



2023
ANNUAL REPORT
2023



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WELCOME



PASCALE VAN DAMME

PIET VANDENDRIESSCHE

As Belgium's largest sports federation with half a million members spread across our two regional federations, which together host 5,000 football matches annually, we bear a great responsibility. We want to serve our members and their clubs first and foremost, but also continue to fulfil our social role.

Our sport continues to drive huge crowds, with the Red Devils as the strongest catalyst. They are our national superstars and captivate the entire nation every two years.

In 2023, we put the disappointment of Qatar 2022 behind us and, with a new coaching staff led by Domenico Tedesco, we once again walked the path of success. A winning streak that will hopefully be maintained this summer.

The Red Devils qualified as group winners for the European Championship in Germany with a re-vamped and rejuvenated team. All this was expertly supported by the #WirSchaffenDas campaign, which was clearly popular with the public.

Despite high hopes, our U21 were unable to live up to their ambition – qualify for the Paris Olympic Games – at the European Championship in Georgia.

Once again, our Red Flames proved that they can also deliver a strong performance in a tough group. Anyone who can beat top countries such as England and the Netherlands at home should be really proud.

Not only our national teams, but our referees, too, were in the spotlight. Our referees are professionals. They manage many games on a weekly basis, and deserve our support and everyone's respect. Yet, they sometimes have a hard time and their performance is examined with a magnifying glass. In 2023, the RBFA launched a new strategic plan for refereeing to further improve the quality.

And the RBFA's management also experienced a turbulent year, with the departure of CEO Peter Bossaert and President Paul Van den Bulck. Pascale Van Damme was appointed as the new President, while Manu Leroy, Marketing and Communications Director, took the role of interim CEO until the end of the year. Piet Vandendriessche was appointed as the new CEO in mid-December, and started on 16 January 2024.

Together with Germany and the Netherlands, we put together a strong joint bid book to co-host the Women's Football World Cup in 2027; we successfully organised the European Football Championship for girls under 19; we presented the first Come Together awards, inaugurated several Red Courts and started work on the development of the brand-new Fenix platform, an innovative RBFA project aimed at modernising and optimising the administrative platforms within the Belgian football family. With a strong focus on automation, self-service and increasing member engagement, Fenix should provide a future-proof system that optimally supports both amateur and professional clubs.

Despite a significant loss in 2023, the financial situation of the RBFA remains healthy. There are many challenges ahead and we must now work on measures aimed at structurally improving future revenue streams and rationalising costs.

Together with the new President and CEO, we plan to turn the RBFA back into a healthy and service-oriented organisation, serving the entire football ecosystem. We will create a healthy financial foundation for the Federation on which to build further in the coming years.

We are looking forward to a successful EURO 2024 for the Red Devils this summer and to a successful Red Flames qualifying campaign for EURO 2025.



PIET VANDENDRIESSCHE
CEO RBFA



PASCALE VAN DAMME
President RBFA



01

WHO ARE WE

Who are the people and the teams of our Royal Belgian Football Association? Besides our passion for football, what drives us? And which values do we hold dear? This is summed up here for you with fact-based examples and precise figures.

MANAGEMENT COMMITTEE

The day-to-day management of the RBFA is carried out by the General Secretary/CEO, supported by the Management Committee. The current composition of the Management Committee is as follows:

Piet Vandendriessche

CEO

Manu Leroy

Marketing & Communication

Pegie Leys

Legal & Competitions

Sylvie Marissal

HR & Sustainability Director

Peter Willems

Sport & Refereeing

<https://www.rbfa.be/en/about-us/who-are-we/management-committee>

BOARD OF DIRECTORS

The RBFA is managed by the Board of Directors, appointed on the recommendation of the Pro League, Voetbal Vlaanderen and the ACFF, as well as two independent directors. The current composition of the Board of Directors is as follows::

Van Damme Pascale

President

Godin Philippe

Vice-President

Vasseur Benjamin

Board member

Jaecques Sven

Board member

Locht Pierre

Board member

Vandehaute Wouter

Board member

Lagast Frank

Board member

Keldermans Jorg

Board member

Vanspauwen Johny

Board member

Kesteman Roberte

Board member

INSPIRING AND STRONG TOP TEAMS...

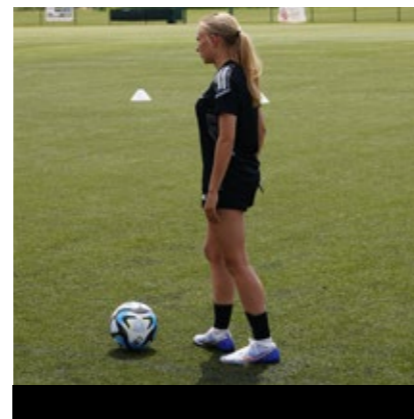
Now that most of the so-called 'golden generation' of Red Devils have taken their leave, a new – young – generation is getting ready to ascend to soccer heaven. We are no longer the best football country in the world, but under the leadership of our new head coach Domenico Tedesco, we once again harbour the hope of reaching the highest attainable goal. Following a smooth EURO qualification, part of that journey has already been successfully completed. The enthusiasm for the team, which seemed to die down for a while after the World Cup, quickly bubbled up again. The Red Devils remain the strongest brand, and Belgium's most famous export.

At the same time, the Red Flames, our national women's team, once again delivered good performances in the newly established UEFA Nations League. Beating both England and the Netherlands in just a few weeks is no small feat. As a result, more and more girls are choosing to play football.



...AND A SOLID BASE

The much broader base of grassroots football is just as important as the top of the football pyramid. Together with our regional federations, we organise the competitions (430,000 matches) and support the clubs (3,459 compared to 3,684 last season) in all divisions and series: for professionals and amateurs, girls and boys, on the field and indoors, from U6 players to veterans and walking football players (568,385 members, compared to 551,506 last year). While levels may differ, the football experience remains equally intense for all.



568.385
MEMBERS



FROM GLOBAL TO REGIONAL

Here, we would like to introduce you to the hierarchy of the various football federations, from the global FIFA to the regional Voetbal Vlaanderen and ACFF. Now, you'll know exactly what those acronyms stand for!

FIFA

FIFA (Fédération Internationale de Football Association) is the International Federation of Association Football which we co-founded in 1904. It organises the World Cup tournaments for national teams and clubs.

UEFA

UEFA (Union of European Football Associations) organises all European football tournaments for clubs and national teams, as well as the European Championship qualification and the European section of the FIFA World Cup qualification.



RBFA (Royal Belgian Football Association, our official international name), unites Belgian amateur and professional football on the federal level. We set the rules at national level and take care of the administrative and sporting organisation of football in Belgium.



VV (Football Flanders) is the regional, independent federation that manages amateur football in Flanders.



ACFF (Association des Clubs Francophones de Football) manages amateur football in the French and German-speaking part of our country.



The Pro League represents professional football and unites all Belgian professional football clubs.



MISSION
organising and developing football

AMBITION

The RBFA is organising and developing football in our country to ensure it remains not only the most practised, but also the most inclusive and exciting sport. Ultimately, we want to reach everyone through football.

ONE MISSION, FIVE VALUES

As a modern federation, we must lead by example. That is why our values determine what we do and do not do. These values are embedded in our DNA, and serve as the guiding principles for our daily work:



1. SPORTSMANSHIP
Wanting to win and being able to lose, such is the essence of sport. We set the bar high, also in terms of fair play. As a result, we make football better together, while enjoying the fun of playing.



2. INTEGRITY
As an open and transparent organisation, we want to keep football fair and honest. That is why we set an example by being a reliable and loyal partner for everyone, internally and externally.



3. INCLUSIVITY
Sport transcends differences in backgrounds and beliefs. We are actively promoting diversity and want to connect people to ensure that our sport reflects society.



4. TEAM SPIRIT
Football is the ultimate team sport. Both on and off the field, we realise that we depend on our teammates to succeed. That is why we are joining forces as ambassadors for our sport.



5. SERVICE ORIENTATION
To achieve optimal results and maximum impact, we are building sustainable relationships with all our stakeholders. As a modern organisation, we remain accessible and customer-oriented.

