



**Euroleague**  
Basketball



# THE ROAD TO EUROLEAGUE'S SUCCESS

# OBJECTIVES

- EUROPEAN SYNERGIES
- CONTEXT & PRINCIPLES
- EVOLUTION
- STAKEHOLDER RELATIONSHIPS
- NEW ERA
- FUTURE
- GOVERNANCE TRENDS







# EUROPEAN SYNERGIES

- INDOOR TEAM SPORT
- SPORT POPULARITY
- FAN DEMOGRAPHICS
- VENUES
- CALENDARS
- OWNERSHIP / BUSINESS



# INTRODUCTION

- 1891 BASKETBALL
- 1932 FIBA
- 1957-58 EUROPEAN CUP FOR MEN'S CHAMPION CLUBS
- 2000 EUROLEAGUE BASKETBALL

## GOVERNANCE

## FINANCE





# 29 MAY 2000

- ULEB + 3x DOMESTIC LEAGUES + 16 CLUBS SIGNED A PROTOCOL OF CONSTITUTION
- PARTICIPATING CLUBS PER LEAGUE
- CLUB REQUIREMENTS
- CLUB RIGHTS & OBLIGATIONS
- GOVERNANCE
- COMPANY CONSTITUTION
- LICENCE CONTRACT







# 2000+ STABILITY

- 10x THREE YEAR A LICENCE
- 13x DOMESTIC LEAGUE CHAMPIONS
- 1x EUROCUP CHAMPION



# ELITE CLUBS

- 2000-01 TWO PARALLEL COMPETITIONS
- MACCABI TEL AVIV, PANATHINAIKOS ATHENS, CSKA MOSCOW, EFES ISTANBUL - FIBA ORGANISED SUPROLEAGUE
- 2001-02+ ALL ELITE CLUBS AND DOMESTIC LEAGUES IN THE EUROLEAGUE

**Euroleague**

Team A REAL MADRID F.C. Team B OLYMPIAKOS B.C.

Competition: EUROLEAGUE Game n°: 00.001.2 Referee: BADIC J.  
 Date: 16.10.2000 Time: 20.45 Umpire: STOKES R.  
 Place: MADRID Umpire: COLING A.

Team A <u>REAL MADRID C.F.</u>				RUNNING SCORE							
Time-outs				A				B			
Team fouls				A	B	A	B	A	B	A	B
①	2	2	2	1	1	41	41	81	81	121	121
②	2	2	2	2	2	42	42	82	82	122	122
③	2	2	2	3	3	43	43	83	83	123	123
④	2	2	2	4	4	44	44	84	84	124	124
Extra periods				5	5	45	45	85	85	125	125
Extra periods				6	6	46	46	86	86	126	126
Extra periods				7	7	47	47	87	87	127	127
Extra periods				8	8	48	48	88	88	128	128
Extra periods				9	9	49	49	89	89	129	129
Extra periods				10	10	50	50	90	90	130	130
Extra periods				11	11	51	51	91	91	131	131
Extra periods				12	12	52	52	92	92	132	132
Extra periods				13	13	53	53	93	93	133	133
Extra periods				14	14	54	54	94	94	134	134
Extra periods				15	15	55	55	95	95	135	135
Extra periods				16	16	56	56	96	96	136	136
Extra periods				17	17	57	57	97	97	137	137
Extra periods				18	18	58	58	98	98	138	138
Extra periods				19	19	59	59	99	99	139	139
Extra periods				20	20	60	60	100	100	140	140
Extra periods				21	21	61	61	101	101	141	141
Extra periods				22	22	62	62	102	102	142	142
Extra periods				23	23	63	63	103	103	143	143
Extra periods				24	24	64	64	104	104	144	144
Extra periods				25	25	65	65	105	105	145	145
Extra periods				26	26	66	66	106	106	146	146
Extra periods				27	27	67	67	107	107	147	147
Extra periods				28	28	68	68	108	108	148	148
Extra periods				29	29	69	69	109	109	149	149
Extra periods				30	30	70	70	110	110	150	150
Extra periods				31	31	71	71	111	111	151	151
Extra periods				32	32	72	72	112	112	152	152
Extra periods				33	33	73	73	113	113	153	153
Extra periods				34	34	74	74	114	114	154	154
Extra periods				35	35	75	75	115	115	155	155
Extra periods				36	36	76	76	116	116	156	156
Extra periods				37	37	77	77	117	117	157	157
Extra periods				38	38	78	78	118	118	158	158
Extra periods				39	39	79	79	119	119	159	159
Extra periods				40	40	80	80	120	120	160	160

Coach: SCAROLO S. Assistant coach: GONZALEZ A.

