2012

ANNUAL REPORT 2012

CONTENT

04 2012 RESULTS

04 Interview with Vitaly Mutko, Chairman of the 2018 FIFA World Cup Russia Local Organising Committee (Russia 2018 LOC)
06 Russia 2018 LOC Key Milestones in 2012

08 MOVING TOWARDS 2018

10 2018 FIFA World Cup Russia Host Cities Selection

16 LAYING THE FOUNDATIONS

20 2018 FIFA World Cup Russia Infrastructure Programme
24 2018 FIFA World Cup Russia Stadiums: Design and Construction Monitoring
28 2018 FIFA World Cup Russia Federal Law
29 In Partnership with FIFA
33 Cooperation with Host Cities
37 Hotels and Team Base Camps
38 Marketing
41 Strategic Planning and Project Management
42 Knowledge Management

44 REACHING OUT TO THE WORLD

48 Communications Strategy
49 2018 FIFA World Cup Russia Ambassadors
50 Interview with Igor Akinfeev
54 All-Russia Public Opinion Poll
56 Media Relations
57 Official Website and Twitter
60 International Affair

62 SHAPING THE IMAGE

66 Interim Event Mark
67 Host Cities Posters
70 Promotion

74 LOOKING FORWARD TO 2013

74 Interview with Alexey Sorokin, Russia 2018 LOC CEO

2012 RESULTS

INTERVIEW WITH VITALY MUTKO, CHAIRMAN OF THE 2018 FIFA WORLD CUP RUSSIA LOCAL ORGANISING COMMITTEE

— Mr. Mutko, the beginning of 2012 was marked by a very special meeting that took place as part of the celebrations of the 100th anniversary of the Russian Football Union, when you, Vladimir Putin, FIFA President Joseph S. Blatter and UEFA President Michel Platini met with the Russian football fan leaders in St. Petersburg.

— It was an unprecedented meeting in the history of the global fan movement, given the standing of the participants. Our fans are proud of it. I am sure that such meetings are important for President Blatter too. In 2018, the world's biggest country will host its first FIFA World Cup. For FIFA it is important that the FIFA World Cup reaches new territories. Millions of passionate football fans enjoy the game here, just as they do in other parts of the world.

— The Prime Minister and then incumbent President of Russia, Vladimir Putin, attended the meeting. Was that level of participation an exception and what is the role of the country's leaders in preparing for the tournament?

— That was by no means an exception. This role is huge. The President of Russia has been involved in the upcoming FIFA World Cup, which will be historic both for Russia and FIFA, ever since the bidding process in 2009–2010. When the LOC was established, Vladimir Putin became its Supervisory Board Chairman and, after he was elected President of Russia in 2012, he confirmed his position as Chairman. I would say it is a clear indication of the high priority the President places on the FIFA World Cup. Vladimir Putin never fails to find time in his busy schedule to meet with Joseph S. Blatter whenever the FIFA President visits Russia.

— There are still more than five years to go before the FIFA World Cup, but the preparations in many areas are already underway. What do you consider the LOC's biggest achievements in 2012?

— The final selection of the host cities for the 2018 FIFA World Cup was certainly the most important result of the year. We convinced FIFA to move the selection deadline from March 2013 to autumn 2012. We have selected 11 cities and 12 stadiums out of the initial list of 13 cities and 15 arenas, and now we can move on with the preparations, i.e. developing the transport services concept, security concept and launching the infrastructure projects.

The final list of host cities draws on FIFA's philosophy of promoting the game in the new territories and regions, as well as our intention to showcase the diversity of Russia.

It is important to remember that we are not hosting the FIFA World Cup only for the benefit of 11 host cities, or even the regions to which the host cities belong. The FIFA World Cup is a great event for the entire country, from Kaliningrad to Kamchatka, as well as for the world. It is a truly global event.

— What events during 2012 impressed you most?

— I've been very impressed by the progress of Russia's youth football. This past autumn, our national youth team qualified for the 2013 UEFA U-21 Championship. This is the first time we have made it in the last 14 years, while Russia's youth team has now won the CIS Cup twice running. Our U-21 players are performing very well with their clubs, some of them even featuring in the senior national team.

I believe this proves the success of our efforts to develop football in Russia. I'm confident, in five years' time, that we'll have a strong national team, fit to compete in the FIFA World Cup on home soil.

— Can preparations for the 2018 FIFA World Cup boost the development of football in Russia?

— This is one of our goals when we speak of the FIFA World Cup legacy. Staging a successful FIFA World Cup will provide a springboard for Russia to become a leading player in world football.

The LOC is responsible for organisation of the tournament. It is not our direct responsibility to prepare the national team. However, I can only hope for a twin triumph for our country: both as tournament hosts and as a winning team, whose captain will proudly raise the FIFA World Cup Trophy aloft in 2018.

19 JANUARY
Prime Minister of the Russian Federation Vladimir Putin, FIFA President Joseph S. Blatter, UEFA President Michel Platini and Russia 2018 LOC chairman Vitaly Mutko meet with the leaders of fan groups

20 JANUARY
Workshop on the infrastructure programme preparation for Candidate Host Cities

6–8 FEBRUARY
Russia 2018 LOC delegation visit to UK to study the British experience of stadium security

21-22 MARCH
Technical workshop on FIFA requirements for the Candidate Host Cities

20 MARCH
Igor Akinfeev becomes the first member of the 2018 FIFA World Cup Russia ambassadors' team

Launch of the Interim Event Mark and the Strategic vision for the 2018 FIFA World Cup

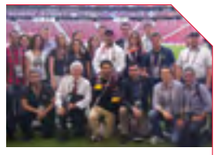
4 APRIL
2018 FIFA World Cup LOC Management Board meeting

16 APRIL
Russia 2018 LOC CEO Alexey Sorokin meets with the head of the EURO 2016 LOC Jacques Lambert

18 APRIL
"The 2018 FIFA World Cup: Developing Football, Developing the Country" round-table at the "Sport'12" exhibition

10 APRIL–22 JUNE
Russia 2018 LOC and FIFA experts carry out inspection tour of the Candidate Host Cities

13 MAY
Russian airports representatives carry out visit to Kharkiv to study EURO 2012 preparation process



8 JUNE–1 JULY
Participation in the EURO 2012 Poland and Ukraine Observer programme

26 SEPTEMBER
LOC submits 2018 FIFA World Cup Candidate Host Cities report to FIFA in Zurich, Switzerland

29 SEPTEMBER
2018 FIFA World Cup Host Cities Announcement

SEPTEMBER
2018 FIFA World Cup exhibition at APEC summit in Vladivostok

17 SEPTEMBER
First workshop on FIFA requirements for stadiums construction

30 SEPTEMBER
Press-conference on the Host Cities Announcement with participation of FIFA and Russia 2018 LOC

8 OCTOBER
Presentation on 2018 FIFA World Cup Russia for foreign parliamentarians at the Russian Federation State Duma

17 OCTOBER
Russia 2018 CEO Alexey Sorokin gives presentation at the German-Russian Forum in Berlin, Germany

23-27 OCTOBER
Russia 2018 LOC and regional organising committees visit Warsaw, Wroclaw and Gdansk to study EURO 2012 lessons and experience

20 NOVEMBER
Russia 2018 LOC Board meeting with FIFA participation

22 NOVEMBER
Russian Minister of Sports and Russia 2018 LOC chairman Vitaly Mutko and Russia 2018 LOC CEO Alexey Sorokin meet with the sports media editors

27 NOVEMBER
Presentation on 2018 FIFA World Cup Russia at the European Club Association (ECA) executive committee in Moscow, Russia

1 DECEMBER
Observer programme—FIFA Confederation Cup 2013 Draw in Sao Paulo, Brazil

5 DECEMBER
Russia 2018 LOC CEO Alexey Sorokin presentation at the Host Cities Summit in Dubai, United Arab Emirates

JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE / JULY | SEPTEMBER | OCTOBER | NOVEMBER | DECEMBER

01

MOVING
TOWARDS 2018

01

ON 2 DECEMBER 2010, RUSSIA MADE HISTORY WHEN IT WAS CHOSEN TO HOST THE 2018 FIFA WORLD CUP, THE MOST PRESTIGIOUS FOOTBALL EVENT ON THE PLANET.

The tournament is coming to the country for the first time in its 88-year history. Back in 2010, it seemed we had eight long years before the opening match in 2018. Yet, we are getting closer to the big event with every decision. In 2012, the Russia 2018 LOC and FIFA agreed on a final line-up of host cities, a year ahead of schedule. Eleven of Russia's cities in the European part of the country will witness great goals and games, not to mention triumphs and disappointments, when the world's best teams and players come to town. These cities will become known globally for their part in world football's biggest event.

