



WE CARE ABOUT FOOTBALL

Financial Report

2011/12

Annex

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CONSOLIDATED INCOME STATEMENT

	Notes	EURO 2012	Others	2011/12 €000	2010/11 €000
Broadcasting rights	1	837 161	1 099 110	1 936 271	1 086 307
Commercial rights	2	313 901	279 535	593 436	275 045
Tickets	3	136 122	2 913	139 035	3 853
Hospitality	4	101 979	10 081	112 060	5 276
Other revenue	5	1 733	13 216	14 949	13 596
Total revenue		1 390 896	1 404 855	2 795 751	1 384 077
Distribution to participating teams	6	- 196 000	- 1 006 386	- 1 202 386	- 995 681
Contributions to member associations	7	- 29 454	- 20 894	- 50 348	- 20 127
Event expenses	8	- 281 372	- 172 354	- 453 726	- 136 772
Referees and match officers	9	- 1 644	- 32 258	- 33 902	- 30 500
Information and communications technology	10	- 71 460	- 42 736	- 114 196	- 42 597
Employee salaries and benefits	11	- 62 353	- 55 340	- 117 693	- 47 094
Depreciation and amortisation	20	- 86	- 1 266	- 1 352	- 2 654
Other expenses	12	- 52 756	- 32 871	- 85 627	- 33 317
Total expenses		- 695 125	- 1 364 105	- 2 059 230	- 1 308 742
Operating result before solidarity payments		695 771	40 750	736 521	75 335
Solidarity payments	13	- 102 009	- 540 261	- 642 270	- 129 689
Operating result		593 762	- 499 511	94 251	- 54 354
Financial income	14	0	38 728	38 728	26 582
Financial cost	15	- 80	- 2 769	- 2 849	- 57 670
Taxes		0	- 1 365	- 1 365	- 464
Net result		593 682	- 464 917	128 765	- 85 906

For comparison purposes, please note that the previous year's figures have been restated given the new structure of the income statement but with no impact on the net result.

CONSOLIDATED BALANCE SHEET

	Notes	30/06/2012 €000	30/06/2011 €000
Assets			
Cash and cash equivalents	16	181 460	65 105
Other financial assets	17	1 620 255	1 303 714
Receivables	18	498 588	76 887
Prepaid expenses and accrued income	19	83 831	99 076
Current assets		2 384 134	1 544 782
Property and equipment	20	120 444	96 837
Intangible assets	20	11 377	0
Other financial assets	17	215 562	160 658
Non-current assets		347 383	257 495
Total assets		2 731 517	1 802 277
Liabilities and reserves			
Payables	21	641 814	400 279
Accrued expenses and deferred income	22	962 556	724 016
Advances from third parties	23	59 289	34 997
Current tax liabilities		1 385	180
Provisions	24	52 978	16 382
Current Liabilities		1 718 022	1 175 854
Provisions	24	391 038	132 731
Non-current liabilities		391 038	132 731
Liabilities		2 109 060	1 308 585
Undesignated reserves		500 000	168 166
Retained earnings		- 6 308	257 825
Translation differences		0	153 607
Net result		128 765	- 85 906
Reserves		622 457	493 692
Total liabilities and reserves		2 731 517	1 802 277

For comparison purposes, please note that the previous year's figures have been restated given the new structure of the balance sheet.



CONSOLIDATED CASH FLOW STATEMENT

	Notes	2011/12 €000	2010/11 €000
Opening balance: cash and cash equivalents		65 105	114 395
Net foreign exchange difference		1 462	176
Closing balance: cash and cash equivalents		181 460	65 105
Change in net cash and cash equivalents		114 893	- 49 466
Operating result before solidarity payments		736 521	75 335
Solidarity payments	13	- 642 270	- 129 689
Financial income	14	38 728	26 582
Financial cost	15	- 2 849	- 7 798
Taxes paid		- 160	- 462
Depreciation and amortisation	20	1 352	17 738
Net movements in provisions		285 360	- 5 983
Subtotal		416 682	- 24 277
Change in receivables		- 417 487	- 29 618
Change in prepaid expenses and accrued income		15 124	- 78 507
Change in payables		243 498	- 48 517
Change in accrued expenses and deferred income		238 640	283 716
Change in advances from third parties		18 109	261 657
Change in net working capital		97 884	388 731
Cash flow from operating activities		514 566	364 454
Change in other current financial assets		- 314 788	- 422 396
Change in loans		- 20 376	- 14 848
Change in long-term securities		- 28 337	54 840
Capital expenditure in computer hard and software	20	- 15 376	- 14 314
Capital expenditure in office equipment and vehicles	20	- 2 458	- 770
Capital expenditure in land and buildings	20	- 18 338	- 16 432
Cash flow from investing activities		- 399 673	- 413 920
Cash flow from financing activities		0	0
Change in net cash and cash equivalents		114 893	- 49 466

CONSOLIDATED STATEMENT OF CHANGES IN RESERVES

€000	Reserves attributable to member associations			Total reserves
	Undesignated reserves	Retained earnings	Translation differences	
Total 30/06/2010	168 166	257 825	107 922	533 913
Net result for 2010/11		- 85 906		- 85 906
Foreign currency effect			45 685	45 685
Total 30/06/2011	168 166	171 919	153 607	493 692
Change of presentation currency as of 01/07/2011	331 834	- 178 227	- 153 607	0
Net result for 2011/12		128 765		128 765
Total	500 000	122 457	0	622 457

Until 30 June 2011, total UEFA equity included equity, retained earnings, translation differences and the net result for the period. At its meeting of 8 December 2011, the UEFA Executive Committee approved a change in the way the consolidated equity was presented, to be implemented retroactively as from 1 July 2011. This change was consequently acknowledged by the 2012 UEFA Congress in Istanbul. In particular, this decision fixed undesignated reserves at €500 million, to reflect UEFA's risk exposure. For more details on the corresponding accounting principle, refer to note q) (reserves) of the significant accounting principles.

