



RETHINKING UCC REVENUE DISTRIBUTION

UEC Strategic Framework

UECEUROPE.ORG

INTRODUCTION

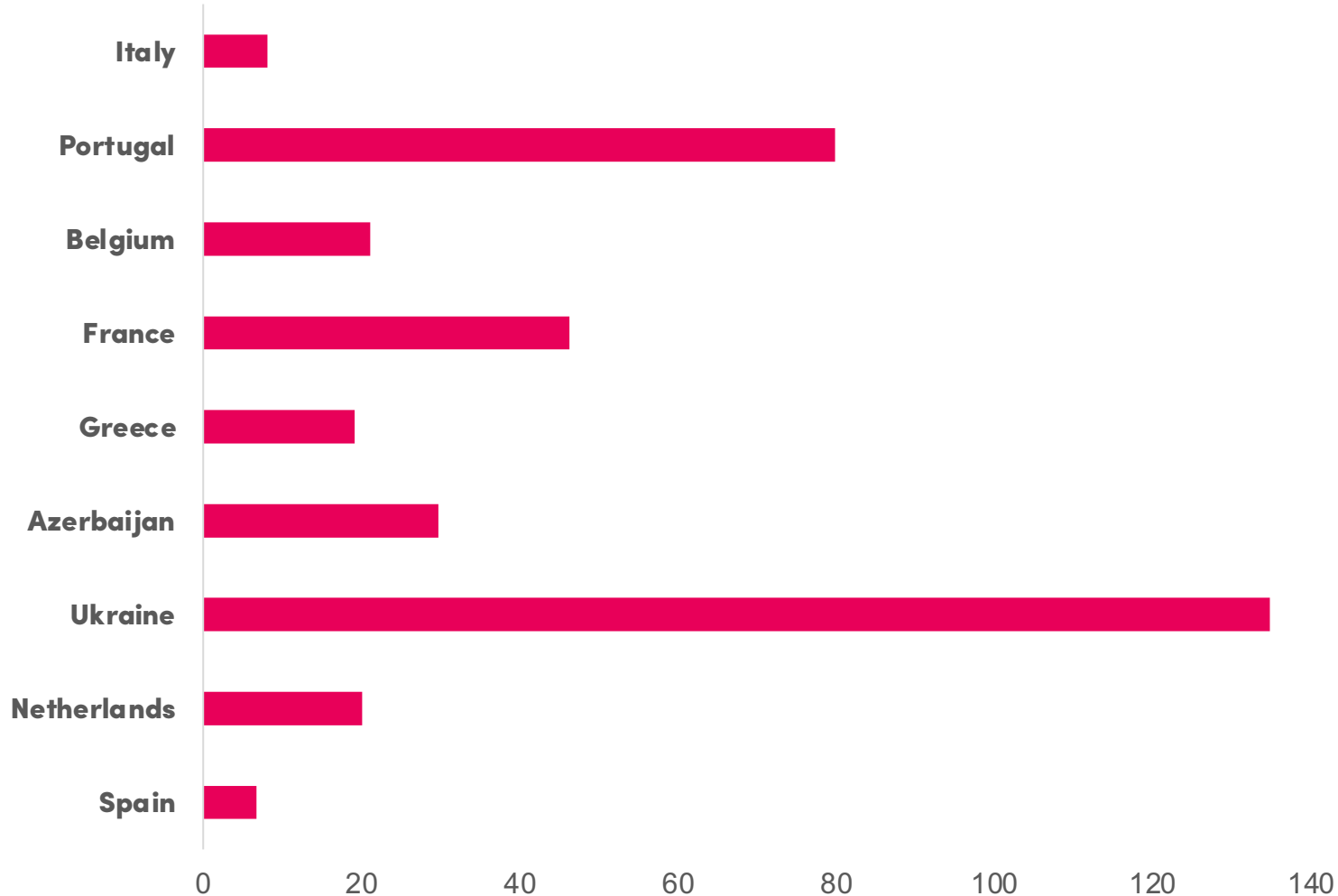
WHAT IS THE PROBLEM WITH THE CURRENT SYSTEM

REVENUE RATIOS

UEFA club-competition money increasingly drives domestic revenue ratios to unhealthy extremes, where a small group of clubs can outspend the rest simply because they access Europe year after year. This widens gaps inside leagues, makes title races and European qualification less competitive, and turns league outcomes into a repeat pattern rather than sporting jeopardy. A new UCC revenue distribution framework is needed to protect league competitiveness by keeping performance rewards earned on the pitch, while redirecting the non-performance share into transparent domestic league distribution mechanisms that reduce distortion in those ratios.

INTRODUCTION

1ST TO LAST REVENUE RATIO 2024/25



Shows the current “1st vs last” revenue ratio in each league for 2024/25 – a simple measure of how stretched domestic financial gaps are.



Higher bars mean greater distortion: the league leader earns multiple times more than the bottom club, signalling weaker competitive balance.

INTRODUCTION

WAGE SPEND CORRELATES STRONGLY WITH PERFORMANCE

	League performance (higher=better)	Wage bill (vs league avg.)	Starting XI value (appearance-weighted)	Squad value (model estimate)
League performance (higher=better)	1,000	0,756	0,719	0,662
Wage bill (vs league avg.)	0,756	1,000	0,874	0,887
Starting XI value (appearance-weighted)	0,719	0,874	1,000	0,973
Squad value (model estimate)	0,662	0,887	0,973	1,000



Wage bill ↔ league performance: **0.76**
(strong correlation)



Wage bill ↔ squad value: **0.89**
(very strong)

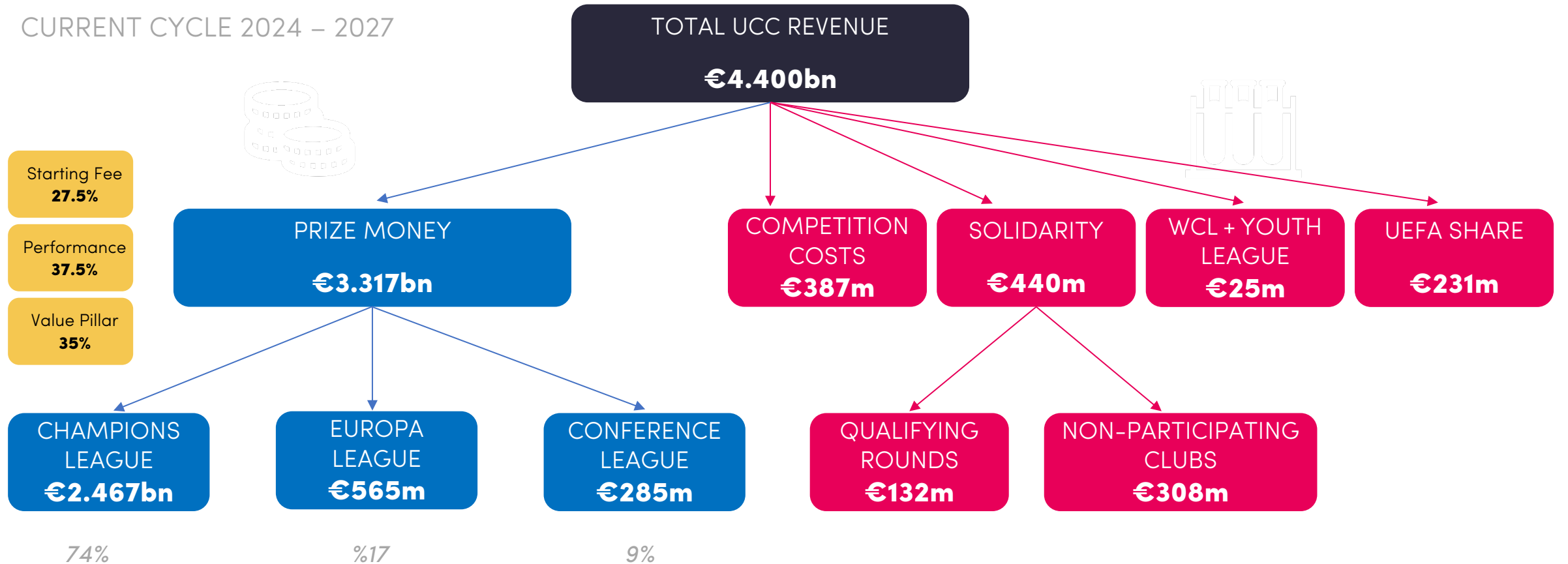


Starting XI value ↔ squad value: **0.97**
(near-perfect)

INTRODUCTION

CHANGES TO UCC DISTRIBUTION CAN IMPROVE COMPETITIVE BALANCE

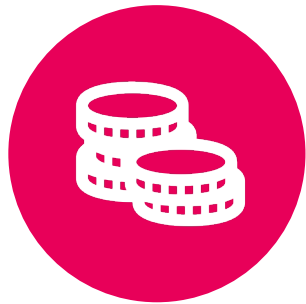
CURRENT CYCLE 2024 – 2027



Expenses should reflect an annual €25m allocation to EFC from the UCC revenue surplus. The funding source has not been officially confirmed.

NEW UCC DISTRIBUTION FRAMEWORK

CHANGES CAN IMPROVE COMPETITIVE BALANCE



WHAT?

A full redesign of UCC revenue distribution framework to strengthen domestic league balance and improve cross-country allocation of UCC benefits.



WHY?

Preserve sporting incentives while reducing domestic competitive imbalance driven by UEFA revenues – supporting more sustainable leagues and genuine uncertainty of outcome in every match (key objectives of the UEC).



HOW?

Reallocate the Value Pillar into Starting fee + Performance, then shift solidarity from non-participating clubs to league-level pools funded by Starting fees.