Team B OLYMPIAKOS B.C.

Time-outs: ① 2 ② 2 ③ 2 ④ 2

Team fouls: ① 2 ② 2 ③ 2 ④ 2

Extra periods: ① 2 ② 2 ③ 2 ④ 2

Team B <u>OLYMPIAKOS B.C.</u>				RUNNING SCORE							
Time-outs				A				B			
Team fouls				A	B	A	B	A	B	A	B
①	2	2	2	1	1	41	41	81	81	121	121
②	2	2	2	2	2	42	42	82	82	122	122
③	2	2	2	3	3	43	43	83	83	123	123
④	2	2	2	4	4	44	44	84	84	124	124
Extra periods				5	5	45	45	85	85	125	125
Extra periods				6	6	46	46	86	86	126	126
Extra periods				7	7	47	47	87	87	127	127
Extra periods				8	8	48	48	88	88	128	128
Extra periods				9	9	49	49	89	89	129	129
Extra periods				10	10	50	50	90	90	130	130
Extra periods				11	11	51	51	91	91	131	131
Extra periods				12	12	52	52	92	92	132	132
Extra periods				13	13	53	53	93	93	133	133
Extra periods				14	14	54	54	94	94	134	134
Extra periods				15	15	55	55	95	95	135	135
Extra periods				16	16	56	56	96	96	136	136
Extra periods				17	17	57	57	97	97	137	137
Extra periods				18	18	58	58	98	98	138	138
Extra periods				19	19	59	59	99	99	139	139
Extra periods				20	20	60	60	100	100	140	140
Extra periods				21	21	61	61	101	101	141	141
Extra periods				22	22	62	62	102	102	142	142
Extra periods				23	23	63	63	103	103	143	143
Extra periods				24	24	64	64	104	104	144	144
Extra periods				25	25	65	65	105	105	145	145
Extra periods				26	26	66	66	106	106	146	146
Extra periods				27	27	67	67	107	107	147	147
Extra periods				28	28	68	68	108	108	148	148
Extra periods				29	29	69	69	109	109	149	149
Extra periods				30	30	70	70	110	110	150	150
Extra periods				31	31	71	71	111	111	151	151
Extra periods				32	32	72	72	112	112	152	152
Extra periods				33	33	73	73	113	113	153	153
Extra periods				34	34	74	74	114	114	154	154
Extra periods				35	35	75	75	115	115	155	155
Extra periods				36	36	76	76	116	116	156	156
Extra periods				37	37	77	77	117	117	157	157
Extra periods				38	38	78	78	118	118	158	158
Extra periods				39	39	79	79	119	119	159	159
Extra periods				40	40	80	80	120	120	160	160

Coach: ZOURAS E. Assistant coach: OSTOJIC M.

Scores: Period ① A 12 B 23 ② A 20 B 16  
 Period ③ A 16 B 16 ④ A 22 B 18  
 Extra periods A - B -

Scorekeeper: ORTIZ E. Timekeeper: NURQ I. 24\* operator: NENDARA E.

Final score: Team A 75 Team B 73  
 Name of winning team: REAL MADRID F.C.

Signature Referee: [Signature] Signature Umpire: [Signature] Signature Umpire: [Signature] Captain's signature in case of A: [Signature]

WORLD EUROLEAGUE BLUE: NATIONAL FEDERATION CODE: WINNING TEAM YELLOW: LOSING TEAM  
 435: SCORE: GOMEZ S.





# OWNERSHIP & GOVERNANCE

- 75% EUROLEAGUE LICENSED CLUBS
- 25% ULEB + DOMESTIC LEAGUES
  
- SHAREHOLDERS
- SHAREHOLDERS EXECUTIVE BOARD



# LICENSED CLUBS

- AX ARMANI EXCHANGE MILAN (ITA)
- BASKONIA VITORIA-GASTEIZ (ESP)
- CSKA MOSCOW (RUS)
- EFES ISTANBUL (TUR)
- FC BARCELONA (ESP)
- FENERBAHCE ISTANBUL (TUR)
- MACCABI TEL AVIV (ISR)
- OLYMPIACOS PIRAEUS (GRE)
- PANATHINAIKOS ATHENS (GRE)
- REAL MADRID (ESP)
- ZALGIRIS KAUNAS (LTU)



panathinaikos bc  
οπαρ



Realmadrid  
Baloncesto



beko





# LEAGUE REVENUES

- EUROLEAGUE MEDIA RIGHTS
- CORPORATE PARTNERSHIPS AND LICENSING
- EUROLEAGUE FINAL FOUR
- MISCELLANEA
- EUROCUP MEDIA RIGHTS



