

**EBU**

OPERATING EUROVISION AND EURORADIO

# CREATING COMMUNITIES THE BENEFITS OF EBU MEMBERSHIP





## **EBU, OPERATING EUROVISION AND EURORADIO**

### **OUR MISSION: TO MAKE PUBLIC SERVICE MEDIA INDISPENSABLE**

The EBU is the world's foremost alliance of public service media organizations, with Members in 56 countries in Europe and beyond.

The EBU's mission is to defend the interests of public service media and to promote their indispensable contribution to modern society. The EBU is a world-renowned benchmark of media industry knowledge and expertise, particularly in broadcast technology and innovation, training, research and European media law.

The EBU operates EUROVISION and EURORADIO.

EUROVISION is the name under which the EBU produces and distributes top-quality live sport and news, as well as entertainment, culture and music content. Through EUROVISION, the EBU provides broadcasters with on-site facilities and services for major world events in news, sport and culture.

EURORADIO is the name under which the EBU enhances and promotes public service radio to ensure that it remains a key protagonist in a multimedia world. This is achieved through the exchange of music, professional networking and the active promotion of digital and hybrid radio.

The EUROVISION and EURORADIO broadcasting network, which combines satellite and fibre, is the largest and most reliable in the world directly plugged in to public service media everywhere.

[www.ebu.ch](http://www.ebu.ch) and [www.eurovision.com](http://www.eurovision.com)

# A SOLID ALLIANCE

The European Broadcasting Union (EBU) is a uniquely powerful association whose mission it is to safeguard the indispensable role that public service media (PSM) play in our lives.

As a valued Member, you belong to the most influential media community in the world.

Evolving technologies, media convergence, editorial independence and delivering inspirational content are among our common challenges – challenges being met and mastered.

The digital age raises the expectations of media consumers, just as it raises the level of the services that we provide. Our goal is to help you make important savings yet still provide audiences with outstanding, multiplatform service.

Our common, binding values distinguish us in the digital age. We serve society, not shareholders and profits.

Our commitment wins us international affection and respect. It is a position of rare privilege that we strive to deserve and will never take for granted.

**Jean-Paul Philippot**  
EBU President



Few organizations can boast 74 Members in 56 countries that speak with one voice. The great majority of us have backgrounds in public service broadcasting.

We are drawn from more than 40 nationalities. We communicate in over 25 languages. We are technicians, journalists, engineers, lawyers and support staff whose experience mirrors your own.

The expertise we embody, the technical standards we pursue, the content we coordinate and exchange – everything is guided by our mission to make public service media indispensable.

We work for you, our Members. You work for the public, your audiences. Our success is dependent on yours.

This is why our Members are an integral element of our governance structure, to ensure their needs are correctly identified and the right services are provided in response.

We embody the principle that "the whole is greater than the sum of its parts", assisting and representing Members, collectively and individually, in as many ways as are necessary.

This brochure is a declaration of our commitment.

**Ingrid Deltenre**  
EBU Director General





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What follows in these pages is a guide to the many services we provide to our Members.

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# PROVIDING EXCLUSIVE CONTENT:

Good quality content is the lifeblood of public service media.

Our Members have a duty to deliver excellent, compelling, multiplatform content that informs, educates and entertains.

Through rights acquisition, networking events, thematic projects and content exchanges, we place diverse programming and fresh, creative thinking at the fingertips of EBU Members.

By providing easy access to the sport, music, news and entertainment programming our Members need, we help them to better serve their audiences.

# SPORT: WE KNOW OUR RIGHTS



June 2012 - Women's 4x100 relay, Helsinki 2012 European Athletics Championships (AFP)

Sport is about performance. The same competitive instinct leads our sports rights negotiations, which we carry out exclusively for the Members that want them.

Many sports federations want maximum exposure through simple, streamlined agreements - our speciality.

As the centralized rights portfolio holder, we save Members the labour-intensive legal work, and simplify access to must-have rights. This reduces costs and saves time.

## WHY COLLECTIVE RIGHTS NEGOTIATION MAKES SENSE

- Members only pay for the rights they need. Our sports rights sales team makes sure we exploit the unwanted rights they do not require, so that nothing goes to waste.
- A more appealing offer to rights owners seeking the widest possible reach and coverage
- Unrivalled industry know-how coupled with long-established relationships
- Collateral benefits, such as influence over scheduling, so that specific events are held at broadcast-friendly times
- We bundle a full range of services for federations, making EUROVISION an attractive partner in all areas of operation.



**EBU Sports Rights Portfolio in full:****Football**

- 2014 FIFA World Cup Brazil™
- 2018 FIFA World Cup Russia™
- 2022 FIFA World Cup Qatar™
- EUROPEAN QUALIFIERS (qualifying matches for: UEFA EURO 2016™ and
- 2018 FIFA World Cup Russia™
- FIFA Other Events 2011–2014
- FIFA Club World Cup Japan 2012™

**Paralympics**

- Sochi 2014 Paralympic Games
- Rio 2016 Paralympic Games

**Summer Sports****Athletics**

- IAAF 2014–2017
- EAA 2013–2015
- EAA 2011–2015 ex Europe

**Cycling**

- ASO/Tour de France 2012–2015
- Vuelta 2012–2015
- Amstel Gold Race 2013–2016
- Tour des Flandres 2013–2016
- Vattenfall Hamburg 2012–2015
- San Sebastián 2013–2016
- Dauphiné 2013–2015

**Swimming**

- FFN Open Paris 2012
- LEN 2013–2016
- LEN 2017–2018
- FINA 2010–2013

**Equestrian**

- FEI 2011–2014

**Rowing**

- FISA 2013–2016

**Canoeing**

- ICF 2013–2016

**Rally**

- FIA WRC 2012

**Handball**

- IHF 2013 (radio)

**Winter Sports****Skiing**

- FIS 2011–2013 (Alpine & Nordic)
- FIS 2015–2017 (Alpine & Nordic)
- OSV 2011–2017 Austrian Ski
- FIS Ski Flying 2014–2016

**Biathlon**

- IBU 2010–2014

**Skating**

- ISU 2011–2015

**Indoor Sports****Weightlifting**

- EWF 2013–2016

**Gymnastics**

- UEG 2013–2016

**Wrestling**

- FILA 2013–2016

**30** federations  
**120** events  
**500 competition** days  
 a year

"Smart business thinking, new services and our commitment to innovation means we are the partner of choice for many elite sports federations. This approach and our proven experience of production, major event organization and broadcast and broadband distribution means we're present at every stage of the broadcast value chain."

**Stefan Kürten,**  
**EBU**

**YOUR CONTACT**

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# MUSIC: WORKING IN CONCERT



*January 2013 – Vienna Philharmonic Orchestra New Year's Concert*

The EURORADIO Music Exchange gives Members automatic or pay-as-you-go access to the largest music exchange in the world.

It is a vast musical repository, enhanced by exclusive rights to labels, rising stars, and performances from some of the world's elite opera houses.

The system is built on the same principle of reciprocity upon which the EBU was founded.

Members pool thousands of classical or jazz concerts, and then take what they want – at no extra charge, via our satellite network, or deferred via the sound files exchange system.

The Eurosonic partnership is the pop, rock and folk arm of the system – a gateway to modern music and live radio events.

Every major, public, youth-focused music radio station in Europe is part of the Eurosonic community.

Coldplay, Radiohead, Manu Chao and Gossip are among the headline acts recently offered at no extra cost to participating Members.



Photo Credit: Terry Linke

If they wish, Members and Associate Members can further boost their schedules from the user-pay menu:

- EURORADIO Seasons of premium classical and jazz music
- EURORADIO Series
- EURORADIO Summer Festivals – more than 300 concerts from the most sought-after classical summer festivals: Salzburg, Bayreuth, Aix-en-Provence and the Proms
- New York Metropolitan Opera season, from December to May
- Euroclassic Notturmo

And our live online streaming and broadcasts of internationally renowned festivals enable Members to optimize their schedules. This system eliminates production costs that are often too high to bear in isolation.

**4,000** concerts offered  
**450** concert hours taken by each Music Exchange user  
**83** radio stations participating

"The benefits of the EURORADIO Music Exchange are immeasurable – access to the biggest concert hall in the world."

**Friedrich Spangemacher,**  
**SR, Germany**

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### An exclusive partnership with the Vienna Philharmonic Orchestra

We have a distribution agreement with the Vienna Philharmonic Orchestra (VPO) for the TV and radio broadcast rights to a package of three classical concerts that is exclusive to EBU Members. The current agreement runs until 2017.

Since 2008, we have distributed the most watched classical concert on TV, the VPO's New Year's Concert. Most recently, this stunning coproduction was broadcast in 86 countries, including by 42 Members to a combined audience of 50 million people.

The concert package includes:

- The internationally popular New Year's Day concert from the Musikverein concert hall, Vienna.
- The annual Summer Night Schönbrunn concert at the Schlosspark Schönbrunn, Vienna
- A special concert relayed from different international locations

For information contact Head of Television, Bettina Brinkmann, whose contact details appear on page 13.

# NEWS: IT'S MAKE OR BREAK



*British Prime Minister David Cameron, (L) French President Francois Hollande (C) and German Chancellor Angela Merkel (R) chat during a roundtable meeting at the EU Headquarters on December 13, 2012 in Brussels*

The EUROVISION News Exchange is an unrivalled service. It is ideally placed to meet growing audience appetites for frequent updates and live, rolling coverage of breaking news.