2018 FIFA WORLD CUP RUSSIA HOST CITIES SELECTION

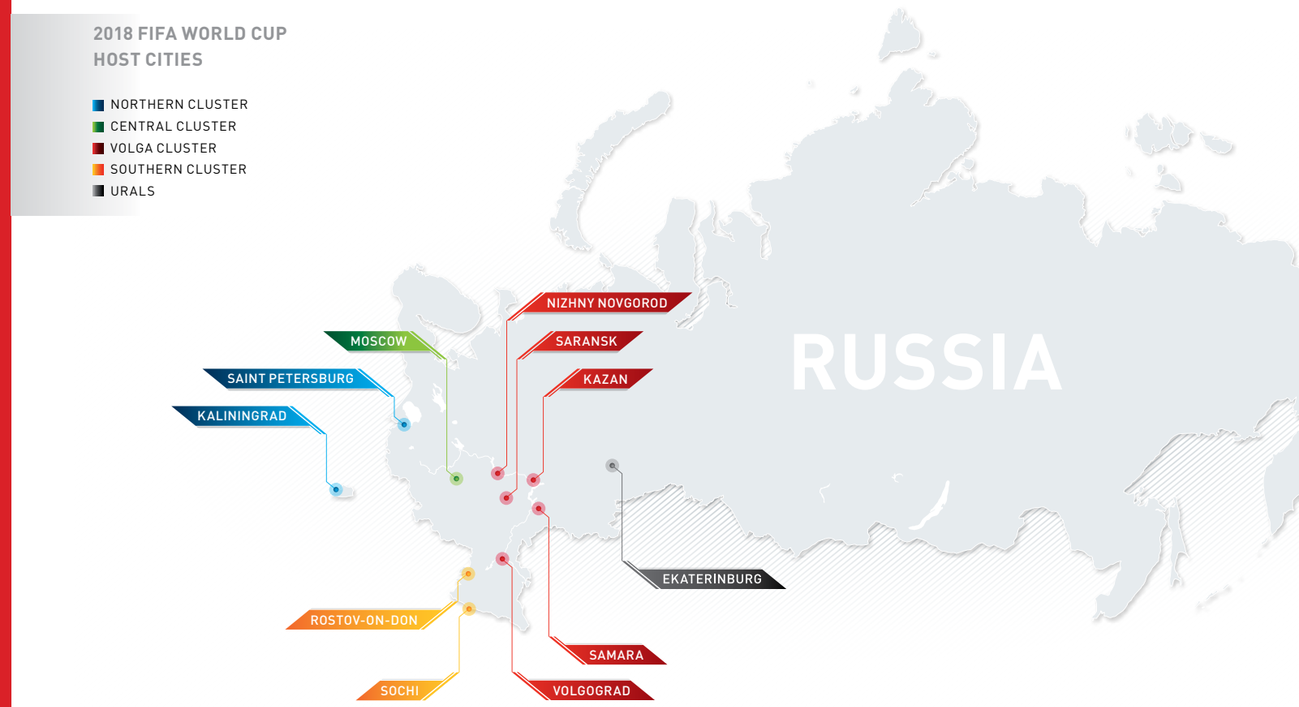
The original 2018 FIFA World Cup Russia concept presented by Russia in its Bid Book covered 13 Russian cities (Moscow, St. Petersburg, Kaliningrad, Kazan, Sochi, Yaroslavl, Samara, Volgograd, Nizhny Novgorod, Rostov-on-Don, Krasnodar, Saransk, and Ekaterinburg) and 15 stadiums, including three in Moscow: Luzhniki, Spartak and Dinamo. It was stipulated, however, that the number of host cities and arenas would be reduced in line with FIFA requirements.

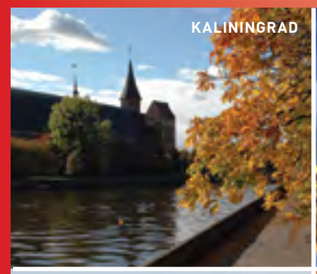
In 2011, the LOC agreed with FIFA to hold the 2018 FIFA World Cup Russia host cities selection procedure a year ahead of schedule. The idea of bringing the preparation dates forward was supported by the Russian leaders and FIFA. An earlier start would give Russia an extra year for the massive construction and modernisation projects ahead of the tournament.

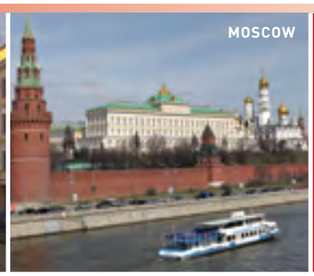
The selection procedure involved comprehensive assessment of the infrastructure projects (based on a specifically designed set of criteria), as well as inspection visits to all candidate host cities by the LOC and FIFA. After a few months of work, on 26 September 2012, the LOC presented a report to FIFA, which was submitted to the FIFA Executive Committee for final approval.

The designation of host cities is one of the fundamental decisions in the organisation of the FIFA World Cup. For Russia 2018, it was based on a thorough evaluation of the candidate host cities and regions. The LOC, in cooperation with FIFA, developed a set of five selection criteria:

- **Scale and development of the investment programme for organising the FIFA World Cup**
- **FIFA World Cup organisation concept**
- **Potential for efficient use of the FIFA World Cup legacy**
- **Socio-economic development level**
- **Availability of the requisite infrastructure**







HOSTING CONCEPT //

- 11 HOST CITIES
- 80% OF RUSSIA'S POPULATION WITHIN CLOSE PROXIMITY

The candidate host cities were heavily involved in the selection process. In March 2012, the LOC, with the support of FIFA officials and experts, held a workshop in Moscow to explain the FIFA requirements, criteria and the selection procedure to the candidate host cities representatives.

Later, between April and June 2012, a delegation of LOC members and FIFA representatives paid inspection visits to each candidate host city to review FIFA World Cup organisation concepts and assess the condition of the existing infrastructure.

As a result, in August 2012, the LOC prepared an evaluation report, which was presented by its Chairman, Russian Minister of Sport, Vitaly Mutko to FIFA President Joseph S. Blatter.

FINALLY, ON 28 SEPTEMBER 2012, THE FIFA EXECUTIVE COMMITTEE APPROVED THE "2018 FIFA WORLD CUP RUSSIA TEAM" OF 11 HOST CITIES AND 12 STADIUMS, NAMELY:

01 **Moscow** (Luzhniki and Spartak Stadiums)
02 **Saint Petersburg**
03 **Kaliningrad**
04 **Sochi**
05 **Rostov-on-Don**
06 **Ekaterinburg**
07 **Kazan**
08 **Samara**
09 **Nizhny Novgorod**
10 **Volgograd**
11 **Saransk**

Millions of TV viewers watched FIFA President Joseph S. Blatter and Russia's Minister of Sport and Russia 2018 LOC Chairman Vitaly Mutko, as well as other participants, appear live on Channel 1's Tonight Show to name the 11 host cities and 12 stadiums that would stage fixtures during the world's largest sporting event.

Also playing a prominent role in the show were FIFA Secretary General Jérôme Valcke; CEO of the 2018 FIFA World Cup Russia Local Organising Committee Alexey Sorokin; President of the Russian Football Union (RFU) Nikolai Tolstykh; head coach of the Russian national football team Fabio Capello; former Russian team captain Alexey Smertin, 2002 FIFA World Cup winner and Brazilian legend Roberto Carlos; Viktor Ponedelnik, who scored the winning goal for the USSR in the final of the 1960 UEFA European Championship, as well as famous Russian actors and musicians.

The selected host cities are well positioned to demonstrate Russia's exceptional cultural, geographical and historical diversity and have enough potential and a deeply ingrained national football tradition to put to good use the powerful legacy that will linger years after the 2018 FIFA World Cup is over.

The final decision on the host cities was a significant step toward the 2018 FIFA World Cup Russia. The decision essentially signalled the launch of the actual preparations for the tournament in the 11 selected cities in Russia, including work on a comprehensive infrastructure programme for developing the infrastructure in the regions and cities honoured to host the FIFA World Cup.

The 2018 FIFA World Cup Russia host cities announcement ceremony was broadcasted live on 29 September on national TV and was one of the most memorable events for the LOC in 2012

EKATERINBURG

KAZAN

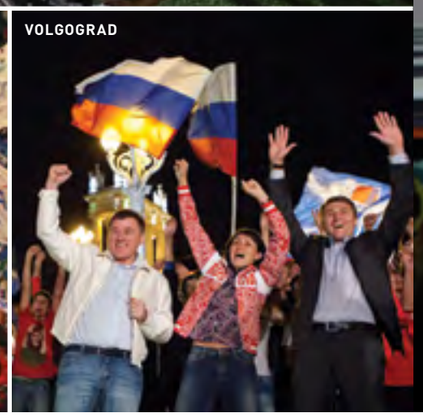
SAINT PETERSBURG

KALININGRAD

SOCHI

SAMARA

VOLGOGRAD



Taking part in the live broadcast were all the cities that made it into the final list of host cities for Russia 2018.

Each time a new envelope was opened in the studio, the city which had just been awarded FIFA World Cup host city status linked up live with Moscow.

02

LAYING THE **FOUNDATIONS**

02.1
2018 FIFA WORLD CUP RUSSIA INFRASTRUCTURE PROGRAMME

02.2
2018 FIFA WORLD CUP RUSSIA STADIUMS: DESIGN AND CONSTRUCTION MONITORING

02.3
2018 FIFA WORLD CUP RUSSIA FEDERAL LAW

02.4
IN PARTNERSHIP WITH FIFA

02.5
COOPERATION WITH HOST CITIES

02.6
HOTELS AND TEAM BASE CAMPS

02.7
MARKETING

02.8
STRATEGIC PLANNING AND PROJECT MANAGEMENT

02.9
KNOWLEDGE MANAGEMENT

02

The FIFA World Cup is the world's largest single sporting event. During the last FIFA World Cup, held in South Africa, over 3 million fans visited 10 stadiums, and 3.2 billion TV viewers worldwide (46.4% of the world population) watched the 64 matches played by 32 top national teams over 30 days. The 2010 FIFA World Cup™ Final alone boasted 909.6 million viewers. The total number of visitors to the FIFA Fan Fests—public viewing events organised by FIFA—reached 2.6 million in South Africa and 6.1 million worldwide. 15,000 volunteers and 40,000 police helped to organise the FIFA World Cup, with 525 kilometres of power cables providing the power supply to the stadiums.

ORGANISATION OF SUCH A MAJOR EVENT IS AN AMBITIOUS TASK FOR ANY COUNTRY HONOURED TO HOST THE FIFA WORLD CUP

It is also no surprise that preparations must start as soon as the host country is announced.

The infrastructure projects Russia has to put in place before 2018 are substantial. Seven new stadiums need to be built and five more that are already under construction have to be completed. In addition airports are to be upgraded, hotel room capacity is to be enhanced and transport links between the host cities have to be provided. FIFA has put in place tight deadlines for delivery of key facilities for the FIFA World Cup and Russia has to meet the challenge.

