Season Review

2025/26

Contents

Introduction
Chairman's Foreword 04
UEFA President's Message 06
CEO's Foreword 08

Section 1
Member Engagement 10

Section 2
Strategic Priorities 16

Section 3
UC3 Updates 26

Section 4
EFC Foundation Updates 28

Section 5
Working Groups 30

Section 6
Rebrand & Partnerships 36

Section 7
Financial Summary 42

Section 8
Appendices 46

Foreword

Nasser Al-Khelaïfi
Chairman, European Football Clubs

The 2025/26 season has been transformative for European Football Clubs. Today, we are football-first and club-first, with a new name that places football at the heart of everything we do.

Our membership has grown to 825* members, representing more men's and women's clubs than ever before. We have the collective influence and expertise of our members to ensure all our voices are at the heart of the conversations and decisions shaping football's future.

The efforts to bring clubs together reached new heights. The 32nd General Assembly in Rome welcomed more guests than ever before, and our Club Connect events in Lisbon provided opportunities for discussions and knowledge exchange for our members. Our meetups across the continent, including in Albania, Belgium, Czechia, Germany, Italy and the Netherlands, enabled us to better understand the challenges and opportunities clubs face on the ground.

We have also increased representation in our Working Groups, with more than 200 club representatives now involved. Their expertise ensures clubs have a direct voice in how EFC represents their interests at both European and global level.

It takes partnerships to deliver results. Our long-term strategic partnership with UEFA, underpinned by our Memorandum of Understanding until 2033, continues to drive the growth of European club competitions – ensuring that €465 million per season is invested in solidarity payments for non-participating clubs and women's and youth football.

This season, we launched a renewed strategy with UC3, our joint venture with UEFA. We appointed Relevent as the new sales agency for the UEFA men's competitions cycle 2027-2031 and concluded groundbreaking media rights agreements, alongside innovative new partnerships in major markets across Europe and beyond. This past season also saw a new, expanded format for the UEFA Women's Champions League and the introduction of the UEFA Women's Europa Cup, providing more opportunities for women's clubs to compete in continental competitions.

Our partnership with FIFA also delivered tangible benefits for clubs. As part of the FIFA Club World Cup 2025, EFC helped secure a commitment of $250 million in solidarity funding for non-participating clubs. In addition, the new EFC-FIFA Club Benefits Programme for the FIFA World Cup 2026 resulted in $355 million being distributed to clubs – not just for our members, but worldwide.

A major milestone this season was the reform of transfer regulations affecting clubs globally. EFC played a leading role in this process, working alongside FIFPRO, UEFA, FIFA and the leagues to build a framework that provides greater clarity, protects clubs that invest in player development, and recognises how the transfer system redistributes resources throughout the game.

> As we prepare for the next chapter of European club football, we will remain focused on building a stronger, more united, and more representative game for generations to come.

This season saw our new EFC Foundation come to life, through new partnerships which are increasing the collective reach of club football as a force for good across European communities. Meanwhile, our EFC Campus executive education programme continued to go from strength to strength. Highlights included the launch of the Executive Leadership Programme in partnership with Harvard Business School Executive Education and the success of the Women on Board Programme, delivered in collaboration with Women in Football.

Looking ahead to this year, we want that all our members continue to have a clear voice, even better opportunities, and the support they need to succeed and grow. As we move to our ambition of 1,000 members and prepare for the next chapter of European club football, we will remain focused on building a stronger, more united, and more representative game for generations to come.

None of this progress would be possible without our members. It is our privilege to represent you, and I thank every one of you for your commitment. You are the foundation of our achievements and the inspiration behind our mission to keep clubs at the heart of football.

We look forward to continuing to shape the future of European club football together.

*This is the figure as of June 30, 2026; membership on the date of publication had surpassed 850 clubs.

Welcome Message from UEFA President

Aleksander Čeferin
UEFA President

Dear delegates,
dear football friends,

When European football's governing body and its clubs pull in the same direction, the whole game moves forward. The partnership between UEFA and European Football Clubs (EFC) proves this and goes even further.

Our Memorandum of Understanding underpins a partnership that has raised standards in governance, sporting, regulatory, financial and commercial matters. It gives clubs a permanent voice in decision-making and consultation, and that voice has produced no shortage of good ideas. It is also the foundation of UC3, the joint venture through which our two organisations manage the commercial rights to Europe's elite men's and women's club competitions, and which has secured a substantial uplift in value for the 2027-2031 media rights cycle.

Such long-term certainty gave EFC the confidence to evolve. In October 2025, the European Club Association became European Football Clubs, putting the game itself at the heart of its name. Behind the rebrand now stands a membership that has more than tripled in five years, to 825 clubs from 55 countries, 139 of them women's clubs.

The 2025/26 season was the second under the revamped men's formats, and the 36-team league phase again did what it was designed to do: keep matches meaningful deep into the calendar, make every goal count, and leave the door open to new names. I am proud to say that clubs from 53 of our 55 national associations have now reached the main phase at least once, including 40 of them last season alone. Paris Saint-Germain became only the second club of the Champions League era to retain the trophy, beating Arsenal in Budapest. At the same time, Aston Villa and Crystal Palace lifted long-awaited European titles in the Europa League and the Conference League.

The women's game reached a new milestone in 2025/26: an expanded 18-team Champions League, and a brand-new Europa Cup alongside it. The effect was immediate. The league phase brought 54 different matchups, more than double the old format, and with them greater intensity and far less predictability. Viewership more than doubled across 207 territories, and the season ended with a sold-out Ullevaal Stadion watching Barcelona beat OL Lyonnes in Oslo. The Europa Cup, in its first year, produced an all-Swedish final, won by BK Häcken. Between them, the two competitions brought together 86 clubs from 50 associations and more than 2,000 players.

I always say that growth only counts if it reaches everyone. That is why €308 million a year now goes to clubs that do not play in UEFA's men's competitions:

Introduction – UEFA President's Message

7% of gross commercial revenues, and a 76% increase agreed jointly by UEFA and EFC for the 2024-2027 cycle. In the women's game, more than half of the €37.7 million distributed this season went to clubs outside the league and knockout phases of the Women's Champions League.

None of this happened by accident. It is the result of two organisations choosing collaboration over confrontation, year after year, in an increasingly polarised business environment. My special thanks go to Chairman Nasser Al-Khelaïfi, the EFC Board, and all the members, who have proved to be reliable partners throughout. Together with the national associations, the leagues, the players and the fans, we share a common vision of how our game should grow: not just for those at the top, but for everyone who forms part of the magnificent pyramid of European football.

Respectfully,

Aleksander Čeferin
UEFA President

> When European football's governing body and its clubs pull in the same direction, the whole game moves forward.

Foreword

Charlie Marshall
Chief Executive,
European Football Clubs
Co-Managing Director, UC3

The 2025/26 season has been another landmark year for EFC. It marked the launch of our new identity and brand, further significant growth in our membership and an even stronger voice for clubs across European and international football.

Backed by the collective strength of 825* Member Clubs, and still rising, we have worked closely with UEFA and FIFA to advance meaningful reforms, enhance financial support programmes and ensure that clubs remain central to the discussions and decisions on the future of football.

Central to our new brand is to be more football-first and club-first and, in that spirit, I would like to congratulate this season's UEFA club competition winners: Paris Saint-Germain (UEFA Champions League), Aston Villa (UEFA Europa League), Crystal Palace (UEFA Conference League) and FC Barcelona Femení (UEFA Women's Champions League). I would also like to commend BK Häcken of Sweden, the inaugural winners of the UEFA Women's Europa Cup. This new competition, created by UEFA with significant input and support from EFC, provides more competitive opportunities for women's clubs and players across Europe and represents another important step forward for the women's game.

A key highlight of the season has been the continued growth of UC3, the UEFA-EFC joint venture company with sole responsibility for managing the commercial aspects of the UEFA club competitions. Together, UEFA and EFC have developed an ambitious commercial strategy for the 2027/28 to 2030/31 cycle, supported by the appointment of a new global sales agency. The results are already evident.

New partnerships and revenue streams have been unlocked in key markets across Europe and the Americas, while several long-standing partnerships have been strengthened. While there is more work ahead, it is clear that clubs are now playing a central role in the commercial strategy and decision-making processes that will drive the future growth of the competitions from which they benefit.

Alongside this progress, EFC has continued to strengthen its strategic relationships with UEFA and FIFA for the wider benefit of club football. This season saw a record €465 million granted through UEFA's club competitions revenue distribution programme to non-participating clubs, clubs which participate in non-centralised qualification rounds as well as to women's and youth football. Through our partnership with FIFA, EFC played a leading role in securing a $250 million solidarity commitment for non-participating clubs worldwide linked to the FIFA Club World Cup 2025.

EFC has also worked closely with FIFA to establish a new $355 million Club Benefits Programme, ensuring clubs in Europe and globally will receive compensation for releasing players for the FIFA World Cup 2026, including, for the first time, for qualification matches in addition to the finals competition. This programme recognises the vital contribution clubs make to the success of international football and reinforces the principle that clubs should share in the value they help to create.

> Together, we have strengthened the position of clubs within football's decision-making structures and delivered tangible benefits for our members.