The News Exchange offers round-the-clock access to live and edited audiovisual material from Members and partners – world-class broadcasters such as CBS and NHK.

In addition, the Sports News Exchange brings sports coverage from Members, selected production houses and third-party providers.

Members have direct contact with our news editors, who source and arrange material, enabling participants to illustrate the major news stories of the day.

The unique value of the News Exchange lies in its reliability, the spirit of solidarity and the exclusivity of the material shared.

Every year, around 50,000 news items pass through the News Exchange, enhancing Members' coverage of international, cultural and sports stories, as well as issues of regional interest.

This breadth of coverage could never be achieved otherwise.



## SPECIAL EVENTS

We provide special events services anywhere in the world, backed up by our strategically located offices in Beijing, Singapore, Washington DC, New York, Moscow and Rome. We are the partner of choice for the transmission of global events, such as the G8 and G20 conferences, Papal audiences and Kremlin summits.

Our services include the construction of temporary broadcast facilities at major news events; the provision of robust and reliable transmission circuits; camera operators for live injects before relevant backgrounds and workspaces with access to available coverage and editing facilities.

These special event facilities are also leased to non-Members, because third-party revenues help to underwrite the world-class network infrastructure that exists primarily for the Members that control it.

**50,000** news items per year via the News Exchange  
**2,800** hours of live feeds per year via the News Exchange  
**250** Special events per year

## EURORADIO NEWS EXCHANGE

Audio content is freely provided to Members via the EURORADIO News Exchange.

This Exchange is a collection of audio news items from around the globe.

Broadcasters contribute raw or edited material and trawl the database for material uploaded by other Members.

Supplementary content is supplied by our staff producers, both on site and at major events, or via the Geneva news hub.

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"The EUROVISION News Exchange offers BBC News important facilities. The live coverage of breaking news of major events is greatly valued."

**Sarah Ward-Lilley,**  
**BBC, United Kingdom**

## YOUR CONTACT

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# COPRODUCTIONS: MORE FOR LESS



May 2013 – Eurovision Song Contest, Malmö

Fresh, compelling content springs from exploring new ways of seeing things. International networking and content are TV industry musts, so we create ways for Members to share programme ideas and best practices.

We run many forums and creative events, marked by inspiration and expertise, which lead to high-quality coproductions. This way our Members acquire important new programming while making significant cost savings.

Events such as Media Summit, EUROVISION CONNECT, the EUROVISION Creative Forum and Multimedia Meets Radio channel the knowledge, contacts and impetus to turn ideas into programming reality.

And our themed initiatives turn important issues into international movements.

- EUROVISION's Why Poverty? Day, in November 2012, saw 40 EBU Members devote multiplatform programming to poverty throughout the month.
- Launched in 2013, EUROVISION Film Week brings audiences a week of European cinema.
- A raft of projects is planned for the centenary of the outbreak of World War I, in 2014.

Members also have privileged access to a number of established, EBU-owned formats – programmes with a unique look and feel, and a proven record.

The Eurovision Song Contest always captivates audiences around the world, offering Members cost-effective primetime shows with guaranteed mass appeal.



More than 100 million television viewers tuned in for the 2012 semi-finals and grand final of the Eurovision Song Contest making it, once again, the most watched entertainment programme in Europe.

The Song Contest's successful format has been applied to the Junior Eurovision Song Contest, Eurovision Young Musicians and Eurovision Young Dancers.

**40** countries on average in the Eurovision Song Contest  
**20** coproductions achieved per year  
**25** innovative TV formats showcased at creative events

**Flagship coproductions:**

- Eurovision Song Contest
- Junior Eurovision Song Contest
- Eurovision Young Dancers
- Eurovision Young Musicians
- Vienna Philharmonic Orchestra New Year's Concert, Summer Night Concert and Special Concert
- Best of European Opera
- Children's drama and documentary series
- City Folk series
- The King of Mont Ventoux
- Global warming: when methane surfaces

**In development:**

- Tribute to Abba
- European Animation Specials
- Europe Sings!
- Babylon
- CERN/EUROVISION partnership coproduction
- The Team

"Thanks to the EBU we have access to productions from other stations, and meetings that allow us to network with European editorial offices, whose programmes and innovations we would otherwise be unaware of."

**Walter Sucher,**  
**ARD/SWR, Germany**

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# EXPERTISE AND GUIDANCE

Knowledge is power, but it is also protection.

In a fast-changing world, we help public service media prepare for the new challenges they face daily.

Our Members have a direct line to our leading-edge technological, legal, professional and strategic expertise.

In other words, EBU Membership is a passport to the protection that our specialists offer.





# EBU EUROVISION



**EBU**  
OPERATING EUROVISION

MIMO RF CHAIN FOR HD RADIOCAMERAS

FMS

**EBU**



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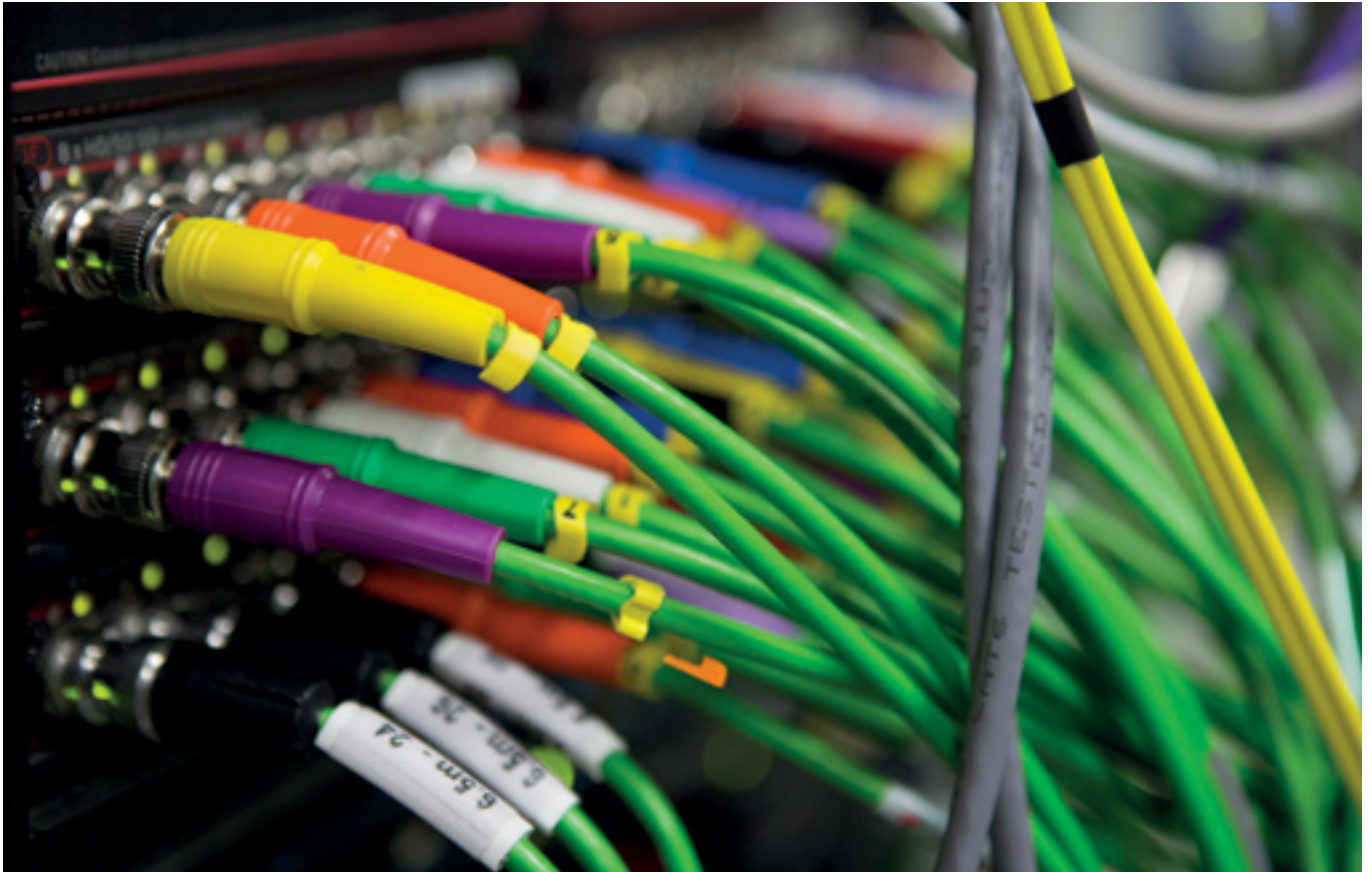
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# MAKING TECHNOLOGY WORK



In a world where platforms, services and devices all compete for audience attention, we give our Members the means to prevail.

Our Technology & Innovation team is world renowned for groundbreaking work on broadcasting technologies and standards.

Much of broadcasting history has been written through the work of the EBU.

Among many achievements, we have shaped global standards for digital television, HDTV and UHDTV. We drove the DVB and DAB digital broadcasting standards, and helped put hybrid television where it is today.

We are proud of our heritage, and determined to continue to lead.

We are home to some of the media industry's foremost thought leaders, whose expertise is keenly sought by journalists and by top broadcasting forums, such as IBC and NAB.