We consider preparations for the 2018 FIFA World Cup as a great incentive to act without delay with the involvement of all the stakeholders to deliver a spectacular football event and demonstrate Russia's hospitality to the world in 2018.

02.1 //

2018 FIFA WORLD CUP RUSSIA INFRASTRUCTURE PROGRAMME

The FIFA World Cup is not merely a supreme test for the world's best national teams and a celebration for tens of thousands of fans, it is also a significant economic project involving the construction and/or upgrade of dozens, even hundreds of facilities across the country.

We regard the infrastructure projects in preparation for the FIFA World Cup as a key element of the 2018 FIFA World Cup legacy. The LOC, the Ministries of Sport, Economic Development and Finance have developed a full scale FIFA World Cup infrastructure programme.

The LOC and the Ministry of Sport developed and distributed to the host cities the FIFA infrastructure requirements and assessment forms. The collected information was analysed for compliance with the FIFA requirements and the feasibility of their financial and economic estimates.

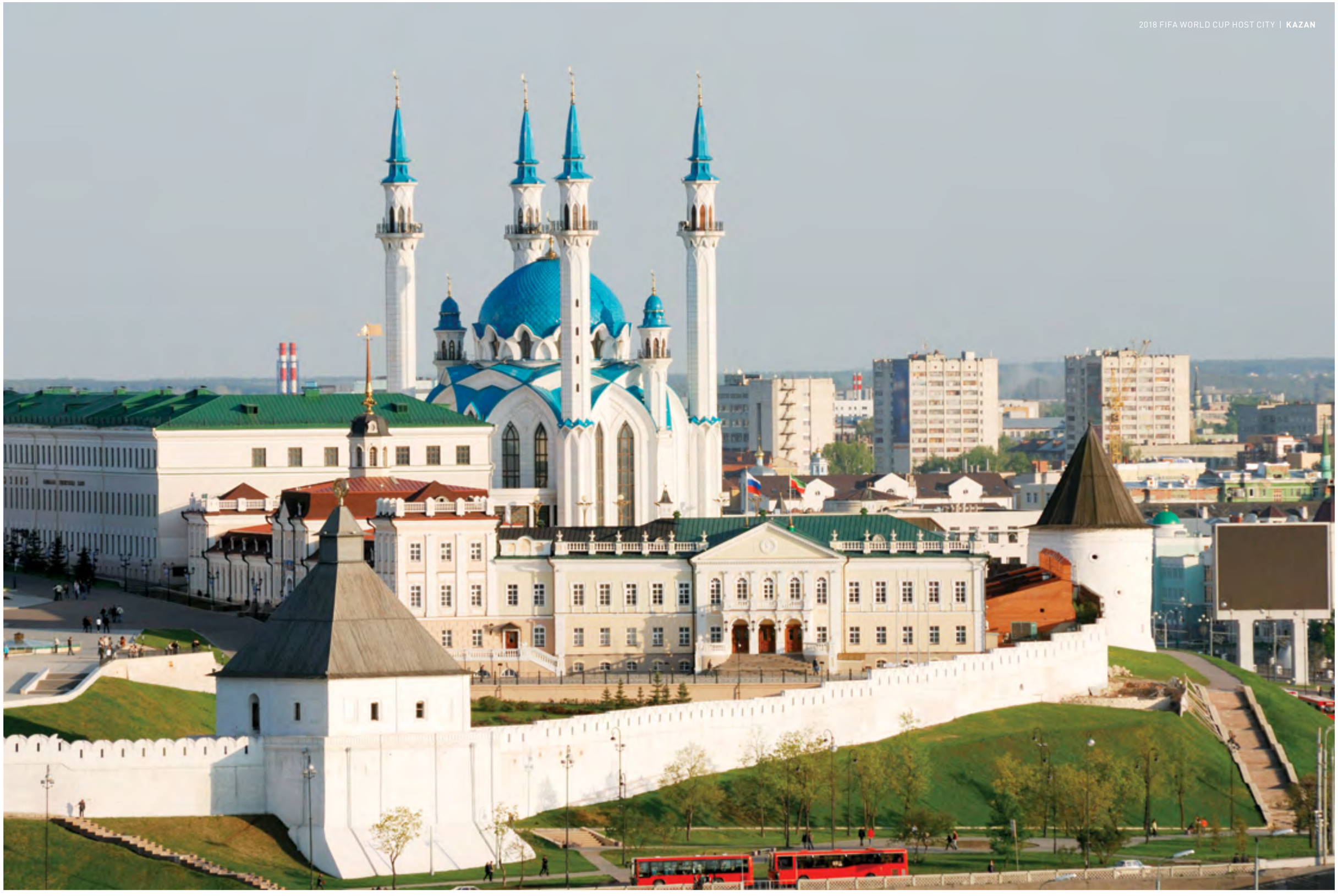
The analysis was primarily focused on sports, accommodation, transport, utility and other infrastructure facilities.

The list of items covered by the infrastructure programme includes stadiums, training sites, team base camps, airports, road infrastructure, hotels, security facilities, utilities and medical infrastructure, communications and IT, FIFA Fan Fests, and environmental/green initiatives.

To evaluate the required infrastructure investments, the LOC considered two scenarios: optimal (facilities and events directly involved in the organisation of the FIFA World Cup), and maximum (all facilities and events listed by the host cities). The optimal scenario was chosen as the baseline to balance the costs, the quality of FIFA World Cup organisation and its legacy, while minimising the project risks. The optimal scenario allows for cost reduction and minimum project delivery risks.

For instance, the stadium projects designed for a number of host cities involve use of temporary structures that will help meet the FIFA seating capacity requirements for the FIFA World Cup, but will subsequently be dismantled to bring the capacity down to the actual needs of a particular city. The same approach will be applied to upgrading airports in a number of cities: temporary passenger terminals are considered an option for providing the requisite airport capacity.

As a result, out of a long list of 1129 projects initially submitted by the regional governments, a preliminary shortlist of 350 top priority facilities was drafted and submitted to the government of the Russian Federation. We expect the government to approve the 2018 FIFA World Cup infrastructure programme in the spring of 2013.



02.2 //

2018 FIFA WORLD CUP RUSSIA STADIUMS: DESIGN AND CONSTRUCTION MONITORING

State-of-the-art, safe and high-tech stadiums are crucial for a successful FIFA World Cup. Modern football arenas are expected to meet the highest technological and sustainability standards.

According to the 2018 FIFA World Cup concept, Moscow's Luzhniki Stadium (the venue for the opening game, semi-final and Final), and St. Petersburg's stadium (the venue for the second semi-final), will be the competition's two main arenas. The FIFA Executive Committee approved this concept at its session in Tokyo on 14 December 2012.

Russia gave FIFA a commitment to provide 12 top-quality stadiums for the FIFA World Cup—an ambitious and challenging task, especially given the tight schedule for design and construction.

At this point, five stadiums for the 2018 FIFA World Cup Russia are already underway: in Moscow (Spartak), St. Petersburg, Kazan, Saransk and Sochi. Some 4.5 billion roubles has been earmarked for designing stadiums in Volgograd, Ekaterinburg, Kaliningrad, Nizhny Novgorod, Rostov-on-Don and Samara. In December 2012, following tenders, each of these cities awarded contracts for the design of the stadiums. Autumn 2012 also saw tenders submitted in Moscow as part of the process to select the designer of the "Luzhniki" stadium.

While the 2018 FIFA World Cup Russia LOC is not directly involved in the design and construction of the stadiums, it is still accountable to FIFA for compliance with the latter's requirements for stadiums and the construction schedule.

To ensure control, in April 2012, the LOC established a special purpose vehicle, Arena-2018, to monitor the design, construction and reconstruction works and ensure compliance with the approved schedule and deadlines, as well as for compliance with FIFA's technical requirements, on behalf of FIFA and the LOC.

Drawing on best international practices and FIFA know-how, Arena-2018 is building a control and monitoring system, including continuous video monitoring, for the construction of the FIFA World Cup stadiums. In December 2012, Arena-2018 submitted its first quarterly report on the progress in stadium design and construction to FIFA. Simultaneously, FIFA, in conjunction with the LOC and Arena-2018, agreed to update its Stadium Requirements Handbook for Russia, in order to provide stadium design teams with the updated FIFA requirements to be incorporated into stadium design projects for the 2018 FIFA World Cup Russia.

FIFA expects to produce a Draft of the Stadium Requirements Handbook for 2018 in October 2013. The requirements will be handed over to the design teams for the FIFA World Cup stadiums. FIFA will also pay its first inspection visit to 2018 FIFA World Cup stadiums in September 2013.

2018 FIFA WORLD CUP STADIUMS //

Five stadiums for the 2018 FIFA World Cup Russia are already underway:

- MOSCOW (SPARTAK)
- SAINT PETERSBURG
- KAZAN
- SARANSK
- SOCHI

KAZAN

SARANSK

SOCHI

SAINT PETERSBURG

MOSCOW SPARTAK

02.3 //

2018 FIFA WORLD CUP RUSSIA FEDERAL LAW

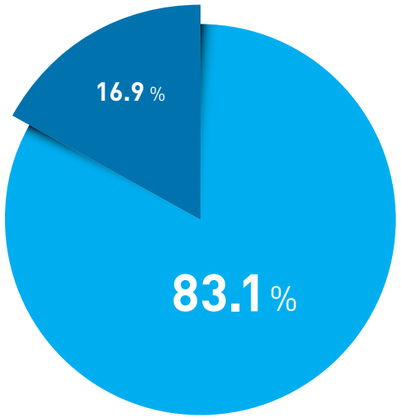
It is impossible to organise an event such as the FIFA World Cup without an appropriate legal framework. The competition's complex nature calls for legal regulations to be introduced in various spheres of law and business, this making adoption of a federal law on the 2018 FIFA World Cup Russia one of the top priorities for the LOC and FIFA. The law is expected to align the Russian legal system to the needs of the competition, and guarantee the commitments Russia gave during the bidding process in 2010.

