The European Club Footballing Landscape

WE CARE ABOUT FOOTBALL

Club Licensing Benchmarking Report
Financial Year 2015

Foreword

Welcome to the eighth edition of the UEFA Club Licensing Benchmarking Report, which once again focuses on financial and off-the-pitch developments in European club football.

In this latest edition of our report, the success story of football as a cultural and commercial force stands out once more. It shows that UEFA's regulatory role in financial fair play has not only steadied the ship of European football finances but also provided the framework for unprecedented growth, investment and profitability.

This detailed report shows huge reductions in losses since the introduction of financial fair play, record stadium and capital investment by clubs, and club revenue increases year on year. It also proves beyond doubt that financial fair play has turned around football finances – aggregate operating profits rose to €1.5bn in the last two years, compared with losses of €700m in the two years immediately prior to the introduction of the break-even requirement.

Just as gratifying is the finding that football remains hugely popular as a spectator sport. There was an increase of 2.6 million in European stadium attendance last season, when more than 170 million fans went to league matches across the continent.

Of course, as the guardian of the game in Europe, UEFA must remain vigilant and take note of the less positive trends also highlighted in the report, such as a return to high wage growth and the increasing concentration of sponsorship and commercial revenue among a handful of clubs.

Reflecting the objective of financial fair play to bring ever greater transparency to European football, this report provides fascinating, forensic details on clubs from all 55 UEFA member associations on such diverse topics as foreign ownership, league formats and head coach stability. It also ranks clubs on a number of financial measures.

We would like to thank all the member associations, leagues and clubs that contributed their financial information and the whole club licensing network for their invaluable assistance.

We hope you enjoy the report.

A. Čeferin

Aleksander Čeferin
UEFA President

Introduction

The UEFA Club Licensing Benchmarking Report continues to provide a complete review of European club football, like no other publication of its kind.

There can be no question that the decision taken many years ago to introduce club licensing and subsequently financial fair play has produced very positive results. Today, the figures point to a more stable and sustainable financial position for Europe's top-division clubs, underlining the success of encouraging more financial rationale and more balanced business plans. The level of overdue debt among clubs in UEFA competitions has fallen every year for the last five years, from €57m to just over €5m; the record underlying operating losses of 2011 have been transformed into the largest combined operating profits that European club football has ever produced; bottom-line net losses have been cut in three; and investments in football infrastructure have risen in recent years, with 167 major stadium projects undertaken across Europe since 2007.

One of the stated objectives of financial fair play, agreed by all stakeholders at the outset, was to increase transparency in European club football. Over the years, we have constantly worked together with clubs to foster such transparency and unite behind the principles of good governance and fair play. This report is the perfect example of that approach, presenting as it does an authoritative analysis of financial trends across top-division clubs throughout Europe. Unlike other reports on European club football, which are based on aggregate figures provided by leagues, the foundations of this report are detailed disclosures from the clubs' own financial statements and the notes thereto. This report focuses on the financial year ending in 2015 and covers 679 different top-division clubs. While a small selection of Europe's largest listed clubs have already announced their 2016 results, the analysis presented in this report paints the first and only full picture for 2015.

For the first time it presents a comprehensive survey of domestic squads, setting out the restrictions and requirements each country places on squads in terms of size, number of locally trained players, player nationalities and loans, revealing both the common approaches taken across Europe and the specific differences.

However, this report is not just about club finances and good governance. It also covers strategic developments and football culture. It explores the format of domestic leagues and cups, provides the latest developments on stadiums and presents numerous maps and charts illustrating demographic comparisons of the head coaches, players and supporters in Europe and other leagues around the world. The percentage of clubs that change coach during the season, the average age of players and drops in attendance in the face of poor sporting results, for example, give us a wealth of information about the culture, environments and strategies of clubs in different leagues around the world.

While European football can be proud of what it has achieved in such a short space of time, as in many other sectors today's globalisation has increased opportunities and brought with it new challenges. Revenues are increasing but are very much concentrated at the top end (in particular broadcasting, commercial and sponsorship revenues), with only a limited number of clubs able to exploit the enormous opportunities offered by the global market.

The footballing landscape is changing rapidly, with new investments being made at a speed that has never been seen before. With that in mind, this report casts new light on club ownership and sponsorship. It presents charts and timelines that illustrate the increasing interest of new investors prompted by the enormous success of European club football, with 44 clubs in a range of Europe's top leagues now under foreign control. It also presents analyses of more than 4,000 sponsorship and commercial deals to paint a picture of the major businesses active in European club football today.

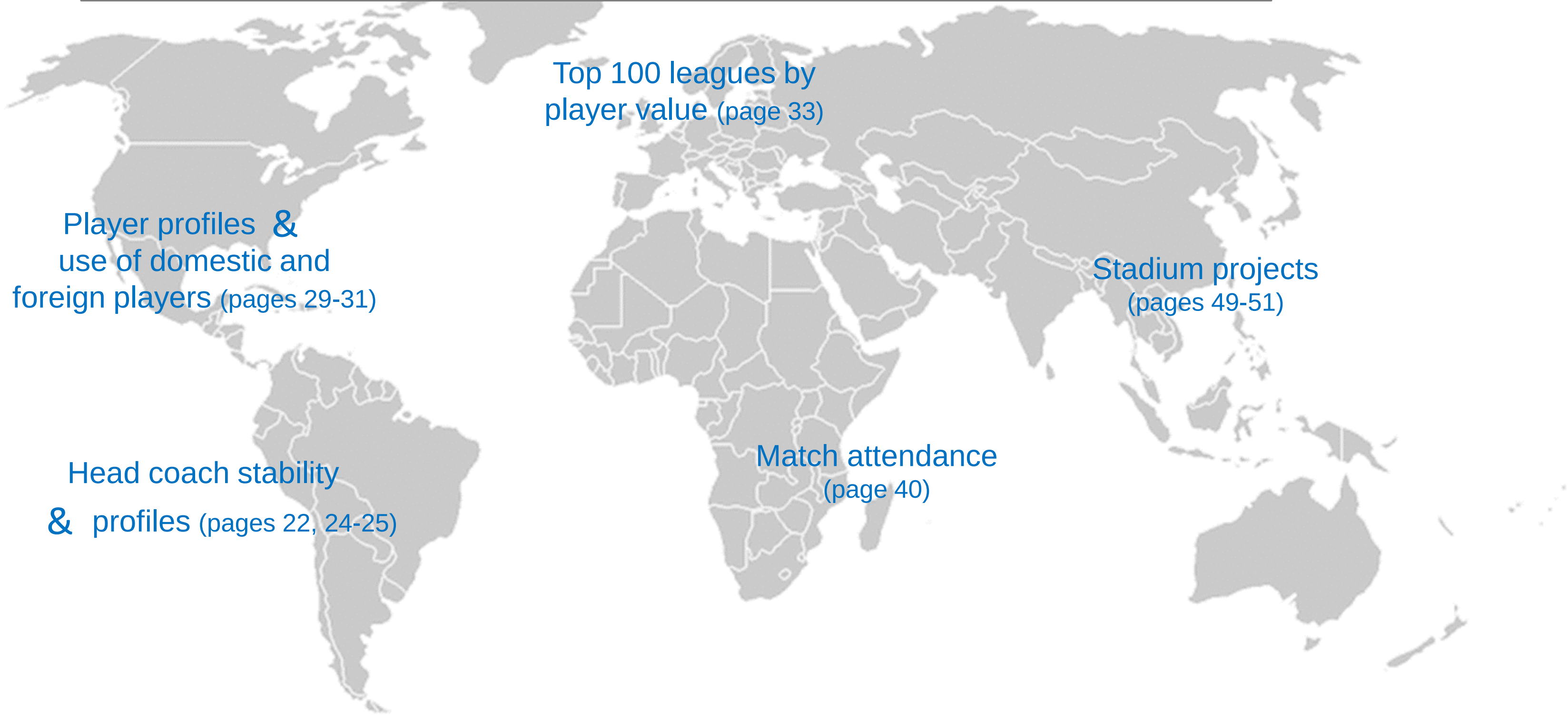
All this translates into a rapidly growing gap between the top clubs and the others, and this will be one of the biggest challenges for football in the future. With many concerned about competitive balance within and between leagues, UEFA must continuously review and adapt its regulations to this fast-changing environment, bearing in mind that overspending and unsustainable business models cannot be the answer to financial inequalities. Hence the importance of continuing to consult and work with all stakeholders to protect the values of European football and foster development across all of UEFA's member associations and at all levels of the game, from the top professional tier down to the grassroots that form the basis of the European sports model.

This report would not have been possible without the strong input and support of the national licensing managers and clubs, to whom we extend our thanks.

Andrea Traverso
Head of Club Licensing and Financial Fair Play

Introduction to global benchmarking

The final chapter of last year's report introduced global benchmarking of major sports leagues, in terms of TV contracts, revenue streams, social media followings and match attendance. In response to the positive feedback received, this year's report makes numerous comparisons between football leagues around the world, setting our more detailed analysis of European football into a broader context. The areas covered are outlined below.



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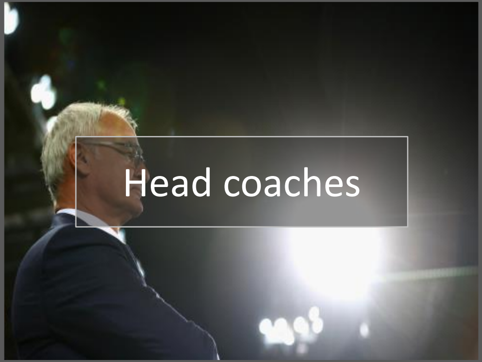
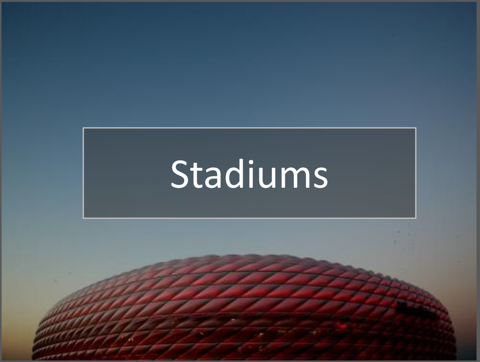

Head coaches


Players


Supporters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CHAPTER

1

Domestic leagues and cups

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Domestic league and cup highlights

Squad limits are now in common use across Europe (28 countries) but there is no common approach (15 variations identified)

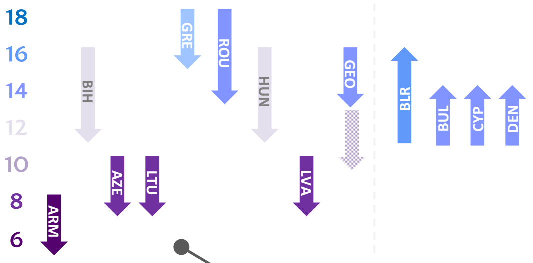
Specific locally trained player rules (23 countries) and nationality-based rules (38 countries) are widespread, with many variations

Loan restrictions are increasingly popular (adopted by 15 leagues), as a means of preventing player hoarding and/or protecting the integrity of competitions

League formats and changes in format across Europe

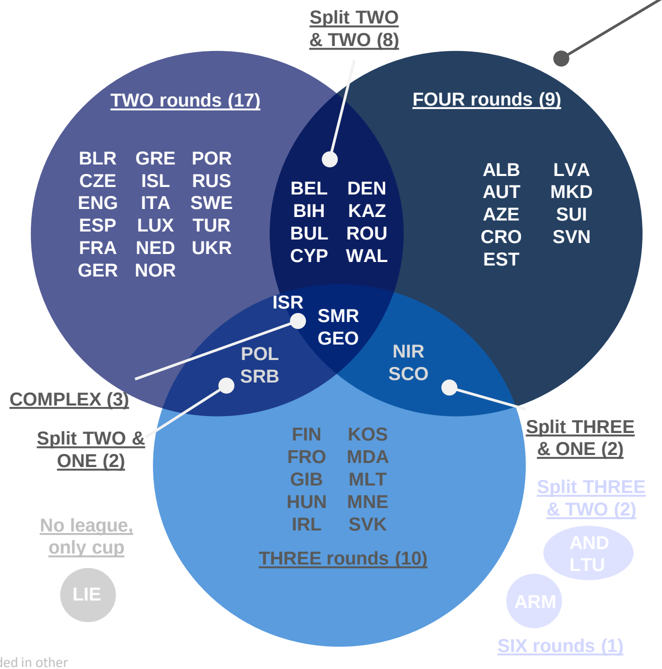
League structures may seem like a mundane topic on which to begin but the football pyramid in each country is the beating heart of the European game and, outside the most well-established competitions, the league structures at the top of these pyramids are surprisingly fluid. Differences in size and timings mean that Europe's top-tier leagues are organised this season in 24 different ways, with many variations on the basic formats used.

Changes in the number of clubs participating in domestic championships (2014/15 to 2016/17)



Between 2002 and 2007, when the first benchmarking analysis was done, the European trend was to increase the number of clubs in domestic leagues, with 16 leagues increasing in size, boosting the number of top-division cubs from 707 to 733. Fast-forward eight seasons and a very different picture emerges, with a reduction in the number of top-tier clubs from 733 back to 706.*

Basic format of domestic top-tier leagues (summer 2016 and winter 2016/17 seasons)



A total of 37 leagues (68%) including the most well known leagues with global audiences can be described as traditional, with each team playing each of the other teams twice (17), three times (10), four times (9) or six times (Armenia).

The other 17 leagues adopt a different approach, splitting their teams into groups based on their rankings at a specific point in the season. The country trigrams of these leagues can be found overlapping two or more circles, indicating how many rounds are played before and after the leagues split.

The trend has certainly been towards dividing clubs mid season with just five leagues back in 2007 compared with 17 leagues now. The leagues in Bosnia and Herzegovina, Denmark, Georgia, Lithuania, Romania and Serbia all switched to a 'split format' in 2014/15 or 2015/16, with only Belarus (2016) and FYR Macedonia (2016/17) moving in the other direction, back to a more traditional format.

No more than two leagues split their seasons in exactly the same way, leading to a multitude of formats across Europe. Some of the many nuances are highlighted on the next page.
These format changes arise for a variety of reasons, including the desire to keep matches meaningful and to maximise interest, as well as for basic scheduling reasons.

* Kosovo, UEFA's newest member, is included in this section of the report and will be included in other sections from next year, when their clubs will have undergone a full club licensing cycle. The analysis of top-tier club numbers (down from 733 to 706) excludes the 12 Kosovan clubs for consistency reasons.

Unusual league formats

Nuances in league formats

Most of the 'split' leagues divide their clubs into 'championship' and 'relegation' groups but Belgium, Bulgaria and Denmark split their clubs into three groups of six, four and four respectively, while Cyprus splits its league into two groups of six, with two clubs already relegated.

BEL
BUL
CYP
DEN

SPLIT INTO THREE

UNEQUAL SPLIT

ISR
LTU
ROU

Most of the other leagues divide their clubs into two equal groups for the final round(s). However Israel and Romania divides into a top six and bottom eight clubs while Lithuania splits into the top six and bottom two clubs.

San Marino continues to split its clubs at the start of each season into a group of seven and a group of eight before holding play-offs. Georgia adopted a similar structure for its one-off transitional 2016 summer season, splitting its clubs into two groups of seven, followed by play-offs.

SMR
GEO

SPLIT AT START

POINTS

BEL
KAZ
MLT
POL
ROU
SRB

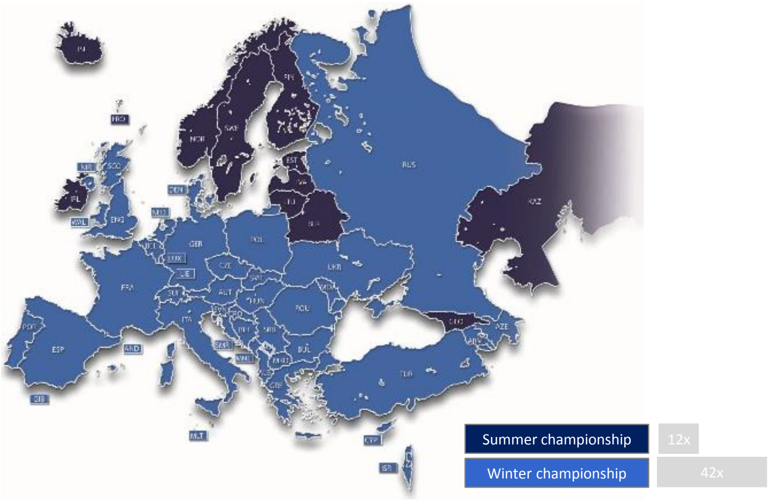
Six leagues halve the points won after the first two rounds of matches, reducing the points gap between clubs for the final one or two rounds.

GRE NED NIR WAL

PLAY-OFFS

Northern Ireland are the latest league to introduce end-of-season play-offs for their final UEFA Europa League place, following in the footsteps of Greece, the Netherlands and Wales.

Timing of domestic championships



The timing of most championships is dictated by the feasibility of playing matches in winter, with the Republic of Ireland a notable exception. Changes are therefore rare but Georgia is running a three-month season in 2016 as part of its transition from a winter to summer format, making it the 12th country to introduce a summer domestic league. Prior to that, the most recent changes were seen in Russia and Armenia, both of which ran 15-month seasons (March–May) to transition from summer to winter championships in 2011/12 and 2012/13 respectively.

Domestic cup formats

Entry points to national cup competitions

The most common stage at which the top-tier clubs enter their national cup competition is the round of 32, with the round of 64 the next most common stage. The longest runs to glory are in Norway, where the top teams enter in the round of 128; Slovakia, where the top teams complete a field of 124; and Hungary, where the final entry stage is the round of 116.
The shortest run to glory is enjoyed in Armenia and Liechtenstein, and by Andorran clubs competing in UEFA competitions, all of which compete in fields of eight.

Special status given to clubs competing in UEFA club competitions

The majority of top-division clubs in Turkey enter the national cup competition in a field of 108, but those competing in UEFA competitions are given byes until the round of 32 group stage.
Clubs competing in UEFA competitions are also given byes in Andorra, Belarus, Cyprus, Czech Republic, Denmark, Finland, Georgia, Italy, Lithuania, Luxembourg and Slovenia.
All Spanish La Liga clubs enter in the round of 32 but those competing in UEFA competitions are seeded. Likewise, eight Serbian clubs are seeded based on the rankings from the previous domestic season.

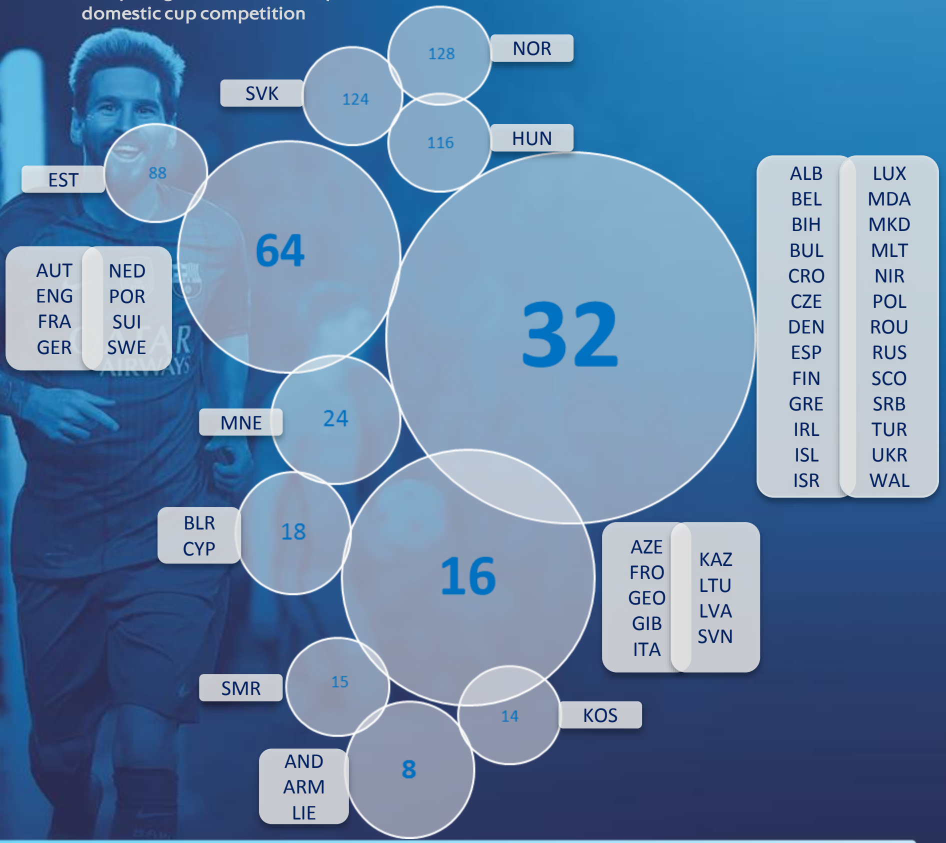
Other points of interest

As highlighted in last year's report, only three European domestic cup competitions still feature rematches: in England, Republic of Ireland and Scotland. Other domestic cup competitions, such as those in Greece, Kazakhstan, San Marino, Sweden and Turkey, include a group stage.

National 'league' cups

A second national cup competition is organised in 11 countries: England, France, Iceland, Israel, Latvia, Northern Ireland, Portugal, Republic of Ireland, Romania, Scotland and Wales. The Finnish league cup was discontinued in 2016.

Number of clubs in contention when those competing in UEFA club competitions enter the domestic cup competition



UEFA and domestic league squad limits and restrictions

Squad limits represent the single most important mechanism for limiting player hoarding and protecting the competitive balance within and between leagues. They can also play an important role in reducing cases of players not being paid and limiting clubs' financial self-harm. When combined with rules that encourage player development, they are arguably the most efficient way of addressing issues of competitive balance, perhaps the most pressing challenge faced in European football. That is why their introduction by leagues was seen as an important element of the original financial fair play objectives. As this first, and to our knowledge only, cross-European study of domestic squad rules and restrictions demonstrates, we have a long road to travel before squad limits are introduced everywhere and harmonised across the continent. The information presented on the following pages was collected during UEFA's club licensing audit of all national licensing departments. Much more detailed research is required to obtain a full understanding of the rules and restrictions applied to the loan system and the myriad domestic squad rules, given the very detailed nature of such rules and regulations, but the purposes of broadly benchmarking current practices and identifying the wide and varied application of squad limits around Europe, this analysis is a valuable first step.

Basic UEFA squad rules

Clubs must submit details of their squads at specific points in the season, namely at each stage of qualifying, before the group stage and before the knockout stages, by means of an 'A list' of players. This list may contain no more than 25 players and that limit is reduced if fewer than four club-trained and four association-trained players are included. Clubs can register additional youth players at short notice throughout the season, by means of the 'B list'.*

League	Basic number	Details if specified
ALB	25	
AND	25	
BEL	25	Unlimited U21
BLR	60	Includes B list
BUL	40	Minimum 16
CYP	22	
DEN	25	Unlimited B list
ENG	25	Unlimited B list
ESP	25	
EST	30	Minimum 11
GEO	30	Fee for 30+
GIB	25	
ISR	45	
ITA	25	Unlimited B list
KAZ	30	Plus 25 U21
LTU	40	
LVA	25	Unlimited B list
MDA	30	
NIR	20	Unlimited U21
NOR	25	Plus 5 youth
POL	25	
POR	25	
ROU	25	
RUS	23	
SRB	25	
SUI	25	
TUR	28	
UKR	25	

Basic domestic squad rules

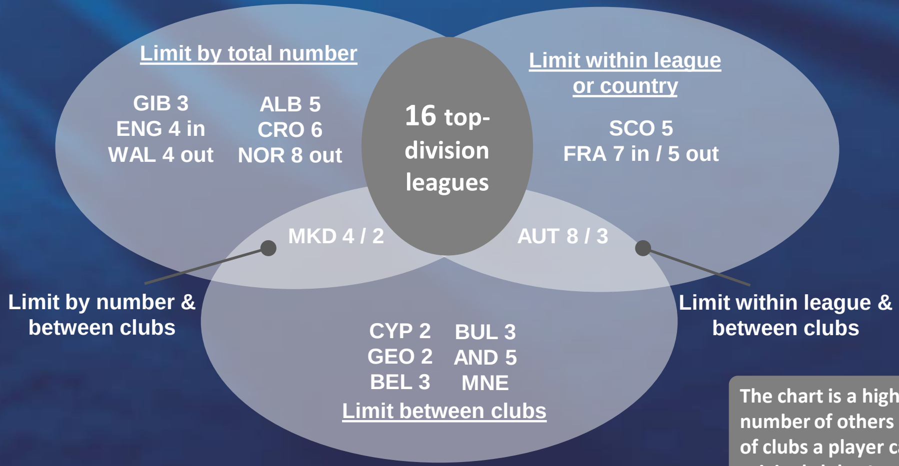
At least 28 of the 53 top-tier leagues in Europe have some form of squad limit in place. The most common (used in 16 top leagues) is a maximum of 25 players, in many cases with an unlimited number of additional youth players ('B list'). This broadly matches the squad rules applied in UEFA's club competitions, although the exact definition of 'B list' and 'youth player' differs from league to league.
Of the other leagues that impose squad limits, seven allow for bigger squads, ranging from 28 players in Turkey to 60 in Belarus, although in some of these cases no distinction is made between senior and youth players.
Cyprus, Norway and Russia impose lower limits of between 20 and 23 senior players.
The more detailed restrictions and requirements in place around Europe are analysed on the next page.

* Under Paragraphs 43.10 and 43.11 of the Regulations of the UEFA Champions League 2015-18 cycle and Paragraphs 42.10 and 42.11 of the equivalent Regulations of the UEFA Europa League, each club is entitled to register an unlimited number of players on List B during the season. The list must be submitted by no later than 24.00CET on the day before the match in question. A player may be registered on List B if he is born on or after 1 January 1995 and has been eligible to play for the club concerned for any uninterrupted period of two years since his 15th birthday by the time he is registered with UEFA. Players aged 16 may be registered on List B if they have been registered with the participating club for the previous two years without interruption.

Domestic league loan limits and restrictions

At least 16 countries in Europe have some type of limit on the number of loans allowed, either on incoming loans, outgoing loans or both. The chart to the left indicates that these limits come in many shapes and sizes, with no common system applied. Limits on the total number of loans and on loans between two clubs are the most common; each is applied in seven countries, albeit with different actual limits within each league.

Simplified picture of loan limits and restrictions in top-tier leagues



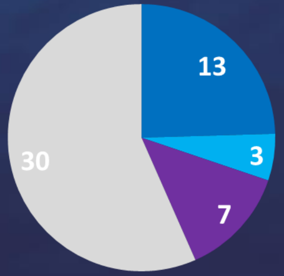
The chart is a high level picture indicating the frequency of loan rules. Some of these countries and a number of others have other restrictions on loan activities, such as when loans can be made, the number of clubs a player can play for in any given season and the use of loaned players in matches against their original clubs. In a number of countries different rules apply to different leagues in the pyramid.

Player loans are an important part of the football ecosystem and a more detailed study would provide valuable insights into the situation and issues involved.

Additional home-grown or locally trained player rules

Summary of home-grown and locally trained player requirements in top-tier leagues

League	UEFA style	Other soft requirement	Hard requirement	Details if specified
ALB	4 + 4			
AUT		12 in squad*		AUT registered U18 + U21
BEL	4 + 4			
CYP			2 LTP in XI	
DEN	4 + 4			
ENG	4 + 4			
EST			25 of 30 ATP	
FIN			Half LTP	Matchday squad
FRO		ATP		Excluded from squad limit
GEO	5 CTP			
GER	4 + 4			
GIB			3 LTP / 1 LTP	Matchday squad / on pitch
ITA	4 + 4			
LUX			7 of 16	LUX first licence
MDA	8 LTP			
NIR		CTP		Excluded from squad limit
NOR	16 of 25			
POR			6 LTP in squad	
ROU	4 + 4			
SUI	4 + 4			Excluded from squad limit
SWE			9 of 18 LTP	
TUR	4 + 3			
UKR	4 + 4			



UEFA definition of 'locally trained player'

A player who, between the age of 15 (or the start of the season during who, between the age of 15 (or the start of the season during which the player turns 15) and 21 (or the end of the season during which the player turns 21), has been registered with a club ('club-trained player' or CTP) or with other clubs affiliated to the same association as that of his current club ('association-trained player' or ATP) for a period, continuous or not, of three entire seasons or 36 months, irrespective of the player's nationality or current age.

UEFA-style locally trained player rules in domestic leagues

Some form of locally trained player rule is applied by almost half (23) of Europe's top-tier leagues.
The 'UEFA approach' has been adopted by 13 domestic leagues, where the maximum squad size is reduced if the minimum number of locally trained players are not included. Nine of these leagues, including England, Germany and Italy, use the same basic '4 + 4' requirement as UEFA (four association-trained and four club-trained players), providing an element of consistency. Turkey is gradually introducing stricter locally trained player rules and the current 4 + 3 requirement will become 4 + 4 for the 2017/18 season.
A number of leagues outside the EU apply the same principle but with variations on the theme, for example squad sizes are reduced in Georgia if they contain fewer than five club-trained players and in Norway if there are fewer than 16 locally trained players.

Other 'soft' home-grown player rules in top-tier leagues

The other 'soft' rules in place follow the same approach as the UEFA-style rules, with failure to meet the requirements resulting in reduced squad sizes, but the requirements and exceptions vary. For example, the Austrian league does not have a hard minimum requirement, but distributes a third of the league's TV revenue to clubs that have at least 12 Austrian players or 12 players who were registered in Austria before the age of 18. The Faroese league excludes association-trained players from its foreign player restrictions (see next page), and in Northern Ireland club-trained players are excluded from the squad limit.

'Hard' minimum requirements in top-tier leagues

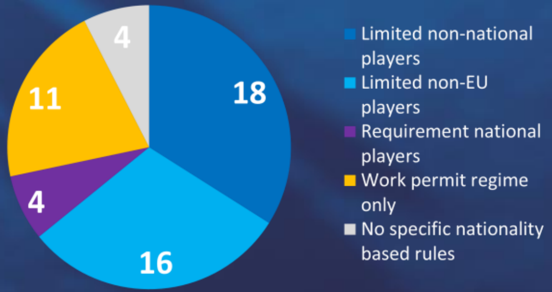
Seven leagues apply 'hard' locally trained player requirements that must be met in order for clubs to compete, rather than 'soft' requirements that result in reduced squad sizes if not respected. The basis for these minimum player rules varies and can be linked to the starting 11, matchday squad or season squad. The leagues that take the locally trained players approach the furthest are in Estonia, where 25 of the 30 players allowed in squads must be locally trained, and in Finland and Sweden, where half of every matchday squad must be locally trained. Luxembourg applies a different type of locally trained player system, which is based on a player's first registration being in Luxembourg.

Additional domestic player nationality rules

Other nationality-based regulations

Nationality-based rules are prevalent across Europe's domestic leagues. Indeed, the only leagues without specific rules relating to non-nationals are in Belgium, Denmark, Greece and Portugal, and three of those countries impose locally trained player (LTP) requirements.
A total of 18 top-tier leagues apply restrictions on clubs' use of non-national players, ranging from a maximum of four foreign players in a match in Montenegro and four on the pitch at one time in Belarus, to the less restrictive seven foreign players in a match in Moldova and seven on the pitch at the same time in Ukraine.

Non-EU-player limits are applied in a further 16 top divisions across Europe, with clubs allowed to field a maximum of three non-EU players in Finland, Gibraltar, Iceland, Romania and Slovenia and just two in Poland. At the other end of the scale, Croatian clubs can field up to six non-EU players in any one match.



Four leagues require a minimum number of national players, with Armenian clubs required to use Armenian goalkeepers, Austrian clubs financially incentivised to have either Austrian citizens or players trained in Austria prior to their 18th birthday, Czech clubs required to have at least four Czech players in their squad and German clubs required to have at least 12 German players under contract during the season.

A further 11 countries rely on national work permit regulations, which can impose relatively strong or weak de facto squad restrictions depending on the regime in place. For example, as of quite recently the system developed by The FA and the British government limits non-EU players on a quality basis, taking into account the number of national team caps a player has received and the relative strength of his national team. The appeals process further considers the player's transfer fee relative to the average fees paid in the two previous transfer windows, his wages relative to the club's other wage earners and his recent domestic and cross-border playing history.

Nationality-based requirements in top-tier leagues

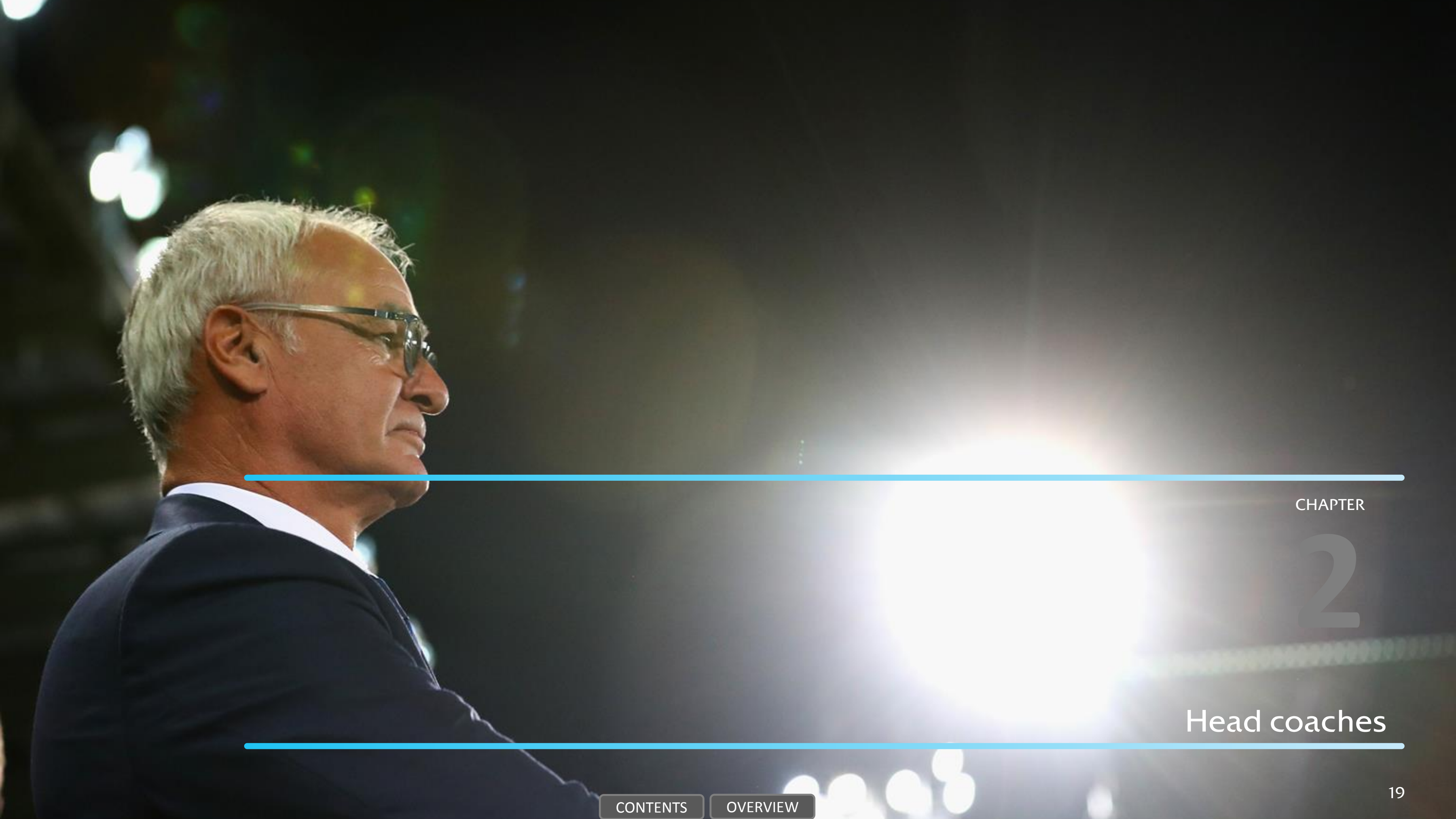
League	Summary rules	Details if specified
ALB	5 non-national	On pitch same time
ARM	Goalkeeper Armenian	Work permit for other players
AUT	12 Austrian/LTP*	Partial TV allocation*, WP
AZE	5 non-national	
BIH	6 non-national	And work permit (WP)
BLR	4 non-national	On pitch same time; Fee
BUL	3 / 5 non-EU	Start XI / squad; WP
CRO	6 non-EU	Fielded during match
CYP	5 non-EU	
CZE	5 non-EU / 4 Czech	Fielded during match / squad
EST	4 non-EU	
FIN	3 non-EU	Match day squad
FRA	4 non-EU	
FRO	4 non-Scandi.	Fielded during match
GEO	5 non-national - fee*	Registered
GER	12 German	Under contract
GIB	3 non-EU	Must be professionals
HUN	5 non-EU	Fielded during match
ISL	3 non-EU	
ISR	5 / 6 non-national	On pitch / squad
ITA	4 non-EU	Registered**
KAZ	8 non-national	Squad
LTU	6 non-national	
LVA	5 non-national	On pitch
MDA	7 non-national	Fielded during match
MKD	8 non-national	
MLT	7 non-national	On pitch same time
MNE	4 non-national	Fielded during match
POL	2 non-EU	On pitch same time
ROU	3 non-EU	
RUS	5 non-national	On pitch same time
SMR	6 non-national	
SRB	6 non-national	
SUI	5 non-EU/LTP	On pitch same time
SVK	5 non-EU	Match day / squad
SVN	3 non-EU	Fielded during match
TUR	14 non-national	Squad incl. max 2 GK
UKR	7 non-national	On pitch same time

Leagues relying on work permits

League	Scope of application
AND	All
ENG	Non-EU
ESP	Non-EU
IRL	Non-EU
LUX	Non-EU
NED	Non-EU
NIR	Non-EU
NOR	Non-EU
SCO	Non-EU
SWE	Non-EU
WAL	Non-EU

Leagues with no known nationality-based requirements

League	Other
BEL	LTP
DEN	LTP
GRE	None
POR	LTP



CHAPTER

2

Head coaches

Head coach highlights

Job security varies considerably but at least one head coach was replaced in 2015 in every one of the 60 European leagues analysed in this section

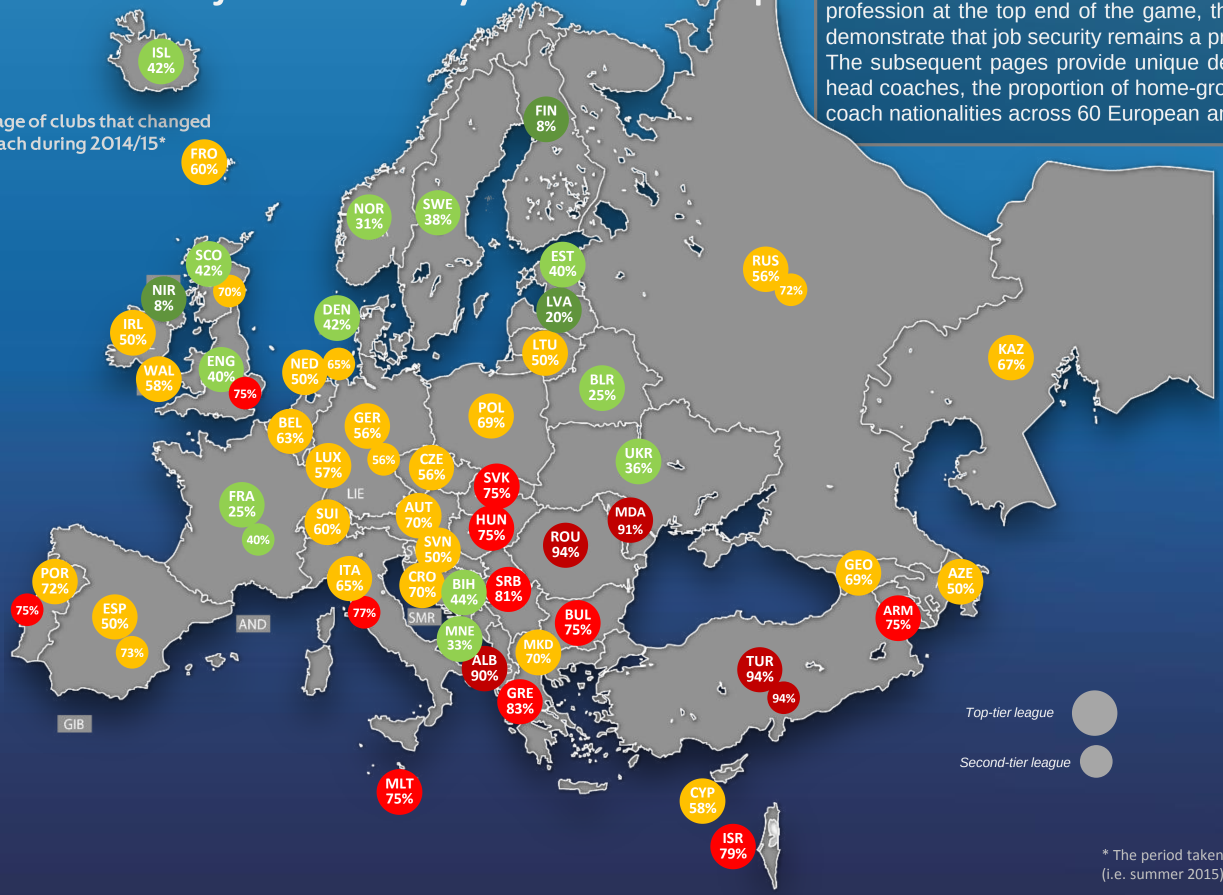
With only a few exceptions the head coach ‘job security map’ clearly demonstrates less patience the further south east you go in Europe

Italian and Serbian coaches are the most widely dispersed, coaching in 15 and 14 of the top 90 leagues respectively

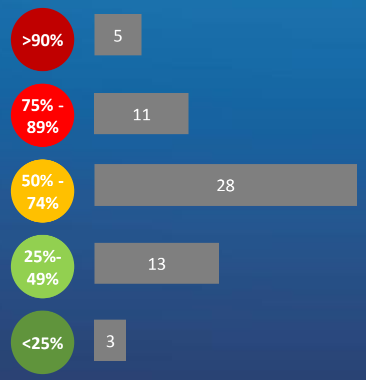
Head coach job security across Europe

The head coach is a central figure at every football club. While it is an increasingly lucrative profession at the top end of the game, the first European and global maps in this section demonstrate that job security remains a problem and it is getting worse in many places. The subsequent pages provide unique demographic insights, such as the average age of head coaches, the proportion of home-grown and foreign managers and the variety of head coach nationalities across 60 European and 30 global leagues.

Percentage of clubs that changed head coach during 2014/15*

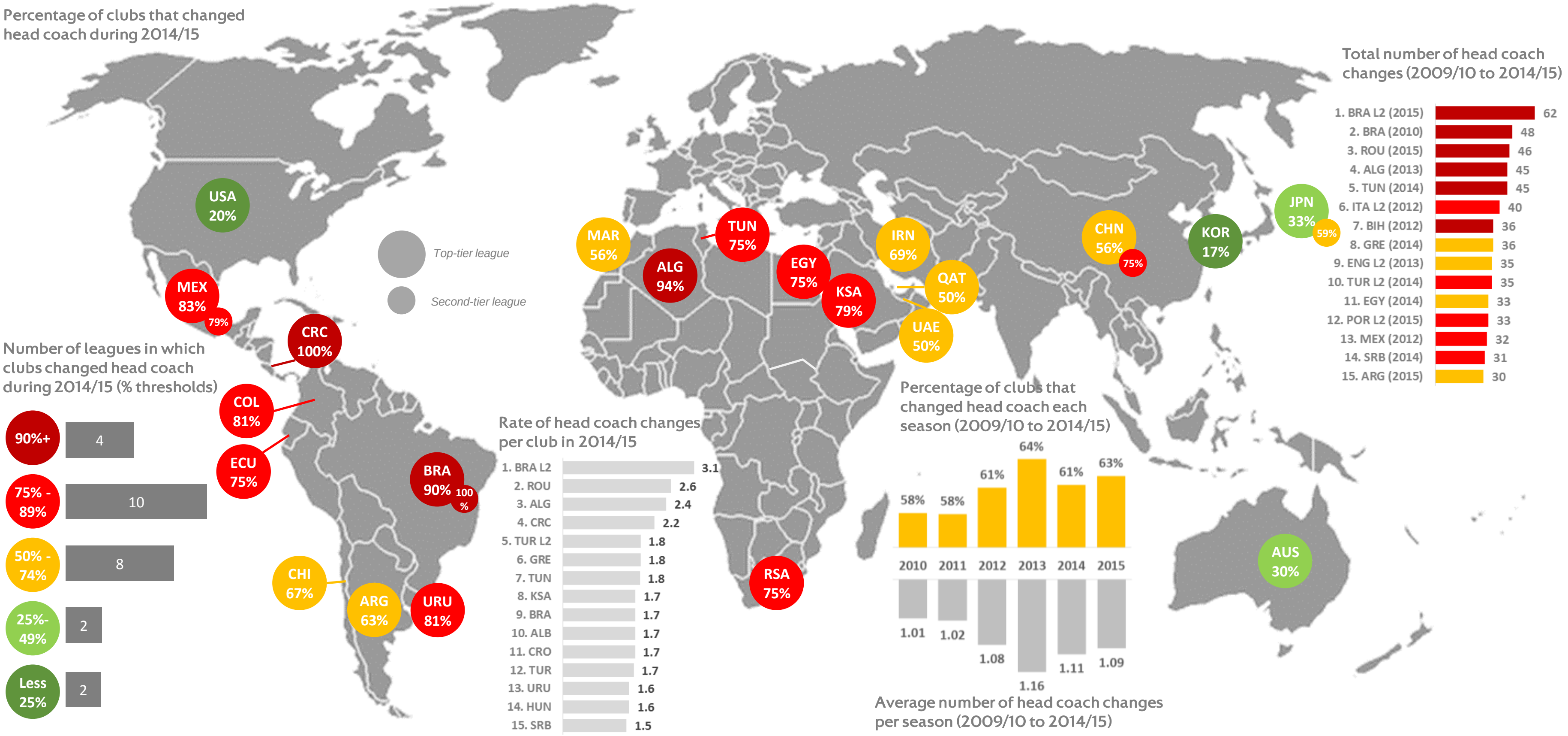


Number of leagues in which clubs changed head coach during 2014/15 (% thresholds)



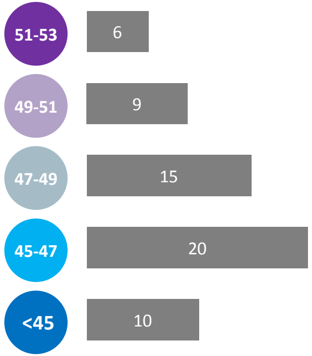
* The period taken is the 2014/15 domestic season, including the post-season summer (i.e. summer 2015). All statistics include interim managers.

