

# FIFA<sup>®</sup>

## Annual Report 2019



# 2019 AT A GLANCE



Hailed the best FIFA Women's World Cup ever, France 2019 attracted **1.12 billion viewers worldwide** and brought women's football further into the mainstream.



FIFA's strong finances form a solid foundation for a **20% increase in football investment** through the FIFA Forward development programme and **USD 1 billion into women's football**.



FIFA broadened its commitment to younger generations through the new **FIFA Football for Schools** education programme and the **FIFA Guardians™** safeguarding initiative.



The new **legal.FIFA.com** portal offers unprecedented disclosure and transparency of the inner workings of FIFA's judicial bodies.



Adopting recommendations from football's stakeholders, FIFA took steps to improve the **fairness and transparency of the global transfer system**.



**FIFA's financial position remains robust**, with revenue in 2019 exceeding the budget forecast by 6%, and up 41% compared to 2015 (the equivalent year of the previous cycle).

# ROLL OF HONOUR 2019



**FIFA eClub World Cup 2019™**  
Winners: KiNG eSports



**FIFA eWorld Cup™ Grand Final 19**  
Winner: MoAuba



**FIFA eNations Cup 2019™**  
Winners: France



**FIFA U-17 World Cup Brazil 2019™**  
Winners: Brazil



**FIFA U-20 World Cup Poland 2019**  
Winners: Ukraine



**FIFA Beach Soccer World Cup Paraguay 2019™**  
Winners: Portugal



**FIFA Women's World Cup France 2019™**  
Winners: USA



**FIFA Club World Cup Qatar 2019™**  
Winners: Liverpool FC









Gianni Infantino  
FIFA President

**For FIFA, 2019 was undeniably “the year of women”. Not just because of everything that the FIFA Women’s World Cup meant for women’s football, but also thanks to the progress we made in terms of addressing equality, discrimination and the role of women in society.**

The tremendous success of France 2019 – which attracted more than one billion viewers worldwide – was the catalyst for several proposals, some of which have been passed at the decision-making level and are already being implemented. Beyond 2019, women’s football development remains a top priority for FIFA and we are happy to back our words up with actions by investing USD 1 billion over the next four years.

In a year of progress on the pitch, important milestones were also achieved off it, not least in IR Iran, where women could buy tickets and attend a football match for the first time in 40 years, a development that should be seen as a victory for football, women and society as a whole.

In men’s football, 2019 was a milestone year with the creation of a new global club competition: a far stronger and more inclusive tournament that will energise the development of professional football across the world.

We have also taken some important steps forward to better regulate the transfer system and bring some

much-needed financial transparency: an economic sector worth over USD 7 billion a year cannot be a free-for-all.

This is part of our focus on enhancing governance standards in the game and improving the overall image of football. For the first time ever, FIFA has positioned itself as a solid institutional partner for international organisations from all walks of life and especially in those areas where we really believe that football can have a positive social impact.

In 2019, we entered partnerships with such prestigious institutions as the World Health Organization, UNESCO, ASEAN, the African Union, the World Food Programme, the Council of Europe and the European Parliament. These agreements reflect FIFA’s adoption of a wider role in society and a duty to uphold the highest standards of good governance. This year, we further embraced transparency and committed to publishing every decision of our judicial bodies online. At the same time, we have also invested in the first concrete steps of the FIFA Football for Schools Programme via the FIFA Foundation and launched the FIFA Guardians initiative to safeguard children.

What makes these achievements significant is that each represents an important step in the long journey to a brighter, fairer future for world football, and we could not have made them without the support of the member associations and all other stakeholders.





Fatma Samoura  
FIFA Secretary General



**2019 was the year of women and women in football. It heralded the dawn of a bright new era for the development of football and women's empowerment.**

Throughout the eighth edition of the FIFA Women's World Cup, skilled and strong women sparkled with talent in dazzling displays of athleticism, resonating with the tournament's slogan, Dare to Shine™.

France 2019 smashed viewing records, with 1.12 billion people following the competition. Together with the French Local Organising Committee, we delivered a tournament that raised expectations of what the Women's World Cup can and should be.

The inaugural FIFA Women's Football Convention, held before the tournament started, was a game changer in shaping ideas about the female game. Assembling strong political women and football stakeholders, it amplified the ability of women's football to inspire and empower.

FIFA continues to use football for positive change and, at the 32<sup>nd</sup> Ordinary Assembly of the African Union in Addis Ababa, Ethiopia, we highlighted the FIFA Football for Schools Programme as an initiative that will nurture social values and promote safer and better lifestyles for millions of children around the globe. Football for Schools will contribute to the education and health of over 700 million children.

As a modern and responsible organisation, FIFA recognises the necessity to protect children. In July 2019, FIFA Guardians™, a safeguarding initiative providing each of our 211 member associations with the tools to ensure that the children in their charge are safe from harm, was launched.

In 2019, FIFA entered a new four-year cycle on solid financial foundations that will allow us to make record investments in developing football around the world. Our ability to draw on these resources to develop the game is down to the sound financial management that we have implemented over recent years, as well as the growing pool of talented professionals we have been able to attract to our administration.

FIFA's future is bright, and our success comes from a commitment and understanding within the administration that we are all here to serve football, whether by organising world-class tournaments or by nurturing young talent. Our achievements in 2019 will motivate, inspire and encourage us to push for more positive change and to continue to use football as a tool to bring hope, joy and smiles into the lives of millions of people around the world.



22:33, 24 June  
Parc des Princes, Paris

FIFA Women's World Cup 2019  
Sweden 1-0 Canada



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# 1 Highlights

22:04, 18 June  
Stade des Alpes, Grenoble

FIFA Women's World Cup 2019  
Jamaica 1-4 Australia









## In women's football we trust

The 2019 edition of the FIFA Women's World Cup was the biggest and the best ever. France 2019 was a month-long showcase of football at its finest: the hosts' rousing opening performance; the vibrant, colourful support in the stands and the streets; emerging talents grasping their moment to shine on the biggest stage; and the inspired individual and collective performances that propelled the US women to claim a record fourth championship.