Work on the draft of a Federal Law "on preparations for and organisation of the 2018 FIFA World Cup Russia, the 2017 FIFA Confederations Cup in the Russian Federation, and amendment of certain laws and regulations of the Russian Federation" started in 2011. In the first half of 2012, the bill obtained all the necessary government approvals (Government Executive Office, Presidential Executive Office, Ministry of Economic Development, Ministry of Justice, Ministry of Industry and Trade, the Bank of Russia).

In September 2012, Russian Prime Minister Dmitry Medvedev signed an order (order No. 1779 dated 26 September 2012) to submit the bill to the State Duma. The Committee on Physical Culture, Sports and Youth Affairs was designated as the coordinating committee for the bill in the State Duma.

On 23 November 2012, the State Duma approved the bill after its first reading by a majority of votes.

For: 374 votes, 83.1%
Against: 0 votes, 0%
Abstained: 0 votes, 0%
Absent: 76 votes, 16.9%
Quorum: 226 members



In 2013, the Committee on Physical Culture, Sports and Youth Affairs will finalise the draft of the law before it passes second and third readings and further approval by the Federation Council. At the final stage, the law is signed by the President and officially published.

02.4 //

IN PARTNERSHIP WITH FIFA

Although FIFA's main focus will be on Brazil for the next eighteen months as they prepare for the FIFA Confederations Cup 2013 and football's flagship event, the 2014 FIFA World Cup, FIFA and the LOC are already collaborating ahead of Russia 2018 based on a set agenda and regular contact.

With an efficient decision-making system on both operational and strategic levels between the two organisations, as well as professional teamwork, FIFA has come to appreciate the LOC as a reliable and loyal partner in Russia. Over the past year, the FIFA President and FIFA Secretary General have mentioned on a number of occasions their satisfaction with the preparations for the 2018 FIFA World Cup in Russia, as well as the productive relations between FIFA and the 2018 FIFA World Cup Russia LOC.

The involvement of the LOC in FIFA work is further evidenced by the fact that its Chairman Vitaly Mutko (also a member of the FIFA Executive Committee) and CEO Alexey Sorokin have been appointed to the standing Organising Committee for the FIFA World Cup, the former as a full member and the latter as a special advisor.

Maintaining a professional dialogue with FIFA is a top priority for the LOC, since FIFA is second to none when it comes to providing technical expertise and explaining the requirements and traditions pertaining to the organisation of a FIFA World Cup. The sharing of FIFA's vast knowledge with the organisers of Russia 2018 has been and will continue to be one of the key factors in successfully preparing for this tournament.

In the last year, the LOC and FIFA held various expert meetings, workshops and consultations to align their positions and share know-how. The year's key event was the second LOC Board meeting with FIFA participation held on 20 November 2012 in St. Petersburg. Leaders of the two organisations were represented by FIFA Secretary General Jérôme Valcke, Minister of Sport Vitaly Mutko, and CEO of the 2018 FIFA World Cup Russia LOC Alexey Sorokin.

The Board reviewed the work accomplished in 2012 and approved the 2017 FIFA Confederations Cup concept (to be hosted in Moscow, St. Petersburg, Kazan and Sochi) and two stadiums to host the opening game, Final and two semi-finals at the 2018 FIFA World Cup Russia (Luzhniki Stadium in Moscow and St. Petersburg stadium). The decisions were later finally approved by the FIFA Executive Committee.

02.5 //

COOPERATION WITH HOST CITIES

The Russia 2018 LOC regards close cooperation with the 11 host cities as the cornerstone of the organisation of the FIFA World Cup. In 2018, the host cities will represent the whole country in front of thousands of football fans from all over the world. Readiness of the host cities will be key to the successful hosting of the FIFA World Cup.

The LOC is responsible for ensuring consistent preparations across all the host cities. Moreover, it oversees compliance with FIFA requirements at all levels and facilitates negotiations relating to the tournament organisation.

The LOC and FIFA held regular host city workshops in 2012. Furthermore in June 2012, with the aim of giving regional organisations hands-on experience of a major football event, the LOC arranged a tour for the host cities' airport officials to Kharkiv (Ukraine) to observe the operations of the airport during a peak traffic period (ahead of the UEFA EURO 2012 match between Netherlands and Germany). Representatives from Sochi, Krasnodar, Ekaterinburg, Samara, Nizhny Novgorod, Saransk, Kaliningrad and the Transport Directorate of the Olympic Games went on the tour.

The LOC invited representatives from Kazan—the city designated to host the official draw for the 2017 FIFA Confederations Cup—to attend a similar draw in Sao Paulo, Brazil, in December 2013 as an observer.

02.6 //

HOTELS AND TEAM BASE CAMPS

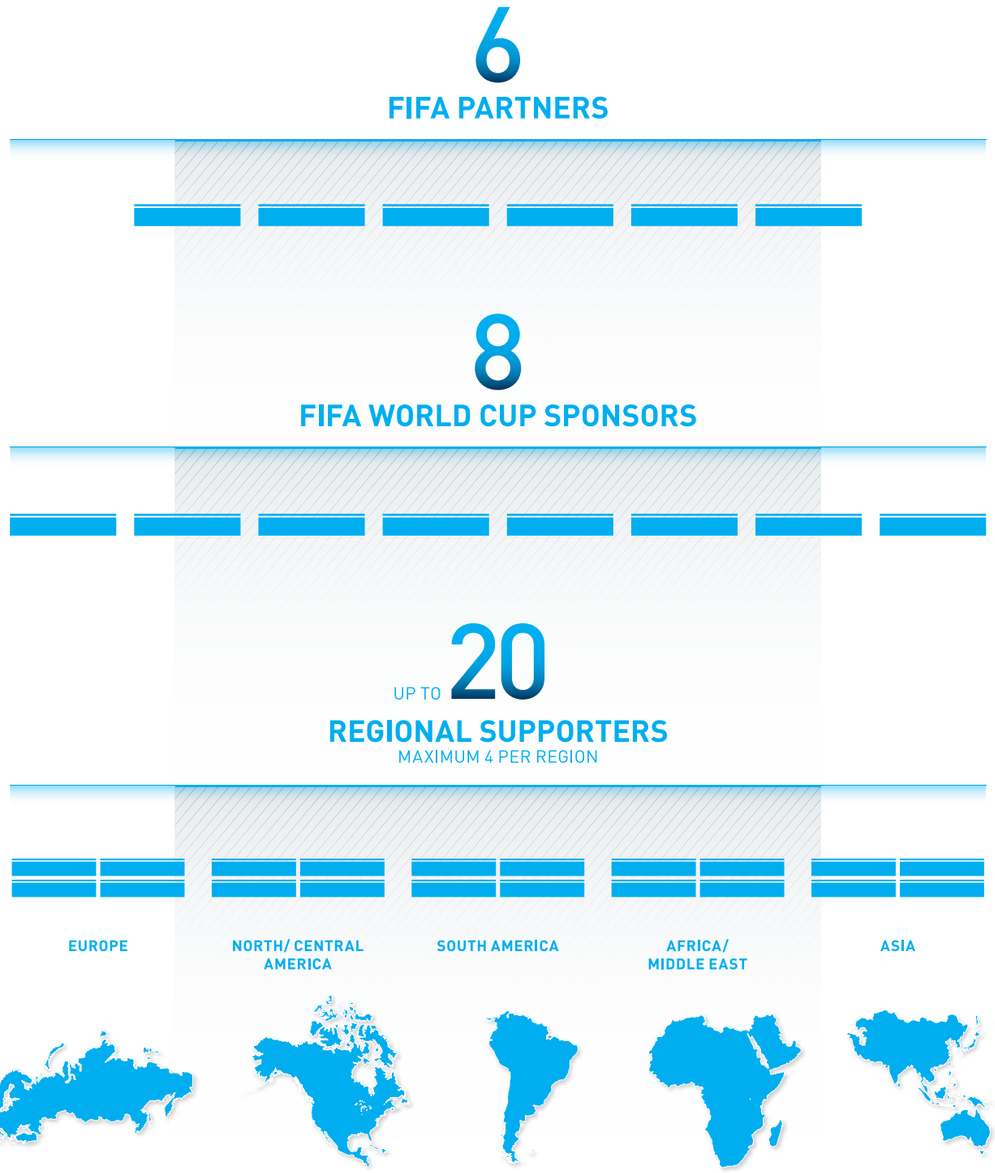
Accommodation for the FIFA World Cup participants and guests is a pivotal infrastructural and organisational aspect of the 2018 FIFA World Cup preparations. Apart from the teams, officials, sponsors, media and other client groups, thousands of football fans from across the globe are expected to attend the tournament. The 2010 FIFA World Cup™ in South Africa attracted over 350,000 visitors. Considering Russia's geography—it occupies most the Eurasian continent—and its relatively easy accessibility, we expect a greater number of guests.

Quality accommodation options are one of the FIFA's priorities. According to their requirements, Russia must offer a selection of 64 team base camps, as well as at least 60,000 hotel rooms of all categories for the client groups of the FIFA World Cup. These requirements are challenging for any host country, Russia being no exception.

In 2012, the LOC created an inventory of the hotel capacity in the host cities and, in July 2012, it produced the first 2018 FIFA World Cup hotel capacity report. This inventory will serve as the accommodation for the FIFA client groups and fans.

The LOC is simultaneously working on the Team Base Camps Catalogue to be delivered to the participating teams at the Preliminary Draw in 2015. In 2012 the LOC inspected over 50 team base camp hotels and 48 associated training sites.