NEW UCC DISTRIBUTION FRAMEWORK

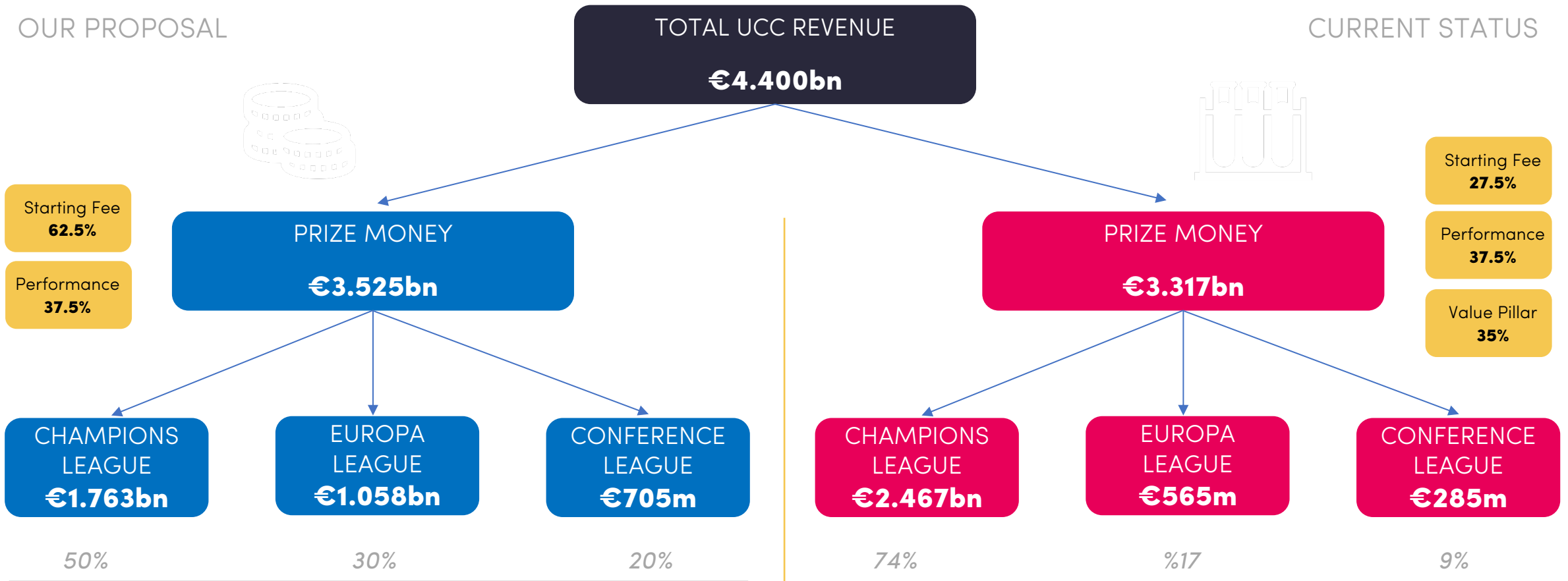
CHANGES CAN IMPROVE COMPETITIVE BALANCE

OUR PROPOSAL

TOTAL UCC REVENUE

€4.400bn

CURRENT STATUS



New split implemented in annual steps to support clubs financial planning

HOW IT WORKS

A NEW BASELINE FOR UCC DISTRIBUTION (VALUE PILLAR REMOVED)

	CURRENT	NEW
UCL starting fees	€670.3m	€1.102bn
UCL performance	€914.1m	€661m
UCL value pillar	€853.1m	N/A
UCL total	€2,468.5m	€1,762.5bn
UEL starting fees	€155.3m	€661m
UEL performance	€211.7m	€397m
UEL value pillar	€197.6m	N/A
UEL total	€564.6m	€1,058bn
UECL starting fees	€114.1m	€441m
UECL performance	€114.1m	€264m
UECL value pillar	€57.1m	N/A
UECL total	€285.3m	€705m
Qualifying rounds	€132m	€132m
Non-participating clubs	€308m	N/A
Non-participating countries	N/A	€100m

1

Value Pillar is removed and fully reallocated into Starting fee. This reduces reliance on market size and historic allocation drivers, while preserving sporting incentives.

2

UCC participants retain their Performance earnings, and their Starting fees are redirected into a League pool distributed equally to all professional divisions.

WORKED EXAMPLE – NETHERLANDS

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€116.3m
Eredivisie pool (85%)	€98.8m
Keuken Kampioen pool (15%)	€17.4m
Eredivisie club share	€5.5m
Keuken Kampioen club share	€1.1m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – NETHERLANDS

NEW MODEL'S IMPACT ON RATIO – FROM 19.9 TO 5.0

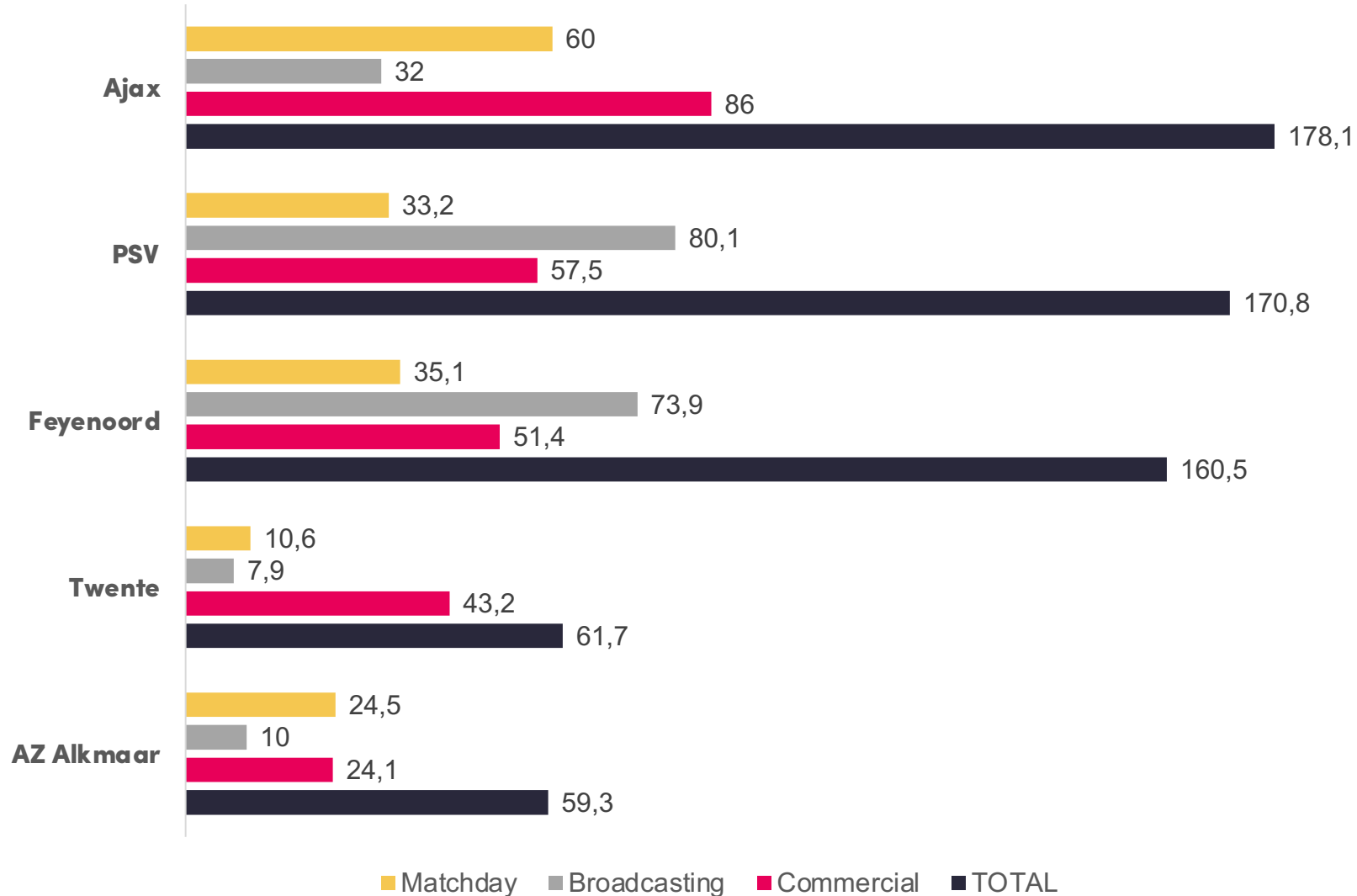


Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
PSV (UCL)	65.3	27.0	(38.3)
Feyenoord (UCL)	64.8	24.7	(40.1)
Ajax (UEL)	20.4	17.2	(3.2)
AZ Alkmaar (UEL)	17.2	15.0	(2.2)
Twente (UEL)	10.8	10.9	0.1
Club 6 to 18	1.1	5.5	4.4