And the world stopped to watch: more than a billion viewers worldwide tuned in to the spectacle, with major broadcasters in many countries enjoying record-smashing audiences, and the abundant media coverage of the competition reflected the fans' rapidly growing appetite for women's football.

The competition was bookended by two major events: the first-ever FIFA Women's Football Convention, held in Paris on the eve of the opening match to discuss the future of the sport on and off the pitch, and the FIFA Football Conference, the first gathering of its kind to look at the technical and tactical trends in evidence at the showpiece event of women's football.









## Safeguarding the future

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**In 2019, FIFA looked very much to the future of our sport by pressing forward with key initiatives that, over the next few years, will ensure equal access to football and wider diversity at all levels as we pursue our mission to bring the game to all.**

The FIFA Football for Schools Programme will touch the lives of 700 million school children around the world by nurturing well-rounded people with strong sporting values and life skills.

FIFA has a duty to protect the welfare of every child that comes into contact with our sport and it is our mission to create a safe environment for children to experience football. Never has there been a more important time to safeguard the well-being of the youngest and most vulnerable members of the football family, which is why we launched FIFA Guardians™, providing guidance to leaders and mentors everywhere on how to protect the interests of children.









# Investing in football for everyone everywhere

**FIFA is thriving. Starting 2019 with reserves totalling USD 2.745 billion, our organisation is working to put those record funds back into the entire football community through targeted investment.**

Over the new four-year cycle, FIFA is investing more in football than ever before. Investment earmarked for the women's game will climb from a planned USD 500 million to USD 1 billion, while the next phase of our flagship development programme – Forward 2.0 – already offers member associations a 20% increase in development funding, and more than USD 100 million has been allocated to Football for Schools.

With FIFA's sound financial management and watertight auditing and reporting measures in place throughout the football pyramid, this investment promises to go further in making sure that everyone who wants to play football can do so, and at the level they deserve.









## Giving society more

**FIFA is well aware that football has a wider role to play in society and so we are now engaging with a broader circle of international organisations in order to bring meaningful change.**

In 2019, we signed agreements with a number of major international organisations to ensure that football – and especially FIFA – plays its part as a global force for positive change, including with the World Health Organization to promote football as a way to a healthy lifestyle, with UN Women to realise gender equality for women both on and off the pitch, with regional organisations to implement common strategies and programmes in education, good governance and the fight against corruption, and with UNESCO and the World Food Programme in support of the common goal to enhance children's access to sport and promote important life skills.

There is no doubt that football still has much more to offer society, both as a vehicle for social and physical development and as a tool for strengthening ethical governance and leadership. With the right partners, FIFA can fulfil the potential of football.









## A fair and transparent game

While the most significant reform process in FIFA's history was completed in 2018, the organisation has not stopped analysing and optimising its structure and processes to ensure that the football ecosystem serves everyone equally.

In 2019, FIFA took several major steps towards greater fairness and transparency in the international player transfer system. After collecting a broad range of views throughout the game, the Football Stakeholders Committee endorsed a series of key steps to protect the integrity of the system and prevent abuses. A new clearing house will aim to ensure the payment of solidarity contributions and training compensation to training clubs all around the world, with the potential to increase the amount of money distributed by up to four times.

By the same token, [legal.FIFA.com](https://legal.fifa.com) – a new legal portal – offers a new level of transparency, with direct access to documents of interest to all stakeholders involved in FIFA's legal and compliance activities, guaranteeing their right to obtain fundamental information relating to FIFA procedures.









# 2 Grow the game

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16:21, 8 June  
Roazhon Park, Rennes

FIFA Women's World Cup 2019  
Germany 1-0 China PR







# Shining in the spotlight

**The 2019 edition of the FIFA Women's World Cup marked a "before and after" in the history of the competition and for women's football itself, raising the profile of the sport to an unprecedented level all around the world.**

On the pitch, the 24 teams put on the best advertisement for women's football imaginable. From the solid performances of the established North American and European sides and the impressive showings by debutantes Chile, Jamaica, Scotland and South Africa, to the many tightly fought matches, the added fairness introduced by the video assistant referee (VAR) system and the unmistakable evolution of goalkeeping across the board, the competition produced countless moments to remember and stories to be told.

Perhaps the most eagerly awaited match of the tournament, the quarter-final between hosts France and defending champions USA, proved to be an engrossing and suspenseful battle that eventually went the way of the world's top-ranked team. Once their tears of disappointment had dried, *Les Bleues* could take pride from the passion and enthusiasm they had inspired across the host country thanks to their fine performances and exemplary spirit.

## The champions

The USA more than lived up to their billing as world number one, going undefeated thanks to a series of strong performances that varied from the champagne football of a record 13-0 group-stage victory to composed, tactically solid displays that saw them edge out Spain, France and England. They came out of the dressing room each time firing on all cylinders, scoring within the first 13 minutes of every game except the final, always being first on the scoreboard and never going behind. With a mature collective performance against a flourishing Netherlands side in the final, the United States fully deserved to retain the title.













## Awards

**adidas Golden Ball**  
Megan Rapinoe (USA)

**adidas Silver Ball**  
Lucy Bronze (England, pictured)

**adidas Bronze Ball**  
Rose Lavelle (USA)

**adidas Golden Boot**  
Megan Rapinoe (USA)

**adidas Golden Glove**  
Sari van Veenendaal  
(Netherlands)

**FIFA Young Player Award**  
Giulia Gwinn (Germany)

**FIFA Fair Play Trophy**  
France





# Changing the game on and off the pitch

**France 2019 was a game changer for women's football in terms of media coverage, which brought the sport to a much wider global audience than ever before.**

The FIFA Women's World Cup 2019 was broadcast to an unprecedented audience of more than one billion viewers in 205 territories around the world, smashing a great many national audience records along the way.