FACTS & FIGURES

430.000

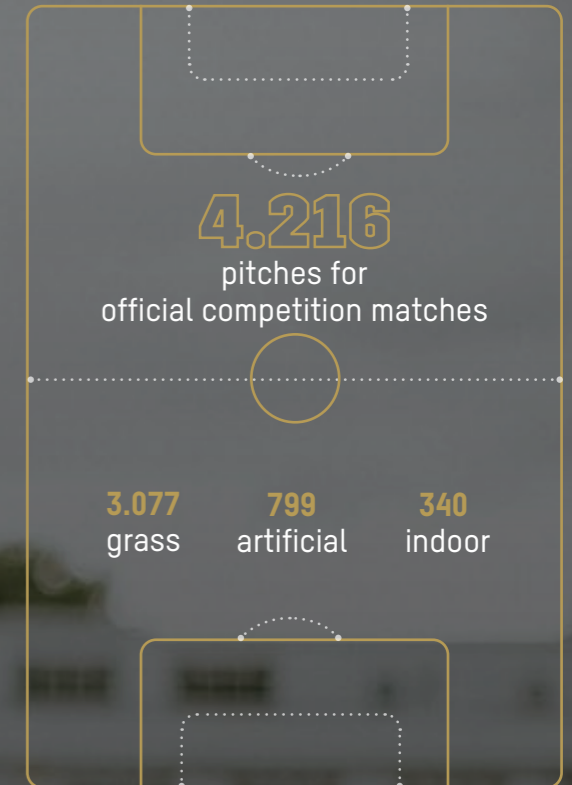
matches per season

1.304
stewards



14.071

members of the 1895
Official Belgian Fan Club



CLUBS

3.459

FEDERATION

2.686 Voetbal
Vlaanderen
718 ACFF
55 RBFA

FORMAT

1.840 football
1.265 mini-football
581 futsal
29 offer multiple disciplines



MEMBERS

568.385

* Some sums may be higher, as members may compete in more than one format or federation.

FEDERATION

331.982 Voetbal
Vlaanderen
232.667 ACFF
5.222 KBVB

FORMAT

550.033 football
16.227 mini-football
19.006 futsal

AGE

273.255 adults
295.190 youth

GENDER

515.755 men
52.630 women (+7%)

NATIONALITY

528.224 Belgian
40.161 other

MEMBERSHIP TYPE

(At least) 414.000 players
28.500 coaches
4.700 referees
11.100 club administrators

225

EMPLOYEES

GENDER

32% FEMALE

68% MALE

LANGUAGE

43% FRENCH

57% DUTCH

42

AVERAGE AGE

174

RBFA COMMITTEE MEMBERS

74

REMUNERATED REFEREES



2023 ... A YEAR WITHOUT ANY INTERNATIONAL TOURNAMENT

The RBFA's financial performance is highly dependent on international tournaments (European championships and World Cup competitions). Given that no international tournament was planned in 2023, we were expecting the financial year to be difficult.

HOWEVER, THE LOSS WAS GREATER THAN ANTICIPATED.

We faced a loss of revenue in a series of Red Devil matches, an increase in operating expenses and a series of major organisational changes.

AN ACCOUNTING LOSS OF 11.903 MILLION EUROS FOR THE 2023 CALENDAR YEAR

We recorded an accounting loss of 11.903 million euros for the 2023 calendar year, compared to a budgeted loss of 6.014 million euros. In addition, an amount of 969,000 euros was charged to the accrued funds. The operating loss ultimately amounted to 10.934 million euros.

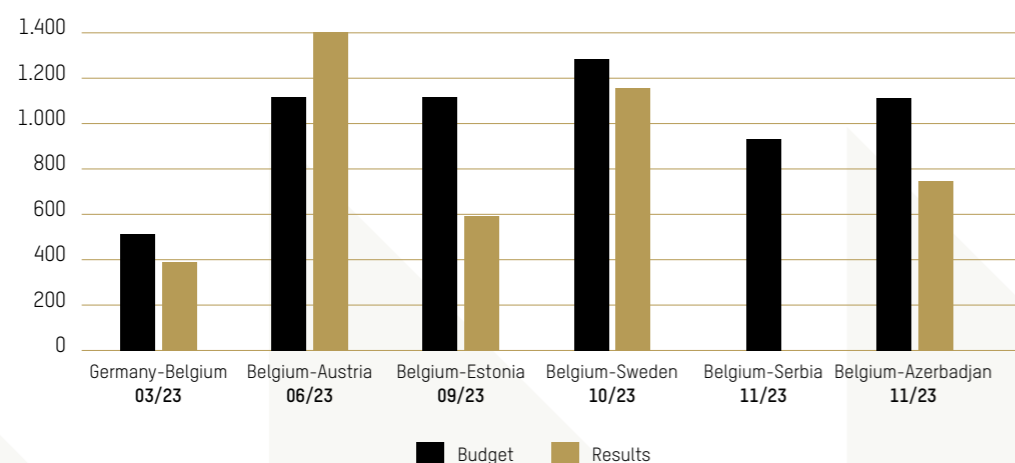
VARIOUS ELEMENTS DISRUPTED OUR FINANCES IN 2023.

TICKET SALES FOR RED DEVILS MATCHES BELOW EXPECTATIONS

Although the match against Austria augured well in terms of ticket sales, the match against Estonia in September 2023 proved disappointing, with only 54% of tickets sold compared to forecasts.

Bad weather conditions in November 2023 made the pitch at the King Baudouin Stadium unplayable and for safety reasons the match against Serbia ultimately had to be played behind

Games Revenues - Budget vs. Results



closed doors. This meant a loss of revenue of 900,000 euros compared to expectations.

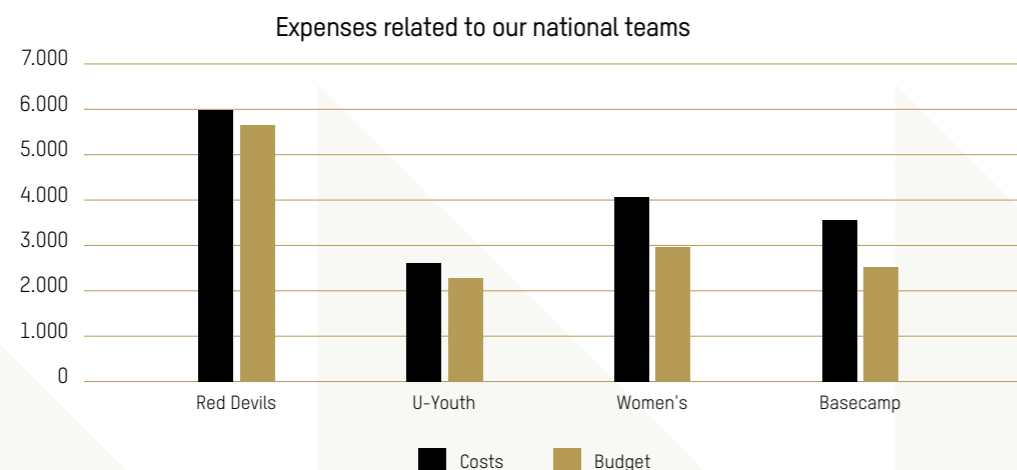
Ticket sales for the last match of the year against Azerbaijan were also disappointing. The attacks that took place before the match against Sweden in October 2023 certainly affected the spectators.

31.12.2023

Geconsolideerde P&L in € 1000	2023			
	Actuals	Budget	Δ	Δ%
REVENUE	76,286	76,635	-349	0%
Competities	13,500	13,256	244	2%
Scheidsrechters	6,198	5,988	210	4%
Sport	7,818	8,786	-968	-11%
Commercieel	26,511	26,745	-234	-1%
Subsidies	12,736	12,945	-209	-2%
Verzekeringen	7,793	7,150	643	9%
Diversen	1,730	1,765	-35	-2%
KOSTEN	88,189	82,649	5,540	7%
Competities	5,488	5,370	118	2%
Scheidsrechters	11,575	11,634	-59	-1%
Commercieel	9,438	9,377	61	1%
Subsidies	4,314	5,105	-791	-15%
Sport	31,433	28,549	2,884	10%
IT	5,946	5,940	6	0%
People & Sustainability	2,406	2,440	-34	-1%
Corporate	5,111	4,638	473	10%
Facilities	5,038	3,952	1,086	27%
Verzekeringen	6,471	5,644	827	15%
Diversen	969		969	
GERAPPORTEERDE EBIT	-11,903	-6,014	-5,889	98%
FONDSSEN	969			
TE VERDELEN WINST	-10,934			

EXPENSES RELATED TO OUR NATIONAL TEAMS

The expenses related to our national teams (Red Devils, Women and Youth) as well as the operating expenses of the Proximus Basecamp were higher than expected..



