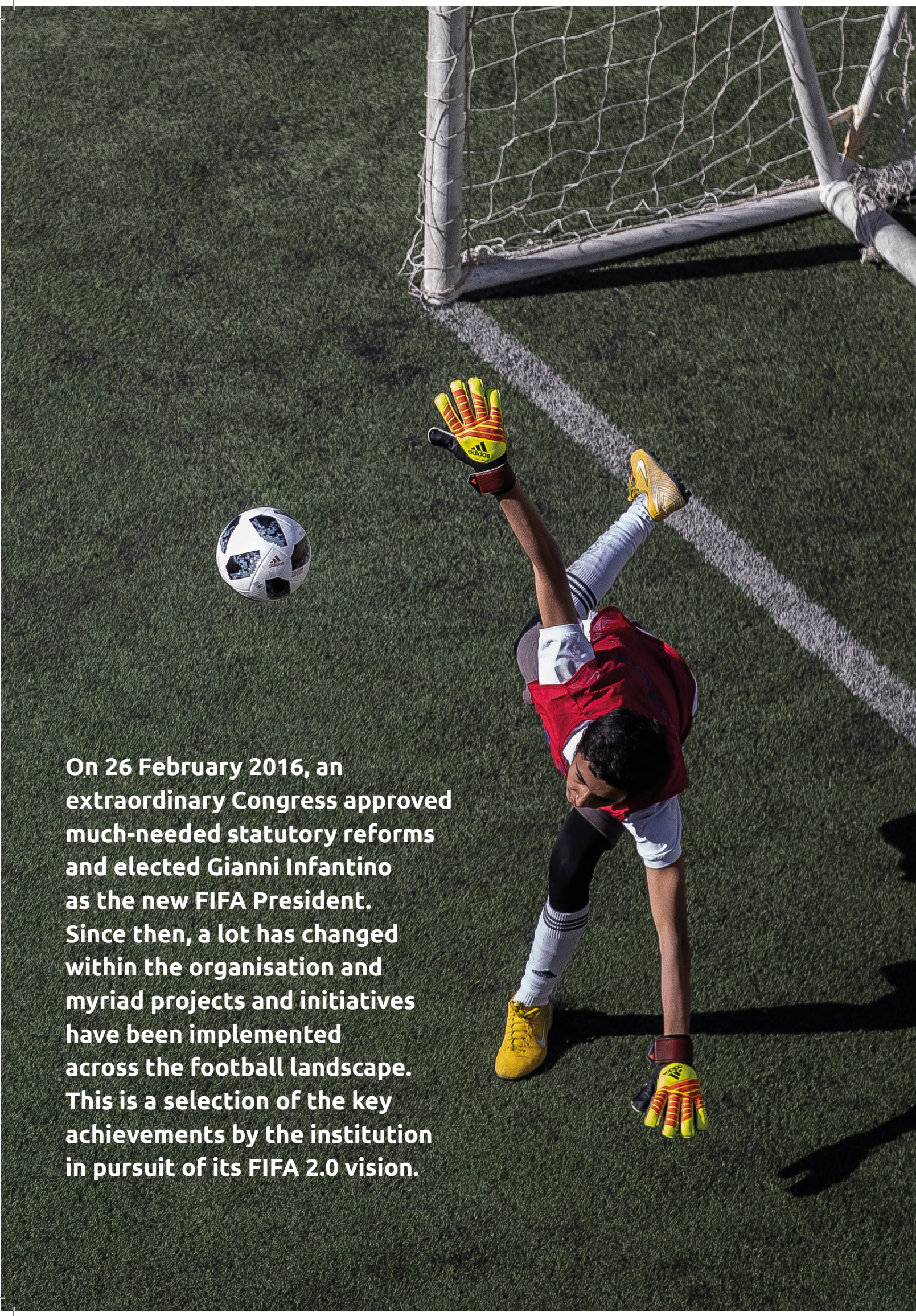


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FIFA's key achievements: 2016-2019





On 26 February 2016, an extraordinary Congress approved much-needed statutory reforms and elected Gianni Infantino as the new FIFA President. Since then, a lot has changed within the organisation and myriad projects and initiatives have been implemented across the football landscape. This is a selection of the key achievements by the institution in pursuit of its FIFA 2.0 vision.