Over the 52 matches, the average live audience more than doubled from Canada 2015, which was chiefly thanks to higher-profile broadcasters in many countries buying the rights to the competition, with many participating teams' matches drawing record audiences.



**1.12bn**

viewers – total combined global audience

**993.5m**

viewers v. 764.0m at Canada 2015 – linear TV

**481.5m**

viewers v. 86.0m (projected) at Canada 2015 – digital platforms

**17.27m**

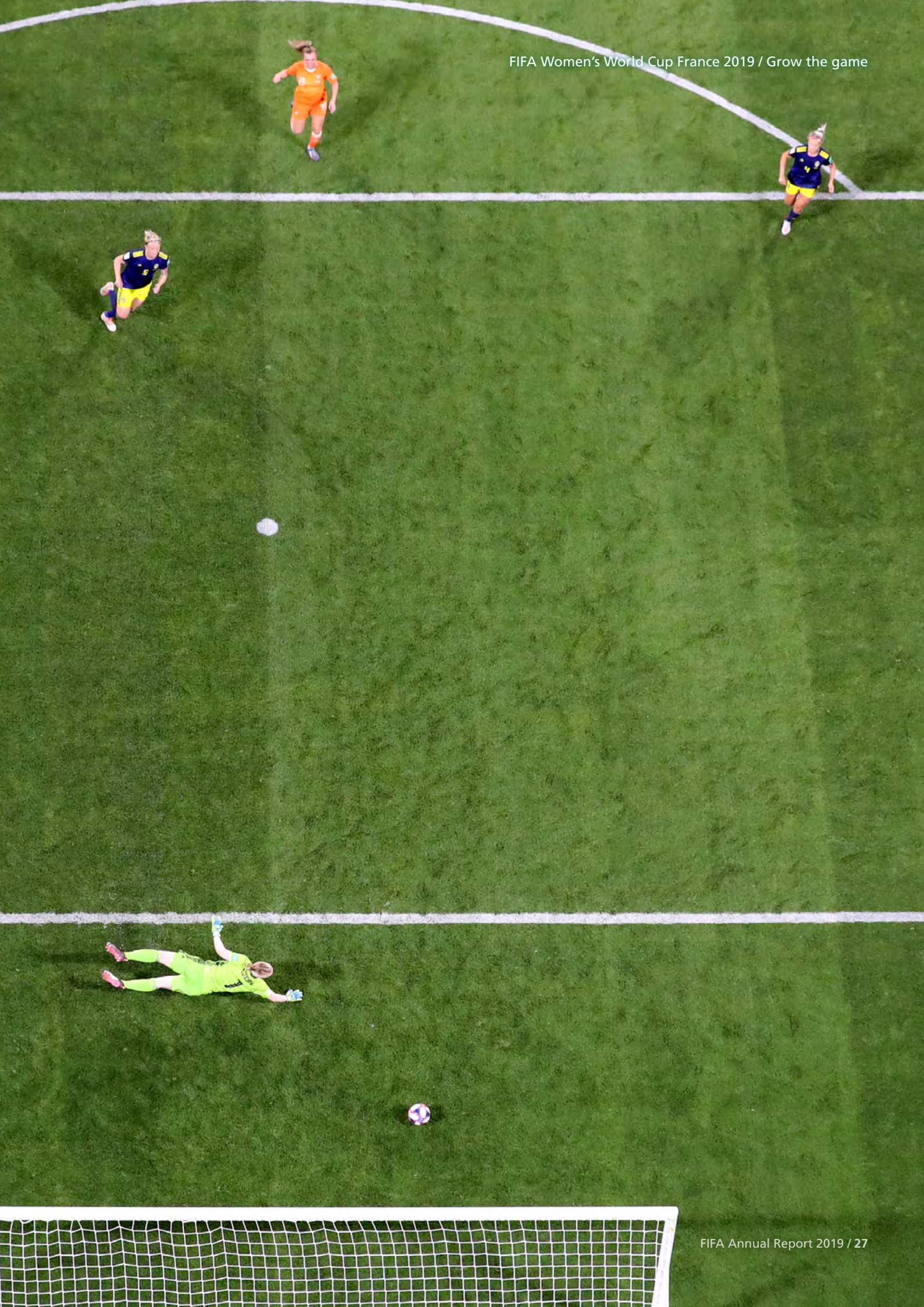
viewers v. 8.39 million at Canada 2015 – average live match audience

**263.62m**

viewers USA v. Netherlands final, total audience









## Giving fans more of what they want

In addition to the thrilling action on the pitch, the tournament's success with viewers came thanks to a world-class live match production set-up, an abundant offering of captivating live and non-live content from FIFA Films and, not least, comprehensive air time with more heavyweight free-to-air national broadcasters than ever before.



24

All 52 matches produced in UHD with a standard 24-camera set-up v. 21-camera set-up at Canada 2015

1,947

hours of content provided to Media Rights Licensees on the FIFA MAX server v. 800+ hours at Canada 2015

24

FIFA TV team crews v. 6 FIFA TV venue crews at Canada 2015

62

broadcasters present in France v. 37 broadcasters at Canada 2015

## In the media spotlight

Journalists and photographers from around the world descended on France in their thousands to bring their readers and viewers extensive and exclusive coverage of the tournament.



213

press conferences

3,748

media accreditations issued









## Fans' favourite

**Visitors came to France from all over the world for the FIFA Women's World Cup 2019. As well as the stadiums, the FIFA Fan Experience provided a family-friendly hub for fans at the heart of each of the nine Host Cities across the country.**

The tournament kicked off in a packed Parc des Princes in Paris on 7 June. Thirty days and 51 matches later, the USA were crowned back-to-back champions in front of a capacity crowd in the Stade de Lyon.