Before the change in its functional currency from Swiss francs to euros (as from 1 July 2011), UEFA's equity was expressed in Swiss francs and its equivalent in euros was higher with a lower euro/Swiss franc exchange rate, and vice versa. The translation differences corresponded to an adjustment which offset the different equivalents of UEFA's equity stated in euros, due to different euro/Swiss franc exchange rates. UEFA and its subsidiaries now use the same functional currency, the euro, and, therefore, translation differences no longer need to be booked within the reserves.

In 2010/11, despite the loss of €85.9 million generated, equity has decreased by only €40.2 million, thanks to the positive translation differences, as disclosed in the consolidated statement of change in reserves.



Accounting principles

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 2012, UEFA consisted of 53 national 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;
- 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.

SIGNIFICANT ACCOUNTING PRINCIPLES

a) 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.

Change in functional currency

As at 1 July 2011, the group changed its functional currency from Swiss francs (CHF) to euros for UEFA and all its subsidiaries, reflecting the growth of its euro-denominated transactions. In UEFA's case, the change in functional currency reflects the accumulation over time of factors which are the main determinants of an entity's functional currency. It is inevitably a matter of judgement as to when the weight of evidence is such that

a change must be made. Having considered the aggregate effect of all such factors over time, the UEFA Executive Committee concluded that this point was reached at the end of the 2010/11 period and, accordingly, that the functional currency of UEFA and of its subsidiaries had changed permanently to the euro. This change took effect on 1 July 2011 and has been accounted for prospectively from this date. We believe that this change will give readers of the financial report a clearer understanding of the group's performance over time. Foreign exchange volatility is expected to be significantly reduced following the transition, as the group's currency exposures are more closely matched against its functional currency. Foreign operations are included in accordance with the policies set out in note c) (foreign currencies).

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

b) Basis of consolidation

Subsidiaries

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 hereunder.

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 in line with those used by the group. The equity and profit attributable to minority shareholders' interests, if applicable, are shown separately in the consolidated balance sheet and income statement.

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.

Associates

An associate described as a participation in the group's balance sheet is an entity over which UEFA is in a position to exercise significant influence, but not control, through participation in the financial and operating policy decisions of the entity. This is the case where UEFA holds at least 20% of the voting rights.



The consolidated financial statements include the group's share of the earnings of the associate on an equity-accounted basis, from the date that significant influence commences until the date that significant influence ceases. Investments in the associate are carried in the balance sheet at cost because an adjustment of the corresponding group's share would be immaterial. Potential dividends received and the net result on the disposal of investments in associate companies are recorded in the income statement.

Name	Country of incorporation	Consolidation method	Share capital	Ownership	
				30 June 2012	30 June 2011
Union des Associations Européennes de Football	Switzerland	Fully consolidated	Ultimate parent company		
UEFA Events SA (Service company)	Switzerland	Fully consolidated	CHF 4 000 000	100%	100%
Euro 2008 SA (Service company)	Switzerland	Fully consolidated	CHF 250 000	100%	100%
EURO 2016 SAS	France	Fully consolidated	EUR 50 000	95%	95%

c) Foreign currencies

Recording of foreign currency transactions and balances

As mentioned in note a) (basis), the books of UEFA and its subsidiaries have been kept in euros since 1 July 2011 (having previously been kept in Swiss francs until 30 June 2011). Transactions in currencies other than the euro (or Swiss francs for the comparative period) are recorded at the daily rate of exchange prevailing on the dates of the transactions (or monthly average rates for the comparative period). On each balance sheet date, monetary assets and liabilities denominated in currencies other than the functional currency are translated at the rates prevailing on that date.

Exchange differences arising from the settlement of monetary items are recognised in the income statement. Gains and losses arising on translation of monetary items are included in the financial result for the period. Net unrealised gains on non-current monetary assets and liabilities are deferred in the balance sheet through a corresponding expense recognised in the income statement under financial income.

Translation of the group's consolidated entities

Since 1 July 2011, the books of UEFA and its subsidiaries have been kept in euros, which means there is no more translation of consolidated entities recorded in foreign currency. Consequently, the amount recorded in the translation reserve as at 30 June 2011 has been transferred to the undesignated reserves.

Until 30 June 2011, assets and liabilities of the group's consolidated entities recorded in Swiss francs were translated into euros on consolidation, using the exchange rates prevailing on the balance sheet date, except for participations, property and equipment, intangible assets and reserves, which were recorded at historical rate.

Revenue and expense items stated in Swiss francs were translated into euros at the monthly average exchange rate for the period. Revenue and expense items originally in euros were kept in the original currency.

Currency translation adjustment resulting from the application of this method were classified as reserves and disclosed under translation differences.

Foreign exchange rates

The foreign exchange rates used are as follows:

	30 June 2012	Average 2011/12	30 June 2011	Average 2010/11
EUR/CHF	1.2013	1.2133	1.2208	1.3029
EUR/GBP	0.8056	0.8345	0.9031	0.8537
EUR/USD	1.2570	1.2991	1.4499	1.3515
EUR/PLN	4.2741	4.3029	–	–
EUR/UAH	10.1760	10.5851	–	–

d) Income statement

The consolidated income statement is structured as follows:

- revenue
- expenses
- solidarity payments
- financial income and cost
- 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 final tournament;
- European Qualifiers played over two seasons for UEFA European Football Championship final tournaments and the FIFA World Cup.



e) 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 contributions and non-football-related revenue)

Revenue related to competitions as described in note d) (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. An exception remains licensing revenue, which is recognised on an accrual basis over the duration of the contract;
- European Qualifiers played over two seasons for UEFA European Football Championship final tournaments and the FIFA World Cup: as from 2013/14, European Qualifiers are marketed centrally and total revenue is recognised in the income statement based on the number of matches played in the two periods during which the 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.

