



MLSZ

STRATEGY OF
HUNGARIAN FOOTBALL

2025-2030



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TABLE OF CONTENTS

PREFACE.....	4
INTRODUCTION.....	6
REASONS FOR THE DEVELOPMENT OF HUNGARIAN FOOTBALL	8
FUNDAMENTAL VALUES.....	12
VISION	14
SYSTEM OF STRATEGY	16
EVALUATION OF THE SITUATION, TARGETS AND ACTION PLANS IN THE STRATEGIC FIELD.....	18
EXTERNAL PRECONDITIONS OF THE IMPLEMENTATION OF THE STRATEGY.....	46
ANNEXES.....	48





Preface

Based on the results of the one and a half decade period beginning in 2010, we can safely state that a new chapter began in the history of the Hungarian football, during which we could turn the negative trends experienced before and have achieved spectacular results in many areas.

The period between 2010 and 2024 was crucial for us. Due to the strengthening of the Bozsik program and the establishment of support systems for the amateur clubs, the number of registered footballers more than doubled. The infrastructure of professional and amateur football has also undergone significant development thanks to the direct government and MLSZ investment programs. We have also taken important steps in the field of women's football and futsal, owing to which the popularity and social acceptance of these disciplines have also increased, both in the professional and in the amateur segments.

We have also made remarkable progress in the field of international sports diplomacy. Hungary has become a prominent actor in the organization of major sporting events, successfully hosting the 2020 European

Championship in the Puskás Arena, the 2023 Europa League final, and, as a crown jewel, we won the right to host the 2026 Champions League final.

Our men's national team has qualified for three consecutive European Championships, which is an unprecedented success in the history of the Hungarian football since its organization in 1960, and our youth teams are also showing progress.

The quality level of NB I league has continuously improved, and we could achieve an increase both in the number of spectators and in that of the international coefficients. In addition, the economic and operational stability of MLSZ has also strengthened, which is an essential prerequisite for the sustainable future of the sport.

Nevertheless, we are facing many challenges in the coming period of 2025-2030. Our key tasks include the improvement of the efficiency of youth development, and that of the role of MLSZ in the academic system, as well as the optimization of talent management. In the future, the Hungarian Football Federation considers it a strategically important task that young and domestic players receive an adequate amount of playing opportunities in adult football. The inclusion of young talents is both a guarantee for the future success of the national teams and would also strengthen the financial sustainability of the clubs due to the increasing sales of playing rights on the international transfer market.

The defined strategic target of MLSZ for 2025-2030 is to increase the financial sustainability and to widen business approach, as well as bringing long-term strategic thinking into the foreground among stakeholders of football. MLSZ is also making efforts to achieve this goal in its own operations, focusing on the sponsorship and ticket revenues of the national teams, as well as on web-shop revenues. The development goals also include the renovation of amateur sports units, the construction of new small-size pitches and the encouragement of sustainability investments. In the period ahead of us, the Federation is implementing a large-scale hall construction program, the aim of which is to support the development of futsal in Hungary, and to provide modern infrastructure for local communities.

For the Hungarian football, the purpose of the 2025-2030 period is to be in the top third of UEFA's 55 member countries. We are paying special attention to optimizing elite youth training, to integrating talents more quickly into professional football, and to increasing performance-based funding in professional women and men's football, as well as in futsal. In order to provide the support necessary to the achievement of success, we intend to continue the programs aimed at promoting women's football, futsal, and alternative football in the amateur segment, as well as the Bozsik program. The aim here is to offset the negative demographic tendencies and to retain the number of players attained in the recent period.

The most important element of professional football is the fan basis; therefore, the aim is to strengthen contacts with the fans and to maintain the overall high quality of services offered to them. At the same time, it remains equally important to drastically reduce racist, exclusionary and other fan actions involving disciplinary penalties related to smaller groups of fans. The basic requirement in football is to ensure the spirit of fair play, and that football should be for everybody in the 2025-2030 period, too.

Overall, we are proud of our achievements since 2010, but the future holds even greater opportunities and challenges for the Hungarian football. I believe that our activities in accordance with those formulated in this strategic publication will contribute to the long-term success of the Hungarian football.

Sincerely,



Dr. Sándor Csányi

President of the Hungarian Football Federation

Introduction

INHERITANCE

The Hungarian football was characterized by a continuous decline in the 3-4 decades before 2010. The mass base of the football decreased to a fraction of the former one, most of the football fields were closed, and the available infrastructure is outdated. The sport had struggled with a general lack of resources, where investments practically stopped. Due to the increasingly difficult situation of the domestic football, the results gradually failed to come, and the society's view about the Hungarian football became more and more negative. This further reduced the sport's ability to attract masses of people and capital and led to an increasingly deteriorating competitiveness.

RESULTS OF THE PAST PERIOD (2010-2024)

During the past one and a half decade, we have turned the negative trend of the previous period and could achieve spectacular results in many fields. With the strengthening of the Bozsik program and with the introduction of support systems and the reduction

of entry fees for amateur clubs, the number of clubs and players has increased significantly, and the number of registered footballers today exceeds 290 000 persons, which is more than double of the basis in 2010. Thanks to the subsidies granted to the spectator team sports and to the direct government investments, the professional sports have an infrastructure that exceeds the European average level, and we have caught up with the region in terms of facilities for amateur football.

We have reviewed and reorganized the youth development system, modernized and broadened the training of professionals, we have set uniform standards in youth development and club management, and we are supporting with incentives the training and integration of young talents into professional football. We have strengthened the organizational background and financing of futsal and women's football, and reorganized the competition systems. A detailed and comprehensive development plan has been worked out for women's football, which is a key area in terms

of the social acceptance of football, and has brought results in many areas, both in terms of massification and quality.

We hold important positions in international sports diplomacy, Hungary has become a prominent actor in the organization of the most prestigious sports events. The results of the men's national team have improved significantly, the team has qualified for major world competitions three times, which was unprecedented for 30 years. The popularity of the national team among fans is outstanding even in European comparison.

The quality level and attractiveness of NB I has improved, which is well proved by the increase of the number of spectators and of the international coefficient of Hungarian front line. The financial position of the MLSZ has strengthened, and its operational organization has reached a new level.

CHALLENGES IN TODAY'S HUNGARIAN FOOTBALL

In addition to the results achieved, the sport faces further tasks and challenges in many areas. The efficiency of youth development, especially considering the invested resources and efforts, does not reach the desired level, and the development in the field of training, integration and sale of talents has fallen short of expectations. The number of academies is unreasonably high, while MLSZ has only indirect influence on their professional work, and their financing falls beyond the scope of the Federation.

The financing structure of the NB I clubs is vulnerable, the player-wage inflation effect prevails, the formation of the squad is often ill-considered and ad hoc, and the club managements often still lack the strategic approach. Uniquely in the region, the net balance of player transfer is negative, while training is financed to a significant extent by the state.

The quality of the sport's human resources (owners, sports managers, coaches) has not improved according to set targets and pace, and development is slower than desired.

The low number of referees is further on a challenge in amateur football, which is particularly noticeable in some regions and counties.

Due to the unfavourable demographic processes, a further decrease in the number of adult football teams is expected in regions with many small settlements. Due to the freezing of spectator team sports subsidies at their nominal value, their real value has decreased significantly, which narrows the development opportunities.

STRATEGIC TARGETS FOR 2025-2030

The aim of the next five-year strategic period is to increase the competitiveness of the Hungarian football placing it in the top third of UEFA's 55 member countries in terms of strength.

It is a priority task to optimize the elite youth development, to improve its quality, and to ensure that our football catches up with the regional benchmarks in terms of the productivity of youth development and regarding the positive effects resulting from this (transfer revenues, talented domestic players in professional championships). To this end, it is necessary to increase the role of MLSZ in the entire pre-academy and academy education. Accordingly, the own power provided by the players in the sport should continuously increase, and within the decreasing support rate the performance-based financing should increase.

We have to ensure that the basic infrastructure of amateur football is available to participants in a good

quality and sustainable manner, and that the resources available for development continue to be distributed in a controlled and transparent way. Sustainability is the main theme of this period, fitting well both into the worldwide responses given to the global challenges of the 21st century and to the expectations for more efficient management.

The decline in player numbers due to negative demographic tendencies can be offset by new programs in segments such as women's football, futsal or alternative football. We have to ensure moral and financial appreciation and the legal protection in order to ensure the availability of an adequate number and good quality referees at all levels of the sport.

The most important element of professional football are the fans, therefore we are launching various programs to strengthen relations with fans and to improve the overall quality of their service, while at the same time, our goal remains to drastically reduce racist, exclusionary and other disciplinary actions related to smaller groups of fans.

I. Reasons for the development of Hungarian football

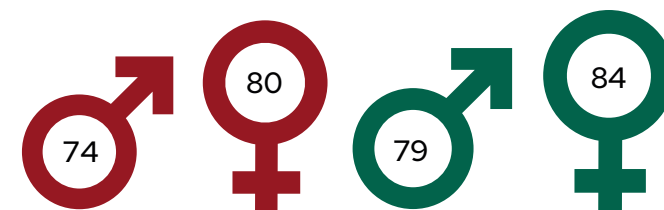
HEALTH CONDITION OF THE HUNGARIAN POPULATION

According to Eurostat data, the health status of the Hungarian population lags behind the EU average; while the life expectancy of an average EU citizen is 82 years, in Hungary it is 77 years. The main reason for this can be partly found in our way of life, unfortunately, people die of smoking, overweight, cancer and cardio-vascular diseases in greater number in Hungary. The proportion of diabetics in the population is by 1.5 percentage higher than the EU average, while obesity is a problem already from childhood. According to a Eurobarometer survey, 59% of the Hungarian

population never does any exercises. The statistics are more favourable for young people: two thirds of boys in the 15 and 24 age group and more than half of the girls are going in for sports regularly. At the same time, the organizations wishing to promote sports have to make more serious efforts than before, since the popularity of leisure activities, not requiring any physical activity at home is growing.

AVERAGE LIFE EXPECTANCY AT BIRTH IN 2023 (YEARS)

Hungary ■ European Union ■





74% exercises
never or very rarely



22% goes in for sport
min. once a week



4% is going in for
regularly

POSITIVE EFFECTS OF REGULAR EXERCISING

Regular physical activity plays a fundamental role in health care and it has important impact on the prevention of a number of chronic diseases and on their treatment. Furthermore, it contributes to increasing psychosocial well-being and developing stress management skills. A healthier society would produce significant savings for the healthcare system, too.

Sport also plays an important role in the areas of social cohesion and integration, as well as in socialization. Due to its regularity and community character, sport helps the individuals to acquire the basis of cooperation and of social relationships, thus it is a valuable part of the development of personality. Exercising and following sport provide an experience, which contributes to social cohesion and through the positive results it strengthens national pride and self-confidence.

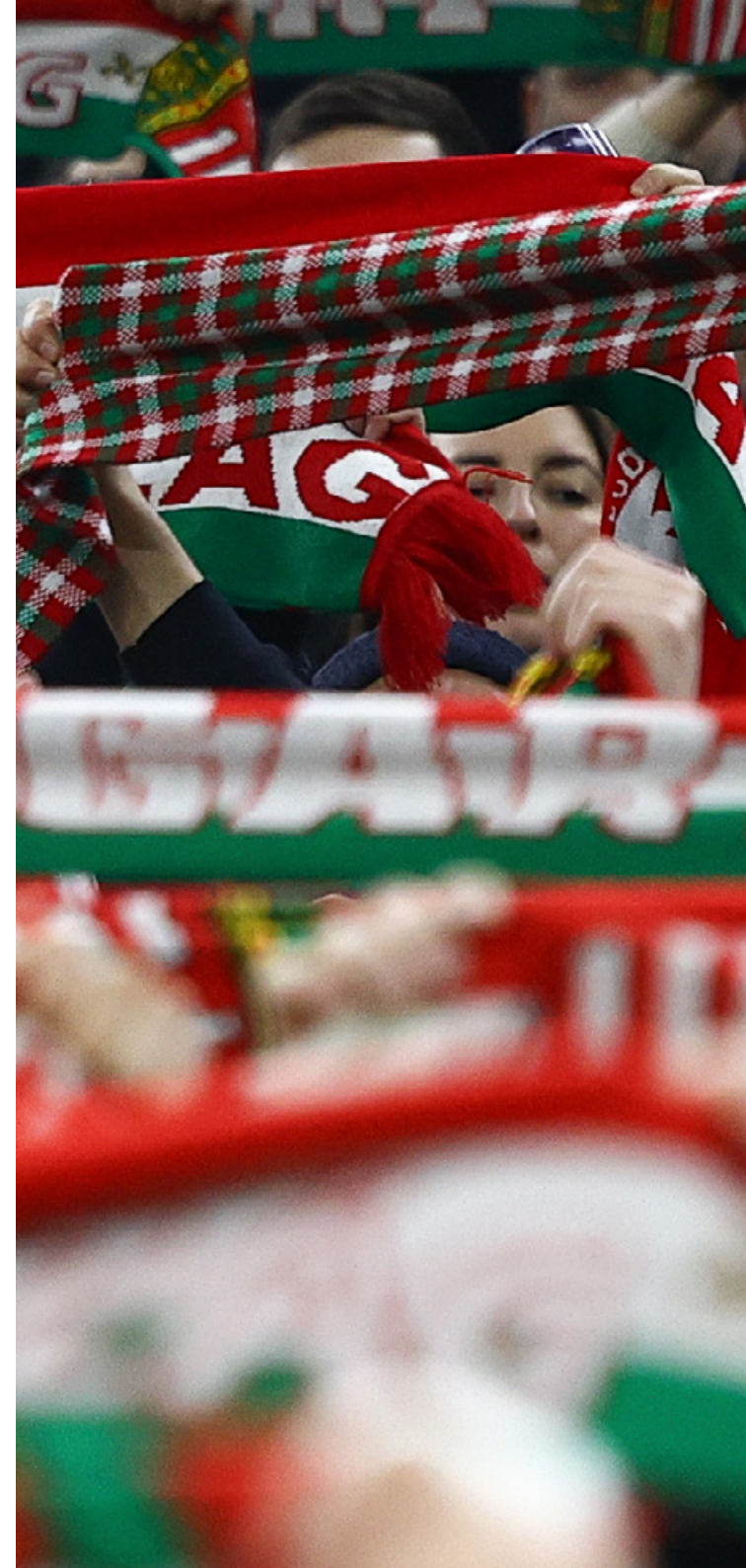
IMPORTANCE OF FOOTBALL

Football is the most popular sport in the world, its ratings and the data of the followers of its stars make it outstanding from all other sports, and it is also in a dominant position based on participation data. In line with the global situation, the case is not different in Hungary, either, football is the most popular sport in our country based on both viewing data and the number of participants. Its leading role is due to its simplicity: rules are easy to understand, there is only one way to score a point (goal), and it can be played almost everywhere with a ball. These factors, as well as its glorious domestic past, make football an ideal tool for promoting regular physical activity in Hungary. International examples prove that with an appropriate sports development strategy, spectacular results can be achieved in the promotion of football and the success of professional football, too.