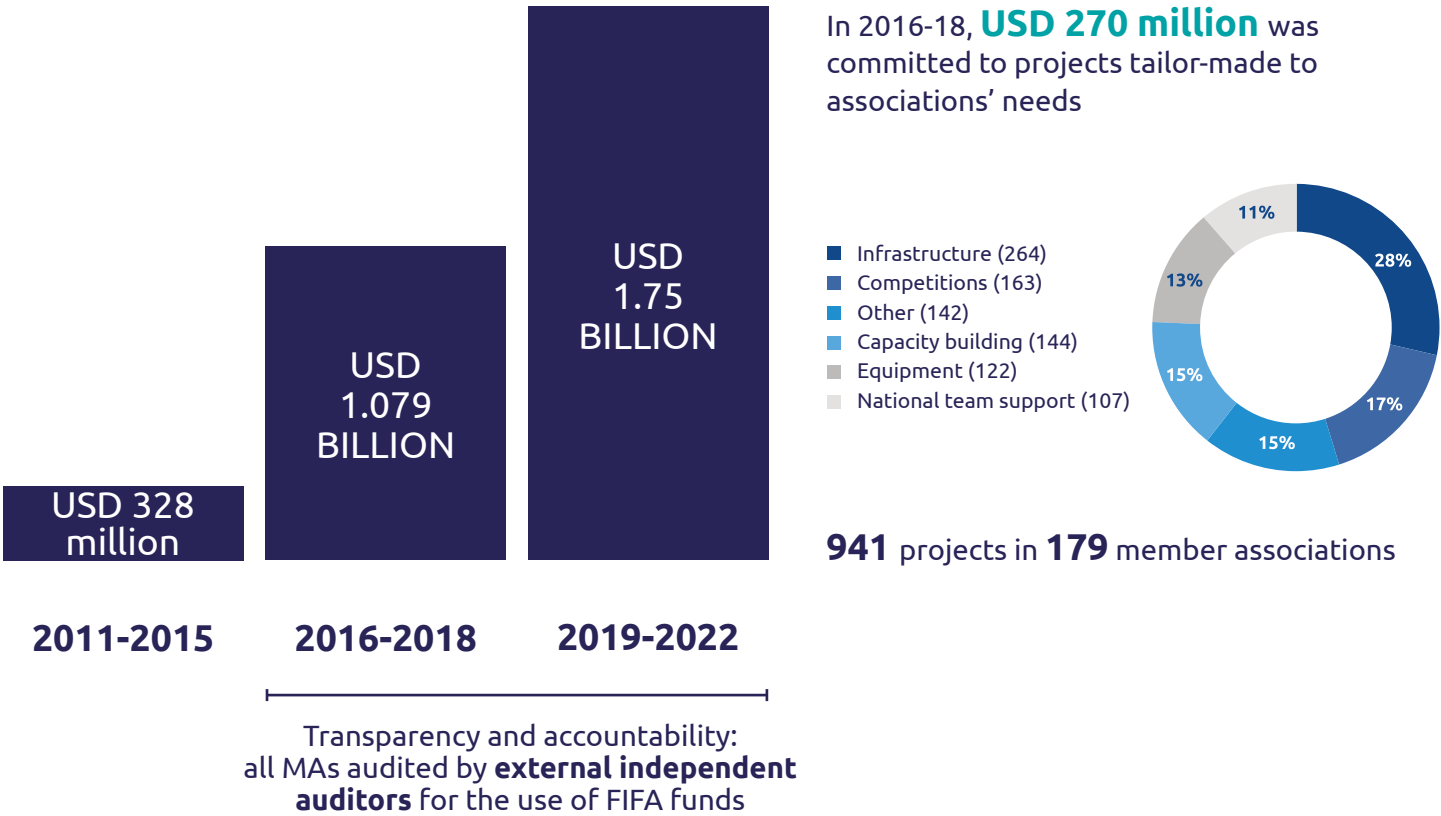
Grow the game

Football. Everywhere. For everyone.

There has never been so much invested in football development: for girls and boys, women and men, whether in stadiums or schools.

FIFA Forward

A centralised programme through which FIFA’s investment to support development across the 211 member associations and six confederations has **increased fourfold**.