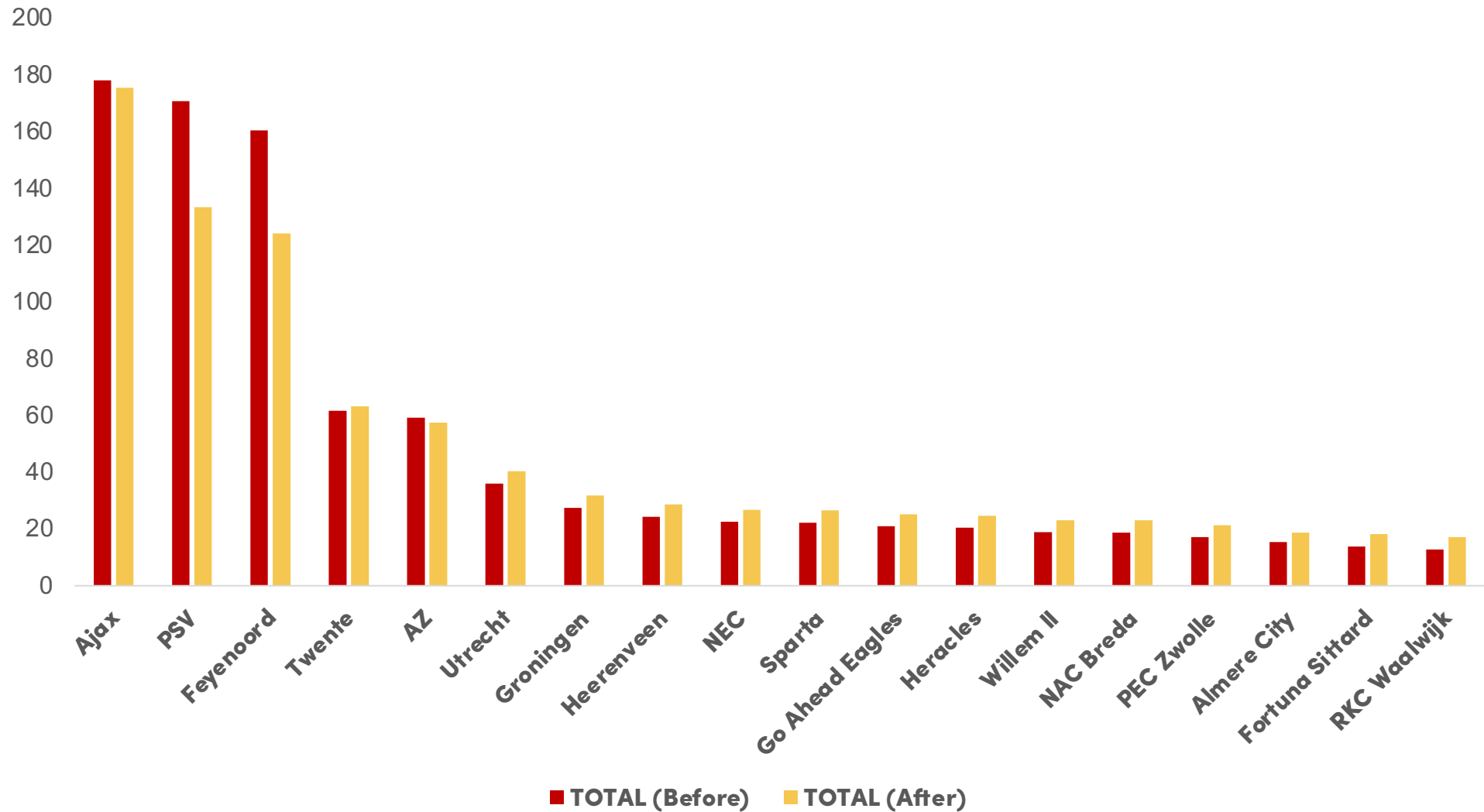
NETHERLANDS CLUB REVENUE

2024/25 SEASON UCC PARTICIPANTS INCOME €M



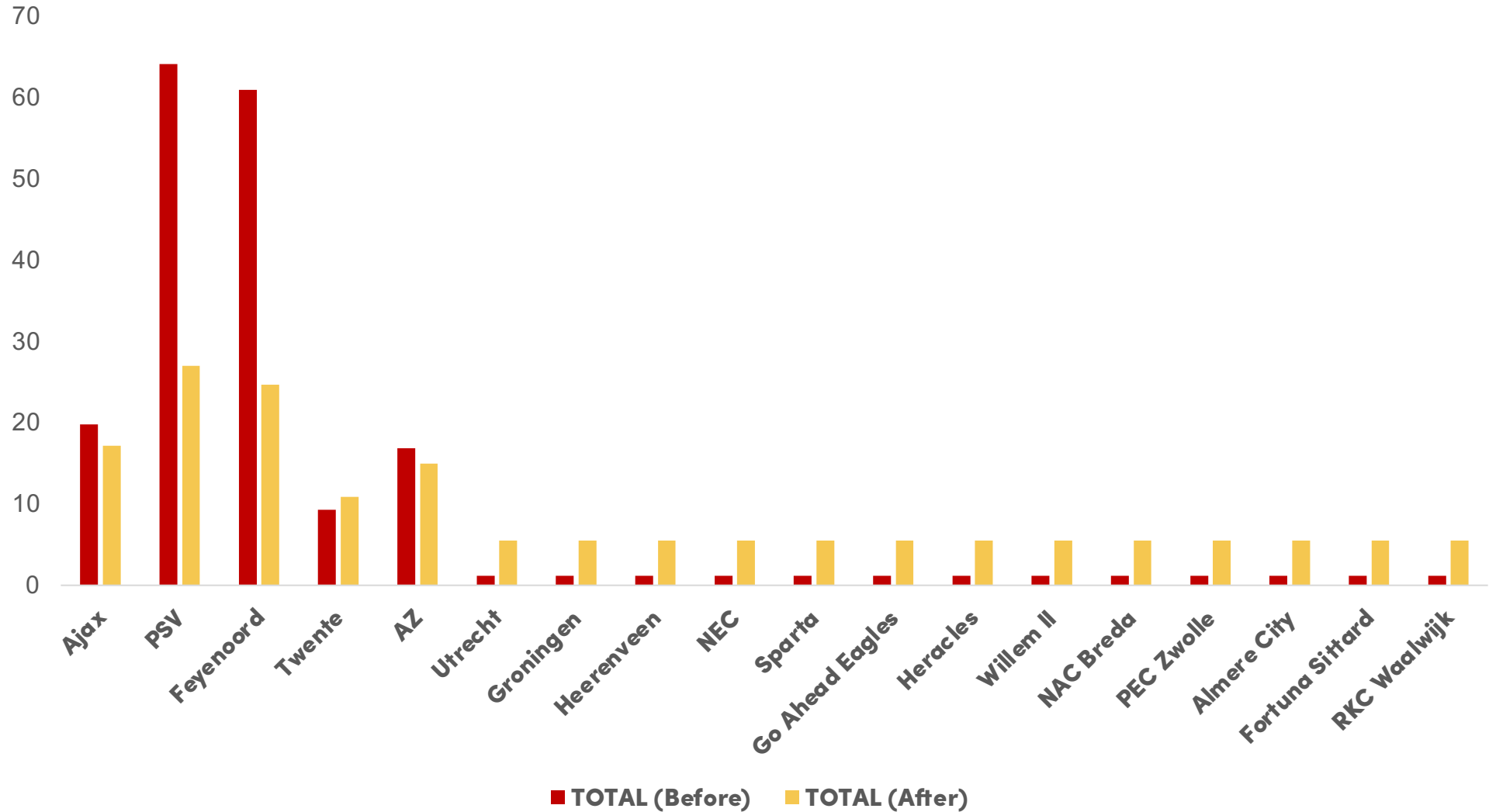
NETHERLANDS CLUB REVENUE

2024/25 SEASON TOTALS – BEFORE & AFTER €M



NETHERLANDS CLUB REVENUE

2024/25 UCC TOTALS – BEFORE & AFTER €M



WORKED EXAMPLE – SPAIN

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€171.4m
LaLiga pool (85%)	€145.7m
LaLiga 2 pool (15%)	€25.7m
LaLiga club share	€7.3m
LaLiga 2 club share	€1.2m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – SPAIN

NEW MODEL'S IMPACT ON RATIO – FROM 6.7 TO 4.2

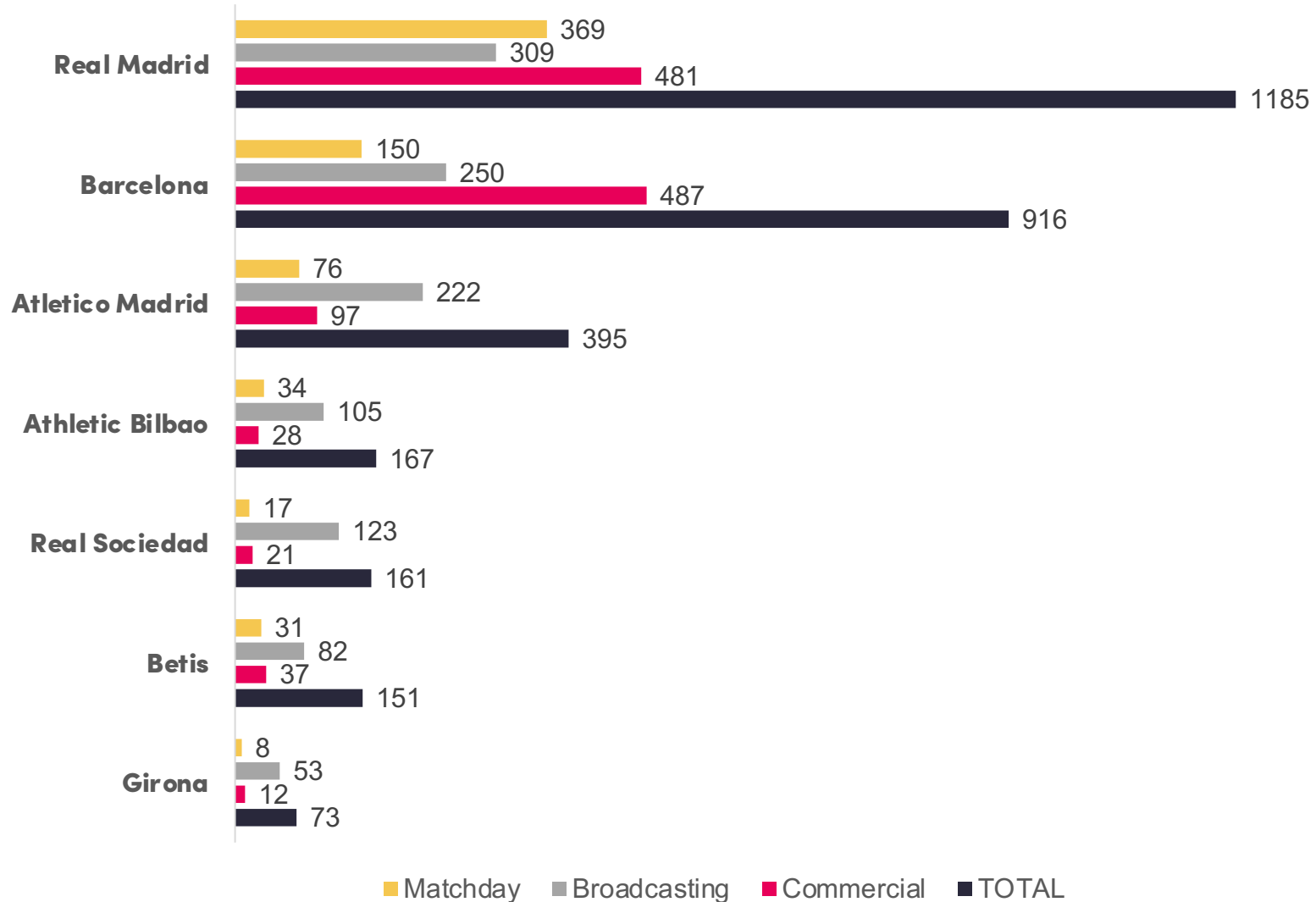


Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Real Madrid (UCL)	110.8	39.0	(71.8)
Barcelona (UCL)	118.7	53.9	(64.8)
Atletico (UCL)	85.6	32.7	(52.9)
Athletic (UEL)	23.8	34.5	10.7
R. Sociedad (UEL)	22.8	18.9	(3.9)
Girona (UCL)	29.9	9.7	(20.0)
Betis (UECL)	17.0	32.9	15.9