Within this season, our membership has grown to 825* clubs, further strengthening the diversity, credibility and influence of EFC. This growth reflects the trust clubs place in our organisation – a trust we do not take lightly – and reinforces our ability to advocate effectively on their behalf.

We also delivered important progress across a range of strategic priorities. Working with stakeholders across the game, including players, leagues, UEFA and FIFA, we supported reforms to the transfer system that deliver greater contractual stability, protect clubs that prioritise player development and recognise the redistributive role that transfers play throughout club football. Through our events, key projects and workstreams, we continued to drive strategic discussions on competition formats and calendars, legal and regulatory matters, finance, sustainability, youth development and women's football, while expanding the range of support and benefits available to our members.

Our first full season as "EFC" has been defined by progress, partnership and purpose. Together, we have strengthened the position of clubs within football's decision-making structures and delivered tangible benefits for our members.

Every new Member Club brings fresh perspectives and greater collective strength and we are grateful for the trust they place in EFC to support their growth and development.

As we look ahead to the 2026/27 season, we remain committed to building on these achievements and continuing to drive the sustainable development of clubs and club football across Europe.

On behalf of the entire EFC Administration, I would like to extend my sincere thanks to our Chairman, Board and Executive Committee for their leadership and support, and to my EFC colleagues, whose dedication and commitment every day make all of this possible.

*This is the figure as of June 30, 2026; membership on the date of publication had surpassed 850 clubs.

01

Member Engagement

EFC continues its mission to promote and protect the interests of Europe's football clubs and ensure the stability and growth of European club football.

This season we took a further step towards that goal, increasing our membership by 8%, including balanced growth across both the men's and women's games. During 2025/26, our membership grew to 825 clubs, from across 55 countries and territories.

Meanwhile, by boosting engagement with our membership through outreach, events and services, we are helping to ensure that clubs of all sizes can benefit from being part of the EFC community.

This section shares highlights from a season that brought us closer to our Member Clubs.

EFC IN NUMBERS

Deeper Connections, Greater Representation, Strength in Diversity

EFC membership rose to

825

this season

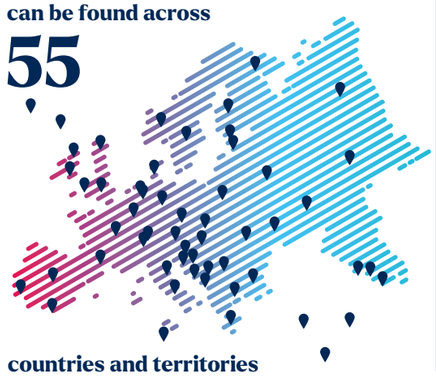
Including new men's and women's Member Clubs

+54
(Men's)

+10
(Women's)

EFC Member Clubs can be found across

55



countries and territories

Connections deepened with EFC Member Clubs through outreach, events, services and consultations

We engaged

98%

of members this season through email, newsletter and in-person outreach

Up 128% on 2024/25

718

Clubs took part in events

85%

of Member Clubs attended at least one EFC gathering

Club Benefits and Services

Supporting Members On and Off the Pitch

Our dedicated departments provide practical services and benefits that help our Member Clubs protect and increase their revenues, safeguard value and manage complex challenges across every area of the game.

How We Help

Legal & Regulatory
Expert guidance on football regulations, contracts and dispute management

Strategic Financial Affairs
Strategic guidance to support clubs in better understanding UEFA Club Competitions revenue distribution

Football Advisory
Strategic input on the sustained growth of men's, women's and youth club football

Sustainability
Essential know-how to meet regulatory requirements and bring sustainability into the everyday running of club football

Commercial & Innovation
Connections with industry partners to unlock new commercial opportunities and revenue streams, support for clubs navigating football's commercial regulations

EFC Campus
Education hub to support club executives in building knowledge, skills and expertise

Brand Protection Service
Detection, removal and tracking of counterfeit goods online powered by artificial intelligence (AI) and football expertise

Season Highlights

Legal & Regulatory

The legal team fielded 686 new cases – up 44% on the previous season. Requests came from 224 Member Clubs across 51 national associations (compared to 167 clubs across 49 national associations in 2024/25), demonstrating the service's growing value to the membership.

Training compensation & solidarity mechanism remained the leading topic, registering 102 cases. However, demand is now more evenly spread, with the FIFA Clearing House close behind at 100 cases, highlighting the growing importance of practical regulatory support for our Member Clubs.

Strategic Financial Affairs

UEFA club competitions (UCC) distribution remained the most sought-after subject for advice this season. This shows that revenue distribution and competition-related financial matters continue to be an essential area of support for Member Clubs.

The EFC Strategic Finance team successfully collaborated with UEFA to develop a first of its kind online distribution tool based on feedback and discussions with Member Clubs and stakeholders. In 2025/26, more than 160 clubs sought to understand the details of financial distributions related to prospective qualification to compete in the UCC using this tool.

The online distribution tool and integrated collaboration has allowed clubs to anticipate, plan ahead and become aware of the UCC revenue outcomes leading to increased autonomy.

EFC Campus

This season saw the launch of the inaugural EFC Executive Leadership Programme (ELP), delivered in collaboration with Harvard Business School Executive Education. ELP gives participants the opportunity to engage with Harvard's renowned case study method, exploring real-world challenges faced by leaders in sport, entertainment and business. Each module is tailored to football, delivering practical strategies that can be applied directly to clubs and organisations. The first module took place at Harvard Business School's prestigious Boston campus, with 54 participants later graduating during a pitch-side ceremony at Paris Saint-Germain's Parc des Princes stadium. A second edition is planned for September 2027.

Further highlights this season included the second edition of the Sustainability in Football Compact Course, developed in partnership with UEFA and SDA Bocconi, and two editions of the EFC Women on Board Programme. Additionally, the fifth edition of the EFC Club Management Programme saw 20 participants graduate.

Looking ahead, two further programmes are in development for 2026/27: the Sports Director Programme, with UEFA; and the Academy Management Programme.

> "EFC's collaboration with Harvard Business School Executive Education is a landmark initiative because it invests in the people who shape our game."
>
> **Kuno Tehva, President, Nõmme Kalju FC EFC Board Member**

Brand Protection Service

The Brand Protection Service, which was expanded this season, acted against 500,000 counterfeit items, primarily through marketplace takedowns (302,000) alongside web (181,000) and social media (17,000) enforcement. Current-season kits (106,000) was the most frequently protected product category.

Member Hub

The EFC membership team this season launched the Member Hub, an online information portal that provides Member Clubs with easy access to key information, resources and services in one central location.

Section 01 – Member Engagement

Events Attendance

Broadening our Individual Reach

EFC events are where our Member Clubs connect, collaborate and shape the future of club football. From large-scale meetups to targeted workshops, these gatherings give members the chance to share knowledge, exchange ideas and explore solutions to drive the club game forward.

This season, that spirit of connection was felt across 70 events, drawing 3,227 people from 718 clubs and representing an 12% increase in individual attendees.

Season Highlights

32nd EFC General Assembly: A landmark moment of unity and ambition

From 7-9 October 2025, Rome played host to our largest gathering yet, bringing together more than 700 delegates – a record number for the event, which was delivered with the support of important partners including The Friedkin Group. Taking centre stage was the launch of our new brand, ushering in an exciting new era for EFC and shining a light on our mission of putting clubs at the heart of football.

The week also united leading voices from football and business to explore the next frontiers of the game. Chief among the discussions was the rapid growth of the women's game and the opportunity for clubs to create their own blueprint for sustainability, innovation and fan engagement. Parallel to these conversations, we launched our Women's Network, a milestone in our commitment to empowering women in football leadership.

Club Connect: Spotlighting fans, innovation and the women's game

Club Connect is a series of practical conferences that focus on key on- and off-pitch areas of the game – from men's football and commercial development to people and culture and sustainability.

Two Club Connects took place this season. EFC Club Connect: Commercial, Innovation and Fans, held in Lisbon during March 2026, brought together more than 400 member delegates, alongside partners and football stakeholders. Attendees enjoyed panel discussions and presentations on a range of topics relating to fan engagement, commercial partnerships and technological innovation.

The event also served as a platform to award the inaugural Symbol of Change Grants, a central part of a new partnership between EFC and EA Sports FC (see page 41).

Women's football headlined April's Club Connect, also in Lisbon. Attended by more than 130 delegates from more than a hundred clubs, the event was a platform for discussions around the on- and off-pitch development of women's club football, including the growth of European club competitions.

PEC meetings: Strengthening relationships with our Member Clubs

PEC (Platform for Executive Consultation) meetings are invaluable forums for engaging EFC Member Clubs in a meaningful two-way conversation. These face-to-face gatherings enable us to listen to members' needs and share updates on how we can support them.

This season, meetings were organised on a regional basis, creating networking opportunities for clubs that had not previously met in this context; easing travel by grouping clubs geographically; and encouraging discussions around shared challenges and opportunities.

The series also introduced two new concepts:

- PEC Palma was organised as a Key Accounts meeting, bringing together clubs from Subdivision 1 and selected clubs from other countries competing at the highest European level.
- PEC London was dedicated exclusively to women's football clubs, providing a platform to discuss the specific opportunities and challenges facing the women's game.

PEC meetings are invaluable forums for engaging EFC Member Clubs in a meaningful two-way conversation.