Our award-winning engineers hold leading positions in influential world bodies to ensure that our Members stay high on their agendas. These include, but are not limited to, the Society of Motion Picture & Television Engineers (SMPTE); the International Telecommunications Union (ITU); the European Telecommunications Standards Institute (ETSI); the DVB Project, DigiTAG and Hybrid broadcast broadband TV (HbbTV).

## THE WAY FORWARD

Today we work to reduce Members' costs, maximize their audiences and reach, and enhance the media consumer's experience.

Our programmes focus on the major strategic challenges. Our aim is to keep Members up to speed on technical developments and ensure they are at the cutting edge.

Part of this is in creating ways for Members to interact with manufacturers and operators, through networking platforms and events that ensure public service broadcasters are served by the industry.

Much of our technical work benefits the broadcast industry as a whole, shaping standards and platforms where stakeholders can exchange specialist knowledge.

## OVERCOMING INCOMPATIBILITIES

We offer crucial support in areas such as the transition to fully IT-based production environments or the development and rollout of hybrid TV and radio services.

The Framework for Interoperable Media Service (FIMS) initiative, which won the IBC2012 Judges' Prize, will make it possible to connect programme production equipment from a variety of different manufacturers.

FIMS overcomes the technical incompatibilities that have held back the transition to IT-based workflows, enabling Members to make programmes more economically and efficiently.

## HYBRID TV AND RADIO

Hybrid TV – in which viewers have access to the broadcaster's internet content via the remote – is becoming more important for public service media.

Our Members have delivered internet services for years, but broadband internet-enabled televisions include set-makers' portals or other portals. This fragmentation is in neither the broadcasters' nor the public's interest.

Over **100,000** views of technology videos online  
More than **1,000** participants at annual seminars and workshops  
Representing Members in **30+** international regulatory and standardization bodies

Recognizing this opportunity, the EBU is part of the HbbTV initiative. Services based on the specification have been launched in Germany, France and Spain, and trials are under way in Switzerland and the Netherlands.

In radio, many receivers already have screens. Hybrid radio techniques mean our radio Members can offer an enriched listening experience with the aid of RadioDNS. As Digital Radio gains traction, hybrid techniques will form the cornerstone of our Members' future output.

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*"The EBU has constantly been very helpful and useful to us as we exploit the knowledge and experience of Technology & Innovation. In addition to an excellent level of professionalism and expertise, the team has provided us with close, personalized attention."*

**Pere Vila Fumas,**  
**RTVE, Spain**

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# NAVIGATING THE LEGAL LANDSCAPE



*European Parliament building, Strasbourg*

In a shifting technological, political and regulatory environment, our Members count on us to champion their interests, releasing them to focus on their audiences.

No other legal think tank is better qualified to advise broadcasters. No other legal organization understands public service media better than we do.

Members qualify for legal assistance to implement European law at national level, and to prepare for legislative change.

This includes analysis and support regarding specific legal issues of governance, independence, copyright or constitutional issues.

## HOT TOPICS

### COMPETITION LAW AND STATE AID

Public service media activities, and funding in particular, raise specific and sometimes complex issues under EU competition law.

Our lawyers advise Members on all aspects of EU competition law as it applies to the PSM sector. Notably, we have amassed a wealth of information about the implementation of the State Aid Broadcasting Communication across the EU. This way we provide vital support to our Members in specific State Aid cases, intervening on their behalf where appropriate.

### COPYRIGHT

Audiences expect PSM content to be available and easily accessible across all platforms. However, to allow PSM to play a fundamental role in the new media environment,



**400** contracts drafted per year  
**160** working documents for EBU governing bodies  
**50** pieces of legal advice to individual Members  
**12** key EBU positions drafted

"The EBU Legal Department contributes to international standards, provides advice to Members and assists them in national legislative debates. It is vital for the protection and promotion of PSM and their values."

**Dr Krzysztof Wojciechowski,**  
**TVP/PRT, Poland**

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the current rules on copyright licensing need to be adapted.

Therefore, we are pursuing a proactive role in the EU agenda for copyright reform, by proposing new rules that would allow Members to engage in rights clearances with peak efficiency.

### **MEDIA REGULATION**

Technological and market developments, including convergence and globalization, are changing the behaviour and the expectations of media users and challenging the protection of European values in the media sector. This creates a need to modify and adapt the regulatory framework for the audiovisual media, and also for PSM.

We play a vital role in developing solutions for the media legislative environment of the future.

# YOUR PERSONAL TRAINER



*Journalists and instructor during a Hostile Environment Safety Training (HEST) course*

**EUROVISION ACADEMY** designs on-site workshops and targeted master classes to foster individual talent and meet the business development needs of our Members.

Our customized training portfolios cover topics ranging from Digital Culture & Technologies to News or Brands & Values, in a format that no external training organization can match.

We provide unparalleled Hostile Environment Safety Training for journalists working in warzones and other perilous situations, and leadership training that can be used to turn struggling organizations around.

Our corporate leadership training is tailored to Members' needs and designed to give public media managers cutting-edge tools and understanding.

We enable decision-makers to create a common vision, be more effective managers, and shape a successful future for their organization.

Standing at the heart of the broadcasters' business world, EUROVISION ACADEMY offers Members specialized, custom-built classes to nurture professional values and enable Members to engage, learn and innovate.



**60** events per year  
**27** workshops  
**21** master classes and courses

"The 'How to build a Social Media Strategy for your News' master class changed my thinking and made me want to put the newly acquired knowledge into practice."

**Dace Simanoviča,**  
**Latvia Radio, Latvia**

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 HEAD OF EUROVISION ACADEMY

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### Training favourites:

#### Journalist safety:

- HEST - Hostile Environment Safety Training
- Network & Learn for Security Officers
- Cyber Data Security for Journalists
- Risk Assessment

#### Digital culture & technologies:

- Social Media for Radio/TV Programmes
- Integrated Media Production: Theme visits to EBU Members
- Transmedia Programming

#### News:

- What kind of News does your Audience want?
- Ethical rules & duties in the newsroom
- Public Service News

#### Management:

- Leadership for middle and top management

# INSIDER KNOWLEDGE



Media managers need to build their strategic decision-making on a solid foundation of knowledge, while national broadcasters need to benchmark their services at international level.

Our Media Intelligence Service (MIS) carries out primary research, data collection and detailed analysis, because successful innovation comes from lessons learned and a sense of what lies ahead.

A multidimensional approach, considering political, economic, socio-cultural and technological conditions means MIS can provide Members with value-added

knowledge to support their daily operations and strategic planning.

MIS addresses individual requests for information, produces periodical reports and research dossiers and has developed an online tool to give Members fingertip access to the data they need.

MIS is a reliable point of reference for public service media, whether for television or radio trends, new media developments, market structure and concentration, or public policy issues.





**26** data requests per month  
**26** Members served in first six months  
**9** strategic EBU projects supported

"I contacted MIS about a specific matter concerning kids' viewing behaviour from an international perspective. They supported us with a quick response and relevant links to projects, papers and institutions. Very helpful."

**Tomas Lindhé,**  
**SVT, Sweden**

## YOUR CONTACT

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### Topics covered by the MIS

Among many others, the Media Intelligence Service collects data and carries out analysis in the following fields:

- Public Service Media Funding
- Media Market Structures
- Media Business Models
- Country profiles
- Public Policy for the Media
- Audience measurement and trends
- Technology innovation and development
- Technology diffusion and adoption

# CREATING COMMUNITIES



*December 2012 - presentation during the EBU General Assembly*

Broadcasting is undergoing fundamental changes that will only benefit the public service media (PSM) that understand them.

Media organizations need to keep pace with progress in technology, working practices and the way programmes are produced and distributed. Only then can they make the right decisions about the big questions, such as how best to invest in technology.

Smart, strategic choices enable PSM to deliver the high-quality, multiplatform content that modern audiences - especially young consumers - want.

Through assemblies, specialized gatherings and thematic forums we stimulate important conversations about industry trends, emerging technologies and effective strategies.

Our networking calendar brings together media professionals, thought leaders and decision-makers who share visions, experiences and values.

Nothing beats the galvanizing effect of face-to-face interaction, so we create more than 250 events annually for Members to share best practices, learn from each other and be inspired.

The peer networks that emerge from this approach are where Members find professional support and advice, knowing that practical solutions to new challenges will be found together.



**10,000** attendees per year  
**250** networking events  
**13** EBU assemblies

"News Xchange, the Assemblies and other EBU events are the best way for Members to meet and share ideas. These events strengthen the sense that the EBU is a professional community with common values."

**Asun Gomez-Bueno,**  
**RTVE, Spain**

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### 13 Assemblies

- Sports Assembly (twice a year)
- Legal & Public Affairs Assembly (twice a year)
- Radio Assembly
- TV Assembly
- HR Assembly
- Technical Assembly
- General Assembly (twice a year)
- Finance Assembly
- EUROVISION ACADEMY Assembly
- News Assembly

### Other networking events

- News Xchange
- Media Summit
- Creative Forum
- Connect
- Rose d'Or
- Multimedia Meets Radio
- Digital Radio Conference
- FORECAST
- Digital Radio Summit
- BroadThinking
- Production Technology Seminar

### The EBU is also a valued partner for other organizations:

- Prix Europa
- Prix Italia
- Radio Days Europe
- IBC
- MIP Markets



# A BRIDGE TO BRUSSELS

Our Members need optimal legal frameworks in order to succeed.

In 1993 we opened an office in Brussels to give our Members a permanent presence at the heart of EU policy-making.