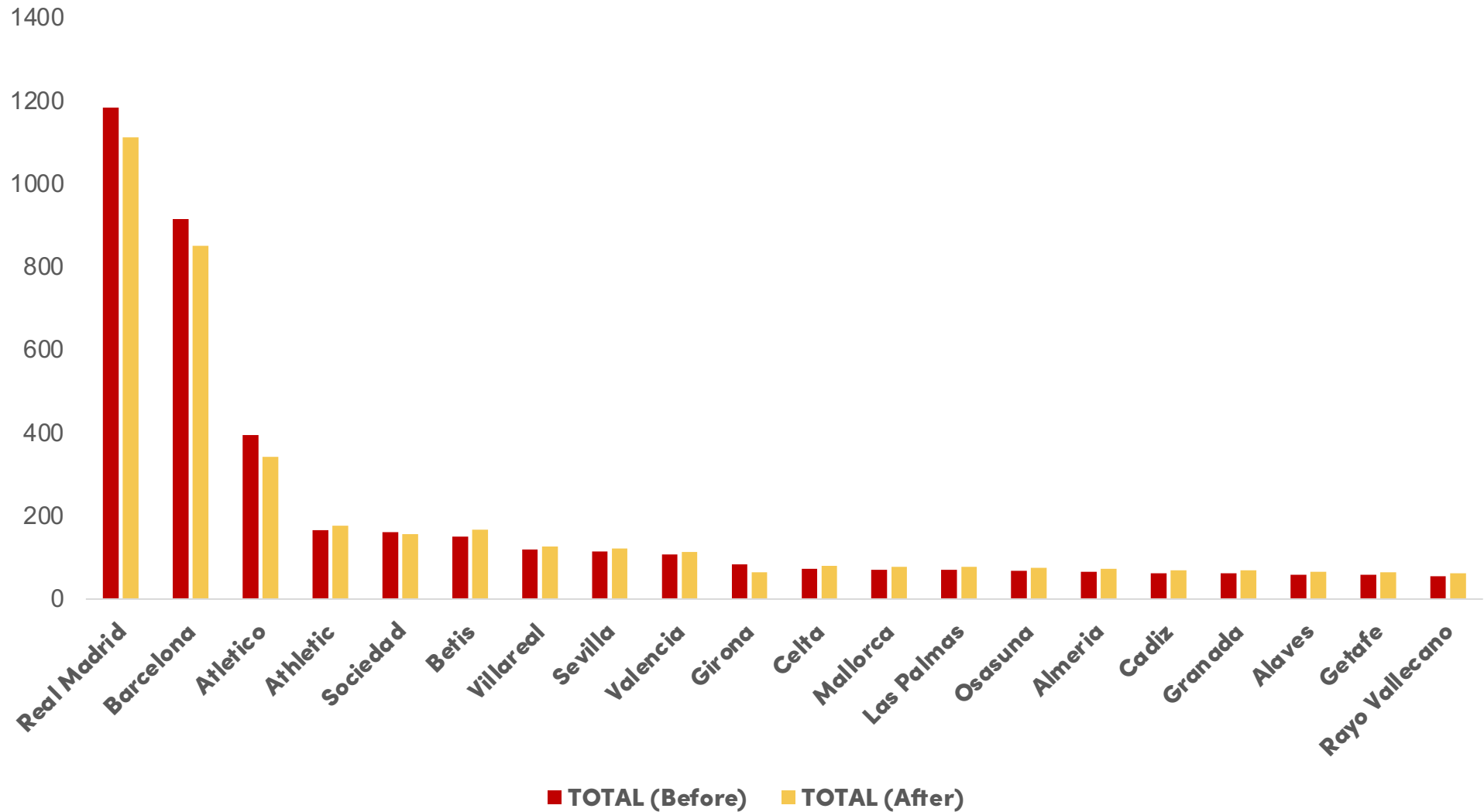
SPAIN CLUB REVENUE

2024/25 SEASON UCC PARTICIPANTS INCOME €M



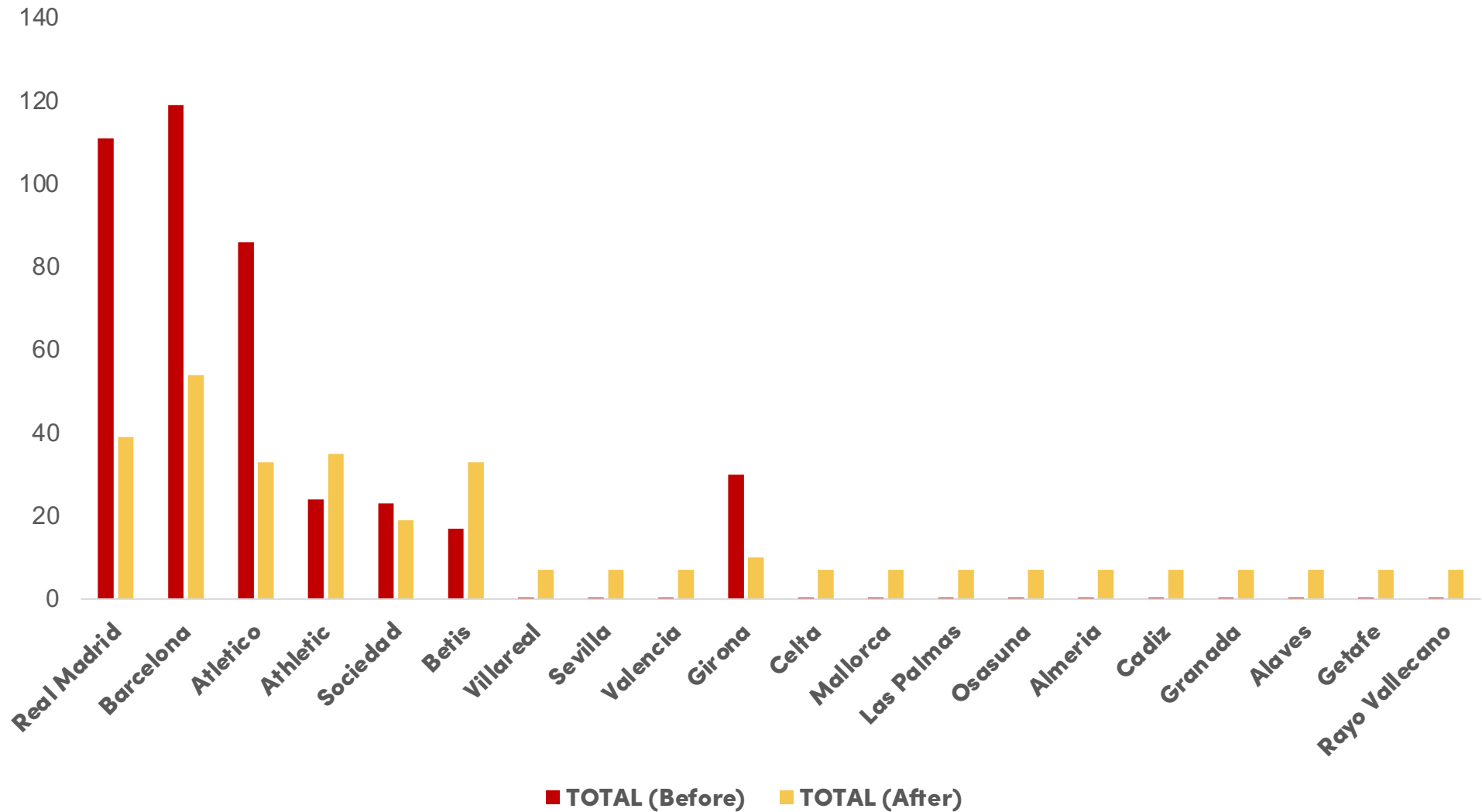
SPAIN CLUB REVENUE

2024/25 SEASON TOTALS – BEFORE & AFTER €M



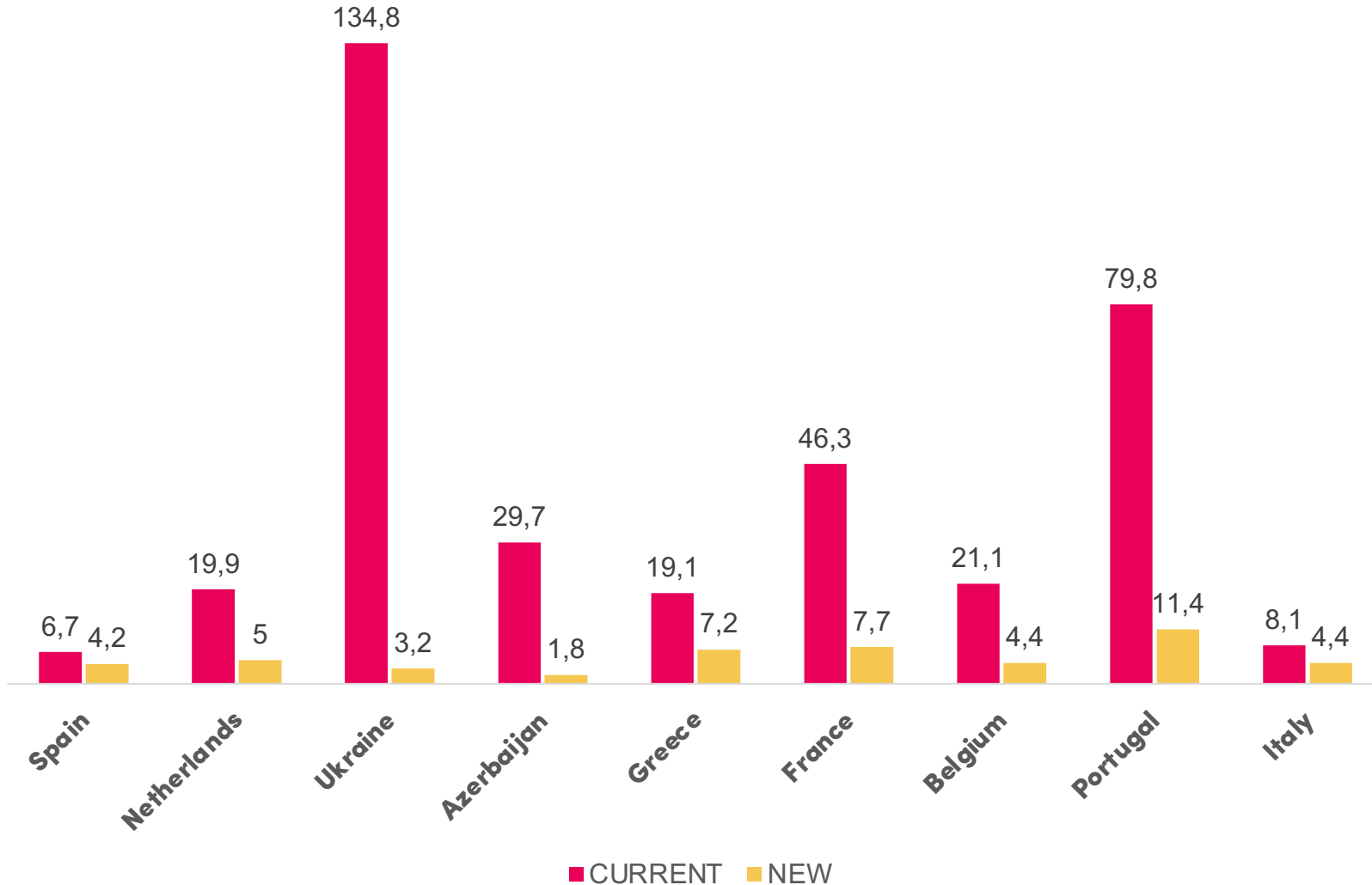
SPAIN CLUB REVENUE

2024/25 SEASON UCC TOTALS – BEFORE & AFTER €M



RATIO IMPACT HIGHLIGHTS

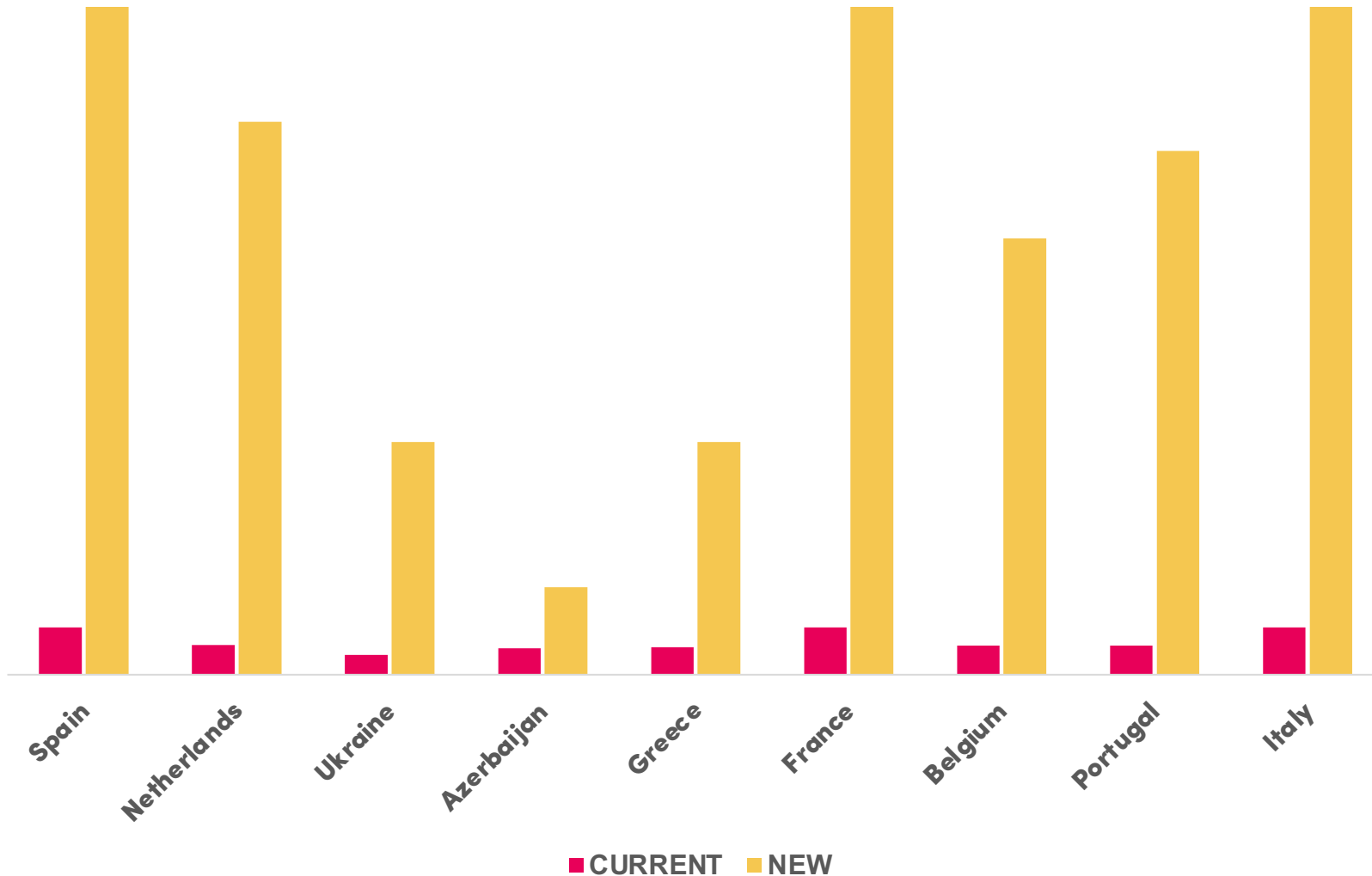
HOW THE RATIO CHANGES UNDER THE NEW DISTRIBUTION



Across the leagues analysed, the framework **materially compresses the 1st-to-last revenue ratio** (largest improvements where current distortion is highest).

REDISTRIBUTION UPLIFT

€903M MORE FOR TOP TWO TIERS ACROSS THE LEAGUES ANALYSED



Redirecting UCC starting fees into domestic league pools shifts funding from a small UEFA solidarity line to a materially larger redistribution stream, delivering an **additional €903m to clubs across the top two tiers** in the leagues analysed.