02 Strategic Priorities

EFC's mission is to put clubs at the heart of football with one united voice that represents the collective interests of our Member Clubs.

Working in close collaboration with UEFA, FIFA and recognised professional football stakeholders, we advocate for many hundreds of clubs of all shapes and sizes. EFC is driven by serving our membership in the most impactful way in an ever-evolving landscape.

Our Strategic Priorities enable us to hone our focus on putting clubs and football first, by working more closely with our partners to collaborate on the evolution of the game, strengthening local and global influence and building on the success of our collaborations, partnerships and joint ventures.

Today, our Strategic Priorities are:

1

Focus on UEFA Club Competitions and FIFA Club Competitions

We advance sustainable growth across the European and global club game through working with governing bodies to drive successful international club competitions in men's and women's football.

2

International Match Calendar

We ensure the interests of all clubs are represented in discussions with UEFA, FIFA and other stakeholders about the strategies for future match calendars.

3

Financial & Regulatory Framework and Mechanisms

On behalf of our members, we work with stakeholders to build consensus around the evolution of policies and regulations that prioritise competition development, financial sustainability and sporting integrity.

4

Player Transfer System

We advocate for a balanced system which protects club business models, safeguards contractual stability, supports player development and reflects the key redistributive role of the transfer system in global club football.

1

Focus on UEFA Club Competitions and FIFA Club Competitions

Targeting Inclusive Growth and Opportunity

Working in partnership with governing bodies UEFA and FIFA, EFC is committed to supporting the growth and development of competitions to the benefit of European football clubs. In men's club football, 2025/26 was the second season of the new European club competition formats and provided further evidence that they deliver great football, benefit clubs and partners and are enjoyed by fans. In the women's game, new tournaments, such as the inaugural edition of the UEFA Women's Europa Cup, have allowed more women's clubs to compete at European level, increasing visibility and providing a range of new opportunities.

FIFA club competition winners 2025/26

FIFA Club World Cup 2025
Chelsea FC

FIFA Intercontinental Cup 2025
Paris Saint-Germain

FIFA Women's Champions Cup 2026
Arsenal FC

The reformed UEFA Women's Champions League format has also led to an increase in competitiveness throughout the competition.

UEFA club competition winners 2025/26

UEFA Champions League
Paris Saint-Germain

UEFA Europa League
Aston Villa

UEFA Conference League
Crystal Palace

UEFA Women's Champions League
Barcelona Femení

UEFA Women's Europa Cup
BK Häcken

In Europe, women's club football has experienced phenomenal growth. Participation in competitions rose 175% to 61 clubs compared to 16 in the previous season. This was driven by the revamped 18-team league phase format for the UEFA Women's Champions League alongside 43 teams competing in the newly created UEFA Women's Europa Cup (see opposite).

With clear, visible growth and evolving interest in the women's club game, it was pleasing to see European success in the inaugural FIFA Women's Champions Cup. Running from October 2025 to February 2026, Arsenal FC were the inaugural champions, and the tournament highlighted the growing interest in intercontinental women's club football.

Section 02 – Strategic Priorities

Thanks to New UEFA Formats:

M

108
Clubs now compete in European men's club competitions

Up
35%
from 2021/22

W

61
Clubs now compete in European women's club competitions

Up
175%
from 2024/25

> It shows how high Swedish teams can go. The fact that Häcken and Hammarby are both in a European cup final, that's huge.
>
> **Felicia Schröder (now with Real Madrid), who scored all four of BK Häcken's goals, speaking to Her Football Hub**

Building New Narratives: BK Häcken and the UEFA Women's Europa Cup

The atmosphere was electric as two Swedish teams, BK Häcken and Hammarby IF, went head-to-head in the final of the inaugural UEFA Women's Europa Cup.

While there could only be one champion – in this case Gothenburg-based BK Häcken – the event was a victory for women's football more widely. Featuring 43 clubs from 28 national associations, this new club competition opens a new route to competitive development in the women's club game beyond the top tier.

By bringing together two teams from Sweden, it also underlined the competition's capacity to build new narratives, serving as a reminder of the nation's proud history within the women's game.

Section 02 – Strategic Priorities

2

International Match Calendar

Ensuring Clubs are Central to Discussions with Stakeholders about Future Match Calendars

The International Match Calendar determines when clubs must release players for national team matches and competitions. Agreed by global football stakeholders, these dates have a major influence on the structure of football calendars across domestic, continental and international spheres.

Separate International Match Calendars exist for the women's and men's game, which run through 2029 (women's) and 2030 (men's).

EFC believes in a balanced approach to football calendars that recognises the mutually important connection between club and national team football and enables both to thrive. Clubs and their players are pivotal to the ongoing success of national team competitions. EFC is committed to ensuring the interests of our Member Clubs are central to discussions about future match calendars with UEFA, FIFA and other football stakeholders.

EFC believes in a balanced approach to football calendars that recognises the mutually important connection between club and national team football and enables both to thrive.

Collaboration between clubs and national teams

This season, during the October and November international windows, trials of the Collaboration Charter took place with four national associations. Developed by EFC and UEFA, the Charter aims to improve communication between clubs and national teams, ensuring the timely sharing of call-up, travel, medical and training information for players released by clubs for national team duty.

Safeguarding player welfare

EFC is also working with UEFA on an initiative to further define the concept of 'load' in elite men's and women's football and to better understand its impact. This player load study, which also has the backing of FIFPRO Europe and European Leagues, is a key component of the joint commitment by all four organisations to enhance player welfare provisions.

Addressing the complex and long-term aspects of player workload, the study takes a scientific, data-driven approach across two phases. The first priority is to define what 'load' actually means to clubs and players of different kinds, coaches, medical staff and other relevant groups in order to better assess factors such as injury types, performance levels and player welfare.

This will be followed by a detailed analysis of historical data, tracking regulatory and calendar changes along with technical and performance trends over time – again considering the likely impact of any changes on players' physical health, performance and wellbeing.

3

Financial & Regulatory Framework and Mechanisms

Supporting Financial Stability for Clubs of All Sizes

EFC advocates for fair and proportionate regulations that promote the long-term financial stability of all European clubs and European club football. We work with UEFA and other stakeholders to ensure the views and interests of our Member Clubs are fully considered as financial and club licensing rules continually evolve.

Supporting clubs in navigating regulations with confidence

Clubs which compete in European club competitions are subject to UEFA licensing and a range of UEFA financial regulations.

EFC has no role in the application of these regulations in relation to individual cases. However, we do work with UEFA and other stakeholders to ensure the views and interests of clubs are fully considered as rules evolve and develop. We believe in regulations and policies that work for clubs of all sizes and support long-term financial stability across European football.

During the 2025/26 season, we provided general guidance to clubs, created detailed financial analysis and reports and hosted meetings which brought club finance experts together to ensure clubs fully understand the regulations and can navigate them with confidence.

€465m

Solidarity funding for clubs not participating in European club competitions and for women's and youth competition development

$250m
(circa 12.5% of competition revenue)

FIFA Club World Cup 2025 solidarity funding committed to non-participating clubs (per a FIFA-EFC agreement)

$355m

Committed to clubs globally for releasing their players for FIFA World Cup 2026 qualifiers and final tournament (per a FIFA-EFC agreement)

Widening the solidarity and benefits net

In 2025/26, we helped secure record levels of solidarity for clubs that do not participate in the full season of UEFA's club competitions. A total of €465 million of solidarity and investment funding was delivered, including for women's and youth competition development.

We also worked with FIFA to ensure solidarity was prioritised when developing the FIFA Club World Cup 2025, achieving a $250 million solidarity commitment for clubs not participating in the tournament.

Additionally, through our partnerships with UEFA and FIFA, EFC has contributed to the formalisation of club benefits programmes which ensure all clubs gain financially when they release their players for national team football. In the 2020-2024 four-year cycle, 901 clubs across the football pyramid benefited from a total of €233 million for players released for UEFA national teams.

And in a major development, EFC worked with FIFA to ensure that $355 million (€311 million) was committed to be paid to hundreds of clubs for releasing their players for the FIFA World Cup 2026. For the first time, this included clubs being compensated for releasing players for World Cup qualification matches in addition to the final tournament.

Section 02 – Strategic Priorities

4

Player Transfer System

Protecting a Cornerstone of Football's Ecosystem

A robust and healthy transfer system is critical for the sustainable development of clubs and playing opportunities.

EFC represents the interests of all our Member Clubs in discussions with UEFA, FIFA and EU institutions and other key stakeholders, advocating for a transfer system that protects clubs and players and encourages contractual stability, in accordance with EU law.

To do this, we continuously monitor developments in the transfer system and assess their potential impact on clubs, ensuring we are well placed to respond quickly and provide our members with ongoing guidance and support.

Unlocking a new era of stability

This season, EFC was closely involved in delivering a landmark change in transfer regulations that will deliver increased stability and certainty for the international transfer system.

The revised rules, which EFC shaped in collaboration with FIFPRO, FIFA, UEFA and representatives of professional leagues, are incorporated into the 2027 edition of FIFA's Regulations on the Status and Transfer of Players (RSTP).

The development comes in response to the legal uncertainty created by the Diarra judgment. The 2024 ruling by the European Courts of Justice (CJEU) raised significant questions about contractual stability, compensation rules and, by extension, the future of the international transfer system.