The cumulative deferred revenue is shown in the balance sheet as deferred income.

Note concerning e) and f): 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.

f) 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 member associations
- event expenses (direct event expenses, broadcast and media, marketing, promotion, publications, hospitality, 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 d) 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.

Cumulative deferred expenses are shown in the balance sheet as prepaid expenses.

g) 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 its employees of the 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 entitlements for active members as well as retirement payments to long-serving former members of the UEFA Executive Committee.

h) Leasing

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.



i) Solidarity payments

Solidarity

Since 1 July 2011, solidarity has been recognised as an expense once the revenue financing these payments is secured, which means when the corresponding competition revenue is recognised as income. Previously, solidarity payments were made from the EURO pool. 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 non-top 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 earnings from UEFA's main club competitions:
 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 themselves 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. The expenses are recognised on an accrual basis in the income statement once communicated externally.

j) Financial income and cost

The financial income and financial cost positions include the following:

- financial income consists of interest income from interest-bearing assets, gains on disposal of participations, fair value gains on marketable securities as well as realised and unrealised foreign exchange gains from operating and investing activities;

- financial cost comprises fair value losses from marketable securities, realised and unrealised foreign exchange losses from operating and investing activities, as well as asset management cost and bank charges.

k) 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. The 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.

l) 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.

m) 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 initially recognised in the accounts at fair value, which corresponds to the amount invoiced, less direct reductions, discounts and other rebates. Loans and other receivables are recognised at nominal value.

Receivables and loans are subsequently measured at amortised cost using the effective interest method, less provision for impairment. 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 in the receivables line, and loans and receivables with maturities greater than 12 months are shown in the other non-current financial assets line.



Bank term deposits and marketable securities

Bank term deposits up to 12 months, marketable securities readily convertible to cash, corporate bonds 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 recorded in the balance sheet at fair value. The fair value of those instruments is their quoted price at balance sheet date. The corresponding movements in the fair value are reported in the income statement under financial results.

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.

n) 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 is stated in the balance sheet at historical cost less accumulated depreciation. Expenditure on brands is recognised in the income statement as an expense as incurred.

All other expenditures, repairs and maintenance are recognised in the income statement as an expense as incurred. At the beginning of 2011/12, new depreciation periods were introduced for office equipment and vehicles and for computer hard and software. The previous year's figures were not restated.

Depreciation on assets is calculated using the straight-line method over the estimated useful life, which is as follows for the main categories:

Asset	Depreciation period
Land	No depreciation
Buildings – constructions	40 years
Buildings – renovations	20 years
Office equipment and vehicles	3 – 5 years
Computer hard and software	3 – 6 years

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.

o) Payables

Payables are not interest bearing and are stated at their nominal value and payables to associations are also recorded under payables in the balance sheet and represent mainly interest-free current accounts in favour and at the disposal of UEFA member associations. The EURO pool was derived from the UEFA EURO 2004 and UEFA EURO 2008 earnings and was established to finance solidarity projects and payments in favour of European Football.

p) 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 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.

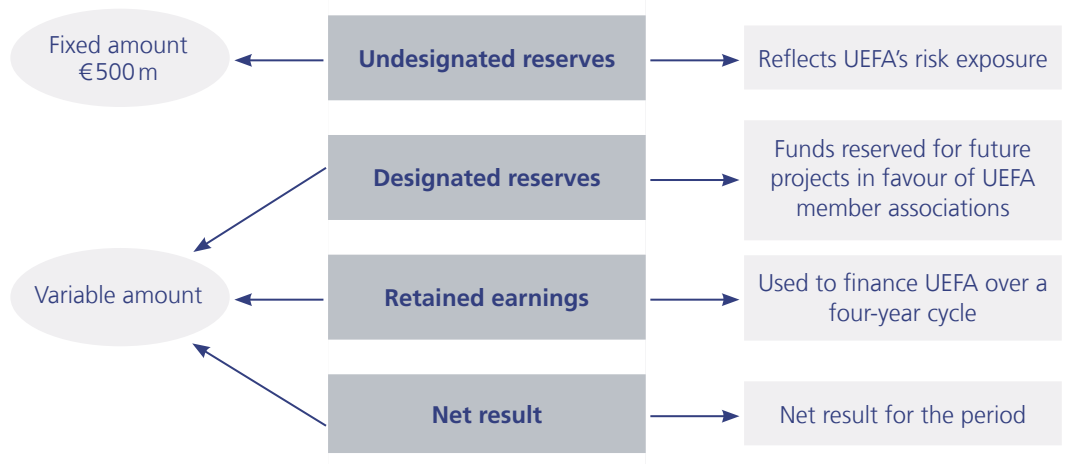
This heading includes, in particular, the provision derived from the last UEFA European Football Championship (EURO) results and established to finance the HatTrick programme, as defined in note i) (solidarity payments). Amounts are reclassified as payables as soon as the national association fulfils the requirements to receive 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 is financed 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.



q) Reserves

At its meeting of 8 December 2011, the UEFA Executive Committee approved a change in the presentation of UEFA's consolidated equity. UEFA's equity will now be referred to as reserves and include the following items:



This change took effect retroactively on 1 July 2011 and the comparative period figures have been restated accordingly.

r) 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 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 every two years.