2018 FIFA WORLD CUP TEAM BASE CAMPS



02.7 //

MARKETING

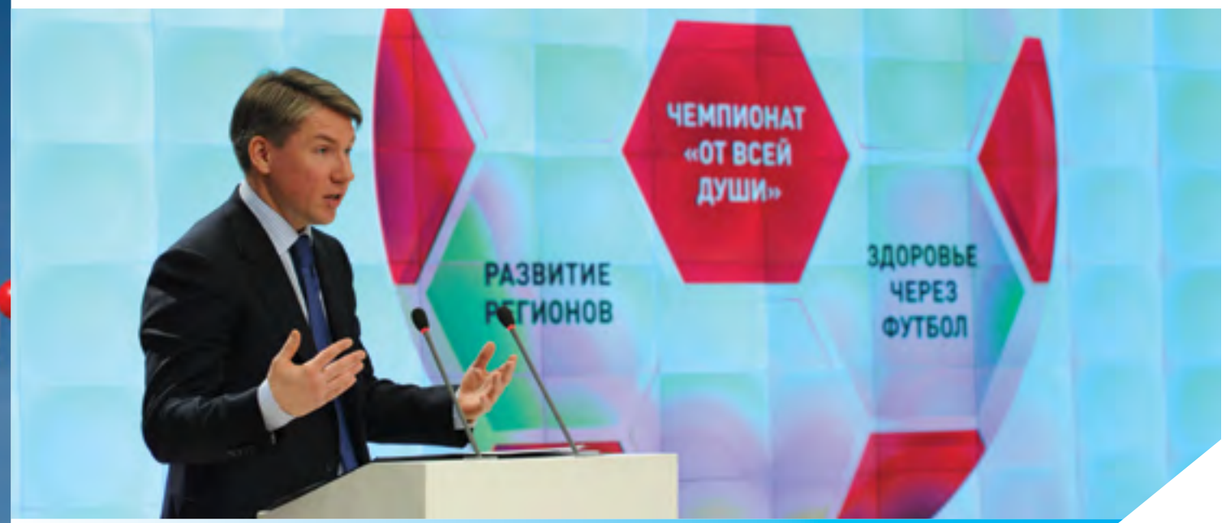
FIFA's commercial affiliates and sponsors play a crucial role in ensuring the commercial success of the FIFA World Cup. They provide the financial contribution and raise the event profile through intensive promotion of the tournament. FIFA, as the owner of the FIFA World Cup brand, works to protect the sponsors' rights and attract new partners to the FIFA family.

The FIFA World Cup sponsorship structure implies three tiers. The first tier consists of FIFA Partners (no more than six companies) enjoying the global rights with regard to the tournament. FIFA partners own the rights to the FIFA World Cup as well as all other FIFA tournaments. The Coca-Cola Company and Hyundai-Kia have already confirmed their status as 2018 FIFA World Cup Russia partners.

The second tier is made up of FIFA World Cup Sponsors (no more than eight companies). Sponsors are granted the right to associate with the FIFA World Cup globally. Anheuser-Busch InBev (the Budweiser brand) is a current 2018 FIFA World Cup Russia sponsor.

Starting with the 2018 FIFA World Cup in Russia, FIFA has introduced changes to the third tier of the sponsorship structure. FIFA expanded the tier from National Supporter (with rights restricted to the host country) to the Regional Supporter. Regional FIFA World Cup Supporters will be able to promote an association with the FIFA World Cup in one of the five regions, as designated by FIFA: Europe (including Russia), North and Central America, South America, Africa and the Middle East, and Asia. Most likely, a total of twenty spots will be available (four per region).

The 2018 FIFA World Cup is coming to a country with a steadily developing economy and great sports market potential. We believe that the new sponsorship structure will offer unprecedented opportunities for Russian companies to be involved in the preparation and staging of the 2018 FIFA World Cup.



02.8 //

STRATEGIC PLANNING AND PROJECT MANAGEMENT

Planning at different levels is certainly an imperative when such a complex and large-scale event as the FIFA World Cup is being organised. The FIFA World Cup involves thousands of participants, hundreds of events, hundreds of thousands of fans and, without careful prior planning, this overwhelming stream of people and events would be impossible to control and manage.

As far as strategic planning is concerned, in 2012 the LOC mainly focused on setting out the Russia 2018 Strategic Vision for all participants in the project (LOC, the Russian government, host cities and regions, and the RFU) to ensure common understanding of the mutual efforts and activities, set related goals, and to allocate responsibility for achieving them.

The development of a tree-diagram of objectives for the Russia 2018 LOC was the most important part of the strategic planning in 2012. It includes three levels of objectives: strategic, program and project, targeted to ensure the delivery of the 2018 FIFA World Cup Russia vision.

The development of a Roadmap—for organising and hosting the FIFA World Cup and related events—was another important planning landmark closely linked to project management.

The unified work structure developed for the LOC and FIFA (for the first time in the history of FIFA World Cups) is worth special mention as far as project management is concerned. The unified approach to planning shared by FIFA and the LOC will help coordinate the management efforts of the FIFA World Cup organisers effectively.

The draft consolidated FIFA-LOC work structure and the Roadmap are expected to be finalised and approved in the spring of 2013.

02.9 //

KNOWLEDGE MANAGEMENT

Russia has never before been host to a sporting event like the FIFA World Cup. Although Russia is set to host major sports events in the next two years (the 2013 Summer University Games and 2014 Winter Olympic Games), the particular requirements needed to host football's flagship tournament can be very specific. The unique nature of football events means that organisers, including the Russia 2018 LOC, must adopt a systematic and consistent approach.

Knowledge management at the LOC is derived from the Knowledge Management Concept drafted in 2012. The document sets out the objectives, principles and key requirements for the processes of acquisition, accumulation and management of knowledge in the key aspects of organising major international football tournaments. For knowledge management purposes, in 2012 the LOC planned and held a number of 'observer' projects at the year's major football events (2012 UEFA Champions League Final in Munich, 2013 FIFA Confederations Cup Draw in Sao Paulo), and, most importantly, UEFA EURO 2012 in Poland and Ukraine.

Our representatives visited almost all the UEFA EURO 2012 host cities (Gdansk, Wroclaw, Warsaw, Donetsk, Kharkiv and Kiev) as part of four different programmes arranged either by UEFA or the LOC on its own with the involvement of international experts.

The efforts resulted in the accumulation of a considerable body of knowledge covering all spheres of competition organisation (including strategic topics), such as efficient operation of airports during peak periods on matchdays, which later formed the basis of the LOC's knowledge library. With such a resource at its disposal and given that it is able to use it to the best advantage, the LOC will be able to improve the quality of planning, reduce risks and make the organisation and hosting of the 2018 FIFA World Cup Russia more efficient.

As part of the effort to build a knowledge library, the LOC developed technical manuals in the most important functional areas pertaining to preparation and organisation of the 2018 FIFA World Cup. In autumn 2012, the library's first volume was compiled, covering Team Base Camps and services for teams participating in the 2018 FIFA World Cup. In December, a draft of the Host Cities Marketing Manual was published, with several more technical guidelines on stadiums, accommodation, transportation, etc. in the pipeline.

NEXT YEAR, THE LOC PLANS TO IMPLEMENT, IN COOPERATION WITH FIFA, A COMPREHENSIVE 'OBSERVER' PROGRAMME AT THE YEAR'S MAIN FOOTBALL EVENT, **THE FIFA CONFEDERATIONS CUP 2013**

03

REACHING OUT TO THE WORLD

03.1 COMMUNICATIONS STRATEGY

03.2 2018 FIFA WORLD CUP RUSSIA AMBASSADORS

03.3 ALL-RUSSIA PUBLIC OPINION POLL

03.4 MEDIA RELATIONS

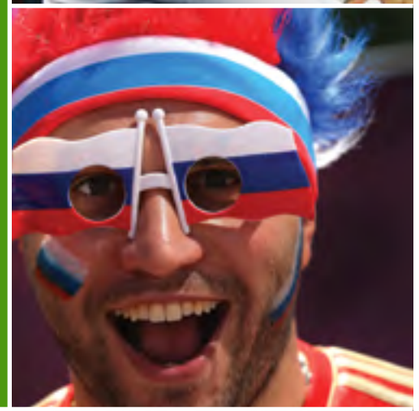
03.5 OFFICIAL WEBSITE AND TWITTER

03.6 INTERNATIONAL AFFAIRS

03

THE FIFA WORLD CUP CARRIES A POWERFUL APPEAL, LITERALLY ELECTRIFYING THE ENTIRE WORLD AS MILLIONS OF FANS AND ALL THE GLOBAL MEDIA FOLLOW THE TOURNAMENT IN THE HOST COUNTRY.

RUSSIA WILL BE A REVELATION, WITH ITS RICH HISTORY, CULTURE AND, MOST IMPORTANTLY, ITS GENUINE AND HOSPITABLE PEOPLE. **THE 2018 FIFA WORLD CUP IS A STORY ABOUT THE NEW, DYNAMIC RUSSIA, REINVENTING ITSELF THROUGH FOOTBALL. WE ARE READY TO TELL THIS STORY TO THE WORLD.**



03.1 //

COMMUNICATIONS STRATEGY

The communication objective of the Local Organising Committee is to shape the image and promote the vision for the 2018 FIFA World Cup among the fans and stakeholders. The Communications Strategy sets out the key principles for the Local Organising Committee's public relations and communication policy, and interactions with FIFA. In general, until the end of the 2014 FIFA World Cup Brazil, the Local Organising Committee will focus its communications efforts within the country, boosting awareness of and support for the 2018 FIFA World Cup among the Russian audience. When the 2014 FIFA World Cup Brazil is over, the 2018 FIFA World Cup Russia will take the world's stage as a next organiser and the Local Organising Committee will be responsible to carry the message of 2018 FIFA World Cup globally.