Coming into force on 1 January 2027, the new RSTP regulations are designed to safeguard contractual stability, support player development, protect salaries and distribute talent and economic resources through the football pyramid.

Explainer: Key Provisions of the Landmark RSTP Reforms

Formal collaboration between clubs and players:
For the first time, player union representative FIFPRO has signed up to and endorsed the transfer system, confirming that the new framework is the result of collective bargaining with FIFA, EFC, UEFA and other stakeholders.

Extended protected period for young players:
The protected period during which contractual stability is enforced will be extended to four years for contracts signed by players up to the age of 23.

Five-year professional contracts for minor club-trained players:
Clubs will now be able to offer five-year contracts to club-trained players at the start of their professional careers, subject to national law and collective bargaining agreements (CBAs) and within a pre-defined regulatory framework.

Targeted benefits for players earning less than €150,000 per year:
Players earning less than €150,000 gross per year will, subject to national law, domestic football regulations or collective bargaining agreements (CBAs), be eligible to receive up to 5% of a fixed transfer fee in cross-border transfers.

Greater clarity on breach of contract:
In the event of a breach of contract, damages payable must reflect the actual damages suffered by a club and a player, with a minimum baseline compensation guaranteed for both clubs and players equal to the remaining value of the player's contract.

03

UC3 Updates

UC3
Joint Venture

UC3 is the landmark UEFA-EFC joint venture, established to exclusively manage the business aspects of the UEFA club competitions, including the marketing, sales and delivery of the media and commercial rights. Unique in world football, the partnership gives clubs the voice of a genuine owner in shaping the future of the competitions in which they compete, promoting long-term stability and success across European club football.

The 2025/26 season marked a significant milestone as UC3 fully launched its operations and began implementing a bold new commercial strategy.

At the heart of this strategy is an understanding of how the media, sponsorship and technology landscapes continue to evolve and converge rapidly. The emergence of global digital-first platforms is reshaping how fans consume football, while established broadcasters continue to provide unmatched reach. UC3 embraces this reality through a balanced approach that combines innovation with continuity, bringing UEFA and clubs closer together to maximise the global appeal of the club competitions.

A key pillar of the strategy has been the shift towards longer-term commercial partnerships, providing greater certainty for rights holders, partners and supporters.

Main achievements in 2025/26

UEFA Men's Club Competitions (UMCC)

- UC3 appointed Relevent Football Partners to support the implementation of its new global sales strategy.
- A landmark tender process for the 2027-2031 UMCC media rights in Europe's five largest markets (France, Germany, Italy, Spain, the UK) generated strong global interest and saw rights awarded to a diverse mix of traditional broadcasters, local and regional operators and global streaming platforms, underlining the appeal of the UMCC and validating UC3's approach.
- Significant progress was achieved in sponsorship and partnership sales, with major new partners secured for the 2027-2031 cycle, including AB InBev, Nike and Alibaba. Existing partners reaffirmed their commitment, for example with PepsiCo extending its association with the competitions through to 2033.

UEFA Women's Club Competitions (UWCC)

- Working alongside agency partner Two Circles, UC3 built upon the landmark 2025-2030 media rights agreements with Disney+ and the European Broadcasting Union to further grow the visibility and value of the newly expanded UEFA Women's Champions League (UWCL).
- UC3's commitment to balancing revenue growth with reach was demonstrated by excellent viewing figures achieved during the 2025/26 UWCL Final (Barcelona vs OL Lyonnes). The match generated a 36% audience share in host nation Norway and a 14.9% audience share in Spain.
- The commercial momentum of the competition continued with the addition of several major partners, including Vodafone, Amazon, PepsiCo and Euronics.

Strengthening club involvement

During the 2025/26 season, several new forums and working groups were established to provide clubs with greater influence over the next commercial cycle.

Alongside the existing Club Rights Panel and UEFA Club Media Forum, UC3 launched a Partner Matchday Experience Working Group, convened a TV Match Directors' Forum and hosted its inaugural UWCL Chief Commercial Officers' Workshop.

Looking ahead

The 2025/26 season was genuinely transformational for UC3, with innovative commercial strategies and stronger collaboration between UEFA and clubs further strengthening stakeholder alignment and reinforcing confidence in the joint venture's long-term vision to drive the continued growth and success of UEFA's club competitions.

04

EFC Foundation Updates

EFC Foundation

Uniting towards Community Impact

The 2025/26 season saw the EFC Foundation turn ambition into a platform for measurable, collective impact.

From mapping club community action and mobilising clubs to delivering on the ground and building global partnerships, the EFC Foundation is continuing to establish a basis from which to spur football for good across Europe.

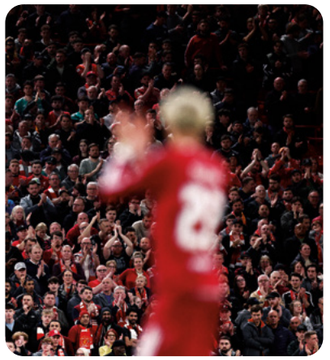
Knowing the landscape

More than 150 clubs are participating in the first-ever European-wide mapping of club community action, generously supported by the Gates Foundation.

The EFC Foundation Impact Story is creating a shared evidence base of the scale, diversity and priorities of community engagement across European club football. It will guide the Foundation's future support, services and grants to ensure that resources are directed towards areas in which they can have the greatest impact.

Mobilising clubs

Twelve founding clubs launched the EFC Foundation Club in April 2026. This unique platform is fostering exchanges of experiences and good practices



for clubs across Europe, helping to identify what works and shaping approaches to more impactful community action. The EFC Foundation Club is moving from exchange to collective action, using the Impact Story to identify priorities for collaboration and practical support.

Delivering impact

General Assembly Legacy Grants are supporting communities. In Greece, the €50,000 wildfire recovery grant announced at the 2024 Athens General Assembly is delivering a new mini-pitch and upgrades to stands at Nea Makri Stadium. This has laid the foundation for future legacy projects to deliver lasting impact in EFC General Assembly host communities.

Together with the Foundation's support for the EFC-EA Sports Symbol of Change Grants, these initiatives demonstrate football's potential to create lasting platforms for inclusion, participation and community resilience.

Connecting European football to the world

The Foundation continues to strengthen its role as a bridge between European clubs and global actors working to harness football for social impact.

A strategic exchange with the Gates Foundation culminated in the *Sports for a Healthy Future* global roundtable in Seattle during the FIFA World Cup 2026, bringing together partners including the United Nations (UN), Special Olympics, the Confederation of African Football (CAF) and PSG for Communities.

At the UN in New York, the Foundation led a session with UN Football for the Goals on football and youth mental health on 17 July, positioning the EFC Foundation and European clubs more prominently in the global social impact agenda.

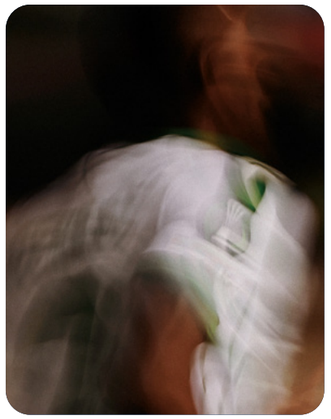
This season established the platform. The next phase of the EFC Foundation is about driving impact along the three pillars of the Foundation's strategy:

- **AMPLIFY** what clubs are already doing.
- **ASSIST** clubs to strengthen their impact.
- **ACT** collectively where football can make the greatest difference.

EFC Foundation

05

Working Groups



EFC builds its work around essential focus areas that unite clubs, shape decisions and deliver lasting benefits for the game. To support this mission, we bring together expert voices from across our membership in nine Working Groups dedicated to priority areas. Their collective efforts inform our positions at UEFA, FIFA and EU level, ensuring that decisions are made with the realities of club football at their heart.

This season was no exception. Our Working Groups played a decisive role in a series of important developments, among them the finalisation and implementation of FIFA's revised Regulations on the Status and Transfer of Players (RSTP) framework following the Diarra ruling. This and all our Working Groups' other activities for 2025/26 are highlighted below.

Men's Football

Key Achievements

- Progress made with UEFA towards improved communication, information exchange and more standardised call-up processes for national team matches, with a focus on:
  - A clearer, more harmonised call-up process through a dedicated digital call-up platform
  - Earlier clarity for clubs on player call-ups allowing club and national team doctors to share medical information of national team players thanks to a medical handover protocol and a purpose-built, secure digital platform
- The creation and EFC Board approval of the EFC Manifesto on the Laws of the Game to guide our engagement with and proposals to lawmakers and other stakeholders
- The establishment of a dedicated EFC Laws Advisory Panel, developing EFC positions on the Laws of the Game in light of the Manifesto and in close relationship with IFAB and other stakeholders

Key Events

2 Men's Football Working Group meetings

3 Law Advisory Panel meetings

Fast Fact

This season saw the launch of an online channel through which clubs can raise issues relating to player release for national teams and share examples of best practice in working with them.

Find out more

Women's Football

Key Achievements

- Continued exploration of our position on the post-2029 Women's International Match Calendar Contributions to forthcoming UEFA Club Licensing Regulations for UEFA Women's Club Competitions amendments, including enhanced professionalisation standards and coaching requirements

Fast Fact

The 2025/26 season marked a milestone for European women's club football. A record 61 clubs from 50 national associations took part in UEFA competitions, with new and expanded formats creating more opportunities for clubs across Europe to compete.