FIFA Forward 2.0 (2019-2022)

- Each member association entitled to up to **USD 6 million**
- Each confederation entitled to up to **USD 12 million**

By 2022, FIFA will have invested **USD 3 billion** in development through Forward

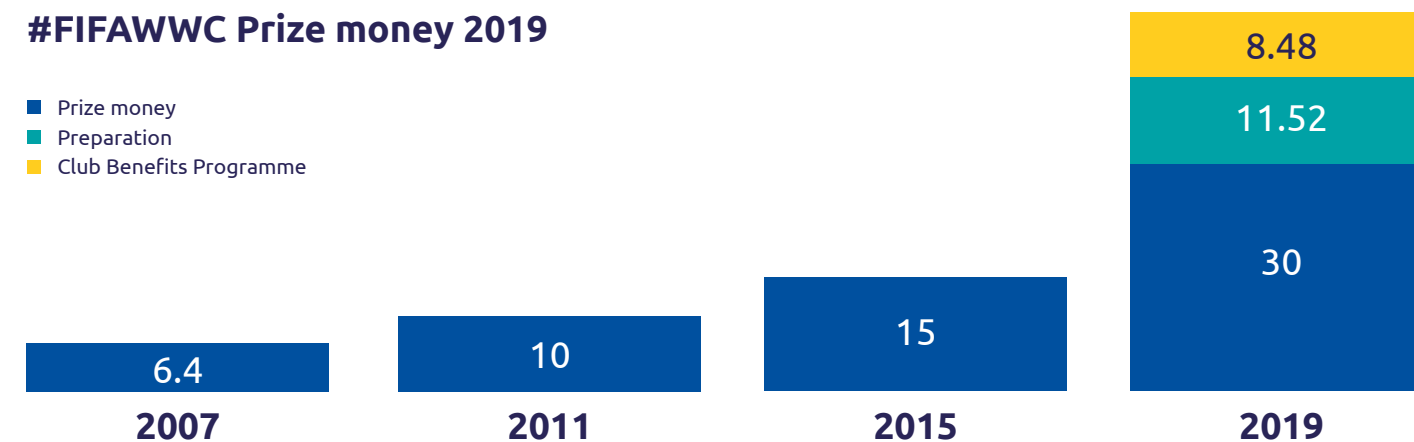
The time for the women's game is now

It takes commitment and concrete measures to treat women's football for what it is: the game of the present, and not only of the future.

- Creation of a Women's Football Division and launch of a dedicated Women's Football Strategy
- More than 3x increase in the financial contribution to teams in the FIFA Women's World Cup™

#FIFAWWC Prize money 2019

■ Prize money
■ Preparation
■ Club Benefits Programme



Grow
the game

Football educates

FIFA Football for Schools is the programme through which the world's most popular game can be the best school of life, contributing to the health, education and empowerment of children

- FIFA to reach over **700 million girls and boys** around the world by distributing **11 million footballs** and offering a football programme to be included as part of school curricula.
 - In partnership with UNESCO and with the UN World Food Programme
 - Pilot projects to be launched in late 2019

- 2019-2022: FIFA plans to invest **almost 500 million** directly into the women's game.
- Strategic goal of increasing the number of female players to **60 million** by 2026.
- Under FIFA Forward, member associations incentivised to fulfil women's football-specific criteria.

Enhance the experience



A FIFA World Cup™ like no other

Russia 2018 had it all: the goals, the infrastructure, the friendly atmosphere, you name it. Simply put, the best World Cup ever. Full stop.



98% stadium occupancy, with over **1 million fans** from abroad



Watched by **3.5 billion viewers**, or half of the world's population



128 million followers across FIFA's social media outlets



VAR is for real

After two years of testing, the use of Video Assistant Referees (VAR) for match-changing incidents was approved in 2018 and since then has become a staple of elite football around the globe.

- VAR was adopted at the 2018 FIFA World Cup Russia™, during which **20 reviews** took place – with the effect of increasing the percentage of correct decisions to **99.32%**.