WORKED EXAMPLE – ITALY

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€202m
Serie A pool (85%)	€171.7m
Serie B pool (15%)	€30.3m
Serie A club share	€8.6m
Serie B club share	€1.5m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – ITALY

NEW MODEL'S IMPACT ON RATIO – FROM 8.1 TO 4.4

Ratio 1st to last:

8.1



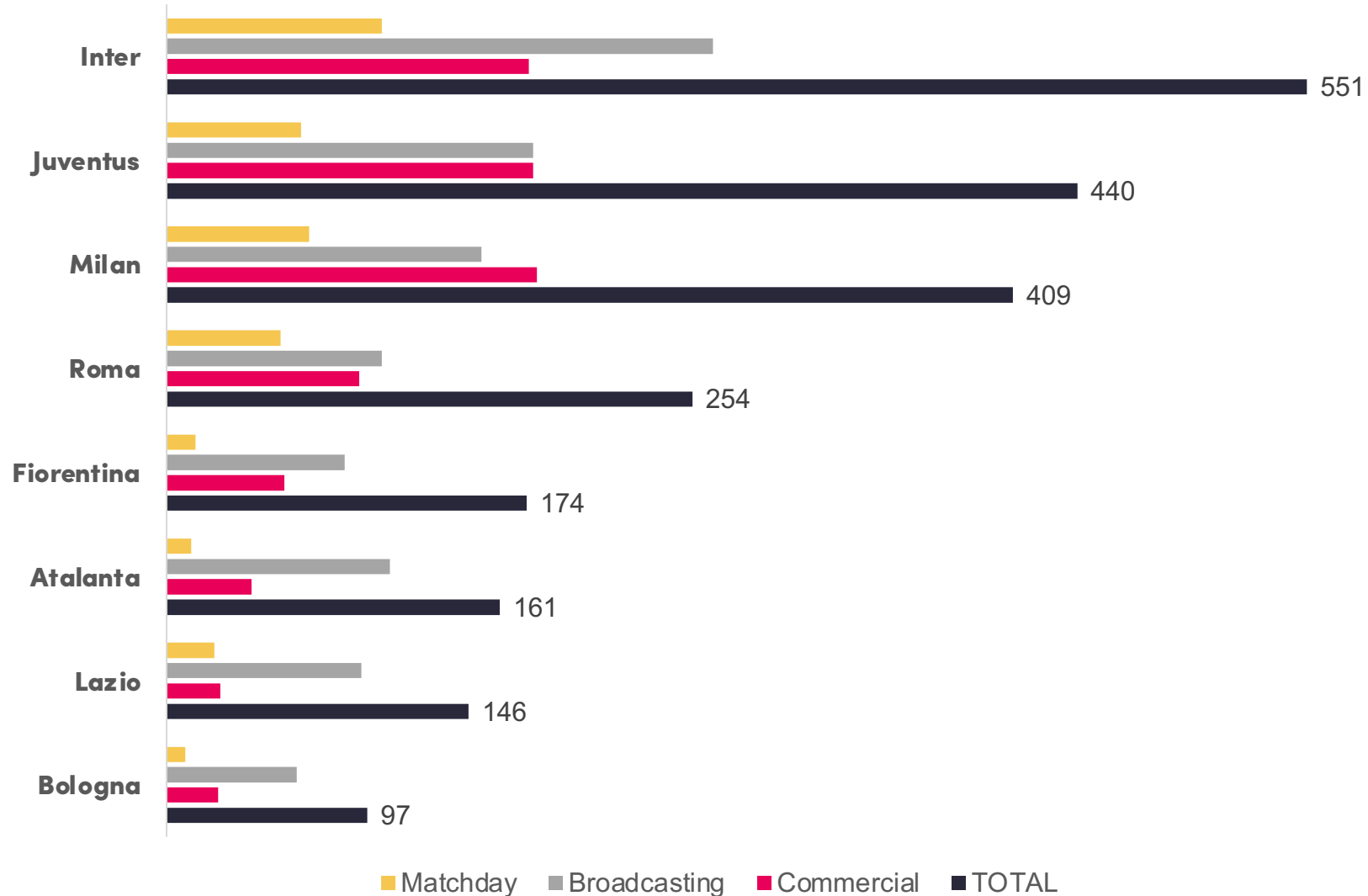
4.4

Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Inter (UCL)	136.6	68.2	(68.4)
Milan (UCL)	61.4	22.8	(38.6)
Juventus (UCL)	66.4	19.1	(47.3)
Atalanta (UCL)	67.1	23.7	(43.4)
Bologna (UCL)	35.3	13.6	(21.7)
Lazio (UEL)	24.2	28,2	4.0
Roma (UEL)	20,6	19,6	(1.0)
Fiorentina (UECL)	14,1	26,7	12.6
Club 9 to 20	0.8	8.6	7.8