Key Events

2 Women's Football Working Group meetings

1 Women's Football Club Connect conference

Youth Football

Key Achievements

- Youth player workload and the Youth International Match Calendar positioned as strategic priorities backed by EFC and CIES (International Centre for Sports Studies) research analysing more than 5,400 U17 and U19 international matches across Europe
- Development of Collaboration Charter between clubs and national associations to improve player release procedures, workload management, medical information exchange, educational protection and overall communication
- Academy development and knowledge exchange including educational programmes, peer-learning opportunities and publication of a major study on youth player migration analysing 3,375 former youth internationals from 45 UEFA member associations – providing evidence-based recommendations on sustainable player development

Fast Fact

An EFC/CIES study found that players who switched clubs within their home country between ages 15 and 18 recorded 7.4% lower experience capital by 23 than those who stayed at the same club.

Key Events

2 Youth Football Working Group meetings

1 Youth Football Knowledge Exchange

3 Academy visits

2 EFC-Coerver live technical webinars

Commercial & Innovation

Key Achievements

- Supporting UC3's ground-breaking start to the UEFA men's club competitions sales cycle 2027-2031, including innovative media rights and sponsorship agreements in key categories, with many more to come:
  - Deepened club influence in commercial decision-making through the Club Media Forum, the Club Rights Panel, the TV Match Directors' Workshop and the Partner Matchday Experience Working Group
- The successful launch of the landmark partnership between EFC and EA Sports FC (see page 41), creating – amongst others – commercial opportunities and new revenue streams for EFC Member Clubs through marketing activations, licensing agreements and establishing a template for similar agreements across new categories
- The expansion of the EFC Brand Protection Service through new technology partnerships and enhanced enforcement capabilities, helping Member Clubs tackle intellectual property infringements

Fast Fact

We take down around 1,000 fake products online every day on behalf of EFC Brand Protection Service members.

Key Events

1 Commercial & Innovation Working Group meeting

2 Club Rights Panel meetings

Finance

Key Achievements

- Positive outcomes secured in the 2026 update of UEFA's Financial Sustainability Regulations, including mitigations within the Squad Cost Rule, broader recognition of club-related revenues and accounting clarifications
- Successful deployment and expansion of the EFC Distribution Tool, which is now used regularly by more than 160 clubs

Fast Fact

The UEFA Club Competitions Distribution Tool, developed by UEFA with the support of EFC members through the Finance Working Group, now has more than 160 active members.

Key Events

3 Finance Working Group meetings

4 Financial sustainability panels

4 Finance Working Group Bureau meetings

Legal & Regulatory

Key Achievements

- Contributions to the finalisation and implementation of FIFA's revised RSTP framework:
  - The submission of multiple EFC position papers to FIFA regarding proposed amendments to the RSTP following the Diarra ruling, ensuring club interests were represented throughout the consultation process
- Active contributions to UEFA's review of its Disciplinary Regulations, with EFC feedback reflected in proposed amendments relating to recidivism and mitigating circumstances
- Support for operational improvements to the FIFA Clearing House system, including the assessment of new regulations and the collection of structured feedback from clubs

Fast Fact

The EFC legal team handled 650+ requests this season.

Key Events

1 In-person Legal & Regulatory Working Group meeting

2 Online Legal & Regulatory Working Group meetings

2 Legal Roadshows

Sustainability

Key Achievements

- Development of the UEFA-EFC Sustainability Licensing Implementation Guidance document
- Introduction of practical support tools to assist Member Clubs with sustainability reporting obligations
- The advancement of sustainability targets under the EFC Sustainability Strategy, with 56% of medium-term targets achieved against a 50% target

Fast Fact

This season, participants from 46% of EFC Member Clubs attended at least one sustainability event.

Key Events

1 Sustainability Working Group meeting

9 Sustainability roadshows

9 Sustainability-focused webinars

EFC Governance & Development

Key Achievements

- Club consultation on governance reform proposals aimed at broadening participation while maintaining organisational stability and agility
- Contributions to the call for evidence ahead of the European Commission's adoption of A Strategic Vision for Sport in Europe: Reinforcing the European Sport Model
- Knowledge exchange session on country-based best practice between clubs and UEFA national associations

Fast Fact

Two members of the EFC Governance & Development Working Group are now vice-chairs of their respective UEFA national associations, underscoring the constructive relationship between clubs and governing bodies.

Key Events

2 EFC Governance & Development Working Group meetings

Fans

Key Achievements

- Contributions to the UEFA Safety and Security Regulations through practical, club-informed recommendations covering supporter information, stadium entry, meeting points and transport arrangements
- Continued advocacy on safe standing, resulting in the extension of the UEFA Safe Standing Observer Programme
- Fan loyalty identified as a strategic priority, reinforced by knowledge sharing at March's Club Connect conference and paving the way for a centralised concept to support innovative fan engagement and loyalty initiatives next season
- The launch of initiatives to analyse fan involvement in club governance and share best practice, alongside further development of the EFC-UEFA-Football Supporters Europe (FSE) partnership supporting the professionalisation of supporter liaison officers (SLOs)

Fast Fact

This season, EFC was granted non-state observer status on the Saint-Denis Convention and its Committee, making us part of a body that defines and promotes common European standards for safety, security and service at sports events, particularly football matches.

Key Events

2 Fans Working Group meetings

1 UEFA Club Competitions (UCC) SLO workshop

1 Fans in Club Governance webinar

06

Rebrand & Partnerships

On 7 October 2025, at our 32nd General Assembly in Rome, we entered an exciting new chapter. In front of many hundreds of clubs and delegates from the worlds of football and beyond we unveiled our new name and identity. European Club Association (ECA) is now European Football Clubs (EFC).

Today, our purpose matches our name and our name matches our purpose.

What's in a name?

An organisation's raison d'être should be instantly recognisable in its name. By putting "Football Clubs" at the heart of ours, we closed that loop. Today, our purpose matches our name and our name matches our purpose.

We now communicate to the world with a name that makes clear we are football-first and club-first, and an impactful visual identity that reflects the vibrancy and diversity of our Member Clubs.

Innovating for unity

While our identity may be new, our rebrand amplifies what has always been EFC's mission: to put clubs at the heart of football as they navigate the opportunities and challenges of an ever-evolving landscape.

This is especially important right now. From technology that is transforming the live match experience to exciting new formats and growing momentum in the women's game, football is experiencing and driving an unprecedented era of change.

And while change means opportunity, unlocking it requires creativity and foresight. Our rebrand reflects this mindset – a commitment to thinking differently and pushing boundaries to serve the collective interests of our Member Clubs, regardless of size and geography.

Impact

Cementing Bonds, Reaching New Audiences, Partnering for Change

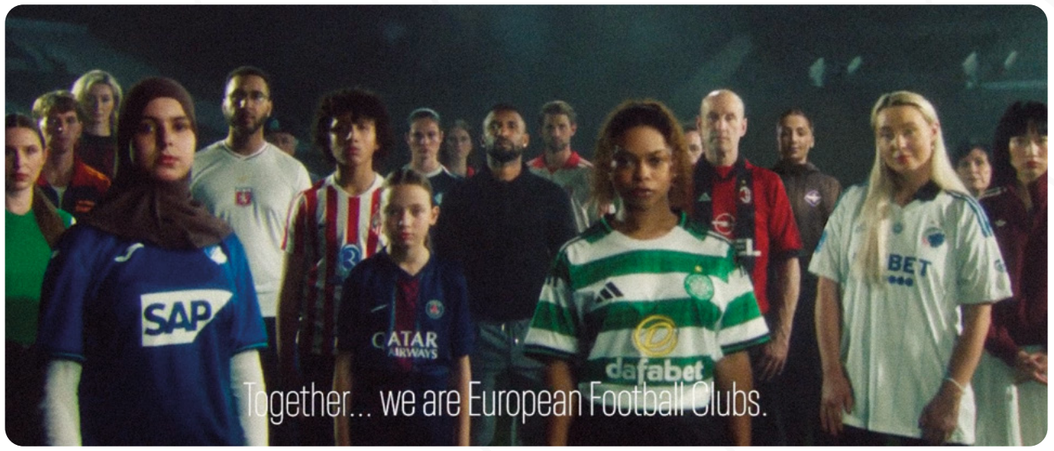
Since that milestone event in October 2025, our rebrand has helped us connect with new markets and audiences, deepened our relationships with Member Clubs and opened the door to partnerships that are already benefiting our community.

For example, marking the launch of our rebrand, an engaging social media campaign – spearheaded by our hero film – captured significant attention. Centred on the theme of "carrying the soul of football and shaping its future", the film helped drive growth across our platforms (see opposite), putting EFC on the radar of entirely new audiences.

A groundswell of clubs accelerated this momentum, publicly supporting our rebrand on their own channels and sharing messages of pride at being EFC Member Clubs. Meanwhile, beyond our existing networks, our new identity made headlines worldwide, attracting press coverage in countries and regions where EFC has rarely featured (see page 40).