GOVERNMENTAL SUPPORT

Recognizing its positive health and social impacts the Government attaches priority importance to the promotion of sport. Accordingly, budget expenditures spent on the support of sport have significantly increased since 2010. While in 2007-2010 the budget expenditures related to sport amounted to 17 billion HUF annually, from 2014 the amount already exceeded 100 billion HUF per year. In 2011, the Parliament adopted the act on the support of spectator sports,

in the framework of which the economic stakeholders provide significant funds to the sports federations of the different Hungarian sports and sports organizations. Besides this, the government has played significant role in the renewal of the domestic sports infrastructure, too.





II. Fundamental values

The efforts taken for the development of the Hungarian football were determined taking into account the basic values of MLSZ. The main pillars of which are the following:

RESPECT

Football is a game for masses of people, where everybody is treated with respect, regardless of his/her origin, creed, skin colour, gender or abilities. We believe in the unifying power of football and provide a home for everyone.

FAIR PLAY

Fairness and justice on all levels of the sport. Above all we value the integrity of the game and the equality of competition. Our values include transparent organizational operations, financial equality, and the traceable and regular use of financial resources.

TEAM SPIRIT

We can only be successful, if MLSZ and the clubs, professionals and grassroots can maintain well-functioning and harmonious relationship. We think and act together for the development of Hungarian football, combining our commitment, resources and expertise for the benefit of everyone.

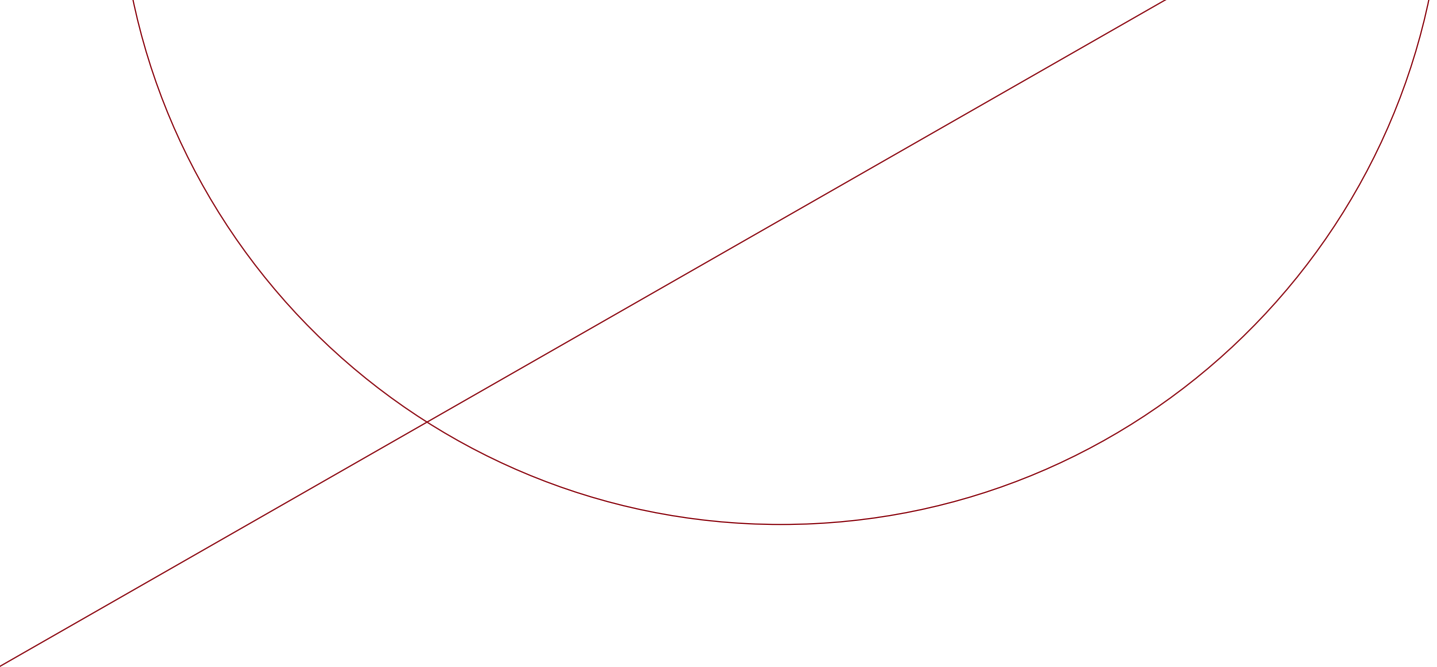
JOY OF PLAY

Football exists primarily for the fans and amateur players. Their passion for football is the most important, since football can provide unparalleled joy and drama to a wide audience, thus it is a significant force in shaping society. We express our enthusiasm for the game in everything we do and in our appearance.

RESPONSIBILITY

As national federation, we fulfil our role with heart and mind. We take responsibility on and off the pitch, leading football into the future with innovative ideas and technologies. We act in a sustainable way and show direction in the most important social issues.





III. Vision

Football is the leading sport in Hungary, it attracts regularly huge masses of people and is educating for healthy way of life, it creates community and contributes to the development of a cohesive, proud and self-confident society through the shared sports experiences.



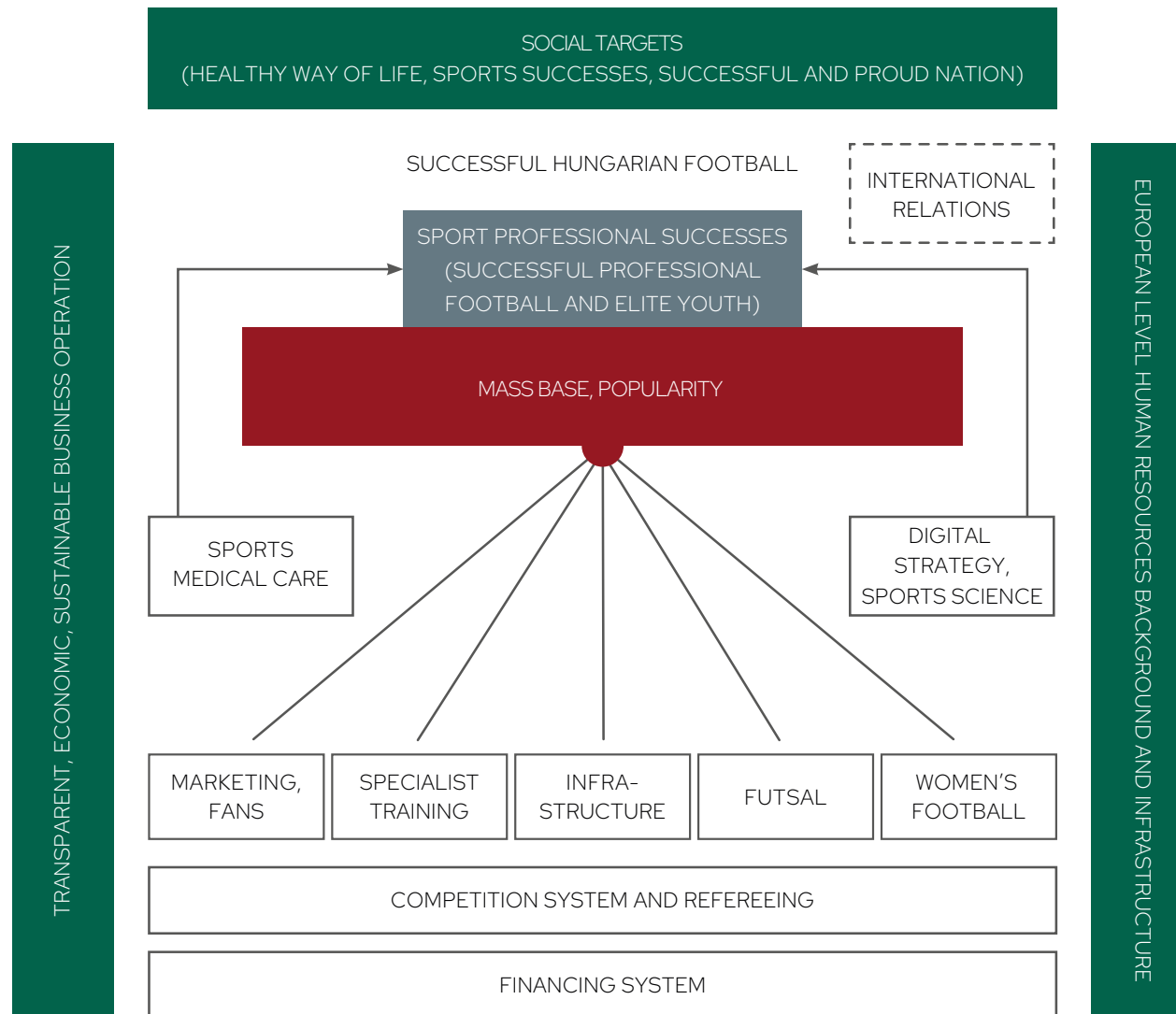
IV. System of strategy

The strategy prepared for the 2025–2030 period determined the most important targets on 11 main strategic areas, and identifies the tools necessary to their achievement in the form of action plans and measures. The goals are strongly built on one another, which means that in many cases the achievement of the goals of a given area becomes possible only if the goals of the other areas are achieved.

The direct influence of MLSZ, as well as the time period in which the interventions exert their impact are different in the different strategic fields. While the decisions of MLSZ may bring fast results in the lower section of the connection network of the strategic areas (e.g. provision of financing, facility development), in the upper parts of the network (e.g. effectiveness, number of visitors, social impacts) the impact of measures taken are much slower and indirect. The main task of MLSZ is to establish the organizational and infrastructural framework of the Hungarian football, while the improvement of the quality of the game, the training of talents and successful performance of our teams can mainly be achieved by the professional work conducted in the clubs.

Thus, the final goals of the strategy can only be realized with the cooperation of the stakeholders at all levels of the Hungarian football, as well as with well-organized, persistent and hard work.

The Figure below shows the main strategic areas and causal relationship between them:



V. Evaluation of the situation, targets and action plans in the strategic field

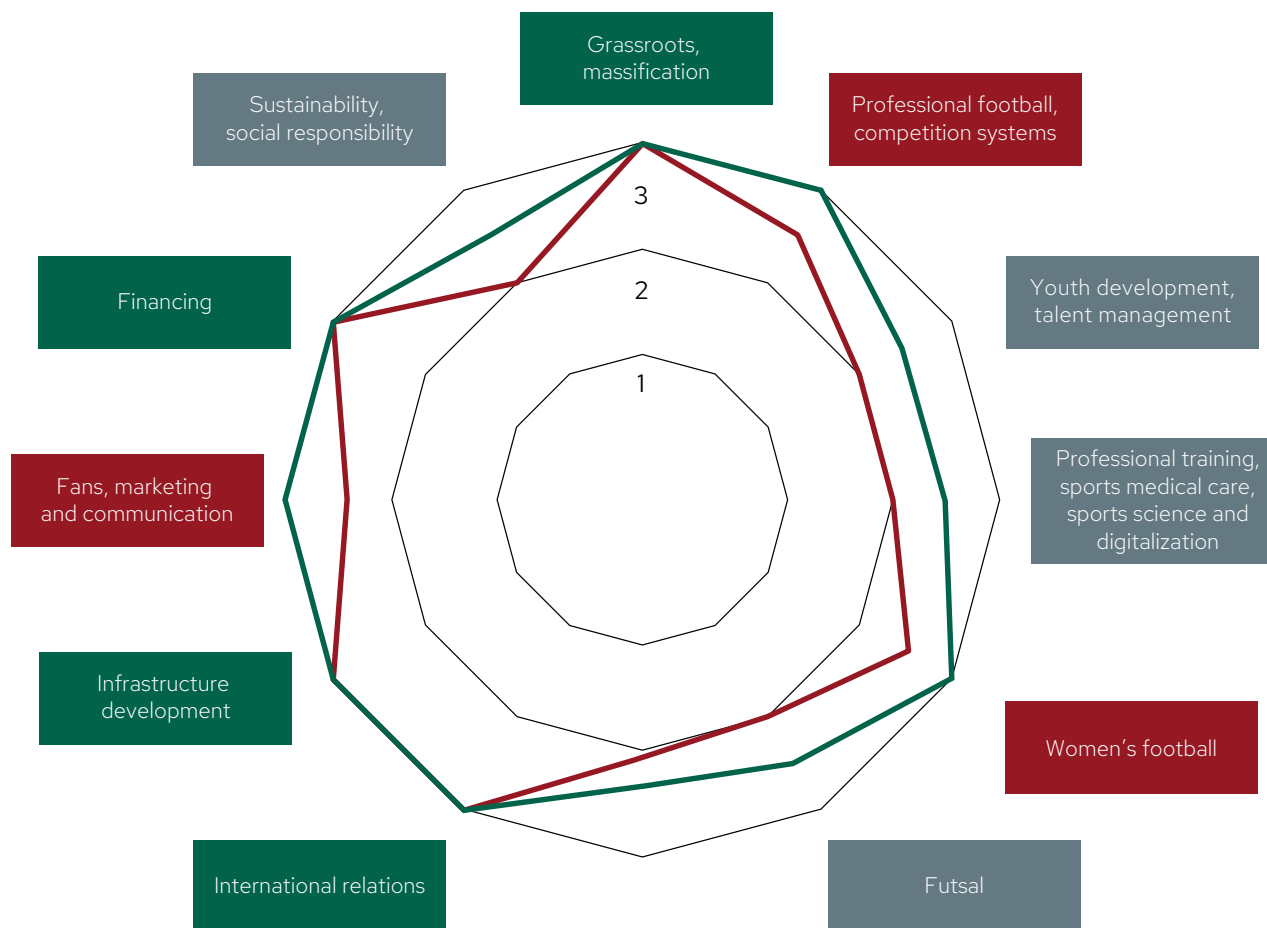
During the period between 2010–2024, the professional concept of MLSZ resulted spectacular development in significant part of the strategic areas. We have achieved our targets in the field of massification, infrastructure development, financing and international relations. The main task of the 2025–2030 period is the keeping of the results and the fine-tuning of the system.

Significant progress was made in the field of competition systems, women's football, marketing-commu-

nication and sports medical care and sports science, where further actions will be launched in the new strategic period for the achievement of goals.

In the field of youth development, talent management and training of professionals the results achieved during the 2010–2024 period lagged behind the target, while futsal and sustainability entered as new focus areas, thus in the 2025–2030 period we will mainly focus our resources and attention on these areas.

STRATEGIC NETWORK DIAGRAM OF MLSZ (2025-2030)



FOCUS AREAS

The network diagram assesses the achieved results according to strategic areas and presents the areas where the Federation remains active. The meaning of the three grade scale of the network diagram is: 3=outstanding, 2,5=average, to be developed, 2=weak.