03.2 //

2018 FIFA WORLD CUP RUSSIA AMBASSADORS

The Ambassadors Programme is one of the most exciting elements when it comes to spreading the Russia 2018 vision. Starting from the bid campaign when the idea of bringing the FIFA World Cup to Russia was supported by such prominent talents as Valery Gergiev, Andrey Arshavin, Elena Isinbayeva and Anna Netrebko, we will continue to invite people who share our values and love of football to represent the 2018 FIFA World Cup Russia.

In 2012, the first official 2018 FIFA World Cup Ambassador joined the team—the Russian national team goalkeeper Igor Akinfeev. We greatly appreciate his participation in the campaign. On and off the pitch Igor is guided by the principles of fair play—the core football value. Thousands of young footballers in Russia look up to him as a role model. "Igor Akinfeev is one of the footballers who we say give 'hope' to the Russian national team for the 2018 FIFA World Cup," said Vitaly Mutko.

Russia 2018 has inspired many footballers, athletes, coaches and artists. The coach of the national team Fabio Capello expects the FIFA World Cup to provide new opportunities for football development and, hopefully, for a successful performance by the national team: "We're already beginning to build the team, halfway through qualifying for the 2014 FIFA World Cup. As the team's coach, I can see a great potential in a lot of young players, and many of them are capable of becoming the team's leaders by 2018."

In 2013, we will introduce new, equally celebrated 2018 FIFA World Cup Ambassadors.

IGOR AKINFEEV

RUSSIAN NATIONAL TEAM GOALKEEPER, 2018 FIFA WORLD CUP'S FIRST AMBASSADOR

TEAM 2018

IGOR AKINFEEV SPOKE TO THE 2018 FIFA WORLD CUP LOCAL ORGANISING COMMITTEE ABOUT HIS NEW ROLE AS AMBASSADOR AND HOW HE FEELS ABOUT 2018.

— Igor, in 2012 you became Russia 2018's first ambassador. How did you feel about the appointment?

— For me it's a huge honour to be the first ambassador for what will be a historic FIFA World Cup at home in Russia. I'm really proud of this role and fully intend to take it seriously. I have to admit that the offer to become a FIFA World Cup ambassador has done a great deal for my morale, and given me a new lease on life. At the time, I was recovering from injury, and I was focusing on the sorts of procedures and exercises that fill your days as a footballer in that type of situation. Usually, when an athlete is injured, everyone forgets about them for a while. But then I suddenly received this offer, and I agreed right away. I didn't think twice. I was pleasantly surprised that someone had thought of me at that time. That means that I've achieved something with my performances, I've scaled a few heights in my career.

— Have you already had a chance to prove yourself as a FIFA World Cup ambassador?

— I always try to live up to this honour and status by behaving the right way, both on and off the pitch. I think FIFA World Cup ambassadors should embody everything that's best about football, and fight some of the negatives which, unfortunately, you sometimes see in the game. Above all, you have to influence the atmosphere in the stands. At the moment, things aren't going so well in that respect. If we want football to develop, we need to change things straight away. I think there's some work already being done to deal with this. I spoke to the chairman of the Local Organising Committee, Vitaly Mutko, and I've reassured him that the LOC can count on me.

— There's a lot of talk at the moment about how Russia will benefit from hosting the FIFA World Cup. What's your view?

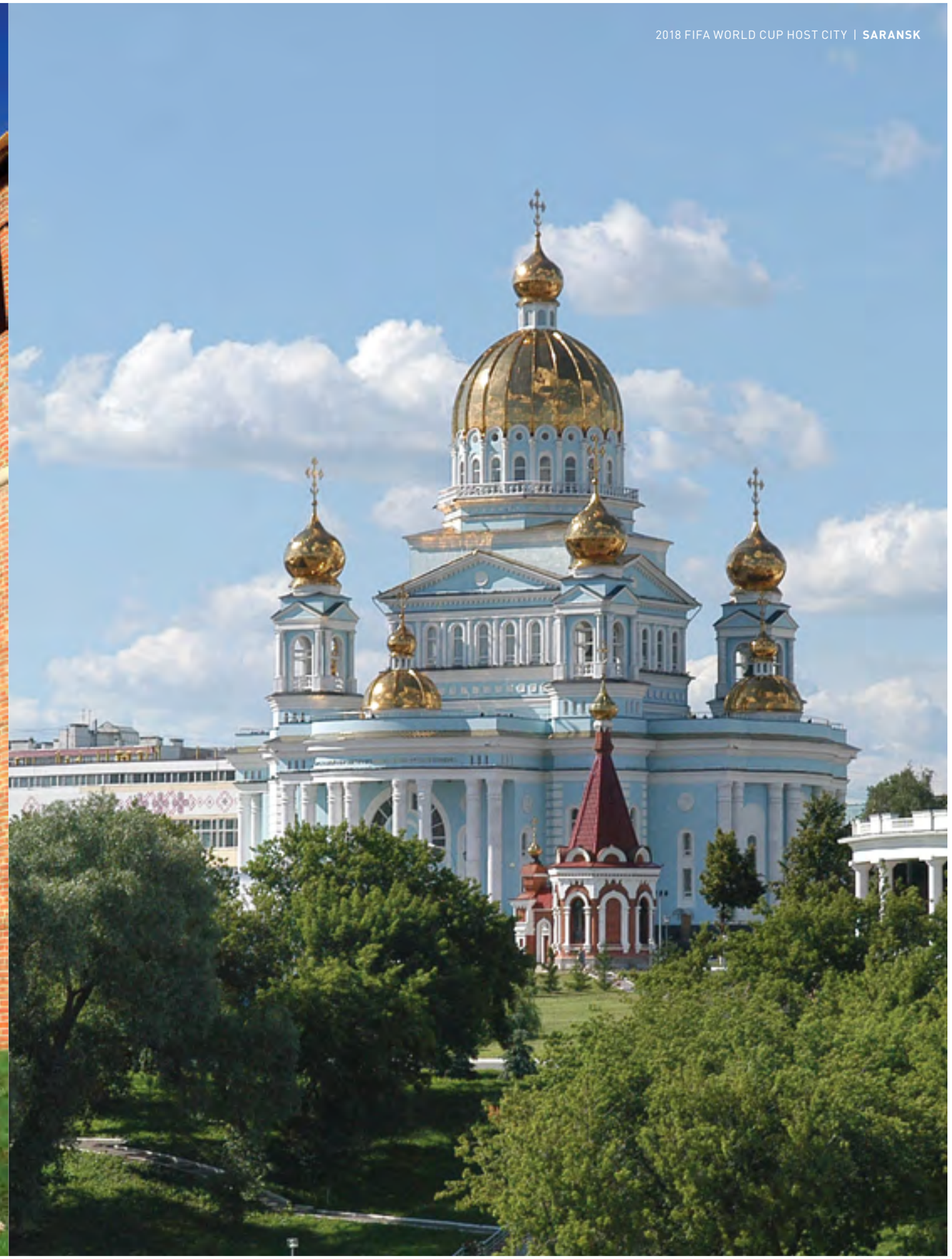
— For the whole world, and even for people living in our country, Russia will be seen from an entirely new perspective. As footballers, we travel around the country a lot, but even we can't imagine just how rich and colourful Russia is. Thanks to the FIFA World Cup, hundreds of thousands of tourists from right around the world will be visiting Samara, Nizhny Novgorod, Rostov-on-Don and all the other cities. As they follow their national teams, supporters will have the opportunity to learn about the culture and everyday life of Russia's cities. I'm sure they'll be left with really warm and vivid impressions of Russia, and many of them will want to come back here again and again. Last of all, for me, as a footballer, it's particularly important that the country will be getting new sporting infrastructure, and this will also mean that thousands of kids will have the opportunity to take up football. There'll be new stadiums, which we don't have enough of at the moment, and that will mean that Russian football can continue to make rapid progress. Once the new stadiums are in place, we can expect to see sell-outs again, with more women and children coming to matches.

— Being a FIFA World Cup ambassador is a big honour. But your biggest dream for 2018 is probably to prove yourself as a player, right?

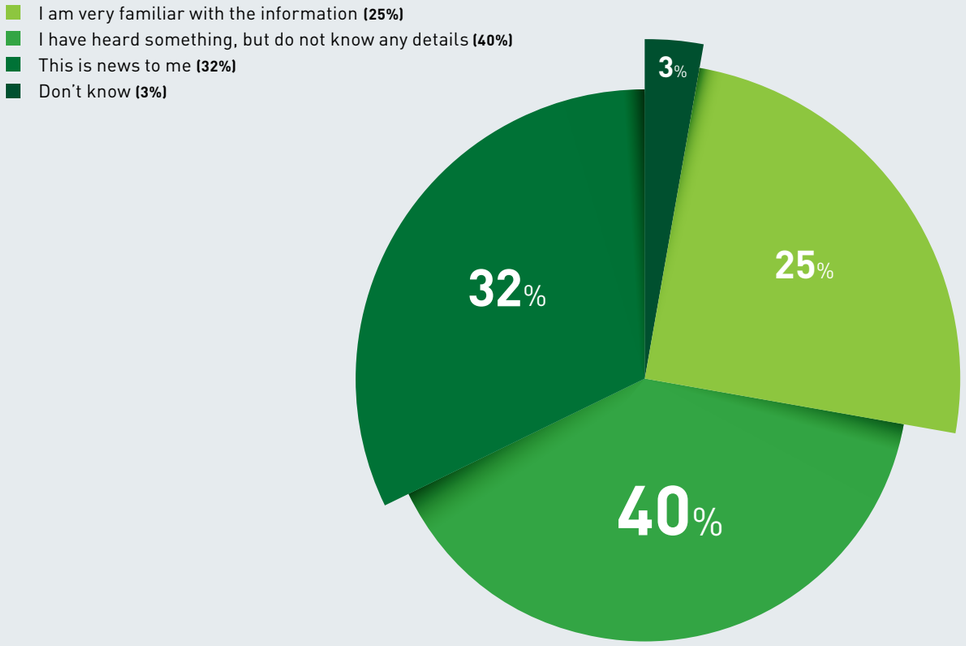
— I'm aware that, at the moment, it's still just a dream. There are still five years to go until the FIFA World Cup, and that's a long time for a footballer to get through and to keep performing at the same level. All I've done so far is to take the first small step along that road. To play in a FIFA World Cup is a dream for any player who wants to achieve something big in football. At the moment I'm feeling proud of my country, and proud of the fact that Russia has earned the right to host such a massively important tournament.