This new chapter has also catalysed innovative partnerships that advance the collective interests of our Member Clubs. Among these is a landmark collaboration with EA Sports FC, which is empowering clubs through community grants and new opportunities to boost fan engagement and visibility across both real-world and digital football (see page 41).

> The change at first was really shocking to me because the previous branding was much more conservative. And I really do like it. I think it's much more progressive.
>
> **Martina Pavlová**
> **Women's Vice-Chair, EFC**
> **International Relations Manager, AC Sparta Praha**



Social Media

A Tale of Two Heroes

EFC's social media rebrand campaign, launched at the 32nd General Assembly, drove a 90% rise in followers across all channels, including a 150% surge on Instagram. Our hero video anchored this growth, generating more than 80 million impressions and 3,200 viewing hours.

EFC Member Clubs also played pivotal roles in amplifying the rebrand message. Their support was felt especially strongly on Instagram via 36 official collaborations.

Meanwhile, more than 60 clubs publicly endorsed the new identity across all social channels.

The video attracted 3,200 viewing hours.

Social Media Highlights in 2025

90% Increase in followers across all channels

150% On Instagram

Uplifts were driven by the relaunch campaign, notably:

Hero video

56m Total impressions at launch

80m+ Views by the end of the 2025/26 season and **219k+** engagements

3.2k Total hours watched at relaunch

100+ Retweets at launch generating **500k+** impressions

Club collaborations

36 Member Clubs, representing a cumulative following of **6.8 million**, collaborated with EFC on Instagram

- Generating 14m impressions
- Driving 123k engagements

60+ Clubs directly engaged across all social channels

8 More used the hashtag #**weareefc**

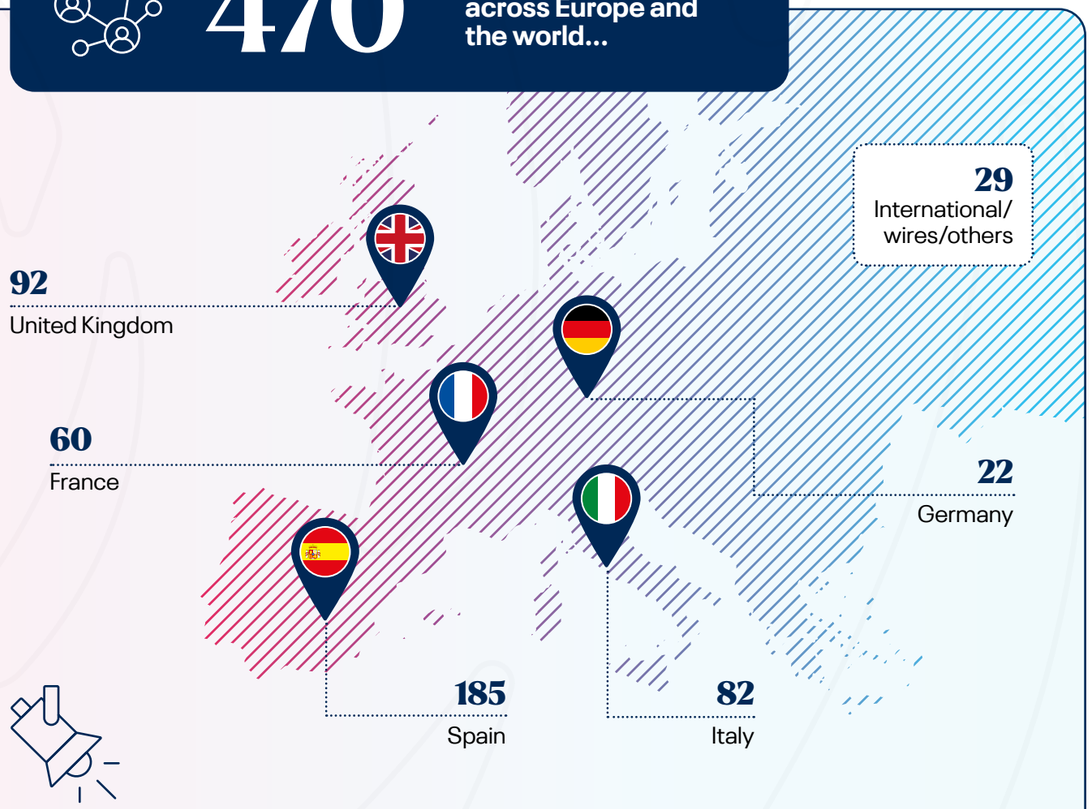
Media Reach

Taking EFC's New Identity to the World

The rebrand generated almost 500 pieces of media coverage in the 48 hours following the launch event, offering exposure in major news outlets across traditional markets such as France, Germany, Italy, Spain and the UK, as well as fast-growing markets including Poland.

Collectively, the reporting presented the Rome General Assembly as a defining moment for European club football, one that signals a bright future for the game.

470 Pieces of coverage across Europe and the world...



... Spotlighting the European club game's spirit of:

Unity · Evolution · Modernisation · Professionalism · Inclusivity · Collaboration

Innovative Partnerships

Empowering Clubs and their Communities

Picture a scenario where a small community football club, with a loyal local following, features alongside some of Europe's biggest names in a blockbuster video game series, opening the door to new audiences worldwide. Or where a club whose community project has been struggling for funding suddenly finds itself eligible for a €100,000 grant to grow its impact.

This is the reality being created by a new partnership between EFC and EA Sports FC. Fronted by legendary French defender Marcel Desailly, it delivers three connected programmes that combine social impact, fan engagement and in-game inclusion:

- **Symbol of Change Grants**
  Three clubs and their foundations each season receive €100,000 grants to deliver or scale community-led initiatives.

- **Digital fan engagement**
  Opportunities for EFC Member Clubs to strengthen bonds with fans through co-branded digital content, such as player ratings reveals and stadium activations
- **In-game portfolio expansion**
  More European clubs considered for inclusion in EA Sports FC, extending European football's footprint

Already benefiting from the partnership are Samsunspor (Türkiye), Club Brugge Foundation (Belgium) and Shakhtar Social (Ukraine). They received 2026 Symbol of Change Grants in recognition of projects that, respectively, promote gender equality (see below), help grassroots clubs deliver their own social programmes and combine football training with gamified language learning for young people.

Signed in the wake of our rebrand, the partnership between EFC and EA Sports FC is part of a wider effort to give Member Clubs of all profiles new and creative ways to build capacity, strengthen communities and grow their reach.

Samsunspor: Finding Purpose in Purple

The colour purple has long symbolised women's empowerment – from the suffragettes of the early 20th century to today's International Women's Day. Inspired by this legacy, Turkish Süper Lig club Samsunspor's Purple Jersey Project uses football to promote gender equality in Türkiye.

Already engaging more than 2,400 women, the project combines psychological support for survivors of domestic violence, gender equality education within the club's academy and self-defence training for women and girls. Now, a €100,000 Symbol of Change Grant will help it reach even more people.

07 Financial Summary

At last year's General Assembly in Rome, EFC's members formally reappointed Deloitte as auditors for the organisation known as European Club Association ("ECA").

They have duly performed a Limited Statutory Examination for the 2025/26 financial year and have confirmed that EFC's financial statements fully comply with Swiss law and no financial adjustments are necessary.

A copy of the full accounts for the 2025/26 financial year, along with Deloitte's audit opinion, can be requested by Member Clubs by emailing finance@efcfootball.com.

The accounts show a retained surplus of €2.6m (2024/25: surplus of €10.4m) and reserves of €13.5m as at 30 June 2026 (30 June 2025: €10.9m), which will be used to cover the budgeted operating deficit for the 2026/27 financial year.

1. Income Statement

	FY 2025/26 Actuals	FY 2024/25 Actuals
	€'m	€'m
Income	32.2	32.6
Expenditure	-29.5	-22.1
Operating result	**2.7**	**10.5**
Taxation	-0.1	-0.1
Retained surplus	**2.6**	**10.4**

2. Income

Total income for the 2025/26 financial year amounted to €32.2m (2024/25: €32.6m), which was €5.3m higher than budgeted.

EFC's main source of funding came from its revenue distribution arrangements in respect of (i) UEFA Club Competition revenues over the current competition cycle ("Additional contributions – UCC") and (ii) the 2025 edition of the FIFA Club World Cup revenues ("Additional contributions – FCWC"), the latter of which was not budgeted.

In line with EFC's drive to further diversify its revenues, Other income continues to increase and included sponsorship income, education programme fees, brand protection fees and financial interests.

	FY 2025/26 Actuals	FY 2024/25 Actuals
	€'m	€'m
Membership fees	0.1	0.1
Additional contributions – UCC	25.0	32.0
Additional contributions – FCWC	4.6	0.0
Other income	2.5	0.5
Total income	**32.2**	**32.6**

3. Expenditure

Total expenditure for the 2025/26 financial year amounted to €29.5m (2024/25: €22.1m) and was in line with budget.The year-on-year increase is driven by:

- Further increases in headcount with 45 full-time equivalents at 30 June 2026 (compared to 43 full-time equivalents at 30 June 2025)
- Full-year charge of the EFC staff recruited during the 2024/25 financial year
- Continued expansion of EFC's membership services and events programme, with over 5,000 club representatives having attended one or more of the 70 different events organised during the 2025/26 season, including our biggest ever General Assembly in Rome last October; and
- Costs relating to the association's rebrand from ECA to EFC

	FY 2025/26 Actuals	FY 2024/25 Actuals
	€'m	€'m
Governance and admin. expenses	-16.2	-13.3
Events and travel costs	-8.1	-5.8
Member services, consultancy and research	-5.2	-3.0
Total expenditure	**-29.5**	**-22.1**

4. Balance Sheet

The surplus of €2.6m for the 2025/26 financial year has resulted in Total assets increasing to €18.9m at 30 June 2026 (30 June 2025: €17.1m).