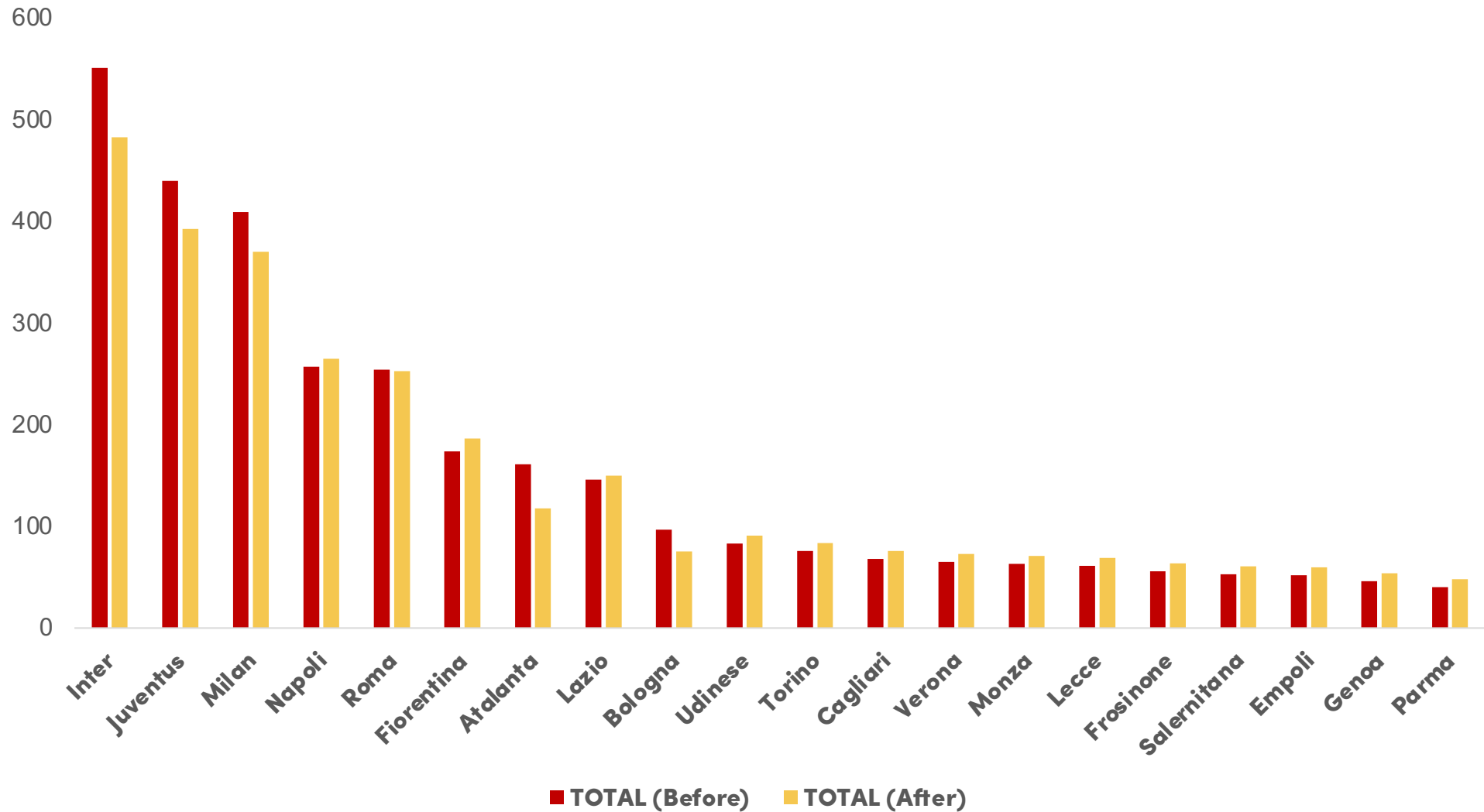
ITALY CLUB REVENUE

2024/25 SEASON UCC PARTICIPANTS INCOME €M



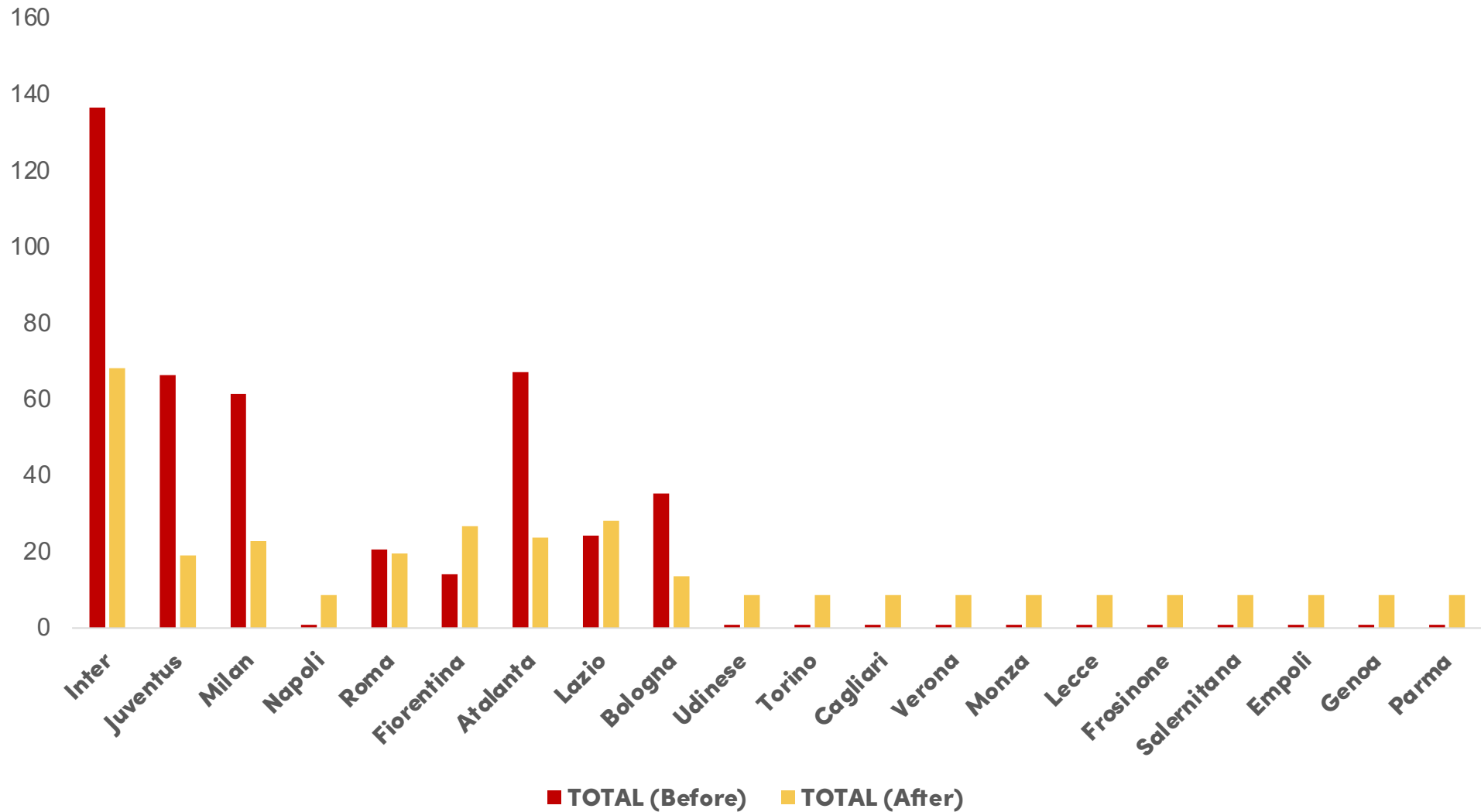
ITALY CLUB REVENUE

2024/25 SEASON TOTALS – BEFORE & AFTER €M



ITALY CLUB REVENUE

2024/25 SEASON UCC TOTALS – BEFORE & AFTER €M



WORKED EXAMPLE – PORTUGAL

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€110.2m
Liga 1 pool (85%)	€93.6m
Liga 2 pool (15%)	€16.5m
Liga 1 club share	€5.2m
Liga 2 club share	€1.0m

1

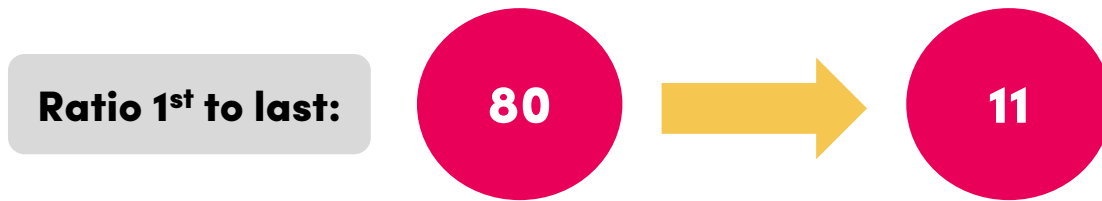
Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – PORTUGAL