Head coach job security around the world

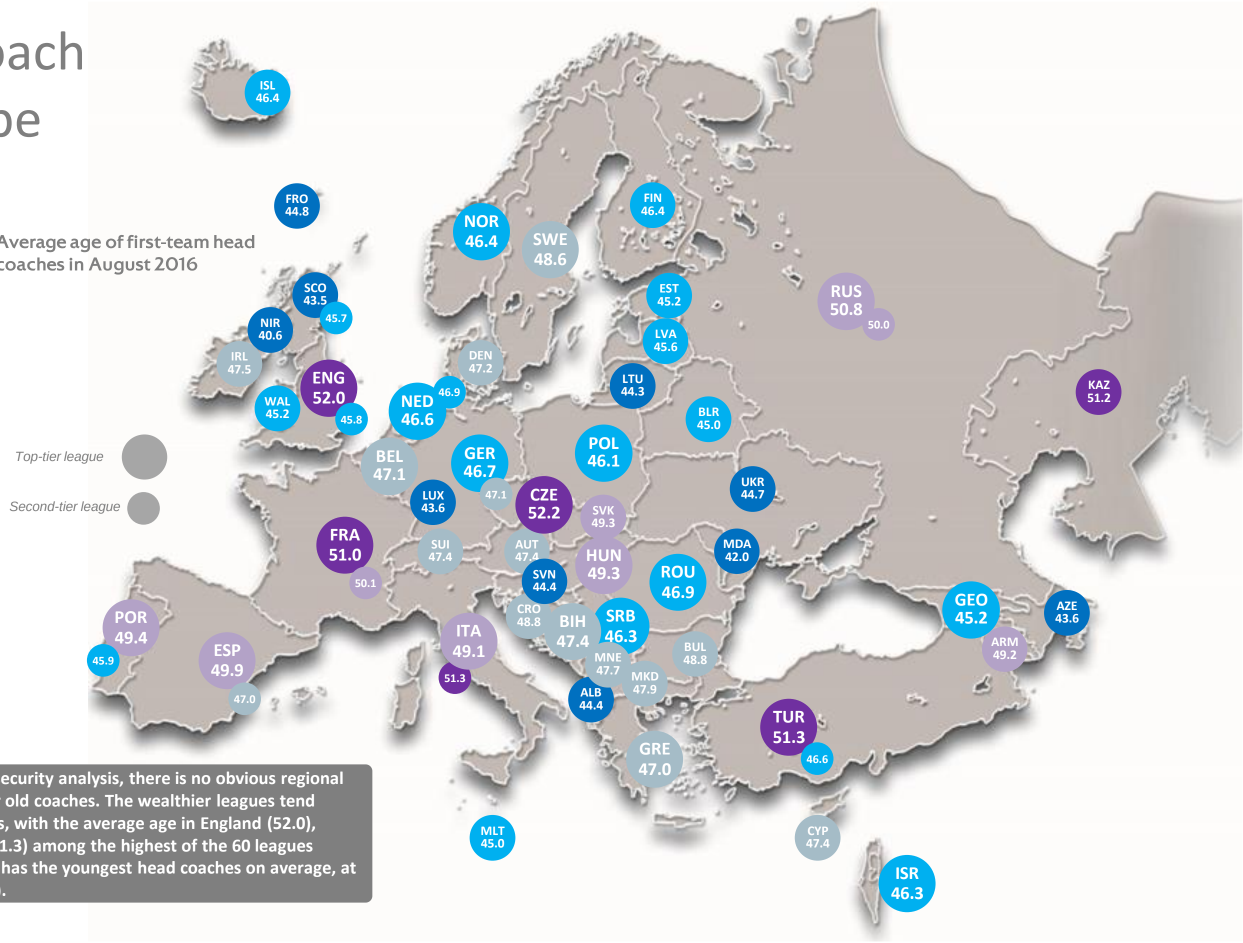


Average head coach age across Europe

Number of European leagues by age thresholds



Average age of first-team head coaches in August 2016



Unlike the head coach job security analysis, there is no obvious regional tendency towards young or old coaches. The wealthier leagues tend towards older head coaches, with the average age in England (52.0), France (51.0) and Turkey (51.3) among the highest of the 60 leagues analysed. Northern Ireland has the youngest head coaches on average, at just over 40 years old (40.6).

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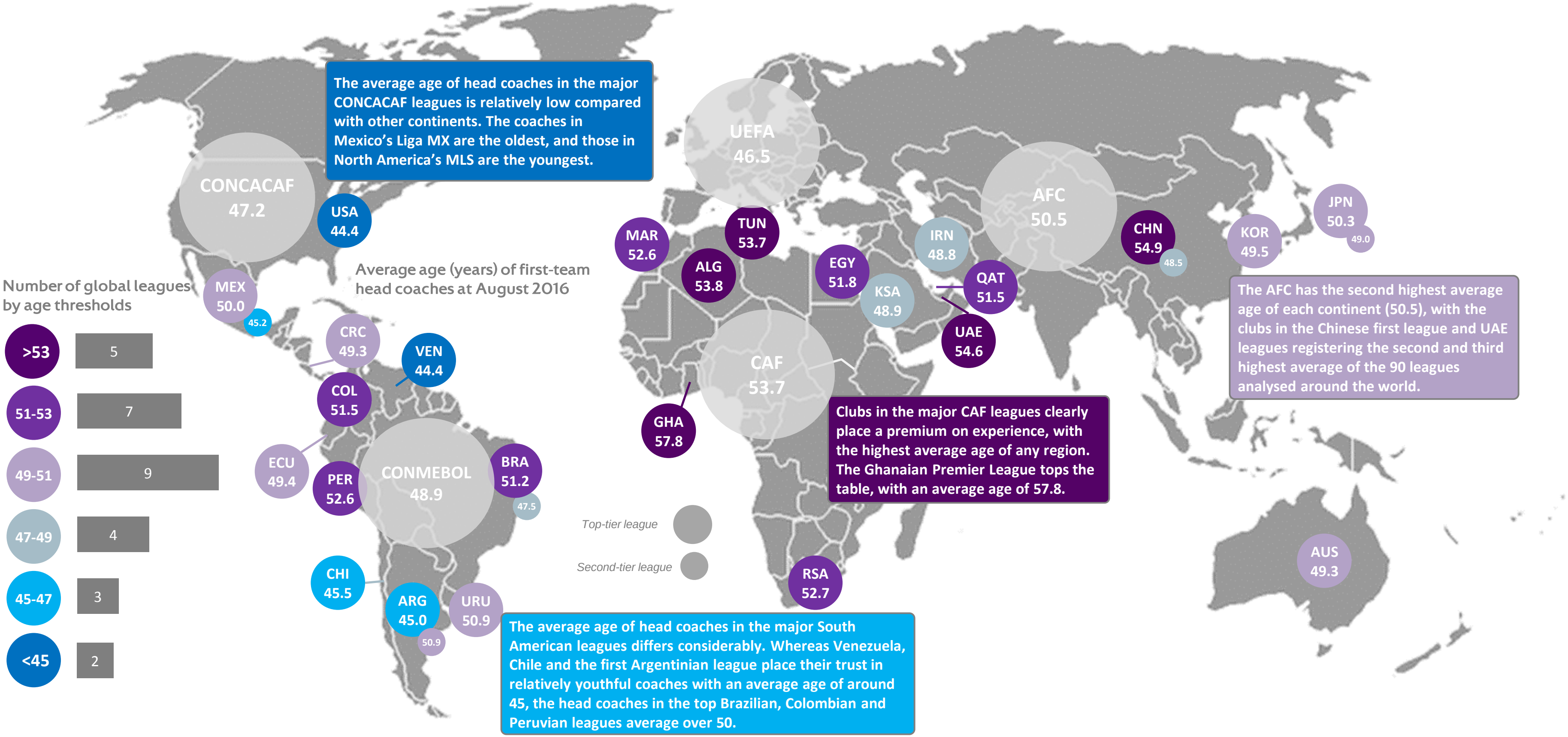
Average head coach age around the world

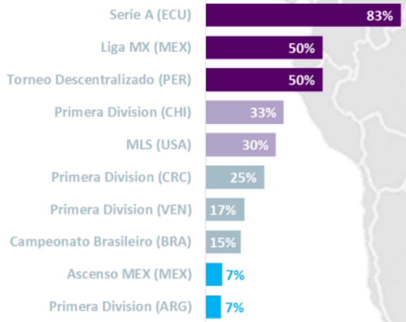


Expatriate head coaches by region

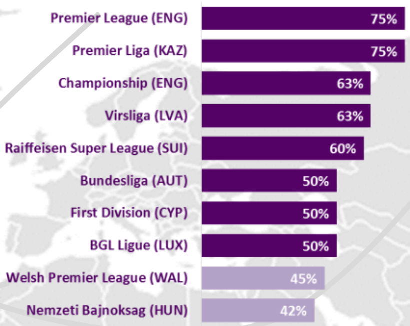
Percentage of foreign head coaches, August 2016

Ecuador's Serie A employs the highest percentage of foreign head coaches (83%) in the America's with 83% non Ecuadorian. Exactly half of the head coaches in Mexico's Liga MX and the Peruvian Torneo Descentralizado come from abroad. In general however foreign managers are in the minority in this region.

American leagues with the highest percentage of foreign head coaches

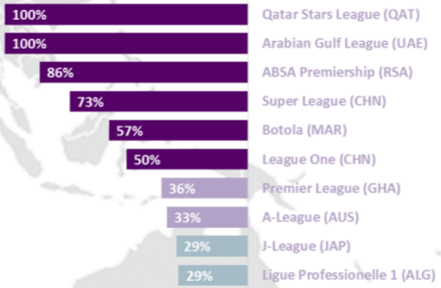


European leagues with the highest percentage of foreign head coaches

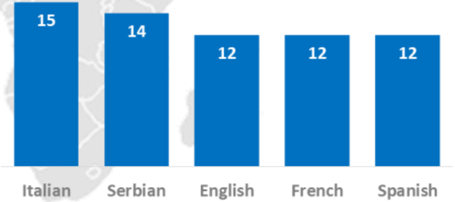


The English Premier League has the highest proportion of foreign head coaches in Europe at 75% featuring 10 different nationalities. Foreign coaches are now in the majority in a number of other European leagues.

Leagues in the rest of the world with the highest percentage foreign head coaches



Top five foreign head coach nationalities (number of leagues)



Italian and Serbian head coaches are the most widely spread, featuring in 15 and 14 of the world's top 90 leagues. The English, French and Spanish are the next most frequent travellers, each being found in 12 different leagues outside their home countries.

79 Number of head coach nationalities represented in the 90 leagues analysed around the world

Of the leagues studied in the Middle East, the highest percentage of foreign head coaches are found in Qatar and the United Arab Emirates. In fact, all the first-team head coaches employed by clubs in the Qatar Stars League and the Arabian Gulf League in August 2016 were foreign. South Africa completes the top three, with 86% of its top-tier clubs' head coaches coming from abroad.

CHAPTER

3

Players

Player highlights

Russia and Turkey have the oldest average player age in Europe with the second Dutch league comfortably the youngest

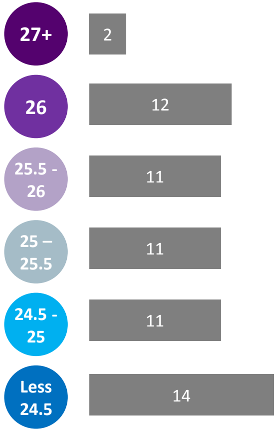
The English Premier League has comfortably the highest percentage of expatriate players, at almost 70%

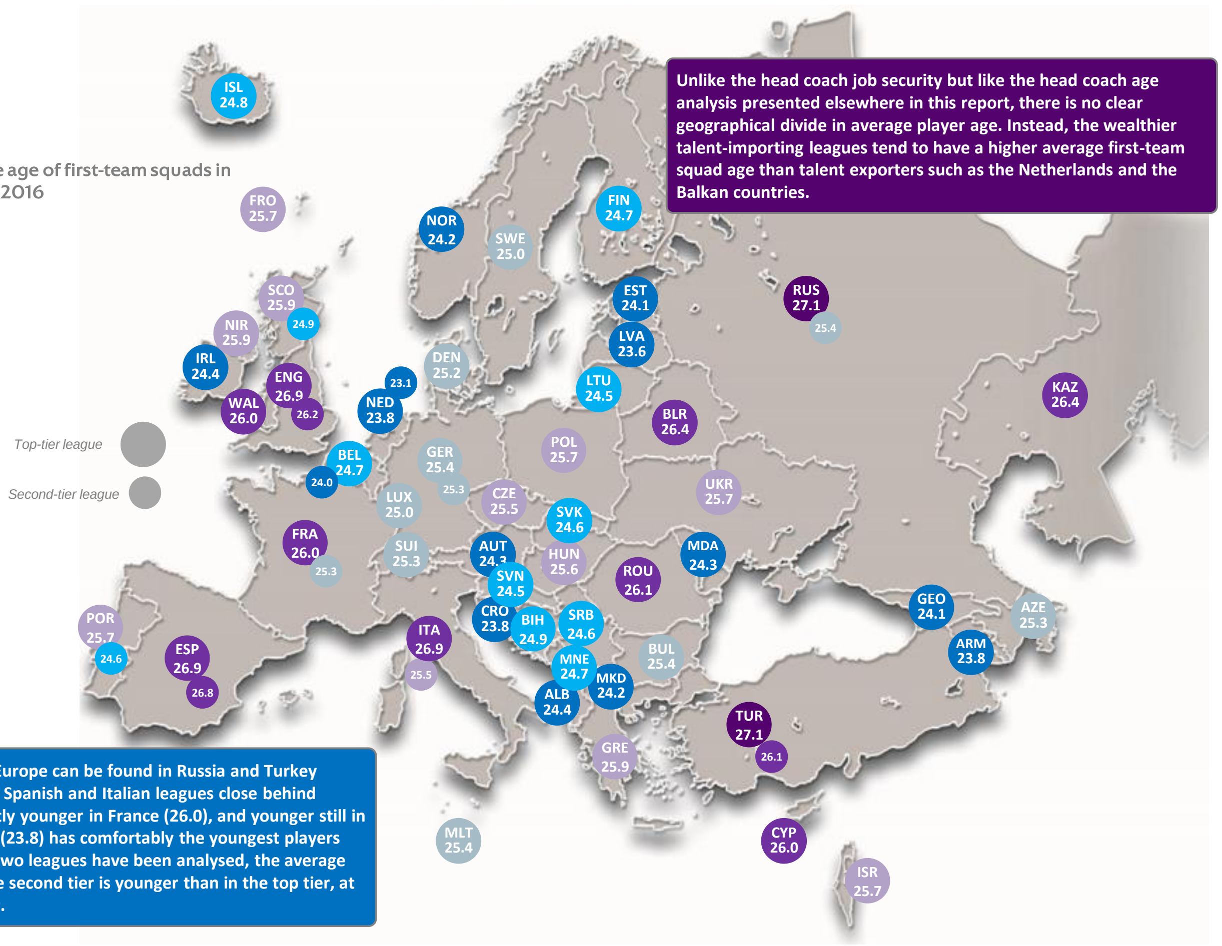
A strong majority, 82%, of global talent is concentrated in European leagues with 48% playing in England, Germany, Italy or Spain.

Average player age across Europe

Average age of first-team squads in January 2016

Number of European leagues by age thresholds





Unlike the head coach job security but like the head coach age analysis presented elsewhere in this report, there is no clear geographical divide in average player age. Instead, the wealthier talent-importing leagues tend to have a higher average first-team squad age than talent exporters such as the Netherlands and the Balkan countries.

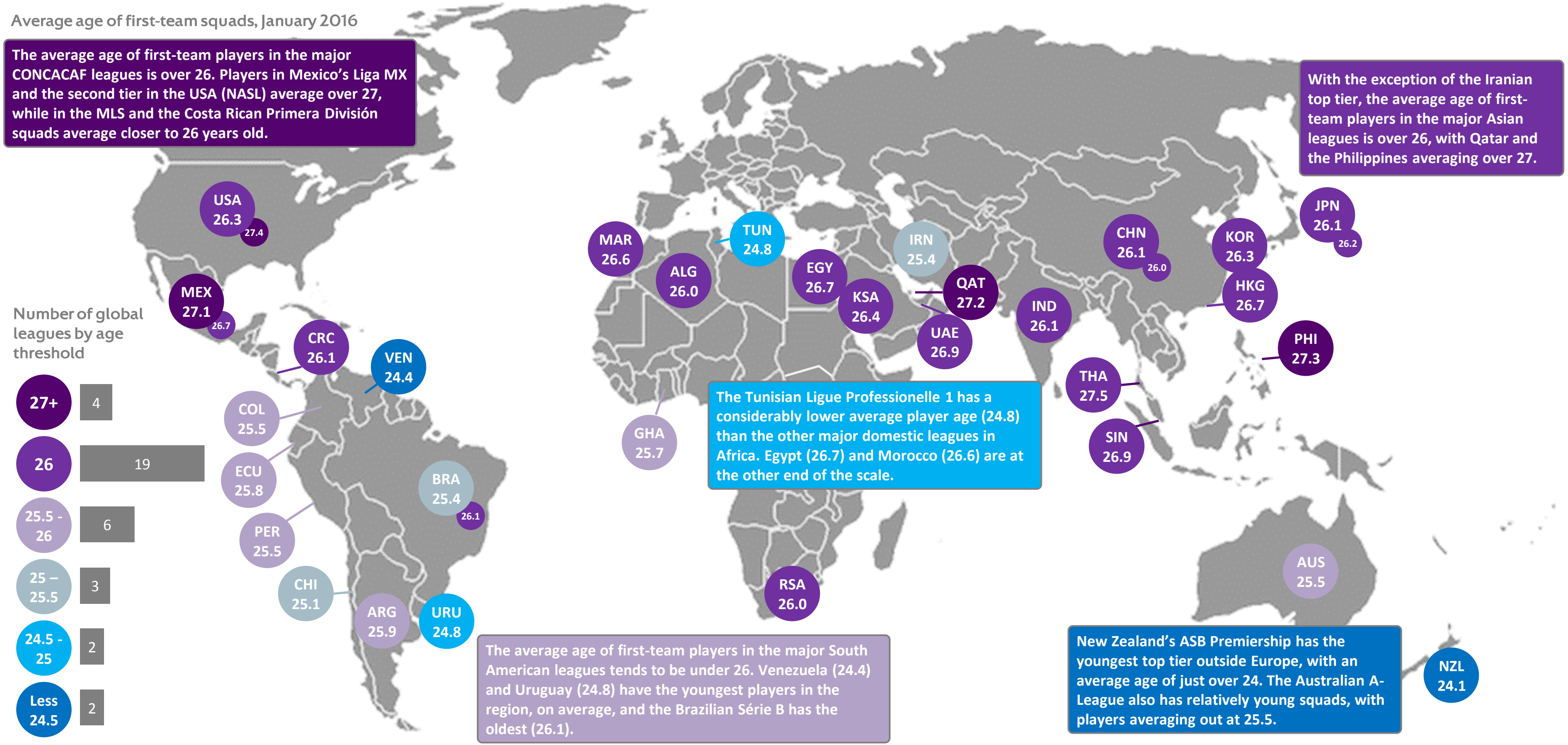
The oldest average player age in Europe can be found in Russia and Turkey (27.1), with players in the English, Spanish and Italian leagues close behind (26.9). The average player is slightly younger in France (26.0), and younger still in Germany (25.4). The Netherlands (23.8) has comfortably the youngest players (23.1). In all ten countries where two leagues have been analysed, the average age of the first-team squads in the second tier is younger than in the top tier, at an average of 0.8 years per player.

Average player age around the world

Average age of first-team squads, January 2016

The average age of first-team players in the major CONCACAF leagues is over 26. Players in Mexico's Liga MX and the second tier in the USA (NASL) average over 27, while in the MLS and the Costa Rican Primera División squads average closer to 26 years old.

With the exception of the Iranian top tier, the average age of first-team players in the major Asian leagues is over 26, with Qatar and the Philippines averaging over 27.



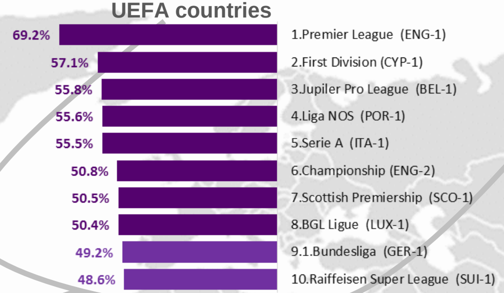
The Tunisian Ligue Professionelle 1 has a considerably lower average player age (24.8) than the other major domestic leagues in Africa. Egypt (26.7) and Morocco (26.6) are at the other end of the scale.

The average age of first-team players in the major South American leagues tends to be under 26. Venezuela (24.4) and Uruguay (24.8) have the youngest players in the region, on average, and the Brazilian Série B has the oldest (26.1).

New Zealand's ASB Premiership has the youngest top tier outside Europe, with an average age of just over 24. The Australian A-League also has relatively young squads, with players averaging out at 25.5.

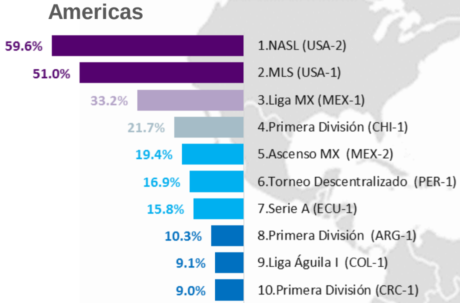
Expatriate players by region

Average percentage of expatriates on first-team squads, January 2016



The English Premier League had the highest proportion of expatriate players of the 175 leagues analysed (69.2%, featuring 65 different nationalities). However, the largest nationality groups (French and Spanish) account for less than 5% of the total number of players in the first-team squads.

Looking at the five leagues with the highest concentration of expatriates, Brazilians represent just over a quarter of players in the Portuguese top tier. Argentinian players in Chile form the fourth highest concentration of expatriates (15% of all players) and account for 7 out of every 10 expatriate players in Chile.**



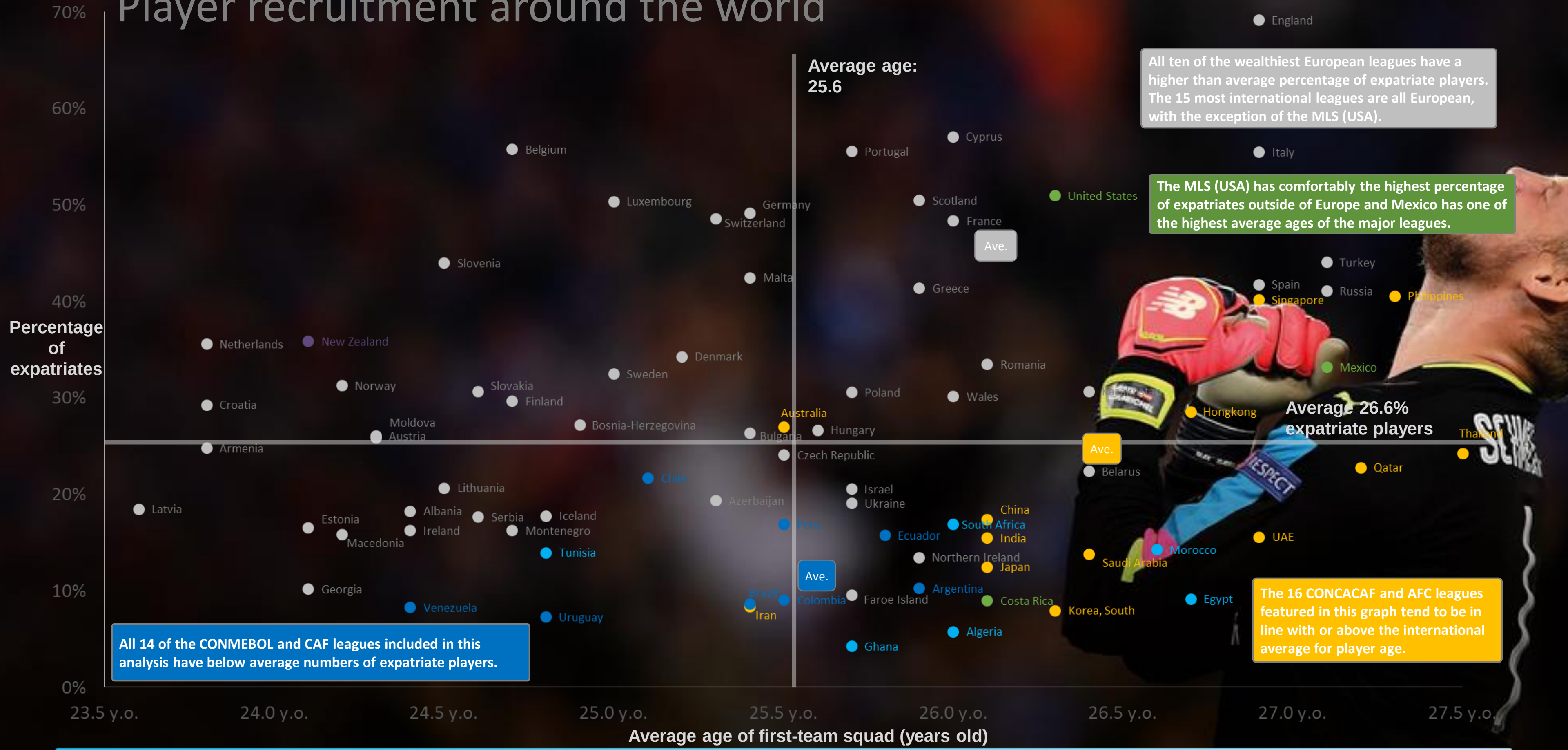
162 Number of nationalities in these 30 leagues*

25 Brazilians are ubiquitous, with 409 Brazilian players featuring in 25 of the 30 leagues included on this page. Their dispersion, however, may come as more of a surprise. While more than 20 Brazilians play in places as diverse as Hong Kong, Cyprus and the USA, only 3 in total appear in the other five South American leagues with none in Argentina or Columbia. By contrast, Argentinian expatriate players, while also widely dispersed across 24 of the 30 leagues featured here, have a strong presence (138) in other South American leagues, including 18 in the Brazilian Serie A.

Rank	League	Country	Expatriate nationality*	Number expatriate players	Percentage of all players	Percentage of expatriate players
1.	Liga NOS	POR	Brazilian	127	26%	46%
2.	BGL Ligue	LUX	French	66	18%	36%
3.	S. League	SIN	Japanese	56	18%	49%
4.	Primera División	CHI	Argentinian	73	15%	70%
5.	Scottish Premiership	SCO	English	42	15%	32%

* The 30 leagues presented here represent a cross-section of leagues around the world with a high percentage of expatriates. For the purposes of this benchmarking analysis, 'nationality' reflects member association affiliation rather than official nationality, hence the inclusion of English players as an expatriate group in the Scottish Premiership. ** Where players have dual nationality, this analysis takes their 'primary' nationality based on international representation or place of birth. If dual-nationality Brazilian-Portuguese players are excluded from the analysis, the proportion of Brazilian players in Portugal would still rank highest at 24%.

Player recruitment around the world



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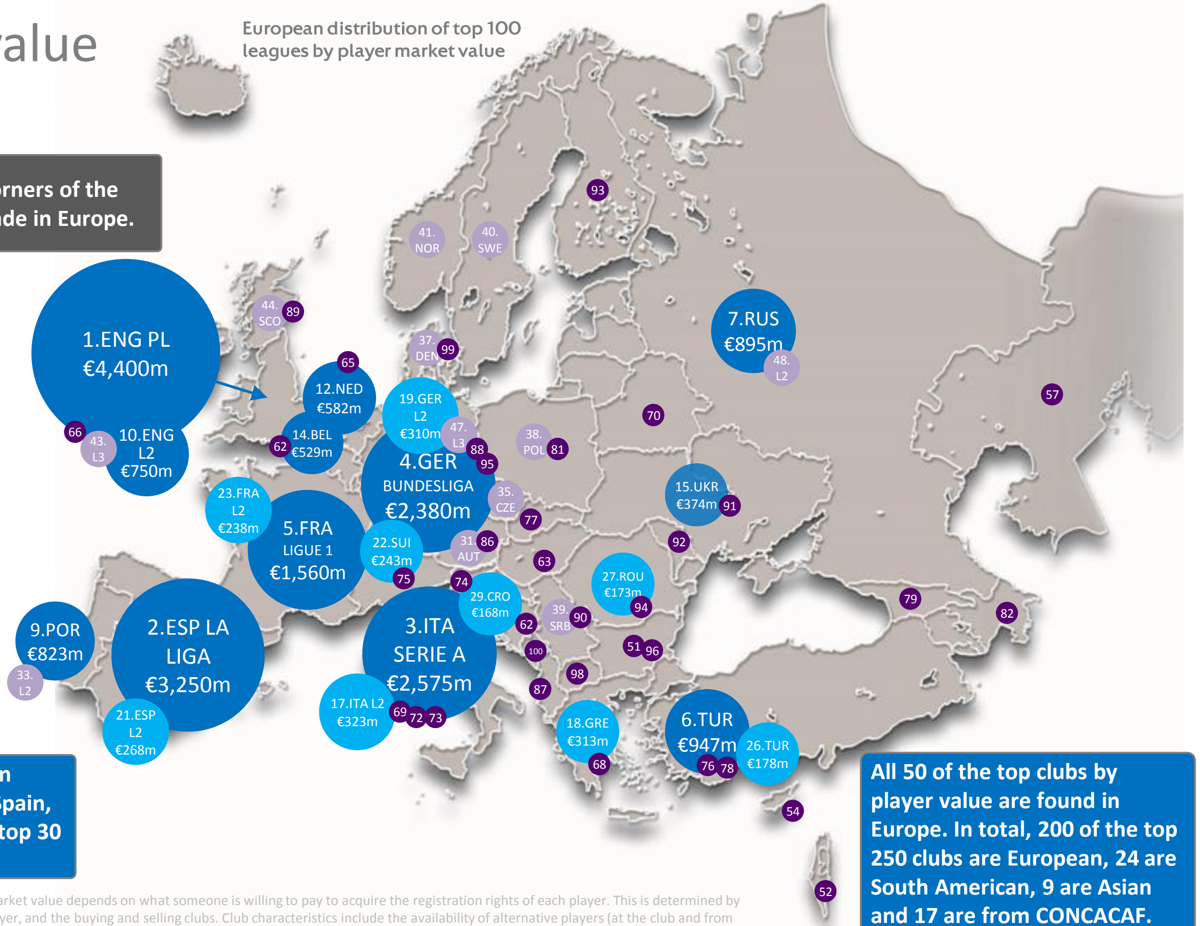
European player market value

The world's €30.6bn in playing talent is spread across all corners of the globe.* At the centre, an estimated 82% are plying their trade in Europe.

Of the top 100 leagues by playing talent, 69 are found in Europe. This includes 39 top-tier leagues and 30 in the second tier and below. Five Italian and German and four English and Turkish leagues are included in the top 100.



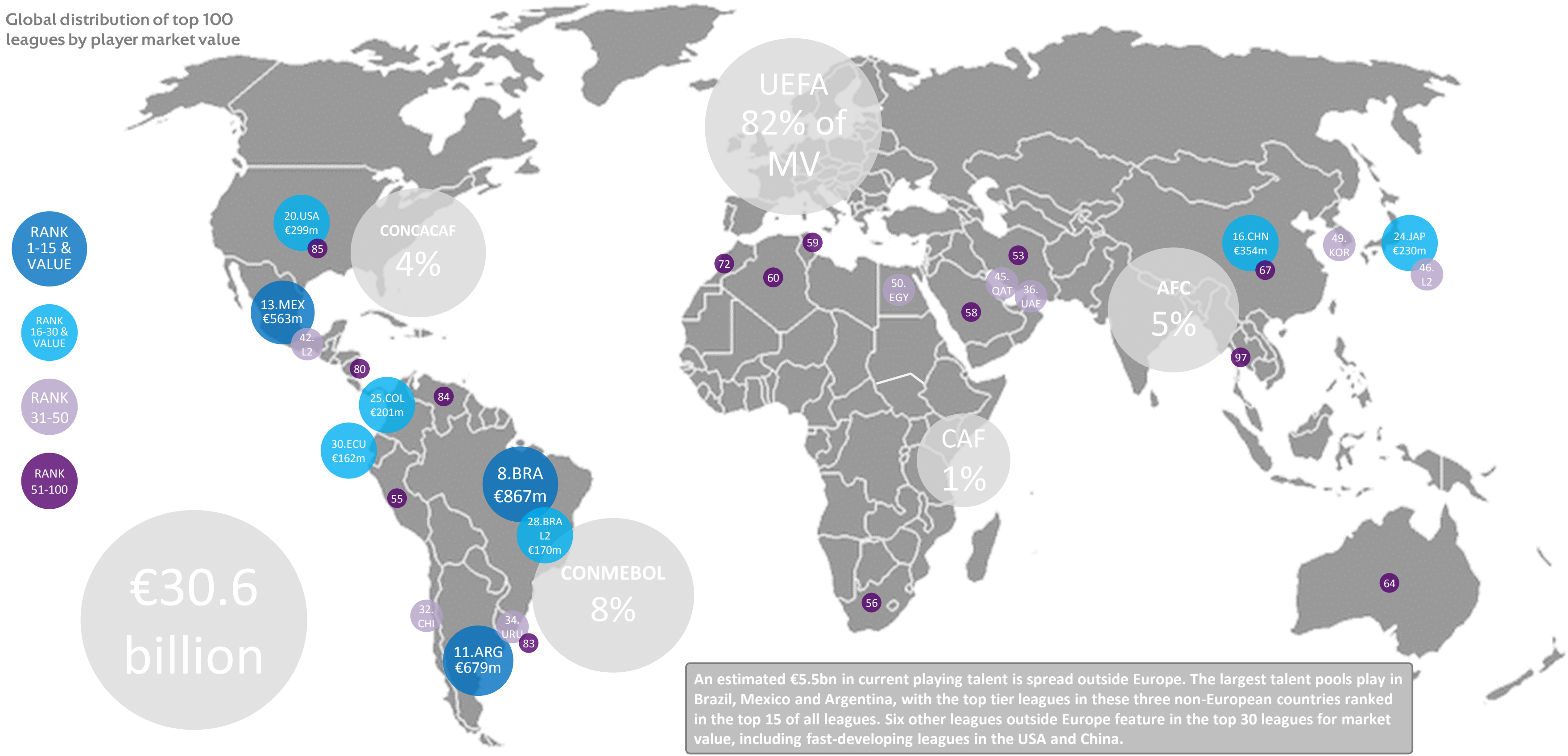
Considerable talent can be found outside the top tiers in Europe, with the second-tier leagues in England, Italy, Spain, Germany, France, Turkey and Brazil all featuring in the top 30 global leagues by player market value.

All 50 of the top clubs by player value are found in Europe. In total, 200 of the top 250 clubs are European, 24 are South American, 9 are Asian and 17 are from CONCACAF.

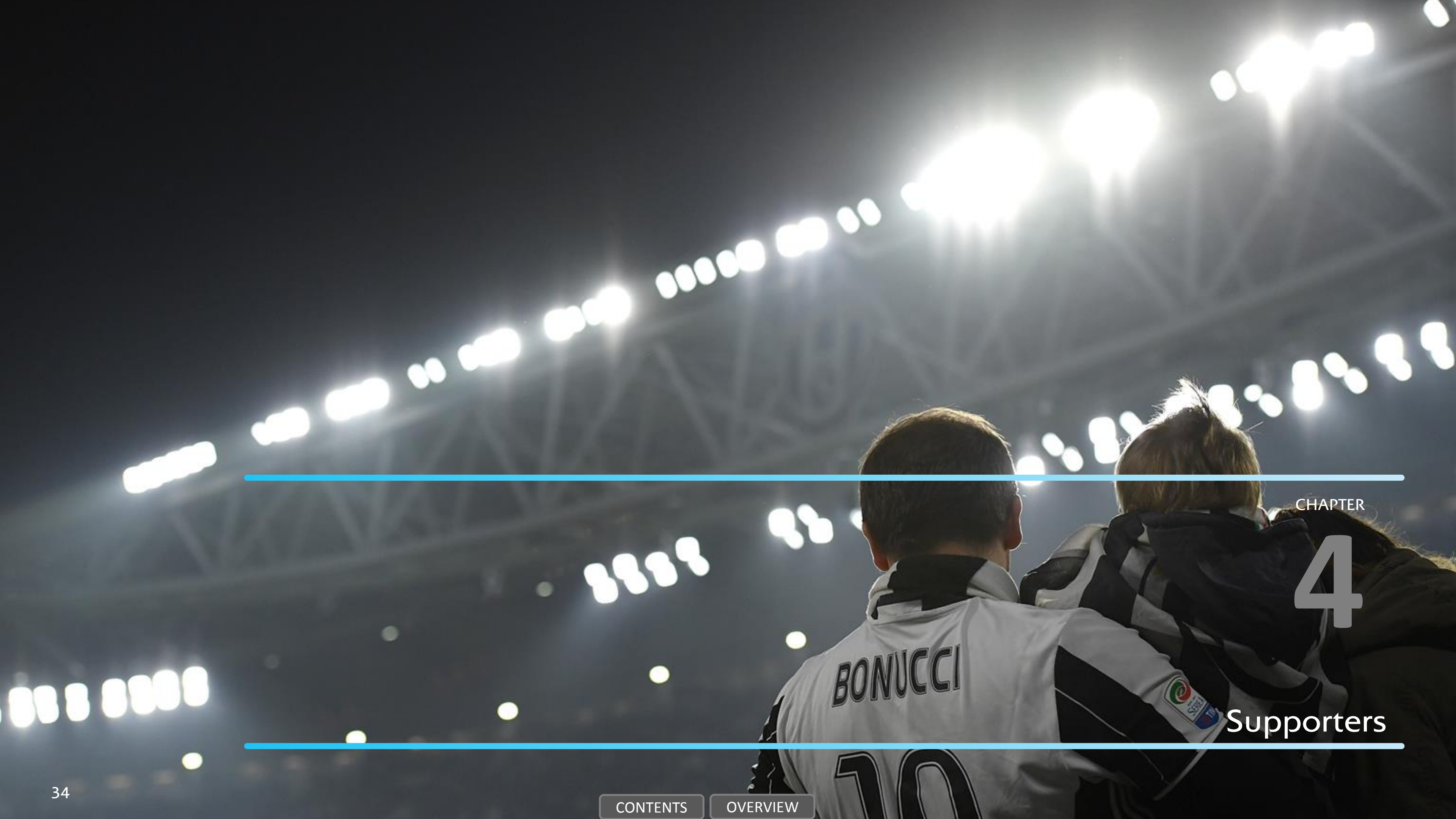
* The market value of 'playing talent' is a theoretical, estimated market value because the actual market value depends on what someone is willing to pay to acquire the registration rights of each player. This is determined by multiple factors, including the player's contractual situation and numerous characteristics of the player, and the buying and selling clubs. Club characteristics include the availability of alternative players (at the club and from outside), the club's financial strength and league position, the number of clubs competing for players with the same characteristics, and the club's managerial situation (e.g. new head coach or sporting director).

Global player market value

Global distribution of top 100 leagues by player market value



An estimated €5.5bn in current playing talent is spread outside Europe. The largest talent pools play in Brazil, Mexico and Argentina, with the top tier leagues in these three non-European countries ranked in the top 15 of all leagues. Six other leagues outside Europe feature in the top 30 leagues for market value, including fast-developing leagues in the USA and China.



CHAPTER

4

Supporters

CONTENTS OVERVIEW

Supporter highlights

Crowds of more than 170 million went to European league matches in 2015/16, with 55 million attending matches in England and Germany

There was a significant 2.6 million increase in European crowds last season, with 14 leagues achieving their best attendance figures in more than ten years

Based on 4,900 season-to-season results, each step up or down the league table results in an average 3% increase or decrease in match attendance

Top 10 attendances

In amongst all the good news about improved finances in European top-division football, a drop in attendance figures was the one note of caution in last year's benchmarking report. The number of people going to matches is an important indicator of the underlying vitality of club football, as supporters are the lifeblood of the professional game.

The latest season has seen a significant bounce back in attendances* for the majority of clubs, the vast majority of leagues and in aggregate across Europe.

The highest aggregate and average crowds were once again found in the English Premier League and the German Bundesliga in 2015/16. All eight clubs that recorded home match attendances of more than 1 million play in the top tier in England, Germany or Spain, and four of the top ten European leagues by total attendance were second or third-tier leagues in England, Germany and Spain, emphasising the strength and depth of supporter interest and stadium capacity in these three traditional powerhouses.

Top ten European leagues by total attendance, 2015/16

Country	Domestic tier of league	Number of teams	Number of matches	Aggregate	Average	High club average
ENG	1	20	380	13,855,180	36,461	75,286
GER	1	18	306	13,249,800	43,300	81,178
ESP	1	20	380	10,855,840	28,568	79,724
ENG	2	24	552	9,578,304	17,352	29,442
ITA	1	20	380	8,421,560	22,162	45,538
FRA	1	20	380	7,940,480	20,896	46,160
NED	1	18	306	5,932,422	19,387	49,206
GER	2	18	306	5,864,490	19,165	30,724
ENG	3	24	552	3,886,080	7,040	19,889
ESP	2	22	462	3,542,154	7,667	16,093

Top ten European clubs by total attendance, 2015/16

Club with 2015/16 European rank by total season home attendances	Average	Total
1. FC Barcelona (ESP)	79,724	1,514,756
2. Manchester United FC (ENG)	75,286	1,430,434
3. Borussia Dortmund (GER)	81,178	1,380,026
4. Real Madrid CF (ESP)	71,280	1,354,320
5. FC Bayern München (GER)	75,000	1,275,000
6. Arsenal FC (ENG)	59,944	1,138,936
7. FC Schalke 04 (GER)	61,386	1,043,562
8. Manchester City FC (ENG)	54,041	1,026,779
9. Newcastle United FC (ENG)	49,754	945,326
10. Hamburger SV (GER)	53,700	912,900

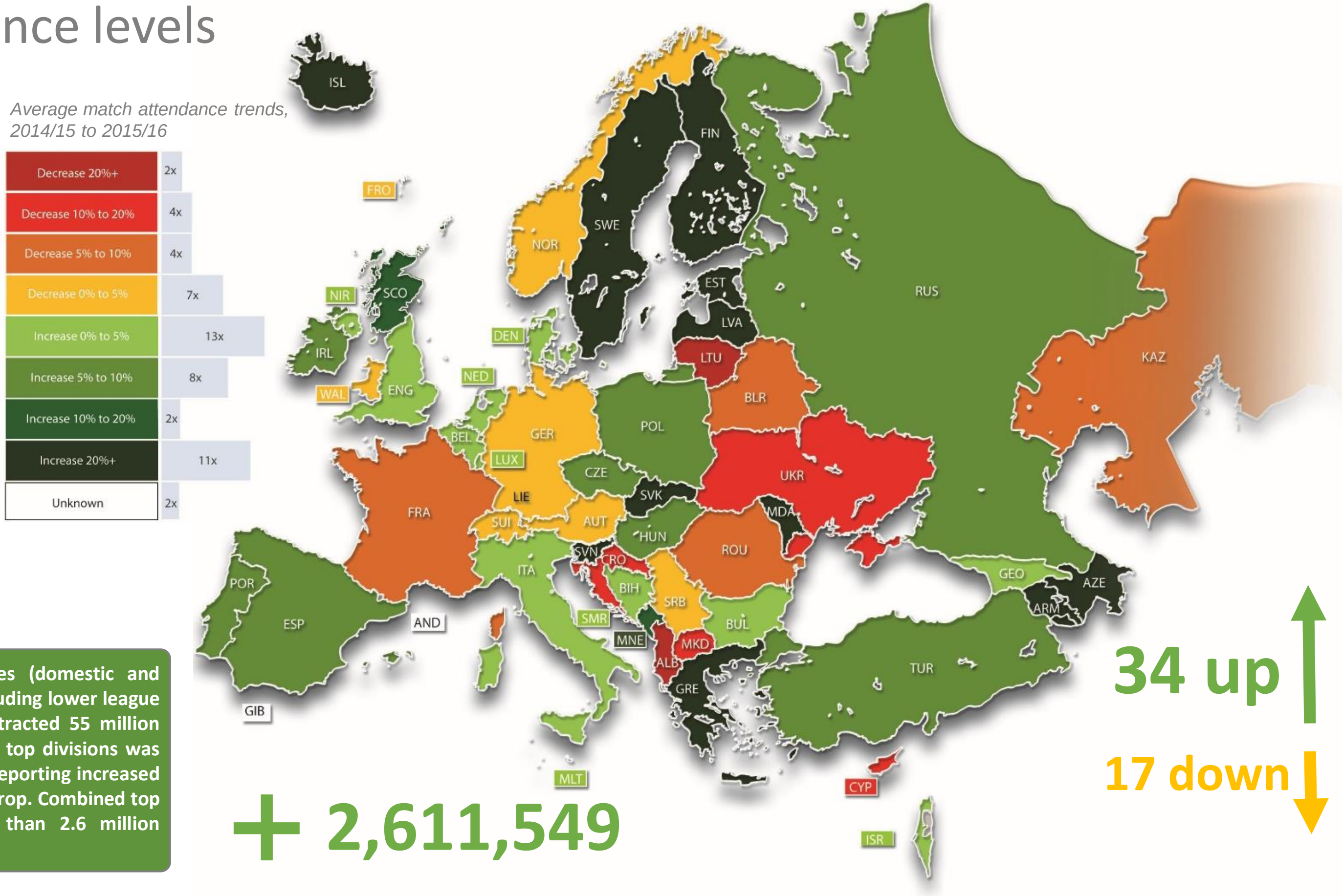
Record attendances

Total attendances in the following 14 countries were the highest for at least ten seasons: Azerbaijan; Czech Republic; Estonia; Finland; the Republic of Ireland; Israel; Northern Ireland; Luxembourg; Poland; Portugal; San Marino; Slovakia; Slovenia, and; Sweden.

* Attendance figures are for the two most recently completed seasons, i.e. 2014/15 and 2015/16 for winter championships and 2014 and 2015 for the 11 summer championships.

European attendance levels

Average match attendance trends, 2014/15 to 2015/16



Attendances at European football matches (domestic and UEFA) exceeded 170 million in 2015/16. Including lower league attendances, German and English clubs attracted 55 million spectators between them. The trend in the top divisions was largely positive (see map), with 34 leagues reporting increased crowds, compared with 17 that reported a drop. Combined top division attendances increased by more than 2.6 million between 2014/15 and 2015/16.

Attendance trend highs and lows

Biggest increases in average league attendance (100,000+)

Rank agg	Increase	Increase %	2014/15 total	2015/16 total
1. SWE	678,960	40%	1,711,680	2,390,640
2. ESP	658,464	6%	10,197,376	10,855,840
3. ISR	487,696	41%	1,199,744	1,687,440
4. AZE	231,463	99%	234,197	465,660
5. POL	230,367	9%	2,464,121	2,694,488
6. SCO	227,048	12%	1,974,292	2,201,340
7. POR	214,727	7%	3,090,991	3,305,718
8. NED	188,683	3%	5,743,739	5,932,422
9. RUS	186,990	8%	2,473,410	2,660,400
10. TUR	134,045	5%	2,444,617	2,578,662
11. SRB	133,761	21%	622,815	756,576
12. ENG	107,198	1%	13,747,982	13,855,180
13. FIN	104,544	26%	405,108	509,652

In total, 13 top-tier leagues added at least 100,000 to their total crowds between 2014/15 and 2015/16, contributing to a net top-division increase of more than 2.6 million.*

Biggest increases in average club attendance (5,000+)

Clubs and European rank by attendance increase	2014/15 season	2015/16 season	Increase
1. Manchester City FC (ENG)	45,365	54,041	8,676
2. Fenerbahçe SK (TUR)	20,029	28,589	8,560
3. FC Internazionale Milano (ITA)	37,270	45,538	8,268
4. Hapoel Beer-Sheva FC (ISR)	7,711	15,803	8,092
5. Udinese Calcio (ITA)	8,912	16,209	7,297
6. SSC Napoli (ITA)	32,266	38,760	6,494
7. Górnik Zabrze SSA (POL)	2,961	9,340	6,379
8. Olympique Lyonnais (FRA)	34,949	40,296	5,347
9. Sporting Clube de Portugal (POR)	34,988	39,988	5,000

Nine clubs added 5,000 or more to their average season match attendance between 2014/15 and 2015/16. At the top of the list is Manchester City FC, which benefitted from increased stadium capacity, as did Udinese Calcio and Olympique Lyonnais.

Major year-on-year league attendance changes

While 13 leagues added at least 100,000 to their total crowds, just 3 saw an equivalent decrease. More than half of the Romanian decrease was due to a reduction in the number of clubs and matches played. The majority of the French Ligue 1 decrease was due to the mix of smaller clubs being promoted and larger ones relegated, with eight of the other clubs reporting increases and nine reporting decreases in attendance. The continued decrease in Ukrainian attendance largely reflects the wider economic, political and security context.

Rank agg	Decrease	Decrease %	2014/15 total	2015/16 total
1. FRA	-514,729	-6%	8,455,209	7,940,480
2. ROU	-214,371	-19%	1,110,831	896,460
3. UKR	-200,410	-18%	1,111,866	911,456

Clubs that lost at least 5,000 of their average crowd between 2014/15 and 2016/17

Clubs and European rank by attendance increase	2014/15 season	2015/16 season	Decrease
1. S.S. Lazio (ITA)	34,949	21,025	-13,924
2. Olympique de Marseille (FRA)	53,130	42,015	-11,115
3. Valencia CF (ESP)	44,239	37,474	-6,765
4. LOSC Lille Métropole (FRA)	36,552	30,268	-6,284
5. FC Dynamo Kyiv (UKR)	19,254	13,019	-6,235

Worse on-pitch results* contributed to decreases of 5,000 or more at five clubs across Europe.

* While a late improvement in results saw LOSC Lille Métropole actually improve their season ending position from 2014/15 to 2015/16, the club spent the majority of the season in the bottom half of the table.