Today, our Brussels team works closely with European institutions, decision-makers and our Members, providing valuable input and expertise to make our collective voice heard.

This way, we ensure that the needs of public service media are formative in the EU policies that affect them.



# ADVOCACY IN ACTION



*January 2013 - EBU President Jean-Paul Philippot shakes hands with Neelie Kroes, European Commission Vice-President in charge of the Digital Agenda for Europe, as EBU Director General Ingrid Deltentre looks on.*

The key to being influential in Brussels lies in communicating the compelling truth about public service media and listening to everyone involved in policy-making.

Our European Affairs team is an authoritative and trusted lobbying presence in Brussels, giving Members influence on an international stage.

We ensure that the voice of public service media resonates in the corridors of the European Union through key communication events, authoritative policy papers and face-to-face meetings with decision-makers.

We define our policy positions according to the needs and experience of Members. EBU experts scrutinize EU proposals before exploring the implications of

legislation or policies and advocating frameworks that allow our Members to operate with peak efficiency.

Regular dialogue with key stakeholders in Brussels ensures that our proposed regulatory solutions fit into the wider picture and drive debates in Brussels.

Our approach ensures Members are considered as partners by decision-makers and stakeholders when regulatory and policy changes are made at EU and national levels.

The EBU's collective status gives Members a louder voice at EU level than they would have in isolation.

The EBU also represents Members at national level, for instance if they are threatened by funding cuts or attempts to erode their independence. As a respected international body, the EBU frequently enjoys greater diplomatic weight, which it wields as necessary.



**100** sit-downs with EU policy-makers  
**20** policy hearings attended  
**5** EBU events in Brussels to promote PSM

"The EBU public affairs team is of great help for our EU advocacy activities. They facilitate the adoption of strategic choices by gathering and sharing information on rapidly-evolving policy discussions, and crucially give a common voice to public service media in Brussels."

**Lut Vercruysse,**  
**VRT, Belgium**

## YOUR CONTACT

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 HEAD OF PUBLIC AFFAIRS

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### Brussels focus

**Promoting** the role of PSM within the Digital Agenda for Europe

**Ensuring** sustainable funding for our Members

**Furthering** media independence by upholding media freedom and pluralism

**Maintaining** net neutrality and the open internet for multiplatform offer

**Facilitating** efficient spectrum management policies for media delivery

**Advocating** a modern EU copyright licensing system

**Supporting** and promoting European creative content

# SOLID IN SOLIDARITY



October 2011 – BBC reporter interviews Tunisian voter

Partnership means a relationship based on dialogue and equality – the EBU working with and alongside Members and other partners, rather than a top-down provision of aid.

The EBU Partnership Programme aims to strengthen the cause of public service media in Europe by sharing expertise with selected Members in need of strategic consultancy, lobbying, training or political intercessions.

We provide tailored interventions in partnership with the broadcaster concerned in a spirit of solidarity, often with the support of external bodies.

The EBU Partnership Fund, supported by our commercial services, is used to finance non-routine services and assistance to Members eligible due to limited resources or challenging political circumstances.

We offer scholarships enabling candidates from eligible Members to participate in our courses, which their organizations may not be able to afford.

Funding for these scholarships comes from the EBU and the Open Society Foundation, which also generously finances mentor schemes that twin individual specialists in recipient and donor Members.





**€500,000** of EU funding unlocked  
**100** journalists trained in public service news  
**19** countries where the EPP has assisted

"The EBU Partnership Programme enabled RTCG to better position itself in the media market. We received a framework for our future: programme improvement and the organizational and structural reform of RTCG."

**Rade Vojvodic,**  
**RTCG, Montenegro**

## YOUR CONTACT

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## STRENGTHENING MEMBERS IN EU ACCESSION COUNTRIES

In recognition of the example public service media set for countries seeking to join the European Union, the European Commission has entrusted the EBU with helping to lay essential groundwork.

The EU has released an initial tranche of funding for EPP activities aimed at strengthening PSM in these EU accession countries.

Activities include workshops on investigative journalism – a pressing need in many countries – in cooperation with the Council of Europe and the Vienna-based South East Europe Media Organization.

# THE WORLD'S BIGGEST BROADCASTING NETWORK

Since 1953, we have been building the EUROVISION network to serve the needs of broadcasters and media rights holders.

Today, ours is the most extensive network in the world that is directly connected to broadcasters.

We know the needs of broadcasters better than anyone else, which is why we are the world's leading distributor of premier live sports, news and music.

We have more than 60 years of experience in delivering content reliably and cost-effectively, whatever the event, whatever the media platform.



# FLEXIBLE AND FUTURE-PROOF



*Monitoring the feeds in the International Broadcast Centre, London 2012 Olympic Games*

Ours is the only network that combines satellite and fibre in a dedicated, fully-managed environment.

Throughout the industry, we have a coveted reputation for reliability, underpinned by outstanding staff and a commitment to deploy leading-edge technology as it emerges.

We have more than 60 years' experience in delivering content reliably and cost-effectively, whatever the event, whatever the media platform.

EUROVISION is an industry benchmark and the partner of choice for many of the world's elite sports federations, as listed on the following page.

In other words, our Members control a world-class network that is strengthened by commercial, third-party revenues.

## EVENT PRODUCTION

Our full range of state-of-the-art broadcast services for major sports events includes everything from host broadcasting to the production of daily news coverage, and from highlights packages to long-form programming.

In 2012 we partnered with our Finnish Member YLE as host broadcaster for the EAA European Athletics Championships. We put together a team of more than 150 professional production staff – most of them specialists in athletics – to cover every moment of the five-day event.

And we were the exclusive production and distribution partner for the 2012 FIA World Rally Championships. We produced news coverage, three daily 26-minute programmes and one 52-minute ready-to-air programme of the whole series.

## NEED TO STREAM?

Our Members have a duty to be present on all platforms. We provide a range of streaming solutions to help Members fulfil that mandate.

We manage live streams and video-on-demand (VOD) for sports and other events to third-party and self-hosted sites.

For example, the London 2012 Olympic Games were a defining moment for our Common Broadband Platform (CBP), which delivered 34 million streams in 60 territories across Europe and North Africa during the two weeks of competition.

The Olympic output of around 40 EBU Members was channelled through the CBP, increasing their reach and exposure, and enriching viewer choice. Ultimately, the winners were our Members and their audiences.

### Our roster of premier sports transmissions\* includes:

#### UEFA (all events)

- UEFA EURO 2012™
- UEFA Champions League™
- UEFA Europa League™
- UEFA European Under-21 Championship™ 2013
- UEFA Women's EURO 2013™
- UEFA EURO 2016™ qualifiers
- 2018 FIFA World Cup Russia™ European qualifiers (UEFA zone)

#### FIFA

- 2013 FIFA Confederations Cup Brazil™
- 2014 FIFA World Cup Brazil™

#### Major football leagues

- German Bundesliga
- English Premier League
- Italian Serie A
- French Ligue 1
- Portuguese Primeira Liga
- Brazilian Série A
- Belgian Pro League

#### Others

- Formula 1™\*
- MotoGP™
- Grand Slam tennis: Australian Open; French Open; Wimbledon; US Open
- NBA basketball\*
- US PGA golf tour

(\*deals signed in the last 12 months)

**70,000** transmissions per year  
**84,000** hours of news and sport per year  
**67%** of sport carried in HD

"The EUROVISION network was built by broadcasters for broadcasters. It corresponds precisely to the needs of our Members, sports federations and news organizations that exploit it. The capabilities of our network are always improving because we constantly seek to innovate, to implement the most appropriate technologies, and to identify new ways to provide better customer service."

**Graham Warren,**  
**EBU**

## YOUR CONTACT

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DIRECTOR, NETWORK

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# A UNION OF EQUALS

EBU Members are encouraged to take part in their Union's decision-making processes, be they political, financial or strategic.

Ours is a democratic, consultative and consensus-driven approach that depends on the active participation of our Members.

We serve our Members better by working hand-in-glove with them and addressing their needs as they arise.

ICTIMAI  
AZERBAIDJAN



# GOVERNANCE



June 2013 – EBU General Assembly, Malte

## GENERAL ASSEMBLY

The General Assembly is the highest decision-making body of the EBU and has the authority to achieve the organization's objectives. It meets twice a year: the summer session includes all Members and is hosted by a Member organization; the December session is limited to Active Members and is held in Geneva.

The General Assembly elects the members of the Executive Board, approves the strategy, the budget, the annual accounts of the past year, and the annual reports of the boards and committees.

## EXECUTIVE BOARD

The Executive Board is responsible for ensuring the implementation of the EBU's strategy and policy. Its 11 Members are senior representatives of Member

broadcasters and are elected by the General Assembly for a two-year tenure. The Executive Board meets around seven times a year, appoints the EBU Director General and the directors, and proposes the admission or expulsion of Members to the General Assembly.

It defines the EBU's position on major regulatory issues as well as EBU policy on matters of strategic importance. Five bodies report directly to the Executive Board: the Audit Committee and the Personnel Committee (advisory bodies), the Statutes Group and the Finance Group (experts groups) and the Operations Council. The members of the Audit Committee and the Personnel Committee are all members of the Executive Board. The Operations Council reports to the Board on all operational matters.





## COMMITTEES

The Radio, Television, Sports, News, Technical, and Legal & Policy Committees provide direction for strategic or operational activities.