Financial assets are monitored on a monthly basis, in respect of the investment policies described in note s) (investment policy), supported by experts and the expertise of UEFA's advisory bank.

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 the future cash outflows such as the distribution 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.

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.

Foreign exchange policy

Since the 2010/11 financial year, if additional currency exposures do exist, incoming payments in currencies other than euros and Swiss francs have been converted at spot rates on the day when the payments are received. Consequently, no hedging contracts remained open as at the balance sheet date. To allow for an averaging effect, staggered payment dates are agreed upon with UEFA's partners during the lifetime of these contracts. Conversion at different dates spread well over the duration of UEFA's contracts has proved to achieve the best possible results and mitigates the risk of taking difficult (hedging) decisions with an impact over too long a period.

s) 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 counterparts is considered the most important and effective way to best safeguard UEFA's assets. For long term securities, UEFA is investing 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

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

Please note that the income statement, as well as the balance sheet, have been modified as a result of the new presentation and disclosure of these statements.

	2011/12	2010/11
	€000	€000
1. Broadcasting rights		
UEFA EURO 2012	837 161	0
UEFA Champions League	892 326	885 056
UEFA Europa League	206 053	197 101
Other competitions	731	4 150
Total	1 936 271	1 086 307

Revenue from other competitions includes the women's, Under-21, youth and amateur and futsal competitions and may vary significantly from one financial year to the next. This also applies to commercial rights, ticket and hospitality revenue.

2. Commercial rights

UEFA EURO 2012	313 901	0
UEFA Champions League	260 939	259 918
UEFA Europa League	12 931	12 986
Other competitions and activities	5 665	2 141
Total	593 436	275 045

3. Tickets

UEFA EURO 2012	136 122	0
Club competitions	2 647	3 221
Other competitions	266	632
Total	139 035	3 853

4. Hospitality

UEFA EURO 2012	101 979	0
Club competitions	10 081	5 276
Total	112 060	5 276

5. Other revenue

Fines	8 074	6 364
FIFA financial assistance programmes: FAP / FIFA Win in Europe (2010/11)	3 468	5 719
Other football-related revenue (incl. FIFA Club World Cup)	503	395

	2011/12	2010/11
	€000	€000
Membership and competition entry fees	58	58
UEFA EURO 2012: concessions and accommodation	1 733	0
Non-football-related revenue	1 113	1 060
Total	14 949	13 596

Income from fines is used to finance various social responsibility projects and the administration of UEFA's disciplinary bodies.

Non-football-related revenue includes sales of match programmes, resale of IT hardware and surpluses/bonuses from insurance policies. Reimbursement by other football organisations of the cost of certain UEFA events also form part of this total.

6. Distribution to participating teams

UEFA EURO 2012 (associations)	196 000	0
UEFA Champions League (clubs)	836 945	830 745
UEFA Europa League (clubs)	164 260	157 578
UEFA Super Cup (clubs)	4 500	4 500
UEFA Women's Champions League (clubs)	650	650
UEFA European Under-21 Championship (associations)	0	2 180
Other competitions	31	28
Total	1 202 386	995 681

7. Contributions to member associations

Contribution to competition costs (for associations hosting or participating in women's, youth or futsal competitions)	39 010	11 080
Contribution to team travel costs	5 725	4 483
Study Group Scheme	2 301	2 152
Contributions paid to FIFA (incl. ticket levies) and other confederations	1 833	2 154
Other contributions (incl. integrity officers)	1 479	258
Total	50 348	20 127

8. Event expenses

Event expenses by nature:

Direct event expenses	120 972	25 751
Broadcast and media	69 978	15 490
Marketing	135 938	82 028
Promotion	38 525	2 185
Publications	4 648	3 401
Hospitality	56 464	4 101
Other event expenses	27 201	3 816
Total	453 726	136 772



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 also used for UEFA's main club competitions and for other broadcasted UEFA competitions.

Sales expenses (e.g. commission to agencies), tendering expenses, monitoring and research, branding and rights protection are grouped under the marketing subtotal.

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

Hospitality refers to catering, decoration, signage and all other services made available to corporate guests, sponsors and officials at the most important matches, first and foremost at UEFA EURO 2012 venues and the UEFA Champions League final.

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

A breakdown by competition is not meaningful because 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

	2011/12 €000	2010/11 €000
Referees	19 894	19 388
Contribution to associations for referee costs	5 075	4 872
Delegates and venue directors	6 926	4 837
Doping controls	1 837	1 340
Insurances for referees and match officers	170	63
Total	33 902	30 500

This total includes all referees and match officers expenses (entitlements, travel, accommodation and daily allowances). The increase in refereeing expenses is due to UEFA EURO 2012 and women's competitions.

Referees and match officers by competition:

UEFA EURO 2012	1 644	0
European Qualifiers	2 684	2 807
UEFA Champions League	10 313	10 559

	2011/12	2010/11
	€000	€000
UEFA Europa League	9 813	10 062
Other competitions	9 448	7 072
Total	33 902	30 500

10. Information and communications technology

Information and communications technology (ICT) stresses the role of unified communications and integrated telecommunications, computers and necessary enterprise software (e.g. UEFA's Football Administration and Management Environment [FAME] and ERP), middleware, storage, and audiovisual systems, and helpdesks, which enable users to create, access, store and transmit information. In other words, ICT consists of IT as well as telecommunications, broadcast media, all types of audio and video processing and transmission, as well as network functions.