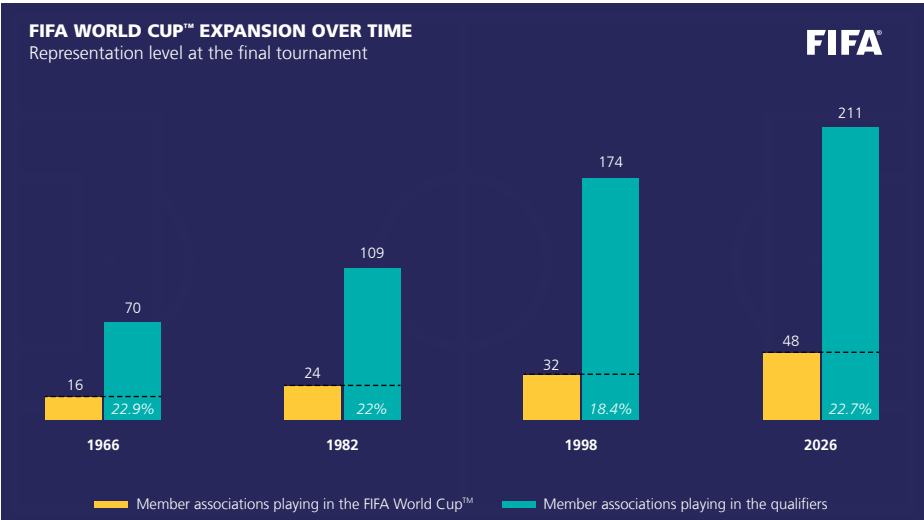
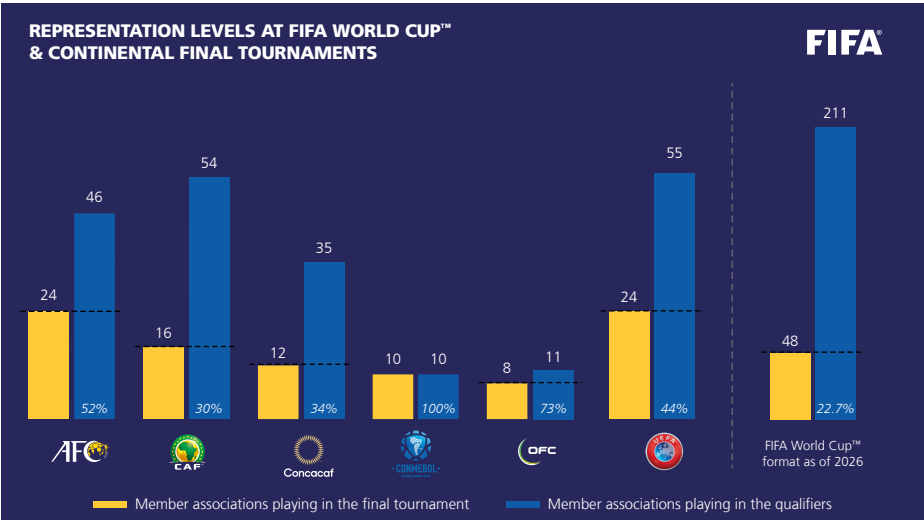
Tournaments for the whole world to enjoy

Organising competitions is a part of developing the game: with revamped formats of the FIFA World Cup and the FIFA Club World Cup, thousands of players will start having a shot at football's world stage

Expansion of the FIFA World Cup™ to 48 teams to act as a development catalyst around the world – particularly where there is more room for it.

It is not about the 16 additional teams, but the dozens of member associations that will establish a concrete goal of qualifying.

As the quality of football grows all over the globe, FIFA's flagship competition must reflect and contribute to this trend.



More direct slots means many more contenders.

Enhance the experience

A revamped FIFA Club World Cup

The FIFA Council voted for the introduction of a new, more inclusive tournament, open for all to participate on their own merits.

Not only does the pilot format relieve some of the pressure on the packed footballing calendar, but it also offers more teams from across the world the chance to participate.



Pilot edition: June-July 2021



Replaces two competitions (Confederations Cup and current format)



4 annual editions -> 1 every 4 years



7 -> 24 teams

Solidarity: revenues from the competition will be shared with non-participating leagues, and women's and youth football programmes.

The FIFA Club World Cup will be a competition that fans truly want to see.



FIFA/Coca-Cola World Ranking

After thorough review and consultation, a new formula was introduced in 2018: more intuitive, more accurate and impervious to ranking manipulation.



eFootball

FIFA has revamped its gaming tournament portfolio, with three standalone competitions: the FIFA eWorld Cup, the FIFA eNations Cup and the FIFA eClub World Cup.