# LEAGUE EXPENDITURES

- EUROLEAGUE CLUBS ECONOMIC DISTRIBUTION
- ORGANISATIONAL SERVICES
- PRODUCTION EXPENSES
- EUROLEAGUE FINAL FOUR
- MISCELLANEA
- EUROCUP CLUBS ECONOMIC DISTRIBUTION







# NBA

- GLOBAL MARKET LEADER
- COMPETITOR & PARTNER
- PRE-SEASON GAMES
- CLINICS
- BUSINESS SUMMIT
- TRANSFER OF KNOWLEDGE
- VIDEO GAME
- PLAYER TRANSFERS / DRAFT



# FIBA

- 2000 DISTANCE
- 2001 ACCEPTANCE
- 2004 AGREEMENT
- 2012 FIBA VIOLATE INTERNATIONAL CALENDAR CLAUSE FROM AGREEMENT
- NEW STATUS QUO



**FIBA**

We Are Basketball



# ECA, EHC, FCH



*EUROPEAN CLUB ASSOCIATION*

- INFORMAL COLLABORATION, SHARING BEST PRACTICES
- BI-ANNUAL MEETINGS
- NATIONAL TEAMS, INTERNATIONAL / EUROPEAN / NATIONAL FEDERATION RELATIONS, PLAYER'S INSURANCE, GOVERNANCE, REVENUE SHARING...



# NEW ERA

- EXTERNAL CASH INJECTION NEEDED
- OFFER LONG TERM STABILITY TO ALL STAKEHOLDERS
- DELIVER MAJOR PRODUCT IMPROVEMENTS
- STRATEGIC INDUSTRIAL PARTNER:
- EXPERTISE
- PRODUCT INVESTMENT
- JOINT GROWTH

The logo consists of the letters 'I', 'M', and 'G' in a bold, serif font. The 'M' is stylized with a diagonal slash through it. The letters are white and set against a black background.