FACILITIES

The buildings in Hasselt and Wommelgem could not be sold in 2023, which meant that we were still bearing the operating expenses and depreciation of these two buildings, while they were no longer included in the budget. A new wealth tax regime, which now applies to the assets of all non-profit organisations in Belgium, also had an impact, which will be recurring in the coming years.

ORGANISATIONAL CHANGES

Various procedures related to organisational changes and the termination of the collaboration with the former CEO and chairman had a financial impact in terms of legal costs and recruitment costs.

OUR BALANCE SHEET

We closed the year 2023 with a total balance sheet of approximately 90 million euros, of which 47% in equity. Our equity remains robust despite the losses incurred in 2023 and the RBFA currently does not use external financing.

31.12.2023

BALANCE RBFA in € 1000	FY	LY	Δ
ASSETS	89,783	90,188	-405
Fixed assets	48,082	45,421	-2,661
Current assets	41,701	44,767	-3,066
LIABILITIES	89,783	90,188	-405
Equities	42,245	55,084	137
Provisions	478	478	137
Debts > 1 yr	90	146	1,152
Debts < 1 yr	41,583	27,859	1,110
Deferred	5,387	6,621	42



02

FOOTBALL FIRST

RED DEVILS

RED DEVILS' SPORTING PERFORMANCE

Domenico Tedesco was appointed as the national team's new head coach on 9 February 2023. On the same day, Frank Vercauteren was appointed Sports Director Football and Jelle Schelstraete Operational Director Football.

The trio then proceeded to rejuvenate the Red Devils. With a completely different approach than his predecessor Roberto Martínez, Tedesco led the Red Devils to

EURO 2024, their sixth consecutive qualification for a major tournament!

Clarity, directness and consistency. With these three principles, the young German-Italian coach put staff and players on edge.

An approach that immediately paid off, because he stunned everyone in his first two matches. Let's take a look back!

On March 24, the new cohort of Red Devils began the European Championship qualifying campaign in Sweden with great enthusiasm. Wout Faes made his debut at the centre back. Romelu Lukaku, who scored three times, was man of the match. But Dodi Lukebakio also played a great game, delivering virtuoso actions on the flank. 0-3, the campaign couldn't have started better.

A few days later, on March 28, the delegation travelled to Cologne, where the first really big test on the programme was a friendly match in the home country of the new head coach.

And, there in the RheinEnergie Stadium, it turned out to be a celebration, as Belgium stunned the whole of Germany.

Led by new captain Kevin De Bruyne, a once again sublime Dodi Lukebakio and cheered by almost 2,000 Belgian fans, the Red Devils got off to a flying start and took the lead with 0-2 and 1-3. Eventually, German national coach Hansi Flick's team did not come closer than 2-3. It was the first Belgian victory on German soil since 1954. And that under the leadership of a German coach, who clearly did not miss his start.





EDEN HAZARD A DEVIL'S FAREWELL

Eden Hazard – voted the most iconic football figure in 125 years of Belgian football history by supporters in 2021 – was given a Devil's farewell on June 17 during the match against Austria



The stadium was sold out, all supporters wore red and 45,000 red cards were used to create a stadium-sized tifo while the former 59-time captain with 126 caps ran his lap of honour. The fans went crazy. Thibaut Courtois was honoured for his 100th cap as a Red Devil.



Head coach Domenico Tedesco made his debut in the King Baudouin Stadium that day, unfortunately not securing a victory in his first international home game. After an exciting match, the Devils drew 1-1 with Austria. A fair result.



In Tallinn Domenico Tedesco continued the rejuvenation

In Tallinn (Estonia), Domenico Tedesco continued the rejuvenation by adding Aster Vranckx, Mike Trésor and Johan Bakayoko to the starting line-up. The Devils had a difficult first half, but eventually won smoothly with 0-3. After such a great end to the football season, the Devils started the summer holidays with a nice score: 7 out of 9.



In September, our national team resumed the EURO qualification campaign with an away match in the remote Azerbaijan. In the small stadium of Markadam, just outside the capital Baku, the Red Devils – with Koen Casteels in goal – had a difficult evening, against a deserving opponent. A shot by Johan Bakayoko that found the back of the net after deflecting off Yannick Carrasco's leg was the only goal of the match, giving the Devils a win over the Azeris.



Three days later, the Red Devils overpowered Estonia in a gala match. In this home game, Jan Vertonghen celebrated his 150th cap by leading the Belgians to a comfortable 5-0 win after just four minutes. The full stadium exploded at Doku's dashing dribbles and the wonderful goals shot by Trossard, Lukaku and De Ketelaere. The guard of honour for "Sterke Jan" (Strong Jan) completed the gala evening. Qualifying for EURO 2024 could no longer escape us.



In the Ernst Happel Stadium in Vienna, the road to Germany was wide open when the Devils were leading 0-3 twenty minutes before the end. The match turned into a thriller, however, when Austria came back to 2-3 by the final whistle blow. But the door to the Belgian goal had remained closed. We had qualified!

What remained was the group win and a favourable spot in the final tournament draw on December 2 in Hamburg.

With the qualification secured, football-loving Belgium celebrated, until football faded into the background on that dramatic October 16 and sporting interests gave way to human interests.

Shortly before kick-off of the match against Sweden, two Swedish football fans were shot dead in central Brussels

The game kicked off, but it soon became apparent that it would not last ninety minutes. When the news of the fatal shooting reached Swedish players at halftime, it quickly became clear that continuing to play was not an option. After consultation it was decided to abandon the match with a 1-1 score. The RBFA, which would have benefited from a victory for the Red Devils and the associated group win, put human safety first. We could not be a group winner, so be it.

Three days later, UEFA confirmed the result.

The attitude of the 35,000 spectators, who had to stay in the stadium for two hours after the match was abandoned for safety reasons, was also commendable. It was safer there than on the streets of Brussels.



The Red Devils, with an unstoppable Jérémy Doku and a particularly deft Romelu Lukaku, were already leading 4-0 at halftime!

In the run-up to the final home-game against Azerbaijan, the Red Devils played a friendly match against Serbia. As the field at the King Boudewijn Stadium was unplayable due to heavy rainfall, the match was relocated to Leuven where, for practical reasons, it was played behind closed doors. The Red Devils won by the smallest margin thanks to an early goal by Yannick Carrasco.

A few days later on Sunday 19 November, the field in Brussels was ready again for the gala game against Azerbaijan. Belgium would still be a group winner if it were to win. The Red Devils, with an unstoppable Jérémy Doku and a particularly deft Romelu Lukaku, were already leading 4-0 at halftime. Romelu scored those four first-half goals!

Leandro Trossard put the icing on the cake. Not just with that match, but during the entire qualifying campaign, Domenico Tedesco completed his first season with flying colours



RED FLAMES

RED FLAMES

Since the Red Flames weren't competing in the World Cup in Australia and New Zealand, they had to wait until the beginning of September for their first high-stake match.

Their elimination from the World Cup by Portugal lingered for a long time and when the tournament was underway, they must have felt the bitter aftertaste for a whi-

le. But lo and behold, the Red Flames had clearly washed away that disappointment altogether by the start of the new campaign.

Fortunately, there were great away matches in 2023, enabling them to get totally ready before the Nations League – the first of its kind for women players – would kick off.

The group stage in February, with participation in the Arnold Clark Cup in England, augured well. The national coach had plenty of time to rejuvenate his team, and brought along two young debutantes, Valesca Ampoorter and Michelle Colson. Marie Detruyer quickly got her chance to shine.

The Flames started the tournament strong, with an unexpected 2-1 victory against Italy, followed by a 2-1 win against South Korea. Unfortunately, they came up far too short against reigning European champions England, with a leaky defence and a battered midfield. However, the national coach did not want to use this as an excuse for the heavy 6-1 defeat at Bristol's Ashton Gate Stadium. England were just way too strong. At the time, we did not know that we would meet England again in the final.

In April in Austria, the Flames had the prospect of a victory, but they blew a 0-2 lead and lost 3-2. The type of match from which you can learn lessons as a group, but four days later at home against Slovenia, our women's team handed over an almost certain victory. Once again, a lead was lost and the opponent brought the score to a draw at the very end (2-2).