We have achieved our targets. Our task is to preserve the results achieved. ■

We made a spectacular step forward, but further actions will be initiated in the given field. ■

Our resources and attention will be focused on this area. ■

2025

2030

1. GRASSROOTS: LEISURE TIME AND COMPETITIVE AMATEUR FOOTBALL

IMPORTANCE OF THE FIELD

Through its simplicity and outstanding popularity, football offers an unparalleled healthy way of life, meaningful entertainment, and a sense of community and success for those who go in for the sport. In order for these positive benefits to be felt on society level, the wider possible masses should be involved. A good mass base is a prerequisite for successful competitive sports and the growth of the fan base.

The amateur football can equally be leisure time or competition type activity, in the following we present the results of the domestic grassroots football by handling the two areas together and we also present the plans of the next strategic period.

RESULTS OF THE PAST PERIOD (2010-2024)

The past 15 years have been exceptionally successful in terms of massification of domestic football, with the number of players registered in the MLSZ competition system exceeding 290,000 persons, which is more than double of the number in 2010. It is particularly pleasing that the biggest growth was experienced in the U6-U16 age groups, what is of key importance for the future. The participation of women and girls has also increased significantly, which helps to make football more widely known.

A number of targeted measures laid the foundation for the growth of mass basis. The Bozsik program, which coordinates the training and competition of young age groups, was renewed, and 90% of the amateur entry fees were taken over by MLSZ. In order to activate the masses of people who do not have competition license, alternative championships were developed, such as the high school championship ("Fair Play Cup"), or small-field tournaments organized for small communities and groups of friends (KALAP program). In order to reach young people as early and in as large number as possible, MLSZ launched football-oriented teacher training programs.

In 2012, the Spectator Team Sports Support (TAO) program was launched, through which an unprece-

dent amount of nearly 500 billion forints has been received since 2011 for financing youth development, grassroots football and infrastructure development programs. During the past one and a half decade, a total of nearly 1,500 pitches were built and more than 3,200 pitches were renovated in the framework of the TAO program.

STRATEGIC TARGETS FOR 2025-2030

Football will remain Hungary's flagship sport and will strengthen its leading position. Football is not only a sport, but also a game, an educational tool and a community activity in which the players feel and take responsibility for each other. Football is for everybody, regardless of age, gender, social status and skin colour. We will strengthen the social acceptance of football and we have to achieve that football be seen by all social groups, from the most vulnerable to the most educated, as an attractive sporting, social and recreational opportunity that they would gladly choose also for their children.

After the significant growth in the previous period, the goal in massification for 2025-2030 is to maintain the results achieved so far, and to keep the number of schools and children participating in the institutional program. For players playing football in competition system in the clubs, the main goal is to reduce the

dropout rate, which is also a visible tendency on international level.

To this end, MLSZ is preparing a number of programs. In addition to traditional formats, we are organizing new types of events to promote football (e.g. organizing grassroots festivals in cooperation with clubs, implementation of activities related to school theme weeks, launching educational programs) and we are preparing free publications for kindergartens and schools. We will develop the relationship of educational institutions with clubs in order to make the best use of human and material infrastructure. Recognizing the unavoidable role of parents in their children's sports activities, we are preparing special recommendations for their involvement and information.

The professional task of the next strategic period is to strengthen the content and social role of the Bozsik program.

TARGETS FOR 2025-2030:

- Football is number one sport in Hungary
- Football is for everybody
- Keeping the mass basis
- Development of school football, training of teachers
- Continuation of Bozsik-program



2. PROFESSIONAL FOOTBALL AND ELITE YOUTH DEVELOPMENT

IMPORTANCE OF THE FIELD

The quality and development of professional football can best be measured through the results. A more efficient football increases the number of spectators, contributes to the increase of the popularity and mass base of the sport and has unique impact on the wide layers of the society. The successful performance offers attractive sponsorship opportunities for economic stakeholders, which can increase the resources needed for the financing of the sport.

RESULTS OF THE PAST PERIOD (2010-2024)

The performance of Hungarian football has shown significant progress in the past 15 years. The adult men's national team rose from the 42nd to the 32nd place in the world ranking, while it qualified for major world tournaments three times (2016, 2020, 2024 European Championships). The last time such success occurred 30 years ago. The performance of the national team is also well demonstrated by the fact that since 2022 it has been competing against the best national teams in Europe in the Nations League „A” division. Our youth national teams have typically reached the elite stage from their qualifying groups, and in 2019 the boys' U17 team reached the World Cup finals.

Based on the UEFA coefficient, NB I is now the 22nd strongest league in Europe, which is a significant step forward compared to the 36th place in 2010, and the average number of spectators exceeded 4,000 persons by 2024, which is a 44% growth compared to 2010.

This more successful performance is the result of systematic work carried out in the background. The infrastructure base has been renewed, professional clubs play their matches in modern stadiums of outstanding quality in regional comparison, while the Puskás Arena was inaugurated in 2019, where 65,000 fans

can support the national team as “twelfth players”. The financing possibilities of football have improved significantly, several large domestic companies have become sponsors of Hungarian professional football, and television broadcasting and sports betting royalties have increased, while the financial background for youth development is provided by the TAO program and state subsidies.

In order to improve the quality of youth development, the Hungarian Football Federation has established a four-level youth development structure (academies, talent centres, district centres, grassroots clubs) based on an international model, with the aim of ensuring that children wishing to go in for sports in every part of the country receive the most suitable training for them, while selection and management of talents take place in an efficient manner. The Club Development Department of MLSZ, established for this purpose, provides professional support for clubs up to the talent centre level and carries out quality assurance. MLSZ has only indirect influence on the operation of the academies located at the top of the pyramid; their operation is audited by an independent organization. Financial incentives have been defined to encourage the participation of young players, while productivity-based support has been introduced to reward effective youth development work.

REORGANIZATION AND DEVELOPMENT OF YOUTH SYSTEM

We managed to encourage the majority of coaches for more conscious work and could initiate a new approach. The rating of clubs into a pyramid system and their mentoring resulted more systematic daily performance of tasks and more efficient regional cooperation. The club development department supports and monitors the work carried out in the Talent Centres and District Centres throughout the country. During the last year, the relationship with the academies also became closer, which can be built on in the coming years.

SPORTS SCIENCE

On the example of MLSZ, the most modern measurement protocols were introduced in the clubs, too and professional trainings were adapted to this. We could create a shared corporate management system and database between the Federation and the clubs, where we can mutually monitor the daily work. By analysing and comparing the data already stored in one place, we can draw conclusions and determine areas for development. We put great emphasis on pre-habilitation, and on the development of the basic motion coordination skills of 7-12 year old children.

THE SPORTS DIRECTORATE, AS THE RESPONSIBLE REPRESENTATIVE OF THIS FIELD DEFINED THE FOLLOWING GOALS IN THE PAST PERIOD (2020-2025):

GOALS	RESULT	METHOD
Reform and development of youth system	REALIZED	Club development, youth pyramid, closer cooperation with the clubs
Development of sports science	REALIZED	Introduction of measurements, organization of training/ conferences
Renewal of coach training	REALIZED	New structure (separation of youth coach path from the adult one), new training materials, online videos
More opportunities to play for young people	PROCESS STARTED	Mandatory in NB III and NB II, introduction of incentive system in NB I
More Hungarian players in NB I	PROCESS STARTED	Introduction of incentive rule
Market-based management in sports organizations	NOT REALIZED	The current economic environment does not force sports organizations to operate in market conditions

RENEWAL OF COACH TRAINING

The coach training has become more interactive and practical, new training materials and quality textbooks were prepared for each course. New courses were introduced, which have made it possible to clearly separate the directions of youth and adult coaching training. In order to help coaches, a video library containing outstanding exercises and training tasks from all over Europe has been created. Half of the eight Hungarian NB I coaches are talented, good-minded young coaches who have recently obtained their PRO license.

MORE PLAYING OPPORTUNITIES FOR YOUNG PEOPLE IN THE FIRST AND SECOND DIVISIONS

By building on each other the mandatory or supported age groups of NB III (19 years), NB II (20 years), NB I (21 years), with the introduction of NB III reserve teams, and with the cooperation agreement between NB I and NB II, MLSZ has given clubs every opportunity and support for integrating and developing young players. The average play time of 79 minutes per match of U21 footballers has increased slightly compared to 2020 and almost every club has found one young player who was integrated into the team, and this is a big step forward compared to the past.

MORE HUNGARIAN PLAYERS IN NB I

In the first division, the average time spent on the pitch by Hungarian footballers was constantly around 60%. There is quite a large deviation in this indicator, as there are clubs where only Hungarians play, while in two or three sports organizations you can hardly find any Hungarian footballers.

LAUNCHING MARKET-ORIENTED MANAGEMENT AND THINKING

There was no progress in this field. The clubs prefer to buy players from abroad instead of the purposeful development and sales of the players. We are by far the last in the region in terms of the number and total value of young footballers sold on abroad.

DATA	2020/2021	2023/2024
UEFA-coefficient, NB I	28TH PLACE	24th place
FIFA-coefficient, adult national team	40TH PLACE	27th place
Number of players in the TOP 5 championships	7	9
Number of U21 players in the adult national team	16 (IN 2015-2020)	22 (in 2020-2024)
Average play time of young players in NB I per matches	79 MINUTES	79,86 minutes
Average number of Hungarian players per match in NB I	6,42 PLAYERS	6,6 players

The 2025–2030 period should clearly be about quality. The aim is to educate and sell as many international level players as possible. It is expected that by continuing the positive tendencies the competitiveness of the Hungarian football will further improve, our country will be in the top third of the 55 UEFA member countries, and the adult national team will qualify for new world competitions. As to the youth national teams, the expectation is for the U17 and U19 national teams to reach at least one European Championship final.

This requires, after appropriate selection, mastering the technical basics, developing motion coordination and playing skills, and proper physical training of the talents.

We plan to support and monitor the work taking place in the clubs together with the Sports Institute, which supervises the academies. At the same time, in the interest of quality, the best footballers and coaches must be concentrated, which may mean fewer prominent youth clubs.

In the next five years the Federation will give priority to the inclusion of Hungarian and young footballers, and a significant part of the funding will be adjusted to this. In addition to all this, we would like to increase the knowledge and prestige of the leaders who make responsible decisions and the coaches who play a key role in the development of our football.

TARGETS FOR 2025-2030		ACTION PLANS	
Increasing the number of Hungarian and young footballers in NB I and NB II		MLSZ ties a significant portion of the financial support provided to NB I clubs to the fact that an average of five Hungarian footballers should be on the pitch throughout the match, and one of these players should be a U21 player. Only Hungarians can play in the NB II, and two main U20 footballers must be on the pitch all the time.	
Improvement of international competitiveness of young players		Reducing the number of youth centres, concentrating the talents, aligning support with quality work at all levels. Stricter control of uniform measurements and protocols.	
Development of managers working in Hungarian football		Introduction of professional sports manager licenses, study trips, and offer of international experiences	
Improving the prestige of Hungarian coaches		In NB II support can only be obtained with the condition that the clubs employ only Hungarian head coaches.	

TARGETS FOR 2025-2030:

- Competitiveness of Hungarian football is increasing
- Our country belongs to the top third of UEFA ranking
- The efficiency of elite youth development system is improving
- Physical training of young age groups is internationally competitive

3. WOMEN'S FOOTBALL

IMPORTANCE OF THE FIELD

During the past decades, there was spectacular development in women's football worldwide; the mass base of women's football is growing rapidly, while this sector is more strongly present in the media, too. The integration of women into football lays the basis for the broad social recognition of the game, helps parents to select football as sport for their children, and makes football a true family program.

RESULTS OF THE PAST PERIOD (2010-2024)

In the past one and a half decade, the number of women and girls playing football increased significantly in our country, too and the number of women with competition licenses has more than quadrupled. The growing number of players has also made possible the growth of the number of teams in the NB I, and similarly to the men's division, there are currently 12 teams competing in the first division.

Recognizing the potentials of women's football, MLSZ began intensive development after 2010. The main task of the first decade was massification, for which the Federation, among many other measures, made it compulsory to operate women's teams in the two professional men's league divisions. As a result of these efforts, the Bozsik program now has nearly 39,000 registered female footballers.

The goal of the 2020-2025 period was to provide high-quality training and to set up an internationally competitive women's football team. Since 2022, eight clubs have been training women footballers in academic conditions similar to those of the boys'. For the first time in 2023, MLSZ announced the U12 and U10 championships for girls, so the discipline, starting "downwards" from the academy system, covered the entire age group vertical, ensuring that every girl

could find an age group girls' team in the competition system close to her place of residence.

The senior women's national team maintained its B-League membership in the UEFA Women's Nations League, but failed to qualify for the 2025 Women's European Championship, and is currently ranking 26th in the UEFA table, while our U19 and U17 national teams competed in the stronger half of the European Championship system restructured by UEFA, organized in the upper house (A-League) and lower house (B-League), and retained their membership in the fall of 2023 thanks to their good performance.

STRATEGIC TARGETS FOR 2025-2030

In the 2025-2030 period, we will follow the path determined in the previous five-year cycle. Our main goals are: increasing the acceptance of women's football, massification, and improving the quality and effectiveness of training.

The biggest lag of women's football is in the area of social acceptance. We need to build stars on the pitch, select and introduce faces in the media, strengthen and present the social role of women's football in campaigns. We have to be present at men's events, and achieve international successes that people will be amazed by.

The goal for the senior women's national team is to improve its world ranking and remain in the top half of Europe. The goal for our two age-group teams, the U17 and U19 women's national teams that compete in European competition series, is to remain in the top half of the rankings based on the UEFA coefficient.

For the girls, it is necessary to further broaden the mass basis, for which purpose, in addition to the grassroots programs of MLSZ, it is important to improve the professional staff of women's clubs beyond the academies. In addition to massification, the goals increasingly emphasize the need to improve the quality of training and to achieve an internationally competitive standard. In order to promote this, MLSZ is closely monitoring the operation of women's academies, prepares a manual for priority training centres, and introduces measurement and inspection protocols.

TARGETS FOR 2025-2030:

- Social acceptance of women's football is improving
- Massification
- Quality of training is improving
- International competitiveness



4. FUTSAL

IMPORTANCE OF THE FIELD

Futsal is gaining ever greater popularity all over the world. The game played on a small area typical of futsal, under high-pressure with great number of ball touches is also an excellent tool for the technical training of young players in large-field football. Futsal offers an opportunity for footballers leaving large-field football for fulfilment and staying in the sport.

RESULTS OF THE PAST PERIOD (2010-2024)

There is a noticeable rapid increase of interest towards futsal worldwide. Recognizing this trend and the mutual benefits that can be attained with large-field football, MLSZ has taken numerous measures over the past one and a half decade for the development of Hungarian futsal. The positioning of futsal within MLSZ is made. We have developed the competition systems, launched men's regional, county and year-round youth championships in addition to the men's and women's top leagues, and standardized competition rules. The domestic organization of futsal is now considered outstanding even on regional level.