On 19 December 2025, EFC established a UK entity called European Football Clubs UK Limited ("EFC UK"), which is 100% owned by EFC. The cost of EFC UK Ltd is reflected in Financial assets.

ASSETS	30.06.2026	30.06.2025
	€'m	€'m
Cash and cash equivalents	16.4	13.4
Blocked amount EFC Foundation	-	1.1
Trade receivables from third parties	0.5	0.4
Other short-term receivables from third parties	0.2	0.1
Accrued income and prepaid expenses	1.4	1.7
Current assets	**18.5**	**16.7**
Financial assets	0.4	0.4
Non current assets	**0.4**	**0.4**
Total assets	**18.9**	**17.1**
LIABILITIES AND EQUITY		
Trade payables	1.0	1.0
Other short-term payables to group companies	0.3	-
Other short-term liabilities to third parties	0.3	0.5
Accrued expenses and deferred income	3.4	4.3
Short-term provisions	0.4	0.4
Current liabilities	**5.4**	**6.2**
Total liabilities	**5.4**	**6.2**
Voluntary retained earnings	13.5	10.9
– Results carried forward	10.9	0.5
– Net result	2.6	10.4
Total equity	**13.5**	**10.9**
Total liabilities and equity	**18.9**	**17.1**

5. Budget 2026/27

Total budgeted income for the financial year 2026/27 is €27.7m – €4.5m below the financial year 2025/26 actuals, mainly due to the impact of the revenue distribution arrangements in respect of the 2025 edition of the FIFA Club World Cup (FCWC), which are reflected in the 2025/26 financial year.

Additional contributions from the UEFA Club Competition revenues, as per the distribution arrangements in place for the current competition cycle, remain unchanged at €25.0m, while Other income is maintained at €2.6m.

Operating expenditure is budgeted to increase by 4% to €30.7m:

- Governance and administration expenses are forecast to rise to €18.4m as vacant posts are filled.
- Events and travel costs are forecast to increase due to increased attendance levels, with over 5,000 club representatives having attended one or more EFC events during the 2025/26 season.
- The reduction in Member services, consultancy and research is due to costs associated with the rebrand.
- The budgeted deficit of €3.0m, which will be funded from reserves, delivers a near break-even result across the 2025/26 and 2026/27 financial years.

	FY 2026/27 Budget	FY 2025/26 Actuals
	€'m	€'m
Membership fees	0.1	0.1
Additional contributions – UCC	25.0	25.0
Additional contributions – FCWC	0.0	4.6
Other income	2.6	2.5
Total income	**27.7**	**32.2**
Governance and admin. expenses	-18.4	-16.2
Events and travel costs	-9.0	-8.1
Member services, consultancy and research	-3.3	-5.2
Total expenditure	**-30.7**	**-29.5**
Taxation	0.0	-0.1
(Deficit) / surplus before tax	**-3.0**	**2.6**

EFC BOARD MEMBERS

Season 2025/26

NAME	CLUB
Nasser Al-Khelaïfi (Chairman)	Paris Saint-Germain
Jan-Christian Dreesen (Subdivision 1 Vice-Chair)	FC Bayern München
Bart Verhaeghe (Subdivision 2 Vice-Chair)	Club Brugge
Dariusz Mioduski (Subdivision 3 Vice-Chair)	Legia Warszawa
Aki Riihilahti (Subdivision 4 Vice-Chair)	HJK Helsinki
Martina Pavlová (Women's Vice-Chair)	AC Sparta Praha
Miguel Ángel Gil Marín	Club Atlético de Madrid
Dan Friedkin	AS Roma
Fernando Carro	Bayer 04 Leverkusen
Jean-Claude Blanc	Manchester United FC
Giuseppe Marotta (since October 2025)	FC Internazionale Milano
Jokin Aperribay	Real Sociedad de Fútbol
Oliver Mintzlaff	RB Leipzig
Ferran Soriano	Manchester City FC
Pablo Longoria (until March 2026)	Olympique de Marseille
Dennis te Kloese	Feyenoord
Stephan Reiter	FC Red Bull Salzburg
Tore Bjørseth Berdal	Rosenborg BK
Rui Costa	SL Benfica
Ali Koç (until December 2025)	Fenerbahçe SK
Niclas Carlnén (until March 2026)	Malmö FF
Pál Orosz	Ferencvárosi TC
Oszkár Világi (since October 2025)	FC DAC 1904 Dunajska Streda
Asif Asgarov	Qarabağ FK
Michele Kang	Olympique Lyonnais
Ingrid Vanherle (Women's Football Representative)	R. Standard de Liège
Juan Sartori (Subdivision 1 Representative)	AS Monaco
Stacy Johns (Subdivision 2 Representative) (until March 2026)	Grasshopper Club Zürich
Raphael Landthaler (Subdivision 3 Representative)	FC Viktoria Plzeň
Kuno Tehva (Subdivision 4 Representative)	Nõmme Kalju FC
Valentina de Laurentiis (Subdivision 1 Diversity Champion)	SSC Napoli
Aleksandra Milošević (Subdivision 2 Diversity Champion)	FK Crvena Zvezda
Trine Hopp (Subdivision 3 Diversity Champion) (until March 2026)	FC Nordsjælland
Azra Numanović (Subdivision 4 Diversity Champion)	FK Sarajevo
Michele Centenaro	Independent
Peter Lawwell (Subdivision 2 Vice-Chair [Celtic] until March 2026) (since March 2026)	Independent
Michael Verschueren (until March 2026)	Independent

EFC EXECUTIVE COMMITTEE MEMBERS

Season 2025/26

NAME	CLUB
Nasser Al-Khelaïfi (Chairman)	Paris Saint-Germain
Jan-Christian Dreesen (Vice-Chair)	FC Bayern München
Bart Verhaeghe (Vice-Chair) (since December 2025)	Club Brugge
Dariusz Mioduski (Vice-Chair)	Legia Warszawa
Aki Riihilahti (Vice-Chair)	HJK Helsinki
Martina Pavlová (Women's Vice-Chair)	AC Sparta Praha
Miguel Ángel Gil Marín	Club Atlético de Madrid
Dan Friedkin	AS Roma
Ferran Soriano	Manchester City FC
Dennis te Kloese	Feyenoord
Ali Koç (until December 2025)	Fenerbahçe SK
Niclas Carlnén (until March 2026)	Malmö FF
Peter Lawwell (until March 2026)	Celtic FC

WORKING GROUP MEMBERS

As of 30 June 2026

Men's Football Working Group

NAME	CLUB
Aki Riihilahti (Lead)	HJK Helsinki
Rui Costa (Chair)	SL Benfica
Richard Garlick	Arsenal FC
Thiago Scuro	AS Monaco FC
Michael Gerlinger	Olympique Lyonnais
Christian Hockenjos	Borussia Dortmund
Cristiano Mozzillo	FC Internazionale Milano
Alberto Barile	Torino FC
José Maria Del Nido Carrasco	Sevilla FC
Fernando Roig Negueroles	Villarreal CF
Stephan Reiter	FC Red Bull Salzburg
Sven Jaecques	Royal Antwerp FC
Nikita Filipov	FC Shakhtar Donetsk
Evmeos Efthymiades	AEK Larnaca FC
Guy Primor	Hapoel Tel-Aviv FC
Piotr Rutkowski	KKS Lech Poznań
Miika Takkula	AIK
David Viðarsson	FH Hafnarfjördur
John Borg	Birkirkara FC
Nenad Monev	FK Rabotnicki

Women's Football Working Group

NAME	CLUB
Martina Pavlová (Lead)	AC Sparta Praha
Michele Kang (Chair)	Olympique Lyonnais
Clare Wheatley	Arsenal FC
Bianca Rech	FC Bayern München
Ingrid Vanherle	R. Standard de Liège
Azra Numanović	FK Sarajevo
Laura Montgomery	Glasgow City FC
Charlotte O'Neill	Manchester City FC
Angelo Castellazzi	Paris Saint-Germain
Katharina Kiel	Eintracht Frankfurt
Elisabetta Bavagnoli	AS Roma
Stefano Braghin	Juventus FC
Daphne Koster	AFC Ajax
José Benito Rubido Vidal	Club Atlético de Madrid
Carlos Grafiadia Rubio	Valencia CF
Matias Costa	SK Rapid
George Papageorgiou	Apollon Limassol FC
Kim Andre Pedersen	Brøndby IF
Amanda Moura Pietrzak	Legia Warszawa
Ulfar Hinriksson	Breidablik
Heiko Mock	Gibraltar Wave FC
Gazmend Zeqa	KFF Ulpiana 1992
Hugo Feliciano	SCU Torreense