Coach Ives Serneels definitely had his work cut out, especially when the names of the opponents in the Nations League were revealed on May 2. Not a tough draw, but certainly challenging: England, Netherlands and Scotland.

The last friendly match of the season, on July 2 in Kerkrade against the Netherlands, was supposed to be a yard stick for the new women's tournament. However, it became a loud wake-up call for the Flames. Once again, they were outclassed and lost without a chance to score with 5-0. While the Orange Lionesses were on the road to the World Cup with confidence, the Belgians' fear of failure in the A group of the Nations League only increased.



FAREWELL TO STAR PERFORMER JULIE BIESMANS

On September 22 in Leuven's Den Dreef stadium, the Red Flames and the large crowd of fans said goodbye to Julie Biesmans, who ended her international career after 104 international matches. The Netherlands took a 0-1 lead, but barely a minute later Marie Detruyer equalised. It looked like the match would end with a 1-1 draw, until the Dutch goalkeeper misjudged Blom's header and the Belgians clinched

their surprise victory. The crowd went wild.

Against Scotland, it was the Belgians who seemed to be heading for a victory with a strong performance, until Scotland scored the equaliser from an uncalled offside in the closing seconds. There was no VAR. Nevertheless, the Red Flames prepared confidently for their double confrontation with England.



In a sold-out King Power Stadium in Leicester, Belgium played an excellent match, during which they recovered from the pressure after an early onslaught and thus had a number of scoring opportunities. It was the progress that Ives Serneels wanted to see. However, the miracle did not happen in the English university city.



It did, however, in Belgium, where the Flames, just like against the Netherlands, fought back after a slow start. From 1-2, they secured a 3-2 win. Another goal in the final minute, but this time on the right side. Captain Tessa Wullaert was once again crowned Flame of the Game. Yet, the outcome in this group was far from certain. Due to the 1-1 draw at home against Scotland, anything was possible in the last matches and even the goal difference would be decisive.



As a result of the Red Flames' 4-0 defeat against the Netherlands in Tilburg, the group win went to the Netherlands and England – despite a 0-6 win in Scotland – came within a whisker of the Final Four.

Belgium won twice in the double confrontation for retention in the A-league with a decisive 5-1 score against Hungary. The set goal had been achieved.

UEFA WOMEN'S U19

ANNUAL REPORT 2023

FOOTBALL FIRST 02

FIRST UEFA WOMEN'S U19 EURO IN BELGIUM

For the first time since 2007, the RBFA organised a European championship. After the 2007 men's U17 European Championship featuring Eden Hazard, among others, the women's U19 team competed for the European title in their own country from 18 to 30 July 2023. In the Proximus Basecamp and Stade Leburton in Tubize, the Tivoli Stadium in La Louvière and Leuven's Den Dreef Stadium, two groups of four countries competed for the four semi-final places



AND THEN THE TOURNAMENT REALLY STARTED.

The Belgians, guided by coach Xavier Donnay, opened against the Netherlands and lost 0-3 despite a solid performance.

Our girls were not rewarded for their solid performance against Germany either, despite the support of more than 2,500 spectators in Stade Leburton. Once again, they suffered (an unnecessary) defeat: 0-2.

The miracle that they needed to qualify for the semi-finals in the last match against Austria did not happen as expected. After all, the Belgians had to win by five goals; instead, they finished with a well-deserved 3-3 draw. Some players in the Belgian squad stood out: Valesca Ampoorter, Marie Detruyer and Lore Jacobs. The first two moved up to join the Red Flames almost immediately after the tournament.

No semi-final for the Belgians who, in addition to group winner the Netherlands, also saw Germany qualify. In the other group, France and Spain qualified for the semi-finals as expected. Favourite Spain won 1-0 against the Netherlands and Germany came back from 0-2 against France to eventually win 3-2 in extra time.

The 3,000 spectators at the final between Spain and Germany in Leuven got their money's worth. In a fiercely fought final that remained goalless after 120 minutes, Spain ultimately became European champions in the penalty shootout: 3-2.

Despite the early elimination of the Belgian squad, it was a successful tournament on an organisational level. More than 15,000 spectators came to see the future stars of women's football. 37 volunteers lent a hand during an entire tournament, helping with everything and everyone. 50 media representatives sought accreditation for one or more matches. The championship reached over a million people online.

The 76 young ball boys and girls also went home with fantastic memories.



Belgium was playing in Group A against Austria, Germany and the Netherlands. Group B consisted of France, Iceland, Spain and Czechia.

No opening match without an opening ceremony, or as befits this age group, an Opening Festival. Performances by DJ duo 'Toxic Cheerleaders', Les Copines and Olivia put spectators in optimal mood. While the young spectators indulged in the games on the various stands, influencer Céline Dept was also present, as were several Red Flames who came to cheer on their successors and spent plenty of time taking selfies with the fans.

FUTSAL



Our Futsal Red Devils could not qualify for the 2024 World Cup in Uzbekistan. The Belgians reached the Elite Round, but in a group with Serbia, Ukraine and Poland, they achieved only one point. On the first matchday they drew 3-3 in Serbia. In the other matches, the opponent proved (far) too strong for our Futsal Devils.

However, the preliminary round got off to an excellent start, with monster scores against Austria (11-0 and 1-6). They then lost twice against Georgia. Ultimately, a successful penalty thriller in the play-off against Hungary opened the gate to the Elite Round.

“A fantastic feeling”

said a proud national coach Karin Bachar afterwards..

They had worked hard for ten days in a good atmosphere. More progress would be needed in the Elite Round. Based on the result, it was too little.



Later in the year, our Futsal Red Devils took part in a three-nations tournament in Caen, France, with the host country and the Netherlands as opponents. They won 6-4 against the Dutch team and lost against France with the same score.

“It was two derbies in perfect conditions,”

commented the national coach afterwards.

Our Red Flames Futsal also made their mark in December, with two victories in friendlies against Northern Ireland in Roosdaal: 7-2 and 5-1. They clearly dominated both matches, playing in a convincing fashion. Mariam Abdulai Toloba was the undeniable star with five goals.

Futsal will have a more prominent role in our new strategy, which is why we want to take further steps to professionalise this sport.



ELLA DE VRIES

REFEREEING

HERE'S A TRUISM: WITHOUT REFEREES, THERE IS NO FOOTBALL.

An age-old catchphrase, yet still relevant. Every year the pressure increases, their performances are put under ever-increasing scrutiny and referees give up. The number of active refs in 2023 was 4,700, which is 100 fewer than in 2022.



2023 did start with good news for Belgian refereeing: assistant referee **Ella De Vries** was selected by FIFA as A-VAR during the Women's Football World Cup in the summer in Australia and New Zealand. This was the third major tournament for De Vries, after the WEURO 2022 in England and the Women's U20 World Cup in Costa Rica. During the World Cup itself, she was appointed as Offside Video Assistant Referee for the final between Spain and England, which was a nice bonus.

Keeping with a yearly tradition, Technical Director of Professional Refereeing Department (PRD) **Bertrand Layec** explained the rule changes for the new 2023-2024 season in the summer. The most important update from then on consisted in counting as added time the time lost when celebrating a goal. There were also new rules regarding yellow cards for handball fouls.

On Saturday, February 11, 2023, **Viki De Cremer** became the second female referee to be appointed as the 4th Official in professional football during the match KMSK Deinze - RSCA Futures.

In July 2023, **Erik Lambrechts** was selected for the U21 European Championship, organized by Romania and Georgia, where he performed excellently and refereed the semi-final. Due to his good performance at the European Championship in July, Erik Lambrechts made his Champions League debut on September 19, 2023, during the match Manchester City - Young Boys..



BERTRAND LAYEC

NEW PROFESSIONAL REFEREEING STRATEGY 2023-2026

In addition, the Pro League approved the new refereeing strategic plan for professional football. A review of the strategic plan 2019-2023 showed that refereeing has made great strides in recent years: trust in refereeing has improved, a long-term structure for the Belgian refereeing has been introduced, referee performance has improved over the past three seasons and this at both national and international level and the referees are trained and educated at the highest level.