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.

The total below does not include costs such as capitalised ICT investments, personnel, travel and office running expenses.

Computer solutions (incl. UEFA EURO 2012)	106 928	32 885
Web production	7 268	9 712
Total	114 196	42 597

11. Employee salaries and benefits

Salaries and social charges	81 143	55 756
Temporary agency staff	3 475	1 061
Subtotal – annual expenses	84 618	56 817
Deferred allocated personnel cost	27 394	- 13 664
Subtotal – charged to annual accounts	112 012	43 153
Other personnel expenses	3 125	2 158
Executive Committee entitlements	2 556	1 783
Total	117 693	47 094

With the insourcing of additional activities, mainly related to UEFA Champions League and UEFA Europa League match operations from 2012/13, and the stepping up of preparations for UEFA EURO 2012, the number of employees started to increase in 2010/11. In accordance with the accounting principles, the EURO 2012-related costs were deferred to the balance sheet during the preparation phase and reversed in the 2011/12 financial year, while the club competition match operation-related costs will be reversed in the 2012/13 financial year. Furthermore, the higher cost caused by a stronger Swiss franc also had an impact on total employee salaries and benefits in euros.



The total number of employees shown as full-time equivalents is as follows:

			2011/12 €000	2010/11 €000
	30/06/2012	30/06/2011		
UEFA	269.6	254.6		
UEFA Events SA	239.7	177.7		
EURO 2016 SAS	3.0	2.0		
UEFA apprentices and trainees	4.0	2.0		
Subtotal	516.3	436.3		
Time limited contracts	- 147.7	- 118.5		
Total	368.6	317.8		

12. Other expenses

Travel, hotels and daily allowances	46 886	13 545
Consultancy and legal advice	27 915	11 752
Outsourced translations and interpreters	2 675	2 242
Office running expenses	4 955	1 368
Building maintenance and security	5 743	4 410
Subtotal	88 174	33 317
Deferred allocated other expenses	- 2 547	0
Total	85 627	33 317

Travel, hotels and daily allowances include overall expenses for airline tickets, hotel accommodation and daily allowances for UEFA officials and staff. However, the referee and match officer travel cost is disclosed under note 9. In accordance with the accounting principles, other expenses related to UEFA EURO 2012 were deferred to the balance sheet during the preparation phase and reversed in the 2011/12 financial year while the club competition match operation related costs were deferred in 2011/12 and will be reversed in the 2012/13 financial year.

13. Solidarity payments

UEFA's solidarity scheme for the benefit of the whole of European football is sourced from both the main UEFA national team and club competitions.

HatTrick: investment programme in favour of national associations	159 000	- 6 001
HatTrick: annual solidarity in favour of national associations	269 174	26 500
Subtotal - national associations	428 174	20 499
UCL: solidarity to non-participating clubs	70 398	69 487
UCL: solidarity to eliminated clubs	13 040	13 300
UEL: solidarity to eliminated clubs	23 740	21 510
UEFA EURO 2012: solidarity to clubs	100 000	0
Subtotal - clubs	207 178	104 297

	2011/12	2010/11
	€000	€000
Portfolio: core partnerships	1 650	1 850
Portfolio: associated partnerships	600	821
Monaco award in favour of "Streetfootballworld" in 2011/12	1 000	1 000
UEFA EURO 2012: corporate social responsibility projects	2 066	0
UEFA EURO 2008: donation from public viewing revenue	330	330
Associations in distress (Japan in 2011/12)	500	500
Carbon emissions compensation	233	200
Other donations	539	192
Subtotal - donations	6 918	4 893
Total	642 270	129 689

The portfolio of UEFA's core partnership includes FARE network, World Heart Foundation, Cross Cultures, Education 4 Peace, Special Olympics and Terre des Hommes. Associated partnerships were entered with the Homeless World Cup, International Committee of the Red Cross, Sport and Development platform and the WWF.

14. Financial income

Security aspects with a wide diversification amongst top-rated counterparts remained UEFA's top priority to best safeguard its assets. The total interest income could be increased thanks to higher assets and by optimizing the duration of all investments. UEFA's counterparts are all ranked amongst the best rated with, however, the consequence that they offer less attractive yields. A risk monitoring is executed on a monthly basis with the support of external experts.

Interest income and result of alternative investments	26 154	18 933
Realised currency exchange differences	12 574	7 649
Total	38 728	26 582

15. Financial cost

Asset management cost	907	260
Bank charges	118	149
Unrealised currency exchange differences	1 824	57 261
Total	2 849	57 670

The asset management cost corresponds to issuing, custody and management fees, consultancy and financial advice. The higher cost compared with 2010/11 is due to the decision to invest in corporate bonds with equivalent stamp duties to be paid when purchased.

Following the change of its functional currency from Swiss francs to euros, the foreign exchange effect is now less significant given that most of the transactions are in euros and therefore also applying a natural hedging.



NOTES AND EXPLANATIONS TO THE CONSOLIDATED BALANCE SHEET

		30/06/2012	30/06/2011
		€000	€000
16. Cash and cash equivalents			
Subtotals per currency in euro equivalents:			
Euros	EUR	149 527	18 032
Swiss francs	CHF	15 843	31 287
British pounds	GBP	10 944	10 446
US dollars	USD	5 146	5 340
Total		181 460	65 105

17. Other financial assets

Money market		1 066 816	998 486
a) Marketable securities		553 332	305 224
Escrow accounts		107	4
Other current financial assets		1 620 255	1 303 714
b) Loans		60 496	41 124
c) Long-term securities		155 066	119 534
Other non-current financial assets		215 562	160 658
Total		1 835 817	1 464 372

In line with the investment policy approved by the UEFA Executive Committee, and as suggested by the Financial Supervisory Group, marketable and long-term securities were purchased in order to improve the asset management result and, at the same time, diversify UEFA's assets.