Youth Football Working Group

NAME	CLUB
Dennis te Kloese (Lead)	Feyenoord
Tore Bjørseth Berdal	Rosenborg BK
Zoe Johnson	Brighton & Hove Albion FC
Thomas Kruecken	Manchester City FC
Carlos Avina	AS Monaco FC
Laurent Huard	AS Saint-Etienne
Pascal de Maesschalck	RC de Strasbourg Alsace
Nicole Bender	1. FC Köln
Thomas Broich	Borussia Dortmund
Stephan Hildebrandt	VfB Stuttgart
Roberto Samaden	Atalanta BC
Antonio Sinicropi	SSC Napoli
Zeb Jacobs	Feyenoord

NAME	CLUB
Alvaro Gil Baquero	Club Atlético de Madrid
Luis Martinez Sanz	Valencia CF
Manfred Pamminger	FC Red Bull Salzburg
Jean Kindermans	Royal Antwerp FC
Guilherme Müller	SL Benfica
Tomaz Morais	Sporting Clube de Portugal
Chris McCart	Celtic FC
Oleksandr Aleksiiev	FC Shakhtar Donetsk
Stefan Sotirov	CSKA 1948 Sofia
Petr Hurych	SK Slavia Praha
Bjørn Holm	Brøndby IF
Szabolcs Csordas	FC DAC 1904 Dunajská Streda
Nail Karimov	Qarabağ FK
Tea Shamatava	FC Dinamo Tbilisi
Steve Curwood	Waterford FC
Yevgeniy Krassikov	FC Kairat Almaty
Marcos Morales Tavares	NK Maribor
Anders Wahrnberg	BK Häcken
Tin Salatovic	GNK Dinamo Zagreb
Christian Gentile	Djurgårdens IF

Commercial & Innovation Working Group

NAME	CLUB
Dan Friedkin (Lead)	AS Roma
Juliet Slot	Arsenal FC
Stefan Mennerich	FC Bayern München
Adrian Filby	Aston Villa FC
Ben Latty	Liverpool FC
Gregory La Mela	Olympique de Marseille
Carsten Cramer	Borussia Dortmund
Oliver Mintzlaff	RB Leipzig
Nicola Boscaro	AC Milan
Christoph Winterling	Bologna FC
Cas Biesta	AFC Ajax
Begoña Larzabal	Real Sociedad de Fútbol
Lorenzo Aldobrandini	Sevilla FC
Stijn Vermoere	Club Brugge
Catriona McCallum	Heart of Midlothian FC
Ursula Friedmann	BSC Young Boys
Tezcan Şaylı	Fenerbahçe SK

NAME	CLUB
Tomáš Křivda	AC Sparta Praha
Daniel Levy	Maccabi Tel-Aviv FC
Marcin Herra	Legia Warszawa
Annabel Llevot	FC Santa Coloma

Finance Working Group

NAME	CLUB
Michael Verschueren (Chair)	N/A
Aleksandra Milosevic	FK Crvena Zvezda
Alessandro Antonello	Olympique de Marseille
Peter Lawwell	Independent
Stefano Cocirio	AC Milan
Thomas Treß	Borussia Dortmund
Andrea Accinelli	FC Internazionale Milano
Benoit Le Sech	Paris Saint-Germain
Christopher McKay	Celtic FC
Francisco Salgado Zenha	Sporting Clube de Portugal
Inma Ibáñez Peris	Valencia CF
Jaap van Baar	PSV Eindhoven
Serdar Yıldız	Fenerbahçe SK
Stuart Wisely	Arsenal FC
Paul Ramos	Chelsea FC
Sam Maurice	Manchester City FC
Francesca Whitfield	Manchester United FC
Richard Fraisse	OGC Nice
Benoit Muller	FC Lorient
Laura Schmich	FC Bayern München
Florian Hopp	RB Leipzig
Davide Casparrini	Como 1907
Annemarie Reynolds	AFC Ajax
Irene Carnicero	Club Atlético de Madrid
Pedro Uribe-Etxeberria	Real Sociedad de Fútbol
Michele Campana	FC Lugano
Lukas Kokail	GAK 1902
Oleksiy Byelikov	FC Shakhtar Donetsk
Polina Papantoniou	Omonoia FC
Raphael Landthaler	FC Viktoria Plzeň
Lars Ypkendanz	FC Copenhagen
Maria Goncharova	PAOK FC
Dalit Zimerman	Maccabi Haifa FC

NAME	CLUB
Lauri Kemppainen	FC Inter Turku
Daniel Linares	Europa FC
Jacques Wolter	US Hostert
Silvio Galea	Zabbar St Patrick FC

Legal & Regulatory Working Group

NAME	CLUB
Jan-Christian Dreesen (Lead)	FC Bayern München
Victoriano Melero (Chair)	Paris Saint-Germain
Wouter van Zetten	AZ Alkmaar
James Bonington	Chelsea FC
Simon Cliff	Manchester City FC
Martin Mosley	Manchester United FC
Jean Sudres	Olympique Lyonnais
Lars Küpper	Bayer 04 Leverkusen
Jan Räker	VfB Stuttgart
Angelo Capellini	FC Internazionale Milano
Federico Menichini	SSC Napoli
Daan de Jong	FC Utrecht
Guillermo Amilibia	Real Sociedad de Fútbol
Thomas Delameillieure	Club Brugge
Catherine Macken	Royal Antwerp FC
Julia Almeida	Casa Pia AC
José Luis Andrade	FC Porto
Vladyslav Zaiets-Terekh	FC Shakhtar Donetsk
Martin Říha	SK Slavia Praha
Achilleas Mavromatis	PAOK FC
Ido Bar-Natan	Hapoel Beer-Sheva FC
Jakub Laskowski	Legia Warszawa
Marian Mihail	FC Rapid Bucureşti
Ashot Kyureghyan	FC Ararat
Jasmila Hodžić	FK Sarajevo
Haukur Hinriksson	Víkingur Reykjavík
Daniel Mofid	FC Copenhagen

Sustainability Working Group

NAME	CLUB
Niclas Carlnén (Lead) (until December 2025)	Malmö FF
Philipp Heßberger	Eintracht Frankfurt
Denise Heinemann	FC Bayern München
Pál Orosz	Ferencvárosi TC
Thomas Harris	Brighton & Hove Albion FC
Rishi Jain	Liverpool FC
Pete Bradshaw	Manchester City FC
Luca Militti	AS Monaco FC
Matthias Mühlen	VfL Bochum 1848
Rocco Giorgianni	AC Milan
Magda Pozzo	Udinese Calcio
Shaun Akse	AFC Ajax
Rafael Muela Pastor	Real Betis Balompié
Christian Schneider	Valencia CF
Raphael Thonhauser	FK Austria Wien
Elisabeth Overbeeke	SK Rapid
Teresa Santos	FC Porto
Teresa Muller	Sporting Clube de Portugal
Tony Hamilton	Celtic FC
Aslı E Koç Tiryaki	İstanbul Başakşehir
Irena Smetanová	AC Sparta Praha
Brian Månsson	FC Copenhagen
Angelika Arkadi	AEK Athens FC
Irini Karipidis	Aris FC
Jani Merilainen	FC Inter Turku
Aoife Burns	Drogheda United FC

EFC Governance & Development Working Group

NAME	CLUB
Dariusz Mioduski (Lead)	Legia Warszawa
Fernando Carro	Bayer 04 Leverkusen
Patrícia Silva Lopes	Sporting Clube de Portugal
Kuno Tehva	Nõmme Kalju FC
Miguel Ángel Gil Marín	Club Atlético de Madrid
Paul Mullen	Brighton & Hove Albion FC
Juan Sartori	AS Monaco FC
Samy Hamama	Eintracht Frankfurt
Luca Percassi	Atalanta BC
Steffen Hofmann	SK Rapid
Isabel Bastos	Gil Vicente FC
Andrew McKinlay	Heart of Midlothian FC

NAME	CLUB
Sinancan Sözen	Galatasaray AŞ
Jelena Mikačić	HNK Hajduk Split
Wojciech Strzałkowski	Jagiellonia Białystok
Radu Constantea	FC Universitatea Cluj
Tomas Cho	ŠK Slovan Bratislava
Victor Cassar	Hamrun Spartans FC
Neil Clarke	Larne FC
Neil Ward	Penybont FC
Alban Xhaferi	KF Vllaznia Shkodra

Fans Working Group

NAME	CLUB
Miguel Ángel Gil Marín (Lead)	Club Atlético de Madrid
Danny Wilson	Manchester City FC
Ulrich Wolter	RB Leipzig
Ruud van der Knaap	Feyenoord
Phil Lynch	Chelsea FC
Gianluca Santaniello	Olympique de Marseille
Benjamin Parrot	RC Lens
Stephan Rehm	Bayer 04 Leverkusen
Paulo Monguzzi	Juventus FC
John Hermans	PSV Eindhoven
Julio Jiménez Heras	Real Betis Balompié
Thomas Rypens	Club Brugge
Pernille Grut Sørlie	Rosenborg BK
Greg Marshall	Rangers FC
Kostas Vernikos	Olympiacos FC
Bálint Máté	Ferencvárosi TC
Filip Trubalski	MKS Cracovia Kraków
Anar Hajiyev	Qarabağ FK
Michael Williamson	Wrexham AFC

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