We have broadened and developed the professional staff working with the national teams, and we also started to apply sports science methods in the field of futsal, thus improving the performance of the players and reducing the risk of injuries. We have launched a specific futsal coach training, for which we first prepared our own curriculum based on the Spanish model, and then, building on this, the UEFA B futsal coaching training became available. In order to develop playing skills, futsal is now part of the large-field youth training in the pre-academy age groups.

We have also increased the media presence of futsal, the men's national team and NB I matches appeared on television, or we launched special futsal platforms

on the online and social media platforms. The financial background necessary for the development of the mass base of futsal, similarly to large-field football is largely provided by TAO subsidies, while the revenues coming from the selling of property rights (broadcasting and sponsorship rights) of MLSZ also support the management of futsal clubs.

Because of the above, the number of futsal competition licenses issued has increased twenty-five times compared to 2010. In 2024, we registered more than 32,000 futsal playing licenses. This makes futsal one of the most dynamically developing domestic disciplines. In the recent period the national team has performed successfully in the field of women's futsal, twice achieving fourth place at the Futsal European Championship, one of which was held in Debrecen. The development is further strengthened by the restarted national championship.

STRATEGIC TARGETS FOR 2025-2030

Recognizing the potentials of futsal, the MLSZ's strategy for 2025-2030 deals with the development of the sport as an independent area. In our opinion, futsal and large-field football complement each other well and offer mutual benefits to the players. The skills that can be acquired by futsal are important elements of the training of young large-field football players, and young people who have given up large-field football can serve as excellent player material for futsal. We will develop regional

futsal championships for the U9-U15 age groups, and we will create an incentive system for talent centres and district centres in order to ensure that they participate in winter futsal tournaments.

We are continuously broadening and standardizing the competition systems, and in order to cover the white and grey spots, futsal is also given an important role in the activities of county directorates. We are placing greater emphasis on including futsal in institutional programs, and we are developing curriculum for school

physical educators. In order to develop the discipline, we are introducing the use of match analysing and training planning programs that support background work for the national team and prominent clubs. As a new element in coach training, we are offering the newly prepared UEFA "A" curriculum of the European Federation, and we are giving more space to futsal in the large-field coaching curriculum.

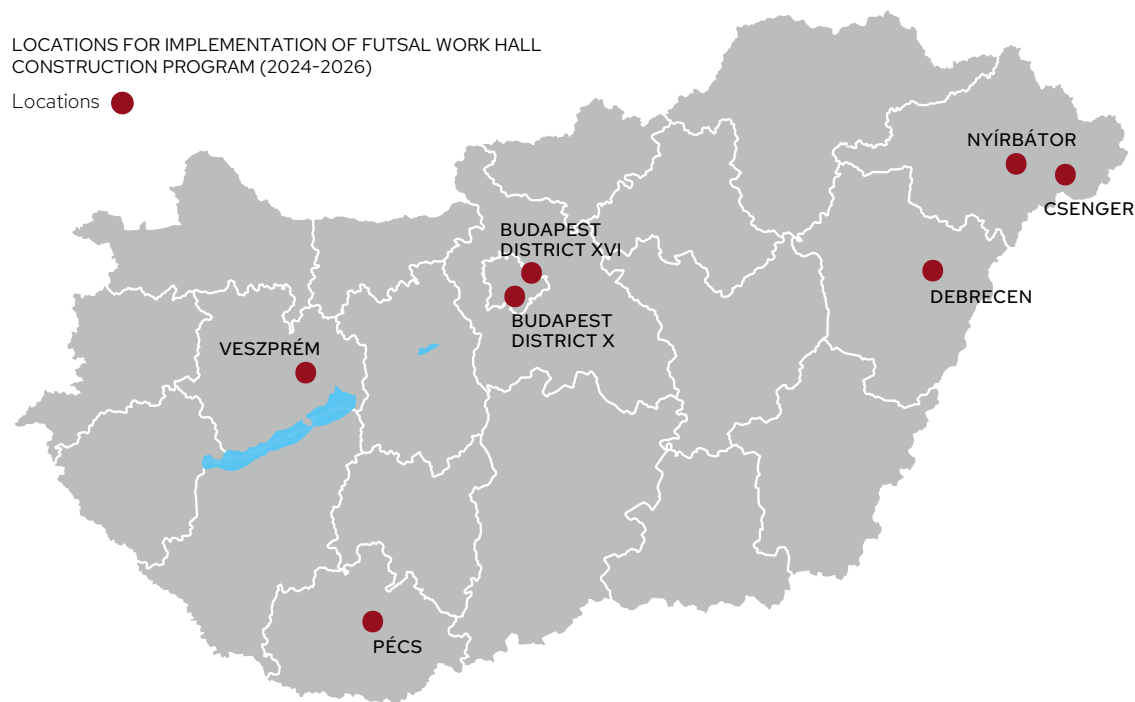
In order to provide adequate training opportunities, it is necessary to develop the futsal infrastructure. To this

end, seven futsal training halls, capable of accommodating 100-200 people, will be built in the first round between 2025-2030, which will provide training opportunities and also will be suitable as competition venues for youth matches.

We are extending the productivity system to futsal clubs, too creating a transition between large-field training and futsal. Thus, the educational work of youth workshops will also receive financial recognition, if the young person trained by them achieves outstanding results in futsal, motivating clubs by this to include futsal in the options considered when planning the future of their players. In recent years, more serious development started in women's futsal on global level. The benefits offered by futsal and the efforts to develop it are also part of our program for women, and women's and girls' futsal teams should be supported both professionally and financially in the period ahead.

LOCATIONS FOR IMPLEMENTATION OF FUTSAL WORK HALL CONSTRUCTION PROGRAM (2024-2026)

Locations ●



TARGETS FOR 2025-2030:

- Fuller exploitation of synergies between futsal and large-field football
- More accentuated appearance of futsal in the training of large-field footballers
- Development of futsal competition system
- Development of futsal infrastructure
- Extension of productivity system to futsal clubs

5. COMPETITION SYSTEM AND REFEREEING

IMPORTANCE OF THE FIELD

The good competition system ensures that economically stable and professionally well-founded teams play matches in the championships, and it contributes to the improvement of quality level and thereby increases the successfulness of Hungarian football and the number of spectators. The competition policy, along with the related additional regulations, also influences the commencement of the young talents' professional careers.

High-quality refereeing is a fundamental expectation of every player, coach, and fan, so that the results be shaped by the real knowledge of the teams and not influenced significantly by refereeing mistakes.

RESULTS OF THE PAST PERIOD (2010-2024)

In 2010, the aim was to create a championship system that can help to give preference to domestic players, to improve the quality of the professional league, and to fill it up with only as many teams as were able to meet the higher expectations both economically and professionally.

In line with this, the number of men's adult NB I teams was reduced from 16 to 12, and the number of NB II teams was reduced from 2x16 to 1x16 in several stages. We reviewed the championships of all disciplines and age groups of domestic football, and optimized the competition regulations. We took several measures to support the inclusion of young and domestic players, including financial incentives (e.g. NB II teams can only employ domestic players, and within this mandatorily two young players) and the imposition of various obligations. In order to encourage the high quality youth development and to stimulate the upward movement of talented young players, we have introduced the productivity financing system, and in addition to the abolition of amateur contracts the operating cost reimbursement was introduced for the transfer of young players. We have extended the club licensing regulations and introduced a much stricter financial monitoring system to oversee the economic operations of the clubs.

The quality level of the NB I has been improving continuously for years, and it is now ranked 22nd (based on the UEFA club coefficient) well ahead of the 32nd place in 2010. Financially more stable clubs are taking part in the championships, and it was the last time in 2014 that a license had to be denied to an NB I sports organization due to economic problems. The smaller number of teams resulted more exciting matches, the field is more compact, and most of the matches have a stake regarding either a podium place or avoiding drop out.

On the other hand, the number of foreign players playing in the NB I is the highest in the region, which may contribute the international success of our top teams, but may also displace the talented domestic players. The playing minutes of young players fall short of the regional benchmark and of the expectations of MLSZ.

In line with international tendencies, the VAR system was introduced to reduce refereeing mistakes, and professional referees are in charge of NB I matches, and referees' remunerations have increased significantly in order to retain the staff.

However, the low number of referees in amateur football poses a serious challenge in some regions.

STRATEGIC TARGETS FOR 2025-2030

For the period of 2025-2030, it remains a strategic goal for clubs with stable financial background to compete in the championships, and that any financial instabilities of the clubs should not cause damage to the sport and to the reputation. These goals can be achieved with the current league numbers by applying the financial and economic controls set by MLSZ. At the same time, we will examine the effects of possible changes to the competition (e.g. play-offs, changing the number of drop out teams) from both economic and sports perspective, and if the impact analyses justify, we will intervene. In order to increase the number of spectators for amateur matches, we will coordinate the amateur and professional competition systems.

A key aspect is to promote that the development of young players remain stable beyond the academy age groups, too. Based on the experiences of the past years, it is difficult to achieve results in this area with regulators in the professional competition system. Opposite to this, the Federation will focus on increasing the efficiency of youth development, while the inclusion of young people will be achieved by further developing financial and other incentives.

In order to ensure more sustainable and efficient operation of the clubs, we will broaden the leadership competencies with training and workshops. The MLSZ will initiate regular forum with the NB I owners to coordinate values and directions. The Federation will support the clubs in spreading digitalization, sustainable technologies and club management philosophies.

In the field of refereeing, the goal remains to ensure European standards for professionals, while in amateur refereeing the priority task is to maintain the number of referees and even to increase it in some regions. This can be achieved by improving the moral and financial rewards granted to referees, achieving special legal protection to prevent atrocities against referees, providing legal assistance, introducing new types of cooperation and training formats, and further tightening the rules on changing match dates.

TARGETS FOR 2025-2030:

- Investigating the optimization of the competition system from a sports professional and economic perspective
- Encouraging the participation of young and domestic players
- Promoting talent management through the competition system
- Promoting sustainable, modern club operations
- Ensuring European-level refereeing and increasing the number of referees

6. INFRASTRUCTURE AND STADIUM SECURITY

IMPORTANCE OF THE FIELD

The availability of modern pitches, locker rooms and other facilities increases the popularity of football among both young people and adults. Appropriate training conditions contribute to keeping young talents in the sport, to good quality training work, and to ensure an increase in the number of football fans. The availability of modern and safe stadiums is a fundamental condition for increasing the level and number of spectators.

RESULTS OF THE PAST PERIOD (2010-2024)

Regarding the infrastructural condition of the Hungarian football the past 15 years was a success story. The developments were implemented within the framework of state and MLSZ programmes, as well as through individual investments by sports organisations. MLSZ launched development programs whose beneficiaries included not only sports organisations, but local governments and educational institutions, too. Approximately 1,500 pitches were built, 900 of which in the framework of the National Pitch Construction Programme (OPP) which primarily serves the needs of youth and mass sports, and more than 3,600 pitches and locker rooms were renovated. This brought the facility conditions of grassroots football up to the regional level.

The infrastructural conditions of professional football has improved above the European average, all over the country 25 modern stadiums were built with lighting and fully covered grandstands, usable both during winter and summer. In addition to playing a significant role in increasing the number of spectators, the new stadiums also serve as community places through their rentable VIP, skybox and event areas, and expand the clubs' revenue making capabilities.

The Puskás Arena, which can accommodate 65,000 spectators, was inaugurated in 2019. In addition to

being the home of the national team, it also serves as the venue for numerous prominent Hungarian and international sports and cultural events. It hosted some matches of the 2020 European Championship, the Europa League final in 2023, and in 2026 the final of the most prestigious European club tournament, the Champions League, will be held here. In order to ensure the smooth preparation and regeneration of the national teams, the Telki Training Centre was modernized.

It can be said today that the extensive phase of the infrastructural development of Hungarian football is realized, and in most places all the facilities are available, where fans who want can happily visit for sporting with their families. Today, deficiencies can mainly be found in the areas of futsal and grassroots, and in some of the country's more disadvantaged settlements. In order to have an accurate picture about them, we have prepared an infrastructure cadastre.

STRATEGIC TARGETS FOR 2025-2030

We have to achieve by 2030 that the basic football infrastructure be available in a sustainable manner to the masses, to youth development and professional clubs throughout the country. On the one hand, this requires reduction of the territorial inequalities that have developed in different places, adjusting the infrastructural lag of disadvantaged settlements, and on the other

hand, it is now time to start renovating the pitches, locker rooms and sports complexes built over the past one and a half decade. The necessary programs have already been launched (OPP renovation program, Sports Complex Renovation Program 3.0, BM tartan pitch construction) and they will be available to the players in the future. The development resources will be distributed transparently.

Besides that futsal is an enjoyable and spectacular sport in itself, it is a major help in developing the playing skills of large-field footballers, and it also offers an opportunity for keeping those players in the sport who have given up football. The domestic development of futsal is one of the priority areas of the next strategic period, for which we will improve the futsal infrastructure and build work halls. Phase III of the development of the Telki Training Centre will be implemented with the installation of solar panels and the construction of a multifunctional warehouse near the pitch. In order to give better service to the national teams, we will develop the potentials of the Telki Training Centre, and the plans include the purchase of the most modern physiotherapy equipment (laser, magnet, cold-hot therapy, oxygen therapy).

The pursuit of sustainability, in line with the international trends, is central element of the 2025-2030 strategic period. This also appears in infrastructural developments, and MLSZ is launching programs to

support green and sustainable investments. In this way, the Federation helps to reduce the environmental impacts, to promote conscious mobility and to use renewable energy, which will also have a beneficial effect on the future management of the clubs. We continue the building modernization for sustainability purposes In the MLSZ headquarters and at the Telki Training Centre, we continue the modernization of the buildings for sustainability purposes.

The disturbances experienced on the grandstands of the stadiums pose a serious challenge for MLSZ. In order to identify and exclude troublemakers, we will introduce biometric personal identification and the technical infrastructure of facial recognition, if the conditions are available, which is already allowed by the latest changes to the sports law.

TARGETS FOR 2025-2030:

- The basic good quality football infrastructure is available to everybody
- Reduction of infrastructural differences
- Reconstruction of pitches and sport fields
- Construction of futsal work halls
- Support of developments promoting sustainability

7. PROFESSIONAL TRAINING, SPORTS MEDICAL CARE AND SPORTS SCIENCE, AND DIGITALIZATION

IMPORTANCE OF THE FIELD

Providing professionals with up-to-date knowledge, who can motivate players and set humane example is one of the most important conditions for the development of Hungarian football. The professional performance of the coaches affects not only the success of the teams but also the mass attracting capabilities of leisure sports.

