December 2018

Union des Associations Européennes de Football (UEFA), Nyon

Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the financial statements of Union des Associations Européennes de Football (UEFA), which comprise the balance sheet, income statement, cash flow statement and notes, pages 32 to 37, for the year ended 30 June 2018.



Executive Committee's responsibility

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



Auditor's responsibility

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

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



Opinion

In our opinion, the financial statements for the year ended 30 June 2018 comply with Swiss law and the company's articles of incorporation.

Report on other legal requirements

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


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

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

Ernst & Young Ltd



Fredi Widmann
Licensed audit expert
(Auditor in charge)



Bojan Radovanovic
Licensed audit expert

The financial report is published in English, French and German. The English version is authoritative in respect of financial reporting, in accordance with Article 4.3 of the UEFA Statutes.



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