2018 FIFA WORLD CUP HOST CITY | **NIZHNY NOVGOROD**

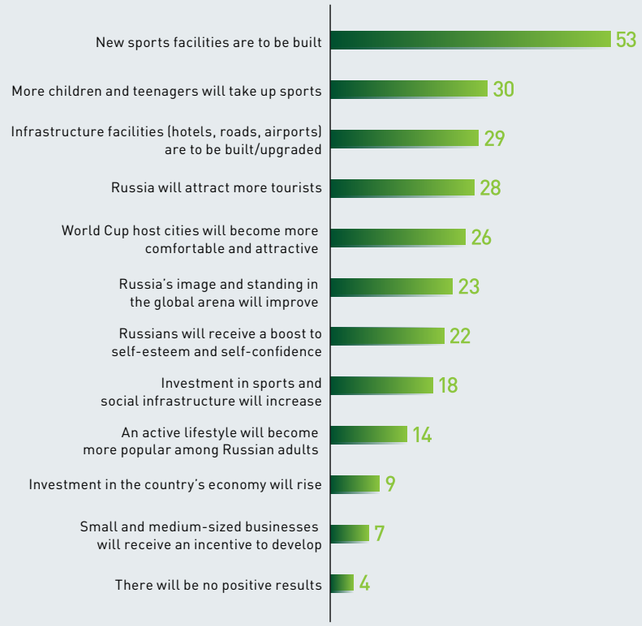
2018 FIFA WORLD CUP HOST CITY | **SARANSK**



POLL //
ARE YOU AWARE, HAVE YOU HEARD BEFORE, OR IS IT NEWS TO YOU THAT RUSSIA WILL HOST THE 2018 FIFA WORLD CUP? *



POLL //
WHAT ARE THE MOST IMPORTANT BENEFITS THAT RUSSIA WILL ENJOY AS A RESULT OF STAGING THE 2018 FIFA WORLD CUP? *
(Percent of the respondents, up to four answers)



* All-Russia Public Opinion Poll by WCIOM
1 600 Respondents,
42 Regions, 2012

03.3 //

ALL-RUSSIA PUBLIC OPINION POLL

Shaping the positive image of the 2018 FIFA World Cup Russia is a central objective for the LOC. The Russian public learned that the tournament was coming to Russia when the announcement was made at FIFA headquarters in Zurich on 2 December, 2010.

In 2012, the Russian Public Opinion Research Center (WCIOM) conducted an opinion poll to help the LOC understand the expectations generated among the public from hosting the FIFA World Cup. The poll covered 42 Russian regions.

The poll revealed that football is the most popular sport in Russia, with 48% of respondents saying they follow football news, and a third of this number (some 14% of the population) consider themselves active football fans.

The results point to a high awareness among Russians of the showpiece event in 2018, with 65% of respondents admitting they were aware that Russia would be the host of the 2018 FIFA World Cup, and a quarter of them (25%) even indicating that they were "very familiar" with the information. Meanwhile, approximately a third of Russians, 32%, had heard nothing about the 2018 FIFA World Cup. Extrapolated to the entire population, the figures indicate a high degree of awareness of the upcoming event among Russians.

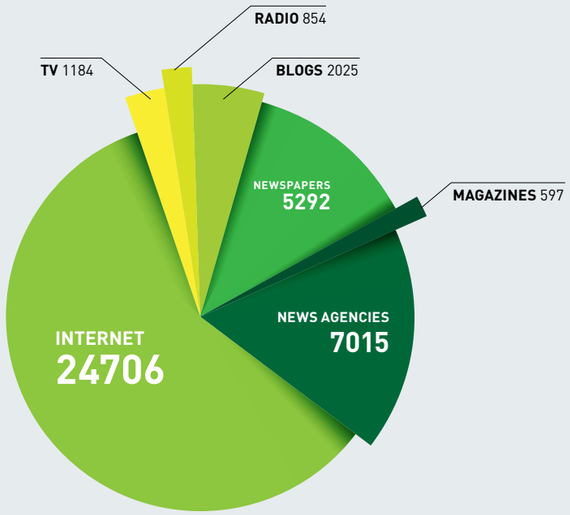
According to the poll, the FIFA World Cup creates positive expectations. Respondents cited construction of new stadiums (53%), development of youth sports in general and football in particular (30%), construction and modernisation of the infrastructure in the host cities (29%), as well as an influx of tourists into Russia (28%), as the main advantages of holding the World Cup in Russia.

A fifth of people polled (22%) also emphasised an important psychological consequence: improved self-esteem and self-confidence among Russians. Obviously, Russians have a positive attitude toward the 2018 FIFA World Cup being held in their country, as they expect the tournament to leave a very beneficial infrastructural and social legacy.

Apart from positive factors, poll participants were also aware of the risks involved in holding the FIFA World Cup. The major concerns were the possibility of increased corruption (30%), a shift in focus to developing the host regions causing other regions to be overlooked (29%), a rise in labour immigration from the CIS and misuse of budget funds (22% each).

The LOC and the host cities will take this data into account in their future activities to help meet the public's expectations and justify the trust of Russian football fans, while all the time keeping an eye on the potential risks.

MEDIA //
BREAKDOWN OF 2018 FIFA WORLD CUP RUSSIA COVERAGE BY MEDIA CATEGORY*



MEDIA //
2018 FIFA WORLD CUP RUSSIA COVERAGE BY THE REGIONAL MEDIA IN 2012 *

REGION	NUMBER OF PUBLICATIONS
Moscow	17 749
Samara Region	4 475
Ekaterinburg Region	2 742
Saint Petersburg	2 564
Volgograd Region	1 763
Nizhny Novgorod Region	1 636
Kaliningrad Region	1 496
Rostov-on-Don Region	1 247
Krasnodar Region	1 059
The Republic of Mordovia (Saransk)	948
The Republic of Tatarstan (Kazan)	659

* Source: Medialogia, Subject for review: 2018 FIFA World Cup Russia (tracking period: 01.01.2012–31.12.2012)

03.4 //

MEDIA RELATIONS

2012 saw increased interest from the Russian media in preparations for the 2018 FIFA World Cup. In 2012, the FIFA World Cup was mentioned in the media twice as often as in 2011, with the actual number of publications citing the FIFA World Cup rising from 17,500 in 2011 to 41,700 in 2012.

The regional media in the Russia 2018 host cities provided extensive coverage of the preparations for the upcoming event, primarily with regard to the selection of its host cities. The chart above shows the breakdown of publications in 2012 covering preparations for the FIFA World Cup.

The LOC strives to provide the media with prompt and up-to-date information on preparations for the tournament. Indeed the LOC's leading officials and representatives of FIFA held several media events in 2012. FIFA President Joseph S. Blatter, FIFA Secretary General Jérôme Valcke and FIFA Marketing Director Thierry Weil came to Moscow and St. Petersburg to talk to the media and report on certain milestones in the preparations for the tournament. These included the selection of the host cities, the infrastructure programme, stadium construction and overall financing of the event, as well as to present the vision of the FIFA World Cup and unveil the interim event mark and official host cities posters.

03.5 //

OFFICIAL WEBSITE AND TWITTER

Communications relating to the 2018 FIFA World Cup rely heavily on digital platforms. At this point, the Russia 2018 official presence on the internet takes two forms: the official website and a Russian-language Twitter account.

The official 2018 FIFA World Cup website is located on FIFA.com. Here we post news on preparations for the tournament, official media releases and information on the LOC's activities. The website is maintained in all the official FIFA.com languages and in Russian. It is also the main resource for the information on the 2018 FIFA World Cup Russia host cities.

In 2012, the official Russian-language Twitter account was launched: @fifaworldcup_ru. Twitter subscribers receive official information, as well as the latest news on the LOC's activities.

2018 FIFA WORLD CUP HOST CITY | **SAMARA**

2018 FIFA WORLD CUP HOST CITY | **SOCHI**

03.6 //

INTERNATIONAL AFFAIRS

The Russia 2018 LOC is an international organisation by nature. As a representative of a major international project such as the FIFA World Cup, we liaise with various international organisations and companies. These include international football associations and unions, including FIFA and UEFA, as well as other football organisations and Local Organising Committees (Brazil 2014 and EURO 2016).

Simultaneously, the LOC is involved in bilateral government commissions. For reference, it participates in the Russian-French Council for Economic, Financial, Industrial and Trade Issues, as well as in the Russian-British Intergovernmental Steering Committee on Trade and Investment.

In addition, in 2012 the LOC actively liaised with foreign business interests, including holding regular meetings with representatives of commercial departments of embassies in Russia, as well as with overseas companies seeking to participate in FIFA World Cup projects. Such contacts are aimed at having the best international practices in various spheres, from high-tech to marketing, as well as in creating infrastructure and creating a FIFA World Cup legacy.

CONTACTS BETWEEN THE LOC AND FOREIGN BUSINESS ARE AIMED AT HAVING THE BEST INTERNATIONAL PRACTICES IN CREATING INFRASTRUCTURE AND CREATING A FIFA WORLD CUP LEGACY

04

SHAPING
THE IMAGE

04.1
INTERIM EVENT MARK

04.2
THE 2018 FIFA WORLD CUP
OFFICIAL HOST CITIES POSTERS

04.3
PROMOTION

04

EVERY FIFA WORLD CUP GOES DOWN IN HISTORY NOT ONLY BECAUSE OF AMAZING GOALS AND OUTSTANDING FOOTBALL PERFORMANCES, BUT ALSO THANKS TO THE DISTINCTIVE FLAVOUR OF THE HOST NATION.