The aim of sports health care is to protect the health of athletes and to ensure the most complete and rapid recovery in the case of injury. The examinations make possible to identify health conditions that hinder optimal sports performance. In addition to sports health care, sports science includes all specific methodologies and expertise that support football players to reach their maximum performance.

The use of digital decision-making and management support tools helps to increase international competitiveness. Central communication and control of professional criteria can also be implemented through digital systems. Digitalization can also help the leaders of the Federation and the clubs to make commercial, marketing and strategic decisions.

RESULTS OF THE PAST PERIOD (2010-2024)

In order to develop the coaching staff, MLSZ has systematically improved its coaching training courses. In addition to maintaining and updating the traditional training courses, UEFA PRO, A and B, new courses have been developed and introduced (goalkeeping coach, UEFA C, UEFA Youth B), besides the training system prescribed by UEFA. Part of the courses specifically focus on the U6-U16 age groups, which are considered of key importance for the future of football. Since 2010, the number of diplomas issued as a result of the new courses has more than tripled, up to nearly 15,000. Besides this MLSZ also offers modern curriculum for both professional and academic club managers, as well as for amateur club managers. Despite all this, the quality of the sport's human resources (owners, sports managers, and coaches) has not improved as planned, and professionalization is slower than desired.

In contemporary football, the achievement of international success requires multi-disciplinary and scientifically founded sports health care and performance development background. Recognizing this, MLSZ prepared a methodological manual for sports professionals working at clubs to assist in organizing physiological and health examinations, introduced the health visa, and developed a licensing system for team doctors, masseurs, and physiotherapists. Sports scientific measurements of the physical condition of

athletes have been launched, but their quality needs to be further improved and the scope of use of the measurement results needs to be expanded.

We have made a number of developments in the field of digitalization, replacing paper-based regulations with a unified IT system, and we have created a video training archive. MLSZ database contains data on 64,000 football and 15,000 futsal matches annually, as well as data of 300,000 players, referees and assistants. MLSZ ranked in the top of the UEFA IT development assessment survey, ranking in the top third of the European federations.

STRATEGIC TARGETS FOR 2025-2030

In the coming period, it is necessary to further increase the number of professionals holding grassroots sessions, for which we will simplify the participation conditions, and rationalize and develop the curriculum. In the case of higher-level licenses (UEFA Pro and A), the coach staff is already available, here we will mainly organize smaller, more in-depth courses that are suitable for sharing the best methodologies and modernizing knowledge through discussing practical experiences. In order to ensure a uniform educational standard, we are launching "training of trainers" courses. We are striving for closer cooperation with higher education institutions offering sports-related training, standardizing the curriculum and available licenses, thereby increasing

the efficiency of the system and avoiding duplications. In addition to coaching training, great emphasis is placed on the training of other professionals involved in football, especially sports managers and owners, thus facilitating the necessary change of attitude.

Regarding the physical condition of players, the primary goal should always be to protect their health, followed by maximization of performance. Both aims require more accurate, regularly produced health and sports science data under standard conditions, the analysis of which will open up new opportunities according to our expectations. Since besides their clubs the most talented players also play in the national team, the protection and proper development of their physical condition also requires the effective sharing of data between the clubs and MLSZ, and the fulfilment of this is a requirement towards each club.

In order to solve the increased need for digitalization due to the development of information and communication technology, sustainability aspects, including environment protection and problems that have increasingly surfaced in the field of sports medical examinations in the past years, MLSZ intends to implement comprehensive developments in the field of sports health care, the aim of which is to significantly reduce the pressure on the sports medical network and to ensure that the sports medical licenses issued would be based on the actually completed sports medical examinations.

According to our vision, the full digitalization of MLSZ will take place in the 2025-2030-period. We will operate an integrated sports professional database, fan system and competition administration that meets the requirements of the 21st century and which covers all national teams and clubs, enabling data-based decision-making, also relying on the possibilities offered by artificial intelligence.

MLSZ will operate as a sports scientific, innovation and digital centre that is at the forefront in all of these areas and informs clubs about leading international trends.

TARGETS FOR 2025-2030:

- Protecting players' health and maximizing their performance
- Generating, sharing, and analysing health and sports scientific data
- Developing and streamlining grassroots curriculum
- Updating the knowledge of experienced professionals
- Close cooperation with sports-related higher education institutions
- Full digitalization, data-based decision-making

8. INTERNATIONAL RELATIONS

IMPORTANCE OF THE FIELD

The achieved high-level presence in international football bodies offers an opportunity for MLSZ to influence decisions and regulations affecting football, as well as to organize high-prestige events. Strong relationships established with football federations of other countries facilitate the exchanges of experiences and the recognition of international best practices.

RESULTS OF THE PAST PERIOD (2010-2024)

The sports diplomatic positions of Hungary strengthened between 2010 and 2024. The efforts made to develop Hungarian football were also recognized by international federations, which was reflected in the positions held by domestic leaders and professionals in FIFA and UEFA bodies, as well as in the opportunities to organize prestigious football events.

Dr. Sándor Csányi, the President of the Hungarian Football Federation, is the Vice-President of FIFA. MLSZ has a financial committee member in FIFA, two committee vice-presidents in UEFA, and other ten committee members. It also has eight members in the match control, four members in the refereeing, and one each in the sports professional, event management and security sections. The Groupama Arena hosted the Women's Champions League final (2019), and after the opening of the Puskás Arena, which is also suitable for organizing the most prestigious events, the European Super Cup final (2020), some matches of the European Championship (2021), and the Europa League final (2023) were also held in Budapest.

Based on the feedbacks, the event organizing ability of the Federation has also won the approval of sports leaders and fans around the world, thus Puskás Arena

will host the most closely watched European cup series, the Champions League final in 2026. In addition to adult sports events, our country also hosted numerous international U17 and U19 mini-tournaments, as well as UEFA and FIFA events during this period.

Between 2020 and 2024, MLSZ also undertook to organize sports events that could not have been organized elsewhere due to political or epidemiological reasons. Since 2020, we have hosted nearly a hundred official matches for third-country national teams and club teams. As a highlight, the 2020 European Super Cup final was also held in the Puskás Arena. With its proactive approach and efficient processes related to all these events, the Hungarian Football Federation has increased its international reputation in the field of event organization, which contributes to winning the right to organize further outstanding events.

MLSZ takes part in the M8 cooperation, which encompasses the national football federations of eight countries (Austria, Czech Republic, Poland, Liechtenstein, Hungary, Slovakia, Germany and Switzerland), and has bilateral agreements with the federations of several emerging nations, such as Uzbekistan, Liberia, Mongolia, and Serbia and other countries in the Balkan region.

STRATEGIC TARGETS FOR 2025-2030

Hungary aims at to maintain its influence in sports diplomacy over the next five years, after the expiration of the current mandates, and even increase it with the planned expansion of UEFA and FIFA. The hosting experiences of recent years, as well as the renewed domestic football infrastructure, make our country well suited for bidding to host new outstanding international sporting events. These matches are followed by hundreds of millions of people worldwide, which on the one hand offers a significant advertising value for our country, and on the other hand, helps attract new generations and children to the world of football.

It is already known that several key international events will be held in Hungary in the 2025-2030 strategic period. In addition to the Champions League final to be held in the Puskás Arena in the spring of 2026, the FIFA Legal Conference and the UEFA Security Conference will be held in our country, as well as the UEFA U-19 Women's European Championship final in 2027.

In addition to the above, MLSZ is proactively applying at the FIFA and UEFA representations for hosting sports diplomatic events in Hungary, of which a key objective is to host further large-field youth European and/or World Cup finals after 2026, and we are also

making an attempt to obtain the right to host an adult futsal tournament.

The aim is to expand cooperation between nations with football associations from other countries, also outside Europe. We actively participate in the UEFA Grow program aimed at the international development of football, we continue the M8 cooperation, and we assume a mentoring role towards developing member countries.

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TARGETS FOR 2025-2030:

- Keeping international sport diplomatic positions
- Organizing prominent international football and sports diplomatic events

9. MARKETING, RELATIONS WITH SUPPORTERS AND COMMUNICATION

IMPORTANCE OF THE FIELD

The central element of professional football is the fan, and professional football's task is to satisfy their needs. Everything must be done for serving the fans. An active fan basis motivates players to perform better and offers economic opportunities for the clubs. In professional football the role of sponsors is indispensable today, the resources provided by them grant the economic basis for the operation of professional clubs. The well-structured communication shapes the image of football, creating a social environment favourable for the development of football.

RESULTS OF THE PAST PERIOD (2010-2024)

The past decade and a half has been successful in terms of addressing and activating fans. The number of media appearances has also increased in women and men's football, as well as in futsal. The Hungarian national team's viewing is outstanding on international level, and based on the 2022/2023 Euro qualifiers and Nations League matches, the average audience of the Puskás Arena was among the five highest in Europe. The number of fans visiting NB I matches has increased by 44% since 2010. The increase in the number of viewers shows, on the one hand, the passion of the Hungarian society for football, and on the other hand, it is also a feedback on the work done.

We have introduced digital ticket selling and we have significantly pushed back the disorderly conducts of the fans, and the new stadiums welcome fans in an inviting environment. Going to a match now offers a spectacular, complex experience even beyond game time, and the image of the national team, the NB I and the Hungarian Cup has been rebuilt. The MLSZ Fans Club, which provides fans with various information and is able to address them directly, was launched, and in 2024 it already had approximately 230,000 members. In order to serve and retain fans and increase match-day revenues, MLSZ provided active professional support to the clubs. Hungarian football has now become a much more attractive product for television and

economic stakeholders than in the previous decades, which in addition to the higher TV royalties is shown by the fact that many large domestic companies have joined football as sponsors.

By modernizing the federation's website and creating social media channels (Facebook, Instagram, YouTube, X), MLSZ can communicate the content and opinions it wishes to convey directly free from distortions.



No. of Facebook followers:
192,000 persons



No. of Instagram followers:
188,000 persons



No. of YouTube subscribers:
74,000 persons



No. of X subscribers:
95,000 persons

STRATEGIC TARGETS FOR 2025-2030

In accordance with the traditions, football will remain the most popular sport in Hungary in the next strategic period, too. In addition to maintaining the high level of interest in the national team, the aim is to continue the trend and increase the number of spectators of the clubs.

One of the key factors is the modern digital presence and the provision of a technology that makes possible the promotion of the national team's matches, and the simple and safe ticket purchases. At the same time, we will create for the users a unified, new MLSZ Supporters Club platform with a number of innovative features, which offers an opportunity to strengthen fan relationships. In order to reach the spectators it is important that the clubs perform active marketing activities.

Although the exclusionary and abusive expressions are typical only of a small group of fans, they still result in international matches held behind closed doors, they scare off children and families, and thus produce material and moral damage to Hungarian football. It should be stated again that racism and fear-mongering behaviour have no place in football, and keeping troublemakers away from football pitches is in our common interest. The only acceptable stand against hooliganism and discrimination is zero tolerance.

Our aim is to increase the circle of sponsors and to further strengthen sponsorship relationships, and we have to further exploit the sponsorship opportunities inherent in the MLSZ competition series (NB I, Hungarian Cup, NB II, women's NB I, futsal). In order to create more valuable and attractive products, we are building separate, strong brands for each championship and cup. In order to ensure a uniform appearance, MLSZ is preparing an image manual. In order to win and retain the trust of supporters, it is important that the Hungarian Football Federation be classified as an organization that operates effectively and transparently.

In the field of communication, the aim is for MLSZ to be able to convey its position to the public as effectively as possible. The most important tools for this are its own social media channels, which transfer information directly in digital form. The mass base of followers of these channels has been successfully increased in the recent period, and the strategic goal now is to utilize the existing and new platforms and to distribute posts, videos, graphics, and images that are compatible with the MLSZ content guidelines. However, further pro-activity is also needed, as the active cooperation of media partners is also required in the secondary communication of messages.

The Hungarian Football Federation is one of Europe's earliest founded football organizations with the richest traditions, and will celebrate its 125th anniversary in 2026. The 1000th match of the Hungarian national team will also take place in the next strategic period. Both are important, internationally outstanding events that the MLSZ intends to celebrate in a worthy manner. The celebration will take place simultaneously in the traditional space and on digital platforms, thus highlighting that the Hungarian football can only be truly successful if it is characterized by tradition and state-of-the-art operation at the same time.

TARGETS FOR 2025-2030:

- Football will remain the most popular sport in Hungary
- Improving fan service and modernization of digital platforms
- Zero tolerance for fear-inducing, discriminatory fan behaviour
- Increasing the sponsor base and of own revenues
- Appropriate celebration of 125th anniversary of MLSZ and of the 1000th match of the national team

10. FINANCING

IMPORTANCE OF THE FIELD

The fundamental condition for the achievement of the goals set out in the strategy is the availability of the necessary financial funds. For the balanced and continuous development of football, it is important that resources get to the players of the sport through a transparent, efficient and sustainable financing system.

RESULTS OF THE PAST PERIOD (2010-2024)

The TAO spectator team sports support system was launched in 2011, providing significant funds to overcome the decades-long lag in the domestic football infrastructure and to cover the operating costs of youth training. The stadium constructions were primarily carried out within the framework of government investments.

The financial possibilities of professional clubs were improved by the fact that MLSZ sold the available property rights (broadcasting royalties, central sponsorship contracts) on much more favourable terms than before, and that several large domestic companies (e.g. OTP Bank, MOL, MVM, Szerencsejáték Zrt.) have joined Hungarian football as rich in capital sponsors. The introduction of simplified general public burden sharing in sport is also a serious financial help for both the Federation and the clubs. The reduction of competition costs by 90% by MLSZ also made the life of amateur sports organizations significantly easier.

Compared to 2010 the average revenue of NB I teams has increased sevenfold, now exceeding 10 million euros, which ranks high among the countries of the region, ahead of Poland and the Czech Republic, although clubs in Austria have on the average almost

double the revenue of their Hungarian counterparts. Financially stable centres have been established in youth development, too and a productivity system has been introduced to recognize high quality educational work. As a result of the improvement of the financial situation of the clubs, the youth and amateur football have been revitalized, what is clearly demonstrated by the significant increase of the number of competition licenses and registered players since 2010.

We have to face a lot of problems and risks in the current economic environment, too. Regarding the sources of professional clubs, the revenues from the sales of players represent the lowest proportion in international regional comparison, while personnel expenses (including player and staff salaries) represent the highest proportion of expenses. The clubs are spending less resources than would be ideal on marketing activities, and on maximizing their market-based revenues. In football, the spectator team sport support has partially displaced the former classic income sources (municipal and business supports, sponsorships). Overall, it can be said that the financial position of the sport has stabilized, but for sustainability, clubs need to rely more on their „classic” sources of income.