The carrying amounts of other financial assets are denominated in the following currencies, reported in euro equivalents.

Euros	EUR	1 729 497	1 299 201
Swiss francs	CHF	43 623	74 953
British pounds	GBP	54 742	65 388
US dollars	USD	7 955	24 830
Total		1 835 817	1 464 372

a) Marketable securities

Corporate bonds		122 849	0
Medium-term notes		425 000	300 000
Other		5 483	5 224
Total		553 332	305 224

Bonds of 34 corporates with A+ average S&P rating and average duration of 2.5 years were purchased in spring 2012. Part of the UEFA EURO 2012 earnings were invested in tailor-made bonds in the form of medium-term

	30/06/2012 €000	30/06/2011 €000
notes (MTN) with top-rated banks with a minimum A rating. The maturity of these investments is matched with UEFA's obligations related to the HatTrick programmes. Other marketable securities refer to one government bond and two mutual funds.		
Market value of these investments at balance sheet date	557 275	303 567
thereof corporate bonds	125 247	0
thereof medium-term notes	426 545	298 343
thereof other	5 483	5 224

b) Loans

Bridging loans to associations	34 093	19 200
Mortgages in favour of UEFA staff members	1 989	2 704
Advance payments to the UEFA EURO 2012 hosts (POL/UKR)	8 000	8 000
Advance payments to the UEFA EURO 2016 host (FRA)	144	200
Loan facility to LOCs UEFA EURO 2012 (POL/UKR)	16 270	11 020
Total	60 496	41 124

Interest-bearing bridging loans were granted in exceptional cases where the financial crisis had hit extremely hard or to provide crucial funding for essential infrastructure for the long-term benefit of member associations, thus creating a win-win situation for both the member associations and UEFA.

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). Although the staff benefit from a preferential interest rate, the UEFA yield on this asset is higher than the actual conditions on the money market.

An advance payment of €4 million was paid to each UEFA EURO 2012 host association. In addition, UEFA provided a loan facility to both local organising committees (LOCs) in order to finance the organisational cost of UEFA EURO 2012. These amounts will be offset against the final payments due by UEFA to Poland and Ukraine according to the staging agreement.

c) Long-term securities

Structured products	155 066	119 534
Total	155 066	119 534

Market value of structured products at balance sheet date	156 616	120 781
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Structured products 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.



	30/06/2012	30/06/2011
	€000	€000
18. Receivables		
National team competitions	29 754	34 866
Club competitions	473 002	42 664
Receivables: football partners – gross	502 756	77 530
Bad debts	- 20 311	- 10 988
Receivables: football partners – net	482 445	66 542
Associations – current accounts in favour of UEFA	5 449	1 159
VAT receivable	6 720	6 668
Other (incl. withholding tax)	3 974	2 518
Other receivables	16 143	10 345
Total	498 588	76 887

An amount of CHF 2.078 million (equivalent of €1.702 million), corresponding to the maximum dividend payable following the liquidation of ISL, continues to appear in UEFA's books and is included under national team competitions, with the same amount included under bad debts. The amount shown under withholding tax relates to interest received from asset management activities as well as taxations for UEFA Events SA. These payments are taxed in Switzerland at 35% and are recoverable.

Receivables – football partners is broken down into:

Fully performing receivables	457 785	51 416
Receivables past due but not impaired	24 660	15 126
Receivables individually impaired	20 311	10 988
Receivables impaired on a portfolio basis	0	0
Total	502 756	77 530

Given the current highly volatile economic situation, UEFA has kept a very close eye on receivables and does not think it will incur losses on amounts owed by customers which are not yet due or 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	13 605	9 136
1 to 3 months	10 347	1 722
Over 3 months	708	4 268
Total	24 660	15 126

		30/06/2012	30/06/2011
		€000	€000
The carrying amounts of receivables are denominated in the following currencies in euro equivalents:			
Euros	EUR	398 886	58 786
Swiss francs	CHF	2 516	3 576
British pounds	GBP	15 832	426
US dollars	USD	85 522	14 742
Total		502 756	77 530

19. Prepaid expenses and accrued income

Competitions		19 147	83 027
Administration		2 920	8 081
Prepaid expenses		22 067	91 108
Accrued income: competitions		52 393	0
Accrued interest on cash and cash equivalents / long-term securities		6 446	3 745
Other accrued income		1 204	3 522
Accrued income		60 043	7 267
Advances to suppliers		1 255	163
Gift inventory		466	538
Total		83 831	99 076

The UEFA EURO 2012 organisational cost had been capitalised in accordance with the adapted principles described in note f) (expenses) of the significant 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. This cost has been recognised in the 2011/12 income statement.

UEFA EURO 2012 accrued income relates to items still to be invoiced for this tournament.