Tickets were made as affordable and accessible as possible, with basic packages starting at just EUR 9 (USD 10) per match, making the competition a hit with families and new fans. Meanwhile, uptake for hospitality packages offering a premium experience, ranging from exclusive private suites to a social fan experience, increased by 416% on the number of commercial packages sold for Canada 2015.

### The FIFA Fan Experience

The FIFA Fan Experience offered fans a place to enjoy the atmosphere of the tournament away from each of the nine stadiums, with a wide range of merchandise on sale and packed programmes of games, entertainment and cultural activities.

### The FIFA World Football Museum

In Paris, the FIFA World Football Museum teamed up with Hyundai again to bring fans a free special exhibition. "The Women's Game" traced the history of women's football and the FIFA Women's World Cup, and welcomed 28,581 visitors between 15 June and 7 July.

Meanwhile, at the permanent home of footballing culture and heritage in Zurich, the museum put on another special exhibition – "Heroes: Centuries of Women's Football" – which explored the moments that have shaped the women's game, from its origins to the FIFA Women's World Cup 2019, and which was seen by 10,074 visitors between 6 June and 28 July.

### The Fan Movement

In 2019, FIFA engaged in a wide range of activities to help democratise football and involve fans as much as possible. Fan Movement members played a key role in fuelling the conversation on the FIFA Women's World Cup in the host country and on their home turf. One particular highlight was a series of clips showing how a deaf fan experienced France 2019.

The Fan Movement had 318 members driving #FIFAWWC conversations with an audience of 4.8 million and creating 4,000 posts, which generated 462,000 interactions.



**1,131,212**

total tournament attendance

**57,900**

highest attendance – USA v. Netherlands, final

**24**

matches sold out

**419,400**

total FIFA Fan Experience visitors

**21,756**

tournament average attendance

**33,556**

hospitality guests

**25,000**

highest single-day FIFA Fan Experience attendance (Valenciennes, 28 June)







## A supporting cast of millions

The host country gave its wholehearted support to its women, showing unprecedented interest in the competition. *Les Bleues'* matches consistently attracted packed stadiums and set new audience records, with the broadcast of the quarter-final against the USA watched by 11.8 million viewers (more than half of everyone watching TV in France at the time), smashing the pre-FIFA Women's World Cup 2019 broadcast high of 4.12 million.

### Volunteer programme

Every FIFA event relies on volunteers to make it run smoothly, and France 2019 was no exception. A team of 2,500 volunteers brought passion to the tournament, and the first point of contact with fans in the Host Cities was invariably the welcoming smile of a FIFA volunteer.



13,093

applicants to the programme

2,500

volunteers, representing 75 nationalities

87

oldest volunteer

18

youngest volunteer

**This Women's World Cup in France has been phenomenal, emotional, passionate, fantastic. It was all thanks to the French people that this Women's World Cup became what it is, the best ever. That's why there will be a 'before and after the FIFA Women's World Cup 2019'.**



Gianni Infantino  
FIFA President







## Community programme

The LOC's community programme involved 7,590 people from and around the Host Cities, whether by joining the 24 teams at their training sessions or by participating in social activities.

## FIFA Youth Programme

Various initiatives entrusted children with key roles on matchday, giving them the chance to walk out onto the pitch with their idols. Children from all around the world participated in the FIFA Youth Programme, supported by FIFA's Commercial Affiliates.



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**3,224**

children involved

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**312**

Wanda FIFA Living Football  
flagbearers

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**52**

Coca-Cola coin toss assistants

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**728**

adidas ball kids

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**624**

national flagbearers

---

**1,144**

EDF player escorts

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**“This was such an important event for France and for the world, as we were able to show women’s football of the very best quality in front of the biggest-ever audience. The greatest legacy of this tournament in France is that interest in the women’s game is booming, and more and more women are now coming into the game, whether as players, coaches, directors or referees. Nothing will be the same again.”**



**Noël Le Graët**  
LOC and French Football  
Association President





# FIFA FOOTBALL CONFERENCE

## ANALYSIS ON THE FIFA WOMEN'S WORLD CUP 2019™

MILAN, 22 SEPTEMBER 2019





## France 2019 in focus

The first-ever FIFA Football Conference devoted solely to the women's game brought representatives from around the globe together in Milan to discuss the trends arising from France 2019 and to hear experts, including double FIFA Women's World Cup-winning coach Jill Ellis, discuss the competition itself.

The Technical Study Group's analysis proclaimed France 2019 to be the most fluid Women's World Cup yet, with the players showing a great ability to read the game and perform the right movements with and without the ball. The more attacking style in evidence was attributed to the coaches and the way they prepared their teams.

All in all, the higher standard of play was the result of teams playing more friendlies, the positive impact of U-20 and U-17 competitions, better coaching analysis, and the use of technology, with coaches now able to give immediate and detailed feedback to their players.

**France 2019 was the most electrifying Women's World Cup of all time. I've been involved since the first edition in 1991 and 2019 was by far the best. Practically every team was dangerous on the counter-attack.**



**April Heinrichs**

FIFA Women's World Cup 1991-winning captain and Head of the FIFA Technical Study Group



**24  
teams**

Four debutantes (Chile, Jamaica, Scotland, South Africa)



**52  
matches**

87% of games won by the team scoring first (v. 71% at Canada 2015)

25 matches decided by a one-goal margin



**146  
goals**

27% from set plays

27 goals scored from headers (v. 23 at Canada 2015)

17% scored by the USA (26 goals)



**25  
penalties**

72% of penalties scored (v. 82% at Canada 2015)



**33  
VAR reviews**

+ 535 incidents checked in 52 matches



# Daring to dream bigger

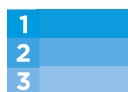
**As France 2019 came to a close, FIFA announced a raft of proposals designed to ramp up the development of women's football at all levels and to make the elite game more competitive.**

By the time of the closing press conference in Lyon, 50 games into the tournament, there was little doubt that women's football had taken a major leap forward in the four years since Canada 2015.