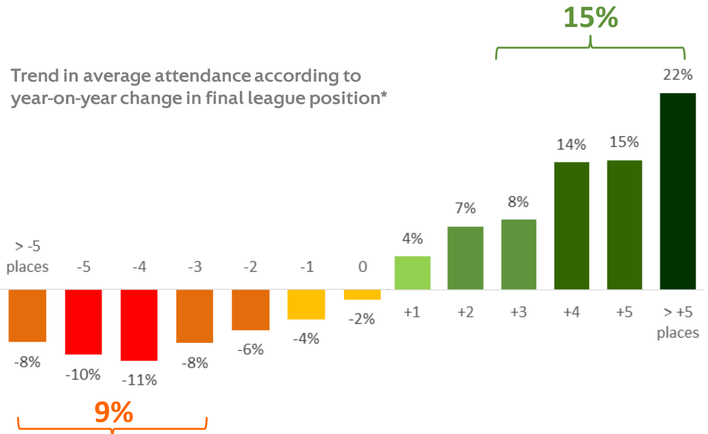
Attendances and on-pitch performance

The following charts illustrate some of the findings from a major analytical review of how changes in on-pitch performance have impacted attendance levels at almost 1,000 clubs over the last decade.* The following four main selection criteria have been applied: only consecutive top division seasons have been compared; changes related to increased or reduced stadium capacity have been excluded; changes arising from clubs playing their home matches outside their home cities on political grounds or playing behind closed doors on disciplinary grounds have been excluded; and average attendance for each club has been compared with the league average in each season to remove the effect of underlying attendance and pricing trends.

There is a clear link between average attendance trends and on-pitch performance, as measured by changes in final league position. On average, moving one position up the league table added 3% to average attendance, with each position lost resulting in an equivalent 3% drop in attendance.

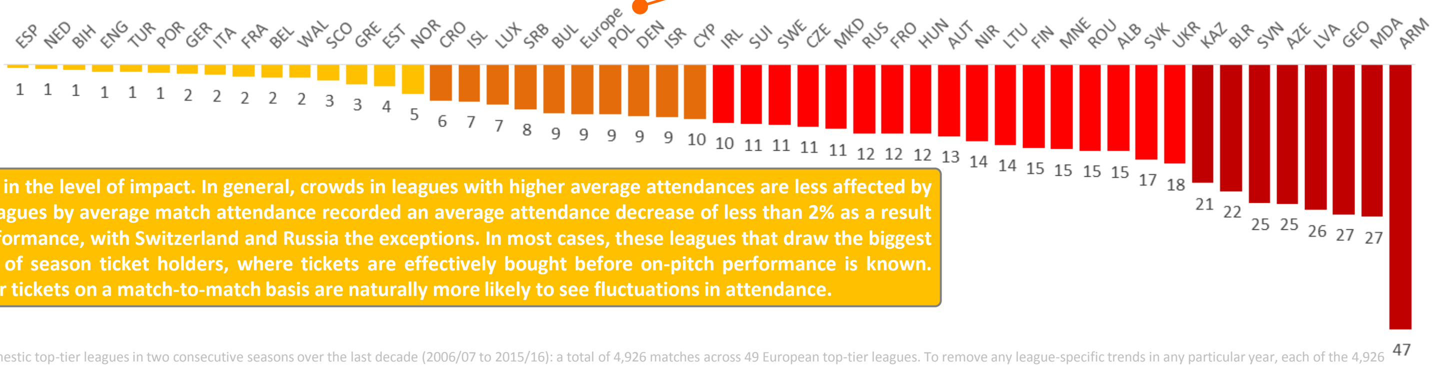
A significant improvement or deterioration in performance (moving three places or more in the table), as seen more than 2,000 times across European leagues in the last decade, has led on average to crowds increasing by 15% or decreasing by 9%.

Trend in average attendance according to year-on-year change in final league position*



Across the decade, a decrease in sporting performance correlates to fewer crowds in every one of the 49 leagues analysed.

Average percentage decrease in attendance of clubs with drop in on-pitch performance (-3 places or more in league table)

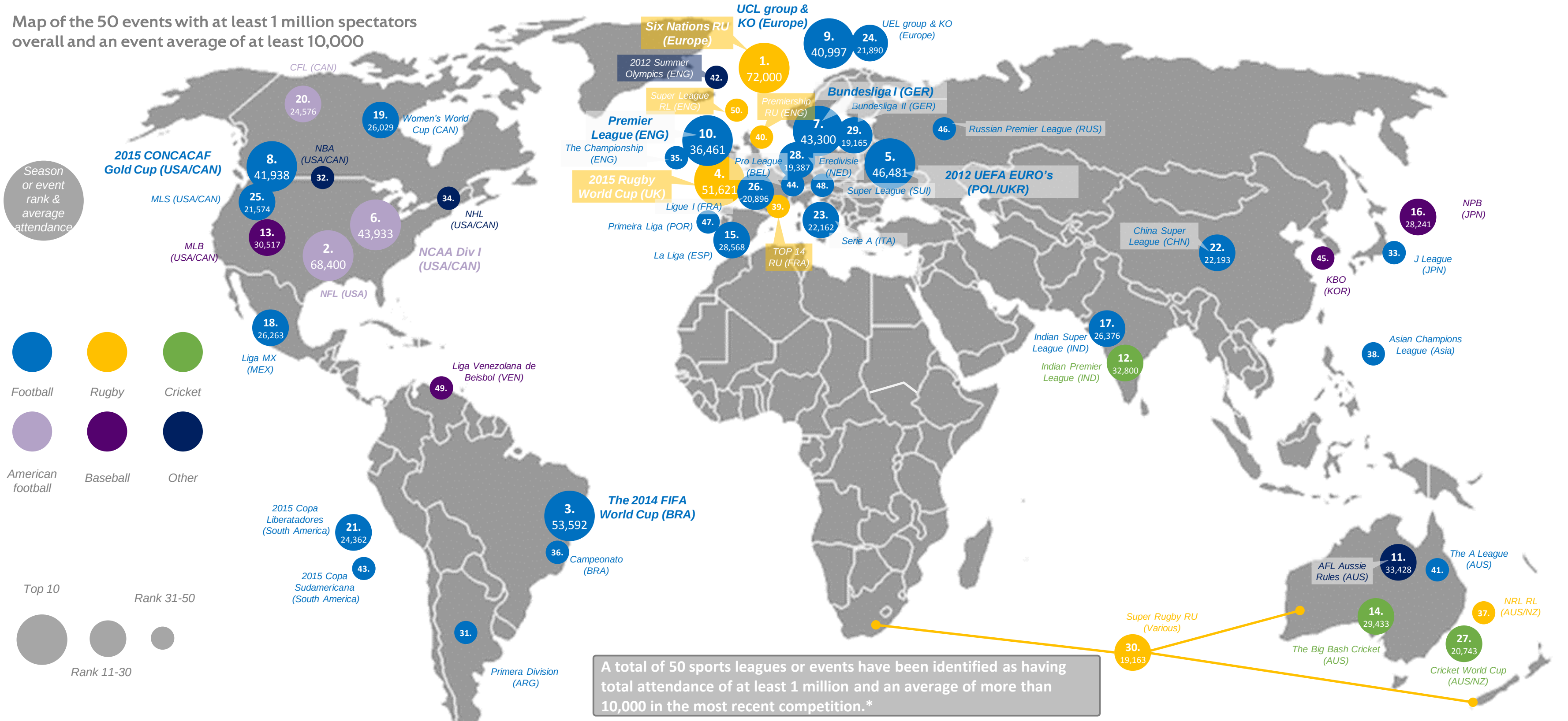


There is, however, significant variation in the level of impact. In general, crowds in leagues with higher average attendances are less affected by on-pitch results. Eight of the top ten leagues by average match attendance recorded an average attendance decrease of less than 2% as a result of significant decreases in on-pitch performance, with Switzerland and Russia the exceptions. In most cases, these leagues that draw the biggest crowds also have a higher proportion of season ticket holders, where tickets are effectively bought before on-pitch performance is known. Leagues in which clubs sell most of their tickets on a match-to-match basis are naturally more likely to see fluctuations in attendance.

* This analysis covers all the 941 clubs that played in their domestic top-tier leagues in two consecutive seasons over the last decade (2006/07 to 2015/16): a total of 4,926 matches across 49 European top-tier leagues. To remove any league-specific trends in any particular year, each of the 4,926 attendance figures are compared to the league average for the season in question. Sporting performance is just one of many factors that can lead to changes in attendance. Other factors include ticket pricing and stadium capacity changes, as well as indirect factors such as the proportion of season tickets, the level of capacity utilisation and the means of measuring attendances.

Top 50 most attended global sports events

Map of the 50 events with at least 1 million spectators overall and an event average of at least 10,000



A total of 50 sports leagues or events have been identified as having total attendance of at least 1 million and an average of more than 10,000 in the most recent competition.*

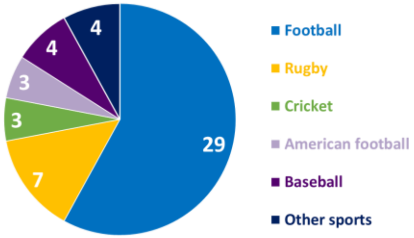
* In addition there are at least four motor sports series (Formula 1, NASCAR, Indycar and MotoGP) that are ticketed events and are estimated to have annual attendance figures of between 1 and 5 million. Accurate figures are, however, not available for these events, which are therefore not included on the map. There are various other events such as the grand cycling tours, the world rally series and city marathons that probably also exceed 1 million spectators but these are generally free to attend. The attendance figures for the Summer Olympics reflect the average number of spectators paying to attend such events.

Table of the top 20 events by average attendance

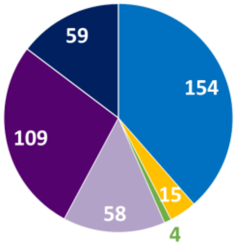
Average attendance rank	League/event	Sport	Country/area	Average attendance	Total attendance	*Total attendance rank*	Number of games	Season
1	Six nations	Rugby union	Europe	72,000	1,080,000	*48*	15	2015
2	NFL	American football	US	68,400	17,510,000	*6*	256	2015
3	World Cup	Football	Brazil	53,592	3,430,000	*27*	64	2014
4	IRB Rugby World Cup	Rugby union	UK	51,621	2,478,000	*34*	48	2015
5	UEFA EURO finals	Football	Ukraine/ Poland	46,481	1,441,000	*44*	64	2012
6	NCAA Div I	American football	North America	43,933	37,913,000	*2*	864	2015
7	Bundesliga	Football	Germany	43,300	13,245,000	*8*	306	2015/16
8	Concacaf Gold Cup	Football	US/Canada	41,938	1,090,000	*47*	62	2015
9	UCL group & KO phases	Football	Various	40,997	5,125,000	*24*	125	2015/16
10	Premier League	Football	England	36,461	13,855,000	*7*	380	2015/16
11	AFL	Aussie Rules football	Australia	33,428	6,886,000	*18*	206	2015
12	Indian Premier League	Cricket	India	32,800	2,000,000	*38*	60	2015
13	MLB	Baseball	North America	30,517	73,760,000	*1*	2417	2015
14	Big bash cricket	Cricket	Australia	29,443	1,030,000	*49*	35	2015/16
15	La Liga	Football	Spain	28,568	10,724,000	*9*	380	2015/16
16	NPB	Baseball	Japan	28,241	24,897,000	*3*	876	2015
17	Indian Super League	Football	India	26,376	1,477,000	*43*	56	2015
18	Liga MX	Football	Mexico	26,263	8,002,000	*14*	306	2015/16
19	FIFA Womens world cup	Football	Canada	26,029	1,354,000	*45*	52	2015
20	CFL	American football	Canada	24,576	2,114,000	*37*	86	2015

Attendance ranks among the top paying sports events vary considerably depending on whether the average or total is used. The top 20 events by average featured on the map are highlighted further in the table above, with the rugby Six nations ranking number one by average but number 48 out of 50 by total attendances. By total attendance, sports such as Baseball or college football with a larger number of matches per season are at the top of the rankings.

Top 50 events/leagues by sport

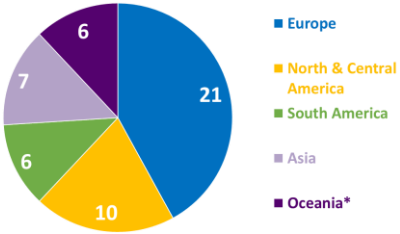


Aggregate attendance (in millions) at top 50 events/leagues



Given its status as the 'global game', it is not surprising that football accounts for more than half (29) of the 50 most highly attended global sports leagues and events. In aggregate terms, the huge number of matches played in a season helps the MLB baseball league to enjoy by far the highest total attendance (73.8 million), almost double that of the combined total of the various NCAA Division I American football college conferences (37.9 million) and six times the aggregate attendance of the English Premier League or the German Bundesliga.

Top 50 events/leagues by region*



The 50 biggest sports leagues and events by attendance are spread around the world, with just over 40% in Europe and 20% in North and Central America. The passion of sports fans in Oceania is also highlighted, with 6 of the 50 leagues/events taking place there despite the region's overall population of less than 40 million. While Asia, the most populous continent, only contributes 7 of the top 50 leagues/events by attendance, many of these, including the Indian Premier League and Super League and the Chinese Super League, are relatively recent additions to the global sporting landscape and they are growing fast.

* For the purposes of this general sporting analysis, the regions are divided along standard geographic rather than football confederation lines. Australia is therefore grouped with New Zealand in Oceania. Events are included by region according to their last host country and the 'Super Rugby' is included in Oceania, where the majority of matches are played, albeit with South African teams and a new Japanese team also taking part in this cross-border championship.

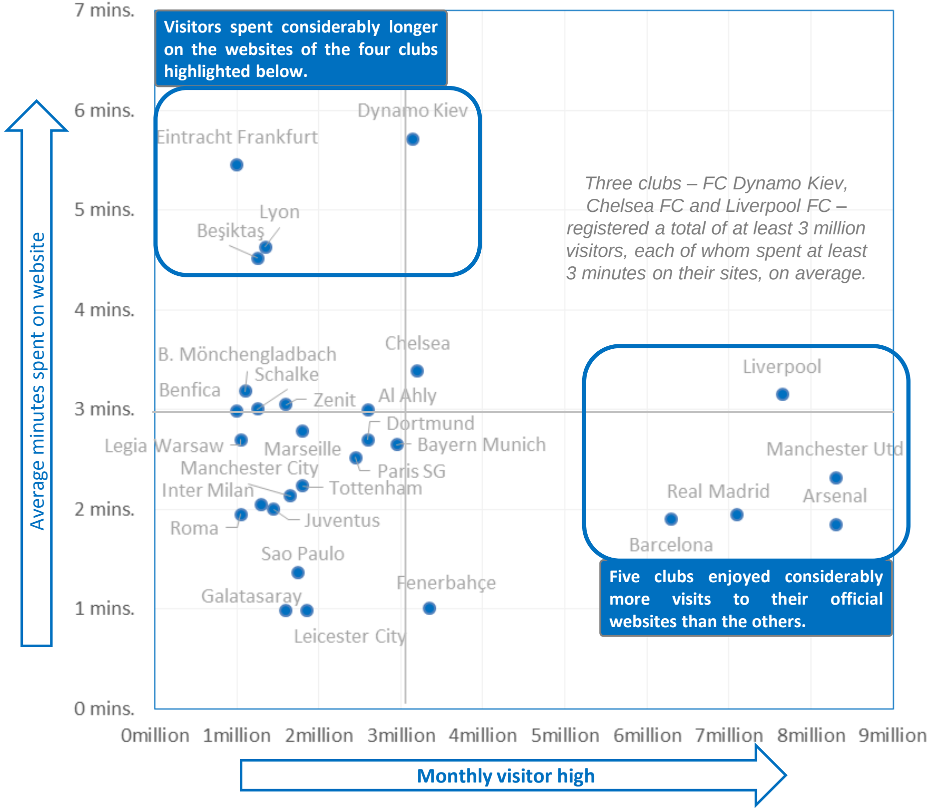
Most successful official club websites

Last year's report illustrated the growing international profile of a limited number of 'global' orientated clubs by means of a detailed analysis of social media following. This year we return to the theme but instead analyse the most successful official club websites.*

At total of 29 clubs, 27 of them from Europe, welcomed at least 1 million visitors to their websites each month in the first half of 2016.

Once again, the strong supporter bases of English and German clubs are evident, with seven English and five German clubs clocking up more than 1 million website visits.

Monthly visitor highs and average minutes spent on website



* More than 200 club websites were benchmarked against a number of factors using www.similarweb.com. The monthly high was the peak month across the period January to June 2016. The average minutes spent on each site is based on the June 2016 web traffic data.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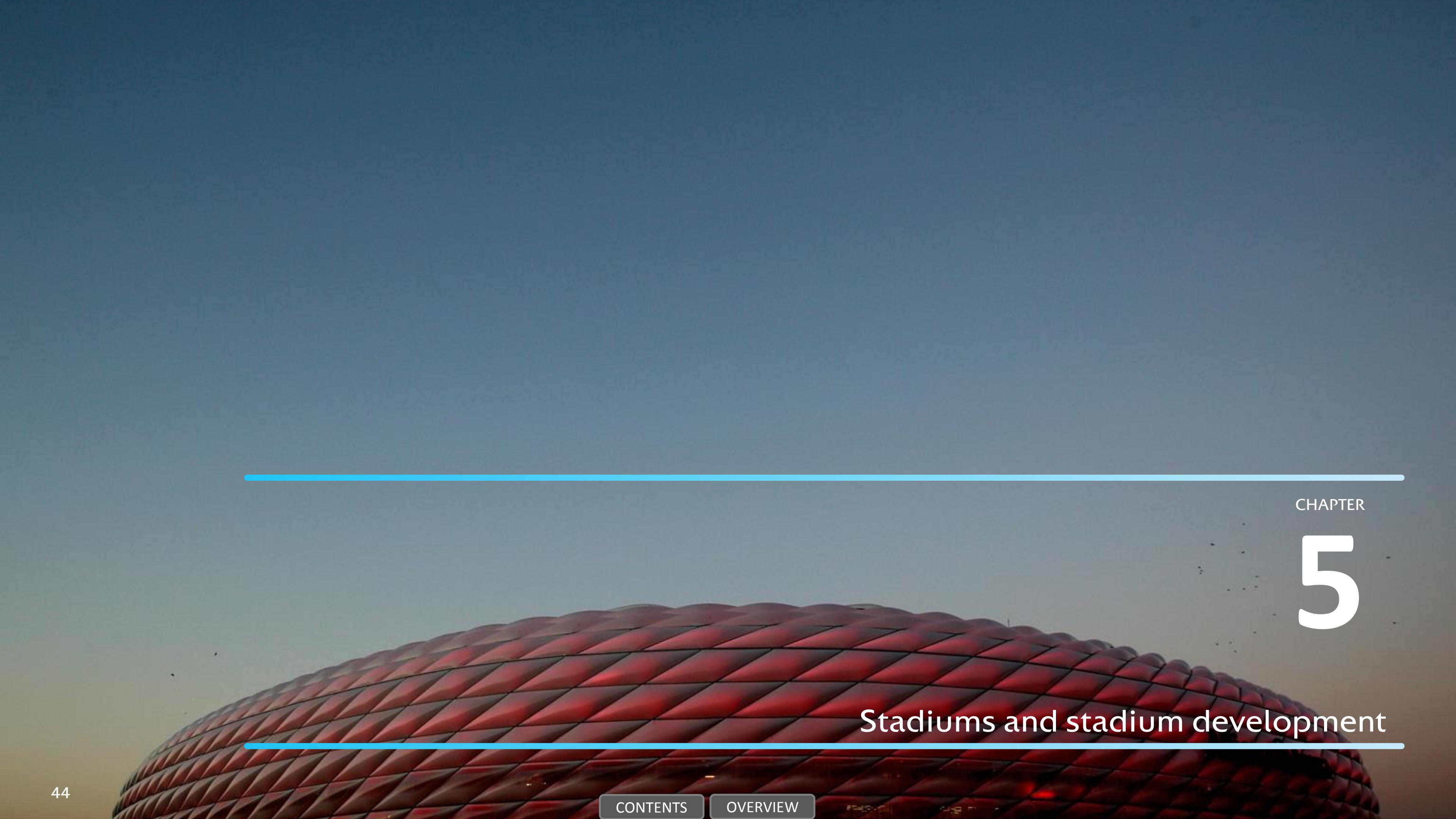


CHAPTER

5

Stadiums and stadium development

CONTENTS OVERVIEW

Stadium development highlights

In the last decade 48% of the major global stadium projects have taken place in Europe

Turkey (18), Poland (14) and Russia (14) have undertaken the most major new stadium projects in Europe since 2007

There has been a notable upward trend in European stadium building, 58 new club projects having been scheduled between 2013 and 2017, compared with 23 between 2008 and 2012

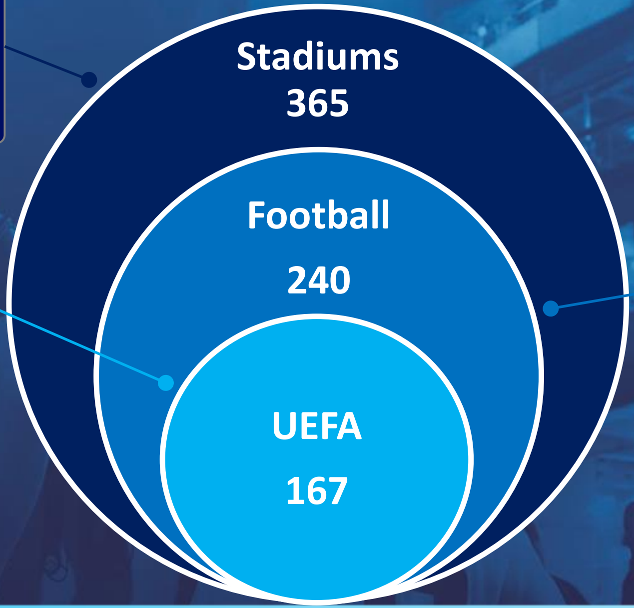
A decade of new stadiums

This section combines a number of stadium databases with UEFA's own research to create a unique picture of stadium developments around the world over the last ten years. Infrastructure projects can leave a lasting legacy for sport and such investments are specifically encouraged by UEFA's financial fair play system.

Stadium projects come in many shapes and sizes. For the purposes of this report, the following analysis is limited to outdoor stadiums with a capacity of over 5,000, built since 2007 or currently under construction. The projects are broken down by year of opening, type of project, principal users, region, country and project status to provide a meaningful overview of trends.

The following analysis of outdoor stadium projects over the last decade covers 365 projects with capacities of over 5,000. Over the next two pages, this full sample is used to illustrate the global stadium landscape and the distribution of new stadium projects according to tenants, sporting discipline, country and continent.

The 167 football stadium projects that have taken, or are taking place, within Europe are analysed on page 51, which presents their geographical spread, the ten largest projects of the last decade and the specific type of projects undertaken.



Of the 365 major stadium projects identified in this analysis, 240 are football stadiums and 174 are in the territory of UEFA member associations. The vast majority of those 174 are European football stadium projects (167) and the remainder are Rugby Union or Speedway grounds.

Stadium projects by type

Type of stadium development project

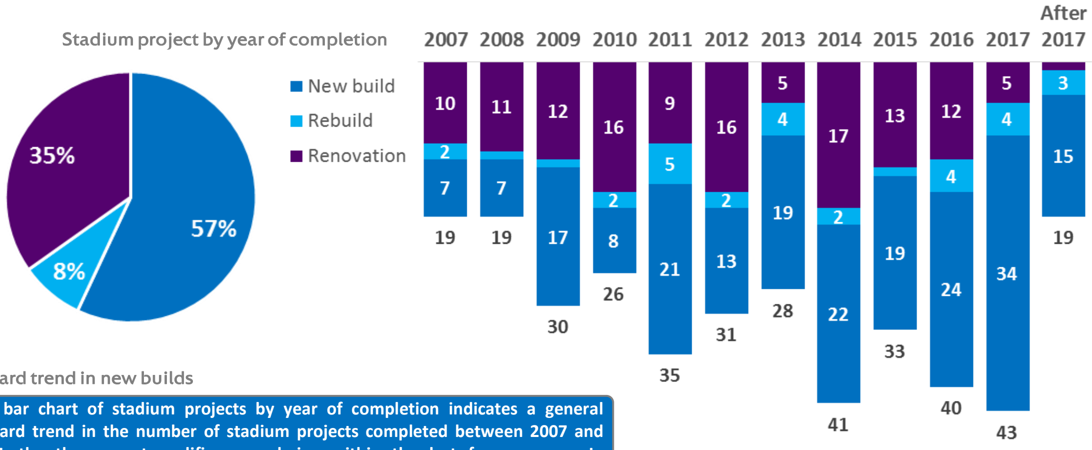
Stadium development projects come in many forms. The 365 projects included in this analysis have been divided into the following three categories:

New build: a completely new stadium in a new location. More than half (57%) of the projects analysed fall into this category.

Rebuild: a stadium that has been largely rebuilt on the original premises. This accounts for 8% of the projects analysed.

Renovation: the remaining 35% of projects analysed were existing stadiums that underwent significant renovations. Cosmetic renovations such as seat replacements are not included.

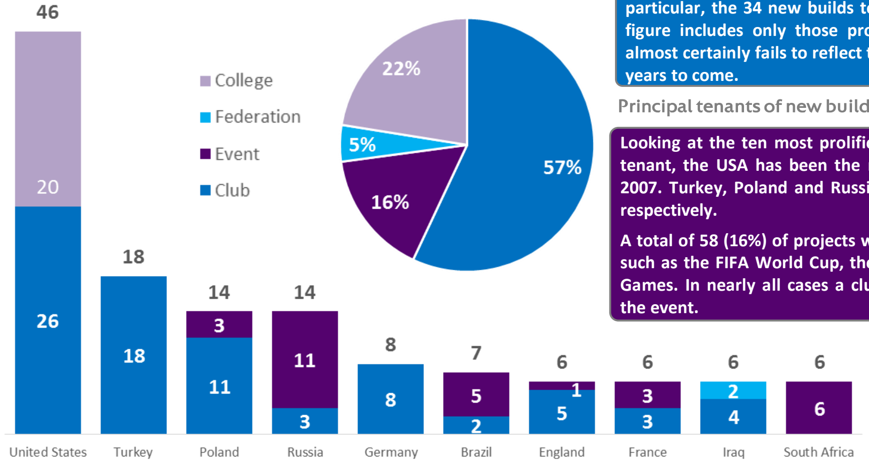
Stadium project by year of completion



Upward trend in new builds

The bar chart of stadium projects by year of completion indicates a general upward trend in the number of stadium projects completed between 2007 and 2017, the three most prolific years being within the last four seasons. In particular, the 34 new builds to be delivered in 2017 stand out. The 'after 2017' figure includes only those projects with a confirmed end date and therefore almost certainly fails to reflect the number of projects that will see the light in the years to come.

Top ten countries by number of new builds and initial tenants



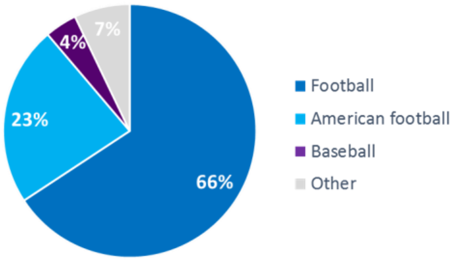
Principal tenants of new builds

Looking at the ten most prolific countries for new builds and the type of initial tenant, the USA has been the most active, with 46 new stadium projects since 2007. Turkey, Poland and Russia also stand out, with 18, 14 and 14 new builds respectively.

A total of 58 (16%) of projects were driven by major cross-border sporting events such as the FIFA World Cup, the UEFA European Championship and the Olympic Games. In nearly all cases a club or federation became the anchor tenant after the event.

Stadium projects by sport

Two-thirds of the stadiums analysed in this section were built for football, with American football responsible for most of the remaining projects.

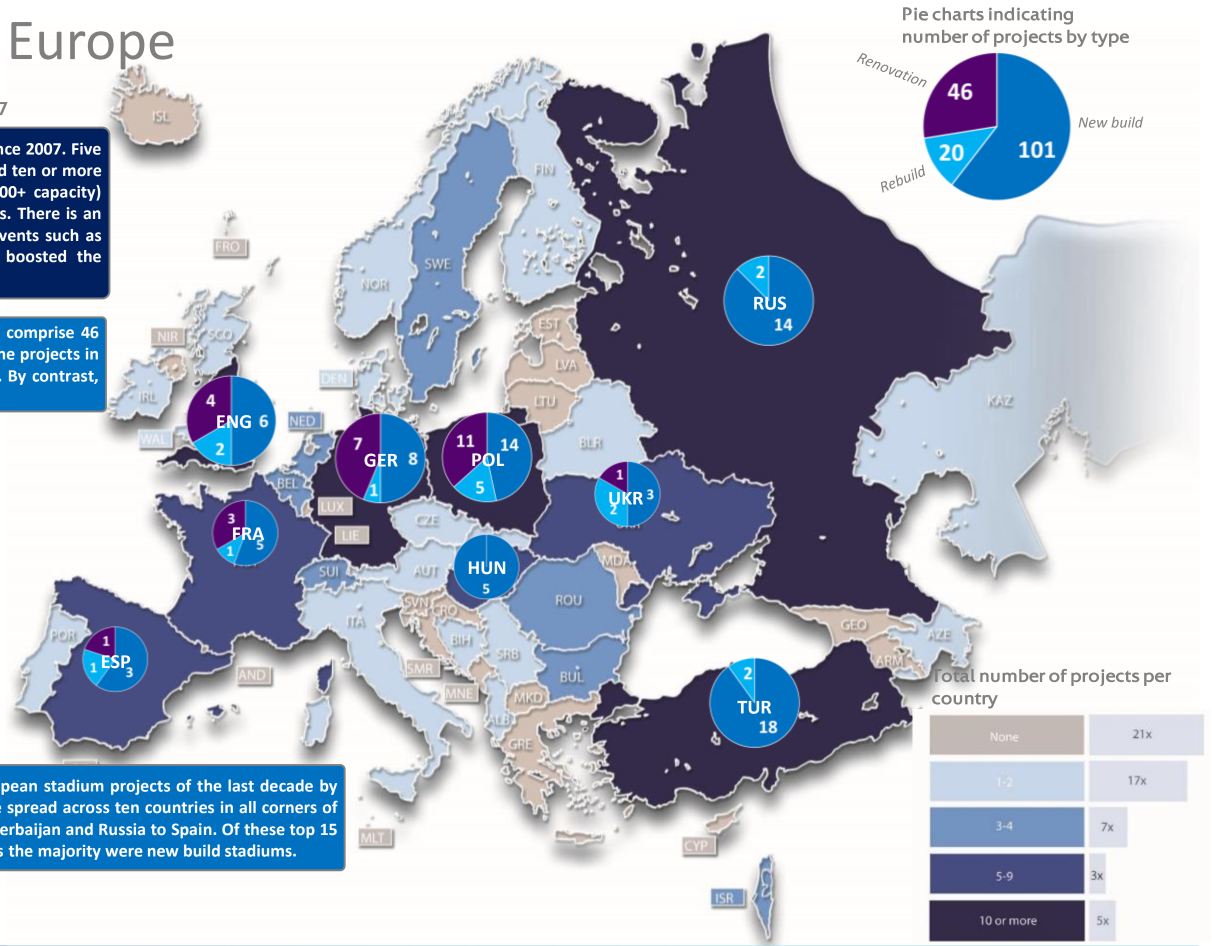


Stadium projects across Europe

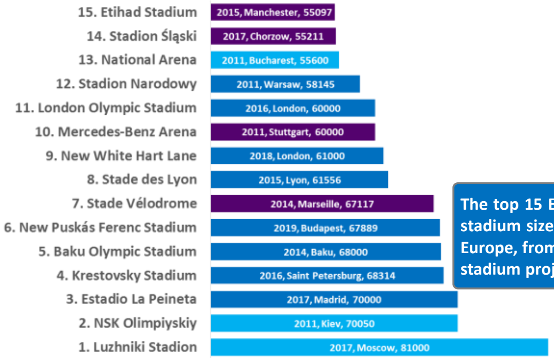
Distribution of stadium development projects completed since 2007

Across Europe, 167 different football stadium projects have been tracked since 2007. Five European countries (Poland, Turkey, Germany, Russia and England) have had ten or more football stadium projects in the last decade. Major stadium projects (5,000+ capacity) have taken place on the territory of 33 different UEFA member associations. There is an obvious relationship between stadium projects and the hosting of major events such as the UEFA European Championship or the FIFA World Cup, which have boosted the number of stadium development projects in Poland, Ukraine and Russia.

The 167 major European football stadium projects included in this analysis comprise 46 renovations, 20 rebuilds and 101 new builds. It is notable that nearly all of the projects in Russia and Turkey are new builds, at a total of 32 across the two countries. By contrast, new builds represent half of the major projects in the rest of Europe.



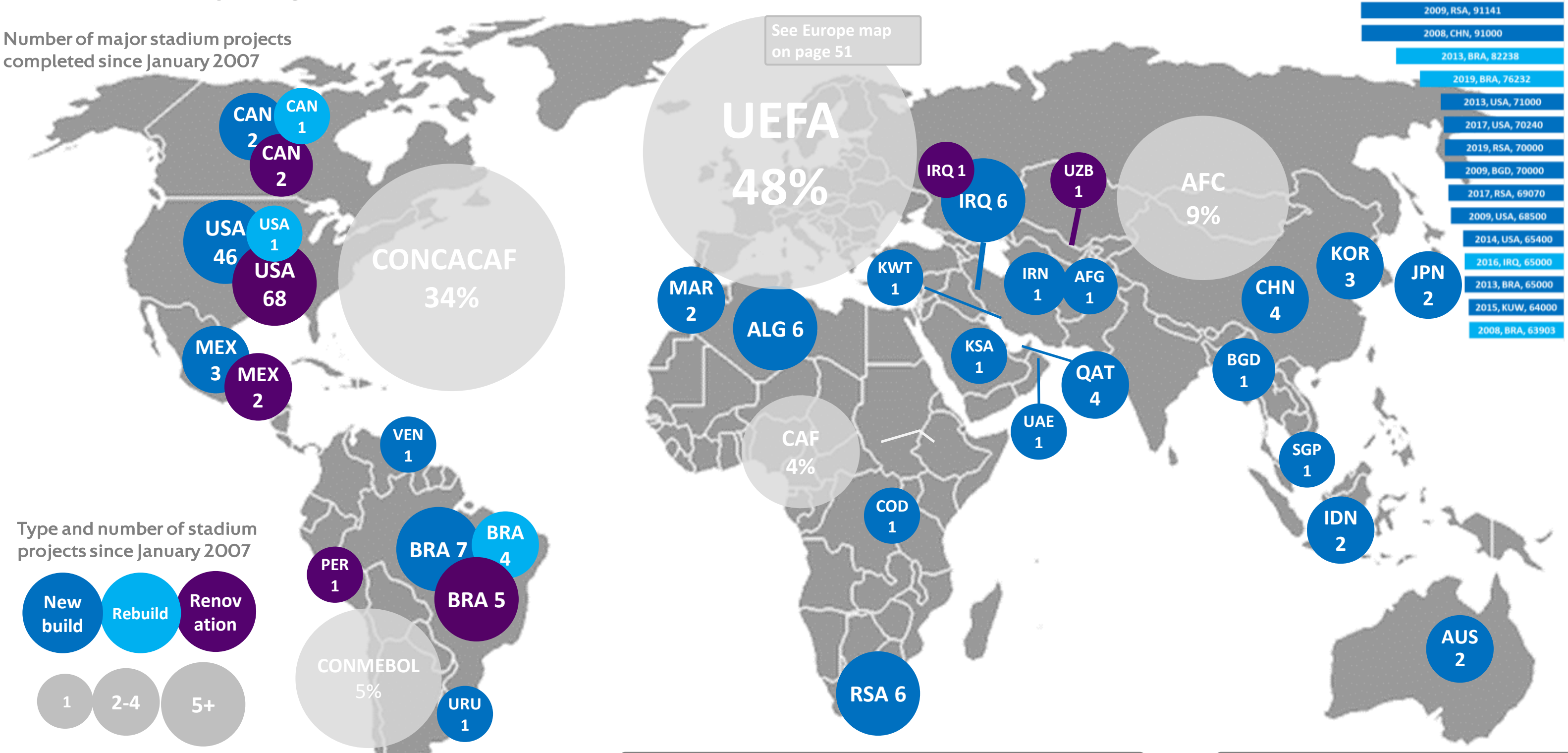
Top fifteen European stadium projects since 2007 by capacity



The top 15 European stadium projects of the last decade by stadium size are spread across ten countries in all corners of Europe, from Azerbaijan and Russia to Spain. Of these top 15 stadium projects the majority were new build stadiums.

Stadium projects around the world

Number of major stadium projects completed since January 2007



Top ten new builds outside Europe by capacity

The Americas lead the world in terms of stadium development projects. Since 2007, 115 major stadium projects have been reported in the USA alone. Other major stadium builders in the Americas are Brazil with 16 and Mexico and Canada, with 5 projects each.

Algeria and South Africa are responsible for the majority of the stadium projects in Africa analysed in this study. Whereas the high number in South Africa can be explained by the country's hosting of the 2010 FIFA World Cup, Algerian stadium projects cannot be ascribed to a major sports event.

Several nations have been active in stadium developments in Asia. Iraq is probably the most eye-catching, with 6 new builds and 1 rebuild. China and Qatar are also home to a relatively large number of stadium projects completed since 2007.

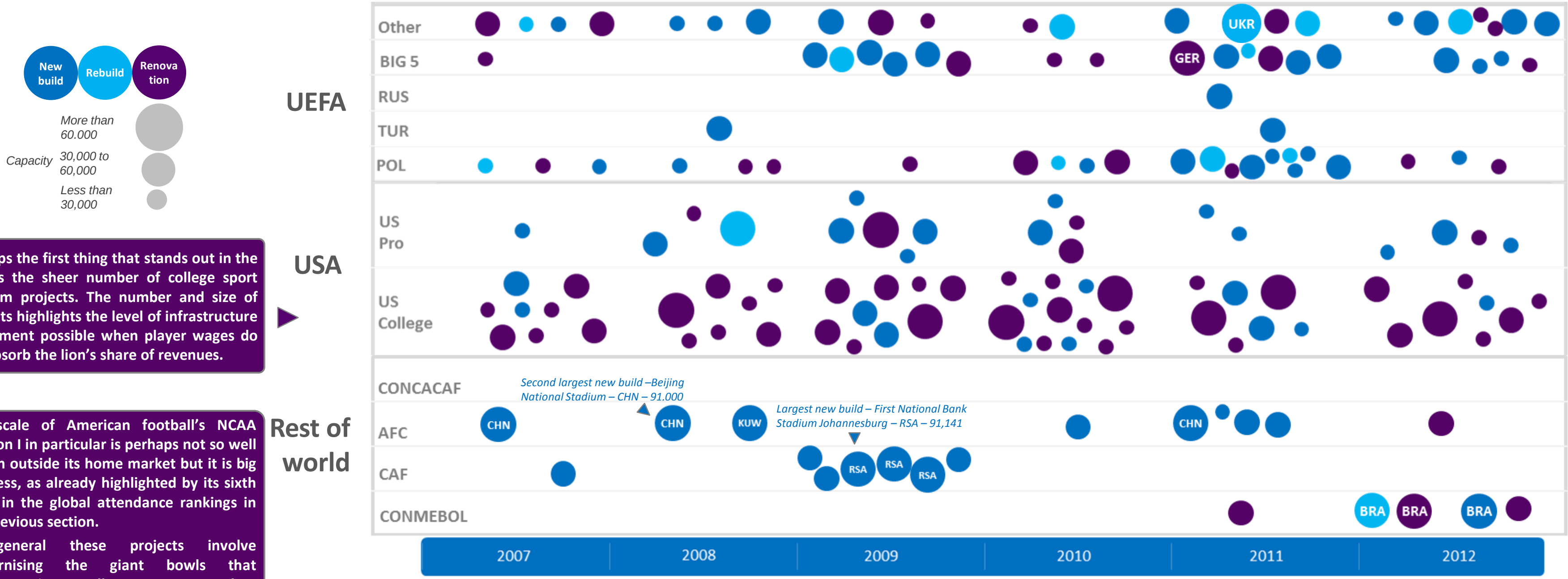
* The analysis on this page covers 31 of the major top-tier non-European leagues on which data is readily available, as well as the five largest second-tier leagues (by estimated player value).

Stadium projects over the years

This two-page timeline plots the 365 stadium projects by geographical area, project type, project size and date of completion.

The European stadium projects on this first page, spanning from 2007 to 2012, include a number of EURO 2008 and 2012 projects in Austria, Switzerland, Poland and Ukraine. As already highlighted, the large number of mainly smaller circles reflect the significant infrastructure investments made in Poland throughout the period, which also featured nine stadium development projects in Germany.

Stadium projects timeline



Perhaps the first thing that stands out in the USA is the sheer number of college sport stadium projects. The number and size of projects highlights the level of infrastructure investment possible when player wages do not absorb the lion's share of revenues.

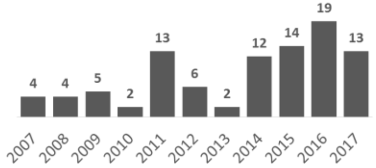
The scale of American football's NCAA Division I in particular is perhaps not so well known outside its home market but it is big business, as already highlighted by its sixth place in the global attendance rankings in the previous section.

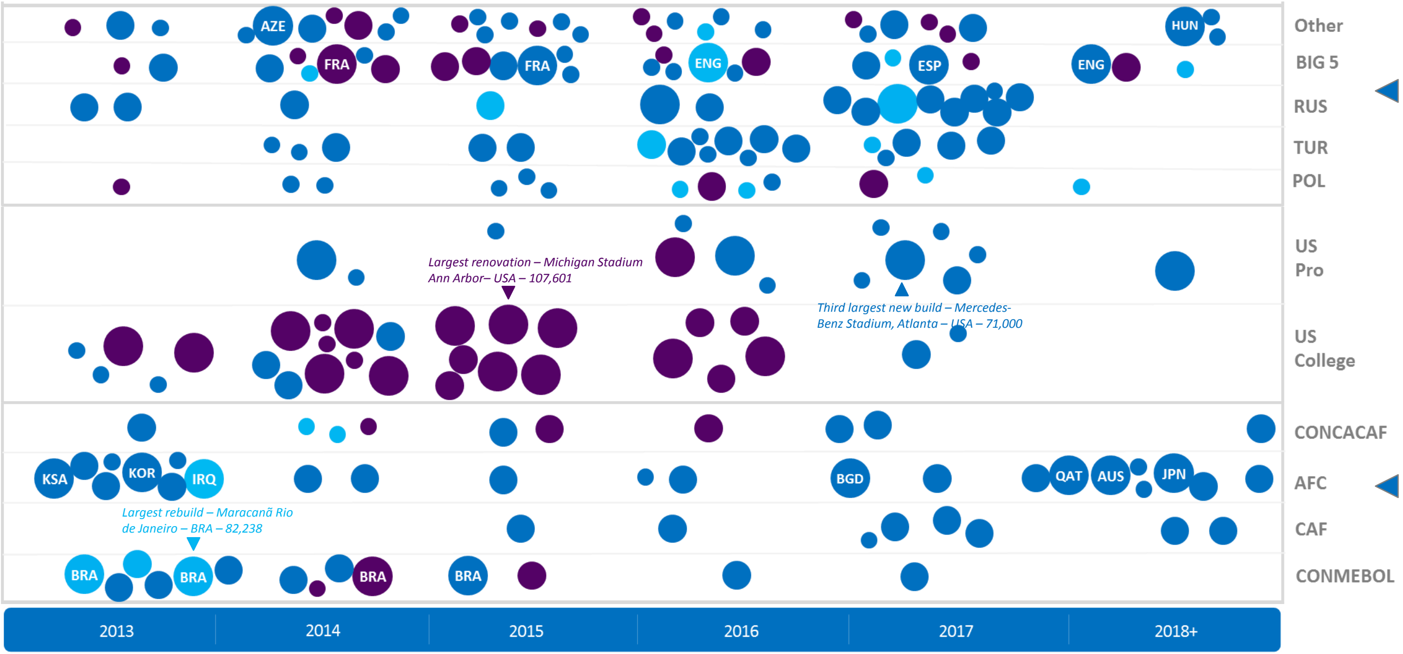
In general these projects involve modernising the giant bowls that proliferate in US college sport. More than three-quarters of the 82 US college sport projects were renovations and more than half of them for capacities of 30,000+.

Major international events triggered most of the largest stadium projects tracked in the rest of the world (outside Europe and the USA). This includes the four projects given specific mention and the South African stadiums delivered for the 2010 FIFA World Cup.

Low interest rates for financing projects, as well as a new generation of club owners and the improved health of clubs (both encouraged by financial fair play), are some of the factors behind the noticeable and welcome increase in new club stadium projects in Europe, with 58 new or rebuilt club stadiums delivered or scheduled to be delivered between 2014 and 2017, compared with 23 in the previous four-year period (2010 to 2013).

European club stadium new builds and rebuilds





This second page features numerous French stadiums used for EURO 2016 and Russian stadiums due to be used for the FIFA World Cup 2018.

This second page also highlights the major club stadium construction programme currently being undertaken in Turkey, with 13 new or rebuilt stadiums opening in 2016 and 2017 alone.

Iraq and Algeria are two nations undertaking a relatively high number of stadium projects (seven and six respectively) without hosting a major event.

The 2014 FIFA World Cup was a driving force behind the numerous new and rebuilt stadiums in Brazil in 2013 and 2014.

Qatar, appointed to host the FIFA World Cup 2022, accounts for a number of projects confirmed for completion after 2017.

CHAPTER

6

Club ownership

Club ownership highlights

Forty-four clubs in major European leagues are now under foreign ownership, by owners of 18 different nationalities

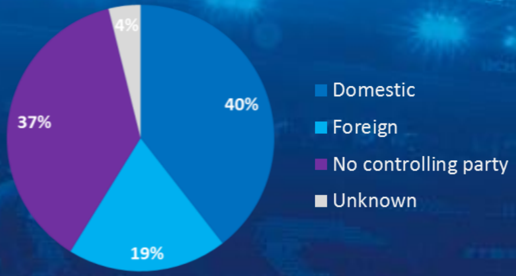
Foreign ownership is still centered in England, where more than half of the clubs in the top two leagues now have foreign owners

2016 is already the most active year for foreign club takeovers, with ten new acquisitions by November, including eight new Chinese owners

European club ownership

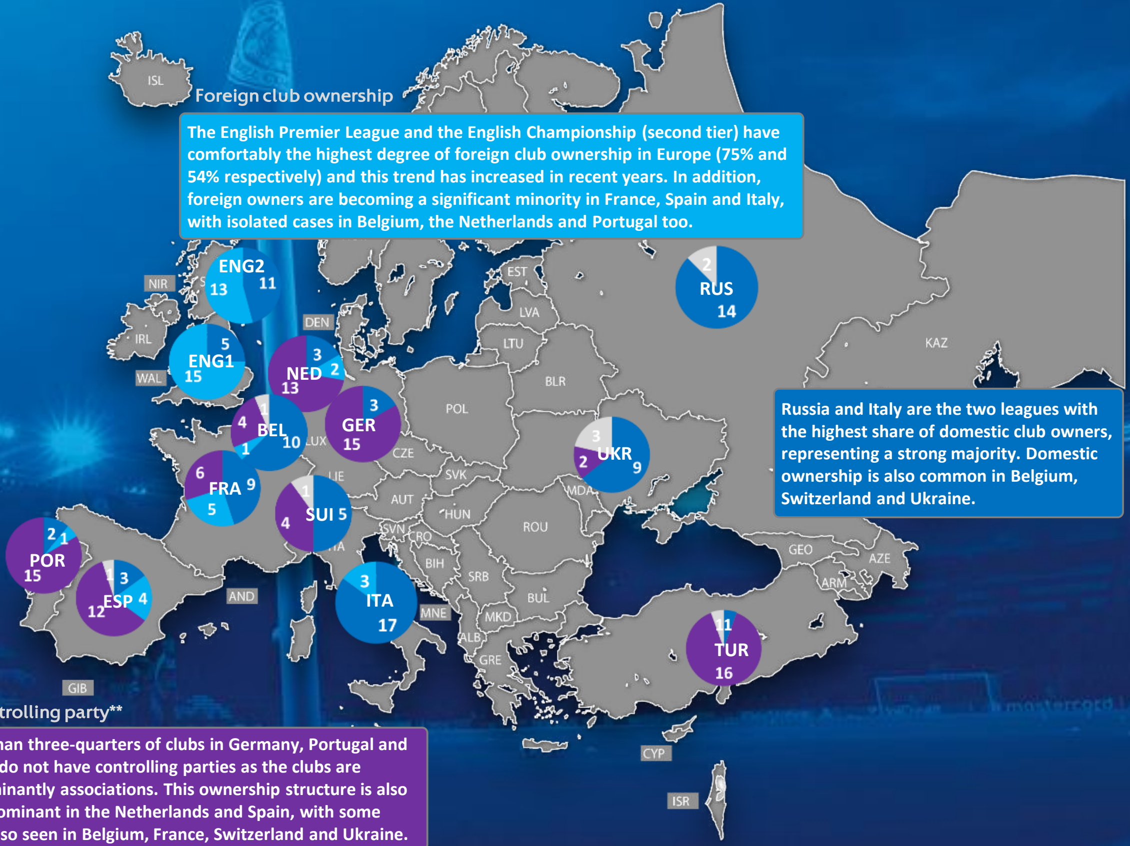
The next few pages of this report provide a high-level summary of club ownership, investor profiles and trends across 232 clubs in 13 of Europe's major leagues.* The analysis on this page identifies whether clubs currently have controlling parties (owning more than 50% of shares) and whether the majority owners are domestic or foreign nationals. The next page looks in more depth at the profile of owners and other significant investors, and the section ends with a timeline of foreign ownership.