Build a stronger institution

No room for doubt

The selection of the host of the FIFA World Cup is no longer a synonym of scandal. An objective and transparent process culminated with the 2026 edition awarded to Canada, Mexico and the USA in an open vote by the Congress

The revamped bidding process to select the hosts of the FIFA World Cup had:

- A clear evaluation process, with bid books, reports and scores made public
- A final decision with open individual votes by the 211 member associations at the FIFA Congress (as opposed to what was once a secret vote by the Executive Committee)

An organisation to be trusted

The governance reforms moved from the pages of the statutes to the daily reality of FIFA. The institutional chaos of 2015 gave room to a structured, open and transparent governing body.

- **Fatma Samoura**, the first woman to be appointed FIFA Secretary General and one of the four women on FIFA's Management Board
- **Full transparency** in disclosing annual compensation of key members of FIFA's senior management and its committees.
- Creation of an **internal Compliance Division** with unrestricted authority and the right to access, inspect, review and investigate any organisational unit of FIFA.
- Establishment of the **FIFA Executive Football Summits** as a forum for FIFA to listen to its 211 member associations.
- Enhanced eligibility and integrity checks
- Selection of committee members from around the world with indisputable international experience, including a former President of the European Court of Justice and a Chief Justice at High Courts in India.
- Stronger participation of women in football administration:
 - **minimum 1 female member** per confederation on the FIFA Council
 - **20%** of FIFA committee members are women, an unprecedented level



Safeguarding the game

FIFA has been collaborating and consulting with football stakeholders in order to honour its role of upholding ethical behaviour in football, both on and off the pitch.

- FIFA took the initiative to gather all different stakeholders around the table to discuss a much-needed process of **regulating the player transfer market**.
- In October 2018, the FIFA Council endorsed a **groundbreaking reform package of the transfer system** proposed by the FIFA Football Stakeholders Committee, which represents the ECA, the World Leagues Forum, and FIFPro, as well as the member associations and confederations.



Through an agreement with global leaders Sportradar Integrity Services, all matches of FIFA competitions are monitored by a Fraud Detection System to prevent match manipulation.



A landmark agreement between FIFA and FIFPro focuses on streamlining the dispute resolution between players and clubs.

“The time is ripe for a revolution in football’s transfer system, and FIFA is the ultimate responsible for carrying it out on a global scale.” –

**Gianni Infantino,
FIFA President**

- FIFA stepped up its **anti-discrimination mechanisms** with a thorough monitoring system in FIFA World Cup Qualifiers and all 64 matches of Russia 2018, and the **“three-step procedure”**, by which referees can abandon games in the face of persistent discriminatory behaviour.

Build a stronger institution



- Creation of an **independent Human Rights Advisory Board**, with experts from the UN, trade unions, civil society and business partners.
- Unprecedented measures for the **assessment of labour conditions** related to the construction of FIFA World Cup stadiums, including:
 - Agreements with the BWI for construction related to Russia 2018 and Qatar 2022
 - Cooperation agreement with the ILO, which has led to significant progress in Qatar, including in tackling the “kefala” labour system
- FIFA World Cup bidders must formally commit to **respecting international human rights and labour standards** according to the UN Guiding Principles.



Football as a global force

With its credibility restored, FIFA has been making strides in its commitment to play a role in civil society by engaging with governments and geopolitical actors around the world.

Engagement in partnerships with national governments and international organisations, with a number of visits to **major political stakeholders**, which have led to concrete results, such as:

- **Landmark MoUs** with the Council of Europe, as well as with the African Union and CAF
- Gianni Infantino's keynote speech to the leaders at the **G20 Summit**, the first by a FIFA President
- Establishment of the **FIFA Foundation**: a dedicated channel to deliver **positive social change through football**.

Build a stronger institution

Investment that pays off

For all the turmoil at its start in 2015, the four-year cycle ended in 2018 with huge financial success for FIFA, providing a solid foundation to keep investing the revenue back into football.



Over the course of the 2015-2018 cycle:

- FIFA's revenue reached a new high of **USD 6,421 million** – 83% of it coming from the 2018 FIFA World Cup Russia.
- FIFA's total assets amounted to USD **4,389 million** – 50% higher than at the end of the previous cycle – and FIFA's reserves reached a new record level of **USD 2,745 million**, providing global football with a solid financial foundation.
- **81%** of FIFA's investment was directed straight back into developing football – the organisation's core mission – primarily through Forward funding and organising competitions.
- Enhanced financial reporting: **full transparency** on every single cent that flows into and out of FIFA.



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