STEPHANIE FORDE



Obviously, there is still room for improvement. In the new 2023-2026 plan, the RBFA focuses on the following four pillars:

- Improving the quality of refereeing: the PRD aims for 90% correct decisions on the field (before the video assistant referee's intervention) in the Jupiler Pro League and the Challenger Pro League. Last season, the score achieved in the Jupiler Pro League was 86%. The PRD emphasises the importance of consistency in decision-making to referees: the same errors must be assessed in the same way by referees during the same match.
- Improving VAR decision-making quality: the PRD aims for 90% correct decisions in situations where the VAR may be called upon. Last season, the score achieved in the Jupiler Pro League was 84%. Following VAR analysis, the PRD wants to achieve 99% correct decisions at key moments.
- Improving communication with stakeholders: more communication between the referees, the clubs and the Pro League about the reasons behind the decisions made by referees and the VAR. The PRD uses social media, but also interacts directly with the clubs to communicate in all transparency and openness.
- Commitment to high-quality training and guidance of referees, with the ambition to see referees perform at the highest level not just nationally, but also internationally.

Part of the operation is funded by the Pro League. For example, the Pro League's resources are used to pay for VAR and referee wages and fees. Match fees for all refs were increased, while those of VAR and assistant VAR were almost doubled. The number of semi-professional referees was also increased from twelve to sixteen. The PRD's multi-year plan was finalised with an agreement on the plan's financing modalities. Shortly before New Year, the Belgian international referees were awarded their FIFA badge for 2024. The PRD's proposed appointments were accepted by FIFA. The FIFA badge allows the referees listed below to manage matches internationally in 2024.

FIFA INTERNATIONAL MATCH OFFICIALS:

Men's referees:

Lothar D'Hondt, Erik Lambrechts, Jonathan Lardot, Bram Van Driessche, Nathan Verboomen, Jasper Vergoote, Lawrence Visser

Men's assistant referees:

Nico Claes, Jo De Weirdt, Romain Devillers, Mathias Hillaert, Quentin Lesceux*, Kevin Monteny, Thibaud Nijssen, Martijn Tiesters*, Rien Vanyzere, Ruben Wyns

Video match Officials (VMO):

Ella De Vries, Erik Lambrechts, Bram Van Driessche, Nathan Verboomen, Lawrence Visser

Women's referees:

Caroline Lanssens, Jana Van Laere

Women's assistant referees:

Margot Jacobs*, Mélissa Lejeur, Irmgard Van Meirvenne

Men's futsal referees:

Yasin Alageyik, Jiri Bergs, Juan Boelen, Stefan Vrijens

Men's beach soccer referees:

Mehdi Sayoud, Jordy Ver



03

CLOSER TO OUR MEMBERS

CLOSER TO OUR FANS

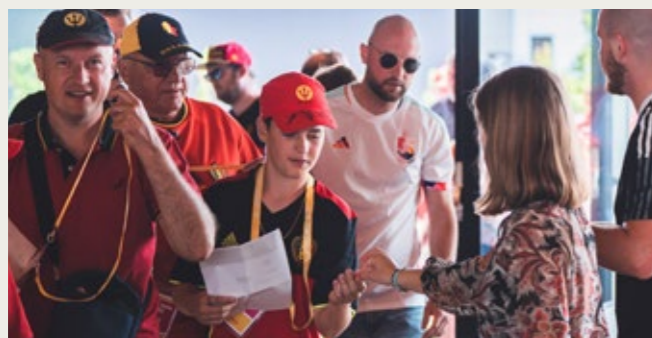
By then, 2,500 fans had already purchased a season ticket, giving them a seat at the four home matches in the EURO 2024 qualifying matches.

To support the Red Devils in their EURO 2024 qualifying tournament, the RBFA developed a new fan campaign under the motto – and soon also the hashtag: **#WirSchaffenDas**.

To support the Red Devils in their EURO 2024 qualifying tournament, the RBFA developed a new fan campaign under the motto – and soon also the hashtag: **#WirSchaffenDas**.

A nod to former German Chancellor Angela Merkel's famous statement about handling the flow of refugees in her country. But above all an expression of confidence in concluding a successful qualifying campaign. Believing in our own strength and bringing supporters and players closer together than ever, such was the starting point. The fans' trust and support has certainly been rewarded.

We launched unique promotional actions to that effect. For example, supporters were once again invited to training sessions. And at the players' request, 'fan conferences' were organised for the first time, during which supporters, not the press, were able to ask their idols some questions. But it didn't stop there, every match was used to maximise the interaction between fans and players.





During the first match – away in Sweden on March 24 – a large tifo with 24,000 names of supporters was rolled out

This allowed the fans who were not physically present in the stadium to be there nonetheless. In the competition to win an exclusive photo shoot with the Devils, the number of entries exceeded all expectations. After a small dip, the hype around the Red Devils clearly got a new lease of life. Meanwhile, 800 members of 1895 had already purchased a ticket for the match in Stockholm.

Four days later, a large convoy of buses travelled from Eupen to the RheinEnergie Stadium in Cologne to cheer our Red Devils to victory against Germany.

In this case too, the fans' excitement was palpable. No fewer than 21 supporters' buses carrying 650 members of the 1895 fan club formed a black-yellow-red caravan heading east. Along the way, a car park was converted into a fan village, with food, drinks and a DJ to get everyone in the right mood. In addition, another 800 fans made their own way to Cologne.



For the home match against Austria on June 17, Domenico Tedesco's home debut, the King Baudouin Stadium was sold out.

The supporters were asked to wear red, and with the help of 45,000 red cards, the stadium was transformed into one huge tifo when the players entered the field.



#WIRSCHAFFENDAS

UEFA EURO 2024 GERMANY

The #WirShaffenDas campaign was in full swing.

In the match against Estonia, a number of fans had the opportunity to sing the Belgian national anthem in the three national languages together with the prestigious Fine Fleur choir. A once-in-a-lifetime experience. The candidates had to submit an audition video in the hope of being selected.





Earlier that week, 200 members of 1895, the official fan club, attended a training session. A few days later, another 200 Red Insiders had the opportunity to discover the Proximus Basecamp and ask questions to two Devils during the first 'Fan Conference'.

A message on your favourite Red Devil's bath towel: with this action the fans supported their players in the away match against Azerbaijan. 12,356 messages were sent and the 24 winners received the bath towel at home after the match. The campaign was halfway through.