Type of ownership



The majority of the 232 clubs in this analysis have a controlling party, although a sizeable minority do not (37%). A club's legal form and the regulatory framework in which it operates has a significant impact on its ownership profile and this accounts for major differences between leagues, as illustrated by the difference in the size and colour of the pie chart on the map.

European club ownership profile



Foreign club ownership

The English Premier League and the English Championship (second tier) have comfortably the highest degree of foreign club ownership in Europe (75% and 54% respectively) and this trend has increased in recent years. In addition, foreign owners are becoming a significant minority in France, Spain and Italy, with isolated cases in Belgium, the Netherlands and Portugal too.

Russia and Italy are the two leagues with the highest share of domestic club owners, representing a strong majority. Domestic ownership is also common in Belgium, Switzerland and Ukraine.

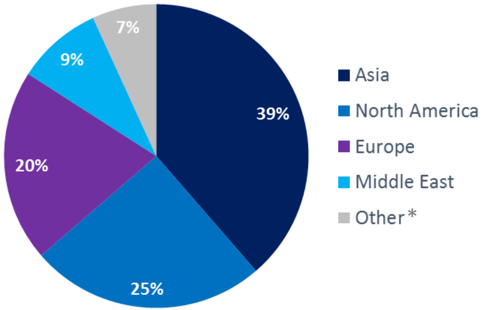
No controlling party**

More than three-quarters of clubs in Germany, Portugal and Turkey do not have controlling parties as the clubs are predominantly associations. This ownership structure is also quite dominant in the Netherlands and Spain, with some cases also seen in Belgium, France, Switzerland and Ukraine.

* Information sourced from a combination of club representations submitted as part of the club licensing process (March-July 2016) and UEFA desktop research (up to November 2016). ** No controlling party in this analysis refers to no single or group of owners working in concert with more than 50% holding in the voting share capital.

Origin and destination of foreign ownership and investment

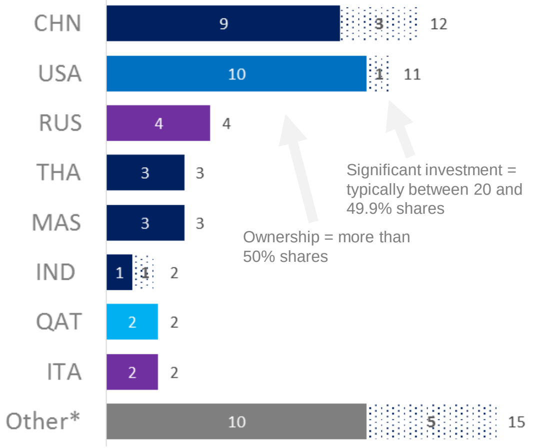
Origin of foreign owners



The Asian region provides the largest source of foreign investment, with 17 clubs under majority foreign ownership. As of November 2016, nine clubs are under Chinese control and Chinese owners are present in six different leagues, making them the most widespread of any nationality. In addition, six clubs have received significant non-controlling Chinese investments. Besides China, Thailand, Malaysia and India are all sources of multiple club investments.

North America, and more specifically the USA, is the second largest source of investment in European clubs. As of November 2016, 10 clubs across 4 different leagues (the English Premier League and Championship, Italy's Serie A and most recently the French Ligue 1) are under American ownership.

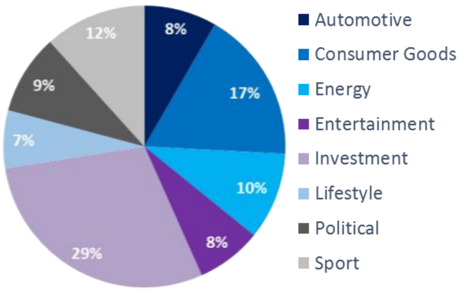
Nationality of foreign owners and significant investors (number of clubs)



A total of 20% of total foreign investment comes from within Europe – from European investors who either own or invest in a European league club of a nationality other than their own. The two most prominent nationalities in this investor group are Russian and Italian. As of November 2016, there are four clubs owned by Russian investors in three leagues outside Russia (the French Ligue 1, the English Premier League and the Dutch Eredivise) and Italian ownership in England's top two leagues.

Distribution of foreign ownership and investment (number of leagues)

Sources of investment



The Middle East is another region that has become active in European club ownership, with a number of extremely high-profile investments made in recent years. Paris Saint-Germain FC and Malaga CF are currently under Qatari ownership, Manchester City FC have owners from the UAE, Nottingham Forest FC have Kuwaiti owners and Leeds United received a significant but minority-share investment from Bahrain.

In decades past, the source of owners wealth could usually be tracked to one particular local industry, sector or activity. The arrival of super wealthy overseas investors makes this analysis more challenging, as they often have multiple sources of wealth. Nevertheless, the pie chart on the left provides a rough typology of primary wealth sources.

* 'Other' includes club ownership from Belgium, Brazil, Canada, Egypt, Iran, Kuwait, Poland, Singapore, Switzerland and the United Arab Emirates. The five other major non-controlling investments are from investors in Bahrain, Iceland, Indonesia, Latvia and Uzbekistan .

Foreign ownership timeline

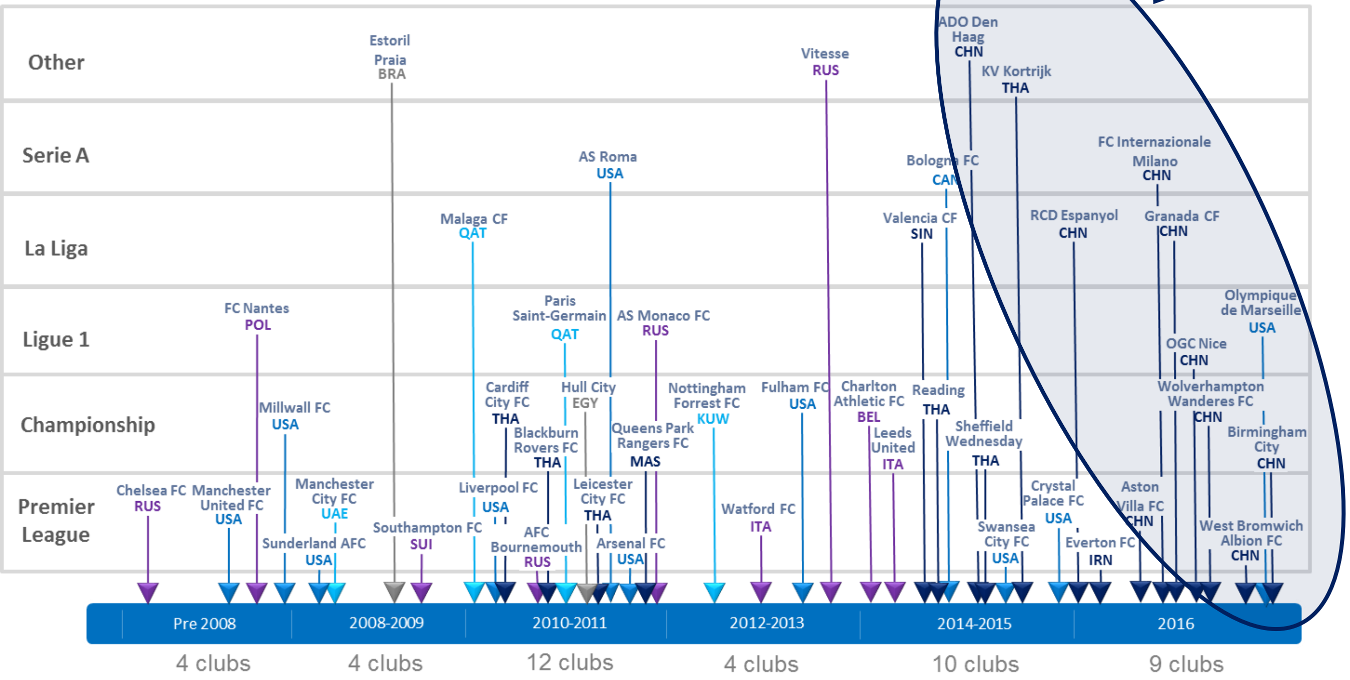
The second largest source of foreign ownership comes from North America, mainly the USA. Of the 13 clubs in the English Premier League, six are under American ownership. Americans were the first foreign owners to come from a continent other than Europe and their influx has been fairly consistent over time.

The largest share of foreign ownership in European club football comes from Asia. As the timeline shows, Asian ownership has mainly emerged over the last season (2015/16). Of the ten new owners that invested in clubs in Europe's top leagues in 2016, eight came from China. It is also worth noting that Chinese investors have invested in clubs in five different leagues in the first 11 months of 2016*.

New influx of Chinese club ownership

Nine foreign owners are European. These owners come from five different countries, and four of them are Russian. In this sample of clubs from 13 leagues, Russian investment has also accounted for the longest-standing active ownership (since 2003).

The fourth and smallest source of foreign ownership is the Middle East, with four clubs under Middle Eastern ownership. These four clubs come from four different leagues: the English Premier League, the English Championship, the French Ligue 1 and Spain's La Liga.



* AC Milan are finalising a change in ownership but the deal has not been completed at the time of this analysis and so have not been included on chart.

CHAPTER

7

Club sponsorship

Club sponsorship highlights

The top three kit manufacturers (Adidas, Nike and Puma) supply just under half of European club teams

Club sponsorship is much wider spread with only 6% of sponsors appearing on the shirts of more than one club

25% of stadiums in the top 16 European leagues have commercial naming rights

Club kit manufacturer profile

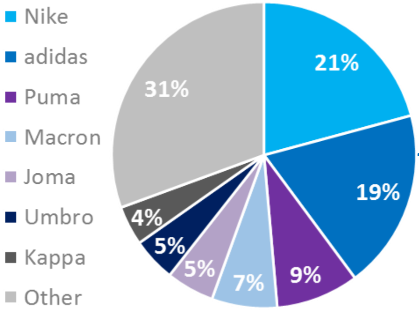
This section analyses three of the most high-profile types of club sponsorship: kit manufacturers, principal club shirt sponsors and, finally, club stadium naming rights across all clubs in the 16 most commercially successful European leagues.

Kit manufacturers
Brands that produce the kits for football clubs and national teams

Shirt sponsors
The principal front of shirt sponsors, which are usually also the main club sponsors

Stadium naming rights holders
Sponsors that pay to have their brands incorporated into stadium names

Percentage of European club teams per kit manufacturer



The three most common kit manufacturers provide just under half the kits for clubs in the 16 most commercially successful leagues. By contrast these same three kit manufacturers provide 75% of the 55 UEFA national team kits.

Kit manufacturers and key accounts

Rank	Manufacturer	Federation	Club	Total	Key Accounts
1	adidas	24	41	65	Manchester United FC, Real Madrid CF, FC Bayern Munich
2	Nike	12	43	55	FC Barcelona, Paris Saint-Germain FC, Manchester City FC
3	PUMA	5	19	24	Arsenal FC, Borussia Dortmund, Leicester City FC
4	Macron	1	15	16	OGC Nice, Sporting Clube de Portugal, SS Lazio
5	Umbro	3	10	13	Everton FC, West Ham United FC, PSV Eindhoven
6	Joma	2	12	14	Swansea City AFC, Villarreal CF, UC Sampdoria
7	Jako	2	8	10	Bayer 04 Leverkusen, SC Heerenveen
8	Kappa		9	9	SSC Napoli, Borussia Mönchengladbach
9	Lotto Sport		8	8	TSG 1899 Hoffenheim, Genoa CFC
10	Hummel	1	6	7	SC Freiburg, Brøndby IF
11	New Balance		6	6	Liverpool FC, FC Porto, Sevilla FC, Celtic FC
12	Errea	1	4	5	Norwich City FC, Delfino Pescara 1936
13	Under Armour		4	4	Tottenham Hotspur FC, Southampton FC
14	Other	*3*	*29*	32	AFC Bournemouth, ACF Fiorentina, AS Saint-Étienne

A number of kit manufacturers focus exclusively on club teams.

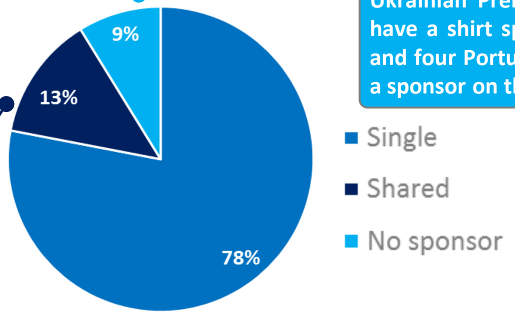
Club shirt sponsorship profile

While a select number of sponsors can be found on the shirt fronts of more than one club, shared sponsorship is actually fairly rare. Just 14 of the 227 shirt sponsors (6%) active in the 16 most commercially successful leagues sponsor more than one club. At the start of the 2016/17 season, 9% of clubs were without a shirt deal.

The 14 sponsors who sponsor more than one club cover 36 clubs (13%) between them. The most common shirt sponsor across these major leagues is the airline Emirates, which has six major shirt sponsorship deals in six different countries. Only four other shirt sponsors appear in more than one country, namely Kia (three clubs in two countries) and Gazprom, Intersport and Red Bull (one club in two countries each).

Two betting firms in England have the highest concentration of sponsorship deals in a country: 888sport (four Championship clubs) and Dafabet (two Premier League clubs and one Championship club).

Percentage of clubs with single, shared or no shirt sponsor



Clubs from 8 of the 16 leagues included in this analysis started the season without a shirt sponsor. Clubs in the Ukrainian Premier League were the most likely to not have a shirt sponsorship (5 out of 12), with five Italian and four Portuguese clubs also starting 2016/17 without a sponsor on their shirts.

Shirt sponsors and key accounts

Rank	Sponsor	Total	Key Accounts
1	Emirates Airline	6	Real Madrid CF, Paris Saint-Germain FC, Arsenal FC, AC Milan
2	888sport	4	Birmingham City FC, Nottingham Forest FC, Brentford FC
3	Dafabet	3	Burnley FC, Sunderland AFC, Blackburn Rovers FC
4	Kia	3	FC Girondins de Bordeaux, Vitória FC, CF Os Belenenses
5	Banco BIC	2	FC Arouca, GD Estoril Praia
6	Carlsberg	2	F.C. Copenhagen, Odense Boldklub
7	Estrella de Galicia	2	Celta de Vigo, Deportivo de La Coruña
8	Gazprom	2	FC Schalke 04, FC Zenit Saint Petersburg
9	Intersport	2	Olympique de Marseille, Wigan Athletic FC
10	Mansion	2	AFC Bournemouth, Crystal Palace FC
11	MEO	2	FC Porto, Rio Ave FC
12	Mestre da Cor	2	Boavista FC, CD Feirense
13	Red Bull	2	FC Red Bull Salzburg, RB Leipzig
14	Santander Totta	2	CS Marítimo, CD Nacional
15	Other	212	

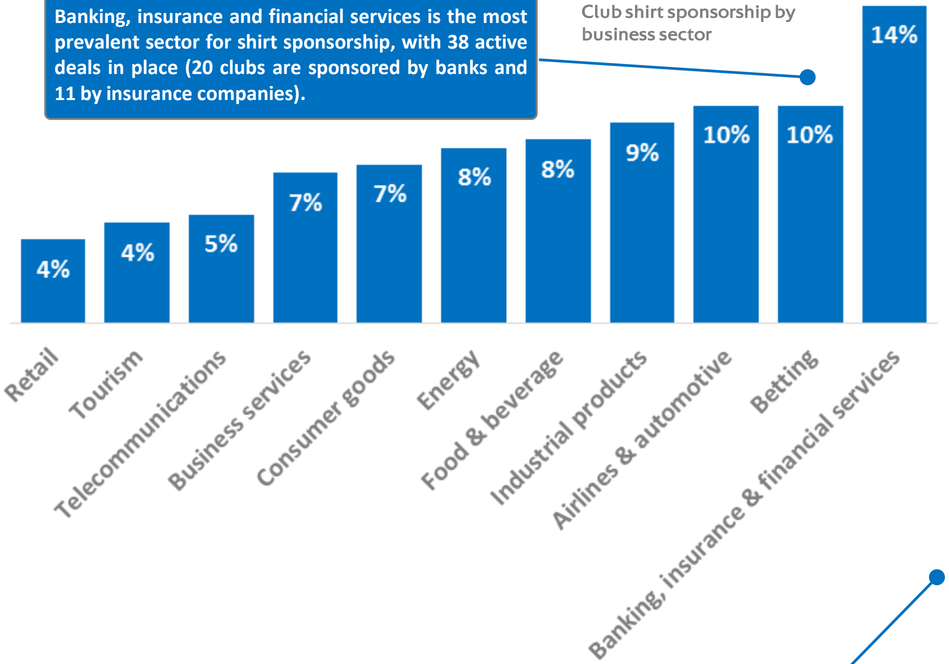
The analysis on these two pages focuses on ‘principal shirt sponsors’. It should be noted that clubs in more and more leagues are allowed to have different shirt sponsors for home and away matches or for domestic and UEFA matches.

Additionally, extra sponsorship is becoming more prominent on socks, shorts, shirt backs and sleeves, with the English Premier League allowing the latter to be used for the first time from 2017/18. The biggest clubs are also signing financially significant deals for sponsorship of their training kits.

Club shirt sponsorship by sector

Banking, insurance and financial services is the most prevalent sector for shirt sponsorship, with 38 active deals in place (20 clubs are sponsored by banks and 11 by insurance companies).

Club shirt sponsorship by business sector



The second and third highest concentration of a single sector is found in Ukraine, where 42% of club shirt sponsors are industrial products firms, and in Switzerland, where 40% of club shirt sponsors are from the banking, insurance and financial services sector.

Most common business sectors

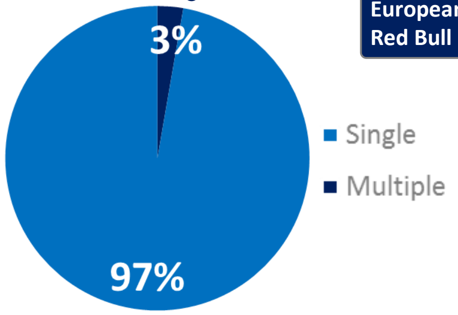
	Very common > 25%	Common 11-25%
Banking, insurance & financial services	BEL, SUI	DEN, ENG1, ENG2, GER1, GER2, NED, POR
Airlines & automotive	FRA, ITA	ENG1, GER1, POR
Betting	ENG1, ENG2	BEL, TUR
Industrial products	UKR	AUT, BEL, GER2, ITA, POR, RUS, TUR
Food & beverage	DEN	AUT, GER1, GER2, TUR
Energy	NED, RUS	AUT, GER1
Consumer goods	GER2, SUI	POR, TUR
Business services	NED	FRA, GER1, UKR
Telecommunications		BEL, NED, POR
Tourism		ESP, FRA
Retail		DEN, GER1
Other	RUS	ESP, TUR

The most common source of shirt sponsorship differs considerably between countries. The highest sectoral concentration in a top European league is found in the English Premier League, where 45% of clubs have betting companies as their shirt sponsors. Betting companies are very common only in the top two English leagues and relatively common in Belgium and Turkey, with restrictions in place in many other countries.

Club stadium naming rights profile

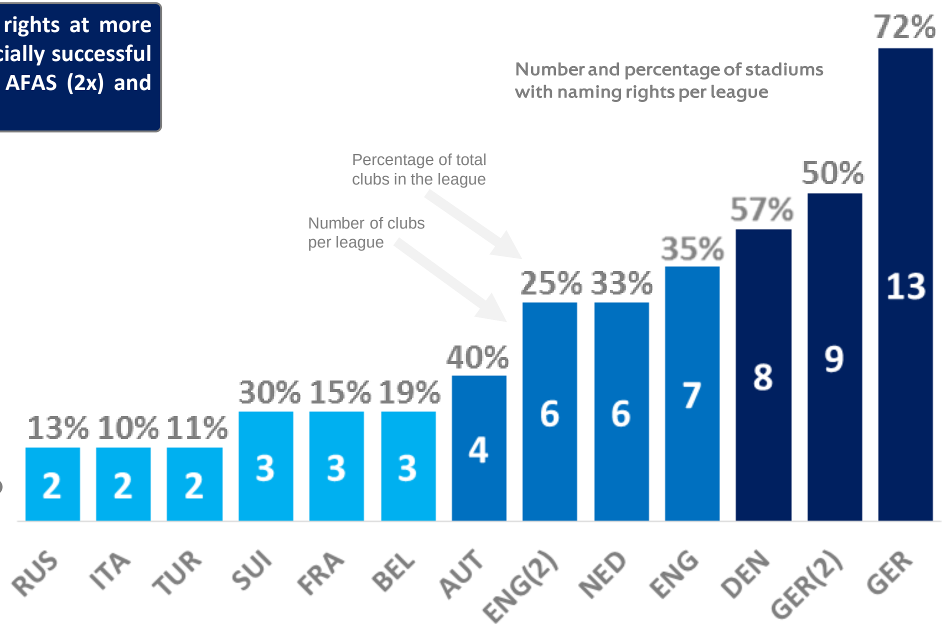
In the 16 leagues with the highest commercial revenues, exactly a quarter of stadiums have commercial naming rights deals in place. The picture varies considerably between countries, however, with naming rights applied to more than half of German and Danish club stadiums but none in Portugal, Spain or Ukraine.*

Brands with stadium naming rights deals with one or more clubs



Only three brands hold stadium naming rights at more than one stadium in the 16 most commercially successful European leagues. They are Allianz (3x), AFAS (2x) and Red Bull (2x).

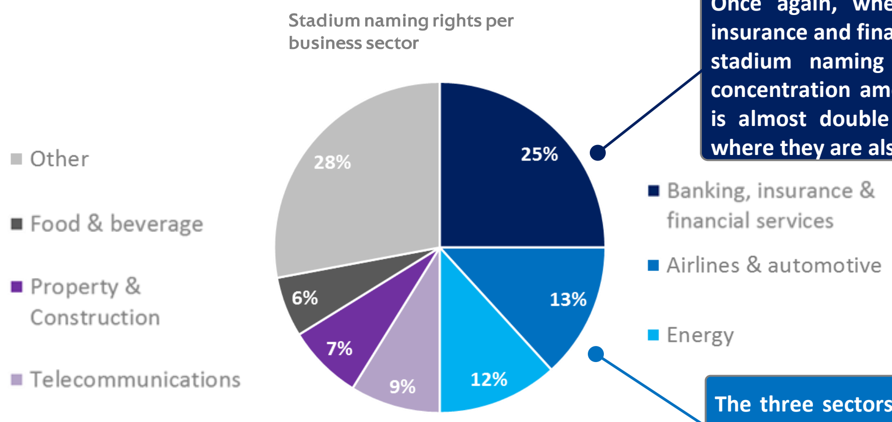
Number and percentage of stadiums with naming rights per league



The bar chart indicates that clubs in 13 different European leagues have stadium naming right deals in place. The exceptions are in Spain's La Liga, Portugal's Primeira Liga and the Ukrainian Premier League.*

* One club in Spain's La Liga (RCD Espanyol) had a stadium naming rights deal in place in 2014 and 2015 but reverted back to having no sponsor in their stadium name for the start of the 2016/17 season. In addition, one club in the Spanish second tier stadium (RCD Mallorca) and one multi-sports arena uses naming rights.

Club stadium naming rights by sector



Once again, when combined into one sector, banking, insurance and financial services are responsible for the most stadium naming rights deals in Europe. Indeed, their concentration among stadium naming rights holders (25%) is almost double their share of shirt sponsorship (14%), where they are also the most prominent sector.

The three sectors that make up the right-hand side of the pie chart together account for more than half of European football club stadium naming rights.

Increasingly popular source of revenue

Outside the 16 leagues analysed in detail in this section, multiple naming right deals (at least two per country) are found at football club stadiums in Finland, Norway, the Republic of Ireland, Poland, Scotland and Sweden. In total, 115 football stadiums and another 80 stadiums and arenas around Europe use naming rights.

Stadium naming rights first became popular in North America, where the majority of new American football, baseball and multi-purpose stadiums and arenas are partly financed this way. Indeed, more than 300 major US stadiums have naming rights deals. This practice is spreading globally with approximately 30 stadiums each in Japan and Australia identified as having commercial naming rights deals in place.

CHAPTER

8

Club revenues

Club revenue highlights

European club revenues are now SIX times the 1996 level, having grown at an average of more than 9% a year

Revenue growth since 2009 has varied, with the average English Premier League club adding FIVE times more revenue than the average Italian Serie A or French Ligue 1 club

The top 15 clubs have added €1,500m in sponsorship and commercial revenue since 2009, compared with less than €500m for the other 700 clubs

Long-term European club revenue growth

European club revenues have grown every year over the last two decades at an average rate of 9.3%.*

Club revenues are now more than double what they were in 2004 and almost six times the level of 1996.

This level and consistency of long-term revenue growth is extraordinary, especially for a mature activity, with many leagues dating back more than a century. It is testament to the increasing interest in and health of European football.

* Compound average growth rate. Source: data covering all of Europe's top-division clubs submitted directly to UEFA since 2007. Prior to this no Europe-wide data was available but many of the major leagues collected data and this has been summarised in the Deloitte Annual Football Review dating back to 1996. The total European top-division aggregate revenue and wages for 1996 to 2006 has been estimated by extrapolating across the missing leagues using a ratio of 68:32 (non top-five data extrapolated from known top-five data).

Medium-term European club revenue growth

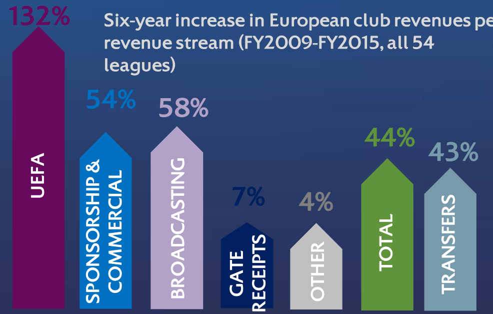
Six-year revenue growth (aggregate league increase, €m per club increase and percentage growth)*

Over the medium term (FY2009 to FY2015, typically equivalent to two TV cycles), clubs in the top ten leagues (ranked by average revenue) have increased their revenues by an average of 49%. In absolute terms, English clubs have extended their revenue advantage, growing by €99.2m per club, while German clubs have consolidated their position in second place ahead of Spain by increasing revenues to the tune of €48.1m per club, compared with €27.4m per Spanish club. Clubs in the next four leagues, all in countries with large populations, have also enjoyed healthy growth at an average of €15m to €20m per club.

Growth has been more patchy lower down the rankings, where clubs from countries with smaller populations have not benefitted from similar levels of TV growth. Belgian, Kazakh and Swiss clubs have enjoyed the most relative success in increasing their revenues but the average revenue in Austria, Denmark, Greece, the Netherlands, Norway, Portugal, and Scotland has either decreased or increased only marginally.**

Six-year growth	Ranking by average FY2015 revenue	Average six-year club growth	Average six-year growth rate
+€1,984m	(1). ENG	99.2	81.9%
+€866m	(2). GER	48.1	55.6%
+€549m	(3). ESP	27.4	36.6%
+€380m	(4). ITA	19.0	24.9%
+€372m	(5). FRA	18.6	35.6%
+€309m	(6). RUS	19.3	71.3%
+€274m	(7). TUR	15.2	73.0%
+€12m	(8). NED	0.7	2.7%
+€81m	(9). SUI	8.2	63.2%
+€79m	(10). BEL	6.6	49.9%
+€45m	(11). POR	0.4	2.1%
-€11m	(12). AUT	-1.1	-7.8%
+€18m	(13). UKR	2.7	27.0%
-€16m	(14). DEN	-1.3	-10.1%
+€87m	(15). KAZ	7.8	
-€65m	(16). SCO	-5.4	-32.8%
+€67m	(17). SWE	4.2	66.9%
-€16m	(18). NOR	-1.0	-10.1%
-€75m	(19). GRE	-4.7	-37.5%
+€37m	(20). POL	2.3	52.3%

Six-year increase in European club revenues per revenue stream (FY2009-FY2015, all 54 leagues)



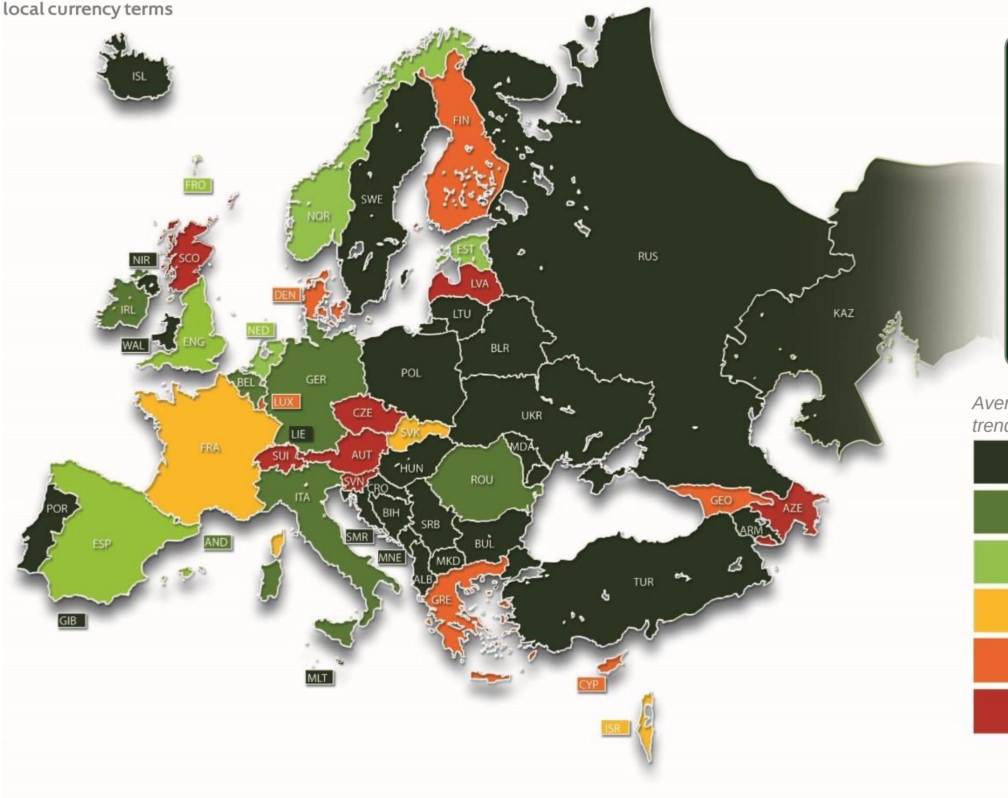
Over two TV cycles, total European club revenue has increased by 44%. The revenue mix has changed, with low growth in gate receipts and other revenues (primarily donations) reducing their impact. Gross transfer spending (not included in revenue) has increased at the same rate as total revenues.

* Financial year ending in 2009 (FY2009) to financial year ending in 2015 (FY2015).

** The Scottish clubs' average revenue decreased partly as a result of the relegation of Rangers FC, one of the two largest clubs in Scotland.

Short-term FY2015 European club revenue growth

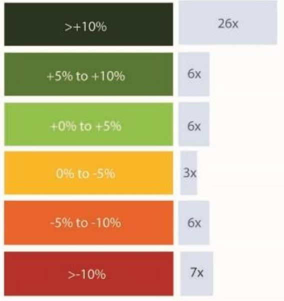
Revenue changes over one year (FY2014 to FY2015) in local currency terms



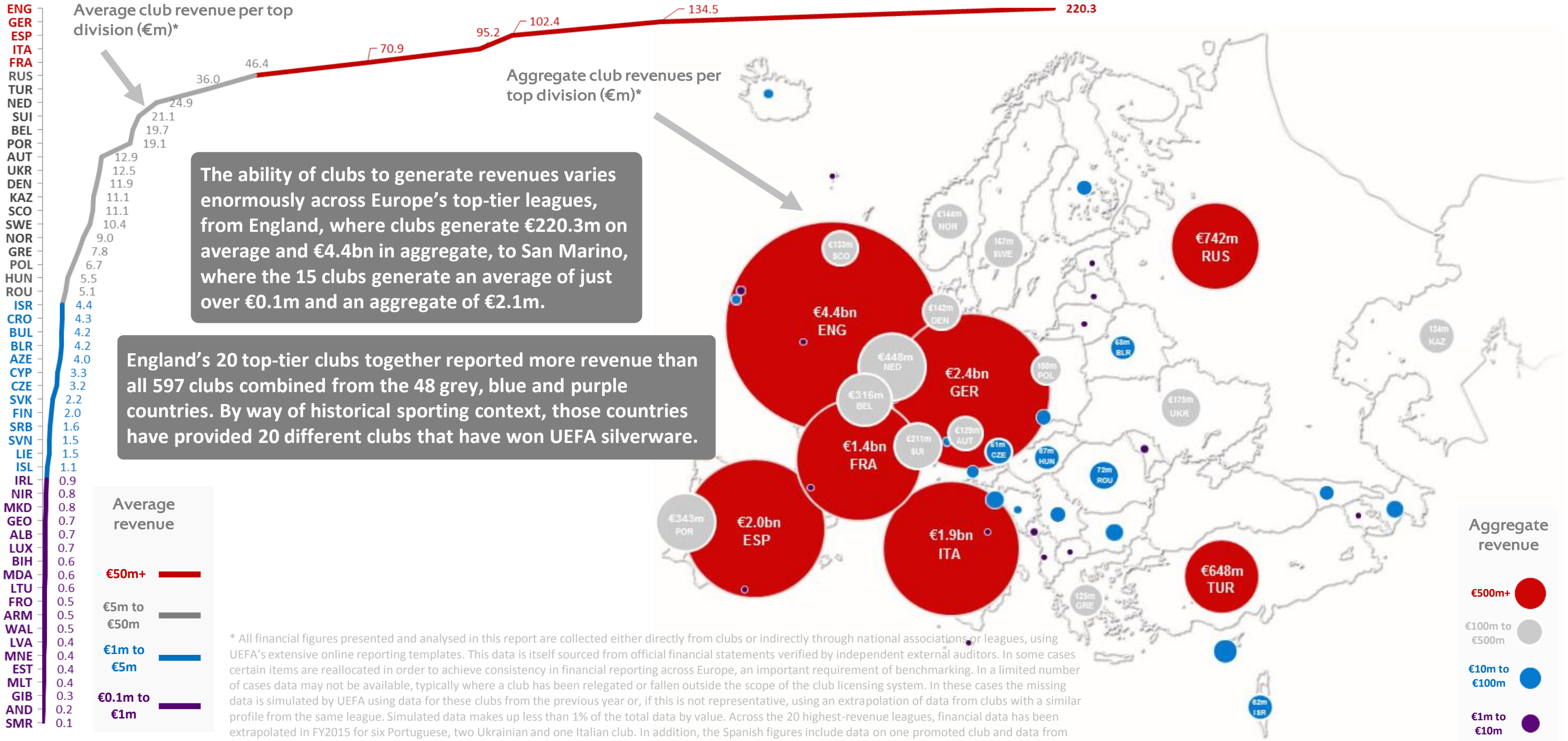
While combined European club revenue has seen consistent growth, country-specific developments are naturally more varied. For middle-income leagues, one club missing out on qualification for the UEFA Champions League group stage can set the trend and all the countries in dark red (>10% drop in revenue) were affected by this. On the up side, the map clearly indicates a return to better club revenue growth in eastern Europe and the Balkans after a mixed picture in recent years.

The general upward trend across Europe between FY2014 and FY2015 is evident, with growth reported in 38 leagues, of which 32 reported significant growth of more than 5%.

Average club revenue trends, FY14 to FY15



Average and aggregate revenues by country



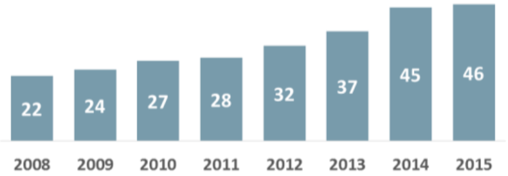
The ability of clubs to generate revenues varies enormously across Europe's top-tier leagues, from England, where clubs generate €220.3m on average and €4.4bn in aggregate, to San Marino, where the 15 clubs generate an average of just over €0.1m and an aggregate of €2.1m.

England's 20 top-tier clubs together reported more revenue than all 597 clubs combined from the 48 grey, blue and purple countries. By way of historical sporting context, those countries have provided 20 different clubs that have won UEFA silverware.

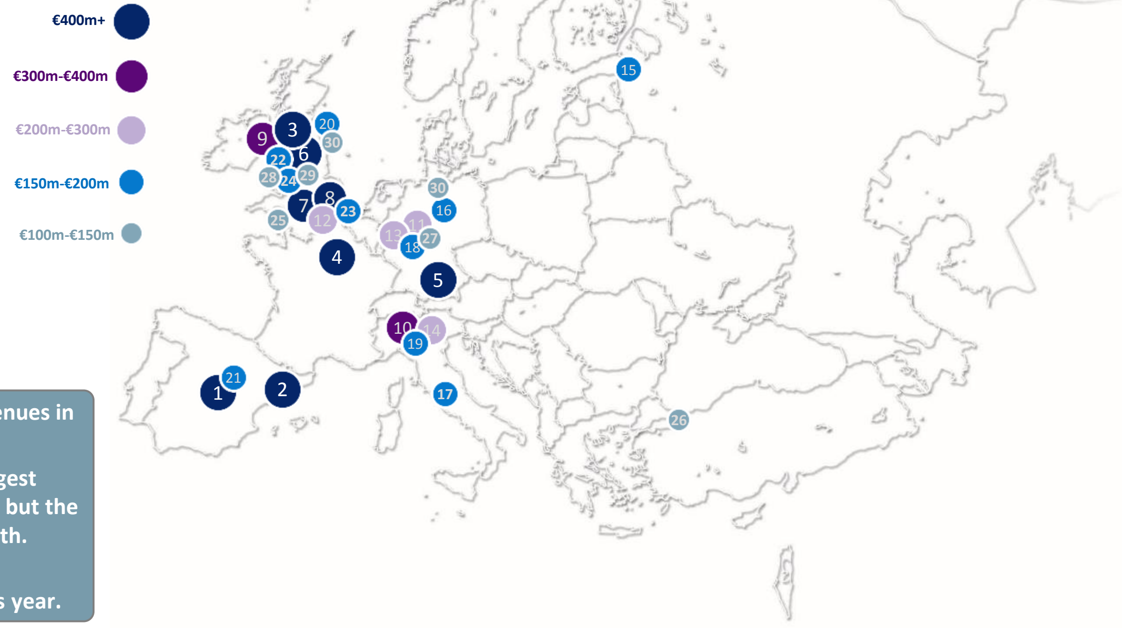
* All financial figures presented and analysed in this report are collected either directly from clubs or indirectly through national associations or leagues, using UEFA's extensive online reporting templates. This data is itself sourced from official financial statements verified by independent external auditors. In some cases certain items are reallocated in order to achieve consistency in financial reporting across Europe, an important requirement of benchmarking. In a limited number of cases data may not be available, typically where a club has been relegated or fallen outside the scope of the club licensing system. In these cases the missing data is simulated by UEFA using data for these clubs from the previous year or, if this is not representative, using an extrapolation of data from clubs with a similar profile from the same league. Simulated data makes up less than 1% of the total data by value. Across the 20 highest-revenue leagues, financial data has been extrapolated in FY2015 for six Portuguese, two Ukrainian and one Italian club. In addition, the Spanish figures include data on one promoted club and data from FY2014 for one other club.

Revenue and revenue growth: the top 30 clubs

Clubs with annual revenues of €100m+



FY2015 revenues

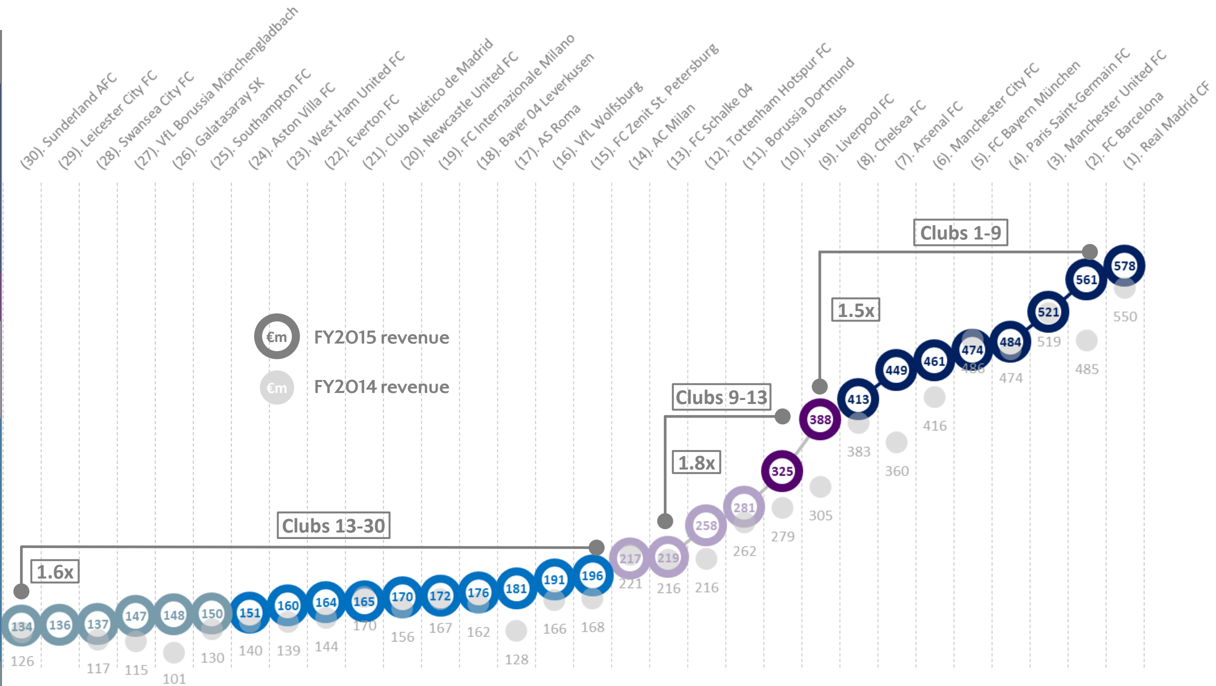


In total there are now a record 46 clubs in Europe with revenues in excess of €100m.

This top 30 represents not just Europe's but the world's largest football clubs by revenue. Football might be a global game, but the map highlights the geographical concentration of that wealth.

Only one club (SS Lazio) joined the top 30 in 2015, after the upgraded TV deal in England added eight clubs the previous year.

Rank	Club	Country	FY15	Year-on-year growth	Growth rate
1	Real Madrid CF	ESP	€578m	€28m	5%
2	FC Barcelona	ESP	€561m	€76m	16%
3	Manchester United FC	ENG	€521m	€1m	0%
4	Paris Saint-Germain FC	FRA	€484m	€10m	2%
5	FC Bayern München	GER	€474m	-€12m	-2%
6	Manchester City FC	ENG	€461m	€45m	11%
7	Arsenal FC	ENG	€449m	€89m	25%
8	Chelsea FC	ENG	€413m	€30m	8%
9	Liverpool FC	ENG	€388m	€83m	27%
10	Juventus	ITA	€325m	€45m	16%
11	Borussia Dortmund	GER	€281m	€19m	7%
12	Tottenham Hotspur FC	ENG	€258m	€42m	19%
13	FC Schalke 04	GER	€219m	€3m	1%
14	AC Milan	ITA	€217m	-€4m	-2%
15	FC Zenit St. Petersburg	RUS	€196m	€29m	17%
16	VfL Wolfsburg	GER	€191m	€26m	16%
17	AS Roma	ITA	€181m	€53m	41%
18	Bayer 04 Leverkusen	GER	€176m	€14m	9%
19	FC Internazionale Milano	ITA	€172m	€5m	3%
20	Newcastle United FC	ENG	€170m	€15m	10%
21	Club Atlético de Madrid	ESP	€165m	-€5m	-3%
22	Everton FC	ENG	€164m	€20m	14%
23	West Ham United FC	ENG	€160m	€21m	15%
24	Aston Villa FC	ENG	€151m	€11m	8%
25	Southampton FC	ENG	€150m	€20m	15%
26	Galatasaray SK	TUR	€148m	€47m	47%
27	VfL Borussia Mönchengladbac	GER	€147m	€32m	28%
28	Swansea City FC	ENG	€137m	€20m	17%
29	Leicester City FC	ENG	€136m	€99m	266%
30	Sunderland AFC	ENG	€134m	€8m	7%
1-30	Average		€274m	€29m	
1-30	Aggregate		€8,206m	€867m	12%



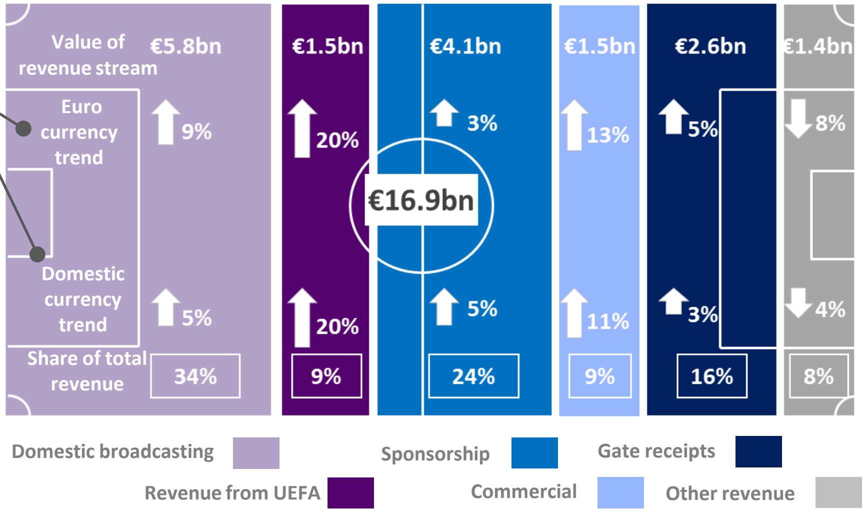
The top 30 clubs generated over €8.2bn in revenues in FY2015, representing 49% of European top-division club revenues. Of these 30 clubs, 27 reported an increase in revenue in FY2015 and the 12% average growth rate almost matches the 14% growth seen in FY2014.

Last year's report highlighted the two-speed growth in the last five years of club commercial revenues and the widening financial gap between the 'global super powers' and other large clubs. While increases in the revenues and spending power of clubs 13 to 30 are relatively gradual (1.6x), there is a much steeper relative increase between clubs 9 to 13, FC Schalke 04 to Liverpool FC (1.8x).

European club revenues by type

Club revenues in euros increased by 6.3% between FY2014 and FY2015, following a 5.7% increase the previous year.

Two growth rates are used in this report. The 'euro currency trend' allows for the best comparison of relative competitiveness between leagues and clubs, while the domestic currency trend provides the underlying trend for each country or club.



Underlying domestic broadcast revenue increased by a steady 5% in FY2015 following a massive 17% increase in FY2014, generated by the English Premier League's new TV cycle.

Broadcast revenue growth in FY2015 came primarily from the first year of new rights cycles in Italy (€73m/+8%) and Turkey (€73m/+26%), combined with incremental mid-cycle increases in Germany (€71m/+12%) and England (€54m/+3%).

Underlying 'other' revenues decreased by 4% in FY2015, with lower donations in France and a drop in one-off revenues in Spain.

Underlying revenue from gate receipts increased by 3% in FY2015, finally moving above the previous record of 2010 after five years of contracted and static revenues. Increases in Spain (€51m) and Turkey (€26m) outweighed the decrease at English clubs (€34m) in FY2015.

Revenue does not include transfer sales, which are reflected separately in club accounts as profits on sale of assets. However, to provide some context, €3.4bn in gross sales income from transfers was reported, equivalent to 20% of total revenues. Transfer sales income was up 22% on FY2014, reflecting the active nature of the FY2015 transfer market.

Revenue from UEFA increased significantly (+20%) in FY2015, with the first partial recognition of the upgraded TV deal in the accounts of clubs with a December year end. In total, clubs saw a €240m increase on the previous financial year. A further significant increase of around €200m is expected in FY2016. UEFA payments represented 9% of all clubs' revenue and 14% for those participating in UEFA competitions.