## EXPERTS GROUPS

In all sectors of the EBU's activities, Members interact and contribute to the work of the organization through experts groups. Participation is open to all Members and brings together specialists on specific topics to achieve a particular goal. Through collaboration, experts groups achieve consensus, adopt positions and exert influence.

## YOUR CONTACT

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SECRETARY TO GOVERNING BODIES

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## MANAGEMENT

The Director General manages the EBU, carries out the strategy as approved by the General Assembly, and is responsible for achieving EBU objectives. Directors report to the Director General.

## ANNUAL SPECIALIZED ASSEMBLIES

Full participation of Members in the EBU's activities is ensured, in particular, through specialized assemblies in all major sectors: radio, television, sports, news, technical, legal and public affairs, human resources, internal audit and finance. The assemblies provide Members with the opportunity to explore major strategic themes, network, and exchange information about studies, projects and expertise. The assemblies elect committee members and approve their respective annual objectives.

# GOVERNANCE STRUCTURE

## EBU GENERAL ASSEMBLY

### SPORTS ASSEMBLY

### NEWS ASSEMBLY

### LEGAL & PUBLIC AFFAIRS ASSEMBLY

### SPORTS COMMITTEE

Sven Lescuyer (Chair, GRF/FT)  
Natalia Tolkacheva  
(Vice-Chair, RTR)  
Jan Rosendal (Vice-Chair, DR)  
Robert Foster  
(Vice-Chair, BBC)  
Michael Amsinck (ZDF)  
Jean Broghe (SRG SSR)  
Adrian Fikentscher (ARD)  
Geraldine Filiol (Eurosport)  
Yolanda Garcia (RTVE)  
Marko Kaljuveer (EERR)  
David Murray (BBC)  
Giuseppe Pasciucco (RAI)  
Maria Cristina Sandor (RAI)  
Klaus Werner Schulz (ARD)  
Ioan Todan (TVR)

### NEWS COMMITTEE

Asun Gómez-Bueno  
(Chair, TVE)  
Benoît Balon-Perin  
(Vice-Chair, RTBF)  
Gudrun Gutt (Vice-Chair, ORF)  
Sarah Ward-Lilley (BBC)  
Grazyna Baczynska (TVP)  
Geertje Bal (VRT)  
Oznur Cakir Dogan (TRT)  
Morana Kasapovic (HRT)  
Reijo Lindroos (YLE)  
Cathy Milner (RTE)  
Ingrid Thörnqvist (SVT)  
Gerard Van den Broek (NOS)  
Michael Wegener (ARD)

### LEGAL AND POLICY COMMITTEE

Peter Weber (Chair, ZDF)  
Simona Martorelli  
(Vice-Chair, RAI)  
Jürgen Burggraf (ARD)  
Khalid Hadadi (UKIB/C4)  
Marit Ingves Bacia (YLE)  
Nathalie Léger (GRF/FT)  
Salvatore Lo Giudice (RAI)  
Josef Lusser (ORF)  
Todor Malezanski (MKRTV)  
Lidia Márton (HU/MTV)  
Milen Mitev (BNR)  
Olav Nyhus (NRK)  
Turab Rzayev (ICTIMA)  
Per Helge Sørensen (DR)  
Ronald Vecht (NPO)  
Daniel Wilson (BBC)  
Krzysztof Wojciechowski  
(PRT/TVP)

### SPORTS RIGHTS BOARD

Ingrid Deltenre (Chairwoman)  
Roger Mosey  
(Nominee, Executive Board)  
Harald Dietz (SWR/ARD)  
Yolanda Garcia Cuevas (RTVE)  
Sven Lescuyer  
(Chairman, Sports Committee)  
Giuseppe Pasciucco (Nominee  
EUROVISION Operations  
Council)  
Daniel Jorio  
(Chairman, Finance Group)  
Stefan Kürten

### FINANCE GROUP

Daniel Jorio (SRG SSR)  
Agnese Mamaja (LTV)  
Jean Copsidas (FT)  
Brian Galea (PBS)  
Viktor von Oertzen (ARD/SWR)  
Beverley Tew (BBC)

### STATUTES GROUP

Krzysztof Wojciechowski  
(PRT/TVP)  
Peter Weber (ZDF)  
Sylvie Courbarien Le Gall  
(GRF/FT)  
Giacomo Ghisani (RV)  
Olav Nyhus (NRK)  
Kirsi-Marja Okkonen (YLE)  
Ronald Vecht (NPO)

**TELEVISION ASSEMBLY**

**RADIO ASSEMBLY**

**TECHNICAL ASSEMBLY**

**EXECUTIVE BOARD**

Jean-Paul Philippot (President, RTBF)  
 Claudio Cappon (Vice-President, RAI)  
 Cilla Benkő (SR)  
 Petr Fedorov (RTR)  
 Rachid Faïçal Laraïchi (SNRT)  
 Roger Mosey (BBC)  
 Rémy Pflimlin (FT)  
 Andrzej Siezieniaewski (PR)  
 Themis Themistocleous (CyBC)  
 Ulrich Wilhelm (ARD)  
 Alexander Wrabetz (ORF)

**TELEVISION COMMITTEE**

Jean Philip De Tender (Chair, VRT)  
 Steve Carson (Vice-Chair, RTÉ)  
 Frank-Dieter Freiling (Vice-Chair, ZDF)  
 Riitta Pihlajamäki (Vice-Chair, YLE)  
 Fatima El Moumen (SNRT)  
 Arne Helsingen (NRK)  
 Federico Llano (RTVE)  
 Ekaterina Orlova (RTR)  
 Chantal Bernheim (RTS)  
 Mathilde Michel-Lambert (FT)  
 Gerard Timmer (NPO)  
 Neli Vozelj (RTVSLO)  
 Doug Whitelaw (BBC)

**RADIO COMMITTEE**

Graham Ellis (Chair, BBC)  
 Albená Milanova (Vice-Chair, BNR)  
 Marc Savary (Vice-Chair, SRG-SSR)  
 Jan Westerhof (Vice-Chair, NPO)  
 Marcelino Blanes (RNE)  
 Francis Goffin (RTBF)  
 Christian Gramsch (ARD/DW)  
 Oleg Kupriyanov (RDO VOR)  
 Miha Lamprecht (RTVSLO)  
 Alain Massé (GRF/SRF)  
 Zoran Mihajlovic (HRT)  
 Jan Petersson (SR)  
 Sergio Valzania (RAI)  
 Rene Zavoral (CR)

**TECHNICAL COMMITTEE**

Arild Hellgren (Chair, NRK)  
 Dr Klaus Illgner-Fehns (Vice-Chair, ARD/ZDF-IRT)  
 Andy Bower (Vice-Chair, BBC)  
 Gino Alberico (RAI)  
 Kazimir Bacic (HRT)  
 Per Björkman (SVT)  
 Dieter Boen (VRT)  
 Igor Orlov (RTR)  
 Thomas Saner (SSR SRG)  
 Ferhat Uzaktas (TRT) Egon Verharen (NPO)  
 Pere Vila Fumas (RTVE)  
 Petr Vitek (CT)

**OPERATIONS COUNCIL**

Ismo Silvo (Chairman, YLE)  
 Juan-Pablo García Blanco (RTVE)  
 Frank-Dieter Freiling (ZDF)  
 Gilles Marchand (RTS)  
 Marcin Oziewicz (TVP)  
 Giuseppe Pasciucco (RAI)  
 Roger Mosey (for the Executive Board)

**PERSONNEL COMMITTEE**

Petr Fedorov (RTR)  
 Rémy Pflimlin (GRF/FT)  
 Andrzej Siezieniaewski (PR)  
 Ulrich Wilhelm (ARD)

**AUDIT COMMITTEE**

Claudio Cappon (RAI)  
 Cilla Benkő (SR)  
 Rachid Faïçal Laraïchi (SNRT)  
 Alexander Wrabetz (ORF)

**DIRECTOR GENERAL**

**PERMANENT SERVICES**

# DRIVING VALUE

## STANDARD AND USER-PAY SERVICES

After a one-off joiner's payment, the EBU membership fee is calculated according to factors that take into account the Member's financial status.

Part of this fee goes towards the core services provided by the EBU Professional Association. Broadly speaking, these are the Media, Legal, Finance, Public Affairs & Communications, and Technology & Innovation Departments.

A separate portion of the fee covers infrastructure costs linked to the EUROVISION and EURORADIO networks. Whether a Member contributes to these costs – known as mandatory fees – is agreed during the application process.

For example, radio-only Members are exempt from fees related to the EUROVISION News Exchange.

User-pay services mainly relate to the operation of the EUROVISION satellite and fibre network. These include transmission and related services to Members and third parties, such as commercial networks.

In practice, Members benefit from the full range of EBU activities, and it is they that determine how to participate to their greatest advantage.

What is certain, however, is that their investment provides funding for initiatives that benefit the entire membership and would otherwise be, in many cases, beyond their individual means.

**0%** rise in membership fee since 1994  
**85** in every 100 cents spent goes on services

"In terms of service, the EBU gives its Members an invaluable return on their investment. We have carried out rigorous efficiency drives in all areas of our operation. Direct operational expenses aside, 85 in every 100 cents spent running the EBU goes on delivering services; that's just 15 cents on overheads."

**Wallace Macmillan,**  
**EBU**

## YOUR CONTACT

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# JOINING UP

Active membership is open to broadcasting organizations whose countries are either within the European Broadcasting Area as defined by the International Telecommunication Union (ITU) or, if outside, are members of the Council of Europe.