It was just the occasion for President Infantino to put forward five proposals aimed at strengthening the women's game in a new era:



Creating a world club competition for women



Creating a women's world league



Expanding the FIFA Women's World Cup from 24 to 32 teams



Doubling (at least) the prize money for the next FIFA Women's World Cup



Doubling the investment committed to women's football over the current four-year cycle, from USD 500m to USD 1bn

## Taking shape already

Such is the momentum of support behind the women's game that two of the proposals have already been realised, while FIFA is exploring the practical considerations for the two new competitions.

## Investing for maximum impact

Women's football is in a paradoxical situation: while the FIFA Women's World Cup reached record audiences around the world, the sport needs more financial support than ever before at all levels.

Recognising this, FIFA took the decision to boost its investment in women's football by a further 100%. Money is not the answer to everything, but the substantially increased funding will go a long way to ensuring the better organisation of matches and competitions, with teams having the right gear and able to travel to their matches, and supporting grassroots initiatives that allow more and more girls and women to play the sport they love.

## FIFA Women's World Cup 2023

Although hosting will not be decided until mid-2020, we already know one thing about the 2023 edition of the FIFA Women's World Cup: it's going to be big. This was evident early in 2019 from the record nine expressions of interest submitted by member associations hoping to host the next edition.

It was also clear from the standard on show at France 2019 that more teams should be involved and in July, FIFA made the decision to expand the number of participating teams from 24 to 32.







# Power and reach of the women's game

**In a year when the women's game was firmly in the spotlight, FIFA's Women's Football Division took several important steps for the continuous development of the women's game beyond its flagship event.**

## FIFA Women's Football Survey 2019

The first comprehensive study into how women's football is evolving globally provides a clear picture of the state of the sport in each member association and will serve as a benchmarking tool for FIFA and its stakeholders to set priorities and measure progress.



**73%**

of FIFA's member associations have an active women's national team

**76%**

of member associations have developed a women's football strategy

**13.3m**

girls and women play organised football worldwide

In particular, the survey covers everything from players and national teams, clubs and domestic competitions, to communications, marketing and operational structures. Other useful data collected in the report will help to inform and tailor strategic initiatives linked to FIFA's Women's Football Strategy.

## Professional Women's Football Task Force

Ahead of the final of women's football's ultimate competition, the inaugural meeting of the task force brought together the sport's main stakeholders – including representatives from member associations, confederations, leagues, clubs and players associations – to inform FIFA's decision-making processes by identifying key areas and measures that could accelerate the future growth of the women's professional game.

## Women's Football Convention

On the eve of the FIFA Women's World Cup 2019, delegates from the world of football gathered with leaders from business, media and international organisations for a two-day event in Paris to discuss the key priorities for the future development of women's football. As part of the overall debate on how to further grow, enhance and commercialise the women's game, topics ranged from the importance of role models and youth competitions to the empowerment of women through football.

The closing session saw the signing of a memorandum of understanding between FIFA and UN Women, in which the two institutions agreed to join forces through football for the benefit of women around the world.



**“Sport brings young girls happiness and inspires them to go out and replicate what they see on the pitch. You always remember how someone makes you feel more than what they say, and sport arouses feelings. That is why it is such an important platform.”**

**Phumzile Mlambo-Ngcuka**  
United Nations Under-Secretary-General and  
Executive Director of UN Women



**FIFA®**  
**WOMEN'S FOOTBALL**  
**CONVENTION 2019**



# Many paths to success

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Three years into its mission to develop the women's game around the world, FIFA's Women's Football Division saw many of its ongoing initiatives come to fruition in 2019. There are already many success stories to draw inspiration from.

## League Development

FIFA worked closely with the Belarus Football Federation to assess the player pathway for girls and identified a gap between grassroots projects and the U-16 league. The outcome was a new category. The U-13 #WOOOOW! league was an instant hit, attracting 60 new girls' teams and 1,200 players, who played 418 matches over 54 matchdays. FIFA also supports the association through education for coaches in the new league.





## Club Licensing

The Chilean FA implemented a club licensing system for the top women's league with the aim of gradually developing the level of professionalism in Chilean women's football on and off the pitch while improving current structures and building solid foundations. With 14 teams meeting the initial requirements, the criteria will progressively become more demanding as women's football develops in the country.



## Coach Mentorship

A group of 21 up-and-coming women's football coaches were paired with experienced and highly respected coaches, meeting and corresponding regularly over the course of 13 months. In a momentous year for women's football, the programme gave the young coaches a unique opportunity, especially with two of the mentors' teams facing off in the FIFA Women's World Cup final.

## Women in Football Leadership

The 2019 edition of the joint FIFA-UEFA programme that aims to develop women for senior decision-making roles brought together 24 women for five days in late November. With the focus on self-awareness and personal growth, participants had the opportunity to network with other women in football from all over the globe and share insights and best practice strategies.



## Capacity-Building for Administrators

Together with the Kenyan FA, FIFA organised several capacity-building workshops to upskill coaches, referees and administrators in charge of rolling out new girls' competitions nationwide. In February 2019, 42 participants from different regions took part in a leadership course in Eldoret, where they learned about effective leadership and received training on strategic and financial planning and other organisational skills.



# Educating through football

Football offers an ideal platform for children to learn many of life's most important lessons. To help get those lessons across, FIFA has launched a groundbreaking initiative that is being implemented around the world by the FIFA Foundation: the FIFA Football for Schools Programme.

FIFA has joined forces with the World Health Organization and the UN World Food Programme to put together a comprehensive programme that will combine the physical, mental and social health benefits of football with a broader educational approach.