Underlying club sponsorship revenues increased by 5% in FY2015, following a 6% increase in FY2014. Once again, sponsorship growth in FY2015 was concentrated at the top, with more than 75% of increased revenues accruing to the 15 largest clubs.

Underlying commercial revenues increased by a notable 11% in FY2015, following an 8% increase in FY2014. Commercial revenue growth is again concentrated among the largest 'global' clubs, although at league level double-digit increases were reported in France, Germany, Spain and Turkey.

Overview of major broadcast deals*

The table below provides a high level overview of estimated broadcast rights fees paid for the six largest domestic leagues by rights value and their expected future evolution. Over the next three financial periods (FY16 to FY18) Premier League clubs can anticipate roughly an extra €1,000m, Spanish clubs €850-900m, Bundesliga clubs €500-550m and Serie A and Ligue 1 clubs between €200-250m.

The broadcast revenue of the Premier league clubs is impacted by currency fluctuations with their main rivals domestic rights in Euro's. The future value of the £ sterling (domestic rights) and US$ (international rights) compared to the Euro will therefore impact relative competitiveness.

																		2009/10 to 2017/18		Start/End
Country	Property	Rights in €m	08	09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Growth	Rate**	Rate**
ENG	Premier League	Total per year			1,217	1,219	1,367	1,437	2,092	2,522	2,571	3,339	3,515	3,691				2,298	14%	
		Domestic cycle	2,431			2,393 (-2%/+1% €/£)			4,269 (+78%/+69% €/£)			6,408 (+50%/+57% €/£)								13%
		International cycle	907			1,629 (+80%/+85% €/£)			2,916 (+79%/+69% €/£)			4,136 (+42%/+49% €/£)								21%
ESP	La Liga	Total per year			660	667	704	773	772	823	1,264	1,614	1,696					1,036	13%	
		Domestic cycle*			498	522	530	561	559	546	657	2650 (+50%)								7%
		International cycle			481			703 (+46%)			1,918 (+173%)									32%
ITA	Serie A	Total per year			844	935	967	951	997	1,070	1,189	1,252	1,315					471	6%	
		Domestic cycle			2,475			2,649 (+7%)			3,201 (+21%)									5%
		International cycle			270			369 (+37%)			554 (+50%)									15%
GER	Bundesliga	Total per year			448	439	466	481	628	705	830	840	1,227					779	13%	
		Domestic cycle			1,619				2,501 (+55%)				4,600 (+84%)							16%
		International cycle			146			227 (+55%)			502 (+111%)									28%
FRA	Ligue 1	Total per year			666	697	734	653	653	620	621	728	765	852				98	2%	
		Domestic cycle		2,652				2,428 (-8%)				2,994 (+20%)								2%
		International cycle			59			84 (+44%)			104 (+24%)			270 (+160%)						21%
TUR	Süper Lig	Total per year			114	234	228	225	193	333	320	293	484	511				370	20%	
		Domestic cycle	648			880 (+104%/+167% €/TL)				946 (+43%/+89% €/TL)			2,688 (+71%/+93% €/TL)							

The 'total per year' for 2014/15 is an approximate match for the broadcast revenue reported by clubs on the preceding pages. The following factors mean the amounts are an approximate rather than a direct match: the table above includes only league rights while club broadcast revenue includes any broadcast revenue from cup and friendly matches; the table above is the total reported or estimated deal value before any payments to the second league or relegated clubs or solidarity distributions; the table above is presented by sporting season while broadcast revenue for some German and Italian clubs with December financial year ends covers part of the broadcast revenue from two seasons.

* The figures in the table above should be considered benchmarking estimates only based on some figures communicated by the leagues, a forecast fixed exchange rate of £1.20:€1 and in come cases a consensus estimate from Sportcal, sporting intelligence and UEFA. ** 'Rate' refers to the compound average annual growth rate between 2009/10 and 2017/18 for the total annual rights figure and between the end of the first and last cycles in the table for the domestic and international rights.

Broadcast revenue levels and trends

The top 20 leagues by club average broadcast revenue

Percentage of total revenue	Ranking by club average	Underlying growth*	Aggregate	Club average (€m)
49%	(1). ENG	+3%	€2,160m	108.0
50%	(2). ITA	+8%	€953m	47.7
36%	(3). ESP	-1%	€734m	36.7
27%	(4). GER	+12%	€649m	36.1
35%	(5). FRA	-2%	€499m	24.9
46%	(6). TUR	+29%	€298m	16.5
30%	(7). POR	+10%	€102m	5.7
21%	(8). BEL	+11%	€66m	4.1
16%	(9). NED	+7%	€70m	3.9
21%	(10). DEN	-2%	€30m	2.5
5%	(11). RUS	+143%	€39m	2.4
27%	(12). GRE	-4%	€34m	2.1
33%	(13). ROU	+1%	€24m	1.7
24%	(14). POL	+4%	€26m	1.6
11%	(15). AUT	+4%	€15m	1.5
13%	(16). SCO	-18%	€17m	1.4
15%	(17). NOR	+9%	€22m	1.4
6%	(18). SUI	+2%	€12m	1.2
10%	(19). SWE	-6%	€16m	1.0
23%	(20). CYP	-4%	€10m	0.7

The top 20 markets

For the first time in history, average domestic broadcast revenues in England exceeded €100m per club in FY2015, comfortably more than double the Italian and triple the Spanish and German average. There are only 23 non-English clubs in the world that have total revenue greater than the €108m average of England's top-tier clubs.

As a percentage of overall revenue, Italian clubs remain reliant on broadcast revenue, which generates half their total revenues, while English clubs (49%) and Turkish clubs (46%) are only slightly less reliant on this revenue stream. Russian and Swiss clubs respectively derived just 5% and 6% of their total revenues from broadcasting.

Outside the top 20 markets

While broadcast revenues feature as the largest revenue stream for many of the larger markets, they contribute less than 5% of revenue to most European leagues (32 out of 54). Outside the top 20, broadcast revenue is also of relevance to Czech clubs (10%) and Israeli clubs (9%), with Icelandic, Bulgarian and Hungarian clubs deriving 5% of total revenue from broadcasting.

Notable changes

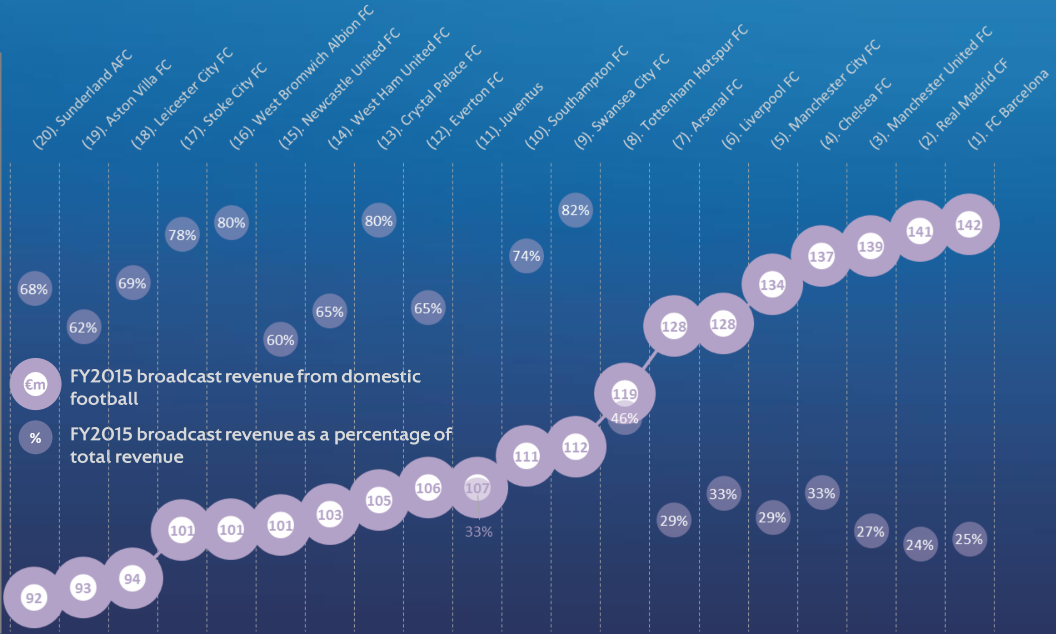
The 10% translation effect from the appreciating British pound means that Premier League club broadcast revenue increased by €240m between FY2014 and FY2015, although the underlying increase in local currency terms was closer to €50m. Elsewhere, the first year of the current Italian TV deal lifted Italian clubs' broadcast revenue by €73m and the second year of the current Bundesliga deal saw German clubs report a significant €72m uplift, with German TV deals typically increasing throughout each deal rather than jumping from the last year of one cycle to the first year of the next. Turkish clubs also benefitted from a €75m increase in the first year of their current TV deal, equivalent to a 17% increase in local currency terms. Finally, Russian clubs saw a long awaited increase of €16m with a new TV deal starting in the second half of the year. Elsewhere clubs in Sweden, Scotland and Hungary reported small decreases.

* The 9 to 11% increase in the value of the British pound between FY2014 and FY2015 and the 28% and 36% decreases in the value of the Russian rouble and the Ukrainian hryvnia influence the growth rates and relative competitiveness of the clubs from those countries. The domestic currency trend, sometimes referred to as the 'underlying growth percentage', neutralises any year-on-year currency fluctuations, providing the underlying trend for each country. This is also included in all top 20 league tables in this section.

Top 20 clubs by broadcast revenues

Midway through the Premier League's 2013-16 TV deal, English clubs have assumed 17 of the top 20 places in the broadcast revenues table. TV rights are concluded in advance, so we know that from FY2017 English clubs' TV revenue will increase further by approximately 70%. Nonetheless, the two Spanish giants are the top earners for now, benefitting from a distribution model that means they received 3.8 to 3.9 times the Spanish club average. Juventus, the only other team featuring in the top 20 clubs by broadcast revenue, received 2.2 times the Serie A average. English Premier League distributions are partly determined by performance and how many times a team is selected for TV coverage, which leads to some year-on-year changes. English clubs' relatively high overall year-on-year growth rates are also more pronounced when converted from British pounds to euros.

Rank	Club	Country	FY15	Year-on-year growth	% of total revenue	Multiple of the league average
1	FC Barcelona	ESP	€142m	2%	25%	3.9 x
2	Real Madrid CF	ESP	€141m	-1%	24%	3.8 x
3	Manchester United FC	ENG	€139m	20%	27%	1.3 x
4	Chelsea FC	ENG	€137m	15%	33%	1.3 x
5	Manchester City FC	ENG	€134m	10%	29%	1.2 x
6	Liverpool FC	ENG	€128m	6%	33%	1.2 x
7	Arsenal FC	ENG	€128m	13%	29%	1.2 x
8	Tottenham Hotspur FC	ENG	€119m	11%	46%	1.1 x
9	Swansea City FC	ENG	€112m	22%	82%	1.0 x
10	Southampton FC	ENG	€111m	16%	74%	1.0 x
11	Juventus	ITA	€107m	5%	33%	2.2 x
12	Everton FC	ENG	€106m	1%	65%	1.0 x
13	Crystal Palace FC	ENG	€105m	18%	80%	1.0 x
14	West Ham United FC	ENG	€103m	14%	65%	1.0 x
15	Newcastle United FC	ENG	€101m	8%	60%	0.9 x
16	West Bromwich Albion FC	ENG	€101m	22%	80%	0.9 x
17	Stoke City FC	ENG	€101m	11%	78%	0.9 x
18	Leicester City FC	ENG	€94m	1677%	69%	0.9 x
19	Aston Villa FC	ENG	€93m	7%	62%	0.9 x
20	Sunderland AFC	ENG	€92m	6%	68%	0.8 x
1-20	Average		€115m		53%	1.4 x
1-20	Aggregate		€2,294m	15%	41%	



Revenue from UEFA

The top 20 leagues by average club revenue received from UEFA

Percentage of total revenue*	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
10%	(1). ESP	-2%	€210m	10.5
11%	(2). ITA	+66%	€208m	10.4
7%	(3). GER	+4%	€167m	9.3
4%	(4). ENG	-6%	€179m	9.0
9%	(5). FRA	+38%	€132m	6.6
11%	(6). RUS	+146%	€81m	5.1
22%	(7). POR	+64%	€77m	4.3
31%	(8). UKR	+165%	€54m	3.8
30%	(9). GRE	+1%	€37m	2.3
51%	(10). BLR	+230%	€30m	2.1
46%	(11). CRO	+164%	€20m	2.0
9%	(12). SUI	-30%	€19m	1.9
8%	(13). NED	-6%	€34m	1.9
17%	(14). KAZ	+923%	€22m	1.9
5%	(15). TUR	+12%	€33m	1.8
9%	(16). BEL	+17%	€28m	1.8
15%	(17). SWE	+26%	€24m	1.5
24%	(18). BUL	-6%	€10m	1.0
7%	(19). AUT	-60%	€9m	0.9
8%	(20). SCO	-58%	€10m	0.8

The top 20 markets

The amount of UEFA prize money a club receives is determined in part by its sporting performance and in part by its national broadcaster's contribution to the market pool. UEFA competition rights, prize money and solidarity payments to non-competing teams operate on a three-year cycle, with FY2015 marking the end of the 2012/13-2014/15 cycle for most of the large western European clubs with summer financial year ends and the start of the new 2015/16-2017/18 cycle for clubs with December financial year ends. UEFA distributions totalled just over €1.5bn in clubs' FY2015 figures, an increase of €240m on the previous year, with the largest increases reported by Italian, French and Portuguese clubs (performance-based increase in prize money) and eastern European clubs (new cycle increases).

Outside the top 20 markets

In the top 20 markets, the significance of the UEFA contribution ranged from 4% of total club revenue in England to more than 45% in Belarus and Croatia. Outside the top 20 leagues, UEFA competition revenues tend to represent a greater proportion of overall revenues for clubs in many less wealthy leagues. In relative terms, the qualifying round 'solidarity payments', which in the new cycle range from €200,000 for the first qualifying round of the UEFA Europa League to €400,000 for the third qualifying round in the UEFA Champions League, can form a greater proportion of smaller clubs' total revenues than the many tens of millions in Champions League group stage bonuses received by the larger clubs. The best example of this in FY2015 was the fact that more than 50% of total club revenues in Gibraltar and Andorra were from UEFA despite no club going past the second qualifying round of either the Champions League or the Europa League.

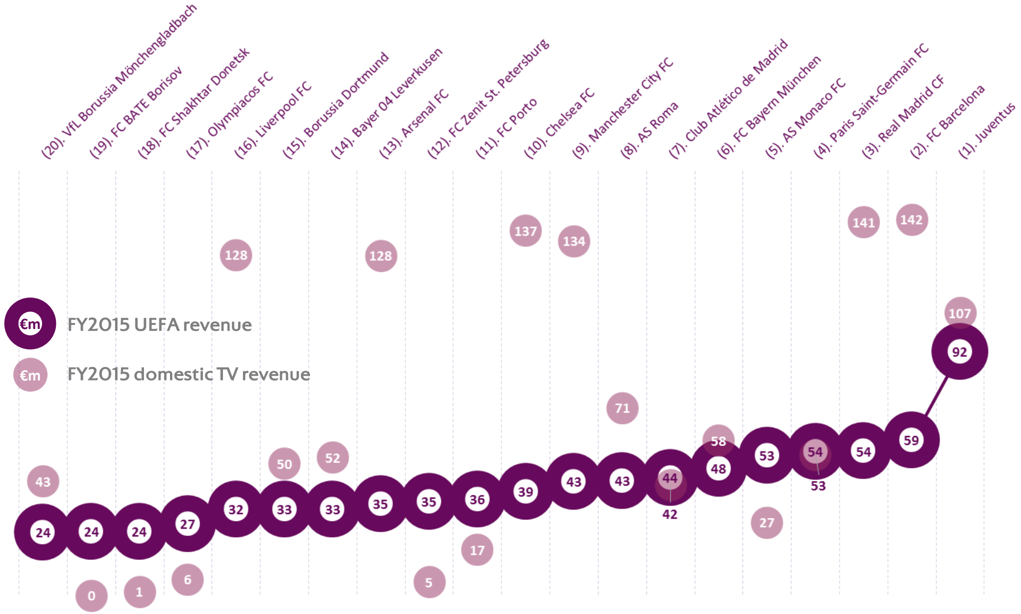
Future trends

UEFA prize money has increased by approximately 35% under the new 2015/16-2017/18 cycle, with around 40% of that increase already reflected in FY2015.** Clubs around Europe have different policies on when to register their UEFA revenues, but generally this uplift will be first reflected in the FY2016 figures of clubs with a summer year end (i.e. English, French, Spanish and most German and Italian clubs) and it is already partly reflected in the FY2015 figures of clubs with a December year end (most clubs in eastern Europe, a minority of German and Italian clubs and all clubs with summer seasons). In FY2016, Spain had five clubs in the UEFA Champions League group stage and again performed well in both competitions, so we expect this performance-related prize money to keep them above their English and Italian rivals despite large increases in the market pool distributions to clubs from those countries (based on the rights paid into the market pool by English and Italian broadcasters).

* The average club revenue and percentage of total revenue figures cover all the teams in the league rather than just the four to seven teams participating in UEFA competitions during their financial year under review. This is consistent with the other revenue stream analyses but differs from the approach used in the previous report. The aggregate revenue from UEFA includes all direct revenues, including prize money, solidarity payments for clubs competing in qualifying matches and in most cases also solidarity payments for non-participating clubs distributed through their respective leagues. Indirect revenues, i.e. sponsor and commercial partner bonuses and gate receipts, are reported elsewhere. ** The increase in UEFA prize money is reported as 'approximately 35%' because final revenues often exceed the prize money allocated in advance. For example, there was a €83m surplus from the 2014/15 UEFA Champions League. Any such surplus is also distributed among clubs when the final amounts are known. The estimated increase from 2014/15 (including the surplus) to 2015/16 is €450m (33%), plus any additional revenues that create a surplus.

Top 20 clubs by revenue from UEFA

Rank	Club	Country	Revenue from UEFA FY15*	Sporting performance	Comparisons: % of FY15 revenue	Comparisons: Domestic TV revenue FY15	Comparisons: Ratio UEFA to domestic TV	Comparisons: Revenue from UEFA FY14
1	Juventus	ITA	€92m	UCL Final	28%	€107m	0.9x	€52m
2	FC Barcelona	ESP	€59m	UCL SF	10%	€142m	0.4x	€44m
3	Real Madrid CF	ESP	€54m	UCL SF	9%	€141m	0.4x	€63m
4	Paris Saint-Germain FC	FRA	€54m	UCL QF	11%	€53m	1.0x	€36m
5	AS Monaco FC	FRA	€53m	UCL QF	45%	€27m	1.9x	€0m
6	FC Bayern München	GER	€48m	UCL SF	10%	€58m	0.8x	€53m
7	Club Atlético de Madrid	ESP	€44m	UCL QF	27%	€42m	1.1x	€51m
8	AS Roma	ITA	€43m	UCL GS/ UEL R16	24%	€71m	0.6x	€0m
9	Manchester City FC	ENG	€43m	UCL R16	9%	€134m	0.3x	€37m
10	Chelsea FC	ENG	€39m	UCL R16	9%	€137m	0.3x	€48m
11	FC Porto	POR	€36m	UCL QF	39%	€17m	2.1x	€10m
12	FC Zenit St. Petersburg	RUS	€35m	UCL GS	18%	€5m	7.1x	€19m
13	Arsenal FC	ENG	€35m	UCL R16	8%	€128m	0.3x	€30m
14	Bayer 04 Leverkusen	GER	€33m	UCL R16	19%	€52m	0.6x	€28m
15	Borussia Dortmund	GER	€33m	UCL R16	12%	€50m	0.7x	€36m
16	Liverpool FC	ENG	€32m	UCL GS/ UEL R32	8%	€128m	0.3x	€0m
17	Olympiacos FC	GRE	€27m	UCL GS	51%	€6m	4.4x	€29m
18	FC Shakhtar Donetsk	UKR	€24m	UCL R16	47%	€1m	17.0x	€21m
19	FC BATE Borisov	BLR	€24m	UCL GS	91%	€0m	>100x	€8m
20	VfL Borussia Mönchengladbach	GER	€24m	UEL R32/ UCL GS	16%	€43m	0.6x	€5m
1-20	Average		€42m			€67m		€28m
1-20	Aggregate		€833m		15%	€1,342m	0.6x	€570m



2014/15 UEFA Champions League finalists Juventus comfortably topped the UEFA revenue listings for FY2015, benefiting from the largest-ever market pool distributions and their on-pitch success. Not surprisingly, the top 20 clubs by UEFA revenue all featured in the 2014/15 UEFA Champions League group stage, with 14 having made it into the knockout stage.

TV revenue from domestic football has been included in the chart to illustrate the relative importance of TV revenue from UEFA and domestic competitions for each club. While UEFA revenue was equivalent to 0.3x domestic TV revenue for the four English clubs in the top 20 and 0.4x for the two largest Spanish clubs, the ratio was 0.6 to 0.8x for the German clubs and more than 1.0x for seven other clubs. A comparison with FY2014 UEFA revenue has also been included in the table to illustrate how this revenue stream, influenced by sporting success both domestically (to qualify) and in UEFA competitions, fluctuates more than the clubs' other revenue streams.

Across this top 20, on average UEFA revenue represented 15% of total revenue, ranging from 8% for Arsenal FC and Liverpool FC to more than 90% for FC BATE Borisov.

* The timing of payments and accounting recognition policies means that the prize money published by UEFA for 2014/15 will not exactly match the value reported in the clubs' financial statements. For clubs with a summer financial year end the amounts are usually close, with just the final market pool uplift typically recorded the following year, while for clubs with a December year end (typically 10 to 12 clubs in the UEFA Champions League group stage and 14 to 16 in the UEFA Europa League group stage) the reported prize money is a combination of the 2014/15 and 2015/16 seasons.

Gate receipt levels and trends

The top 20 leagues by club average gate receipts

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
16%	(1). ENG	-5%	€718m	35.9
20%	(2). GER	+0%	€475m	26.4
20%	(3). ESP	+7%	€419m	20.9
11%	(4). ITA	+6%	€204m	10.2
12%	(5). FRA	+6%	€168m	8.4
34%	(6). SUI	-15%	€71m	7.1
21%	(7). NED	+3%	€96m	5.3
24%	(8). BEL	+7%	€74m	4.6
12%	(9). TUR	+48%	€79m	4.4
37%	(10). SCO	-11%	€50m	4.1
25%	(11). SWE	+43%	€42m	2.6
12%	(12). POR	+8%	€42m	2.3
22%	(13). NOR	+18%	€32m	2.0
4%	(14). RUS	+54%	€31m	1.9
15%	(15). AUT	-22%	€19m	1.9
29%	(16). ISR	+8%	€18m	1.3
15%	(17). GRE	-1%	€19m	1.2
15%	(18). POL	+20%	€16m	1.0
6%	(19). DEN	-20%	€9m	0.7
18%	(20). CYP	-21%	€8m	0.6

The top 20 markets

English Premier League clubs averaged €35.9m in gate receipts in FY2015, or €9.5m more per club than in the German Bundesliga, whose clubs were comfortably the second highest earners, ahead of Spain. To put the success of these clubs in perspective, the 20 English, 18 German and 2 largest Spanish clubs are responsible for 55% of all top-division gate receipts. Gate receipts contributed the highest proportion of total revenue once again in Scotland (37%) and Switzerland (34%), with Russia at the other end of the scale (4%). Gate receipts remain a small percentage of the pie in a number of the world's best-known leagues, with Italian, French, Turkish and Portuguese clubs generating just 11-12% of total revenue from their gate receipts.

Outside the top 20 markets

Gate receipts generate less than 10% of total revenues across many leagues outside the top 20 markets. However, they are a noticeably significant part of the revenue mix in certain countries, such as the Republic of Ireland (31%), Northern Ireland (18%) and Finland (17%).

Notable changes

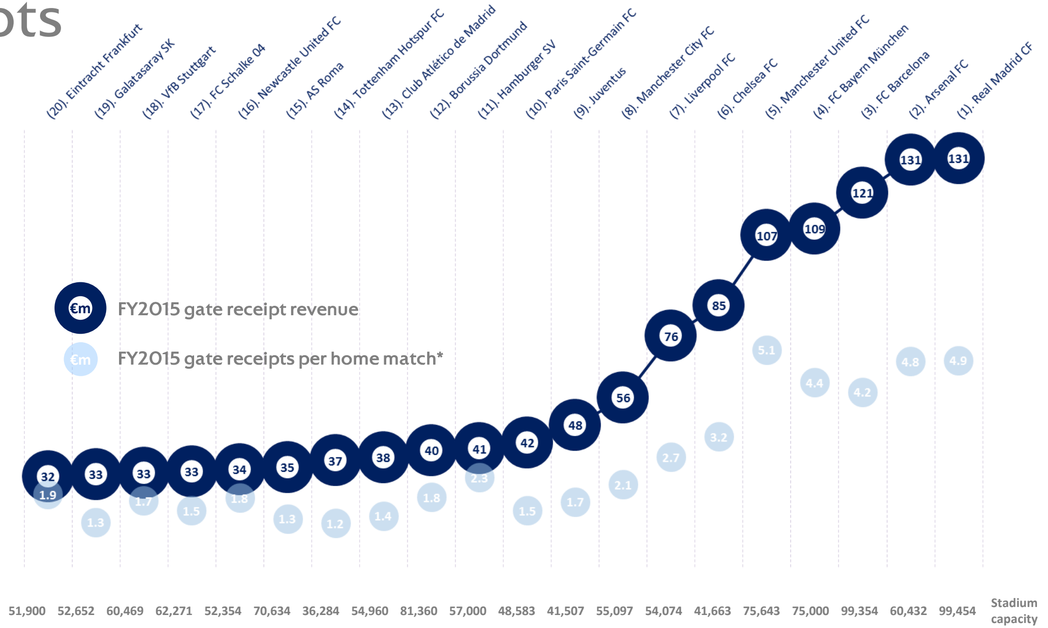
While club revenues from sponsorship, commercial rights and both UEFA and domestic TV rights have carried on climbing despite the challenging European economic climate, gate receipts paint a different picture. Gate receipts have decreased as a percentage of the overall revenue mix in every one of the top 20 markets in the last five years.

In absolute terms, gate receipts in FY2015 finally climbed back above their 2010 and 2011 levels, with clubs setting a new record in FY2015, €40m above the previous record. Gate receipt trends over this period have, however, tended to reflect national economic trends, with German, Swiss and Swedish clubs increasing their gate receipts by more than 20%, while those in Turkey (8%), Spain (19%), Portugal (24%), Ukraine (43%) and Greece (72%) remain significantly below the 2009/10 peak.

In local currency terms, gate receipts increased dramatically in Sweden (43%), Turkey (48%) and Russia (54%), with notable year-on-year growth also seen in Poland (20%) and Norway (18%).

Top 20 clubs by gate receipts

Rank	Club	Country	FY15	Year-on-year growth	% of total revenue	Multiple of the league average	Estimated receipts per match
1	Real Madrid CF	ESP	€131m	8%	23%	6.0 x	€4.9m
2	Arsenal FC	ENG	€131m	9%	29%	3.6 x	€4.8m
3	FC Barcelona	ESP	€121m	3%	21%	5.5 x	€4.2m
4	FC Bayern München	GER	€109m	0%	23%	4.1 x	€4.4m
5	Manchester United FC	ENG	€107m	-10%	21%	3.0 x	€5.1m
6	Chelsea FC	ENG	€85m	8%	21%	2.4 x	€3.2m
7	Liverpool FC	ENG	€76m	27%	20%	2.1 x	€2.7m
8	Manchester City FC	ENG	€56m	0%	12%	1.6 x	€2.1m
9	Juventus	ITA	€48m	31%	18%	4.7 x	€1.7m
10	Paris Saint-Germain FC	FRA	€42m	-9%	11%	5.0 x	€1.5m
11	Hamburger SV	GER	€41m	-10%	33%	1.5 x	€2.3m
12	Borussia Dortmund	GER	€40m	-1%	16%	1.5 x	€1.8m
13	Club Atlético de Madrid	ESP	€38m	12%	35%	1.7 x	€1.4m
14	Tottenham Hotspur FC	ENG	€37m	4%	21%	1.0 x	€1.2m
15	AS Roma	ITA	€35m	48%	28%	3.4 x	€1.3m
16	Newcastle United FC	ENG	€34m	9%	29%	1.0 x	€1.8m
17	FC Schalke 04	GER	€33m	-4%	16%	1.3 x	€1.5m
18	VfB Stuttgart	GER	€33m	2%	29%	1.2 x	€1.7m
19	Galatasaray SK	TUR	€33m	204%	23%	7.4 x	€1.3m
20	Eintracht Frankfurt	GER	€32m	-12%	37%	1.2 x	€1.9m
1-20	Average		€63m		23%	3.0 x	€2.5m
1-20	Aggregate		€1,262m	6%	20%		



The top 20 comprises seven English clubs, five German clubs, four Spanish clubs and four clubs from elsewhere. Together, these 20 clubs generated just under €1,262m in gate receipts in FY2015, or 48% of all European top-division gate receipts.

Five clubs, all with 60,000+ stadium capacities, again generated more than €100m from gate receipts in FY2015, at an average of between €4.2m and €5.1m per home match. Clubs' abilities to generate revenue from gate receipts differ noticeably, with the fifth highest-earner generating twice as much as the club in ninth place. Most of the clubs in the top 20 operate at or near to full capacity and this limits their potential for year-on-year growth to price increases. However, after growth of just 1% in FY2014, there was a significant 6% increase in FY2015 boosted by a large recovery in Galatasaray SK attendances and higher gate receipts at Liverpool FC, partly as a result of them playing more cup matches. Gate receipts represented 24% of the total revenue of these top 20 clubs, on average, and made the highest contribution at Eintracht Frankfurt (37%), Hamburger SV (33%), Club Atlético Madrid (35%) and Arsenal FC (38%).

Stadium development projects (new builds and upgrades) at Club Atlético de Madrid, Beşiktaş JK, FC Dinamo Moskva, Olympique Lyonnais, Chelsea FC, Liverpool FC, FC Zenit and Tottenham Hotspur FC should lead to additional revenue growth, some movement in the rankings and a potential narrowing of the gap beneath the top five in the years to come.

* Gate receipts per match are calculated by dividing the total gate receipt revenue by the number of official competitive domestic league and cup matches and UEFA matches hosted during the financial year. This may in some cases lead to a slight overestimate of revenue per match if clubs also generated gate receipts from non-official friendly matches.

Sponsorship and commercial revenue levels and trends

The top 20 leagues by club average sponsorship

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
29%	(1). ENG	+9%	€1,296m	64.8
41%	(2). GER	+6%	€1,003m	55.7
27%	(3). ESP	+20%	€562m	28.1
38%	(4). FRA	+2%	€545m	27.3
58%	(5). RUS	+24%	€427m	26.7
20%	(6). ITA	-3%	€386m	19.3
50%	(7). NED	+1%	€226m	12.6
33%	(8). TUR	+24%	€211m	11.7
37%	(9). SUI	0%	€79m	7.9
51%	(10). AUT	-25%	€66m	6.6
50%	(11). DEN	+7%	€71m	6.0
27%	(12). POR	+5%	€92m	5.1
24%	(13). BEL	+3%	€75m	4.7
39%	(14). SCO	-1%	€52m	4.3
41%	(15). SWE	+18%	€68m	4.2
44%	(16). NOR	-14%	€63m	4.0
25%	(17). UKR	-22%	€43m	3.1
43%	(18). POL	+2%	€47m	2.9
66%	(19). AZE	-32%	€26m	2.6
46%	(20). HUN	+93%	€31m	2.5

The top 20 markets

Sponsorship and commercial revenues continue to grow at the top. In euro equivalent terms, the English club average of €64.8m in sponsorship and commercial revenues is 2.3 times the Spanish and French club average and 3.4 times the Italian club average.

Outside the top 20 markets

Outside the top 20, where broadcast revenues are much lower, many clubs rely heavily on sponsorship and commercial deals, both with third parties and with related parties. Clubs in Czech Republic, FYR Macedonia, Liechtenstein, Luxembourg and Slovakia averaged over half their revenues from sponsorship and commercial partnerships in FY2015.

Notable changes

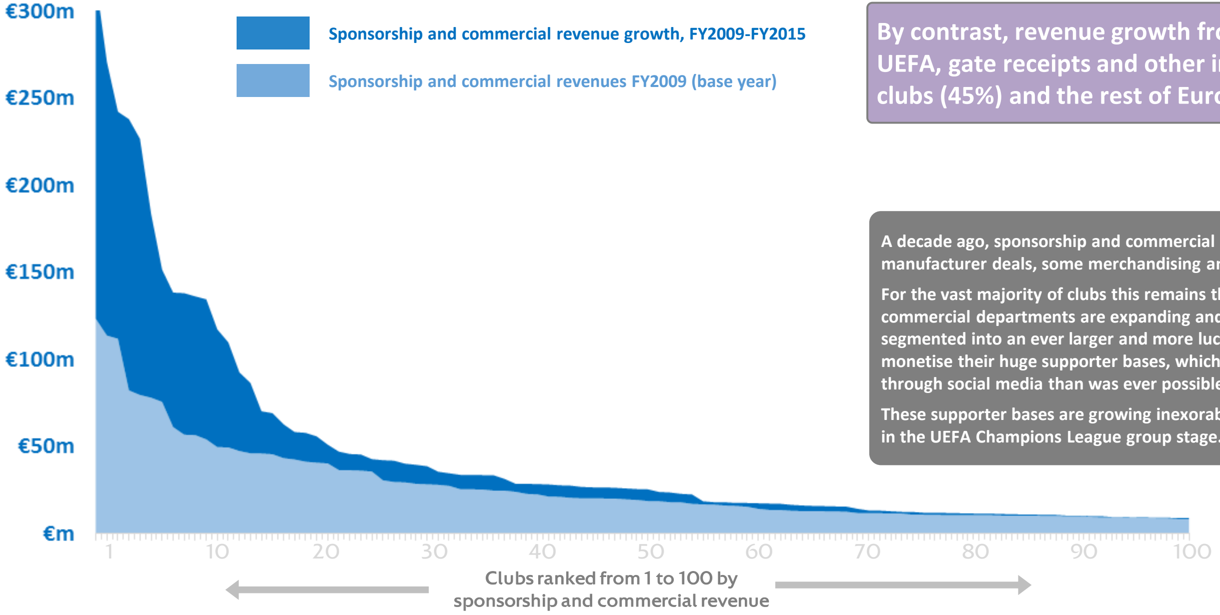
English clubs overtook German clubs in earning the highest average revenue from sponsorship and commercial deals in FY2014. The gap increased in FY2015, with stronger growth of 9% v 6% and a 10% appreciation of the British pound, meaning the difference is now 16% or €9.1m per club. Once again, six English and five German clubs feature in the top 20 for commercial and sponsorship revenues.

Analysing sponsorship and commercial growth by league provides some interesting context, but it does not completely reveal the two-speed impact that the increasingly globalised market for European football is having on commercial revenues. To do this we need to rank clubs from largest to smallest, irrespective of nationality, as we do in the next analysis.

Relative sponsorship and commercial revenue growth

Six-year growth in sponsorship and commercial revenues (FY2009-FY2015, top 100 clubs)

The number of clubs generating more than €100m in sponsorship and commercial revenue has leaped from 3 in FY2009 to 13 in FY2015. While the highest TV income in FY2015 was €142m, five clubs earned more than €200m from sponsorships and commercial partnerships.



The top 15 clubs in this analysis have added a remarkable €1,514m in sponsorship and commercial revenues in the last six years (148% increase), compared with the €453m added by the rest of Europe's 700 or so top-division clubs (17% increase). There is no single factor that explains the growing disparity in the revenue and buying power of the 'global super clubs' compared with the rest of Europe.

By contrast, revenue growth from all other sources, including TV, revenue from UEFA, gate receipts and other income, has grown at a similar rate for the top 15 clubs (45%) and the rest of Europe's 700 or so top-division clubs (37%).

A decade ago, sponsorship and commercial revenues were concentrated on shirt sponsorship and kit manufacturer deals, some merchandising and a small number of local sponsorship deals.

For the vast majority of clubs this remains the case, but for the dozen or so 'global super clubs', sponsorship and commercial departments are expanding and sponsorship and commercial partnerships are being sliced and segmented into an ever larger and more lucrative number of deals. This is enabling those 'global super clubs' to monetise their huge supporter bases, which extend around the globe and which can be accessed far better through social media than was ever possible through traditional marketing in the past.

These supporter bases are growing inexorably, powered by star players, overseas tours and regular participation in the UEFA Champions League group stage.

Transfer proceeds level and trends

The top 20 leagues by club average transfer proceeds

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
36%	(1). ITA	+5%	€694m	34.7
15%	(2). ENG	+27%	€650m	32.5
24%	(3). ESP	+16%	€497m	24.9
13%	(4). GER	+54%	€325m	18.1
75%	(5). POR	+41%	€258m	14.3
18%	(6). FRA	+41%	€261m	13.1
30%	(7). NED	+17%	€135m	7.5
49%	(8). UKR	+190%	€86m	6.1
41%	(9). AUT	+295%	€53m	5.3
9%	(10). RUS	+11%	€70m	4.4
20%	(11). BEL	-11%	€65m	4.0
18%	(12). SUI	-38%	€37m	3.7
85%	(13). CRO	+69%	€37m	3.7
6%	(14). TUR	+15%	€40m	2.2
25%	(15). GRE	-7%	€32m	2.0
15%	(16). SCO	-23%	€19m	1.6
13%	(17). DEN	-5%	€18m	1.5
14%	(18). SWE	+11%	€23m	1.4
82%	(19). SRB	+7%	€22m	1.4
36%	(20). CZE	-8%	€18m	1.1

Transfer proceeds reflect the value of all outward transfer activity during FY2015.* This is not included in revenue but the percentage of revenue is presented as a benchmark highlighting the relevant scale and importance of transfer proceeds for clubs in different leagues. Transfer proceeds are indirectly included below the revenue line in the transfer activity result as part of the calculation of profit and loss on the sale of player registrations. This is analysed and explained in detail later in the report.

The top 20 markets

The relative size and importance of transfer activity in clubs' annual finances is highlighted by the table, with Italian clubs on average generating €34.7m in transfer proceeds in FY2014, equivalent to 36% of their total revenues.

The size of transfer fees relative to revenue is significantly higher for Portuguese clubs (75%), Croatian clubs (85%) and Serbian clubs (82%), whose business models are typically based on developing and exporting talent.

Outside the top 20 markets

Transfer market activity is also an important part of the business models of clubs outside the top 20, with transfer fees, solidarity contributions and training compensation together accounting for more than 30% of club revenue in Bosnia and Herzegovina and Latvia in FY2015.

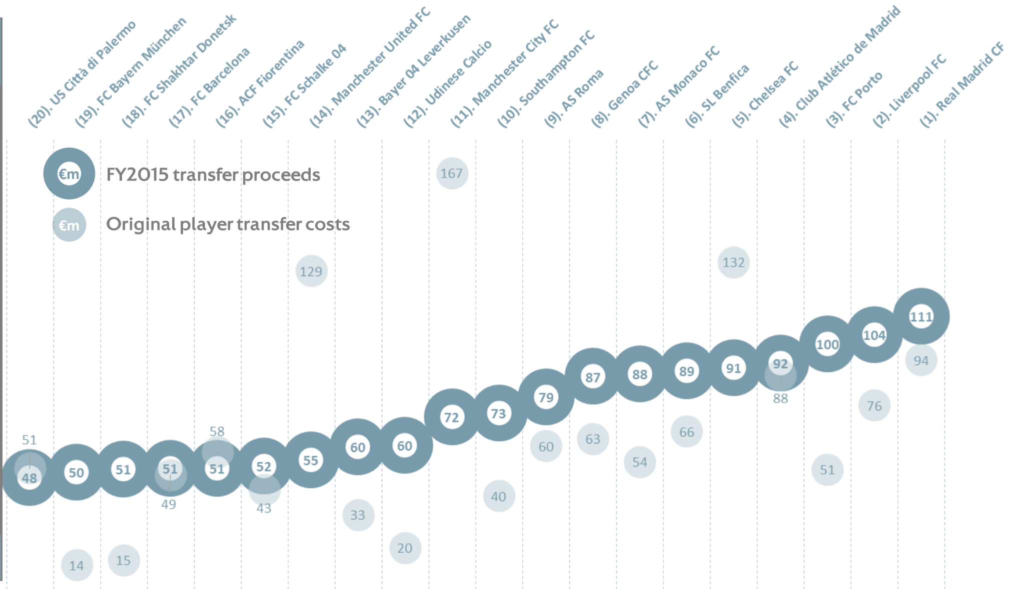
Notable changes

The distribution and relative scale of transfer proceeds fluctuates considerably from year to year as transfer proceeds are, by nature, a combination of one-off discrete transfer events. With 76% of transfer proceeds reported by clubs with summer financial year ends, which occur just before the main summer transfer window opens, there is a delay between observed transfer activity and transfer activity reported in financial statements. As an example, the majority of FY2015 proceeds reflect activity in the summer 2014 transfer window. Having observed the summer 2015 and 2016 transfer activity, we can confidently predict that English and Spanish clubs will return to the top of the list of average club transfer proceeds in FY2016 and the German figure will again increase significantly.

* Transfer proceeds for FY2015 have been extracted from the detailed notes to the audited financial statements of 700+ top-division clubs. Transfer proceeds include guaranteed future transfer proceeds and proceeds received during the year on transfers concluded within the last 12 months, transfer receipts from conditional clauses on past transfers triggered during the period, and any solidarity, training compensation or negotiated sell-on clauses triggered during the period. In most cases it also includes any loan fees received for players loaned out during the period in question.

Top 20 clubs by transfer proceeds

Rank	Club	Country	FY15 transfer proceeds	Proceeds relative to revenue	FY15 proceeds: original cost	FY15 proceeds: +/- mark-up	FY15 transfer spend	FY15 net transfer proceeds
1	Real Madrid CF	ESP	€111m	19%	€94m	€17m	€186m	-€75m
2	Liverpool FC	ENG	€104m	27%	€76m	€28m	€179m	-€75m
3	FC Porto	POR	€100m	107%	€51m	€49m	€53m	€47m
4	Club Atlético de Madrid	ESP	€92m	56%	€88m	€5m	€119m	-€26m
5	Chelsea FC	ENG	€91m	22%	€132m	-€42m	€123m	-€32m
6	SL Benfica	POR	€89m	88%	€66m	€24m	€50m	€40m
7	AS Monaco FC	FRA	€88m	75%	€54m	€34m	€45m	€44m
8	Genoa CFC	ITA	€87m	135%	€63m	€24m	€19m	€69m
9	AS Roma	ITA	€79m	44%	€60m	€19m	€137m	-€58m
10	Southampton FC	ENG	€73m	49%	€40m	€33m	€113m	-€40m
11	Manchester City FC	ENG	€72m	16%	€167m	-€95m	€128m	-€56m
12	Udinese Calcio	ITA	€60m	134%	€20m	€40m	€40m	€21m
13	Bayer 04 Leverkusen	GER	€60m	34%	€33m	€26m	€82m	-€22m
14	Manchester United FC	ENG	€55m	10%	€129m	-€74m	€198m	-€144m
15	FC Schalke 04	GER	€52m	24%	€43m	€9m	€40m	€12m
16	ACF Fiorentina	ITA	€51m	50%	€58m	-€7m	€43m	€9m
17	FC Barcelona	ESP	€51m	9%	€49m	€2m	€160m	-€109m
18	FC Shakhtar Donetsk	UKR	€51m	100%	€15m	€36m	€1m	€50m
19	FC Bayern München	GER	€50m	10%	€14m	€36m	€73m	-€23m
20	US Città di Palermo	ITA	€48m	91%	€51m	-€4m	€17m	€31m
1-20	Average		€73m		€65m	€8m	€90m	-€17m
1-20	Aggregate		€1,464m	30%	€1,303m	€162m	€1,805m	-€341m



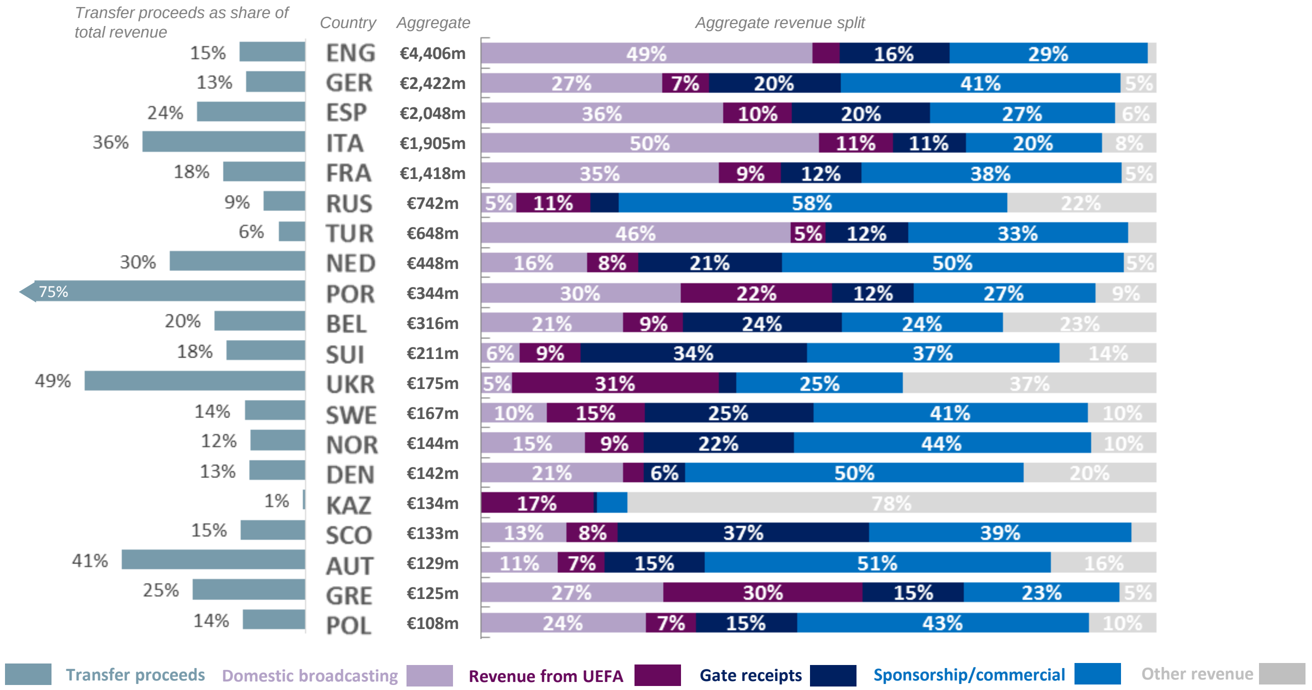
Three clubs – Real Madrid CF, Liverpool FC and FC Porto – generated official transfer proceeds of more than €100m in FY2015.* The make-up of the top 20 transfer proceeds list is varied, with five English and Italian clubs and three Spanish and German clubs. Unlike the main revenue categories, where the top 20 lists are relatively stable from year to year, transfer proceeds and spending fluctuate noticeably, with less than half of the top 20 sellers in FY2014 also appearing in this year's list. The importance of transfer activity in club finances is clearly evident when you compare transfer proceeds with revenues: four of the top 20 clubs received transfer proceeds equivalent to more than their total revenue for the year.

While the average top 20 transfer proceeds were €73m, most clubs manage their squads carefully and high transfer proceeds are typically accompanied by transfer spending. Indeed, the top 20 clubs reported an average net transfer spend of €17m. Eight of the top ten highest earners were also among the top ten highest spenders in FY2015. Comparing transfer proceeds with the original transfer spend on the players concerned, FC Porto generated the highest mark-up by selling players for €49m more than they originally paid, followed by Udinese Calcio (+€40m), FC Shakhtar Donetsk and FC Bayern München (+€36m each). At the other end of the scale, there were a number of clubs who sold players for a 'mark-down', with three English clubs standing out in FY2015: Manchester City FC (-€95m), Manchester United FC (-€74m) and Chelsea FC (-€42m).

* Transfer proceeds are gross income from player sales and loans during FY2015. We refer to this as the 'official' transfer proceeds figure as this is calculated from figures included in the audited financial statements rather than figures only covering part of the transfer market (FIFA TMS reports) or estimates (all other reports or press figures). Comparisons of transfer proceeds against original transfer cost are available in the detailed notes to club financial statements.