Active Members are encouraged to participate in EBU committees and assemblies, and to nominate candidates for many bodies that guide the EBU's direction, namely:

- Legal & Policy Committee
- News Committee
- Radio Committee
- Sports Committee
- Technical Committee
- Television Committee

Other bodies are:

- Audit Committee
- Finance Group
- Operations Council
- Personnel Committee
- Statutes Group
- Sports Rights Board

Associate membership is open to broadcasting organizations or groups from an ITU-member country outside the European Broadcasting Area that provide a radio and/or television service with a major role in national broadcasting and whose membership is considered useful for the EBU.

Approved Participants are organizations from an ITU-member country that have an activity in the broadcasting field, which do not qualify for either Active or Associate membership, but whose participation in EBU activities is nonetheless considered useful for the EBU.

In other cases, requests from non-Members for access to EUROVISION sports and news services will be considered, and may be provided under special contract.

**74** Active Members in  
**56** countries  
**35** Associate Members in  
**21** countries  
**8** Approved Participants

"The EBU is a diverse community of media organizations enriched by their different cultures. Members are united around a strong set of values with a shared belief in their important role in democratic society and in driving industry innovation."

**Jane Vizard,**  
**EBU**

## YOUR CONTACT

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# EBU ORGANIZATION CHART



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**Heijo Ruijsenaars**  
Head of Intellectual Property

**Richard Burnley**  
Head of Regulatory Legal Services

**Valérie Brackers de Hugo**  
Head of Business Legal Services

## TECHNOLOGY & INNOVATION

**Lieven Vermaele**

**Peter MacAvock**  
Head of Media Delivery & Services

**Hans Hoffmann**  
Head of Media Fundamentals & Production

**Peter Siebert**  
Head of DVB Project Office

## NETWORK

**Graham Warren**

**Hervé Labussière**  
Head of Technical Services

**Frank Saelens**  
Head of Network Operations

**Timothy Greig**  
Head of Network Planning

**Oscar Teran Diego**  
Head of Network Solutions

**Paolo Pusterla**  
Head of Procurement & Partnerships

**Puiu Dolea**  
Business Continuity Manager

**Philippe Gehin**  
Head of IT

## SUPPORTING SERVICES

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**Corinne Destoop**  
Head of Finance

**Ralf Romain**  
Head of Corporate Planning & Analysis

**Stéphane Aubin**  
Treasury Manager

**Carine Kay-Tami**  
Head of Receivables Administration

**Frode Hvaring**  
Head of Human Resources

**Christian Rival**  
Head of Facilities Management

# OFFICES & SUBSIDIARIES

The EBU is an organization with a global footprint: the activities of the EBU and its Members are without borders.

Eurovision News, through its offices in Moscow, Rome, Washington, New York and Singapore and its relationships with EBU Members, partners and institutions, ensures that EBU Members' News needs are met on the stories that matter to them, from the Vatican to the Kremlin, the White House to Wall Street, and Beijing to Buckingham Palace.

## EBU Headquarters

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# ACTIVE & ASSOCIATE MEMBERS

## EBU ACTIVE MEMBERS

### Albania

- Radiotelevizione Shqiptar

### Algeria

- Entreprise Nationale de Télévision /  
Entreprise Nationale de Radiodiffusion  
Sonore / Télédiffusion d'Algérie

### Andorra

- Ràdio i Televisió d'Andorra, S.A.

### Armenia

- Public Television & Radio Armenia,  
comprising:
  - Public Television of Armenia
  - PR Public Radio of Armenia

### Austria

- Österreichischer Rundfunk

### Azerbaijan

- İctimai

### Belarus

- Belaruskaja Tele-Radio Campanija

### Belgium

- Vlaamse Radio- en Televisieomroep and  
Radio Télévision Belge de la Communauté  
française

### Bosnia-Herzegovina

- Javna Radio Televizijska servis Bosnia i  
Hercegovine

### Bulgaria

- Bălgarsko Nacionalno Radio
- Bălgarska Nacionalna Televizija

### Croatia

- Hrvatska Radiotelevizija

### Cyprus

- Cyprus Broadcasting Corporation

### Czech Republic

- Český Rozhlas
- Česká Televize

### Denmark

- DR
- TV2/Denmark

### Egypt

- Egyptian Radio & Television Union

### Estonia

- Eesti Rahvusringhääling

### Finland

- MIV Oy
- Oy Yleisradio Ab

### France

- Groupement des Radiodiffuseurs français  
de l'UER, comprising the following  
organizations:
  - Télévision Française 1
  - France Télévisions (France 2, France 3,  
France 4, France 5 and Réseau France  
Outre-mer)
  - Canal Plus
  - Radio France Internationale
  - Radio France
- Europe 1

### Georgia

- Georgian TV & Radio Broadcasting

### Germany

- Arbeitsgemeinschaft der öffentlich-  
rechtlichen Rundfunkanstalten der  
Bundesrepublik Deutschland\* (ARD),  
comprising the following organizations:
  - Bayerischer Rundfunk
  - Hessischer Rundfunk
  - Mitteldeutscher Rundfunk
  - Norddeutscher Rundfunk
  - Radio Bremen
  - Rundfunk Berlin-Brandenburg
  - Saarländischer Rundfunk
  - Südwestrundfunk
  - Westdeutscher Rundfunk
  - Deutsche Welle
  - Deutschlandradio
- Zweites Deutsches Fernsehen

### Greece

- Elliniki Radiophonia-Tileorassi SA

### Hungary

- Magyar Rádió
- Magyar Televízió

### Iceland

- Ríkisútvarpid

### Ireland

- Raidió Teilifís Éireann
- TG4 Teilifís na Gaeilge

### Israel

- Israel Broadcasting Authority

### Italy

- RAI-Radiotelevisione Italiana

### Jordan

- Jordan Radio & Television Corporation

### Latvia

- Latvijas Televizija
- Latvijas Radio

### Lebanon

- Télé-Liban

### Libya

- Libya National Channel

### Lithuania

- Lietuvos Radijas ir Televizija

### Luxembourg

- CLT Multi Media
- Établissement de Radiodiffusion  
Socioculturelle du Grand-Duché de  
Luxembourg

### Former Yugoslav Rep. of Macedonia

- MKRTV

### Malta

- Public Broadcasting Services Ltd

### Moldova

- Teleradio-Moldova

### Monaco

- Groupement de Radiodiffusion monégasque,  
comprising:
  - Radio Monte-Carlo
  - Télé Monte-Carlo
  - Monte-Carlo Radiodiffusion

### Morocco

- Société Nationale de Radio Télévision

### Montenegro

- Radiotelevizija Crne Gore

### Netherlands

- Nederlandse Publieke Omroep, comprising:
  - Algemene Omroepvereniging AVRO
  - Omroepvereniging BNN
  - Vereniging De Evangelische Omroep
  - Katholieke Radio Omroep
  - Omroep MAX
  - Nederlandse Christelijke Radio Vereniging
  - Nederlandse Omroep Stichting
  - NTR
  - TROS
  - Omroepvereniging VARA
  - Omroepvereniging VPRO

### Norway

- Norsk Rikskringkasting
- TV 2 AS

### Poland

- Polskie Radio i Telewizja:
  - Telewizja Polska SA
  - Polskie Radio SA

### Portugal

- Rádio e Televisão de Portugal

**Romania**

- Societatea Română de Radiodifuziune
- Societatea Română de Televiziune

**Russian Federation**

- Channel One Russia
- Radio Dom Ostankino, comprising:
  - Radio Mayak
  - Radio Orpheus
  - Radio Voice of Russia
- Rossijskoe Teleradio

**San Marino**

- San Marino RTV

**Serbia**

- Radiotelevizija Srbije

**Slovakia**

- Rozhlas a televízia Slovenska

**Slovenia**

- Radiotelevizija Slovenija

**Spain**

- Radio Popular SA COPE
- Corporación de Radio y Televisión Española S.A.
  - Sociedad Mercantil Estatal Televisión Española S.A.
  - Sociedad Mercantil Estatal Radio Nacional de España S.A.
- Sociedad Española de Radiodifusión

**Sweden**

- Sveriges Television och Radio Grupp, comprising:
  - Sveriges Television AB
  - Sveriges Radio AB
  - Swedish Educational Broadcasting Company
- TV4

**Switzerland**

- SRG SSR

**Tunisia**

- Radio Tunisienne et Télévision Tunisienne
  - Radio tunisienne
  - Television tunisienne

**Turkey**

- Türkiye Radyo-Televizyon Kurumu

**Ukraine**

- Natsionalna Radiokompanya Ukrainy and Natsionalna Telekompanya Ukrainy

**United Kingdom**

- British Broadcasting Corporation
- United Kingdom Independent Broadcasting, comprising:

## Independent Television:

## The Network Centre, grouping:

- ITV Anglia Television
- ITV Border Television
- ITV Central Television
- Channel Television
- ITV Granada Television
- STV Central
- ITV Wales Television
- ITV West Television
- ITV London Television
- ITV Meridian Television
- STV Central
- STV North
- ITV Tyne Tees Television
- Ulster Television
- ITV Westcountry Television
- ITV Yorkshire Television
- Channel 4, Sianel 4 Cymru

**Vatican State**

- Radio Vaticana

## EBU ASSOCIATE MEMBERS

**Australia**

- Australian Broadcasting Corporation
- Free TV Australia
- Special Broadcasting Service Corporation