NEW MODEL'S IMPACT ON RATIO – FROM 80 TO 11

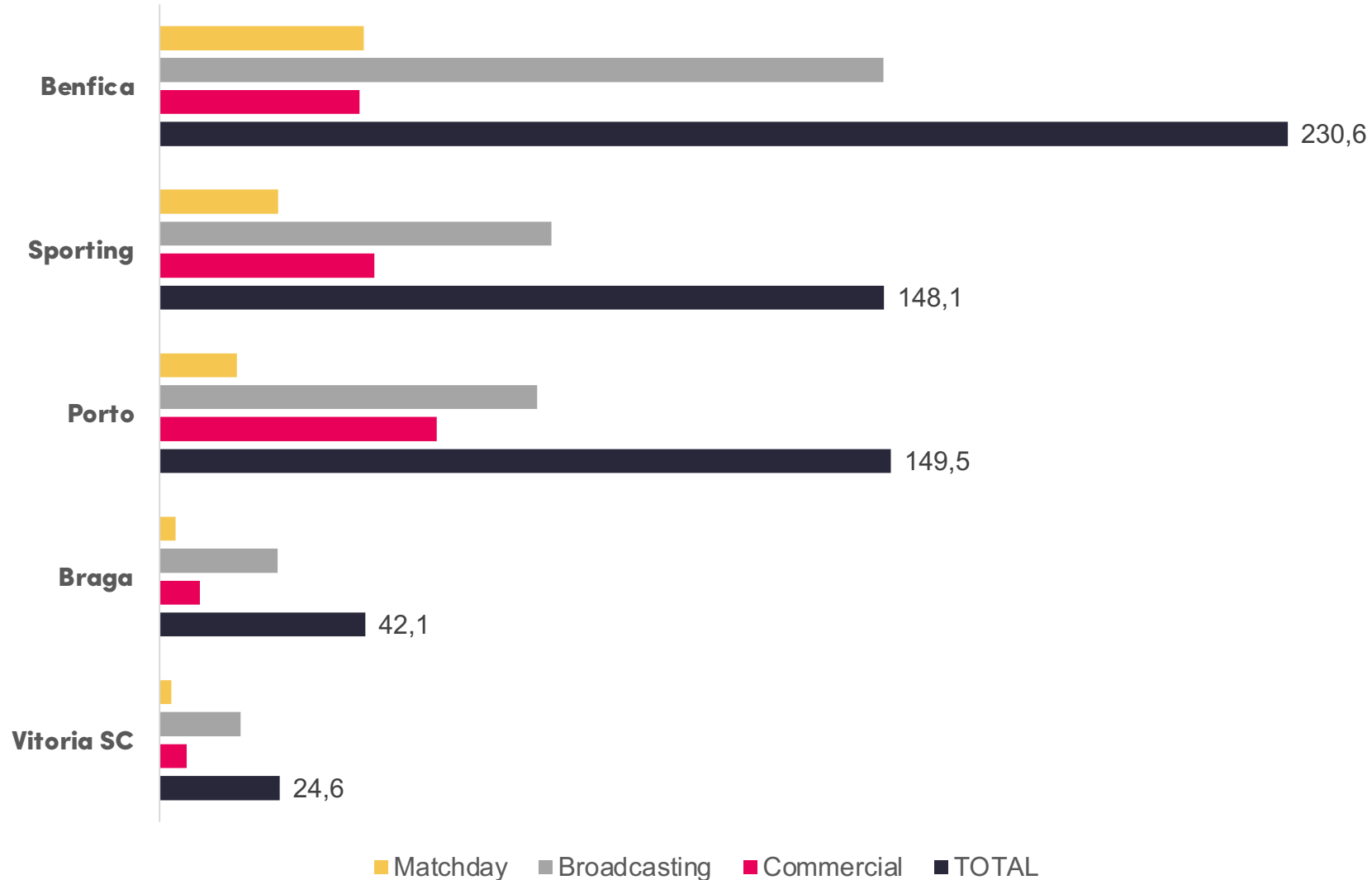


Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Benfica (UCL)	71.4	25.8	(45.6)
Sporting (UCL)	49.0	14.5	(34.5)
Porto (UEL)	16.5	11.7	(4.8)
Braga (UEL)	13.8	9.8	(4.0)
Vitoria SC (UECL)	9.9	14.9	5.0