20. Property and equipment and intangible assets

Land		12 950	12 855
Buildings		101 123	83 982
ICT equipment		3 999	0
Office equipment		2 372	0
Property and equipment		120 444	96 837
Intangible assets		11 377	0
Total		131 821	96 837



Property and equipment and intangible assets

€000	Land	Buildings	ICT equipment	Office equipment	Intangible assets	Total
Cost						
Balance as at 01/07/2010	12 855	81 190	44 184	11 608		149 837
Acquisitions		16 431	14 314	770		31 515
Renovations						
Disposals						
Reclassifications						
Currency effects						
Balance as at 30/06/2011	12 855	97 621	58 498	12 378		181 352
Acquisitions		18 338	3 999	2 458	11 377	36 172
Renovations						
Disposals			- 58 498	- 12 378		- 70 876
Reclassifications						
Currency effects	95	229				324
Balance as at 30/06/2012	12 950	116 188	3 999	2 458	11 377	146 972
Accumulated depreciation						
Balance as at 01/07/2010	0	10 985	44 184	11 608	0	66 777
Depreciation for the year	0	2 654	14 314	770	0	17 738
Revaluations						
Disposals						
Reclassifications						
Currency effects						
Balance as at 30/06/2011	0	13 639	58 498	12 378	0	84 515
Depreciation for the year		1 266		86		1 352
Revaluations						
Disposals			- 58 498	- 12 378		- 70 876
Reclassifications						
Currency effects		160				160
Balance as at 30/06/2012	0	15 065	0	86	0	15 151
Net book value						
as at 30/06/2011	12 855	83 982	0	0		96 837
as at 30/06/2012	12 950	101 123	3 999	2 372	11 377	131 821

Since moving from Berne to Nyon in 1995, UEFA has invested in four buildings (UEFA House of European Football, Villa la Falaise, La Clairière and Bois-Bougy), all located in Nyon.

	30/06/2012	30/06/2011
	€000	€000
21. Payables		
Suppliers	82 462	27 370
Associations	555 750	362 148
Others	3 602	10 761
Total	641 814	400 279

By far the highest amount within UEFA's payables refers to future UEFA payments in favour of associations, leagues and clubs.

Current accounts in favour of the member associations	83 599	26 668
a) EURO pool	386 548	260 033
b) UEFA Champions League solidarity pool in favour of leagues	73 454	70 857
Other	12 149	4 590
Total	555 750	362 148

a) Breakdown of the EURO pool

Opening balance	260 033	234 437
Financed by UEFA Champions League solidarity	26 500	26 500
Amount from the benefits of UEFA EURO 2012 in favour of those clubs with players involved in the UEFA European Football Championship	100 000	0
Currency effects	15	- 904
Closing balance	386 548	260 033

b) Breakdown of UEFA Champions League (UCL) solidarity payments in favour of leagues

Opening balance	70 857	68 720
Made available in:		
– 2011/12 for the 18 leagues with UCL teams	59 635	0
– 2010/11 for the 18 leagues with UCL teams	0	58 728
– 2011/12 for the 35 leagues without UCL teams	10 763	0
– 2010/11 for the 35 leagues without UCL teams	0	11 163
Payments made to leagues in the corresponding period	- 67 801	- 67 754
Total	73 454	70 857



22. 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

The position represents revenue received or to be received, which falls into the coming financial seasons.

	30/06/2012 €000	30/06/2011 €000
Employee benefits (accruals for bonuses, overtime and holidays)	12 584	7 535
Competitions	89 478	1 935
Administration	25 074	8 435
Accrued expenses	127 136	17 905
UEFA EURO 2012	0	351 364
Club competitions	835 420	354 747
European Qualifiers 2014-18	0	0
UEFA EURO 2016	0	0
Deferred income	835 420	706 111
Total	962 556	724 016

UEFA EURO 2012 advance payments have been capitalised in accordance with note e) (revenue recognition) of the significant accounting principles, whereby revenue related to final rounds is deferred and recognised in the income statement for the financial year when the vast majority of the tournament matches are played. This revenue has therefore been recognised in the 2011/12 income statement.

In line with the new accounting principles, invoices related to club competitions issued before the closing date were deferred to the balance sheet.

Deferred income by nature

Broadcasting rights	789 273	607 984
Commercial rights	44 195	67 795
Tickets and hospitality	0	29 578
Other revenue	1 952	754
Total	835 420	706 111

23. Advances from third parties

UEFA Champions League – balance current season	44 164	26 376
UEFA Europa League – balance current season	15 125	8 621
Total	59 289	34 997

Any surplus in favour of the participating clubs and any balance in favour of the organisers of the finals are also shown under this heading.

24. Provisions

These tables show the movements over the last two financial years.

€000	Risk provision	HatTrick investment	HatTrick annual solidarity	Other provisions	Total
Balance as at 01/07/2010	16 378	80 865	151 379	5 437	254 059
Additional provision					0
Unused and reversed	- 3 428			- 908	- 4 336
Payments during the year	- 987	- 22 334	- 77 179	- 1 188	- 101 688
Exchange differences	882			196	1 078
Balance as at 30/06/2011	12 845	58 531	74 200	3 537	149 113
Additional provision	9 243	148 398	172 230	27 703	357 574
Unused and reversed					0
Payments during the year	- 345	- 33 964	- 28 337		- 62 646
Exchange differences	- 5	1	- 21		- 25
Balance as at 30/06/2012	21 738	172 966	218 072	31 240	444 016

Other provisions include solidarity payments for member associations and associations in distress as well as a social fund. All provisions are evaluated at every closing date in accordance with the significant accounting principles (see note p) provisions).

	30/06/2012 €000	30/06/2011 €000
Analysis of total provisions		
Risk provision	21 738	12 845
HatTrick investment	0	0
HatTrick annual solidarity	0	0
Other provisions	31 240	3 537
Current	52 978	16 382
Risk provision	0	0
HatTrick investment	172 966	58 531
HatTrick annual solidarity	218 072	74 200
Other provisions	0	0
Non-current	391 038	132 731
Total	444 016	149 113



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To the Congress of
Union des Associations Européennes de Football (UEFA), Nyon

Lausanne, 25 January 2013

Report of the statutory auditor on the consolidated financial statements

As statutory auditor, we have audited the accompanying consolidated financial statements of Union des Associations Européennes de Football (UEFA), which comprise the balance sheet, income statement, cash flow statement and notes pages 2 to 31, for the year ended 30 June 2012.