**Bangladesh**

- National Broadcasting Authority of Bangladesh

**Brazil**

- Rádio Cultura (Fundação Padre Anchieta)

**Canada**

- Canadian Broadcasting Corporation / Société Radio Canada

**Chile**

- Corporación de Televisión de la Universidad Católica de Chile (Canal 13)

**China**

- China Central Television

**Cuba**

- Instituto Cubano de Radio y Televisión

**Georgia**

- Teleimedi
- Rustavi 2

**Hong Kong**

- Radio Television Hong Kong

**India**

- All India Radio

**Iran**

- Islamic Republic of Iran Broadcasting

**Japan**

- Fuji Television Network Inc.
- National Association of Commercial Broadcasters in Japan
- Nippon Hoso Kyokai
- Tokyo Broadcasting System Inc.
- Tokyo FM Broadcasting Co. Ltd

**Korea (Republic of)**

- Korean Broadcasting System

**Malaysia**

- Radio Television Malaysia

**Mauritania**

- Télévision de Mauritanie

**Mauritius**

- Mauritius Broadcasting Corporation

**New Zealand**

- Radio New Zealand
- Television New Zealand Ltd

**Oman**

- Oman Directorate General of Radio & Television

**South Africa**

- South African Broadcasting Corporation

**Syria**

- Organisme de la Radio-Télévision Arabe Syrienne

**United States**

- Capital Cities/American Broadcasting Companies Inc.
- CBS Inc.
- National Public Radio
- National Broadcasting Company Inc.
- New York Public Radio
- American Public Media
- WFMT

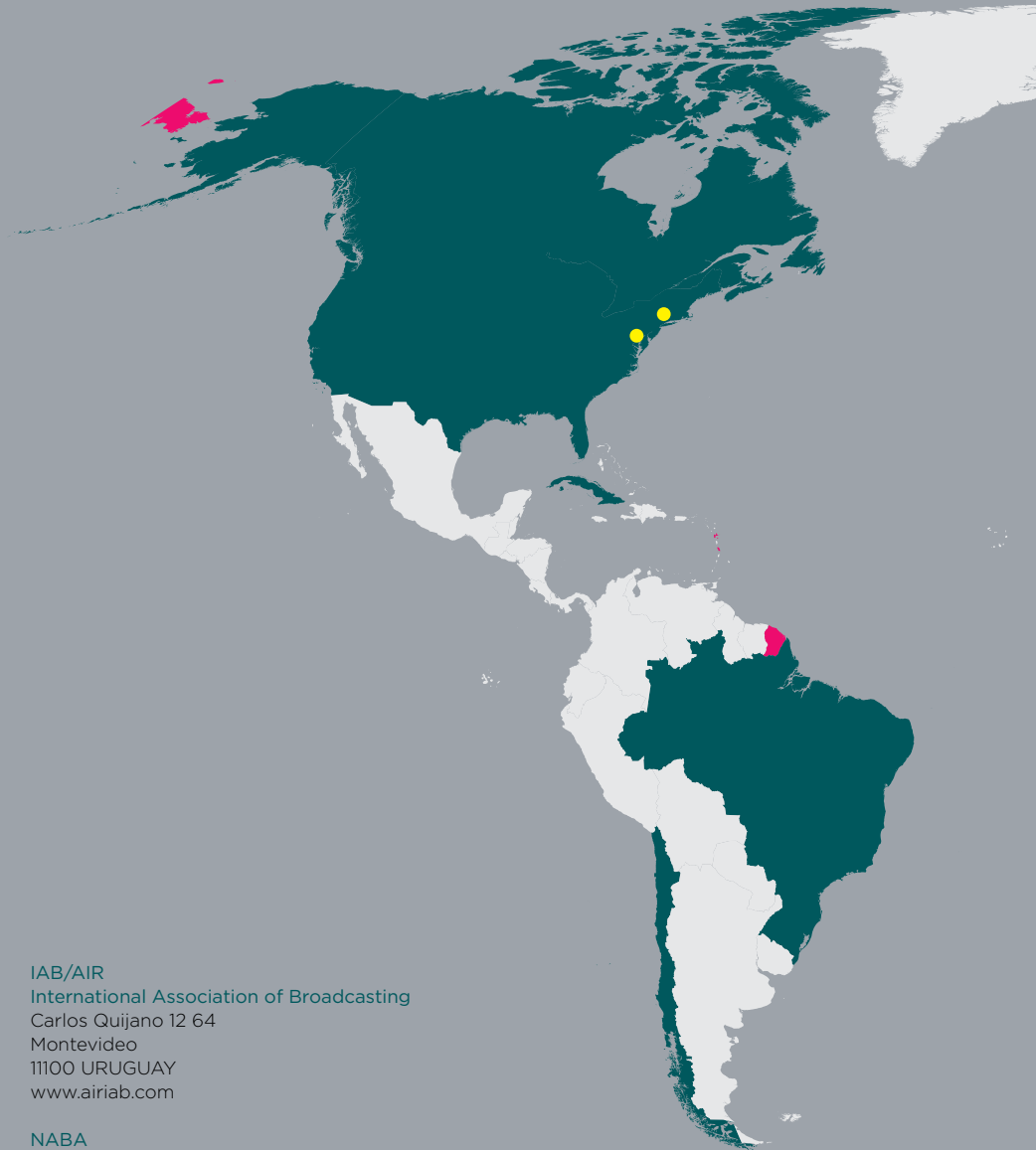
## APPROVED PARTICIPANTS

- Abertis Telecom
- ARTE
- Catalunya Música
- Duna TV
- EuroNews
- JP "MRD" (Macedonia Broadcasting)
- Russian TV & Radio Broadcasting Network
- TV5

\* 74 Active Members in 56 countries  
 \* 35 Associate Members in 21 countries  
 (April 2013)

# GLOBAL PRESENCE

- Active Members
- Associate Members
- EBU offices



## SISTER UNIONS

Working with our sister unions we strengthen our global community of broadcasters and open new doors for our Members.

**ABU**  
 Asia-Pacific Broadcasting Union  
 2nd Floor, New IPTAR Building  
 Angkasapuri, Kuala Lumpur  
 50614 MALAYSIA  
[www.abu.org.my](http://www.abu.org.my)

**ASBU**  
 Arab States Broadcasting Union  
 P.O. Box 250TC  
 Tunis Cedex 1080  
 TUNISIA  
[www.asbu.net](http://www.asbu.net)

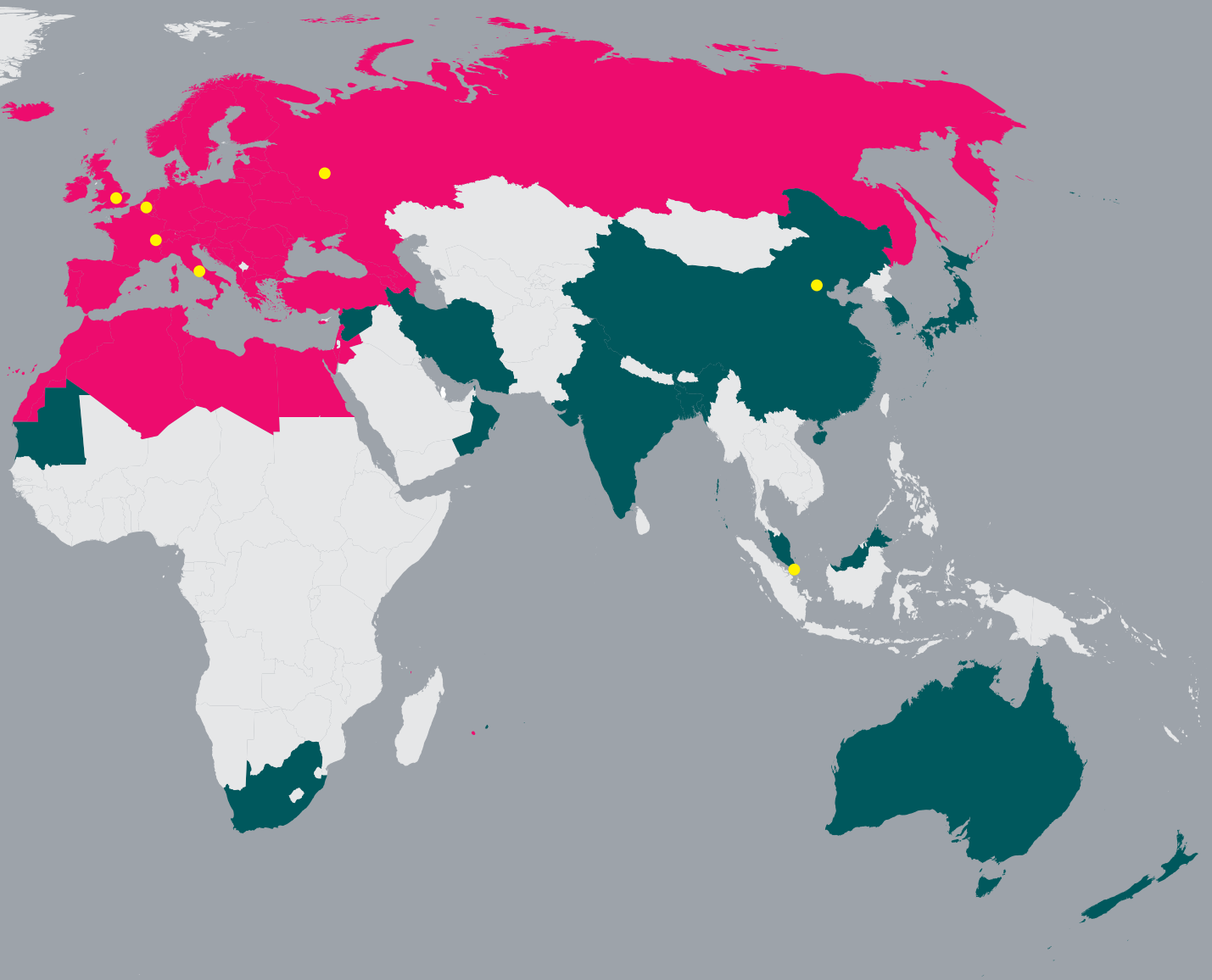
**AUB**  
 African Union of Broadcasting  
 101, rue Carnot  
 Dakar  
 SENEGAL  
[www.aub-uar.org](http://www.aub-uar.org)