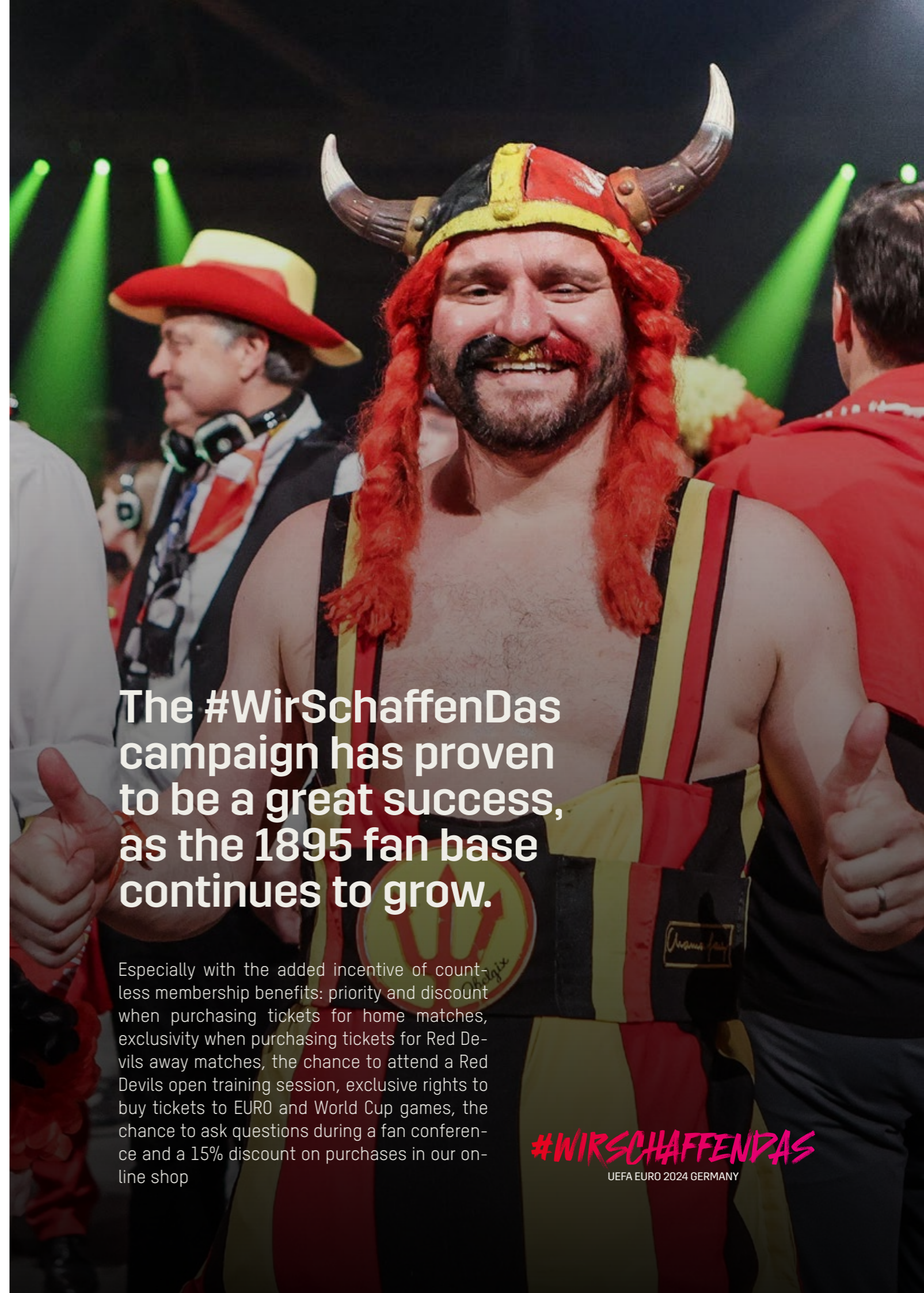
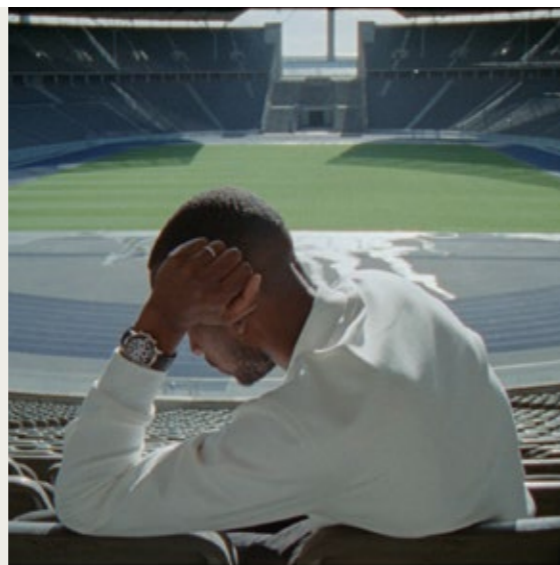
Between these two matches against Azerbaijan and Estonia, the first 1895 X Red Devils quiz was organised in Tubize. Red Devil duos were each supplemented by a member of the 1895 fan club. Dodi Lukebakio, Charles De Ketelaere and their smart teammate won the quiz.

The away match in Austria on October 13 in Vienna was dedicated to our former colleague Erik Reynaerts, who died during the 2016 European Championship at the age of 50. Erik Reynaerts was the driving force behind the 1895 fan club, and managed to get 2,000 Belgian fans to Vienna in 2011. As a tribute, the RBFA wanted to do even better, and this figure was achieved.



During the home match against Azerbaijan, children took over the King Baudouin Stadium. By submitting a drawing, they were in with a chance to win one of the 1,000 duo tickets in the kids' stands and visit the ING kids village. There the children also had a chance to be selected to walk onto the field with the Red Devils as an ING player escort, or to be one of the 22 ball boys or girls during the match. With 4,500 drawings submitted, the contest was an unprecedented success. The drawings were hung in the players' tunnel and later handed over to the players.

Behind the scenes, we also worked hard on a docu-series, called 'Believe', in collaboration with Jupiler. Each episode tells the story of a player and a fan. A series with the passion for football as the common thread. A gem.



The #WirSchaffenDas campaign has proven to be a great success, as the 1895 fan base continues to grow.

Especially with the added incentive of countless membership benefits: priority and discount when purchasing tickets for home matches, exclusivity when purchasing tickets for Red Devils away matches, the chance to attend a Red Devils open training session, exclusive rights to buy tickets to EURO and World Cup games, the chance to ask questions during a fan conference and a 15% discount on purchases in our online shop

#WIRSCHAFFENDAS
UEFA EURO 2024 GERMANY

COMMERCIAL PARTNERSHIPS



new contracts take effect

Commercial revenue is essential for the RBFA. Thanks to our partners, we can not only allow the biggest football stars to excel but also let more than 560,000 players enjoy their sport.

In 2022, we reached agreements with several partners to extend existing contracts from 2023: ING, Côte d'Or, Jupiler, PwC, Lotto, and Coca-Cola.

The Red Flames and the Red Devils can count on the support of ING at least until after the 2028 European Championship. Since 2010, ING has been the exclusive apparel sponsor of the national teams, and for many years, they have provided Kids Escorts, Ball Kids, and mascot Red at home games of the Red Devils and Red Flames. Additionally, ING is a partner of the Wunderbar campaign, which started in 2023 to support the Devils at the European Championship and will be fully rolled out in 2024.

The contract extension with Coca-Cola is also for six years. In the renewed partnership, Powerade will take over the role of Aquarius in Belgium, giving a significant boost to Powerade's brand awareness.

The RBFA thanks all its partners for their trust and support.

GOOD SERVICES

HELPDESK



Since September 30, it is possible to contact the helpdesk during the weekend, between 9 a.m. and 5 p.m. This helps us serve our members and clubs better.

The helpdesk is managed by CallExcel, a customer service expert. They are used to answering questions from various stakeholders and are well trained to be customer-oriented in the way they handle calls. In collaboration with CallExcel, we built a knowledge base from which they can draw to help our clubs and our members. All agents received extensive training. Weekly coordination meetings are held to evaluate the weekend and make any necessary improvements.

The 22 calls handled the very first weekend are proof that there was a real need for this service at club level.

From September 30 until the end of the year, more than 600 calls were handled. These are encouraging early figures.

Q3 TRANSFER WINDOW

863 CLUBS



INTERNATIONAL FOOTBALL TRANSFERS

3.800

3.300

INCOMING

500

OUTGOING

1.755 CLUBS



NATIONAL FOOTBALL TRANSFERS

24.526

RBFA KNOWLEDGE CENTRE



The RBFA Knowledge Centre is fully committed to innovation in all possible areas. Its aim is to expand all knowledge in and about Belgian football through scientific and academic research and educational activities.

The highlight of the past year was undoubtedly the Football Marketing Forum, featuring renowned speakers from home and abroad: Peter Moore (United Kingdom), Lieven Scheire (Belgium), Jan Ove Nystuen (Norway) and Gianluca Santaniello (Italy).

In 2023, too, the Knowledge Centre assisted several students with their thesis. Such as business engineer student Benjamin Vermaut, who wrote a thesis on the creation of a machine model that is able to predict the line-up of a football team for certain matches based on the individual characteristics of each player. The results of the study show that the model created can predict with 80% accuracy which players will be selected for the upcoming matches, even before the season starts.

Also in collaboration with the RBFA Knowledge Centre, an international team of researchers examined the impact of diversity, equality and inclusion (DEI) on social media fan engagement. The study was part of a research project funded by UEFA. The team came up with new ideas that can help make strategic and operational decisions about DEI in football associations.

The interviews with eleven DEI professionals revealed seven key dimensions: age, gender, body and mind, sexual orientation, race and ethnicity, class and social status, religion and cultural diversity. Dimensions that are recognised in each country, but which are targeted in a particular way by each state.

An analysis of the social media posts on the official accounts of two associations showed that the presence of a DEI dimension has a significant effect on social media engagement. Posts with at least one of the DEI dimensions

are more appreciated although they receive fewer responses.

The research team was extremely pleased with the collaboration. It gained access to real yet fully anonymised data from a global organisation and was able to work on a project with a major impact for the football ecosystem and for our society as a whole.