STRATEGIC TARGETS FOR 2025-2030

In the 2025-2030 strategic period, MLSZ plans to maintain the TAO support system and the funds from state subsidies for youth development at nominal value. However, the real value of these funds is expected to decrease. The MLSZ previously declared several times the importance of financial sustainability, which will become a priority in the 2025-2030 period, since the clubs and MLSZ can only cover the eventual increase of expenses with unchanged subsidies, if the value of other revenues increases. The realization of additional funds from the market may provide greater room for manoeuvre in the management of MLSZ and the clubs, which requires a proactive approach.

The plans include maintaining at the current high level all programs and measures launched by the Hungarian Football Federation after 2010 (fee reduction for amateur teams, Bozsik program, talent centres and district centres system, development of women's football). We will further increase the remunerations of amateur referees. We plan to ensure on the current high level the preparation and competition of the national teams (adult and youth national teams in all disciplines).

Nevertheless, in order to keep the value of the expenses significant additional resources are needed, which MLSZ can only cover from increased revenues. Revenue growth can mainly be achieved by the national team as a result of sponsorship, fan ticket and webshop revenue increase.

Over the next five years the financing of development expenses and investments at the 2020-2024 level requires approximately HUF 50 billion in resources. In order to meet the development goals, MLSZ is mobilizing HUF 20 billion from its own reserves. The aim in the next five-year period is to renew amateur sports facilities and to build and renovate grounds (small playing fields with artificial turf and tartan), i.e. MLSZ is focusing investment resources on amateur and recreational football and futsal. Another key goal is to encourage investments aimed at sustainability that, on the one hand, help clubs manage their finances more efficiently and, on the other hand, meet current environmental expectations.

The overall revenue structure of the NB I teams corresponds in most respects to the average proportions experienced in the countries of the region, however, there is a significant lag in terms of player sales. Among the championships in the region, player sales revenue is the lowest in our country, and the Hungar-

ian championship is the only one with a negative net transfer balance. In order to increase transfer revenues, it is necessary to improve the efficiency of youth development at the clubs and a well-considered player policy is needed, and MLSZ will continue to provide the clubs with all the assistance they need in the future. The clubs' financial opportunities can also be improved by making full use of the incentives for the participation of young players. Regional benchmark data show that increasing the number of spectators and the UEFA allocations related to successful international appearances can represent additional revenue potential for the domestic clubs.

In regional comparison, the proportion of personnel expenses is exceptionally high in the expenditure structure. In order to ensure sustainable operation, MLSZ will monitor the clubs' finances more closely within the framework of financial monitoring.

Since in amateur and youth football approximately 90% of the revenues come from spectator team sport support and from state funds, a decrease in them would fundamentally question the sustainability of the current system. On the other hand, these sports organizations can also calculate with expanding revenues only, if they make efforts to increase the classic sources of revenues (municipal governments,

local entrepreneurs, membership fees). To this end, MLSZ provides professional guidance and ensures the availability of best domestic and international practices.

The strict control of the effective use of the subsidies coordinated by MLSZ is the basic condition for these amounts to provide real assistance in achieving the strategic development plans of Hungarian football. Accordingly, MLSZ will continue to pay special attention to the control of the proper use of the funds in the future. MLSZ will sanction clubs that manage their subsidies irregularly or inefficiently, and will redirect the funds approved for them to clubs that operate regularly and effectively.

TARGETS FOR 2025-2030:

- Increase in sponsorship and commercial revenues of MLSZ and the clubs
- Performance-based financing of youth development centres
- Development of the basic infrastructure of amateur football and financing its renovation
- Increasing transfer revenues at clubs based on more effective youth development
- Supporting the inclusion of young, domestic players with financial incentives
- Supporting economic and environmental sustainability in football

REVENUES OF HUNGARIAN FOOTBALL (2025-2030)

HUF MILLION (ROUNDED TO 100MHUF)	2025	2026	2027	2028	2029	2030
Market revenues of clubs	46 500	49 100	51 900	54 900	58 100	61 400
Central revenues of clubs	19 700	19 700	19 700	19 700	19 700	19 700
TAO revenues of clubs	33 000	33 000	33 000	33 000	33 000	33 000
Direct state support to clubs	16 400	16 400	16 400	16 400	16 400	16 400
TOTAL	115 600	118 200	121 000	124 000	127 200	130 500

PLANNED REVENUES AND EXPENDITURES OF MLSZ – 2025-2030 (DATA IN MILLION HUNGARIAN FORINT)

REVENUES	
5 YEARS AGGREGATE	
Sponsorship and royalty income	16 000
Clubs (fees)	16 500
Revenues from fans	16 500
UEFA and FIFA operating incomes	18 000
State support for operation	63 500
TAO support for operation	52 500
Use of reserves	3 000
Other	15 000
Ordinary incomes	201 000
5 YEARS AGGREGATE	
TAO development sources	11 000
Own share of beneficiaries	4 000
UEFA and FIFA project supports	5 500
State support for development	7 637
Use of reserves	21 364
Development sources	49 500

EXPENDITURES	
5 YEARS AGGREGATE	
Amateur and youth football	120 300
Adult national team	30 400
Professional football	13 000
Operating expenditures	32 300
Expenditures of basic activity	196 000
5 YEARS AGGREGATE	
Sport infrastructural developments	44 500
Green investment program	5 000
Development expenditures	49 500

10. SUSTAINABILITY AND SOCIAL RESPONSIBILITY

IMPORTANCE OF THE FIELD

Responsible organizations ensure their long-term success by contributing to the well-being and sustainability of the society, too. Sustainability enables us to meet the needs of the present generations without endangering the ability of future generations to meet their own needs.

In addition to the classic corporate social responsibility (CSR¹) goals, the Hungarian Football Federation also pays special attention to sustainability. The Federation is thus committed to ensuring that its own operations, the events it organizes, and the Hungarian football in the broader sense become more sustainable, embedded in a cycle economy, and developed in accordance with positive health, psychosocial, and inclusive aspects, based on ESG² pillars.

¹ Corporate Social Responsibility

² Environment, Social, Governance, which includes the concepts of environment, or nature, society and management/leadership

RESULTS OF THE PAST PERIOD (2010-2024)

In 2023, in line with UEFA's sustainability goals, MLSZ created its own sustainability strategy and action plan until 2025, with visions until 2030. The three pillars of the sustainability strategy are environmental, social and governance aspects, which include ten focus areas.

According to the environmental pillar, in the case of infrastructural developments, in addition to providing modern sports facilities for the athletes and the spectators, it is an important aspect to strengthen environmental aspects. To this end, we have provided more than four billion Forints of support for renewable energy and energy-efficient investments during the past five years. MLSZ is monitoring the environmental footprint of its own operations, and it has been systematically measuring and re-measuring its energy consumption, water consumption, traffic load and waste management since 2023. We make efforts for increasing the use of renewable energy and for the improvement of energy efficiency. Thanks to the cooperation with Budapesti Közlekedési Zrt. access to national team matches in the Puskás Arena is now possible by frequent public transport. When organizing sports events, MLSZ strives to apply the UEFA Sustainable Event Management Framework, from waste collection to the digital ticketing system.

In line with its social responsibility and inclusivity goals, the Federation supports the sport of disadvantaged and disabled people, and organizes various programs for veteran footballers or for those in need, and actively takes actions against exclusion, negative discrimination and racism. In order to support the closing-up settlements we are organizing targeted programs such as the Alternative Football Program for Small Communities (KALAP), we have joined the Emerging Settlements Program, and we build tartan pitches in cooperation with the Ministry of the Interior in a number of disadvantaged micro-regions. We support summer camps for disadvantaged children, sports for people with disabilities, and we cooperate with the Hungarian Charity Service of the Order of Malta and numerous foundations, including Oltalom SE, with the aim of improving the physical and mental health of those with limited mobility and those in need. We pay special attention to the health and well-being of the athletes and of the society, to which we draw attention through regular health tests and the UEFA "Coaches for Health" and "Heart Day" well-being and health campaigns. In 2022, we launched a program to regularly support elderly, former national team and first-class footballers and coaches in difficult situations and to ensure their adequate living conditions. MLSZ does not tolerate inciting hatred and racism. The Federation's values of fair play and transparency can be seen in its organizational operations, and publicly

available documents are published on the transparent use of financial resources. The management of MLSZ is committed to conducting ethical and fair business practices and to curbing abuses and fraud in the sport.

STRATEGIC TARGETS FOR 2025-2030

MLSZ is also placing great emphasis on enforcing sustainability aspects in the strategic period of 2025-2030. During its decision-making, it always examines environmental and social impacts and develops an action plan to achieve the goals set out in the sustainability strategy.

We will continue the programs aimed at reducing the environmental impacts of Hungarian football, and we will establish an independent fund for the support of renewable energy production and energy-efficient infrastructure operation. When developing infrastructure development programs (BM pitch constructions, renovations), we also take into account environmental and energy-efficiency aspects, which also promote cost-effectiveness and economic sustainability. We are using environmental friendly solutions in the operation of our Federation, and we pay great attention to the environmental impacts of the events we organize. By significantly reducing the environmental damage resulting from our operations, we want to serve as positive example for the players in the sport, and

we initiate a dialogue with all stakeholders in order to promote sustainability.

Both in the course of its regular and occasional programs the Federation pays special attention to the responsible operation and to groups being in special situations and in need of help. The main goal is to make football accessible to the disabled or disadvantaged population in any part of the country, which can create the opportunity for social integration.

MLSZ maintains its efforts, on which it has placed great emphasis in recent years. One of them is the Football Assistance Foundation established by MLSZ, which gives help to people in need in the domestic football due to social, health or other reasons and it operates as a support program for elderly footballers. KALAP program will continue, and we cooperate with the Hungarian Charity Service of the Order of Malta and with Oltalom S.E.

Parallel with its own activities, MLSZ monitors the social responsibility actions of the different social organizations and also joins several global campaigns (e.g. World Heart Day, UNICEF cooperation), which are included among its future goals. MLSZ's position on racism and discrimination remains consistently zero tolerance.

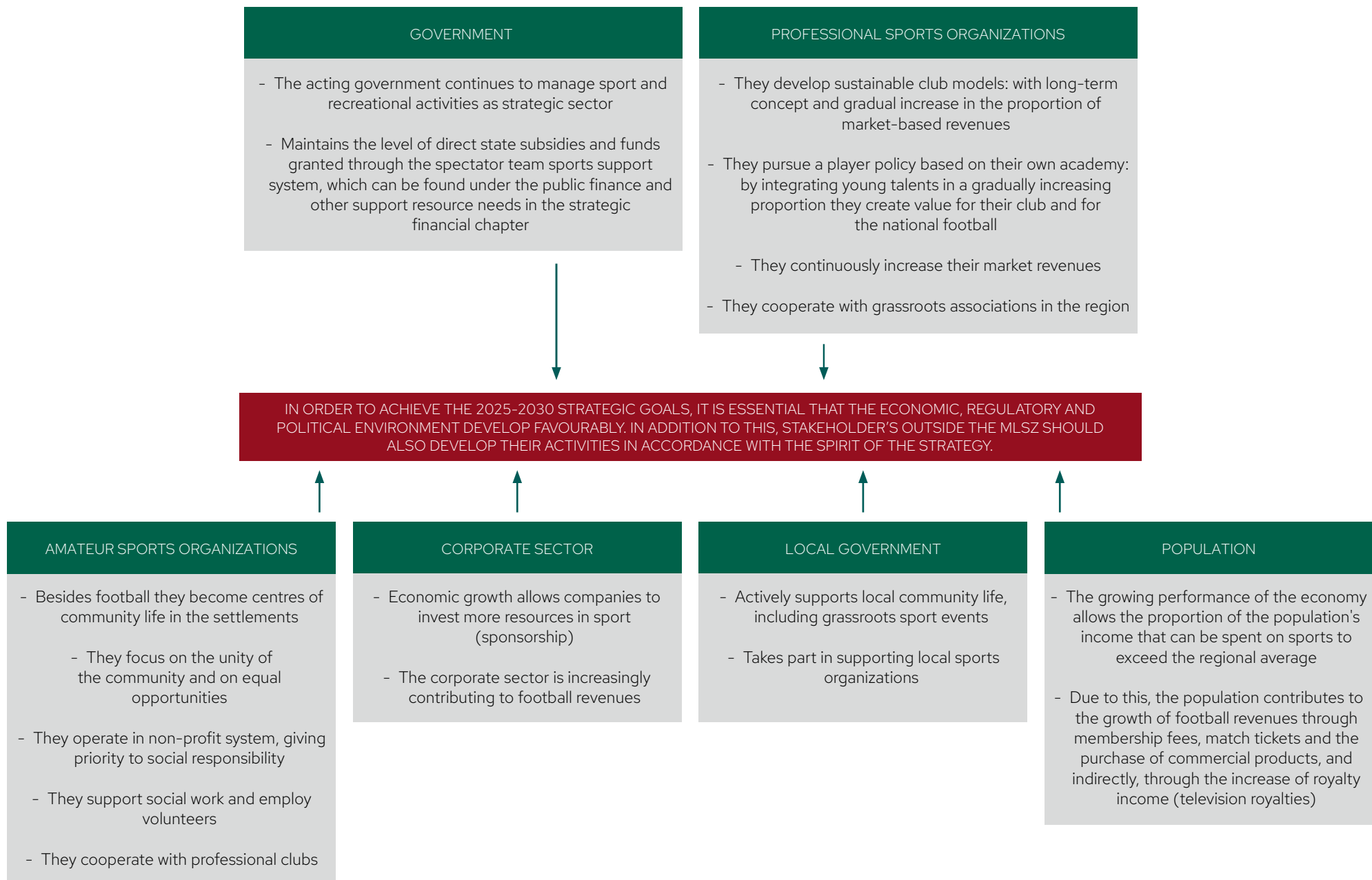
In addition to efforts outside the organization, the Federation also encourages its own employees to take on social responsibility and to maintain their physical and mental health.