**CBU**  
 Caribbean Broadcasting Union  
 Waterford Main House, Waterford Plantation,  
 Waterford, St Michael  
 BARBADOS  
[www.caribunion.com](http://www.caribunion.com)

**IAB/AIR**  
 International Association of Broadcasting  
 Carlos Quijano 12 64  
 Montevideo  
 11100 URUGUAY  
[www.airiab.com](http://www.airiab.com)

**NABA**  
 North American Broadcasters Association  
 P.O. Box 500 Station "A"  
 Toronto, Ontario M5W 1E6  
 CANADA  
[www.nabanet.com](http://www.nabanet.com)








**OTI**  
 Organización de Telecomunicaciones  
 Iberoamericanas  
 Av. Vasco de Quiroga No. 2000, Anexo Edificio B  
 Col. Santa Fe, Del. Alvaro Obregón  
 México D.F.  
 01210 MEXICO  
[www.oti.tv](http://www.oti.tv)

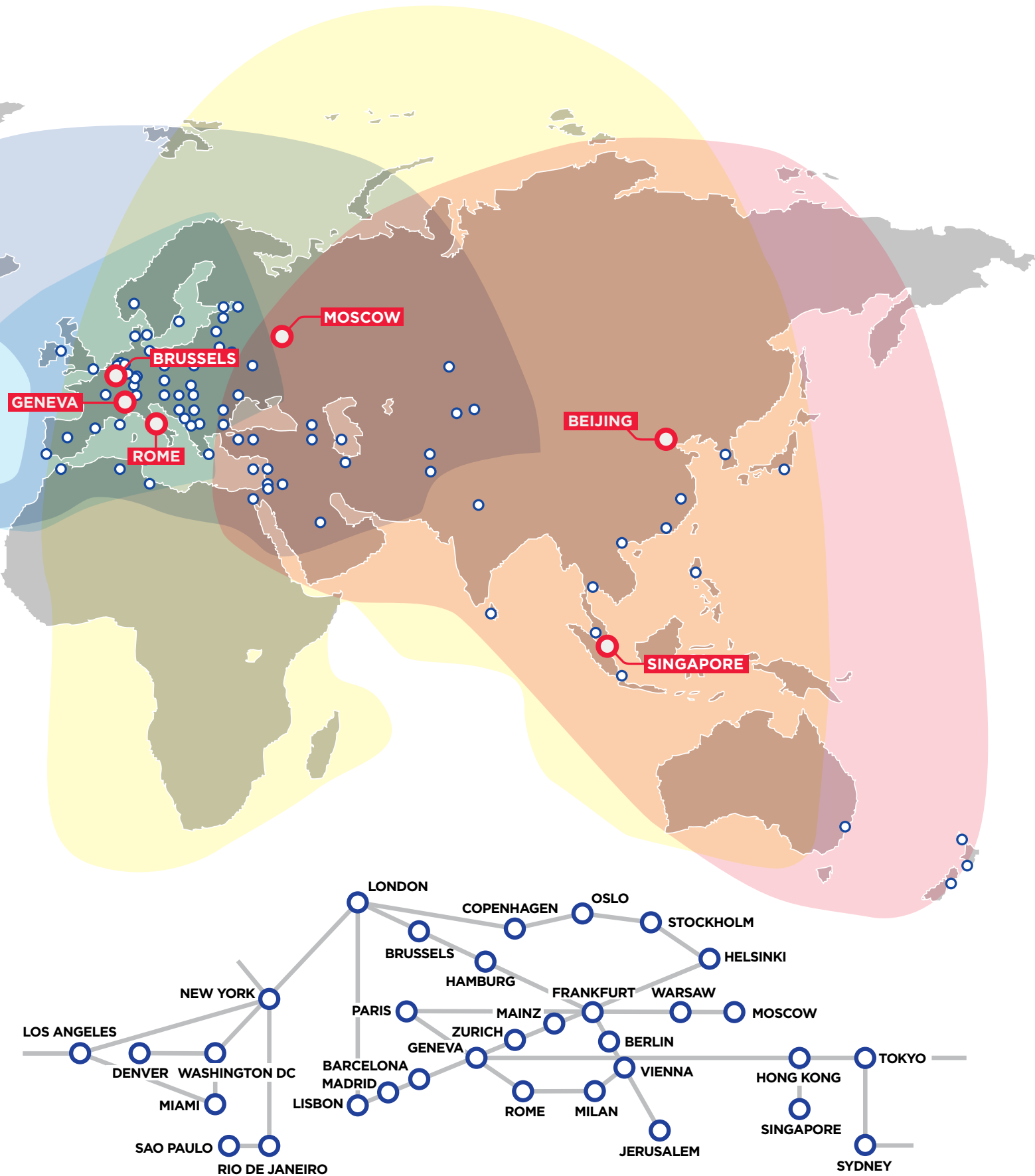


# GLOBAL CONNECTIVITY



## LEGEND

-  Bureaus and representatives
-  Fixed Access Points to the EUROVISION Network
-  Eutelsat 7A at 7° E and 10A at 10° E (KU/KU)
-  NSS 806 at 40.5° W and Intelsat 805 at 55.5° W
-  Asiasat 5 at 100.5° E
-  Apstar 7 at 76.5°E
-  FiNE EUROVISION Fibre Network



# PAUSE, REWIND

Since its inception, the EBU has established itself as the authoritative voice of public service media.

With offices in Geneva, Brussels, Rome, Moscow, New York, Washington DC, Singapore and Beijing, the collective voice of the EBU travels further than that of any individual Member.



## 1956

The first EUROVISION Song Contest is staged in Lugano, Switzerland and...



## 1950

In a Europe divided by the Iron Curtain, the EBU is founded by 23 western European broadcasters at the English seaside resort of Torquay.

EUROVISION carries RAI's coverage of the Cortina d'Ampezzo Olympic Winter Games to countries in western Europe via the EBU land line, known as EUROVISION. These are the first ever Olympic Games from which television pictures are relayed to viewers outside the host country.

## 1961

The daily TV News Exchange is launched.

## 1963

The Radio News Exchange is launched.

## 1953

The newly named EUROVISION carries the world's first major international broadcast, bringing the Coronation of Queen Elizabeth II live to Britain, France, Belgium, Germany, and the Netherlands.



## 1960

The EBU buys the rights to the Rome Olympic Games for USD 1.2 million, the first of many collective rights agreements. Eighteen European countries receive RAI's live broadcast feed.



## 1962

Intercontinental transmissions start between North America and Europe using the Telstar satellite. Today, the EUROVISION network is the market leader in live sports and event transmissions.

## 1967

The first colour EUROVISION transmission takes place.





## 1969

With technical support from the EBU, the world watches Neil Armstrong set foot on the moon.



## 1982

A joint EBU proposal for a digital television standard is agreed by the ITU, for which the EBU wins an EMMY award.

## 1989

EURORADIO is launched.

## 1993

The EBU manages the DVB Project Office, which is to become the world's most successful standardization project for digital broadcasting. Digital satellite, cable, and terrestrial broadcasting systems are developed.

## 2000

The EBU celebrates its 50<sup>th</sup> year.

## 2012

The EBU is instrumental in setting a technical standard for ultra-high definition television with the ITU. The standard enables NHK and the BBC to film parts of the London Olympic Games – the EBU's biggest ever operation – in UHDTV.

## 1977

Technological demonstrations at the EBU Technical Assembly herald the digital television age.

## 1987

The EBU is recognized at the US National Academy of Television Arts & Sciences for outstanding action in the realm of digital television recording.

## 1992

An agreement ratified by the former union of eastern European broadcasters unifies Europe's broadcasting union.



## 1998

Working in the ITU, the EBU helps finally achieve worldwide standardization for high-definition television

## 2007

The EBU sparks a Loudness Revolution across Europe – initiating an international agreement to address the problem of disparate levels of volume between programming, trailers and advertising.

## THE SIX PUBLIC SERVICE MEDIA VALUES THAT SHAPE US

### **Universality**

*To reach everyone, everywhere*

### **Independence**

*To be trusted programme-makers*

### **Excellence**

*To act with integrity and professionalism*

### **Diversity**

*To take a pluralistic approach*

### **Accountability**

*To listen to audiences and engage in meaningful debate*

### **Innovation**

*To be a driving force for innovation and creativity*

## **EUROPEAN BROADCASTING UNION**

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Switzerland

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