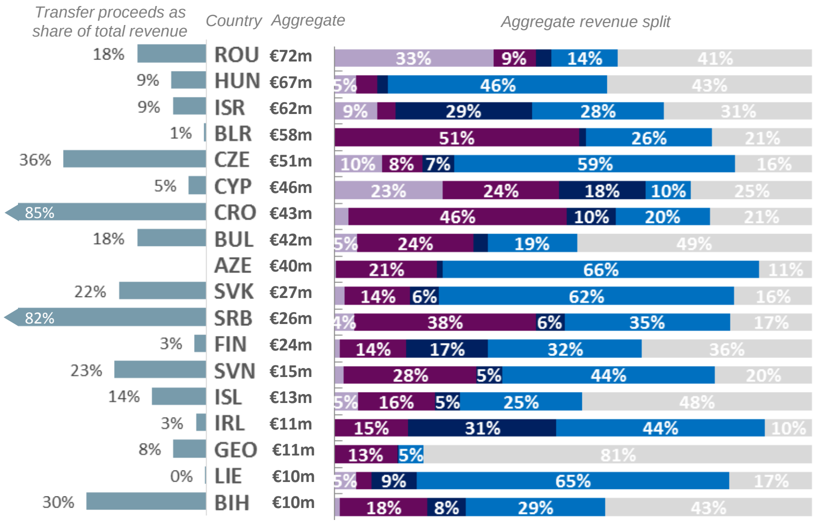
Revenue mix in the top 20 leagues

The share of total revenue from each revenue stream is indicated in the charts below. This is effectively a summary of the previous top 20 lists. For example, 49% of the English Premier League's €4,406m came from broadcasting of the domestic league and cups. Transfer proceeds have been added to the left of each league by way of context but are not reported within revenues. For example, the English Premier League clubs' €650m transfer proceeds in FY2015 are not included as revenue but equate to 15% of total revenue.

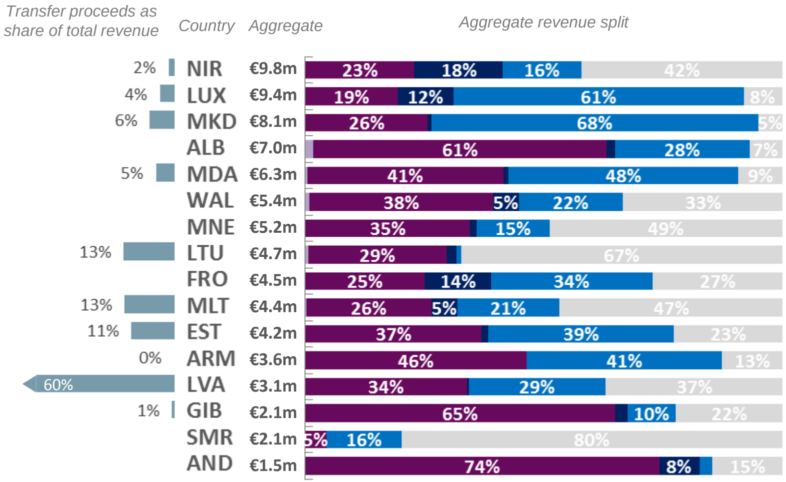


Revenue mix outside the top 20 leagues

Revenue streams and transfer proceeds of the 18 leagues with total club revenues between €10m and €100m



Revenue streams and transfer proceeds of the 16 leagues with total club revenues of below €10m



Transfer proceeds | Domestic broadcasting | Revenue from UEFA | Gate receipts | Sponsorship/commercial | Other revenue

By contrast with most of the top 20 leagues, revenue from TV deals is limited for the middle-income leagues and almost completely irrelevant for the lowest earners. Only clubs in Romania and Cyprus get more than 10% of their revenues from domestic competition TV revenue.

Revenue from UEFA club competitions, on the other hand, is highly significant for clubs in most middle-income and lower-earning leagues. For 44 clubs playing in the qualifying rounds of the UEFA Champions League and UEFA Europa League, UEFA payments contributed more than all revenue sources put together.

Transfer proceeds relative to revenue were again the highest in Europe for Croatian clubs (85%) and Serbian clubs (82%). However, for many middle-income and lower-earning leagues, transfer proceeds are minimal.

'Other' revenues include numerous items but donations and grants are the most common. The relatively high share of revenue coming from this stream underlines the precarious nature of club finances among many middle-income and lower-earning leagues.

CHAPTER

9

Wage and squad costs

CONTENTS OVERVIEW

Wage and squad cost highlights

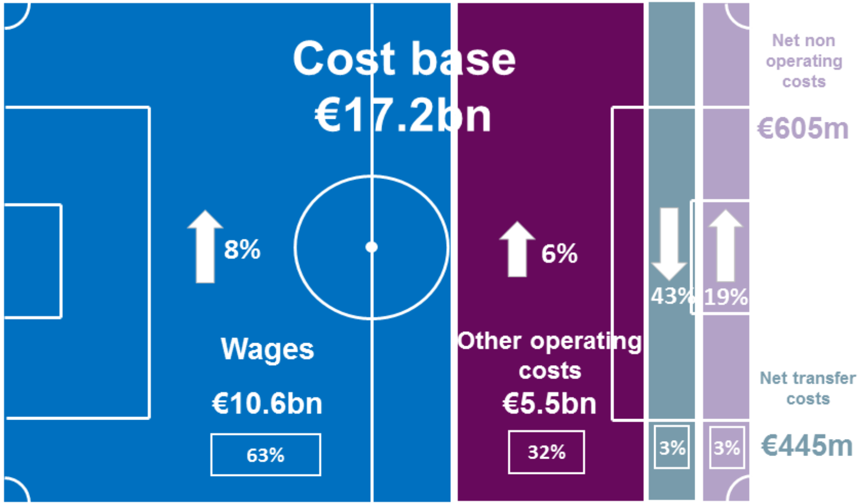
Wages absorbed 63% of club revenue in 2015, up on last year but below the level recorded in all previous years

Among the 20 highest paying leagues, only Germany, Norway and Sweden have a wage to revenue ratio below 60%

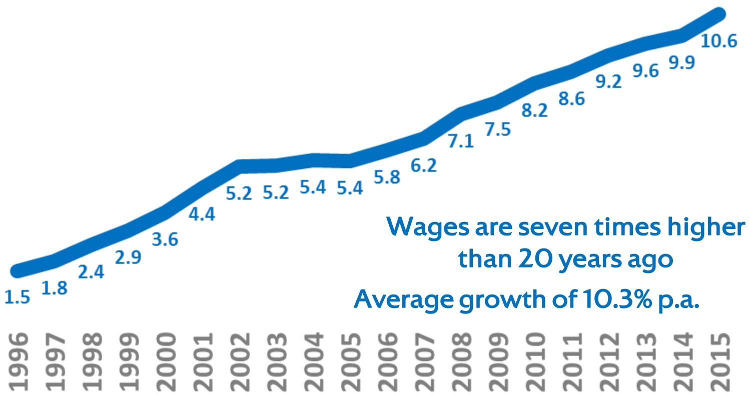
For the first time on record, the wage bill of English Premier League clubs was more than double the next highest paying league, Italy's Serie A

Club costs and long-term wage growth

Breakdown of European club costs



Long-term evolution in total European top-division club wages (€bn)



Wages* represent 62% of the net costs of European clubs, with other operating costs representing another 32%. With gains netted against losses, at European level non-operating costs (one-off non-operating items, finance, tax and divestment) represent 3.5% and net transfer costs just 2.6%.

While non-operating and net transfer costs made up just 6% of European clubs' total cost base in FY2015, there are cases where they have a significant impact on individual club results.

Club wages have grown at an annual equivalent of more than 10% over the last 20 years, compared with European economic growth of just 1.5% a year over the same period. Of the €14,036,000,000 increase in club revenue over the last two decades, 65% has been absorbed by wage increases.

* For clarification, 'wages', 'wage levels' and 'wage bills' in this section of the report refer to all employee costs (including the club's share of social taxes) and all employees (technical, administrative and players).

Medium-term absolute and relative wage growth

Evolution in total revenue and wages
(percentage growth per year)

Percentage of club revenue spent on wages

The last edition of this report highlighted the facts that wage growth had reached a record low and revenues had recently grown faster than wages for the first time on record. To reiterate, the 4.3% wage growth in FY2013 and 3.2% growth in FY2014 were significantly below both the FY2015 growth rate and the long-term average of more than 10%.

The FY2015 results indicate that wage growth picked up in FY2015 and once again outstripped revenue growth. At 7.8%, wage growth has reached its fastest rate since FY2010.

The wage to revenue ratio, widely recognised as one of the key financial indicators for football clubs, increased from 62.1% in FY2014 to 63.0% in FY2015.* The ratio is still lower than before the introduction of financial fair play but the increase is the main reason for the slight decrease in club operating profits analysed later in this report. 80% of the €1bn increase in revenues in FY2015 was absorbed by increased wages.

The remainder of this section sets out the sources and key drivers of this wage growth.

* 'Widely recognised' within the business review section of the annual reports of all major football clubs and as a key ratio in all benchmarking studies.

Wage growth across the top 20 leagues

The top 20 leagues by club average wages

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
61%	(1). ENG	+8%	€2,690m	134.5
52%	(2). GER	+10%	€1,251m	69.5
69%	(3). ITA	+6%	€1,309m	65.5
60%	(4). ESP	+11%	€1,238m	61.9
68%	(5). FRA	+0%	€959m	47.9
76%	(6). RUS	+31%	€563m	35.2
80%	(7). TUR	+17%	€520m	28.9
61%	(8). NED	-1%	€272m	15.1
67%	(9). SUI	-7%	€141m	14.1
63%	(10). BEL	+2%	€198m	12.4
63%	(11). POR	+6%	€218m	12.1
74%	(12). AUT	-5%	€96m	9.6
78%	(13). KAZ	+40%	€104m	8.7
62%	(14). UKR	+27%	€108m	7.7
64%	(15). DEN	+5%	€92m	7.6
66%	(16). SCO	-8%	€87m	7.3
71%	(17). GRE	+2%	€89m	5.5
50%	(18). SWE	+11%	€84m	5.2
51%	(19). NOR	-4%	€73m	4.6
62%	(20). POL	+5%	€67m	4.2

The top 20 markets

For the first time on record, the total wage bill of the highest-paying league (English Premier League) was more than double that of the next highest-paying league (Italy's Serie A), with the strength of the British pound in 2015 just pushing the English clubs over this line. The aggregate wage bills of the 20 Italian, 20 Spanish and 18 German top-division clubs continue to converge and are within 5% of each other, with Germany third on aggregate wages but now second on average club wages.

In local currency terms, all four of the leagues with wage bills of more than €1bn recorded a higher rate of wage inflation than the previous year, with German and Spanish clubs recording double-digit wage growth.

Elsewhere, French, Russian and Turkish wage costs remain comfortably the fifth, sixth, and seventh highest respectively.* When analysing year-on-year growth within each league, local currency growth is analysed. A number of leagues reported high wage growth in local currency but decreases in euros. This is particularly true of Russia and Ukraine, whose top-tier leagues have wage bills at least partly paid in euros or US dollars.

Among the 20 highest paying leagues, German, Norwegian and Swedish clubs continue to have the lowest wage to revenue ratios (between 50% and 52%). At the other end of the scale, a number of leagues reported an average ratio of between 70% and 80%, with Turkish clubs spending on average 80% of all revenue on wages. Given that other, mainly fixed, operating costs tend to absorb between 33% and 40% of revenues, a wage ratio of over 70% is likely to result in losses unless there is a significant surplus from transfer activity. This is why it is included as a risk indicator in the UEFA Club Licensing and Financial Fair Play Regulations.

* This report concentrates on clubs from the top tier of each of the UEFA member associations, for which UEFA receives detailed financial information. All tables and charts are based on this information. In 2015, based on third-party league benchmarking reports, the seventh highest club average wages in Europe were actually reported by clubs in the English second tier (€29.6m). In addition, the second tier in Germany reported average wages per club of €13.8m, ranking this league 11th. The second tier in Italy would be 15th, with average wages of €8.5m per club and the second tier in France would be ranked 20th (€7.2m per club). In aggregate wages, the third tier in England would be 15th (€141m per club), although once divided by the 24 clubs, the average wages drops outside the top 20.

Wage levels and trends outside the top 20 leagues

Leagues 21 to 35, ranked high to low by club average wages

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
96%	(21). CRO	+21%	€42m	4.2
94%	(22). ISR	-2%	€58m	4.1
69%	(23). ROU	-13%	€50m	3.5
62%	(24). HUN	+7%	€42m	3.5
60%	(25). AZE	-22%	€24m	2.4
52%	(26). BUL	-22%	€22m	2.2
51%	(27). BLR	+31%	€30m	2.1
64%	(28). CZE	-12%	€33m	2.0
59%	(29). CYP	-5%	€27m	1.9
88%	(30). SRB	-10%	€23m	1.4
60%	(31). SVK	+24%	€16m	1.3
79%	(32). SVN	-8%	€12m	1.2
47%	(33). FIN	-3%	€11m	0.9
60%	(34). LIE	+12%	€6m	0.9
105%	(35). GEO	-4%	€12m	0.7

Leagues 36-54, ranked high to low by club average wages

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
65%	(36). ISL	+16%	€8.5m	0.7
59%	(37). IRL	+10%	€6.7m	0.6
64%	(38). MKD	+126%	€5.2m	0.5
73%	(39). LUX	+17%	€6.9m	0.5
70%	(40). LTU	+14%	€3.3m	0.4
56%	(41). BIH	+11%	€5.7m	0.4
49%	(42). ALB	+16%	€3.4m	0.3
76%	(43). EST	+72%	€3.2m	0.3
39%	(44). NIR	+1%	€3.8m	0.3
50%	(45). MDA	-36%	€3.1m	0.3
72%	(46). MLT	+39%	€3.2m	0.3
57%	(47). MNE	-16%	€3.0m	0.2
51%	(48). WAL	+7%	€2.8m	0.2
50%	(49). FRO	-5%	€2.3m	0.2
49%	(50). LVA	-4%	€1.5m	0.2
49%	(51). GIB	+80%	€1.0m	0.1
62%	(52). AND	+8%	€0.9m	0.1
23%	(53). ARM	+22%	€0.8m	0.1
65%	(54). SMR	+13%	€1.3m	0.1

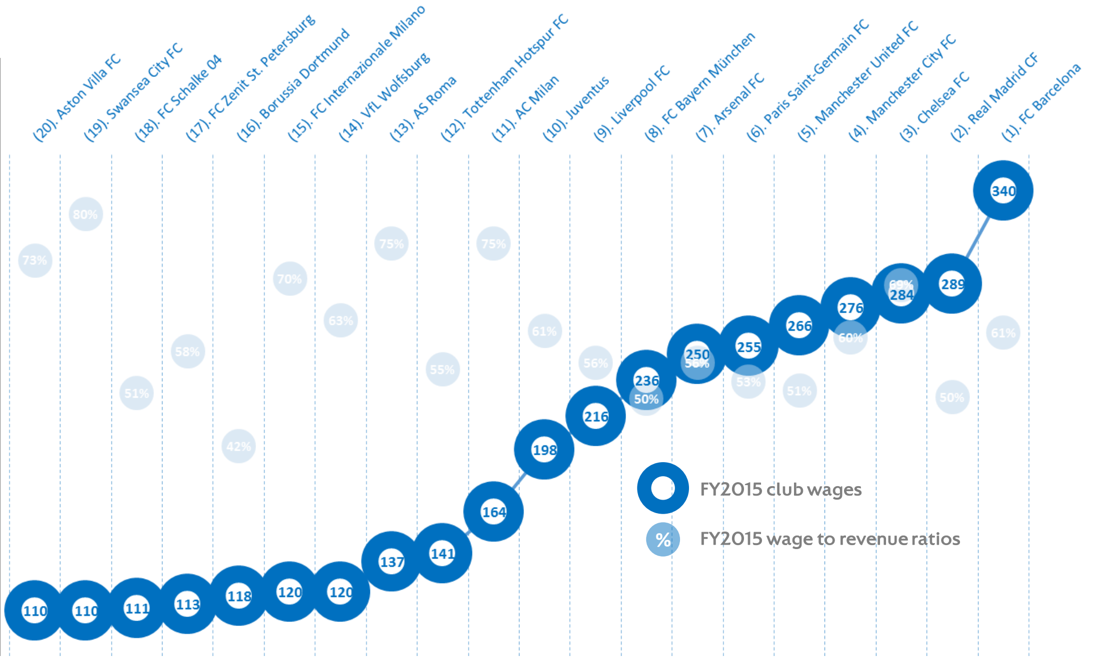
Across the 34 lower-wage leagues analysed on this page, only four – the top tiers in Croatia, Georgia, Israel and Serbia – reported an aggregate wage ratio of above 80%, one of which was above 100%. This represents a dramatic and potentially significant improvement on FY2014, when ten of these leagues reported ratios of more than 80% and four leagues more than 100%. In addition, the high ratio in Croatia and Serbia is more than compensated for by repeated transfer profits.

There are probably numerous reasons for the improved balancing of revenues and wages, including a greater general acceptance of the concept of 'spending what you earn'. However, the significant increase in both UEFA solidarity and qualifying round payments between FY2014 and FY2015 also appears to have played a prominent role in the year-on-year improvement.

Top 20 club wage levels and trends

The top 20 clubs by wages

Rank	Club	Country	FY15	Year-on-year growth	% of total revenue	Multiple of the league average
1	FC Barcelona	ESP	€340m	37%	61%	5.5 x
2	Real Madrid CF	ESP	€289m	7%	50%	4.7 x
3	Chelsea FC	ENG	€284m	23%	69%	2.1 x
4	Manchester City FC	ENG	€276m	13%	60%	2.1 x
5	Manchester United FC	ENG	€266m	1%	51%	2.0 x
6	Paris Saint-Germain FC	FRA	€255m	9%	53%	5.3 x
7	Arsenal FC	ENG	€250m	26%	56%	1.9 x
8	FC Bayern München	GER	€236m	9%	50%	3.4 x
9	Liverpool FC	ENG	€216m	26%	56%	1.6 x
10	Juventus	ITA	€198m	8%	61%	3.0 x
11	AC Milan	ITA	€164m	1%	75%	2.5 x
12	Tottenham Hotspur FC	ENG	€141m	12%	55%	1.0 x
13	AS Roma	ITA	€137m	26%	75%	2.1 x
14	VfL Wolfsburg	GER	€120m	18%	63%	1.7 x
15	FC Internazionale Milano	ITA	€120m	-1%	70%	1.8 x
16	Borussia Dortmund	GER	€118m	9%	42%	1.7 x
17	FC Zenit St. Petersburg	RUS	€113m	-11%	58%	3.2 x
18	FC Schalke 04	GER	€111m	-3%	51%	1.6 x
19	Swansea City FC	ENG	€110m	46%	80%	0.8 x
20	Aston Villa FC	ENG	€110m	32%	73%	0.8 x
1-20	Average		€193m		60%	
1-20	Aggregate		€3,856m	14%	58%	2.4 x



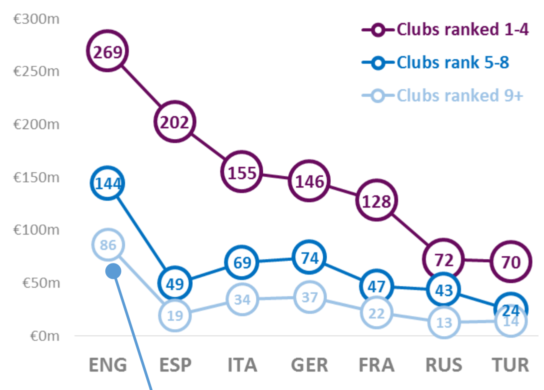
A total of 24 clubs had wage bills in excess of €100m in FY2015, with 9 of those clubs exceeding €200m. The average wage increase among the top 20 was 14%, with FC Barcelona, AS Roma and a number of English clubs increasing wages by more than 20% (due in part to success bonuses in the cases of FC Barcelona and AS Roma).

Of the 20 highest-paying clubs, 16 reported a comfortable wage to revenue ratio of less than 70%, and more than half of them a healthy ratio of less than 60%. The number of clubs with a wage bill in excess of €100m has increased each year from just 10 clubs in FY2009 to 20 clubs in FY2015.

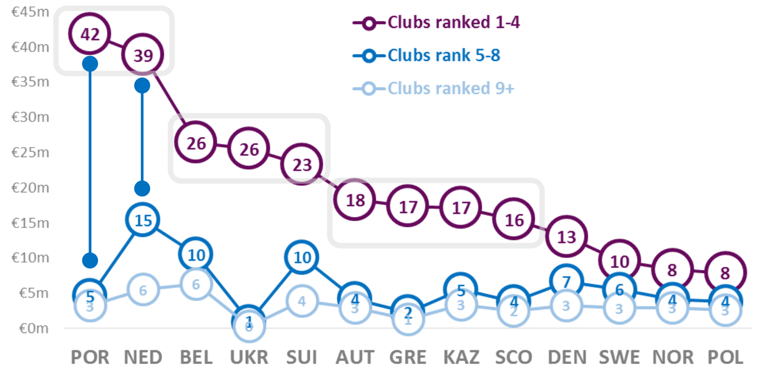
Club wages within and between the top 20 leagues

Average and aggregate league comparisons provide some insight but have inherent limitations. The following cluster analysis groups clubs into the top four, clubs 5 to 8 and the remaining clubs in the league (between 8 and 12) according to each measure analysed and then compares the averages of these clusters by country. It paints a revealing picture of the relative spending power of clubs within each league and between different leagues.

Average wage bills in €m in leagues 1-7



Average wage bill in €m in leagues 12-20



A number of things stand out, not least the fact that the English Premier League's TV deal enables the third cluster of clubs in England (clubs 9–20) to cover higher average wage bills (€86m) than clubs 5–8 in Italy (€69m) and Germany (€74m), and at least 75% more than the clubs 5–8 in Spain (€49m), France (€47m) and Russia (€43m).

The first clusters (top four clubs) include a wide range of spending power within each country, particularly in Spain and France. The very largest clubs are best compared club by club, as done in the 'top 20' tables throughout the report and the scatter chart at the end of this section.

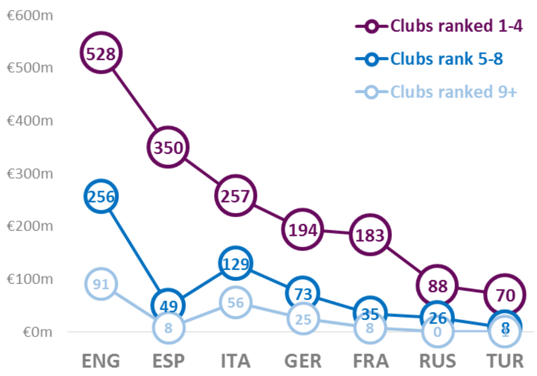
The top group of Portuguese and Dutch clubs have comparable wage bills, with a 50%+ gap between them and the top group of Belgian, Ukrainian and Swiss clubs. The top cluster in the next group of leagues (Austrian, Greek, Kazakh and Scottish) also have very similar average wage bills, albeit with considerable variation among the top four clubs in each of these countries.

The gap between the top two clusters is revealing. The difference in spending power in Portugal, Ukraine, Austria, Greece and Scotland makes a league winner outside the top four extremely unlikely. The relative wage bill in other leagues is clearly more balanced.

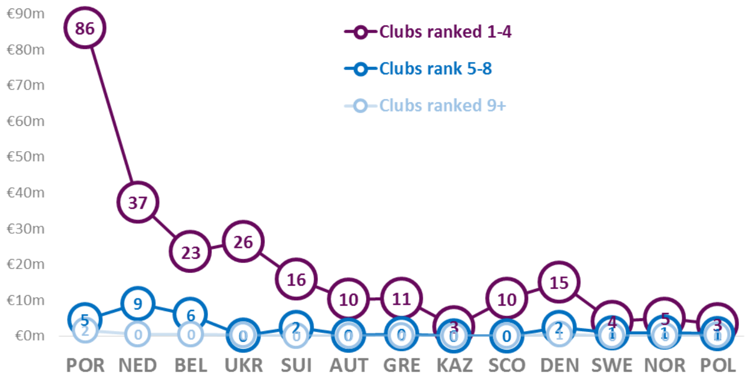
Transfer cost of squads within and between the top 20 leagues

Wages are one part of the player cost base that clubs' must absorb; the other is transfer fees, which may or may nor be recovered later on if a player leaves. The squad costs below represent the average total transfer spending of the clubs in each cluster.

Average squad costs in €m in leagues 1-7



Average squad costs in €m in leagues 8-20



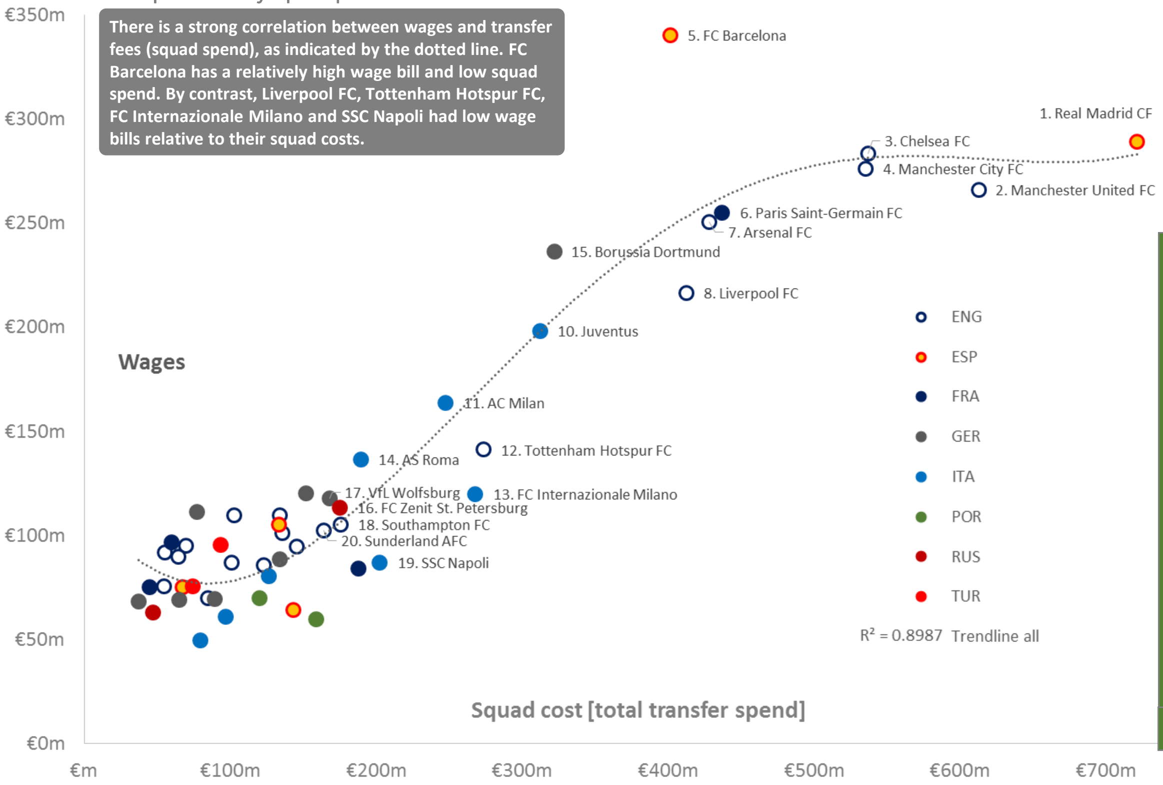
The average squad costs of Spain's second cluster are considerably lower than the equivalent group in Italy and Germany, and the third cluster of English clubs. It is also well below the first cluster of Russian and Turkish clubs. This situation has been driven by changes to the regulatory environment, with a need for more well-balanced finances, combined with successful youth development activities. The success of Spanish clubs in the UEFA Europa League (UEFA's second-tier) in recent years is all the more impressive when this relative spending power is taken into consideration.

The largest Portuguese clubs stand out as outliers with notably higher transfer spending/investments than the top clubs in the other leagues ranked 8-20. Indeed, the average squad cost of €86m is comparable to that of the English Premier League's third cluster and higher than that of clubs 5-8 in Spain and Germany.

The overlapping circles of clubs 5-8 and 9+ indicate that transfer spending is very limited outside the biggest four clubs in each league.

Relative squad cost and affordability

The top 50 clubs by squad spend*



Squad 'affordability'

The ratio of squad spend to revenue, as indicated by the multiplier in the table below, can be considered a measure of 'squad affordability'. The majority of the top 20 clubs reported close to the average of 1.1. Two German clubs (FC Bayern München and Borussia Dortmund) have the most affordable squads (squad costs 0.7-0.8 times revenue), with FC Internazionale Milano, SSC Napoli and Sunderland AFC sporting the least affordable (1.4 or 1.5 times revenue).

Rank	Club	Country	Squad spend FY2015	Year-on-year growth	Multiple of revenue	Squad cost	Wages
1	Real Madrid CF	ESP	€650m	11%	1.1 x	€721m	€289m
2	Manchester United FC	ENG	€573m	12%	1.1 x	€613m	€266m
3	Chelsea FC	ENG	€552m	15%	1.3 x	€537m	€284m
4	Manchester City FC	ENG	€544m	7%	1.2 x	€535m	€276m
5	FC Barcelona	ESP	€541m	31%	1.0 x	€401m	€340m
6	Paris Saint-Germain FC	FRA	€473m	4%	1.0 x	€437m	€255m
7	Arsenal FC	ENG	€465m	34%	1.0 x	€428m	€250m
8	Liverpool FC	ENG	€423m	34%	1.1 x	€412m	€216m
9	FC Bayern München	GER	€397m	14%	0.8 x	€322m	€236m
10	Juventus	ITA	€354m	6%	1.1 x	€312m	€198m
11	AC Milan	ITA	€288m	12%	1.3 x	€248m	€164m
12	Tottenham Hotspur FC	ENG	€278m	11%	1.1 x	€273m	€141m
13	FC Internazionale Milano	ITA	€254m	-11%	1.5 x	€268m	€120m
14	AS Roma	ITA	€231m	33%	1.3 x	€190m	€137m
15	Borussia Dortmund	GER	€202m	23%	0.7 x	€168m	€118m
16	FC Zenit St. Petersburg	RUS	€201m	-19%	1.0 x	€175m	€113m
17	VfL Wolfsburg	GER	€196m	20%	1.0 x	€152m	€120m
18	Southampton FC	ENG	€193m	53%	1.3 x	€176m	€105m
19	SSC Napoli	ITA	€188m	-5%	1.4 x	€202m	€87m
20	Sunderland AFC	ENG	€184m	33%	1.4 x	€164m	€102m
1-20	Average		€359m			€337m	€191m
1-20	Aggregate		€7,186m	14%	1.1 x	€6,733m	€3,819m

* 'Squad spend' is a UEFA benchmark measure of comparative spending. The UEFA benchmarking team has undertaken a large-scale study of the correlation between various measures (revenues, wages, transfer fees, squad costs and combinations thereof) and sporting performance (season points and rank) across 35 different European leagues and numerous seasons. The strongest single measure of domestic sporting success was the 'squad spend' measure included in the table above, whereby 50% of the squad cost (total accumulated transfer fees on players in the squad at year end) is added to the annual wage bill.

CHAPTER

10

Transfer and other costs

Transfer and other cost highlights

Gross transfer spending of European top-division clubs increased to a record €4.4bn in 2015 but net transfer costs fell to just 2.6% of revenue

Clubs outside the top 20 leagues actually recorded a net transfer gain of 9% of revenue, underlining the financial redistribution from top to bottom of transfers

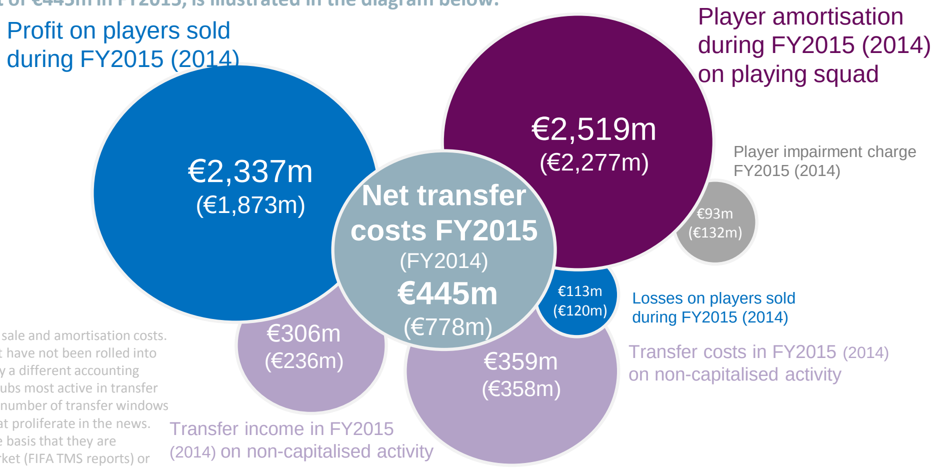
Transfer spending is increasingly concentrated, with 81% by clubs in just four leagues (in England, Germany, Italy and Spain)

Explanation of transfer activity and club transfer profits/losses

Accounting for transfer activity is somewhat counterintuitive. When transfer spending is going up, the net cost from transfer activity, and therefore also the level of aggregate club losses, is likely to go down. This is because of a timing difference: profits, which increase if transfer activity goes up, are triggered immediately on sale, while costs, which also increase if transfer activity goes up, are accounted for over the length of the players' contracts (typically three to five years).

The impact of transfer activity on clubs' reported profit and loss accounts is often significant. Profits and losses (usually profits) triggered by outward player transfers during the 12 month period are combined with transfer income and costs from loans and with the transfer costs (amortisation and impairment) on players still at the club during the year. These transfer costs are based on the original transfer fee, which is spread over the length of each player's contract (typically three to five years). The best way to explain the complicated interaction between transfer activity and club profits/losses is with a simplified example: a player signed on a five-year contract for €50m will create costs of €10m per year (amortisation). If he is transferred out after just two years, the new transfer value ('proceeds' featured in the revenues section of this report) is compared with the value of the player in the books. In this example the player has a value in the books of €30m (original €50m transfer fee less two years of amortisation at €10m). If the new transfer value is €60m, a 'profit' of €30m will be triggered (€60m fee minus the €30m value in the books).* On a European scale, the combination of profits, losses, incomes and charges, which led to a combined net transfer cost of €445m in FY2015, is illustrated in the diagram below.**

European top-division clubs, on the whole, tend to report a net transfer cost because they are net importers of talent from outside Europe and from lower leagues, and because transaction (intermediary) costs are usually incurred during transfer activity. As a benchmark from the FY2012 report, which analysed a cross-section of 332 transfer deals, agent costs represented, on average, 12.6% of buying club transfer fees, which, if extrapolated to the gross transfer spend of between €3.1bn and €4.4bn per year between FY2009 and FY2015, would represent €385 to €550m a year in intermediary costs over this period.



* The simple example presented here represents the transfer activity that has the greatest impact on profit and loss accounts, through profits on sale and amortisation costs. The FY2015 transfer income and costs on non-capitalised activity represent a combination of loan fees (both costs and incomes), agents' fees that have not been rolled into the transfer fee ('capitalised') and hence recognised in FY2015, and the overall transfer activity of a number of mainly smaller clubs, which employ a different accounting policy of recognising transfer incomes and costs as soon as the transfer takes place. ** The timing of the financial period for the majority of the clubs most active in transfer activity (ending just before the main summer transfer window), combined with the delay in the publication of financial statements, means that a number of transfer windows have passed by the time the figures are analysed, rendering the figures less compelling than the numerous up-to-date transfer market reports that proliferate in the news. Nonetheless, the figures in this report are of considerable value as they can be considered the only 'official' European club transfer figures, on the basis that they are compiled from the detailed notes to the audited financial statements of 700+ clubs, as opposed to figures that only cover part of the transfer market (FIFA TMS reports) or pure estimates (all other reports, websites or press figures).

Reported net transfer costs and income

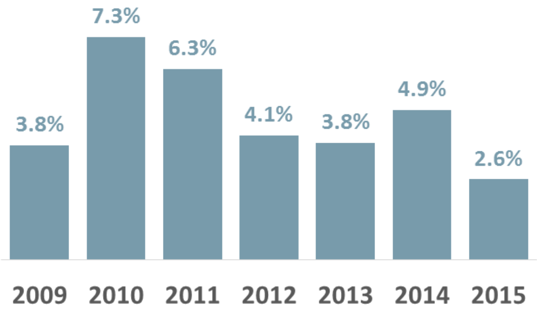
Analysis of FY2015 net transfer costs

Clubs reported net transfer costs of €445m in FY2015, equivalent to 2.6% of revenue and considerably lower than the FY2014 figure of €778m.* For clubs in leagues 21-54 transfer activity contributed a net transfer gain of 8.9%.

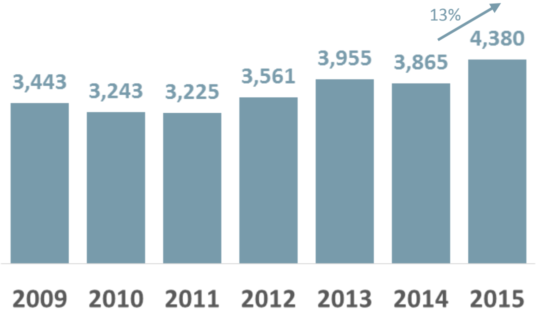
The actual transfer spend, however, was 13% higher in FY2015 than in FY2014, with 25%+ increases in the transfer spend of English, German and Spanish clubs outweighing similar decreases in French and Russian clubs' spending.

The 'big four' leagues (England, Germany, Italy and Spain) were responsible for 81% of overall top-division transfer spending in FY2015, pointing to a notable increase in the concentration of transfer spending from the previous record of 72% (FY2014).

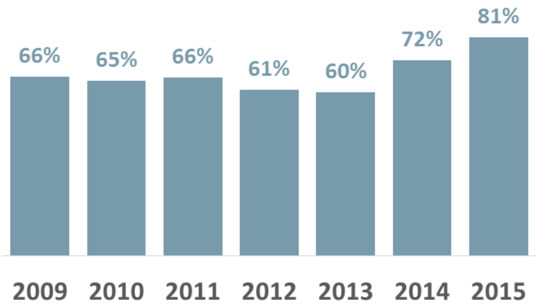
Six-year evolution in net transfer costs as a percentage of revenue



Six-year evolution in gross transfer spend (€'m)



Six-year evolution in the 'big four' transfer spend as a percentage of all top-division transfer spending



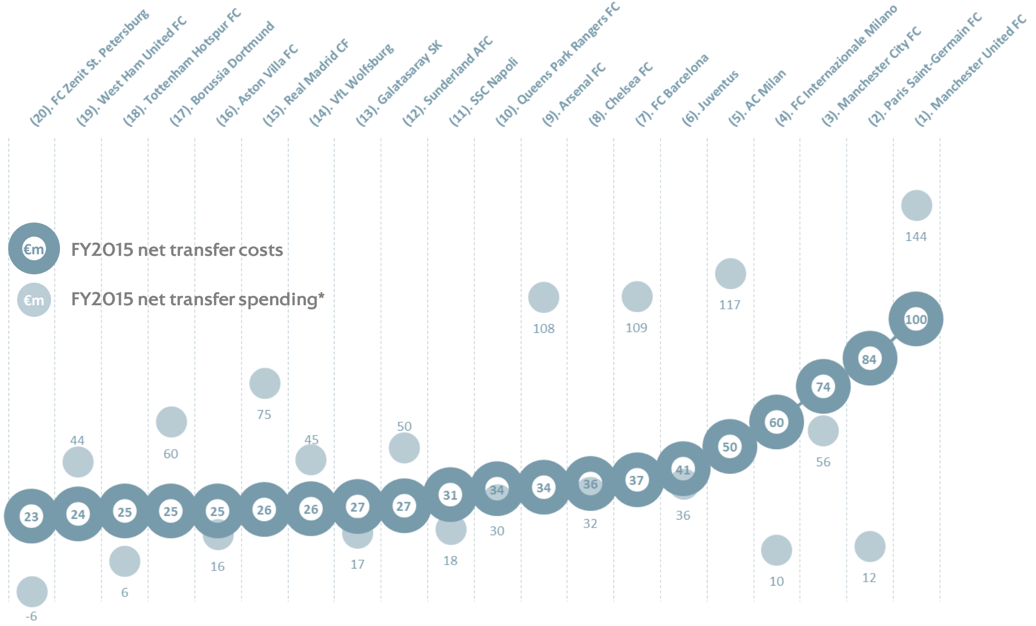
Based on the summer 2015 and 2016 transfer windows and disclosed or estimated transfer fees, we can reasonably expect transfer spending and its concentration to rise further. However, it is more complicated to forecast the exact impact on net transfer costs as transfer windows can cut across financial year ends.

* A concerted effort was made in the FY2014 and FY2015 reporting to include all transfer costs and incomes and loan activity within the transfer activity analysis. In some cases this required clubs to reclassify transfer costs/incomes from general operating costs to transfer activity. In FY2014 this led to the addition of €70m (2.3%) in transfer incomes/proceeds on non-capitalised activity and €130m (3.4%) in gross transfer costs/spending on non-capitalised activity. To ensure the best possible comparison, the same percentage adjustments have been made to the reported transfer costs/spending, incomes/proceeds, net transfer costs/spending and transfer volumes in FY2009 to FY2013.

Top 20 clubs by net transfer costs and net transfer spending

The top 20 clubs by net transfer costs in FY2015

Rank	Club	Country	Transfer costs/ losses	Transfer profits/ incomes	Net transfer costs	Net transfer costs as a % of total revenue	Net transfer spending	6 year rank
1	Manchester United FC	ENG	€131m	€31m	€100m	19%	€144m	1
2	Paris Saint-Germain FC	FRA	€87m	€2m	€84m	17%	€12m	3
3	Manchester City FC	ENG	€92m	€18m	€74m	16%	€56m	8
4	FC Internazionale Milano	ITA	€86m	€26m	€60m	35%	€10m	13
5	AC Milan	ITA	€54m	€4m	€50m	23%	€117m	2
6	Juventus	ITA	€65m	€24m	€41m	13%	€36m	7
7	FC Barcelona	ESP	€69m	€31m	€37m	7%	€109m	75
8	Chelsea FC	ENG	€91m	€55m	€36m	9%	€32m	23
9	Arsenal FC	ENG	€72m	€38m	€34m	8%	€108m	6
10	Queens Park Rangers FC	ENG	€36m	€2m	€34m	30%	€30m	n/a
11	SSC Napoli	ITA	€47m	€15m	€31m	24%	€18m	11
12	Sunderland AFC	ENG	€32m	€5m	€27m	20%	€50m	44
13	Galatasaray SK	TUR	€27m	€0m	€27m	18%	€17m	10
14	VfL Wolfsburg	GER	€32m	€6m	€26m	14%	€45m	42
15	Real Madrid CF	ESP	€105m	€79m	€26m	4%	€75m	100+
16	Aston Villa FC	ENG	€26m	€0m	€25m	17%	€16m	60
17	Borussia Dortmund	GER	€33m	€8m	€25m	9%	€60m	12
18	Tottenham Hotspur FC	ENG	€53m	€30m	€25m	10%	€6m	4
19	West Ham United FC	ENG	€28m	€4m	€24m	15%	€44m	9
20	FC Zenit St. Petersburg	RUS	€30m	€7m	€23m	12%	-€6m	15
1-20	Average		€60m	€19m	€41m	16%	€49m	
1-20	Aggregate		€1,195m	€386m	€811m	14%	€979m	



Putting the figures in context

Manchester United FC's net transfer costs of €100m were comfortably the highest any club had to absorb in FY2015 and the second highest of the decade (the highest being recorded by Manchester City FC, in FY2011). Manchester United have also reported the highest cumulative six-year net transfer costs in Europe. Real Madrid CF also incurred costs of more than €100m in FY2015 but large transfer profits resulted in a net ranking of 15th for the year. Nine English clubs feature in the top 20 list, while FC Internazionale Milano's net transfer costs absorbed the highest percentage of (equivalent to 35%).

Manchester United FC also had the highest net transfer spend in FY2015 at €144m.* The costs from those 2015 acquisitions will be spread out over the years to come on a straight-line basis according to the contract lengths of the players involved, and the English club's net spend remains some way off the record of €221m set by Real Madrid CF in FY2009. While Paris Saint-Germain FC and FC Internazionale Milano had to absorb the second and fourth highest net transfer costs in FY2015, their actual net spend during the period was just €12m and €10m respectively. AC Milan, FC Barcelona, Arsenal FC and Real Madrid CF, on the other hand, recorded much higher underlying net spending than net costs.

* The analyses of net transfer costs and net transfer spending both provide insights. Net transfer costs are the net costs that clubs actually absorb in their financial statements, which impact heavily on both the club's bottom line net profits/losses and their break-even calculations. Net transfer spending is not the amount directly impacting the FY2015 financial statements but represents the net of the total committed transfer spending and proceeds of FY2015. This gives a better indication of the actual transfer activity (ins and outs) during the year.

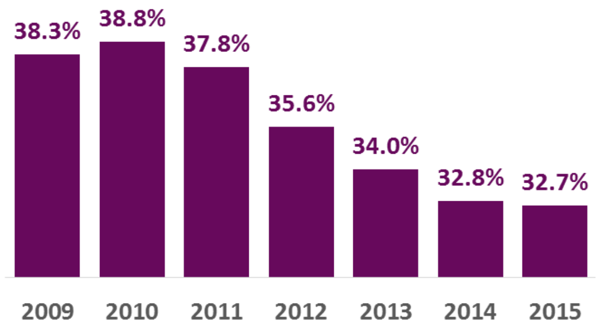
European club operating costs

Much of a club's operating cost base is either fixed (assets and property, cost of facilities and basic administrative costs) or linked to the number of matches played (matchday expenses).* With revenues increasing significantly each year, the proportion of revenue dedicated to (non-wage) operating costs is falling, down from 38.8% in FY2010 to 32.7% in FY2015.

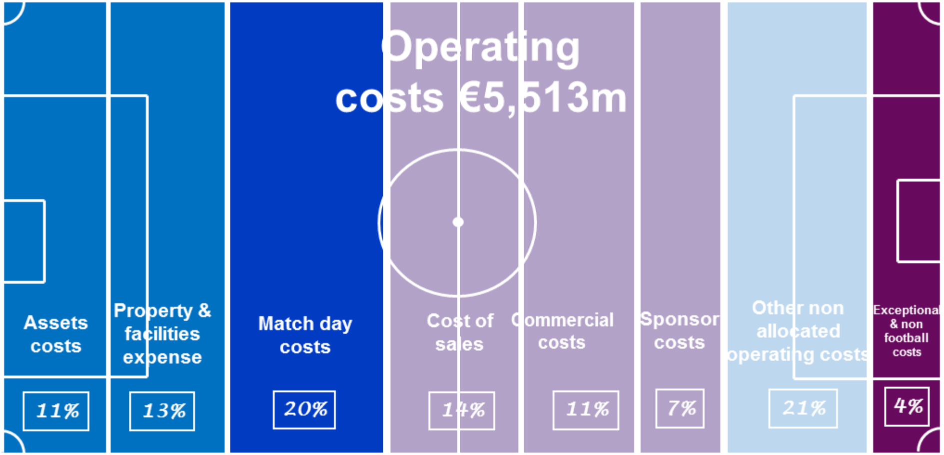
Total operating costs, supported by generally low inflation, increased by 1 to 2% each year between FY2010 and FY2014, but FY2015 saw an increase of 5%. Operating costs increased for 60% of clubs, and 17 clubs reported notable increases of €10m or more.

The quality and extent of financial disclosure of operating costs varies across Europe, making comparisons challenging. The main components are set out on the pitch below, albeit with unallocated 'other' operating costs amounting to 21%.**

Six-year evolution in operating costs as a percentage of revenue*



Breakdown of operating costs



* References to 'operating cost base' and 'operating costs' in this report exclude employee costs (which have been analysed separately) and transfer activity (amortisation also analysed elsewhere in the report). **Disclosure of operating costs differs significantly between financial reporting frameworks. UEFA and many of its member associations require additional disclosure from clubs, above and beyond normal company reporting, and this has enabled the first Europe-wide analysis of club operating costs allocated to different categories. Individual club cost structures differ considerably. One obvious example is stadium ownership, which will heavily impact 'assets costs' (including depreciation) and 'property and facilities expense' (including repairs and maintenance expenses, as well as rental/leasing costs). Merchandising and hospitality arrangements also influence the 'cost of sales' (including raw materials), 'matchday costs' and 'commercial costs'.