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 2012 comply with Swiss law (art. 957 and segg. Code of Obligations (CO)) 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 Oversight Act (AOA) and independence (art. 69b Civil Code (CC) and 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


Serge Clément
Licensed audit expert
(Auditor in charge)


Michael Ackermann
Licensed audit expert



UEFA INCOME STATEMENT

	2011/12 €000	2010/11 €000
Broadcasting rights	1 936 271	1 086 307
Commercial rights	593 436	275 045
Tickets	139 035	3 853
Hospitality	112 060	5 276
Other revenue	14 875	13 547
Total revenue	2 795 677	1 384 029
Distribution to participating teams	- 1 202 387	- 996 105
Contributions to member associations	- 48 978	- 20 275
Event expenses	- 265 066	- 130 135
Referees and match officers	- 33 850	- 30 500
Information and communications technology	- 107 667	- 41 590
Employee salaries and benefits	- 63 927	- 42 021
Depreciation and amortisation	- 1 266	- 2 654
Other expenses	- 48 644	- 30 562
Intercompany transactions	- 288 455	- 16 306
Total expenses	- 2 060 240	- 1 310 148
Operating result before solidarity payments	735 437	73 880
Solidarity payments	- 642 087	- 129 293
Operating result	93 350	- 55 413
Financial income	36 412	25 707
Financial cost	- 995	- 55 036
Taxes	0	- 371
Net result	128 767	- 85 113

The stand-alone UEFA income statement discloses the 2011/12 financial situation only for UEFA as an association, with comparative 2010/11 figures. This means that all transactions of subsidiaries have been eliminated and back charges to and from subsidiaries are disclosed under intercompany transactions.

For comparison purposes, please note that previous year's figures have been restated given the new structure of the income statement and balance sheet, and take into account the change to the euro as the presentation currency.

UEFA BALANCE SHEET

	30/06/2012	30/06/2011
	€000	€000
Assets		
Cash and cash equivalents	179 391	64 878
Other financial assets	1 620 162	1 303 714
Receivables: third party	499 402	76 715
Receivables: group	0	20 167
Prepaid expenses and accrued income	75 633	67 246
Current assets	2 374 588	1 532 720
Property and equipment	120 112	96 837
Intangible assets	6 235	0
Participations: group	2 808	2'807
Other financial assets	217 793	160 611
Non-current assets	346 948	260 255
Total assets	2 721 536	1 792 975
Liabilities and reserves		
Payables: third party	618 450	399 536
Payables: group	48 450	0
Accrued expenses and deferred income	934 041	712 902
Advances from third parties	59 289	40 662
Provisions	48 618	16 382
Current liabilities	1 708 848	1 169 482
Provisions	391 038	130 610
Non-current liabilities	391 038	130 610
Liabilities	2 099 886	1 300 092
Undesignated reserves	500 000	168 166
Retained earnings	- 7 117	259 233
Translation differences	0	150 597
Net result	128 767	- 85 113
Reserves	621 650	492 883
Total liabilities and reserves	2 721 536	1 792 975

The stand-alone UEFA balance sheet discloses the financial situation as at 30 June 2012 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 or payables for the group are also disclosed in the UEFA balance sheet.



NOTES TO THE UEFA FINANCIAL STATEMENTS

	2011/12 €000	2010/11 €000
<p>This section provides information on the stand-alone UEFA financial statements in accordance with the requirements of the Swiss code of obligation.</p>		
Assets pledged for own commitments		
Amount disclosed from UEFA's cash balances to cover guarantees issued by banks to third parties	431	427
Property and equipment		
Fire insurance values:		
Buildings	140 901	110 103
Furniture, fixtures and IT equipment	20 646	20 317
Historical cost:		
Buildings	116 188	97 621
Land	12 950	12 855
Furniture, fixtures and IT equipment	6 038	0
Intangible assets	6 235	0
Participations		
UEFA Events SA, Nyon	100%	100%
Euro 2008 SA, Nyon	100%	100%
EURO 2016 SAS, Paris	95%	95%
Leasing		
Total amount of leasing commitments not included in the balance sheet	572	184
Joint liability		
<p>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.</p>		

Translation exchange rate

Since 1 July 2011, UEFA's books have been kept and presented in euros (previously in Swiss francs). The previous year's figures have been translated using the following exchange rates:

EUR/CHF	30 June 2011	Average 2010/11	Historical rate
Current assets and liabilities	1.2013	–	–
Non-current assets	–	–	1.3361
Reserves	–	–	1.2817
Revenue and expenses	–	1.2133	–

Other disclosure

The stand-alone UEFA financial statements 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.



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To the Congress of
Union des Associations Européennes de Football (UEFA), Nyon

Lausanne, 25 January 2013

Report of the statutory auditor on the financial statements

As statutory auditor, we have audited the accompanying financial statements of Union des Associations Européennes de Football (UEFA), which comprise the balance sheet, income statement and notes pages 34 to 37 for the year ended 30 June 2012.

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 2012 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 Oversight Act (AOA) and independence (art. 728 CO) and that there are no circumstances incompatible with our independence.

In accordance with 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

A handwritten signature in blue ink, appearing to read 'Clément', written over a light blue grid background.

Serge Clément
Licensed audit expert
(Auditor in charge)

A handwritten signature in blue ink, appearing to read 'Emery', written over a light blue grid background.

Nicolas Emery
Licensed audit expert



This 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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