THE IMAGE OF THE HOST COUNTRY IS CREATED LONG BEFORE THE TOURNAMENT KICKS OFF THROUGH A RANGE OF MARKETING INSTRUMENTS SUCH AS THE TOURNAMENT'S EMBLEM, OFFICIAL LOOK, AND SLOGAN. **RUSSIA HAS A STORY TO TELL, ONE THAT WILL CONVEY THE ENERGY AND THE SOUL OF THE FIRST FIFA WORLD CUP TO BE HELD IN OUR COUNTRY, THROUGH THOUGHTFUL IMAGERY.**

04.1 //

INTERIM EVENT MARK

The LOC was able to convince FIFA to start shaping the 2018 FIFA World Cup Russia image ahead of schedule. FIFA's original plan was to present the 2018 FIFA World Cup Russia emblem at the end of the 2014 FIFA World Cup Brazil. However, for the first time ever, the FIFA World Cup was given an interim mark to use before the official emblem is launched.

The interim mark was unveiled in March 2012 and incorporates the legendary FIFA World Cup Trophy—the most recognisable symbol of this great event. The interim mark is the first step in designing the visual image of Russia 2018.

The mark will be used to promote the 2018 FIFA World Cup within Russia and will be subsequently replaced by the official Russia 2018 emblem reflecting the unique nature of the host country.

In 2013, FIFA and the LOC will embark on designing the official emblem, a task that will require a combined effort from Russian and international creative designers, as well as fans.

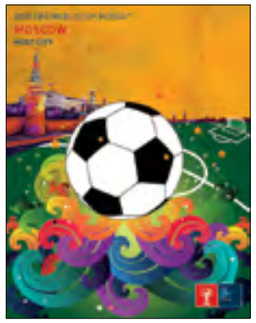
04.2 //

HOST CITIES POSTERS

The 11 Russian cities selected to host the 2018 FIFA World Cup—the so-called 'Jewels of Russia'—are some of the most beautiful metropolises in the country. In the coming years the host cities will look for opportunities to promote their status as organisers and venues for the FIFA World Cup.

The experience of previous FIFA World Cups proved that host city posters are an effective tool in demonstrating the link between host cities and the tournament itself. In 2012, the official 2018 FIFA World Cup Russia host city posters were launched. For the first time the posters were presented to the public at such an early stage.

Every host city poster is unique and promotes the association between the city and the world's premier football event. The posters are helping to generate a spirit of footballing celebration while preparations get underway and will contribute to the growing excitement fans feel as the tournament approaches, as well as serve as a valuable tool for host cities global promotion. The official host cities posters are the first pieces of Russia 2018 artwork to be used during the preparations for the main event.



01

02

03

04

05

06

07

08

09

10

11

THE 2018 FIFA WORLD CUP OFFICIAL HOST CITIES POSTERS

01 / **MOSCOW**
The football pitch by the walls of the Kremlin symbolises Russia's love of the sport. The passionate, festive atmosphere that fans in the Russian capital exude is depicted by an assortment of colourful "waves" carrying the ball.

02 / **SAINT PETERSBURG**
The magic of St. Petersburg's unique architecture is etched in the instantly recognisable silhouettes of St. Isaac's Cathedral, the Smolny Convent, the railings around the Summer Garden, and Admiralty Tower.

03 / **KALININGRAD**
Created from water, the footballer symbolises the openness and friendliness of the city. He is handed the amber ball—the symbol of Kaliningrad and the festivities to be brought by the greatest football tournament on the planet.

04 / **KAZAN**
A winged snow leopard—the national symbol of Tatarstan—soars above the pitch. The rays of sunlight represent optimism, success and good luck. This is how Kazan will welcome the 2018 FIFA World Cup.

05 / **SAMARA**
The poster shows a footballer bursting with energy. Strong colourful lines race upwards, underlining a desire to reach new heights. The poster is decorated with two symbols of Samara: the Monument of Glory and the Stella Rook.

06 / **NIZHNY NOVGOROD**
The player on the poster is depicted in the style of Khokhloma painting for which the region is famed. Red, orange and gold convey passion, movement and expression—elements that are at the heart of football.

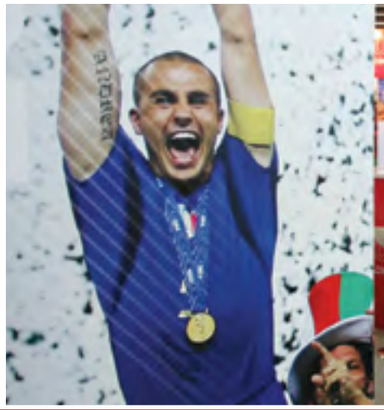
07 / **SARANSK**
The bird on the poster is from Mordovian mythology. The bird and a football are decorated with the old Mordovian pattern, symbolising the traditions and uniqueness of the local population.

08 / **VOLGOGRAD**
The fast-flowing Volga, upon which a football is borne, personifies the wave of emotions generated at FIFA World Cup matches. The geometric, mosaic-like technique employed in the poster denotes new technologies both in everyday life and in sport.

09 / **ROSTOV-ON-DON**
The horse is a powerful symbol in the history of the region. The poster features the calm waves of the River Don under the hooves of horses galloping unwaveringly ahead. The colours on the football are from the flag of Rostov Region.

10 / **SOCHI**
The poster conveys Sochi's uniqueness: a warm sea and snow-capped mountains. The ball, swaddled in palm leaves, symbolises the love of football and the hospitability of the local people.

11 / **EKATERINBURG**
The Urals are a treasure trove of rare minerals and precious stones. The poster's backdrop is reminiscent of the exquisite malachite gemstone. A small flower, representing the festival of football, blossoms in the centre of the poster, whose rich colours are evocative of the Ural Mountains and its environs.



04.3 //

PROMOTION

The Host Cities Announcement Ceremony stands out as the highest profile public relations event of 2012.

In September 2012, the LOC staged the FIFA World Cup exposition for the participants of the Asian-Pacific Economic Cooperation summit (APEC) in Vladivostok. An interactive presentation took the guests on a virtual tour of the host cities from Kaliningrad to Ekaterinburg, and presented the FIFA World Cup in Russia.

In 2013, the Summer University Games in Kazan and the FIFA Confederations Cup in Brazil will be the main promotion platforms for the 2018 FIFA World Cup Russia.

LOOKING FORWARD TO 2013

INTERVIEW WITH
ALEXEY SOROKIN, CEO OF THE
2018 FIFA WORLD CUP RUSSIA
LOCAL ORGANISING COMMITTEE

— Alexey, what are the LOC's objectives for 2013?

—Preparation for the FIFA World Cup is very different from any other sporting event. We have 11 host cities that are involved in staging the tournament. The LOC's role is to set the pace for preparations and align the efforts of all those involved.

The vital task for 2013 is to finalise the infrastructure programme that will list all the FIFA World Cup projects and funds allocated for construction and modernization. The list will include both sports infrastructure (stadiums, training sites, team base camps) and the so-called general infrastructure (hotels, airports, roads, public transport, etc.). We expect the government to approve the programme in the spring of 2013.

Stadiums construction monitoring is another priority. Five FIFA World Cup stadiums are already under way: in St. Petersburg, Kazan, Saransk, Sochi, as well as the FC Spartak stadium in Moscow. Stadia in Kazan and Sochi will be completed in 2013. The Spartak stadium will welcome fans in 2014. In 2013, seven more stadiums will be designed—in Volgograd, Ekaterinburg, Kaliningrad, Nizhny Novgorod, Rostov-on-Don and Samara, as well as the Luzhniki stadium in Moscow. Building stadiums for the 2018 FIFA World Cup is the responsibility of the host cities, but we, as the Local Organising Committee, are responsible for compliance with the FIFA requirements and with the schedule for the FIFA World Cup preparations. My goal is to make the best use of the time we have before the tournament.

— Could you tell us about the financing of Russia 2018 preparations?

— A colleague from FIFA once told me: "FIFA gives a party in a house built by the host nation." We have two distinct budgets: the operational budget and the infrastructure programme. The LOC is responsible for the operational budget that is financed by FIFA. Most of the funds, up to 80%, will be spent in the last two years of preparations for the operational needs. The infrastructure programme, in turn, is designed to build our common home—these are the investments in Russian football development. The infrastructure programme covers five years from launching in 2013 until the kick-off of the 2018 FIFA World Cup, with funds coming from both federal and regional budgets, and extra-budgetary sources used to finance, for instance, the upgrading of privately run airports or hotel construction.

— When will the Russia 2018 get an official emblem?

— The emblem of the 2018 FIFA World Cup Russia will be unveiled after the 2014 FIFA World Cup Brazil. That said, we will start developing the design in 2013. We have to find the images that will be appealing to football fans and will portray the uniqueness of the first FIFA World Cup in Russia. We will consult the football fans to see what they expect from the emblem.

— Is the role the 2018 FIFA World Cup will play in Russian society a consideration for the LOC?

— Yes, we have always kept that in mind—it's what we call "legacy". In fact the very idea of delivering a sustainable and long term legacy motivated us to bid for the FIFA World Cup. If we leave aside stadia, new and modernized infrastructure, the key legacy message of the FIFA World Cup is to touch people. I believe that the FIFA World Cup will attract hundreds of thousands of children and young people to play football and participate in sports, and it will bring along new social standards, will change our views of ecology, our country and ourselves.

However to achieve those ambitious goals, we have to, even today, five years before the FIFA World Cup, work with the utmost dedication.