Under the programme, FIFA will help participating schools to deliver a variety of fun interactive sessions designed to educate boys and girls across three age groups (4-7, 8-11 and 12-14 years) about important life skills and positive values. The lessons will also aim to address some of the social challenges facing young people in the world today, including bullying, staying in school and leading a healthy and active lifestyle.



**700 million**

schoolchildren worldwide

**“Football has a truly special power to connect and reach into the hearts and minds of young people and communities. It is vital that we pass on the important values and lessons that football has taught us to a new generation.”**



**Youri Djorkaeff**  
FIFA Foundation CEO







## Lessons for life

Ahead of a full roll-out in 2020, FIFA trialled its new FIFA Football for Schools Programme through pilot projects in Lebanon and Puerto Rico. Teachers in both countries immediately saw the benefits of harnessing the sport to grab the attention and imagination of young students.

### Launched in Lebanon

In the first big showcase of the new initiative, President Gianni Infantino – alongside FIFA Legends Kaká, Laura Georges, Tim Cahill, Marcel Desailly, Samuel Eto'o and José Mourinho – visited schoolchildren in Lebanon to host several interactive sessions as part of a pilot project for the FIFA Football for Schools Programme.

Following the initial trial run in Puerto Rico, 36 teachers from local schools in Lebanon delivered lessons focused on life skills and various themes. The lessons also made use of several online resources and mobile applications that have been developed by FIFA for teachers and schools that will participate in the programme and can be delivered as part of the school curriculum and/or extracurricular school activities.

Paula Noun, a coach and theatre teacher, said that football is a way to build a better society: "We should use sports in order to create better human beings. Sports can help us a lot in this task as we can teach students to show their respect, how to deal with others and accept defeat as well as victory. At school, students are eager and have great motivation to play sports. We can use this to teach them life values, which will help them when they get older, whether or not they go on to be professional footballers."

**Football is a school for life, and teachers and coaches in schools around the world play a vital role in shaping the lives of young people and teaching them about important values – like hard work, fair play and respect.**



**José Mourinho**  
FIFA Legend









## It's up to us

A new child safeguarding programme and toolkit will play a vital role in raising awareness of the importance of safe sporting practice throughout the world of football.

Launched in July 2019, FIFA Guardians™ – FIFA's child safeguarding programme – offers concrete support and practical guidance to the member associations and their stakeholders to take proactive measures to safeguard children and minors from potential abuse and protect their well-being within football, as called for in the FIFA Forward Regulations.

The programme will be supported by a series of training modules and workshops around the world, with the intention of creating a culture of respect, fairness and fun, and zero tolerance for any form of poor practice or abuse within football.

The toolkit is a resource for all stakeholders to promote accountability and responsibility for keeping children safe from harm when involved in any football activity and empower them to respond appropriately at the local or national level whenever concerns arise. In particular, it is a step-by-step guide to ensure a safe footballing environment for everyone.

**“Every child who participates in football has the right to do so in a safe and nurturing environment. That’s why we have launched FIFA Guardians: a universal child safeguarding initiative that has their well-being at its very heart.”**



**Joyce Cook, CBE, OBE**  
FIFA Chief Social Responsibility & Education Officer





FIFA Guardians™ is based on five guiding principles, and lays out five steps for member associations to ensure they are doing what is right by the youngsters in their charge.



### Five principles

1

To always act in the best interests of children and prioritise their well-being.

2

To ensure children's rights are respected and promoted throughout the game of football.

3

To apply all the principles and practices in the toolkit to all children without discrimination.

4

To ensure safeguarding is everyone's responsibility, regardless of where we are from or our role in football.

5

To promote roles and responsibilities within MAs and ensure all concerns are dealt with immediately and appropriately.



### Five steps

1

Consider how children are involved in football under your association and what safeguards already exist.

2

Establish your safeguarding policy, covering all the ways children are involved in football in your territory.

3

Develop procedures and guidelines to implement your policy, including good practices and red lines.

4

Communicate about safeguarding to all staff and volunteers, and provide education opportunities to those who work directly with minors.

5

Monitor, evaluate and review your safeguarding policy, training and regulations to make football fun and safe for all.





## The new class

During a year when FIFA pursued its mission to grow the game by highlighting the social and educational value of football for young people, the sporting side was by no means neglected and it was fitting that two of the organisation's youth competitions were hosted by two football-loving countries.

Despite having twice hosted the FIFA World Cup, Brazil – with its unrivalled tradition in producing prodigious footballers – played host to its first youth-category FIFA tournament with the FIFA U-17 World Cup. Meanwhile, Poland was proud to host the FIFA U-20 World Cup, the country's first-ever FIFA competition, in the Polish FA's centenary year.

### FIFA U-17 World Cup Brazil 2019

Hosts Brazil won the tournament in dramatic style thanks to a goal three minutes into stoppage time that sent a capacity home crowd into raptures. It was a fourth U-17 title for the *Seleção*, who showed great determination throughout the competition, fighting to the end and scoring late winners in both the semi-final, when they had to come back from 0-2 down against France, and in the final, when they overturned a 0-1 deficit against Mexico in the last nine minutes.

### Awards

**adidas Golden Ball**  
Gabriel Veron (Brazil)

**adidas Golden Boot**  
Sontje Hansen (Netherlands)  
six goals, three assists

**adidas Golden Glove**  
Matheus Donelli (Brazil)

**FIFA Fair Play Trophy**  
Ecuador







## Blue Stars/FIFA Youth Cup 2019

CA Boca Juniors' exhilarating U-19s faced their SL Benfica counterparts in the men's final, the Argentinians ultimately prevailing as two penalties from Lucas Brochero handed them a 2-0 win. The Boca captain was also named player of the tournament.