TARGETS FOR 2025-2030:

- Giving priority to sustainability aspects during operation and infrastructure development
- Promoting social integration through football
- Zero tolerance to all forms of discrimination

VI. External preconditions of the implementation of the strategy

In order to achieve the 2025-2030 strategic goals, it is essential that the economic, regulatory and political environment develop favourably. In addition to this, stakeholder's outside the MLSZ should also develop their activities in accordance with the spirit of the strategy. Below we present the external factors and prerequisites for the successful implementation of the strategy:





VII. Annexes



KEY OBJECTIVES AND INDICATORS WITHIN THE SCOPE OF MLSZ

CATEGORY	INDICATOR	Base period (2010-2024) Base date: end of 2024	Target period (2025-2030) Target date: end of 2029
POPULARITY	Number of registered footballers (thś persons)	302	302
	Number of national team fan club members (the persons)	230	300
	Average number of NB I spectators	4 300	5 200
COMPETITIVENESS	Play of men's senior national team	3 x EC participation	min. 2 x WC and/or EC participation
	Men's senior national team's play in the Nations League	C, B and then A Division	min. B Division
	Play of men's youth national teams	- U17: 3 x EC participation, 1 x WC participation - U19: 1 x EC participation, 1 x WC participation	U17, U19 and U21 national teams among the 27 best European national teams
	Women's senior national team in the ranking of European countries	26	26
	Play of women's youth national teams	U17 dropped out and then returned to the European A league; U19 dropped out of the A league	U17-U19 national teams play in the European A league

STRATEGIC GOALS FOR THE 2025-30 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, developing elite youth	Women's football	Futsal	Competition system, refereeing	Infrastructure and stadium security	Professional training, sports health, sports science and digitalization	International relations	Marketing, communication and fans	Financing	Sustainability and social responsibility
Football is the number one sport in Hungary	Competitiveness of Hungarian football is improving	Social acceptance of women's football is improving	More complete utilization of synergies between futsal and large-field football	Examining the optimization of the competition system from a sports and economic perspective	The good condition basic football infrastructure is available to everybody	Protecting players' health and maximizing their performance	Maintaining international sports diplomacy positions	Football will remain the most popular sport of Hungary	Increase in sponsorship and commercial revenues of HFF and the clubs	Promoting the sustainability aspect in operation and infrastructure development
Football is for everybody	Our country belongs to the upper third of the UEFA rank	Massification	More accentuated presence of futsal in the training of large-field footballers	Encouraging the participation of young and domestic players	Reduction of infrastructural differences	Generating, sharing, and analyzing health and sports scientific data	Organization of major international football and sports diplomacy events	Development of services offered to fans and modernization of digital platforms	Performance-based financing of youth development centers	Promoting social intergration through football
Maintaining the mass basis	The efficiency of elite youth training system is improving	Training quality is improving	Development of futsal competition system	Promoting talent management through the competition system, too	Renovation of fields and sports sites	Development and rationalization of grassroots curriculum		Zero tolerance to fear inducing and discriminative fan behaviour	Development of the basic infrastructure of amateur football and financing of its renovation	Zero tolerance towards all forms of discrimination
Development of school football, training of teachers	The physical training of young age groups is internationally competitive	International competitiveness	Development of futsal infrastructure	Supporting sustainable and modern club operations	Construction of futsal work halls	Updating the knowledge of experienced professionals		Expanding the circle of sponsors and increasing own revenues	Increasing transfer revenues at clubs based on more effective youth development	
Supporting the Bozsik-programme			Extending the productivity system to futsal clubs	Ensuring high-level refereeing in line with international standards, expanding the referee pool	Supporting of developments promoting sustainability	Close cooperation with sports-specialized higher education institutions		Expanding sponsorship circle, increasing own revenues	Supporting the play of young and domestic players with financial incentives	
						Full digitalization and data-based decision making		Worthy celebration of the 125th anniversary of MLSZ and the 1000th match of the national team	Supporting of economic and environmental sustainability in football	

STRATEGIC ACTIONS FOR THE 2025-30 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, developing elite youth	Women's football	Futsal	Competition system, refereeing	Infrastructure and stadium security	Professional training, sports health, sports science and digitalization	International relations	Marketing, communication and fans	Financing	Sustainability and social responsibility
Operating a competition and support system that prioritizes experiences against result-orientation, so that the most possible children get into football by the age of 10	Coaches working in the lower sections of the Academies and Talent centers take part in new UEFA courses.	Making the full vertical of youth development compete	Development of regional futsal championships and futsal tournaments (especially in the U9-U15 age groups)	Impact assessment of possible changes to competition management and intervention if justified	Preferential plans specifically aiming at the adjustment of regional inequalities which developed in some places	Development of MOK application and of uniform methodologies on the basis of smaller participation number and longer period practice- oriented educational principles in case of high level licences	Maintaining international sports diplomacy activity and representation and its possible expansion with the growing of FIFA	Preparation of a unified MLSZ image manual, development of a marketing concept, conducting brand reviews and ensuring legal protection of MLSZ trademarks	Maintaining Financial Fair Play and financial monitoring system at professional clubs	The Federation regularly publishes its sustainability report, encouraging sport clubs to reduce their own footprint and promote their positive social impact.
Involving teachers, secondary school and university students into sport organization and conducting programmes promoting football, providing publications, books and lectures on all levels of the education system	The audit, rating and mentoring of the established four-level (A-B-C-D) club structure is continuing, and MLSZ is enhancing its own role in the Academies by cooperating with the NSÜ (National Sports Agency).	Continuous mentoring and auditing of prominent training centers	Further development of coach training and "futsal days" in large-field coach training	Improving owner competence through training and workshops	Application of a data-based decision-making federal support system (facility cadastre) based on club rating for the assessment of investment needs and renovations	Re-involvement of experienced age group, organization of workshops for their reintegration, establishment of close contact with students between course days and after training	Establishing close relations with UEFA member associations, M8 cooperation	Launching brand and image building projects for competition series	Maintenance and development, simplification and higher level digitalization of support systems	MLSZ pays special attention to environmental aspects and provides dedicated financing funds for energy-efficient operation and modernization
Making the rules for amateur championships more flexible and developing new competition notices in order to keep as many municipalities, clubs and players as possible in the "bloodstream" of football	Conducting standard technical and physical measurements for academic and talent center age groups, submitting results to MLSZ.	Reform of the competition system, organization of regional championships in order to retain and increase staff, and promote upward mobility	Involvement of talent centers and regional centers in the winter futsal tournament series, development of an incentive point system	Complete digitalization of competition organization and refereeing in IFA systems	Support of maintenance cost reducing investments (e.g. renewable energy)	Reorganization of grassroots training by abolishing practical admission requirements, quantitative upgrading of curriculum with hybrid education system	Active participation in UEFA Grow program	Exploiting additional sponsorship opportunities related to women's, futsal and other competition series	Fine tuning of support systems and increase of the performance-based support ratio	In addition to the clubs and sports associations, the Federation initiates actions to reduce its own environmental impact and the negative environmental impacts of its events, and supports initiatives that promote a healthy and active lifestyle

STRATEGIC ACTIONS FOR THE 2025-30 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, developing elite youth	Women's football	Futsal	Competition system, refereeing	Infrastructure and stadium security	Professional training, sports health, sports science and digitalization	International relations	Marketing, communication and fans	Financing	Sustainability and social responsibility
Launching communication workshops for parents in the youth development clubs in order to establish productive cooperation and contact between the parties	Developing a talent database by creating a Scouting section besides data-based analysis across multiple platforms		Development of institutional programme	Popularizing refereeing and developing referee training and increasing its esteem. Operating a talent mentor program, expanding the use of the VAR system	The Federation delegates the centrally managed infrastructure programs (field construction programs) to the clubs	Development of a systematically structured internal training system ("training of trainers"), uniform methodology, development of MLSZ curriculum within the UEFA framework	Taking mentor role and knowledge transfer for the closing-up and regional member countries	Increasing MLSZ's own revenues with new business opportunities in the online and offline space, expanding monetization	Gradual replacement of central resources with own revenues, taking into account the regional benchmark	By offering the experience of football through its partners MLSZ conducts equal opportunity programs in the backward regions, or focuses on the infrastructural development of the backward regions
Taking measures to strengthen the safety and reputation of referees and organizers. Maintaining consistent and strict sanctions against those who violate competition, sponsorship and ethical rules. Compiling code of ethics for the participants of football	Renewal of the incentive system aiming at the increase of playing time of talented young domestic players		Development of a productivity and incentive system between large-field and futsal	Further reduction of serious referee errors and encouraging the international participation of male and female futsal referees, developing a referee career model	Establishing the substantive and methodological implementation of the personal identification conditions provided for by the Sports Act in the areas of electronic ticket sales and biometric personal identification	Protection of young players, maintenance of health institutional relations for the examination and treatment of injuries, establishment of a permanent physiotherapy and treatment room in Telki, equipped with modernized equipment	Maintaining tendering activity for the organization of international sports and diplomatic events	Improving the quality of fan service and match experience at the Federation's events.	Examination of the introduction of federal central purchasing with the aim of establishing a certified supplier system	With the help of its partners the Federation also maintains access to sports for people with limited mobility and disabilities, ensuring obstacle-free accessibility to the infrastructure
	Optimization of the elite youth development and reduction of the number of stakeholders		Introduction and development of programmes supporting analytical and background work		Training of the organizer, assistant and security management staff within the framework of the basic-additional- special training system in order to provide safe and cultured service to spectators	Deliberate use of medical visa, efficient flow of medical information regarding loading data, injury register and various standardized survey results with regard to injury register and different standardized test results		Introduction of CRM-SSO system and data-based decision-making, operating a uniform Fan Club, launching applications that enhance the fan experience and a content strategy that focuses on interactions	Compliance with the Code of Ethics, maintaining the rigour of financial controls	Supports footballers who are in a medically and/or socially disadvantaged situation and provides benefits to former players and national team captains

STRATEGIC ACTIONS FOR THE 2025-30 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, developing elite youth	Women's football	Futsal	Competition system, refereeing	Infrastructure and stadium security	Professional training, sports health, sports science and digitalization	International relations	Marketing, communication and fans	Financing	Sustainability and social responsibility
	Expanding the selection program from U12 nationwide and connecting pre-academies and academies to the system		Providing professional and financial conditions for women's and girls' futsal teams		Support for sports organizations with safety methodological publications, especially for establishing the identity of violators regarding on-site exclusions	Assessment of sports healthcare opportunities of talent centers, protection of players and performance enhancements		Introduction of digital ticketing system for the reduction of misuses with the involvement of the "ticket resale" platform ensuring the reliable secondary market sales of tickets sold by the Federation	Mapping and introduction of the development of an accreditation system for TAO contributors	The Federation maintains its transparent operation, with a traceable and regular use of financial resources and is committed to full compliance with external and internal rules
			More efficient involvement of county directorates in the foundations of futsal			Conducting data conscious and standardized survey on academy and talent center levels under the control of the Federation and data supply of the relevant data between the clubs (TC) and the Federation, which can even serve as the basis for an individual development plan				
						The Federation is acting as an innovation hub, creates a sports science database and supports clubs with special publications and conferences, and promotes the dissemination of trends and innovations				

STRATEGIC ACTIONS FOR THE 2025-30 PERIOD

Grassroots: leisure time and competitive amateur football	Professional football, developing elite youth	Women's football	Futsal	Competition system, refereeing	Infrastructure and stadium security	Professional training, sports health, sports science and digitalization	International relations	Marketing, communication and fans	Financing	Sustainability and social responsibility
						With the introduction of Integrated Football Application 2.0, the Federation will provide full, multi-module sports professional background support, as well as the development of Nucleus to become the Federation's integrated data warehouse for organizing sports professional data				
						Extending the operation of the video and data analysis system to additional competition systems, organizing workshops for professional club managers, development of data analysis training				
						Strengthening cybersecurity by conducting specific audits, launching a program for external backup of data ensuring business continuity				
						Implementation of digitalization supporting data-based decision-making system, mapping the opportunities offered by artificial intelligence on analytical and stadium security systems				

STRATEGIC INDICATORS FOR THE 2025-30 PERIOD		INDICATOR FACT (2024)	INDICATOR PLAN (2030)
Grassroots: leisure time and competitive amateur football	Number of children registered in Bozsik Institutional (kindergardens, elementary schools) Program	146 000	146 000
	Number of players playing in alternative championships	950	2 000
	Number of players registered in the MLSZ administrative system in the 5+1 championship	1 400	1 400
	Number of sports managers who finished amateur club manager training	700	1 000
	Number of clubs participating in parent club communication workshop	-	300
	Number of secondary school students participating in the 'Game Master 16+' training program	-	1 000
	Number of university students participating in the program aimed at developing the coaching/leadership competence of university students	-	1 000
	Number of regional center manager training courses in Telki	-	10
	Number of coaches who learnt the Grassroots Basic training model	-	5 000
	Number of people involved in national grassroots survey	-	5 000
	Number of new development directions developed on the basis of national grassroots surveys	-	3
Professional football, developing elite youth	Accreditation of talent centers	28	28
	Number of control staff	12	23
	Number of annual club evaluating reports	120	120
	Number of institutional relationships	56	100
	Number of registered players	302 000	302 000
	Number of children licensed to compete in the Bozsik Club Program	50 000	50 000
	Number of formal, professional collaborations of grassroots clubs with all educational institutions	3 600	3 600
	The adult men's national team will qualify for at least this many world competitions (World Cup, European Championship) during the five-year strategic period	2	2
	Expected ranking of the adult men's national team based on the FIFA world rankings, taking into account only UEFA member countries	20	20
	The adult men's national team will compete in at least this division in the UEFA Nations League	B	B
	Expected UEFA ranking of the men's UP national teams (U17, U19, U21)	27	27
	Number of partnership agreements between professional clubs and Talent Centers or Grassroots Clubs	120	120
	Number of mentors responsible for cooperation with pre-academies	-	3
	Number of players participating in the academy and pre-academy selection program above U12	-	200
	Number of children participating in U13-U14 selection events	100 - 100	500 - 500
	Number of training courses held by club development	20	20
	Number of manuals published	2	3
	Number of international matches organized by club development	10	50

STRATEGIC INDICATORS FOR THE 2025-30 PERIOD		INDICATOR FACT (2024)	INDICATOR PLAN (2030)
Women's football	Number of licensed female footballers	13 100	16 000
	Number of teams in the women's national competition system	288	400
	Number of teams in the U10-U12 league	100	200
	Number of female coaches with UEFA Pro, A, B and UEFA C licenses	85	186
	The minimum ranking of women's U19 national team	> 28	28
	The minimum ranking of women's U17 national team	28	28
	Expected ranking of the senior women's national team based on the FIFA world rankings, taking into account only UEFA member countries	26	26
Futsal	Number of matches broadcast on national television channels	6	15
	Average number of spectators of home organized official matches of the Hungarian national team (men, women and youth)	154	800
	Number of days of training of men's and women's youth national teams	25	35
	Number of players with a female futsal competition license	2 900	3 400
	Number of teams participating in the women's youth championship and winter tournament series	105	122
	Position of the male adult futsal national team according to UEFA rankings	20	18
	Number of futsal players with futsal competition license in the U7-U13 age group	16 200	19 000
Competition system, refereeing	Number of players with competition licence	190 000	190 000
	Number of teams (sports organization)	1 800	1 800
	Total number of amateur referees and assistants	2 400	2 700
	Number of persons with VAR qualification	39	48
	Number of professional referees	10	11
	The maximum number of serious referee mistakes (per seasons) in NBI	14	13
	Number of UEFA invitations for refereeing	287	290
Infrastructure and stadium security	Specific support amount for amateur and sustainability investments until 2030	-	15 BHUF
	Number of completed pitch/changing room constructions until the end of the period	1 500	1 700
	Number of completed pitch/changing room renovations until the end of the period	3 600	5 000
	Number of newly built Futsal work halls	-	7
	Maintaining a dedicated financial fund for civil guard organizations to ensure the safe organization of county sports events (annually)	20 MHUF	20 MHUF
	Number of professional clubs with a security manager having a specialized higher education (event organizer sports security) degree	18	28
	The role of on-site exclusion in keeping offenders away from matches in relation to national team and cup matches	50%	50%
	Minimum number of annual further training/workshop for technical and security professionals	2	2