“Who should kick the penalties where?”

is the title of a thesis by Davide Bochicchio, former goalkeeper for S.S Lazio and Sporting Charleroi, among others, and a student at the Louvain School of Management (LSM) in 2023. For his thesis, he applied quantitative analyses to behavioural biases in penalty shootouts. In his research, Bochicchio analysed more than 405 penalty shootouts from major international matches since the 1970-71 season, the year when they penalty shootouts were introduced. There were 225 victories for the starting team, a small yet significant difference compared to the following team. A quarter of the winners are determined after the fourth kick, and half after the fifth. Bochicchio also found that fewer than one in six shots are aimed at the centre of the goal even though 97% of goalkeepers choose a side. Consequently, the conversion rate is highest on shots at the centre of the goal.

Finally, Wout Hardy won the Pierre Wildiers Award for the best thesis by a student at the Faculty of Business and Economics of the University of Antwerp for his thesis written in collaboration with the RBFA Knowledge Centre. He wrote about women’s participation in football with a focus on the various factors that can have an impact on this participation and how big that impact is.





04

BECAUSE WE CARE

COME TOGETHER

New campaign in 2023

Come Together – the action plan of the RBFA, Voetbal Vlaanderen, ACFF and the Pro League against discrimination – celebrated its two-year anniversary in 2023, and once again presented a number of valuable initiatives.

It started the year strongly, with a powerful campaign video that left no one unmoved. The video shows that discrimination leaves indelible marks. It features an 11-year-old boy with the word “Makak” (macaque monkey) tattooed on his face, an insult shouted at him while playing football.

During the month of March, no fewer than 745 clubs showed their support for #ComeTogether by wearing the Come Together shirts and sharing the campaign images. The campaign was also echoed during half-time of the Jupiler Pro League matches on the Eleven channel. In addition, training sessions were organised by inclusion coaches in various ACFF and VV clubs, as well as online.



Racisme & discriminatie laten onuitwisbare sporen na.

Ben jij slachtoffer of getuige?
Meld het via **COMETOGETHER.BE**



Een initiatief van het Belgisch voetbal



FIGURES COME TOGETHER

These are the figures from the Come Together reporting point for 2023:



Come Together Awards



The highlight of the past FSR year was undoubtedly the presentation of the very first **Come Together Awards**, which honour clubs that take exceptional initiatives to promote inclusion within football and fight against discrimination and racism

Professional club winner **KAA Gent** not only fights inequality itself, but also guides club managers, volunteers and trainers in other Ghent teams. In addition, the KAA Gent Foundation has also developed bystander training during which supporters and volunteers are taught how to actively intervene when they are confronted with discrimination or racism.

Amateur club **Lyra-Lierse** launched various projects, such as a Young United Team with which it aims to bring together and empower vulnerable young people through football, and summer camps for vulnerable young people.

Finally, the non-profit organisation **ÊKHÔ Sport** also won a 'supportive organisation' award because it organises football training for deaf and hearing-impaired children during after-school care



The Red Devils & Red Flames also closely involved

The composition of the jury proves that the Red Devils and the Red Flames are also closely involved in this Come Together initiative. In addition to Anouk Bonte and Gregory Franck of the RBFA Diversity Board, the jury consisted of Justine Vanhaevermaet, Amadou Onana and former Red Devil and jury chairman Mbo Mpenza.

The Come Together action plan also ensured that inclusivity became a priority at RWDM Girls. And in May, several RBFA colleagues took part in the Belgian Pride in Brussels to make a strong statement for inclusion and acceptance of every individual regardless of sexual orientation, gender identity or background.



RED COURTS

The Belgian Red Courts encourage the community

New achievements

In 2023, no fewer than five new Belgian Red Courts were opened in Genk, Waregem, Vilvoorde, Halle and Lokeren, bringing the total to eight by the end of 2023. In addition, the Red Courts in Bilzen and Peer were also built. The last two will be officially opened in 2024, just like the new one in Westerlo.

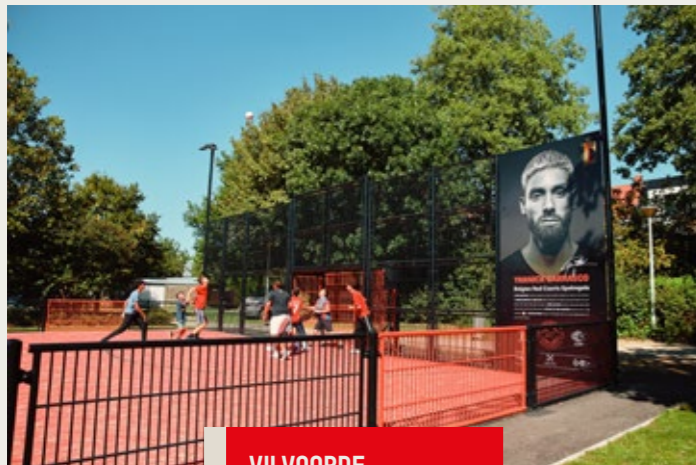
The Belgian Red Courts programme is an RBFA initiative which involved converting old football pitches in various neighbourhoods across the country into modern mini football temples. Numerous activities to promote social cohesion are organised on these brand-new courts – in collaboration with local authorities and organisations..



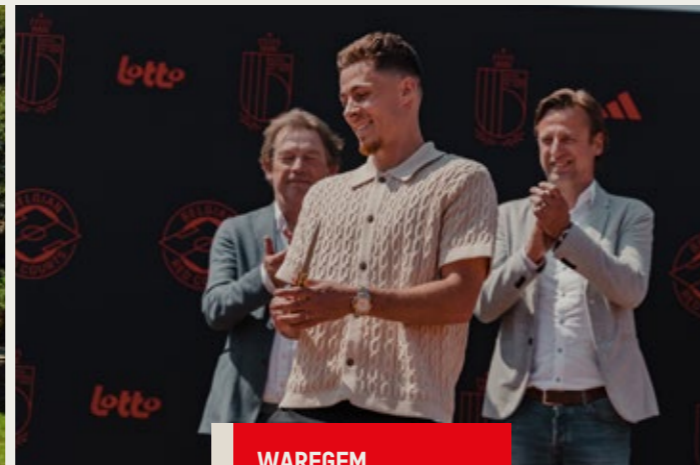
GENK



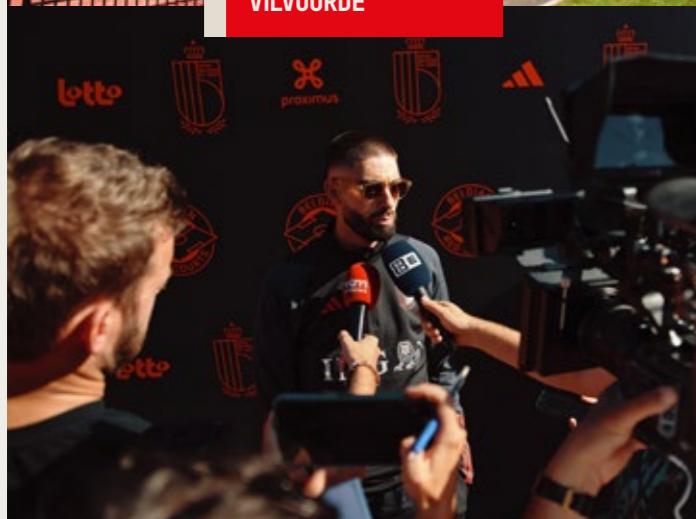
LOKEREN



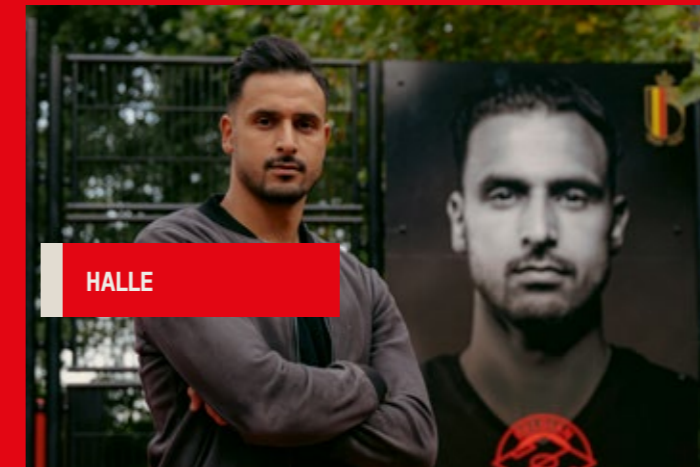
VILVOORDE



WAREGEM



5 new Red Courts in Genk, Halle, Lokeren, Vilvoorde & Waregem!