The U-19 women's team from VfL Wolfsburg delivered an impressive technical display and played all of their group-stage opponents off the field, before going on to defeat defending champions BSC Young Boys 4-0 in the final.

### Awards

#### Best women's player

Maria Cristina Lange (VfL Wolfsburg)

#### Best women's goalkeeper

Saskia Bürki (BSC Young Boys)

#### Best men's player

Lucas Brochero (CA Boca Juniors)

#### Best men's goalkeeper

Matías Ramos Mingo (CA Boca Juniors)

#### Fair Play Trophy

Vancouver Whitecaps FC (women),  
PAOK FC (men)

## FIFA U-20 World Cup Poland 2019

Although they could scarcely imagine lifting the trophy before the tournament began, champions Ukraine (above) went unbeaten in Poland with two wins and a draw seeing them through the group stage and an uncompromising defence taking them through the knockouts. Despite an early wobble in the final, they came back to defeat an explosive Korea Republic side 3-1 and claim their nation's first-ever FIFA title.

### Awards

#### adidas Golden Ball

Kangin Lee (Korea Republic)

#### adidas Golden Boot

Erling Håland (Norway), nine goals

#### adidas Golden Glove

Andriy Lunin (Ukraine)

#### FIFA Fair Play Trophy

Japan



## Next-generation investment

**Following the success of the groundbreaking first edition of the FIFA Forward Programme 2016-2018, FIFA Forward 2.0 now offers each of the 211 member associations (MAs) and the six confederations a 20% increase in their annual entitlement to development funding.**

The enhanced programme offers greater resources to FIFA's members, as well as the confederations and regional associations, while strengthening the regulatory framework – in essence, setting firm foundations for sustainable football development everywhere.

As before, all projects must be backed up by a contract of agreed objectives and the MAs are subject to strict compliance criteria, including independent central audit reviews of their investment.

### Forward 2.0 workshops

In 2019, FIFA's Member Associations Division and the Regional Development Offices continued to organise workshops to help member associations better understand the benefits and measures introduced in the updated Forward 2.0 regulations, as well as the statutory obligations and funding controls put in place to ensure transparency and the proper use of development funds distributed through FIFA Forward.

*For the financial details of the FIFA Forward Programme, see Investments/expenses on page 128.*

*For a full breakdown of FIFA Forward investments by MA and by region, see the Annexe on page 202.*



**363**

projects approved

**24**

workshops held

**201**

central audit reviews conducted









# Multifaceted support

**As well as overseeing financial investment in tailor-made development projects, FIFA's Member Associations Division offers a wealth of practical support, whether through the 150-plus missions undertaken each year to support individual MAs and address their specific capacity-building needs, through expert-led workshops, or through other practical learning opportunities.**

## Connect ID

In May, the Tongan FA became the 100<sup>th</sup> member association to use the FIFA Connect ID service provided by FIFA's Member Associations Division. By using the service, MAs have access to the complete electronic player passports required to monitor the payments of training and solidarity contributions. The service also improves age verification and the protection of minors.

## Professional development opportunities

Through Forward 2.0, Malawian FA Commercial and Marketing Director Limbani Matola was brought in to work as FIFA Marketing Venue Manager for the FIFA U-20 World Cup in Poland. As part of an initiative to give MA officials experience in major tournament operations, Matola's role included ensuring the delivery of FIFA's Commercial Affiliates' rights and managing a team of volunteers.

## Financial governance and investment oversight

FIFA conducted central audit reviews in 201 MAs and five confederations in 2019, and agreed on action plans with all members.

In line with the decisions of the Audit and Compliance Committee and under a preventative, risk-based approach, joint missions between FIFA's compliance and member associations teams travelled to MAs to provide education on governance topics and raise awareness about compliance issues while building a stronger compliance culture within the football family.

FIFA also conducted four workshops on financial management and governance best practices for 24 MAs, and undertook 23 missions to deliver dedicated development plans to MAs.

## Good governance

In 2019, FIFA appointed new normalisation committees for four MAs, while four MA normalisation committees concluded their work and one continued its work.

FIFA also helped 13 MAs to adopt new statutes and continued to assist a further 20 MAs in revising their own statutes.

In total, FIFA dealt with governance issues of varying significance in 110 MAs in 2019.

## Infrastructure workshops

In Fiji and in Burundi, FIFA experts presented their most recent developments and innovations in the area of infrastructure installation and project implementation, and several member associations shared their success stories using FIFA Forward investment. The purpose of the workshops was to provide the attending associations with the necessary guidance to improve the state of their football infrastructure.

## Green building and sustainable construction

In a two-day workshop at the Home of FIFA, high-level experts from Africa, Asia, Central America and Europe shared sustainable construction best practices for building green and eco-friendly sports infrastructure responding to the most recent international standards. In particular, they discussed ways to make technical centres, community pitches and headquarters more sustainable.

By developing more sustainable infrastructure worldwide, FIFA is taking the lead to ensure football development leaves a long-lasting impact and legacy for everyone.







## China PR



### Chinese U-19 National Youth Super League

**FIFA Forward project-specific investment:  
USD 2,250,000**

With millions of active players, China PR has astonishing potential to become a major competitor on the international scene. As a first step to achieve this dream, the Chinese FA decided to reinvigorate its youth development by restructuring its youth competitions.

Fully funded by FIFA Forward, the U-19 National Youth Super League (NYSL) includes significantly more teams from different youth competitions around China PR and, for the first time, enables talented young players to participate in home-and-away matches on a weekly basis throughout the season. The greater number of more competitive matches has already raised the standard of players, officials and organisers alike, and allows young players to acclimatise to the demands of a professional league for when they make the step up.

The league's particular impact will be in providing a reliable platform to nurture future national team players in line with the CFA and the Chinese government's push to become a global footballing force.