STRATEGIC INDICATORS FOR THE 2025-30 PERIOD		INDICATOR FACT (2024)	INDICATOR PLAN (2030)
Professional training, sports health, sports science and digitalization	Number of graduated sports directors	38	58
	Number of graduated academy directors	46	66
	Number of graduated amateur sports organizers	1 292	1 500
	Number of graduated technical managers	192	288
	Number of Elite Youth B coaching qualifications obtained	138	198
	Number of obtained basic MLSZ Grassroots coaching qualification	2 148	8 750
	Training of instructors (classroom environment) - number of days	-	20
	Training of club development and Grassroots class - number of days	-	20
	Training of professionals of Pre-academies and Talent Centers - number of days	-	40
	Training of operational and professional managers of regional centers - number of days	-	20
	Training of Grassroots coaches - number of days	-	20
	Number of sports management conferences	1	7
	Number of sports expos	-	2
	Number of sports director workshops	-	6
	Number of Academy Director workshops	-	6
	Number of students completed UEFA Fitness A and B training (total including retraining)	-	130
	Number of students completed university coaching training	145	645
	Number of students completed UEFA Futsal A course		40
	Number of conferences involving Pre-academy age groups	-	1
	Number of fitness/sports scientific conferences with international lecturers	-	1
	Fitness/sports scientific conferences with domestic lecturers or webinar	-	1
	Number of people with data analyst qualifications	20	50
	Number of integrated source systems in Nucleus data warehouse	5	8
	Number of exploiting interfaces in Nucleus data warehouse	4	11
	Number of registered users of Nucleus web interface	5	30
International relations	Number of major international sporting events held	5	3
	Number of UEFA and FIFA positions	11	13

STRATEGIC INDICATORS FOR THE 2025-30 PERIOD		INDICATOR FACT (2024)	INDICATOR PLAN (2030)
Marketing, communication and fans	Involvement of new sponsors	2	4
	Number of main sponsors	4	5
	Development of new business opportunities, number of monetized products/services	-	2
	Number of MLSZ sales partners	-	2
	Number of annual brand reviews conducted by MLSZ	-	1
	MLSZ Facebook following	192 000	200 000
	MLSZ Instagram following	188 000	250 000
	MLSZ YouTube following	73 400	250 000
	MLSZ X following	91 000	110 000
	Monthly republication activity of main communication channels, the min. number of takeover (pcs)	100	100
	Number of MLSZ persons prepared for responsible communication	24	50
	Number of deeper, timeless content produced by MLSZ annually	8	16
	Fan Club, number of individual visitors being regular content consumers	-	100 000
	Number of MLSZ Fan Club members	230 000	300 000
	Average number of visitors of men's NB I matches	4 300	5 200
Financing	Value of subsidies provided by the MLSZ to clubs per year (in nominal value)	42 BHUF	42 BHUF
	Minimum equity requirement for NB I clubs	300 MHUF	300 MHUF
	Minimum equity requirement for NB II clubs	100 MHUF	100 MHUF
	Ratio of matchday and commercial revenues within total revenues in NB I	21%	23%
	NB I average net transfer balance	< 0	> 0
	Max. ratio of irregular use of total controlled subsidies	3,8%	3,5%
	Ratio of closed subsidy controls (all seasons)	64%	70%
	Min. number of checking of on-site sports development program	120	120
Sustainability and social responsibility	Minimum amount of green investment program during the whole period	-	5 BHUF
	Number of implemented sustainability campaigns	-	5

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	DVSC FUTBALL ZRT.		DIÓSGYŐR FC KFT.		ETO FUTBALL SPORTSZERVEZŐ ÉS SZOLGÁLTATÓ KFT.		FEHÉRVÁR F.C. KFT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 3	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 4	(2025/26 – 2029/30): 2
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
* Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25): 32	(2025/26 – 2029/30): 25	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 12	(2020/21 – 2024/25): -	(2025/26 – 2029/30): -	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 2
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 69%	(2025/26 – 2029/30): 70%	(2020/21 – 2024/25): 62%	(2025/26 – 2029/30): 60%	(2020/21 – 2024/25): 73%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 59%	(2025/26 – 2029/30): 60%
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 10%	(2025/26 – 2029/30): 12%	(2020/21 – 2024/25): 8%	(2025/26 – 2029/30): 18%	(2020/21 – 2024/25): 14%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 3%	(2025/26 – 2029/30): 10%
Average number of spectators - stadium occupancy	4 955 24%	5 500 27%	5 817 42%	7 000 50%	3 643 -	- -	2 984 21%	2 829 20%
** Export of players to TOP 5 league	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 2	(2025/26 – 2029/30): 2
** Players exported to TOP 5 B and other foreign championships	(2020/21 – 2024/25): 6	(2025/26 – 2029/30): 8	(2020/21 – 2024/25): 4	(2025/26 – 2029/30): 5	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): --	(2020/21 – 2024/25): 16	(2025/26 – 2029/30): 10
Productivity rank	2024/25: 10	2029/30: 6	2024/25: 7	2029/30: 5	2024/25: 1	2024/25: -	2024/25: 11	2029/30: 10

* Home-grown/Club grown player: who had been registered for at least 3 years under the age of 21 in the given sports organization.

** Number of footballers whose last sports organization before the transfer was the above-mentioned club or its academy/sports organization giving players to the mandatory youth teams and who transferred to the mentioned foreign countries.

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	FTC LABDARÚGÓ ZRT.		KECSKEMÉTI TE 1911 KFT.		MTK BUDAPEST ZRT.		NYÍREGYHÁZA SPARTACUS FC KFT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 5	(2025/26 – 2029/30): 5	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	It is NOT our strategic goal to set this	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 5	(2025/26 – 2029/30): 4	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	It is NOT our strategic goal to set this	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
*Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25):	(2025/26 – 2029/30):	(2020/21 – 2024/25): 6	(2025/26 – 2029/30): 6	(2020/21 – 2024/25): -	It is the strategy of MTK Budapest to have at least 50% of home-grown players in the adult squad	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 4
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 26%	(2025/26 – 2029/30): 30%	(2020/21 – 2024/25): 98%	(2025/26 – 2029/30): 98%	(2020/21 – 2024/25): 76%	MTK Budapest's strategy is to maximize the number of foreign players in the adult squad (6 people), and to take on at least 75% domestic playing minute	(2020/21 – 2024/25): 96%	(2025/26 – 2029/30): 70%
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 2%	(2025/26 – 2029/30): 5%	(2020/21 – 2024/25): 6%	(2025/26 – 2029/30): 15%	(2020/21 – 2024/25): 14%	According to the strategy of MTK Budapest the high number of U23 playing minutes should reach permanently the strategic target of 50%	(2020/21 – 2024/25): 10%	(2025/26 – 2029/30): 15%
Average number of spectators - stadium occupancy	9 942 45%	13 226 60%	2 989 71%	3 150 75%	2 712 54%	3 500-4 000 65-75%	5 594 69%	3 500 30%
**Export of players to TOP 5 league	(2020/21 – 2024/25): 4	(2025/26 – 2029/30):	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	For MTK Budapest, the strategic goal today is to sell to the TOP 8 leagues, and also to sign a player to a league from which he has a better chance of signing to a TOP 5 league than in the Hungarian league	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 3
** Players exported to TOP 5 B and other foreign championships	(2020/21 – 2024/25): 15	(2025/26 – 2029/30):	(2020/21 – 2024/25): 2	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 7	It is not a strategic goal of MTK Budapest to transfer players to the youth departments of other clubs	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 6
Productivity rank	2024/25: 8	2024/25:	2024/25: 32	2024/25: -	2029/30: 3	2029/30: 1-3	2024/25: 15	2029/30: 10

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	ÚJPEST 1885 FUTBALL KFT.		PAKSI FC KFT.		PUSKÁS FC KFT.		ZTE FC ZRT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 3	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 4	(2025/26 – 2029/30): 4	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 1
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
*Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 15	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 8	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 10	(2020/21 – 2024/25): 12	(2025/26 – 2029/30): 10
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 38%	(2025/26 – 2029/30): 50%	(2020/21 – 2024/25): 100%	(2025/26 – 2029/30): 100%	(2020/21 – 2024/25): 43%	(2025/26 – 2029/30): 50%	(2020/21 – 2024/25): 65%	(2025/26 – 2029/30): 65%
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 5%	(2025/26 – 2029/30): 25%	(2020/21 – 2024/25): 7%	(2025/26 – 2029/30): 0%	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 20%	(2020/21 – 2024/25): 8%	(2025/26 – 2029/30): 12%
Average number of spectators - stadium occupancy	6 876 54%	8 000 fő 70%	2 569 55%	2 600 56%	1 558 41%	1 526 40%	2 500 22%	3 000 27%
**Export of players to TOP 5 league	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1
** Players exported to TOP 5 B and other foreign championships	(2020/21 – 2024/25): 12	(2025/26 – 2029/30): 20	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 5	(2025/26 – 2029/30): 5	(2020/21 – 2024/25): 6	(2025/26 – 2029/30): 5
Productivity rank	2024/25: 16	2029/30: 3	2024/25: 14	2029/30: 14	2024/25: 2	2029/30: 1	2024/25: 18	2029/30: 15

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	FC CSÁKVÁR KFT.		F.C. AJKA KFT.		BÉKÉSCSABA 1912 ELŐRE FUTBALL ZRT.		BUDAFOKI MTE LABDARÚGÓ KFT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
* Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25):	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 2	(2025/26 – 2029/30): 2	(2020/21 – 2024/25):	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 5
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 99%	(2025/26 – 2029/30): 99%	(2020/21 – 2024/25): 100%	(2025/26 – 2029/30): 100%	(2020/21 – 2024/25): 97%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 99%	(2025/26 – 2029/30): 100%
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 19%	(2025/26 – 2029/30): 23%	(2020/21 – 2024/25): 10%	(2025/26 – 2029/30): 20%	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 25%
Average number of spectators - stadium occupancy		30%	1 100 36%	1 500 50%	970 39%	- -	30%	70%
** Export of players to TOP 5 league	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1
** Export of players to TOP 5 B and other top foreign championships	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1-3
Productivity ranking	2024/25: 96	2024/25: -	2024/25: 117	2029/30: 100	2024/25: 17	2024/25: -	2024/25: 79	2024/25: 50

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	BVSC LABDARÚGÓ NONPROFIT KFT.		GYIRMÓT FC KFT.		HONVÉD FC KFT.		VÁRDA LABDARÚGÓ KFT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 1	(2025/26 – 2029/30): 2
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
* Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 20	(2020/21 – 2024/25): 3	(2025/26 – 2029/30): 10	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 4	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 8
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 96%	(2025/26 – 2029/30): 95%	(2020/21 – 2024/25): 96%	(2025/26 – 2029/30): 100%	(2020/21 – 2024/25): 79%	(2025/26 – 2029/30): 75%	(2020/21 – 2024/25): 36%	(2025/26 – 2029/30): 55%
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 20%	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 40%	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 20%	(2020/21 – 2024/25): 6%	(2025/26 – 2029/30): 12%
Average number of spectators - stadium occupancy	275 14%	500 25%	900 20%	1 500 30%	1 943 24%	4 000 50%	1 107 37%	2 545 85%
** Export of players to TOP 5 league	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1
** Export of players to TOP 5 B and other top foreign championships	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 3	(2025/26 – 2029/30): 3	(2020/21 – 2024/25): 2	(2025/26 – 2029/30): 3
Productivity ranking	2024/25: 114	2029/30: 75	2024/25: 23	2024/25: 15	2024/25: 6	2029/30: 2	2024/25: 13	2029/30: 8

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	GOLD-SPORT KFT.		KBSC LABDARÚGÓ KFT.		MEZŐKÖVESD ZSÓRY FC KFT.		SOROKSÁR SC KFT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -
* Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 11	(2020/21 – 2024/25):	(2025/26 – 2029/30): -	(2020/21 – 2024/25):	(2025/26 – 2029/30): -	(2020/21 – 2024/25):	(2025/26 – 2029/30): -
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 100%	(2025/26 – 2029/30): 100%	(2020/21 – 2024/25): 97%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 57%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 97%	(2025/26 – 2029/30): -
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 20%	(2020/21 – 2024/25): 15%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 5%	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 16%	(2025/26 – 2029/30): -
Average number of spectators - stadium occupancy	711 71%	800 80%	655 61%	- -	950 23%	- -	478 -	- -
** Export of players to TOP 5 league	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -
** Export of players to TOP 5 B and other top foreign championships	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 2	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 3	(2025/26 – 2029/30): -	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): -
Productivity ranking	2024/25: 58	2029/30: 38	2024/25: 41	2024/25: -	2024/25: 39	2024/25: -	2024/25: 65	2024/25: -

INDIVIDUAL GOALS SET BY CLUBS FOR THE 2025-30 PERIOD

	SZEGED 2011 KFT.		ST. LŐRINC KFT.		TSC LABDARÚGÓ KFT.		VASAS FUTBALL CLUB KFT.	
	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS	2021-2025 FACT DATA	2025-2030 CLUB TARGETS
Participations at UEFA Club Tournaments (Qualifiers)	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26-2029-30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
Participations at UEFA Club Tournament group stage	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0
* Number of home-grown players playing in the club's senior team	(2020/21 – 2024/25): 7	(2025/26 – 2029/30): 7	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 5	(2020/21 – 2024/25): -	(2025/26 – 2029/30): 2-3 fő/szezon
Average minutes of play of home players in percentage	(2020/21 – 2024/25): 99%	(2025/26 – 2029/30): 98%	(2020/21 – 2024/25): 99%	(2025/26 – 2029/30): 100%	(2020/21 – 2024/25): 100%	(2025/26 – 2029/30): 90%	(2020/21 – 2024/25): 100%	(2025/26 – 2029/30): 100%
Minutes of play of young Hungarian players in percentage	(2020/21 – 2024/25): 11%	(2025/26 – 2029/30): 10%	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 20%	(2020/21 – 2024/25): 12%	(2025/26 – 2029/30): 15%	(2020/21 – 2024/25): 10%	(2025/26 – 2029/30): 30%
Average number of spectators - stadium occupancy	958 12%	4 068 50%	600 59%	- -	1 162 23%	1 500 30%	1 600 32%	2 000 40%
** Export of players to TOP 5 league	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1
** Export of players to TOP 5 B and other top foreign championships	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 1	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 0	(2025/26 – 2029/30): 0	(2020/21 – 2024/25): 2	(2025/26 – 2029/30): 2
Productivity ranking	2024/25: 31	2029/30: 15	2024/25: 104	2029/30: 80	2024/25: 37	2029/30: 35	2024/25: 9	2029/30: 1-5

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