Operating cost levels and trends across leagues

The top 20 leagues by average club operating costs

Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
38%	(1). GER	+7%	€916m	50.9
23%	(2). ENG	+4%	€996m	49.8
33%	(3). ESP	+16%*	€668m	33.4
33%	(4). ITA	+2%	€628m	31.4
32%	(5). FRA	-1%	€458m	22.9
27%	(6). RUS	+44%*	€201m	12.5
46%	(7). NED	+1%	€204m	11.3
31%	(8). TUR	+22%*	€203m	11.3
43%	(9). SUI	-13%	€91m	9.1
45%	(10). BEL	-10%	€141m	8.8
44%	(11). POR	+4%	€152m	8.4
48%	(12). DEN	-15%	€69m	5.7
39%	(13). AUT	+0%	€50m	5.0
42%	(14). SCO	-9%	€56m	4.6
43%	(15). SWE	+11%	€71m	4.5
57%	(16). GRE	-9%	€71m	4.4
47%	(17). NOR	+0%	€68m	4.3
48%	(18). POL	+21%	€52m	3.2
25%	(19). UKR	+28%*	€44m	3.2
27%	(20). KAZ	+16%*	€37m	3.0

The top 20 markets

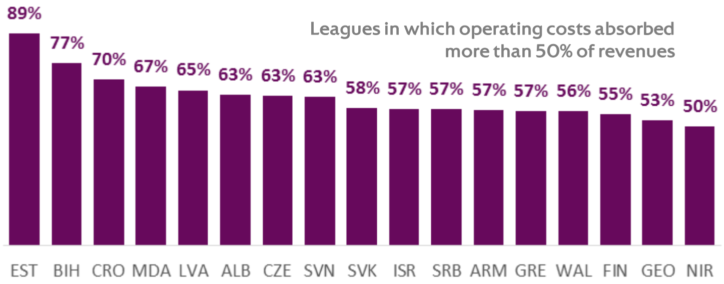
The extent of the commercial activity of German and English clubs highlighted in the revenue analysis is also clear from the cost side, with average club operating costs of €50.9m and €49.8m respectively. The high stadium ownership rate and associated costs faced by clubs in England, Germany and Spain is also a factor in their relatively high operating costs.

While the wealthiest clubs operate on a larger scale, servicing global commercial activities, the match organisation and club running activities of most football clubs are, by nature, broadly fixed costs. This leads to large economies of scale and explains why operating costs generally grow at a much slower rate than revenues. This is also evident when looking at operating costs as a percentage of revenue, ranging from an average of just 23% for the high-earning English clubs to between 40% and 50% for those in the majority of the other leagues.

With operating costs absorbing just 23% of total revenue in the English Premier League, there is clearly plenty left to pay high wages and transfer fees.

Outside the top 20 markets

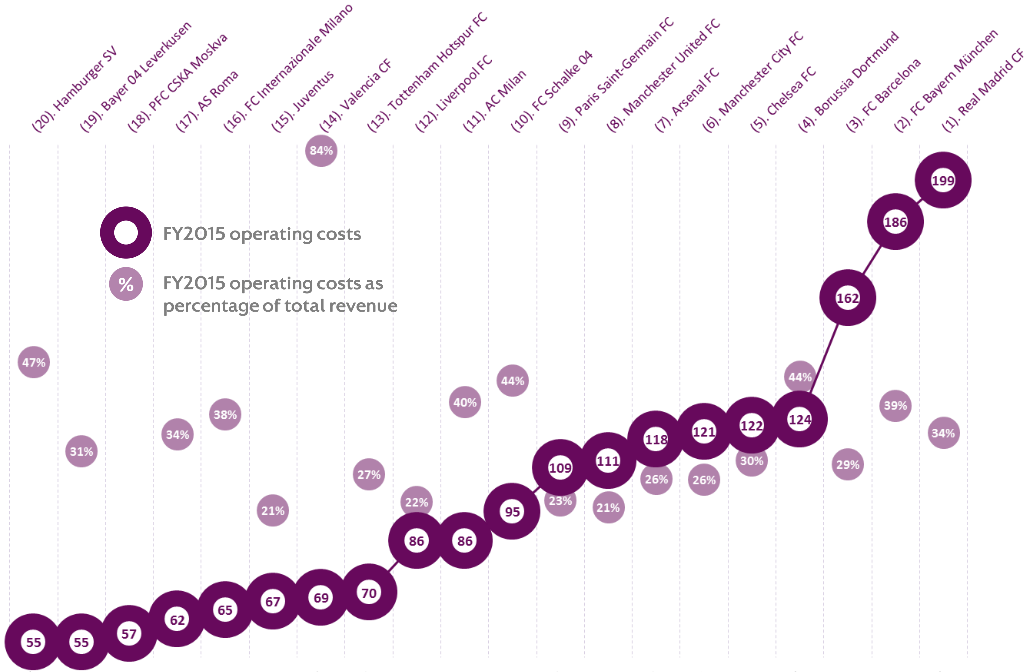
The tendency for fixed operating costs to absorb a higher percentage of revenues is clear when analysing the leagues outside the top 20. Operating costs absorb an average of 49% of revenues for clubs in those countries and more than half of revenue for clubs in 17 leagues. With this level of operating costs before wages, it is clear that clubs need to make player transfer profits in order to balance their books.



* In certain cases relatively large increases are linked to non-repeating and/or external factors. Just over half of the Spanish league increase is due to an exceptional impairment and amortisation of fixed assets by Valencia CF. Three-quarters of the Russian increase is due to a one-off impairment of commercial property by PFC CSKA Moskva. The high percentage growth rates in Kazakhstan, Russia, Turkey and Ukraine are partly influenced by a depreciating local currency, which makes any imported costs relatively more expensive.

Top 20 clubs' operating cost levels and trends

Rank	Club	Country	FY15	Year-on-year growth	% of total revenue	Multiple of the league average
1	Real Madrid CF	ESP	€199m	9%	34%	6.0 x
2	FC Bayern München	GER	€186m	1%	39%	3.7 x
3	FC Barcelona	ESP	€162m	16%	29%	4.9 x
4	Borussia Dortmund	GER	€124m	12%	44%	2.4 x
5	Chelsea FC	ENG	€122m	22%	30%	2.5 x
6	Manchester City FC	ENG	€121m	19%	26%	2.4 x
7	Arsenal FC	ENG	€118m	16%	26%	2.4 x
8	Manchester United FC	ENG	€111m	-4%	21%	2.2 x
9	Paris Saint-Germain FC	FRA	€109m	-13%	23%	4.8 x
10	FC Schalke 04	GER	€95m	27%	44%	1.9 x
11	AC Milan	ITA	€86m	7%	40%	2.8 x
12	Liverpool FC	ENG	€86m	11%	22%	1.7 x
13	Tottenham Hotspur FC	ENG	€70m	27%	27%	1.4 x
14	Valencia CF	ESP	€69m	196%*	84%	2.1 x
15	Juventus	ITA	€67m	-1%	21%	2.1 x
16	FC Internazionale Milano	ITA	€65m	-2%	38%	2.1 x
17	AS Roma	ITA	€62m	22%	34%	2.0 x
18	PFC CSKA Moskva	RUS	€57m	434%*	94%	4.6 x
19	Bayer 04 Leverkusen	GER	€55m	-9%	31%	1.1 x
20	Hamburger SV	GER	€55m	-3%	47%	1.1 x
1-20	Average		€101m			2.7 x
1-20	Aggregate		€2,021m	13%	32%	



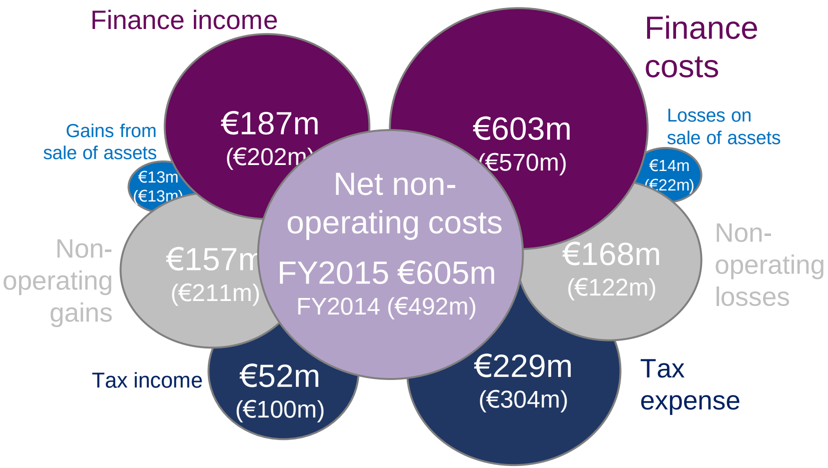
* In two cases the high level and high percentage growth in operating costs is linked to certain non-repeating items: an exceptional impairment and amortisation of fixed assets by Valencia CF and a one-off impairment of commercial property by PFC CSKA Moskva. Without these items, neither would be in the top 20 clubs by operating costs.

Operating costs absorbed an average 32% of the top 20 clubs' revenues, ranging from 21% at Manchester United FC and Juventus to 47% at Hamburger SV.*

Operating costs across the top 20 clubs increased by an average of 13% in FY2015, although when adjusting for one-off items and currency fluctuations this drops to 6%, only slightly above the Europe-wide average. The sheer scale of the global super clubs' non-wage costs highlights the significant resources these clubs have and the investments they are making in the global expansion of their commercial activities. This is the flipside of the large increases in commercial revenues highlighted in the previous section.

Costs of non-operating items

In addition to wages, transfer spending and normal operating costs, clubs reported costs from non-operating items (gains offset against losses) of just over €600m in FY2015, an increase of €113m on the previous year. This net cost, covering financing, divesting, other non-operating gains and losses, and tax was equivalent to 3.6% of revenue, on a par with the average in recent years. It should be noted that many of these items are adjusted or removed for the purposes of calculating a club's financial fair play break-even result. As in the rest of this report, however, no adjustments have been applied to the figures presented here.

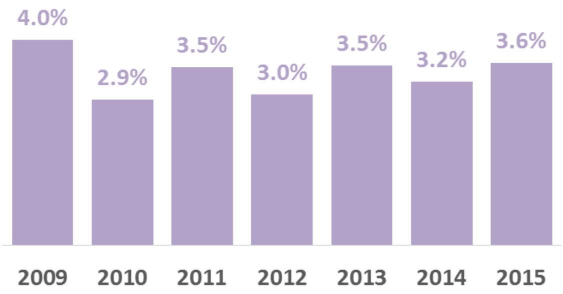


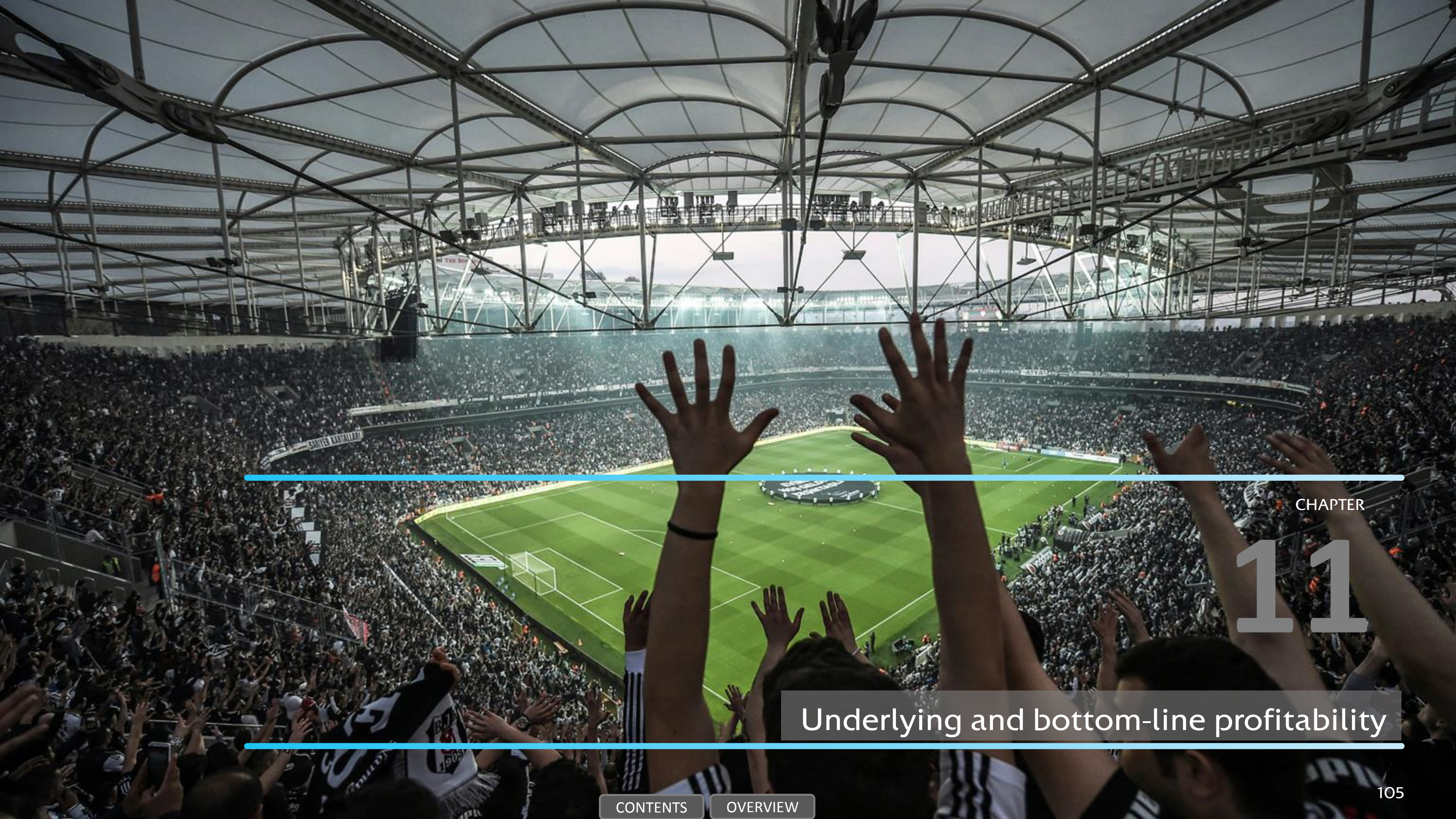
Breakdown of European clubs' non-operating costs

English clubs reported combined non-operating costs of €152m in FY2015, equivalent to 3.5% of revenue. These were primarily finance costs and tax expenses on profits. As a percentage of revenue, the net non-operating costs of Portuguese and Turkish clubs were comfortably the highest, at 12.3% and 11.3% respectively. This high level of net non-operating costs is driven almost exclusively by finance costs, mainly from investments in stadiums and other infrastructure.

Country	Losses (+) / gains (-) on divestment	Non-operating items losses (+) / gains (-)	Net finance cost (+) / income (-)	Net tax expense (+) / income (-)	Net non-operating costs (+) / incomes (-)	Net non-operating costs as % revenue
ENG	€0m	€44m	€55m	€38m	€152m	3.5%
ITA	€4m	-€1m	€112m	€21m	€120m	6.3%
GER	€8m	-€14m	€11m	€36m	€98m	4.1%
TUR	€0m	€28m	€34m	€1m	€73m	11.3%
POR	-€1m	-€20m	€14m	€5m	€42m	12.3%
ESP	€0m	-€1m	€38m	€35m	€40m	1.9%
FRA	€0m	-€1m	€7m	€31m	€24m	1.7%
NED	€0m	-€6m	€17m	€13m	€19m	4.3%
RUS	€0m	-€1m	€21m	-€10m	€10m	1.4%
UKR	€0m	-€6m	€2m	€0m	€10m	5.7%
Other	-€9m	-€12m	€105m	€9m	€16m	0.7%
Total	€1m	€10m	€416m	€177m	€605m	3.6%

Six-year evolution in net non-operating items as a percentage of revenue





CHAPTER

11

Underlying and bottom-line profitability

CONTENTS OVERVIEW

Profitability highlights

Clubs have generated underlying operating profits of €1.5bn in the last two years, compared with losses of €700m in the two years before the introduction of financial fair play

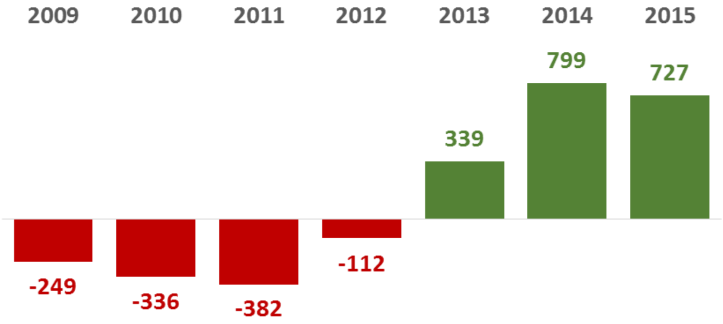
Combined bottom-line losses have decreased by 81% since the introduction of Financial Fair Play (2011)

25 top division leagues reported aggregate bottom-line profits in 2015

Medium-term trend in club operating profits

Operating profits are often referred to as 'underlying profitability', as they measure how much clubs generate before transfers, financing and divesting results are considered.

Aggregate European operating profits (€'m)



The dramatically improvement in underlying club profitability was confirmed in FY2015, with a second consecutive year of significant operating profits. While those operating profits decreased slightly, to €727m, in FY2015 after a record 2014*, Europe's clubs have now generated more than €1.5bn in operating profits in the last two years. This can be compared with the €200m combined profits made in the first two years of the break-even rule (FY2012 and FY2013) and the combined losses of €700m seen in the last two years of unregulated activity (FY2010 and FY2011).

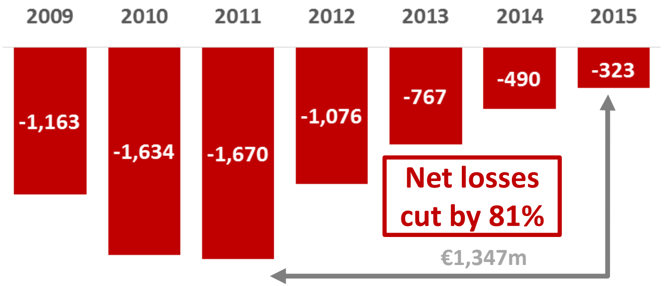
* The collection of detailed club-by-club Europe-wide data was initiated by UEFA in 2008 and the 2014 result is clearly the best seen since then. Aggregate data for the largest leagues (which have represented approximately 70% of top-division revenues and costs over the last two decades) have been collected and analysed by Deloitte for almost 20 years. The 2014 operating profits of these leagues are more than double the previous record high. Aggregate revenues prior to 1996 were not high enough to generate operating profits to match the 2014 level. On that basis, it is concluded that the aggregate operating profits of 2014 were the highest European football has ever generated.

Medium-term trend in European club bottom-line losses

The losses reported here and referred to throughout the report, whether individual club, aggregate league or aggregate European losses, are final audited financial statement losses after tax, sometimes referred to as 'bottom-line losses', adjusted only for unrealised foreign exchange gains and losses. This is not the same as the break-even result, which includes various adjustments such as the removal of costs related to virtuous investments in the areas of youth football, community activities and infrastructure, the removal of certain taxes, and fair-value assessments of related-party transactions. In seeking to meet break-even targets, clubs do, however, tend to improve their bottom-line profitability.

Aggregate European bottom-line losses

Net bottom-line losses after transfer, non-operating, financing, tax and divesting activities amounted to an aggregate €322m in FY2015. That is less than 20% of the pre-financial fair play level (either FY2010 or FY2011). Importantly, this sharp reduction in bottom-line losses has been primarily driven by the underlying profits generated from operating activities rather than temporary movements in other post-operating items.



From operating result to bottom-line net result

Operating profits/losses + Transfer income/costs + Gains/losses from divestment of assets + Non-operating income/costs + Financial gains/losses, excluding foreign exchange impacts + Tax income/costs = Net bottom-line profits/losses

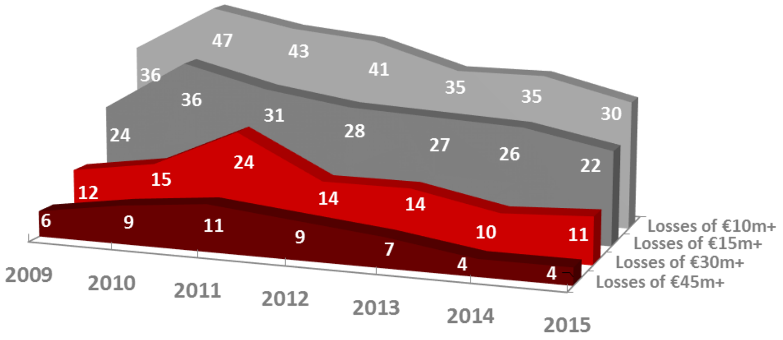
Medium-term trend in number of loss-making clubs

Financial fair play objectives and results to date

The UEFA Club Licensing and Financial Fair Play Regulations aim to discourage both large-scale repeated losses among clubs and the build-up of debt, thereby increasing the credibility and investment-worthiness of club football. The objective is not to turn the clubs into profit centres but to reduce the extreme excesses that had started to become more common as larger and larger revenues flowed into club football and the financial stakes rose.

While there are still a number of clubs making large losses, nearly all of them are now operating under settlement agreement restrictions agreed by the clubs and the UEFA Club Financial Control Body, giving the clubs a set of bespoke targets designed to bring them back to break-even point.

Evolution in the number of clubs with significant annual losses (FY2009 to FY2015)



Noticeable reduction in the number of clubs operating with large losses

The number of clubs generating large losses has fallen each year since the break-even rule was introduced. As examples, the number of clubs with single-year losses of more than €45m has dropped from 11 in FY2011 to 4 in FY2015 and the number of clubs with single-year losses of more than €15m has dropped from 36 in FY2010 to 22 in FY2015.

Medium-term trend in league profitability

Significant jump in the number of countries with profitable top-tier leagues

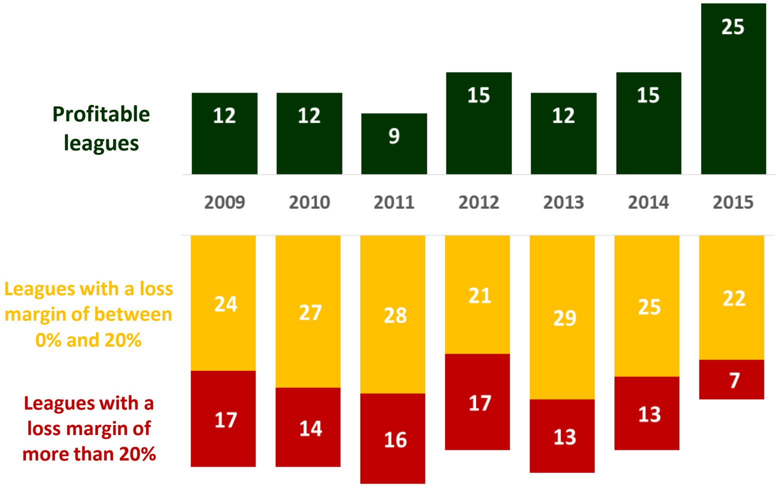
While the previous analysis highlighted the effectiveness of financial fair play in reducing large, repeated club losses at the top end of the game, the charts presented here point to further broader improvements across Europe. On an aggregate league basis, before FY2015 the largest number of profitable leagues (aggregate of clubs within each league) was 15 in FY2012 and FY2014. The latest financial results indicate a significant improvement, with 25 profitable top divisions in FY2015.

The centrepiece of financial fair play, the break-even rule, may not directly address small and medium-sized clubs with costs and incomes below €5m, but financial fair play has other direct and indirect impacts on these clubs. Direct in that UEFA and the Club Financial Control Body pass their eyes over detailed financial data from all clubs competing in UEFA competitions and in particular take careful, regular note of all overdue payables. And indirect in that financial fair play has resulted in a significantly higher level of scrutiny of club finances and the actions of club owners and directors. In addition, some countries, such as Cyprus, have introduced their own versions of financial fair play, tailored to their clubs and the scale of their financial activities.

Significant drop in the number of countries with major loss-making top-tier leagues

The number of countries with a combined club loss margin of 20% or more is now the lowest on record. A loss margin of 20% means that clubs spend at least €6 for every €5 they make. The peak number of leagues at this level was 17 in FY2009 and the lowest number before FY2015 was 13 in FY2013 and FY2014. In FY2015 the number dropped considerably to just seven leagues. Seven is still seven too many but it represents significant progress.

Evolution in league profitability, FY2009-FY2015



Relative profitability across the top 20 leagues

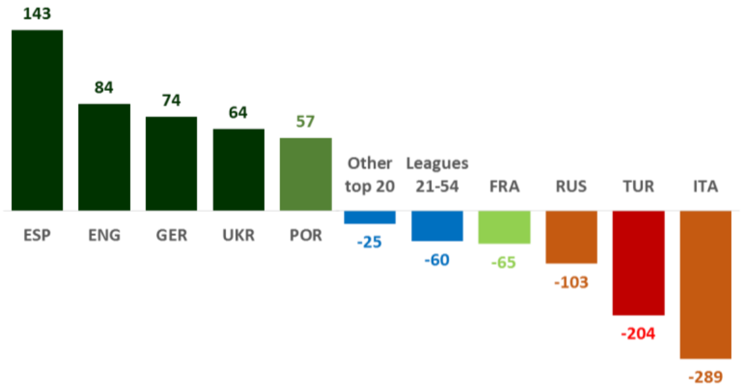
The leagues to the right of the grey line generated enough net transfer profits to cover net costs from financing, tax and divestments. Leagues to the left were the opposite, reporting a better operating margin than bottom-line margin.

Profit and loss margins of the top 20 leagues

European clubs' underlying and bottom-line profitability have both improved greatly but significant differences between the leagues remain. The bar chart below indicates the main contributors to the bottom-line €322m net losses seen in FY2015, while the scatter chart sets out the operating and bottom-line profitability of each of the top 20 leagues.

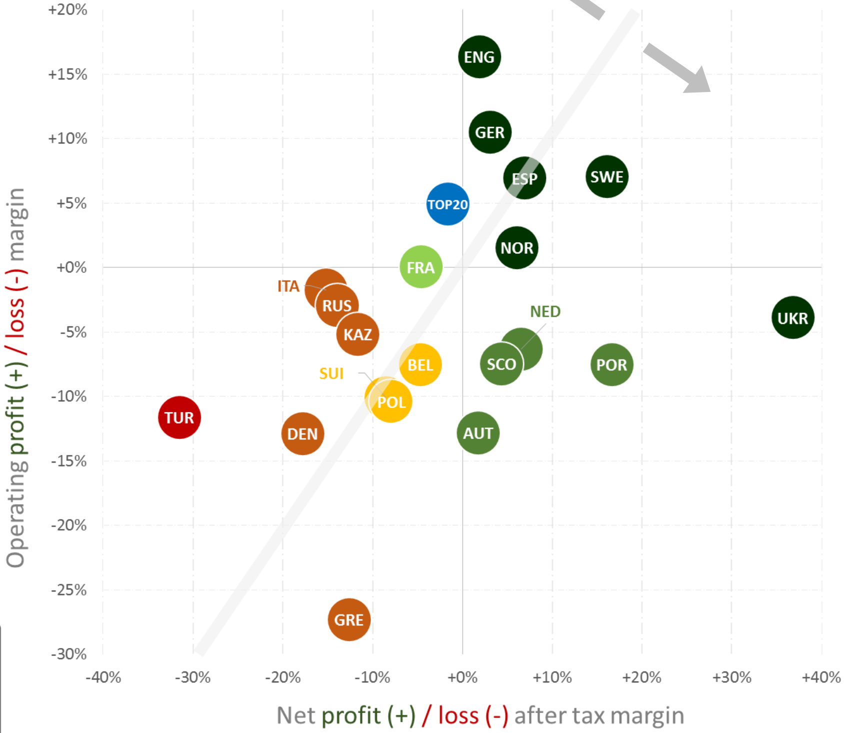
The combined operating profit margins of the clubs in the top 20 leagues is 4.9%, which after transfer activity and financing turns into a bottom-line loss margin of just 1.6%. The top 20 is split in two, with ten countries reporting bottom-line profits and ten reporting bottom-line losses, ranging from a negative 32% margin for Turkish clubs to a positive 37% margin among Ukrainian clubs, driven by relatively large transfer profits.

Notable bottom-line profits and losses by league (€m)



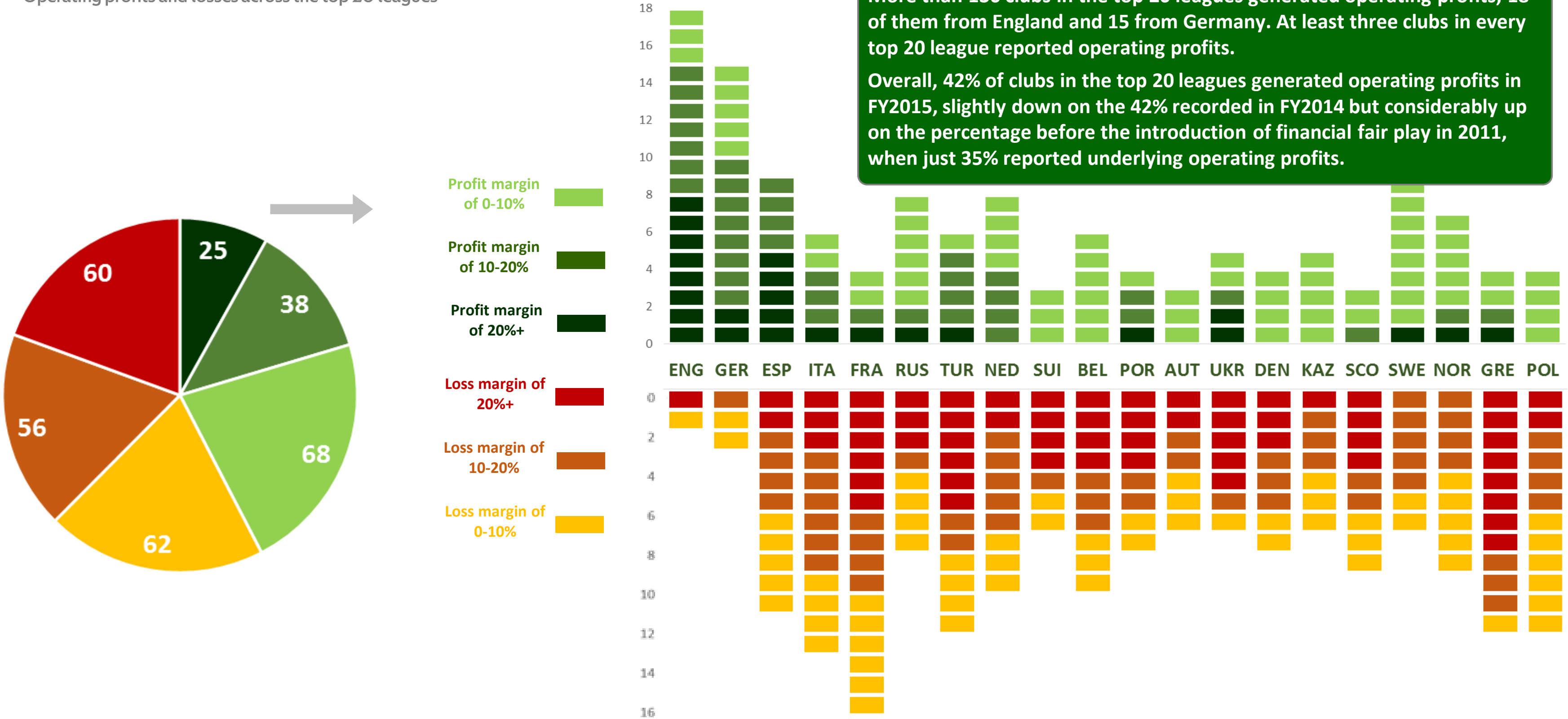
The bar chart indicates that three countries were responsible for the bulk of net losses in Europe in FY2015. Without Italian, Turkish and Russian clubs, Europe's top-division football would have been profitable to the tune of €274m. The next page looks at profitability by league and club, highlighting the variations within each league. In the cases of Italy, Turkey and Russia, 16 clubs from these three leagues achieved bottom-line profitability. The 26 clubs that have entered into settlement agreements with the Club Financial Control Body and committed to working towards breaking even and reducing their bottom-line losses were responsible for losses of €347m in FY2015.

Operating and net profit margins in the top 20 leagues



Underlying operating profitability across the top 20 leagues

Operating profits and losses across the top 20 leagues*



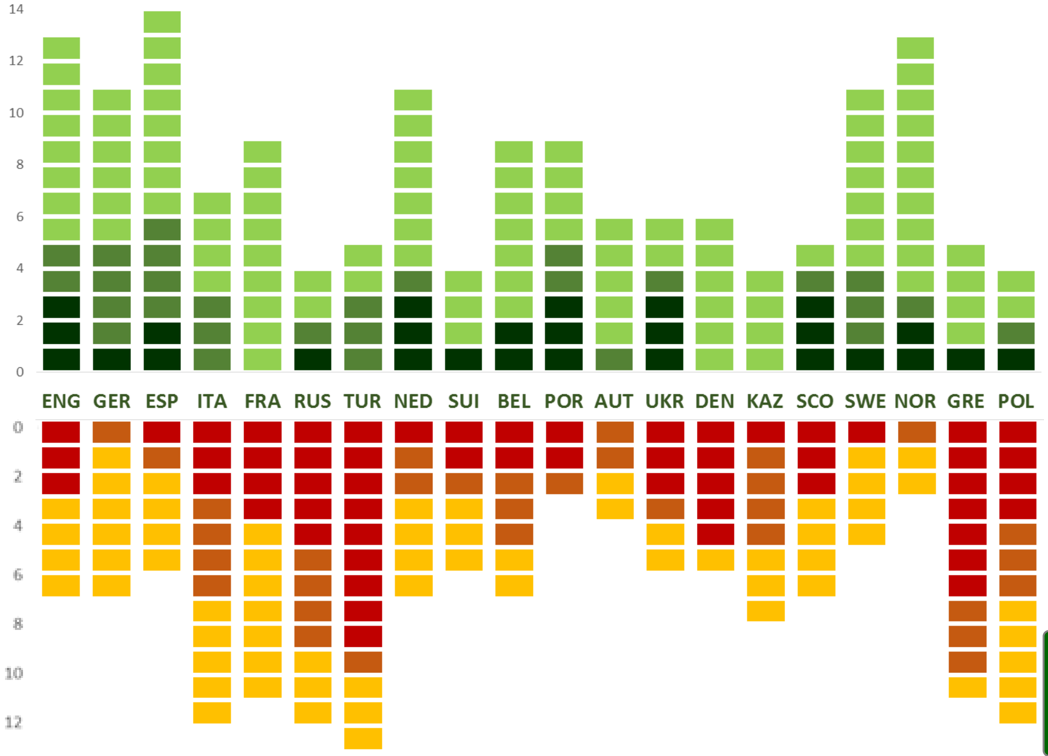
More than 130 clubs in the top 20 leagues generated operating profits, 18 of them from England and 15 from Germany. At least three clubs in every top 20 league reported operating profits.

Overall, 42% of clubs in the top 20 leagues generated operating profits in FY2015, slightly down on the 42% recorded in FY2014 but considerably up on the percentage before the introduction of financial fair play in 2011, when just 35% reported underlying operating profits.

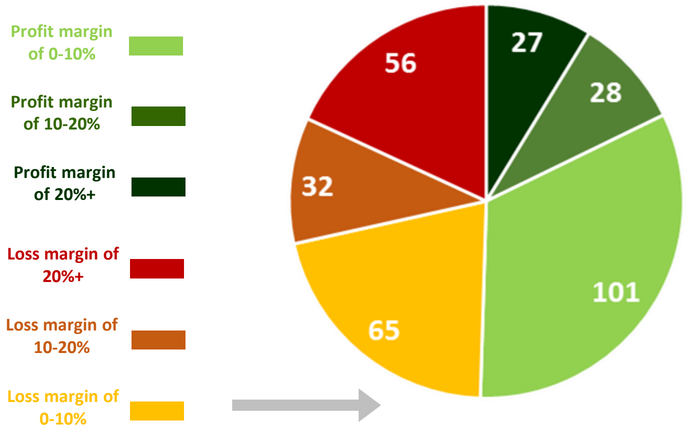
* Data was available for all clubs in the top 20 leagues analysed on this page, with the exception of one Italian, two Ukrainian and six Portuguese clubs. The club-by-club analysis for these leagues is therefore limited to 19, 12 and 12 clubs respectively.

Bottom-line profits across the top 20 leagues

Bottom-line profits and losses across the top 20 leagues*



For the first time on record, more than 50% of clubs from the top 20 leagues generated net profits in FY2015, with at least four profitable clubs in each league. This share of profitable and loss making clubs has to be considered in the context of club football, where the majority of club owners view breaking even with hope rather than expectation, in contrast to most commercial activities, where the central objective is to generate steady profit margins.



The turnaround in profitability in the English and Spanish top divisions is particularly noticeable, with 13 English and 14 Spanish top-tier clubs reporting profits in FY2015. To give a little perspective, bottom-line profits were reported by just four English clubs in FY2010 and just seven Spanish clubs in FY2011.

* Data was available for all clubs in the top 20 leagues analysed on this page, with the exception of one Italian, two Ukrainian and six Portuguese clubs. The club-by-club analysis for these leagues is therefore limited to 19, 12 and 12 clubs respectively.

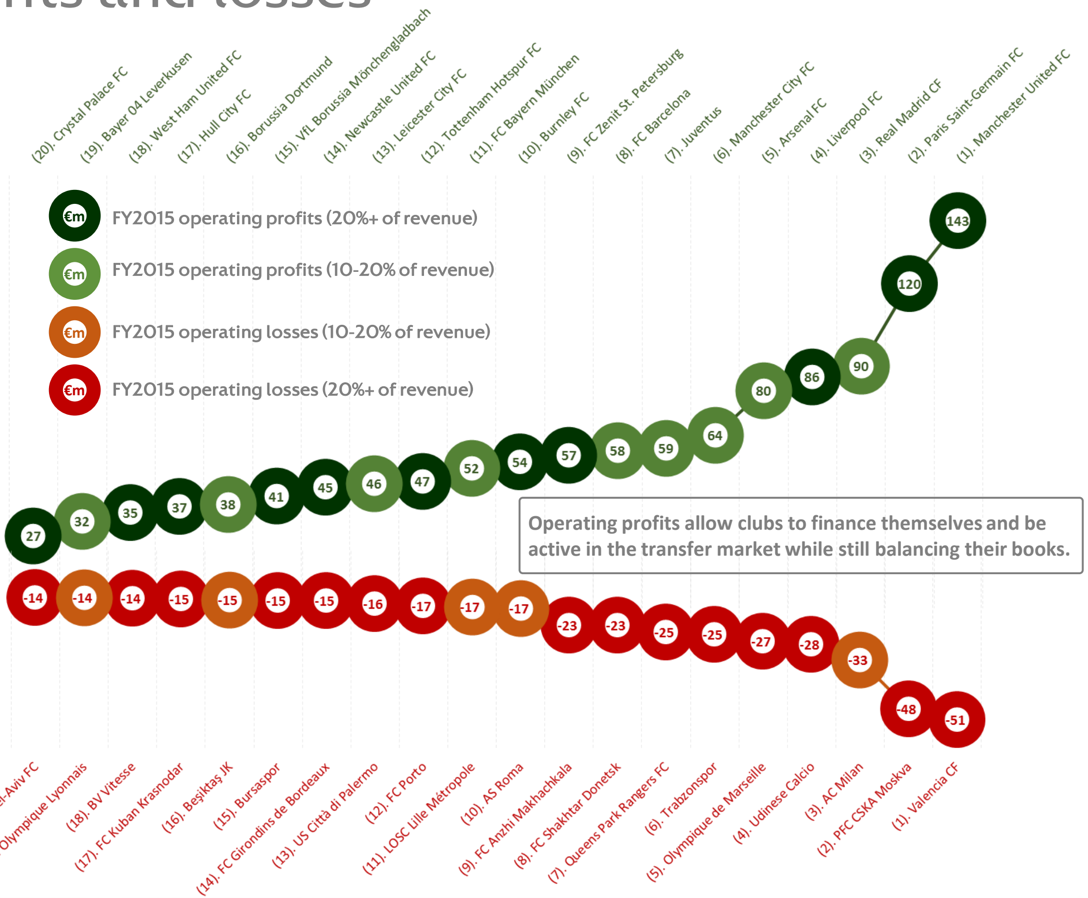
Top 20 club operating profits and losses

Top 20 clubs by operating profit

Rank	Club	Country	FY15 operating profit	Operating profit margin	FY14 operating profit rank	FY15 revenue ranking
1	Manchester United FC	ENG	€143m	27%	1	3
2	Paris Saint-Germain FC	FRA	€120m	25%	2	4
3	Real Madrid CF	ESP	€90m	15%	3	1
4	Liverpool FC	ENG	€86m	22%	8	9
5	Arsenal FC	ENG	€80m	18%	7	7
6	Manchester City FC	ENG	€64m	14%	6	6
7	Juventus	ITA	€59m	18%	25	10
8	FC Barcelona	ESP	€58m	10%	4	2
9	FC Zenit St. Petersburg	RUS	€57m	29%	100+	15
10	Burnley FC	ENG	€54m	52%	100+	44
11	FC Bayern München	GER	€52m	11%	5	5
12	Tottenham Hotspur FC	ENG	€47m	18%	16	12
13	Leicester City FC	ENG	€46m	34%	100+	29
14	Newcastle United FC	ENG	€45m	26%	22	20
15	VfL Borussia Mönchengladbach	GER	€41m	28%	26	27
16	Borussia Dortmund	GER	€38m	14%	12	11
17	Hull City FC	ENG	€37m	33%	27	39
18	West Ham United FC	ENG	€35m	22%	13	23
19	Bayer 04 Leverkusen	GER	€32m	18%	31	18
20	Crystal Palace FC	ENG	€27m	20%	11	32
1-20	Average		€60m			
1-20	Aggregate		€1,210m	20%		

The top 20 for operating profits includes 11 English clubs, buoyed by the second year of the current Premier League TV contract. Manchester United FC generated record operating profits of €143m in FY2015, surpassing the previous record of €135m reported by Real Madrid CF in FY2011

Non-repeating asset write-down's generated the two largest operating losses in FY2015. The sum of the 20 largest operating losses in FY2015 (€452m) was the lowest since detailed club-by-club records began.



Operating profits allow clubs to finance themselves and be active in the transfer market while still balancing their books.

Top 20 bottom-line profits and losses

Top 20 clubs by net profit*

Rank	Club	Country	FY15 net profit	Net profit margin	FY14 profit ranking
1	Liverpool FC	ENG	€75m	19%	100+
2	Newcastle United FC	ENG	€43m	25%	14
3	Real Madrid CF	ESP	€42m	7%	6
4	Leicester City FC	ENG	€40m	30%	4
5	Burnley FC	ENG	€40m	38%	100+
6	FC Dnipro Dnipropetrovsk	UKR	€33m	53%	62
7	Real Sociedad de Fútbol	ESP	€30m	69%	12
8	FC Dynamo Kyiv	UKR	€30m	67%	18
9	FC Zenit St. Petersburg	RUS	€26m	13%	100+
10	Malmö FF	SWE	€25m	56%	21
11	Arsenal FC	ENG	€24m	5%	33
12	FC Bayern München	GER	€24m	5%	19
13	Sporting Clube de Portugal	POR	€24m	38%	100+
14	FC Schalke 04	GER	€23m	10%	50
15	AFC Ajax	NED	€22m	21%	20
16	VfL Borussia Mönchengladbach	GER	€21m	14%	26
17	FC Porto	POR	€20m	21%	100+
18	Athletic Club	ESP	€19m	19%	10
19	Hull City FC	ENG	€16m	14%	29
20	FC Shakhtar Donetsk	UKR	€15m	30%	100+
1-20	Average		€31m	28%	
1-20	Aggregate		€559m	16%	

Liverpool FC's net profit of €75m is the third largest profit on record and came courtesy of a large profit on the sale of a star player. Four clubs reported extremely high profit margins of 50%+, with all four reporting net transfer profits and two also appearing in the UEFA Champions League group stage.

* Each year a number of clubs appear in the top 20 profitability tables due to exceptional one-off non-recurring events. In some cases adjustments are made for financial fair play purposes but for benchmarking we do not adjust but disclose.

Relative profitability outside the top 20 leagues

The leagues to the right of the grey line generated enough net transfer profits to cover net costs from financing, tax and divestments. Leagues to the left were the opposite, reporting a better operating margin than bottom-line margin.

Operating profitability in leagues 21 to 54

While overall Europe-wide operating profits have increased and net losses have fallen, the results vary across Europe.

Of the 34 non-top leagues, 14 generated aggregate underlying operating profits in FY2015 – a minority but nonetheless a significant increase on the 11 leagues that did so in FY2014 and the 4 that achieved the same back in FY2011.

On an aggregate basis across the 393 clubs in the non-top 20 leagues, a negative operating margin of -14.3% was generated in FY2015, which is a slight worsening on the -14.8% recorded in FY2014 and a notable improvement on the operating loss margins of more than 20% reported in FY2010 and FY2011.

When comparing these leagues with the top 20, what stands out is the greater reliance on benefactors, transfer profits and UEFA club competition prize money, which can lead to larger fluctuations in financial performance from year to year.

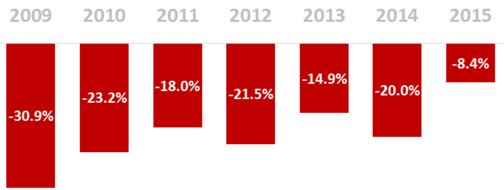
Bottom-line net profitability in leagues 21 to 54

At net profit level, after transfer, non-operating, financing, tax and divesting activities have been included, 15 of the 34 leagues outside the top reported aggregate profits in FY2015. Twelve of these leagues reported both operating and net profits, while three (Latvia, Serbia and Iceland) were able to transform operating losses into bottom-line profits.

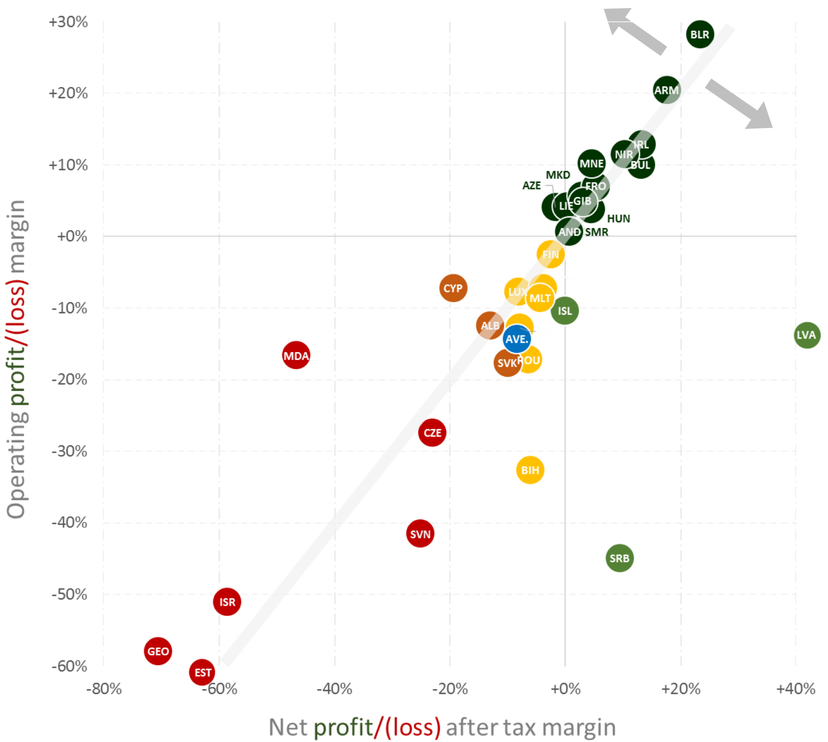
The clubs of six countries were less successful in balancing their books in FY2015 and reported net loss margins of more than 20%. The loss margins of Estonia, Israel and Georgia exceeded 50%. Clubs in these countries spent more than €3 for every €2 they made.

On an aggregate basis across the 393 clubs in these non-top leagues, a negative bottom-line loss margin of 8.4% was generated in FY2015. Across these leagues this is clearly the best result on record.