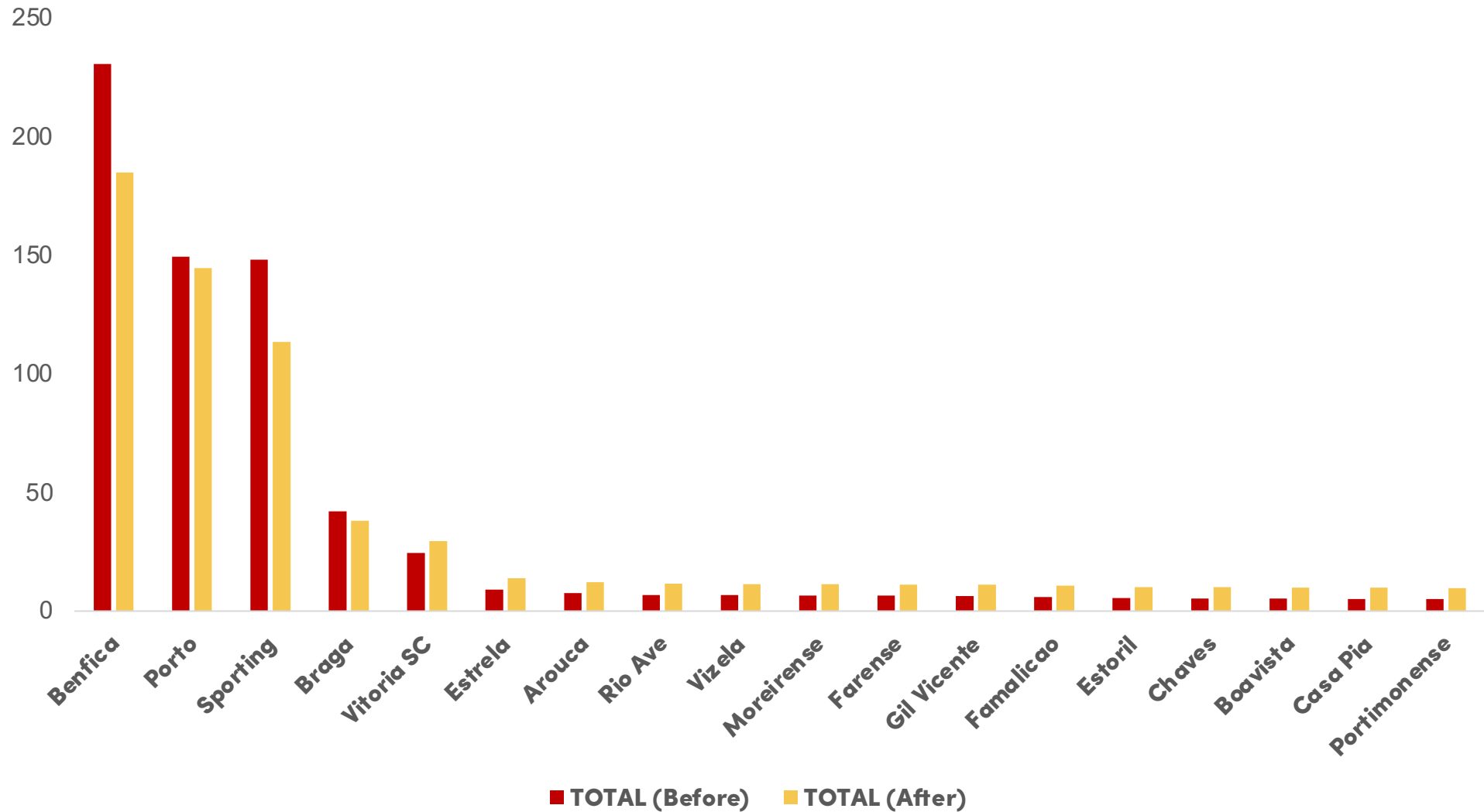
PORTUGAL CLUB REVENUE

2024/25 SEASON UCC PARTICIPANTS INCOME €M



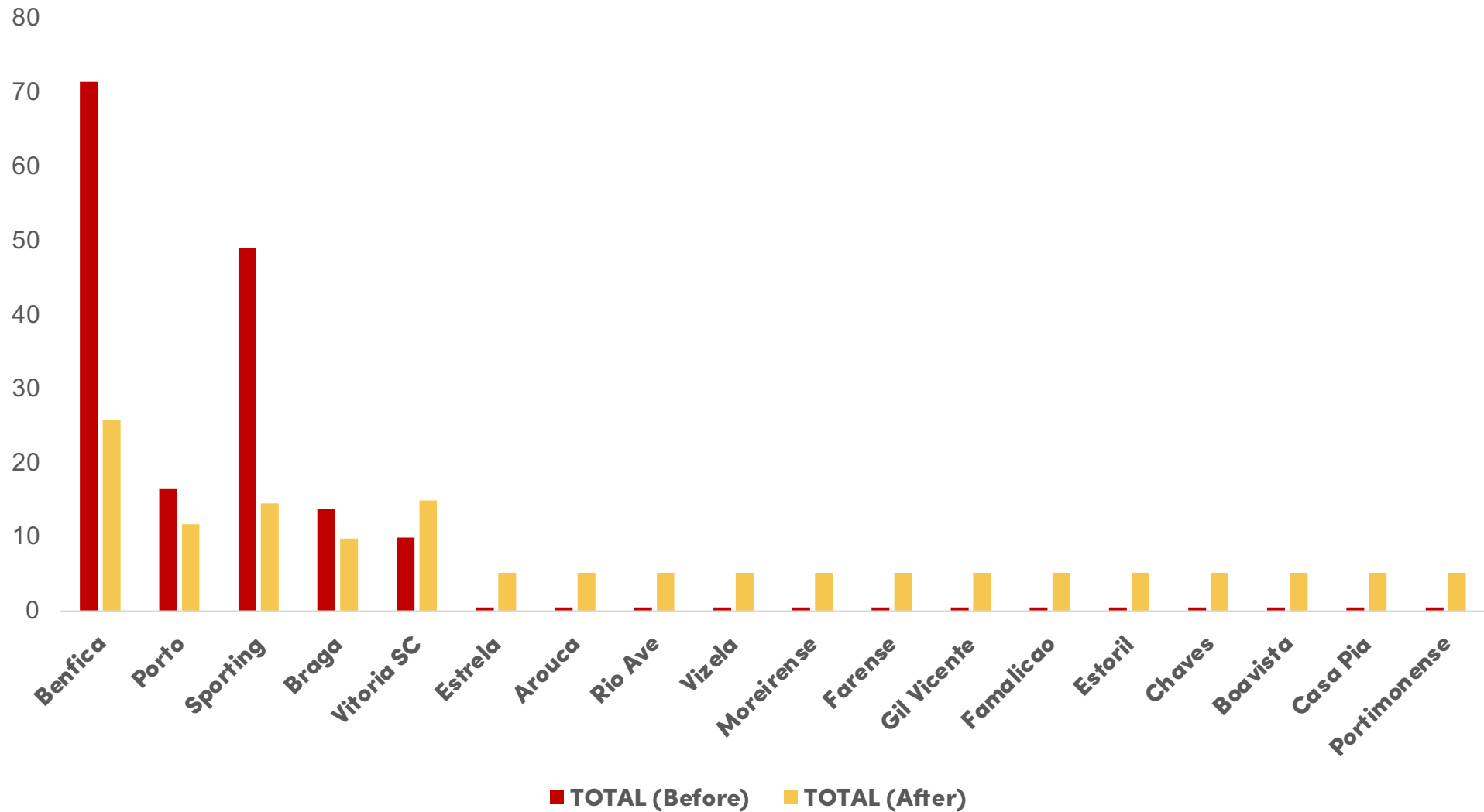
PORTUGAL CLUB REVENUE

2024/25 SEASON TOTALS – BEFORE & AFTER €M



PORTUGAL CLUB REVENUE

2024/25 SEASON UCC TOTALS – BEFORE & AFTER €M



WORKED EXAMPLE – FRANCE

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€159.1m
Ligue 1 pool (85%)	€135.2m
Ligue 2 pool (15%)	€23.9m
Ligue 1 club share	€7.5m
Ligue 2 club share	€1.3m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – FRANCE

NEW MODEL'S IMPACT ON RATIO – FROM 46.3 TO 7.7

Ratio 1st to last:

46



7.7

Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
PSG (UCL)	148.4	77.6	(70.8)
AS Monaco (UCL)	59.8	25.5	(34.3)
Lille OSC (UCL)	78.7	37.0	(41.7)
Stade Brestois (UCL)	51.8	22.6	(29.2)
OGC Nice (UEL)	8.7	14.5	5.8
Olympique Lyonnais (UEL)	22.5	30,4	7.9



WORKED EXAMPLE – BELGIUM

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€91,8m
Jupiler League pool (85%)	€78.0m
Challenger League pool (15%)	€13.8m
Jupiler League club share	€4.9m
Challenger League club share	€0.9m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – BELGIUM

NEW MODEL'S IMPACT ON RATIO – FROM 21.1 TO 4.4

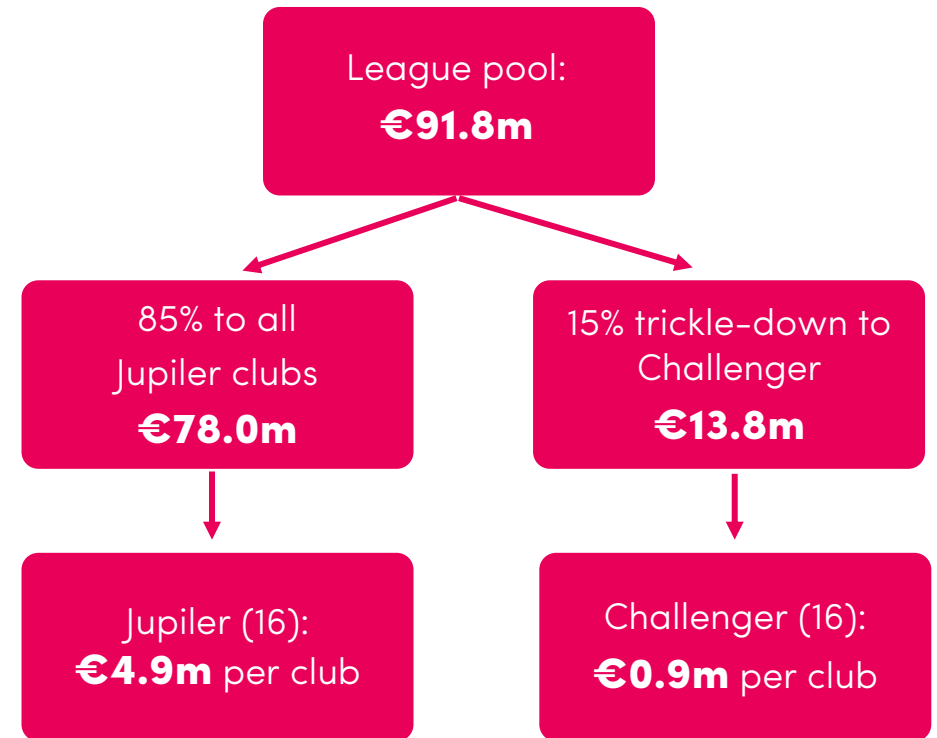
Ratio 1st to last:

21.1



4.4

Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Brugge (UCL)	60.9	22.0	(38.9)
Anderlecht (UEL)	11.3	14.0	2.7
Union Saint-Gilloise (UEL)	9.5	10.9	1.4
Cercle Brugge (UECL)	8.9	13.2	4.3
AA Gent (UECL)	8.2	9.6	1.4



WORKED EXAMPLE – GREECE

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€49,0m
Super League 1 pool (85%)	€41.6m
Super League 2 pool (15%)	€7.3m
Super League 1 club share	€3.0m
Super League 2 club share	€0.4m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – GREECE

NEW MODEL'S IMPACT ON RATIO – FROM 19.1 TO 7.2

Ratio 1st to last:

19.1



7.2

Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Olympacos (UEL)	19.4	16.0	(3.4)
PAOK (UEL)	13.6	8.6	(5.0)
Panathinaikos (UECL)	8.7	10.7	2.0



WORKED EXAMPLE – AZERBAIJAN

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€18,4m
Premyer Liga pool (85%)	€15.6m
I Liga pool (15%)	€2.8m
Premyer Liga club share	€1.5m
I Liga club share	€0.3m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – AZERBAIJAN

NEW MODEL'S IMPACT ON RATIO – FROM 29.7 TO 1.8

Ratio 1st to last:

29.7



1.8

Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Qarabag (UEL)	12.2	2.8	(9.4)
Club 2 to 10	0.4	1.5	1.1



WORKED EXAMPLE – UKRAINE

DOMESTIC LEAGUE POOL FOR PROFESSIONAL CLUBS



SEASON 2024/25

Total UCC starting fees	€49,0m
Premier Liha pool (85%)	€41.6m
Persha Liha pool (15%)	€7.3m
Premier Liha club share	€2.6m
Persha Liha club share	€0.5m

1

Starting fees are pooled domestically across all professional clubs in the association, while Performance fees remain with those UCC participating clubs.

2

The pool is split 85/15: 85% distributed in the top division, 15% allocated to the professional second tier – both on an equal-share basis.

WORKED EXAMPLE – UKRAINE

NEW MODEL'S IMPACT ON RATIO – FROM 135 TO 3.1

Ratio 1st to last:

135



3.1

Club	Current UCC receipts (€m)	New UCC receipts (€m)	Net impact on club (€m)
Shakhtar (UCL)	41.3	8.3	(33)
Dinamo Kyiv	12.9	4.2	(8.7)
3 rd to 16th	0.3	2.6	2.3



CONCLUSIONS

REDISIGN UCC DISTRIBUTION MODEL FOR STRONGER LEAGUES

1 WHAT CHANGES

- **Value Pillar removed** → distribution is Starting fee + Performance
- **Performance retained** by UCC participants (sporting incentives protected)
- **Starting fees pooled domestically** and redistributed across professional clubs (league competitiveness)
- **Pro-tier trickle-down** (85/15): 15% to D2 (equal share), 85% to D1 (equal share).

-86,5%

Across the nine leagues analysed, the average 1st-to-last revenue ratio falls from 40.6 to 5.5 (-86,5%) under the new framework.

€967m

Redirecting UCC participants' Starting fees into domestic league pools would channel €967m to clubs across the nine leagues analysed, versus €64m under the current solidarity scheme.

2 WHY IT MATTERS LONG TERM

- ✓ Lower domestic distortion / healthier ratios → more jeopardy, closer races, more meaningful European qualification battles.
- ✓ Higher interest in domestic competitions → stronger media/commercial value over time, benefiting all clubs, not only European regulars.
- ✓ Second tier uplift: meaningful new inflows to second tier and a practical step toward closing the gap with top tier.

CONCLUSIONS

IMPLEMENTATION: PLANNING CERTAINTY FOR CLUBS

5 YEAR PHASE-IN TO THE TARGET SPLIT

Stepwise Transition
(2027-2032)

Year 1: 69% / 20% / 11% (UCL / UEL / UECL)

Year 2: 64% / 23% / 13%

Year 3: 59% / 26% / 15%

Year 4: 54% / 28 / 18%

Year 5: 50% / 30% / 20% (target)

- ✓ Financial planning certainty: avoids a sudden revenue shock and supports multi-year budgeting
- ✓ Political feasibility: gradual rebalancing is easier to adopt
- ✓ Evidence-led adjustment: each step can be accompanied by monitoring (ratio compression, league competitiveness, tier 2 impact) before moving to the next



THANK YOU

UECEUROPE.ORG