HALLE

9

ACTIVITIES



220

ATTENDEES



120

PARTICIPANTS PER TOURNAMENT



'How to become a Court Legend'

The RBFA also developed – together with the Vrije Universiteit Brussel – the 'How to become a Court Legend' programme under the Belgian Red Courts project. This programme will be delivered by our Coaches to young people from the area of each Red Court. Through football they will learn important skills that will empower them in their professional and personal lives. The skills covered include problem solving, self-confidence, critical thinking and communication.

At the beginning of 2023, the RBFA was therefore looking for two coaches per Red Court. Together with a city employee – the Red Court Coordinator – they work on a voluntary basis to create a real football atmosphere on our Red Courts. The activities are very diverse and aimed at general personal development as well as the technical skills of young and old.

In April 2023, all Red Courts Coordinators and Coaches were invited to the Proximus Basecamp to be trained by experts, focusing on both the sporting and social aspects. The training put a lot of emphasis on the added value that sport has to offer to the community. The themes discussed included combating discrimination, creating a safe environment, good communication and gender equality.



BECAUSE WE CARE



Because We Care Conference Human Rights 2023



Because we care

In addition to Come Together and the Red Courts project, the 'Because we care' platform is another key component of our FSR strategy.

International actions

When Turkey and Syria were hit by devastating earthquakes in February, leaving thousands dead and homeless, the RBFA decided to transfer a donation of 25,000 euros to UEFA towards a joint disaster fund by UEFA member associations: the UEFA Disaster Relief Fund.

Because we care conference – Human rights

In the spring, people were also looking forward to the first 'Because we care' (BWC) conference on March 15 at the RBFA headquarters. With human rights as the conference theme.

VV, ACFF and the RBFA joined forces to invite various speakers from the political world, representatives of clubs and researchers and specialists from various fields. The conference – attended by 150 people – was introduced by Pierre Kompany, who called for sanctions and legal measures against any form of racism.



Faris Haroun, professional player at Antwerp FC, facilitated a discussion in which victims of sexism, homophobia and racism had their say.

Tine Vertommen, researcher and expert in the field of child protection, used scientific research to illustrate the urgency and our role as adults. Transgressive behaviour is indeed a problem in our sports clubs.

Martin Fortez, lawyer at UNIA's protection department, made everyone aware at their own level of how we should respond to online hate messages as victims, citizens or as administrators/moderators. One of the most common mistakes when it comes to online hate speech is responding to

it, as this often gives perpetrators the attention they seek.

Benjamin Renaud, player with Royal Europa Kraainem FC, explained the actions the club is taking to integrate more than 300 players of 42 (!) different nationalities into the club's daily activities. Since 2015, the municipality of Kraainem has welcomed more than 4,000 refugees. Royal Europa Kraainem FC is happy to be able to help with integration through football and allow its players to live together in a community.

Pascale Van Damme, then an independent director at the RBFA, concluded the evening with an inspiring closing statement.

Because We Care conference - Environmental Sustainability

The Second Because We Care conference – on December 14 – focused on environmental sustainability, and how football can reduce its impact on the environment.

Climate events and problems such as flooding, extreme heat and air pollution can be very challenging for football. But on the other hand, the football industry itself has a negative impact on the environment through building infrastructure, energy consumption and extensive travel.

15 speakers explained and discussed what football can do in terms of waste management, sustainability strategy and raising awareness. In other words, they explained how football can harness its popularity to address environmental issues and the steps it can take.

By organising this BWC conference, the RBFA aims to bring the Belgian football ecosystem together to work on a common agenda and create effective synergies, by translating its ambition into concrete and joint actions.



GOVERNANCE

A tough start in 2023

Good Governance has been embedded in the RBFA's DNA and operations ever since the major reforms of 2019.

However, we went through some dark times in the spring of 2023 with the departure of both the CEO and the first independent President. This meant that the RBFA had to be humble and tighten both internal and external controls.

Thanks to renewed trust within the Board of Directors and between the Board of Directors and management under the leadership of President Pascale Van Damme, and interim CEO Manu Leroy, the RBFA came out of this crisis of confidence rapidly and revitalised.

With the recent appointment of Piet Vandendriessche as CEO, the RBFA can start 2024 positively.



'Super League' case

The broader football ecosystem was also eagerly awaiting the judgement of the European Court of Justice in Luxembourg on various sports cases, especially the UEFA Super League case.

Making sure we always uphold the right principles is crucial if we want to keep pursuing our main goal: organising and promoting football!

The utmost importance that everything is done properly.

We ensure that our daily activities in the workplace are in line with our Code of Ethics and the processes arising from it. To this end, procedures were established for managing conflicts of interest, reporting secondary jobs, and dealing with gifts, and an anti-money laundering policy was also drawn up.

In 2023, reporting processes were digitalised further, leading to an increase in gift reporting (53%) and faster identification of potential conflicts of interest.

Also within the RBFA

RBFA employee awareness of our ethical & compliance principles has therefore increased, as was also evident from the Compliance Risk Assessment exercise, which enables us to fulfil the obligations of the FIFA Code of Ethics and the Bidding Agreement between the RBFA, KNVB and DFB on the one hand, and FIFA on the other, for the 2027 Women's World Cup joint candidacy under the supervision of an external Bid Ethics & Compliance Officer



05

NEW GOALS

What does 2024 hold?

We have four major sporting ambitions for 2024:

A good performance by the Red Devils at the European Championships in Germany, the qualification of the Red Flames for next year's European Championships in Switzerland, generate more income that we can then invest in Belgian football, and take our refereeing to a higher level.



INVESTING IN WOMEN'S FOOTBALL

Despite missing out on co-hosting the 2027 Women's World Cup together with Germany and the Netherlands, we will not give up and will continue to invest in women's football. It goes without saying that the Red Flames, after being eliminated from the 2023 World Cup, should not fail to qualify for EURO 2025. If the Flames do not qualify directly in a group with world champion Spain, Denmark and Czechia, there is still the safety net of the play-offs.



REFEREEING

Without referees, there is no football. Therefore, the importance of quality refereeing and VAR cannot be emphasized enough.

Under the leadership of refereeing director Peter Willems, we will continue to work diligently in 2024 to further raise the level of refereeing and ensure that our referees perform well internationally. Innovations during the playoffs – such as fixed teams of referees and VAR, the use of VAR in the 1B playoffs, and tactical briefings for referees on team playing styles – should yield short-term results. A widely supported approach focusing on individual coaching of match officials and the appointment of a new technical director should also elevate refereeing to a higher level in the long term.

The RBFA relies on the support and calm of all partners – players, coaches, board members, journalists, commentators, supporters, and everyone who cares about Belgian football – to treat each other with even more respect in 2024. Because that is what referees deserve.



FENIX

The football world is constantly evolving, so the RBFA – with the support of Voetbal Vlaanderen, ACFF, and the Pro League – cannot lag behind. Our ambition is to facilitate and optimize the administrative tasks of our members so that they can organize football in the most efficient way possible.

With the Fenix project, we are modernizing the existing football management platforms Kickoff and E-Kickoff. All administrative tasks will be centralized in a new digital platform. This platform must meet the needs of the entire football ecosystem – players, parents, coaches, referees, volunteers, fans, ... – and will therefore consist of four major functionalities: member management, club management, competition management, and disciplinary management. Key words are flexibility, autonomy, and future-proof.

The new platform must become the beating heart of Belgian football from the start of the 2026-2027 season: an attractive tool with logical work processes that is accessible on any device and evolves with the needs of the members.

**FINANCIAL**

The RBFA had a difficult year financially in 2023, but thanks to solid equity, the financial situation remains healthy. However, the future challenges are significant, and it is therefore necessary to work on measures aimed at structurally improving future revenues and rationalizing costs. The RBFA, Voetbal Vlaanderen, and ACFF must maintain long-term measures to ensure financial health. Throughout this process, respect for our employees and our sporting ambitions remains central.



IFA

UEFA / FIFA

The RBFA also aims to further grow the federation internationally, and the elected president plays a crucial role in this. The president establishes and maintains international contacts and represents the organization at important international events and conferences.

By working closely with football organizations worldwide and the international football federations UEFA and FIFA, we not only further develop Belgian football but also contribute to the growth of football at the European and global levels. Together with our international partners, we want to make our sport even more successful than it already is. We look forward to the developments in global football, the growth of football at various levels, and the continued cooperation with UEFA and FIFA.



COLOFON

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