Evolution in the bottom-line net loss margins of leagues 21 to 54



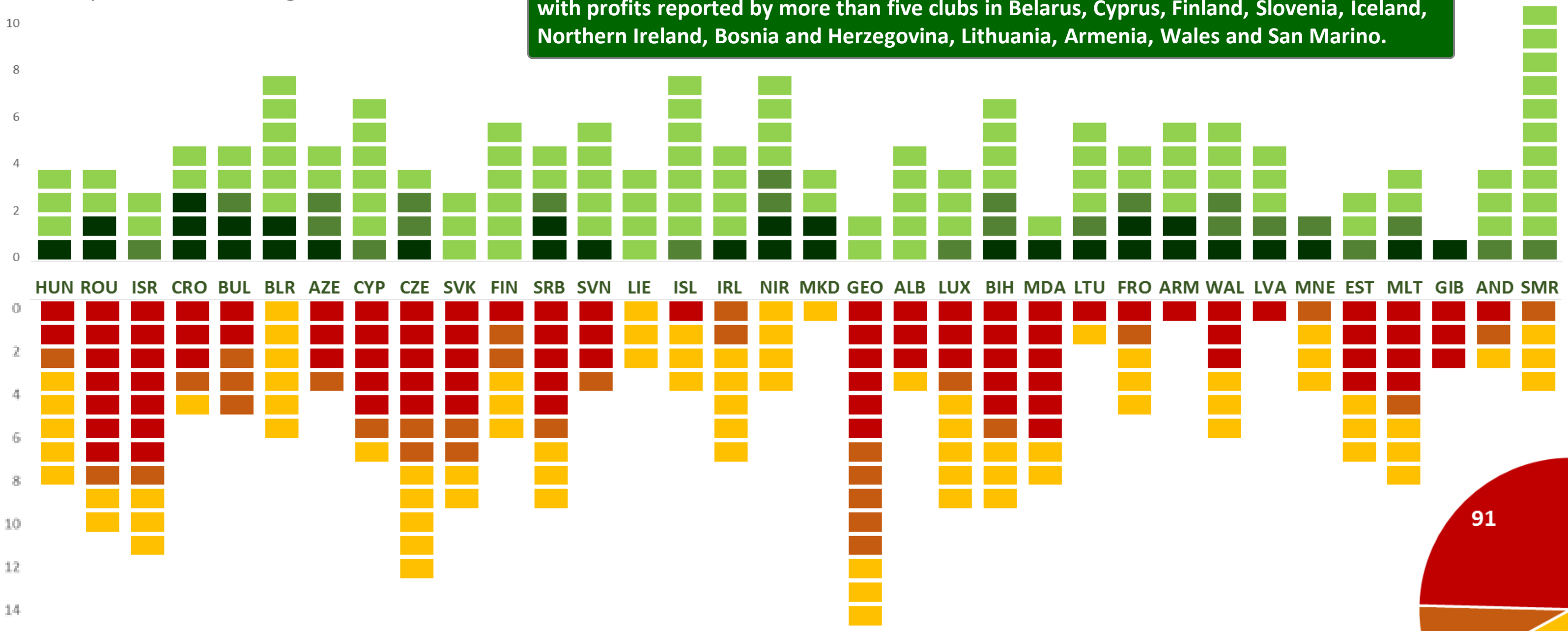
Operating and net profit margins in leagues 21 to 54

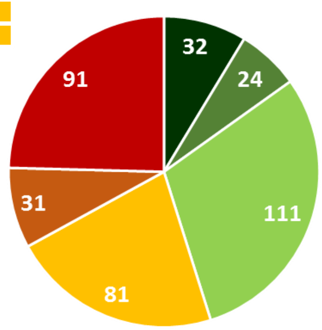


Bottom-line profits outside the top 20 leagues

Net profits and losses in leagues 21 to 54

A total of 167 clubs outside the top 20 leagues generated bottom-line net profits in FY2015, with profits reported by more than five clubs in Belarus, Cyprus, Finland, Slovenia, Iceland, Northern Ireland, Bosnia and Herzegovina, Lithuania, Armenia, Wales and San Marino.





Many of the clubs in this group are too small to be assessed under the break-even rule, their relevant incomes and costs amounting to less than €5m. With 55% of clubs in leagues 21 to 54 reporting losses overall and 91 spending at least €6 for every €5 they make, the reliance on benefactors and occasional income from transfers and training compensation remains apparent. In a number of countries, profitability remains the exception rather than the rule.

CHAPTER

12

Balance sheets

Balance sheet highlights

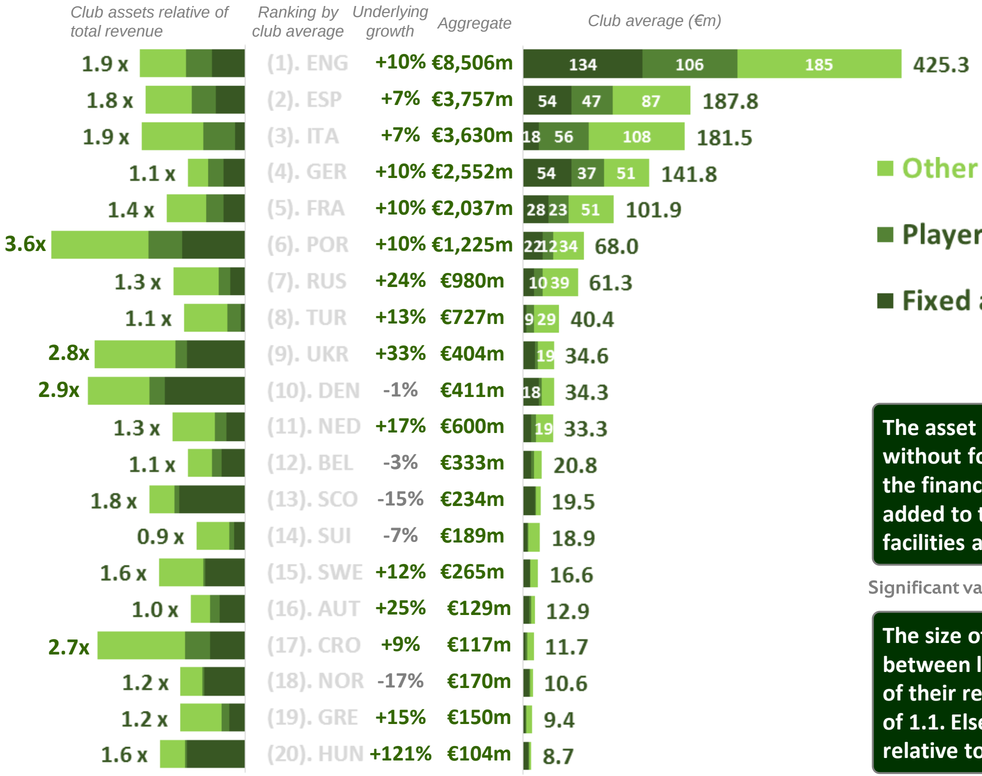
2015 saw record investments of just under €1bn in stadiums, training facilities and other fixed assets

Net club debt has fallen from 65% of revenue in 2009 to 40% in 2015

The €6.7bn transfer fees invested in the top 20 club squads represent more than half (54%) of the total cost of all top division squads

Profile of European club assets

The top 20 leagues by average club assets



Evolution in European top-division club assets

The asset base of European club football jumped by more than 10% in FY2015, with and without foreign exchange impacts, and now stands at €27.4bn. Since the phasing in of the financial fair play break-even requirements (FY2011 to FY2015), €1.3bn has been added to the balance sheet value of fixed assets, primarily through stadiums, training facilities and other infrastructure (more on this in the stadiums section of this report).

Significant variation in size of assets relative to revenue across leagues

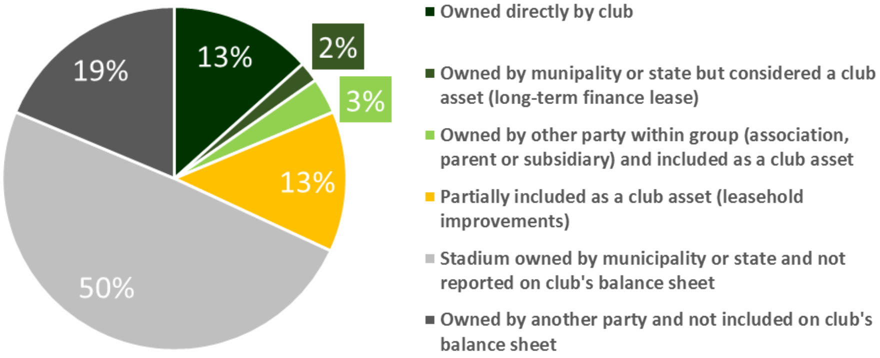
The size of club assets relative to revenue varies considerably between clubs and between leagues, with English, Spanish and Italian clubs' assets 1.8 to 1.9 times the size of their revenues. This is considerably higher than the German and Turkish clubs' ratio of 1.1. Elsewhere, Portugal, Ukraine and Denmark's club asset bases are much higher relative to revenue, as a result of a number of large directly owned stadium assets.

Profile of European club stadium ownership

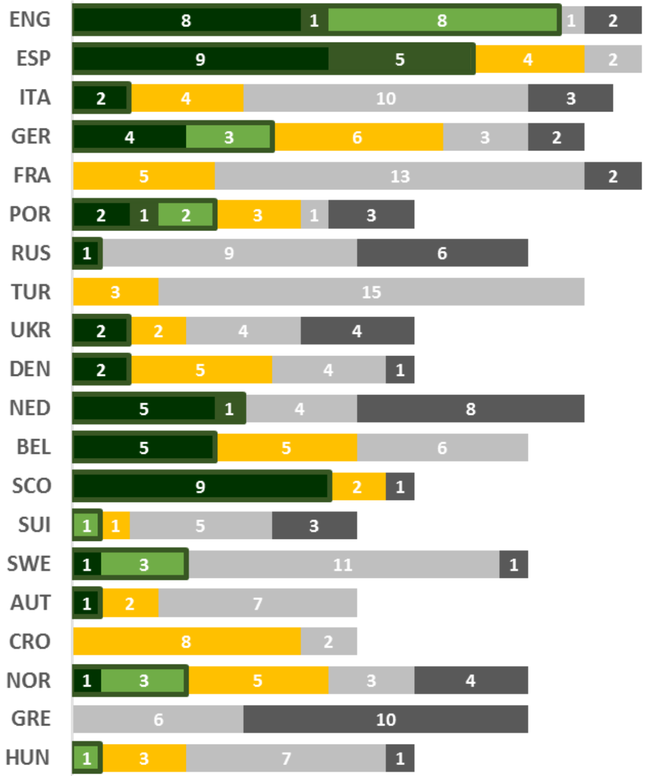
Top-division club stadium ownership

Stadium ownership remains the exception rather than the rule for most European clubs. In total, only 18% of Europe's top-tier clubs include their stadium on their balance sheets. The majority of clubs own their own stadiums in just three top-tier leagues: in England (17 of 20 clubs), Scotland (9 of 12 clubs) and Spain (14 of 20 clubs).

Top-division club stadium ownership



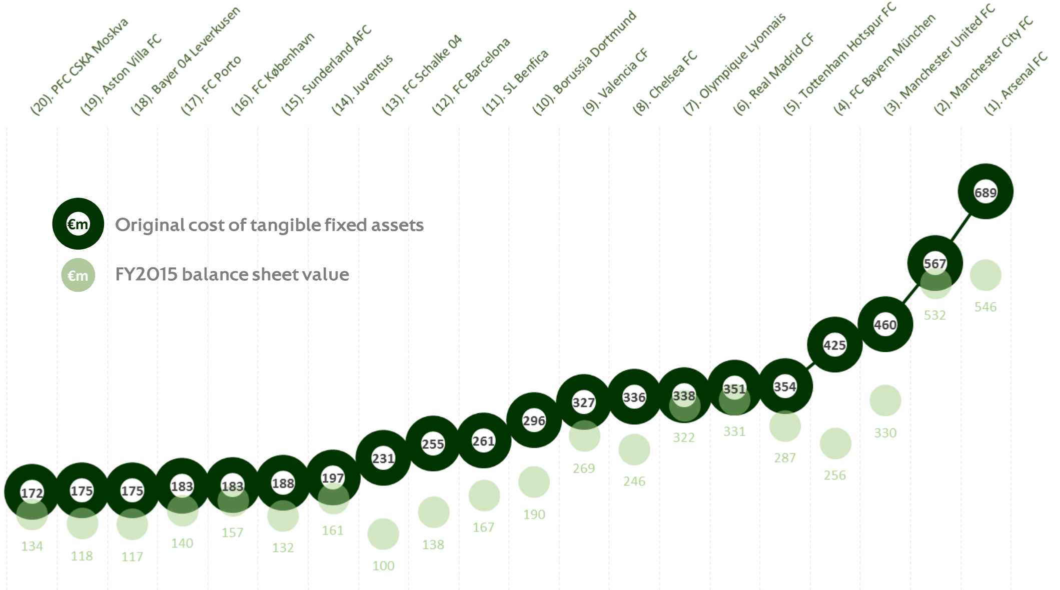
Stadium ownership in the top 20 leagues by average club assets



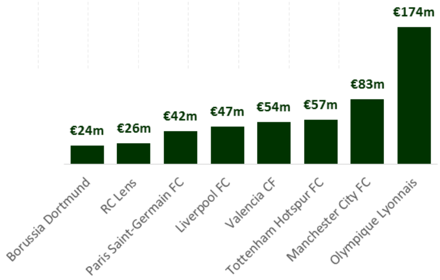
Top 20 clubs by stadium investment

The top 20 stadium/fixed-asset investments*

Rank	Club	Country	Original fixed asset costs	Balance sheet value	Depreciation	Multiple of cost to revenue
1	Arsenal FC	ENG	€689m	€546m	21%	1.5x
2	Manchester City FC	ENG	€567m	€532m	6%	1.2x
3	Manchester United FC	ENG	€460m	€330m	28%	0.9x
4	FC Bayern München	GER	€425m	€256m	40%	0.9x
5	Tottenham Hotspur FC	ENG	€354m	€287m	19%	1.4x
6	Real Madrid CF	ESP	€351m	€331m	6%	0.6x
7	Olympique Lyonnais	FRA	€338m	€322m	5%	3.5x
8	Chelsea FC	ENG	€336m	€246m	27%	0.8x
9	Valencia CF	ESP	€327m	€269m	18%	4.0x
10	Borussia Dortmund	GER	€296m	€190m	36%	1.1x
11	SL Benfica	POR	€261m	€167m	36%	2.6x
12	FC Barcelona	ESP	€255m	€138m	46%	0.5x
13	FC Schalke 04	GER	€231m	€100m	57%	1.1x
14	Juventus	ITA	€197m	€161m	18%	0.6x
15	Sunderland AFC	ENG	€188m	€132m	30%	1.4x
16	FC København	DEN	€183m	€157m	14%	5.8x
17	FC Porto	POR	€183m	€140m	23%	2.0x
18	Bayer 04 Leverkusen	GER	€175m	€117m	33%	1.0x
19	Aston Villa FC	ENG	€175m	€118m	32%	1.2x
20	PFC CSKA Moskva	RUS	€172m	€134m	22%	2.8x
1-20	Average		€308m	€234m	26%	1.7 x
1-20	Aggregate		€6,165m	€4,671m	24%	1.1 x



Club investment



The top 20 for FY2015 includes seven English clubs, four German clubs, three Spanish clubs, two Portuguese clubs and one club each from Denmark, France, Italy and Russia. The €4.7bn included in the balance sheets of these 20 clubs represents a high proportion (58%) of all top-division clubs' tangible fixed assets.

Clubs invested €996m in new fixed assets in FY2015, mainly in stadium and training facilities and complexes. This compares favourably with the €670m invested the previous year and contributed to the fastest growth in balance sheet fixed asset value since detailed records began (7%). Eight clubs added new fixed assets of more than €20m in FY2015, headed by Olympique Lyonnais, who added €174m to their fixed assets on finishing their new stadium.

* Fixed assets include stadiums, land, other facilities such as training complexes, stadiums and other facilities under construction, motor vehicles and various equipment and fixtures and fittings. The terms 'stadium investments' and 'fixed asset investments' are used interchangeably in this report, as stadiums account for the vast majority of fixed assets by value, as evidenced by the fact that the top 30 clubs by balance sheet fixed assets all either own their stadium, have a long-term finance lease (treated the same as ownership) or are in the process of building a stadium of their own.

Player assets by league

The top 20 leagues by club average player balance sheet value

Squad cost relative to total revenue	Original squad cost (transfer fees)	Ranking by club average	Underlying growth	Aggregate on balance sheets	Club average (€m) (balance sheet value)
1.0 x	€4,234m	(1). ENG	+17%	€2,128m	106.4
1.2 x	€2,222m	(2). ITA	+8%	€1,113m	55.6
0.8 x	€1,696m	(3). ESP	+23%	€932m	46.6
0.5 x	€1,314m	(4). GER	+32%	€665m	37.0
0.7 x	€973m	(5). FRA	-25%	€455m	22.7
1.1 x	€378m	(6). POR	+8%	€214m	11.9
0.6 x	€460m	(7). RUS	-31%	€157m	9.8
0.5 x	€328m	(8). TUR	+6%	€161m	8.9
0.4 x	€190m	(9). NED	+24%	€98m	5.5
0.5 x	€71m	(10). DEN	+34%	€40m	3.3
0.4 x	€121m	(11). BEL	-12%	€52m	3.3
0.6 x	€108m	(12). UKR	-19%	€37m	2.6
0.3 x	€41m	(13). AUT	-9%	€22m	2.2
0.8 x	€33m	(14). CRO	+18%	€20m	2.0
0.3 x	€73m	(15). SUI	-14%	€15m	1.5
0.4 x	€44m	(16). GRE	+51%	€19m	1.2
0.3 x	€41m	(17). SCO	+23%	€12m	1.0
0.3 x	€14m	(18). BUL	-47%	€7m	0.7
0.2 x	€16m	(19). POL	+59%	€9m	0.6
0.1 x	€10m	(20). KAZ	+194%	€6m	0.5

The figures included in this report were taken at a fixed point in time (financial year end) and are therefore not as up to date as some 'transfer market reports' that are published shortly after each transfer window closes. Nonetheless, the figures used here are the only market-wide figures covering national and cross-border transfer activity that are based on independently audited and verified transfer fees and can therefore be considered authoritative. This should be considered when reading transfer market reviews, which are almost entirely based on estimates and assumptions.

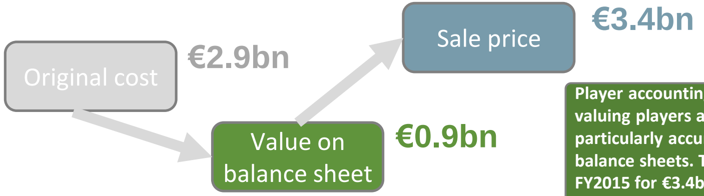
The top 20 leagues by average player assets

While the total balance sheet value of players is €6.2bn, the total original transfer fees paid to assemble these squads stood at €12.5bn at the end of FY2015.* English and Italian clubs are responsible for over half of the cumulative European top-division transfer spending and year-end balance sheet value. Cumulative transfer fees are also relatively high in Italy, Portugal and England when compared with annual revenue.

The top 20 markets

The English Premier League and Italy's Serie A hold 52% of total player balance sheet value. English clubs had an average of €106m on their balance sheets in intangible player assets in FY2015 – almost double the Serie A average of €55m and just under three times the average for clubs in the German Bundesliga. However, intangible player assets in club balance sheets increased at a faster rate in FY2015 than in the past, up 23% and 32% for Spanish and German clubs respectively.

Hidden player value on balance sheets



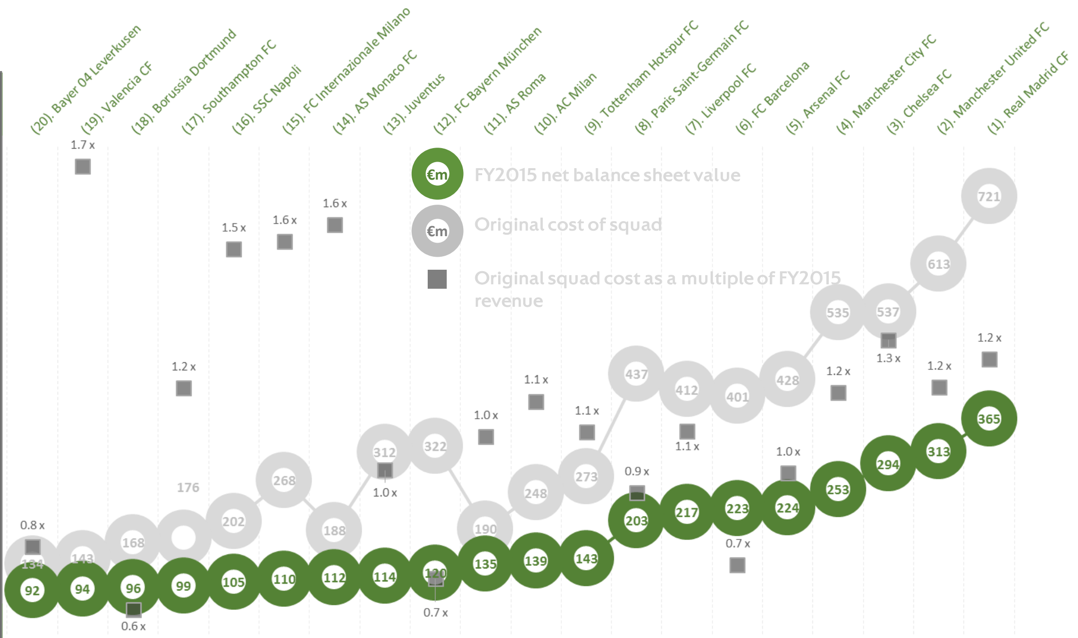
Player accounting provides a consistent means of valuing players across all clubs but it is not a particularly accurate value assessment for club balance sheets. The player registrations sold in FY2015 for €3.4bn were valued at the time of sale at just €0.9bn.

* Total transfer fees are obtained from the detailed notes to each club's financial statements, which state the combined transfer costs of the players on their books at the start and end of the financial year. These have been externally audited by qualified independent accountants and can therefore be considered more accurate than other transfer figures that appear in the print media, in reports or on websites.

Top 20 clubs by player assets

The top 20 clubs by player **balance sheet value** and original transfer cost

Rank	Club	Country	Players' balance sheet value	Original squad cost	Balance sheet value as % of cost	Squad cost as multiple of revenue
1	Real Madrid CF	ESP	€365m	€721m	51%	1.2 x
2	Manchester United FC	ENG	€313m	€613m	51%	1.2 x
3	Chelsea FC	ENG	€294m	€537m	55%	1.3 x
4	Manchester City FC	ENG	€253m	€535m	47%	1.2 x
5	Arsenal FC	ENG	€224m	€428m	52%	1.0 x
6	FC Barcelona	ESP	€223m	€401m	56%	0.7 x
7	Liverpool FC	ENG	€217m	€412m	53%	1.1 x
8	Paris Saint-Germain FC	FRA	€203m	€437m	47%	0.9 x
9	Tottenham Hotspur FC	ENG	€143m	€273m	52%	1.1 x
10	AC Milan	ITA	€139m	€248m	56%	1.1 x
11	AS Roma	ITA	€135m	€190m	71%	1.0 x
12	FC Bayern München	GER	€120m	€322m	37%	0.7 x
13	Juventus	ITA	€114m	€312m	37%	1.0 x
14	AS Monaco FC	FRA	€112m	€188m	60%	1.6 x
15	FC Internazionale Milano	ITA	€110m	€268m	41%	1.6 x
16	SSC Napoli	ITA	€105m	€202m	52%	1.5 x
17	Southampton FC	ENG	€99m	€176m	56%	1.2 x
18	Borussia Dortmund	GER	€96m	€168m	57%	0.6 x
19	Valencia CF	ESP	€94m	€143m	66%	1.7 x
20	Bayer 04 Leverkusen	GER	€92m	€134m	69%	0.8 x
1-20	Average		€173m	€335m	53%	1.1 x
1-20	Aggregate		€3,451m	€6,706m	51%	1.0 x



The top 20 features clubs with €3.5bn in player transfers remaining as assets on their balance sheets. These players originally cost €6.7bn in combined transfer fees, meaning that the value remaining on the balance sheet is equivalent to 53% of the original transfer fee. In relative terms, the €335m average squad cost is equivalent to 1.1 times the average FY2015 revenues.

The transfer cost of compiling these top 20 squads represents 54% of all top division squad costs.

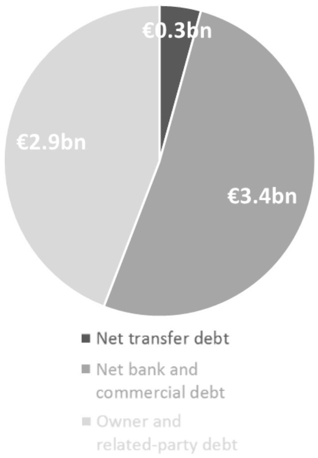
For at least the fifth year in a row Real Madrid CF reported the most expensive squad in both original cost (€721m) and depreciated balance sheet value (€365m), with Manchester United FC climbing from fifth to second place. Manchester City FC and Chelsea FC are the other two clubs whose squads cost more than €500m in transfer fees. Relative to annual revenue, the cheapest squads among the top 20 are Borussia Dortmund (0.6 times revenue) followed by FC Bayern München and FC Barcelona (0.7 times revenue), with Valencia CF (1.7x) and FC Internazionale Milano and AS Monaco (1.6x) at the other end of the scale. While there is no hard-and-fast rule, as there are numerous factors that determine subsequent transfer fees, generally speaking if a squad is more mature (depreciated) then there are potentially higher profits to be made on resale, as the transfer fee is compared with balance sheet value to calculate profits/losses on sale. The most depreciated squads are at FC Bayern München and Juventus (37%), while the 'newest' squad is at AS Roma (only depreciated to 71% of original transfer cost).

Club net debt across the top 20 leagues

The top 20 leagues by average club net debt*

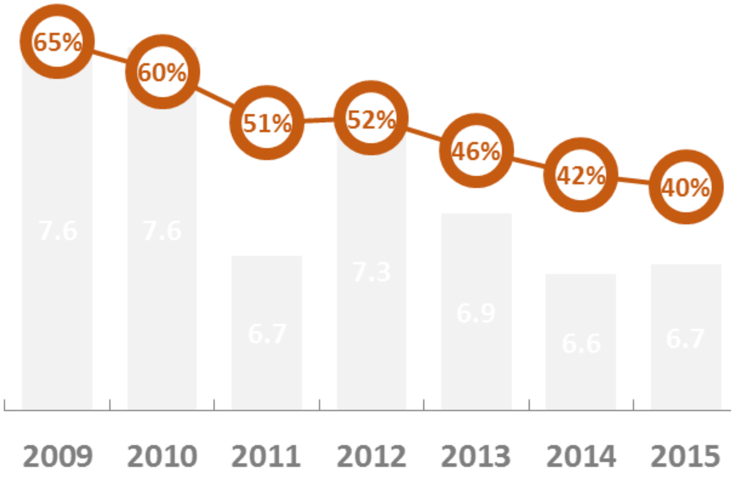
Percentage of total revenue	Ranking by club average	Underlying growth	Aggregate	Club average (€m)
38%	(1). ENG	-3%	€1,680m	84.0
60%	(2). ITA	+6%	€1,141m	57.1
110%	(3). TUR	+37%	€716m	39.8
170%	(4). POR	-24%	€586m	32.5
66%	(5). RUS	+2%	€487m	30.5
37%	(6). FRA	+21%	€523m	26.1
23%	(7). ESP	+20%	€478m	23.9
122%	(8). DEN	+31%	€174m	14.5
96%	(9). UKR	+27%	€168m	12.0
6%	(10). GER	-14%	€142m	7.9
123%	(11). ISR	+16%	€76m	5.4
27%	(12). BEL	+28%	€85m	5.3
115%	(13). CRO	+28%	€50m	5.0
101%	(14). AZE	-20%	€40m	4.0
89%	(15). BUL	+8%	€38m	3.8
51%	(16). POL	+3%	€55m	3.5
+200%	(17). MDA	+10%	€32m	3.2
34%	(18). NOR	-50%	€49m	3.0
23%	(19). SWE	-39%	€38m	2.4
68%	(20). CZE	+17%	€34m	2.2

Make-up of net debt



Evolution in net debt*

Net debt can be calculated in various ways, but the definition in the UEFA Club Licensing and Financial Fair Play Regulations includes net borrowings (i.e. bank overdrafts and loans, other loans and accounts payable to related parties less cash and cash equivalents) and the net player transfer balance (i.e. the net of accounts receivable and payable from player transfers).



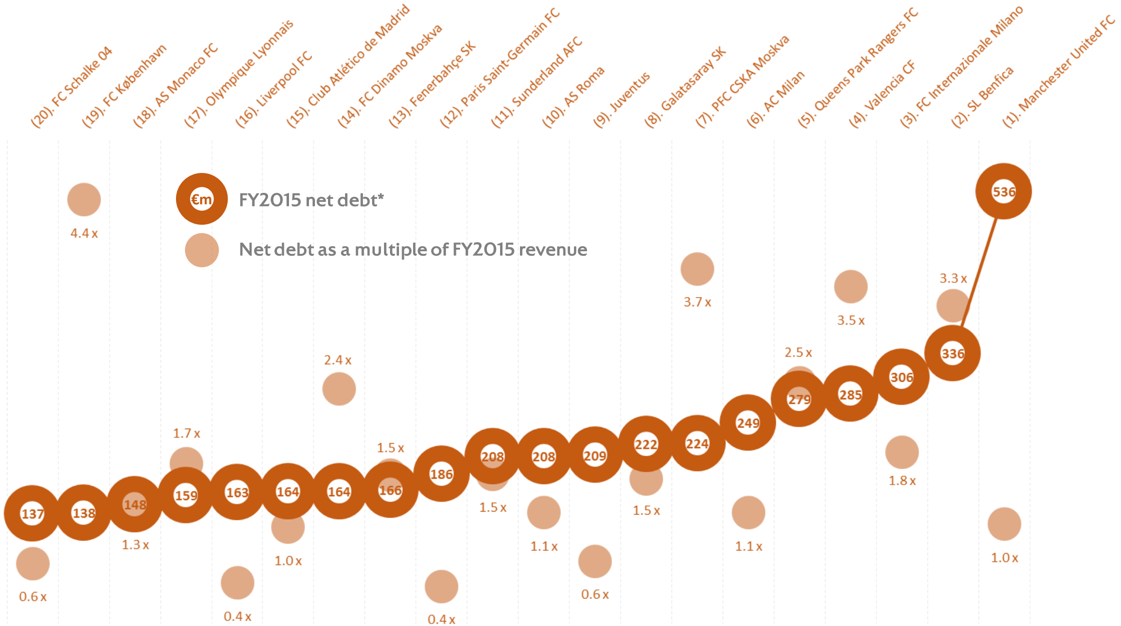
The combined net debt of Europe's top-division clubs has decreased notably in the last six years, from the equivalent of 65% of revenue to 40% of revenue at the end of FY2015.

* Net debt is calculated as per the definition in the UEFA Club Licensing and Financial Fair Play Regulations, which nets bank overdrafts, bank and other loans, related-party loans and payables and transfer payables against transfer receivables and cash balances. Some other liabilities, including debts to tax authorities or employees, are not included in this definition but may nonetheless attract finance charges. Gross debt includes all the items above (without taking into account cash balances and transfer receivables).

Top 20 clubs by net debt

The top 20 clubs by net debt*

Rank	Club	Country	FY15 net debt	Year-on-year growth	Multiple of revenue	Multiple of LT assets*
1	Manchester United FC	ENG	€536m	25%	1.0 x	0.8 x
2	SL Benfica	POR	€336m	3%	3.3 x	1.3 x
3	FC Internazionale Milano	ITA	€306m	1%	1.8 x	2.4 x
4	Valencia CF	ESP	€285m	-2%	3.5 x	0.8 x
5	Queens Park Rangers FC	ENG	€279m	12%	2.5 x	4.8 x
6	AC Milan	ITA	€249m	36%	1.1 x	1.6 x
7	PFC CSKA Moskva	RUS	€224m	12%	3.7 x	1.4 x
8	Galatasaray SK	TUR	€222m	23%	1.5 x	4.2 x
9	Juventus	ITA	€209m	6%	0.6 x	0.8 x
10	AS Roma	ITA	€208m	n/a	1.1 x	1.5 x
11	Sunderland AFC	ENG	€208m	36%	1.5 x	1.0 x
12	Paris Saint-Germain FC	FRA	€186m	5%	0.4 x	0.7 x
13	Fenerbahçe SK	TUR	€166m	-24%	1.5 x	6.1 x
14	FC Dinamo Moskva	RUS	€164m	130%	2.4 x	4.1 x
15	Club Atlético de Madrid	ESP	€164m	124%	1.0 x	1.1 x
16	Liverpool FC	ENG	€163m	54%	0.4 x	0.5 x
17	Olympique Lyonnais	FRA	€159m	65%	1.7 x	0.5 x
18	AS Monaco FC	FRA	€148m	-39%	1.3 x	1.3 x
19	FC København	DEN	€138m	-9%	4.4 x	0.8 x
20	FC Schalke 04	GER	€137m	23%	0.6 x	1.0 x
1-20	Average		€224m	€0m	1.8 x	1.8 x
1-20	Aggregate		€4,488m	€0m	1.0 x	0.8 x

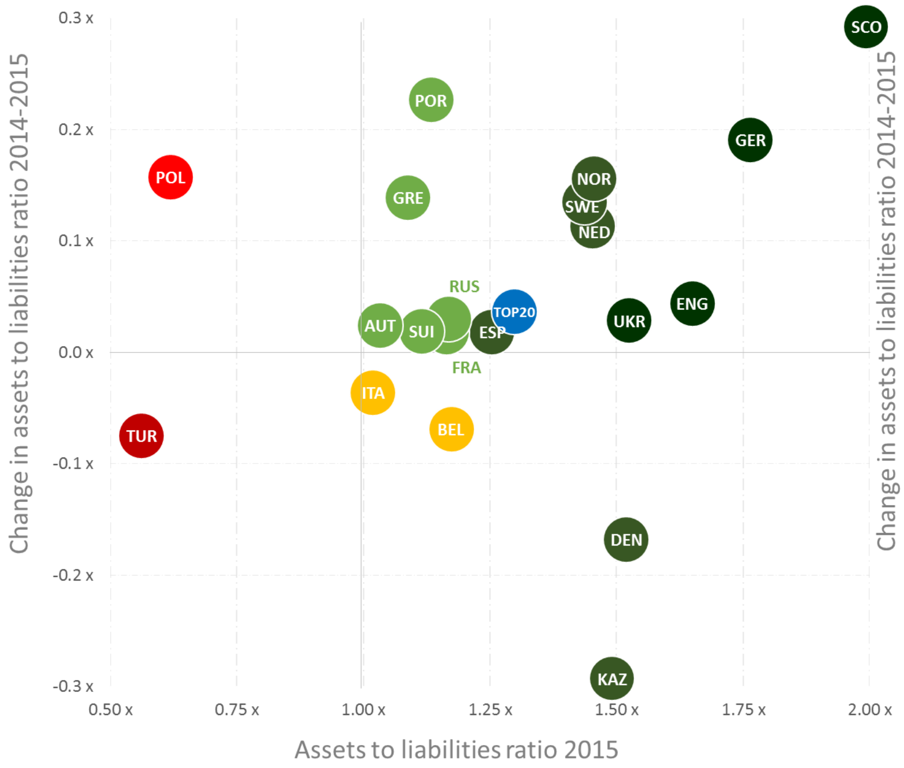


It is important to analyse net debt in context rather than in isolation, as the risk profile of debt to finance investment is clearly very different to debt taken to fund operating activities. The chart and table above include the ratio of net debt to revenue, which is used as a risk indicator for the purposes of financial fair play, and the debt to 'LT assets' ratio, which are often used as security against the debt and are often funded or part funded by debt.*

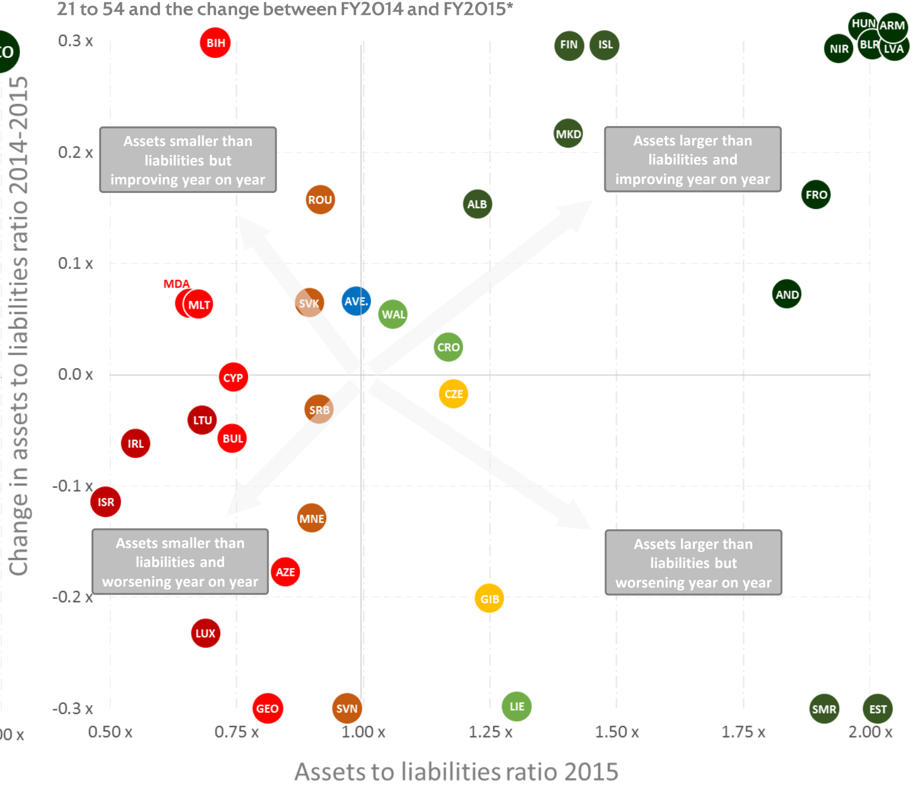
* 'LT assets' is short hand for long-term assets and in this context are the sum of all tangible fixed assets and intangible player assets. They do not include other long-term assets such as goodwill or internally generated intangible assets.

Assets to liabilities ratio and trends

Ratio of assets to liabilities (debts and obligations) in the top 20 leagues and the change between FY2014 and FY2015*



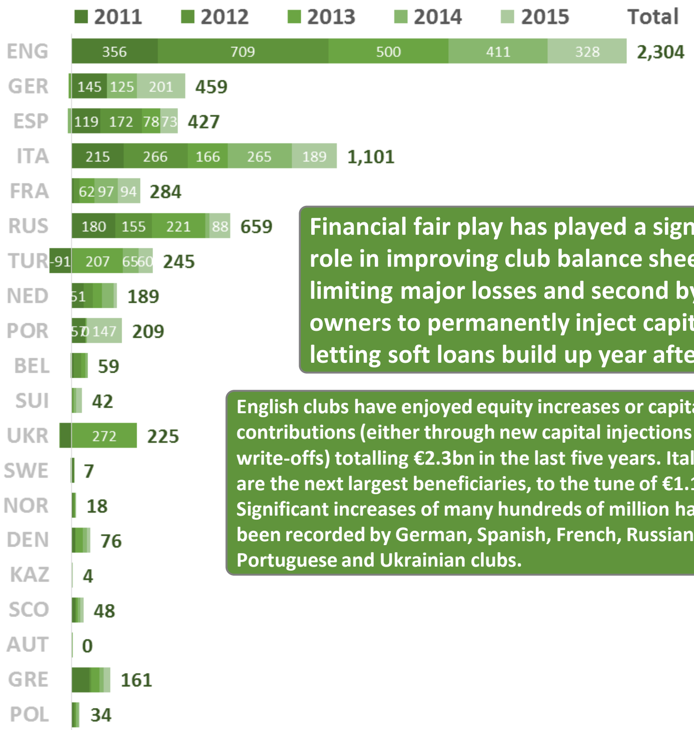
Ratio of assets to liabilities (debts and obligations) in leagues 21 to 54 and the change between FY2014 and FY2015*



* The charts on this page illustrate the value of assets relative to liabilities (debts and obligations). A multiplier of more than 1x means the club has positive net equity, with assets larger than liabilities. The change in assets to liabilities ratio is measured on the y axis and indicates whether the ratio has improved or worsened from the end of 2014 to the end of 2015. The results are presented by league, i.e. the aggregate of all clubs within the league in each year, which is not necessarily the same in both years.

Medium-term growth in net club assets

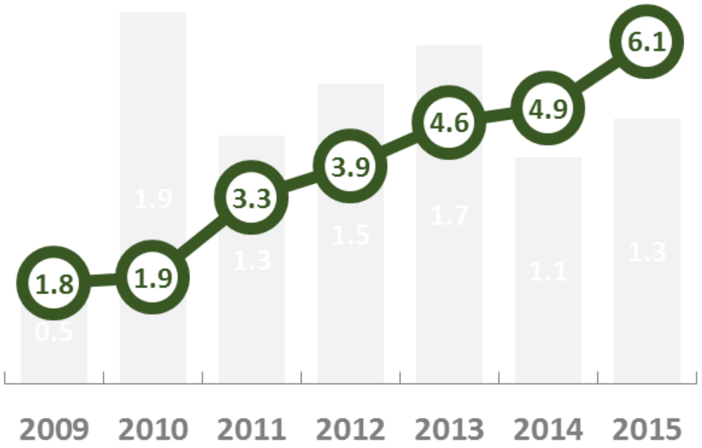
Five-year summary of equity increases and capital contributions in the top 20 leagues



Financial fair play has played a significant two-fold role in improving club balance sheets, first by limiting major losses and second by requiring owners to permanently inject capital rather than letting soft loans build up year after year.

English clubs have enjoyed equity increases or capital contributions (either through new capital injections or debt write-offs) totalling €2.3bn in the last five years. Italian clubs are the next largest beneficiaries, to the tune of €1.1bn. Significant increases of many hundreds of million have also been recorded by German, Spanish, French, Russian, Turkish, Portuguese and Ukrainian clubs.

Evolution in European top-division club net equity (assets less liabilities; €bn) and annual capital contributions (€bn)



European club balance sheets are significantly healthier in FY2015 than when the break-even requirements were first introduced at the end of 2011.* Net equity, which represents assets less all debts and liabilities, has increased by 84% from €3.3bn to €6.1bn. This has happened because the €3bn combined losses between FY2012 and FY2015 have been exceeded by owner contributions and capital increases of €5.7bn during that four-year period.

* The aggregated balance sheet evolution in European top-tier football is impacted by changes in club ownership, corporate restructurings and the mix of clubs in each top-tier league (promotions and relegations), as well as the financial performance and financing of those clubs. As highlighted in previous benchmarking reports, the large jump in net equity between FY2010 and FY2011 was largely due to a change in the reporting perimeter of a number of English and German clubs. The improvement since FY2011 (after the introduction of the break-even rule) is almost entirely due to increased owner capital contributions and the writing-off of owner debt, both of which are actively encouraged under the break-even requirements.

Appendix: Data sources and notes

Data sources and notes

Underlying data source for financial figures: The European footballing landscape	Unless otherwise stated in the report, footnotes or this appendix, the financial figures used in this section have been taken directly from figures submitted through UEFA's online financial reporting tool by clubs or national associations in May and July 2016. These figures relate to the financial year ending in 2015, in most cases the year ending 31 December 2015. The figures have been extracted from financial statements prepared either using national accounting practices or the International Financial Reporting Standards and audited according to the International Standards on Auditing. The 20-year revenue and wage growth figures incorporate estimates for 1996 to 2006 based on top five data from the Deloitte Annual Review of Football Finance reports extrapolated across the missing leagues using a ratio of 68:32 (known top five data: extrapolated non-top-five data).
Sources for head coaches and players analyses (Chapters 2 and 3)	The players and head coaches base dataset was collected from the external source www.transfermarkt.co.uk, then cross-referenced with UEFA databases. The data was retrieved on 1 August 2016 and contains information on the age, nationality, value and career path of each of the players and head coaches that were active at that time.
Sources for supporter analyses (Chapter 4)	The attendance figures should be used as a benchmark only as the exact definition of 'attendance' can differ. European league attendances are based on the figures published at www.european-football-statistics.co.uk/attn.htm, which features club-by-club figures covering the vast majority of European leagues. These are supplemented by figures provided to UEFA directly by leagues and national associations. Attendance figures for other sports are taken from the official league/event website where available, supplemented by figures from Wikipedia where no official figure is readily disclosed. The club website data was extracted from www.similarweb.com in August 2016.
Sources for stadium analyses (Chapter 5)	The outdoor stadium projects data presented in this chapter was collected from a number of sources. In most cases the data was retrieved from www.stadiumdb.com and supplemented by figures provided to UEFA directly by leagues and national associations. The sample only covers outdoor stadium projects with a minimal capacity of 5,000, constructed since 2007 or currently under construction. Stadium renovations have been included within this study with the exception of cosmetic renovations such as seat replacements that have no impact on stadium capacity.
Sources for club ownership and sponsorship analyses (Chapters 6 and 7)	Club ownership data was obtained from UEFA's online financial reporting tool over the course of the financial year 2015. In addition to the data submitted using this tool, desk research was performed until 17 October to include recent changes in club ownership structures. The ownership structures found in 13 of the financially biggest European football leagues were analysed. The base sponsorship dataset used in Chapter 7 was collected from www.sportcal.com/Sponsorship on 8 August, then cross-referenced with UEFA sponsorship databases. The sample covers an extensive dataset of active sponsorship deals within the sports sector as a whole and in football particularly.

Data sources and notes

Club financial figures: short and long reporting periods in financial sections (Chapters 8 to 12)	Each year a number of clubs change their financial year end and in so doing extend or shorten their financial reporting period. For benchmarking purposes UEFA changes the profit and loss data if the period is shorter than 9 months or greater than 15 months. In FY2015, the Maltese clubs all used a 19-month period and so the P&L data was reduced to 12 months on a pro rata basis. Periods between 9 and 12 months are not adjusted.

Currency rates applied throughout report (euro exchange rates)

Club financial data has been converted to euros for the purposes of comparison. The exchange rate applied is the average of 12 month-end rates. In many countries clubs' do not share the same financial year end so the 12 months used correspond to the financial period of each club. For example, the 2015 rate for English clubs with a June year end was 1.303140 and it was 1.327900 for those with a July year end. A full list of the exchange rates used is provided in the table below.

Country	Year end (month)	Common year end or various	Currency	Average rate applied
ALB	12	Common	LEK	0.007158
AND	12	Common	EURO	1.000000
ARM	12	Common	DRAM	0.001886
AUT	6	Common	EURO	1.000000
AZE	12	Common	MANAT	0.900044
BEL	6 / 12	Various	EURO	1.000000
BIH	12	Common	MARK	0.511200
BLR	12	Common	BYR	0.000057
BUL	12	Common	LEV	0.511300
CRO	12	Common	KUNA	0.131342
CYP	5 / 12	Various	EURO	1.000000
CZE	6 / 12	Various	Kroner	0.036653 / 0.036275
DEN	6 / 12	Various	KRONE	0.134073 / 0.134203
ENG	5 / 6 / 7	Various	GBP	1.315119 / 1.303140 / 1.327900
ESP	6	Common	EURO	1.000000
EST	12	Common	EURO	1.000000
FIN	11 / 12	Various	EURO	1.000000
FRA	6 / 12	Various	EURO	1.000000
FRO	12	Common	KRONE	0.134073
GEO	12	Common	LARI	0.398170
GER	6 / 12	Various	EURO	1.000000
GRE	6	Common	EURO	1.000000
HUN	12	Common	FORINT	0.003227
IRL	11	Common	EURO	1.000000
ISL	12	Common	KRONA	0.006843
ISR	5	Common	SHEKEL	0.231984
ITA	6 / 12	Various	EURO	1.000000

Country	Year end (month)	Common year end or various	Currency	Average rate applied
KAZ	12	Common	TENGE	0.004558
LIE	6 / 12	Various	CHF	0.936986 / 0.887559
LTU	12	Common	LITAS	0.289620
LUX	12	Common	EURO	1.000000
LVA	12	Common	LATS	1.422880
MDA	12	Common	LEU	0.048328
MKD	12	Common	Denar	0.016266
MLT	12	Common	EURO	1.000000
MNE	6 / 12	Various	EURO	1.000000
NED	6 / 12	Various	EURO	1.000000
NIR	3 / 4 / 5 / 12	Various	GBP	1.378055 / 1.303140 / 1.289805 / 1.275236
NOR	12	Common	KRONER	0.112080
POL	6 / 12	Various	ZLOTY	0.239160 / 0.239830
POR	6	Common	EURO	1.000000
ROU	12	Common	LEU	0.224969
RUS	12	Common	ROUBLE	0.014866
SCO	5 / 6 / 7	Various	GBP	1.315119 / 1.303140 / 1.327900
SMR	6	Common	EURO	1.000000
SRB	12	Common	DINJAR	0.008348
SUI	6 / 12	Various	CHF	0.936985 / 0.887559
SVK	12	Common	EURO	1.000000
SVN	12	Common	EURO	1.000000
SWE	12	Common	SEK	0.106909
TUR	5 / 12	Various	LIRA	0.332356 / 0.352460
UKR	12	Common	HRYVNIA	0.041642
WAL	11 / 12	Various	GBP	1.378055 / 1.368976
GIB	12	Common	GIP	1.275236

Production

UEFA Club Licensing and Financial Fair Play Unit

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