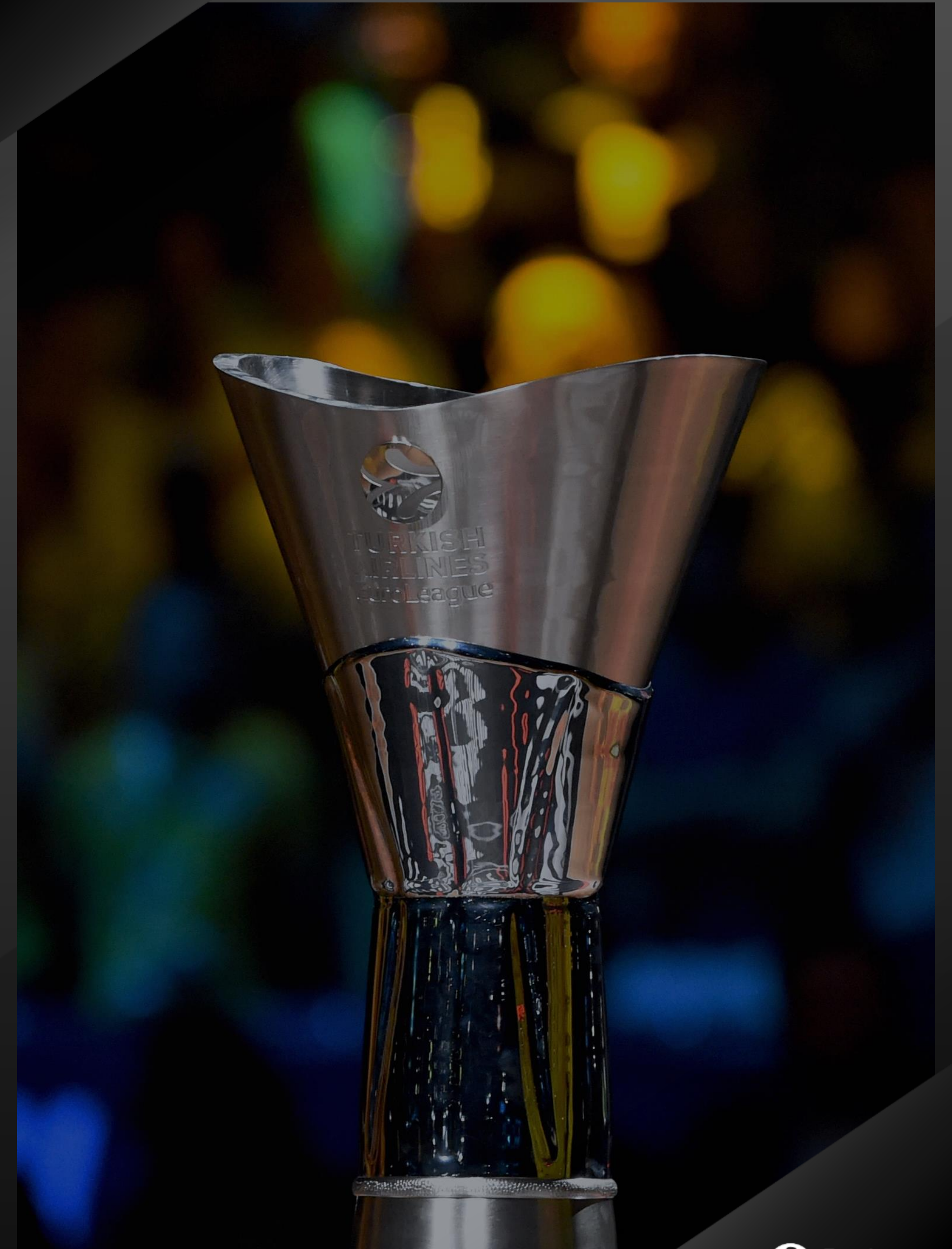


THE FIRST AND ONLY **TRUE**  
**EUROPEAN**  
**LEAGUE**



# JOINT VENTURE FINANCES

- €630m GUARANTEED (€360m FOR CLUBS ECONOMIC DISTRIBUTION)
- €872m PROJECTED BUSINESS PLAN
- 2018-19 CLUBS ECONOMIC DISTRIBUTION: €200k MINIMUM UP TO €5.8m







# 2018-19 CLUB EXPENSES

- EUROLEAGUE AVERAGE      €22.4m
- 55% PLAYER SALARIES
- 14% OTHER SPORTS AREA SALARIES
- 12% OVERHEADS
- 9% BUSINESS AREA INCLUDING SALARIES
- 7% COMPETITION EXPENSES
- 3% OTHERS



# LEAGUE STAFF

- 72 EMPLOYEES + 10 INDEPENDENT CONTRACTORS
- 41 BUSINESS
- 18 CORPORATE
- 9 BASKETBALL OPERATIONS
- 4 PRESIDENCY
- BARCELONA & LUXEMBOURG CITY





# 2016+ STABILITY

- 11x LONG TERM LICENCES
- 4x DOMESTIC LEAGUE CHAMPIONS
- 1x EURO CUP CHAMPION





# COMPETITION SYSTEM

- WEAKER DOMESTIC LEAGUE CLUBS - MORE GUARANTEED GAMES
- STRONGER DOMESTIC LEAGUES CLUBS - LESS GUARANTEED GAMES, MORE IN LATTER PHASES
- NOW ALL CLUBS WANT MORE GAMES







# FUTURE

- LONG TERM GROWTH IN FINANCIAL HEART OF EUROPE
- INCREASE PRESENCE IN STRATEGIC MARKETS: GERMANY, FRANCE, UNITED KINGDOM, ITALY
- INCREASE BRAND VALUE
- INCREASE EUROLEAGUE LICENCE VALUE



# GOVERNANCE TRENDS

- EUROLEAGUE BASKETBALL
- UEFA CLUB COMPETITIONS SA
- EHF CHAMPIONS LEAGUE
  
- INTERNATIONAL SWIMMING LEAGUE
  
- AIBA SUSPENSION
  
- EUROPEAN COMMISSION: FIBA & INTERNATIONAL SKATING UNION





“FANS ARE THE BIGGEST PART  
OF OUR SUCCESS”

JORDI BERTOMEU, PRESIDENT AND CEO, EUROLEAGUE BASKETBALL