**+35%  
players**

from 1,066 to 1,649 players

**+36%  
teams**

from 36 to 56 teams

**654  
matches**

March to November 2019

**With more teams, players and matches compared to the previous season, the NYSL raises the standard and demonstrates our determination to invest in youth development. This is the path we will follow as we work with FIFA in the years ahead.**



**Louis Liu**  
General Secretary of the  
Chinese FA





# Mauritius



## Preparation of U-17 and U-20 men's national teams

### FIFA Forward project-specific investment: USD 50,778 per team

The Mauritius Football Association (MFA) has relatively humble goals, focused primarily on improving performance at the regional level in southern Africa. After all, the small Indian Ocean island nation has never qualified for a FIFA competition at any level.

To achieve this goal, the MFA has been working long term to give its youth players competitive experience and identify promising talent as part of a wider youth development system. The policy has already brought positive results with the U-17 men's team reaching one final and one semi-final of the COSAFA Cup and many youngsters making the step up to the senior national team.

With the support of the FIFA Forward Programme, the MFA has been able to cover expenses, including stadium rental and transportation, for the needs of the youth players so

that they can train together more regularly in order to develop as individuals and as a team, thereby giving the national team a better chance of performing well in competitions such as the COSAFA Cup.

**This financial support is vital for us to give our players the conditions they need to grow and reach their potential. We are very encouraged by their improvement and we are reassured that with Forward we can build on this sustainably.**



**Mohamad Ally Samir Sobha**  
President of the Mauritius FA





# El Salvador



## Villa Selecta national team accommodation

**FIFA Forward project-specific investment:  
USD 2,023,234**

Under its long-term development strategy, the Salvadoran FA (FESFUT) took the initiative, with the support of FIFA Forward experts, to invest in modern and sustainable infrastructure for all its national teams and affiliated clubs.

With a total of 36 rooms and 72 beds for all players and staff, Villa Selecta was fully funded through the support of the Forward Programme.

The new state-of-the-art football residence will host the men's and women's national teams in their different categories and will be available to all athletes all year round. This will not only allow the association to significantly reduce costs, but it will also create valuable income-generating activities. By providing high-quality accommodation services to affiliated clubs and optimising costs, FESFUT will contribute towards improving its national teams' and visiting teams' performances, with the ultimate aim of boosting professionalisation and lasting football development in the Central American country.

**“The new centre will have a positive effect on our national teams' performances, reflecting the optimisation of our resources: those coming from FIFA as well as those FESFUT generates itself. We will continue to make the most of Forward 2.0 funds.”**



**Hugo Carrillo**  
President of FESFUT





# Venezuela



## Renovation of Yara women's technical centre

**FIFA Forward project-specific investment:  
USD 1,450,951**

The Venezuelan FA (FVF) is focused on developing women's football to increase its tremendous potential in Latin America. The objective of the Yara women's technical centre project was to improve all existing infrastructure in a sustainable way and to provide facilities with the latest and most innovative technology.

The pitch and stands were completely refurbished in order to host future domestic and international competitions, as well as training sessions. The main building features a central gallery with VIP and media zones, while the changing rooms include a massage room and cryotherapy tubs for players to receive the best medical treatment. A dedicated modern anti-doping room allows medical staff to conduct testing during competitions.

Other facilities include meeting rooms, administrative offices, an auxiliary building with a kitchen, dining room and cafeteria, and a souvenir shop and ticket office to boost income-generating activities.

With this new state-of-the-art football centre, the FVF – with FIFA Forward support – is paving the way for current and future generations of female players to reach their full potential.

**“The women's technical centre will allow our teams to be better prepared for the upcoming competitions. It will certainly help the development of our teams and boost women's football in the country.”**



**Laureano González**  
President of the FVF





# New Zealand



## Operational support for women's and youth teams

### FIFA Forward project-specific investment: USD 588,197

Participation in competitive matches is important for national teams to develop. Thanks to operational support through FIFA Forward covering travel and other logistical expenses, New Zealand's *Football Ferns* senior women's team and *All Whites* youth teams have been able to participate in more competitions at all levels.

In particular, the more intensive schedule gives players experience and keeps them competitive and match fit, enabling them to progress more steadily in their individual and collective development.

The *Football Ferns* have become a mainstay of the FIFA Women's World Cup and the Olympic Football Tournaments, improving on each performance at these major competitions, while the *All Whites* have made significant progress in FIFA's youth competitions, with the U-17 team finishing third at Uruguay 2018 – their best-ever position.

With the new support provided by FIFA Forward, these promising achievements will be given the necessary push to grow further.

**With the support received from the FIFA Forward Programme, our teams are well on their way to one day celebrating much bigger victories and really putting New Zealand on the footballing map.**



**Johanna Wood**  
President of New Zealand Football





# Finland



## Talent coaching programme

### FIFA Forward project-specific investment: USD 2,000,000

Of the 103,652 registered male players in Finland, 82,215 are under the age of 20, which represents great potential, but requires an overwhelming focus on youth football.

As part of the Finnish FA's long-term strategy for youth development in both men's and women's football, the talent coaching programme aims to raise the standard and quality of everyday training so that clubs all around the country can provide the best players of each generation with pathways to achieve their potential.

With major Forward investment, in 2019 the programme was able to employ 21 specialist talent coaches, who worked with around 130 players at 17 clubs. In place since 2014, the programme has mentored some 400 young players to date and yielded positive results, with 90% of players in the national men's youth teams having worked with their clubs' specialist talent coaches.

Most promisingly of all, in late 2019, the men's senior national team qualified for its first-ever major competition (EURO 2020) with graduates of the programme as part of the squad.



**“The FIFA Forward investment has helped us to grow this programme so that we can provide more and more clubs with elite coaching support on an annual basis, and thereby boost the standard of new generations of Finnish players.”**



**Marco Casagrande**  
General Secretary of  
the Finnish FA



# 3 Enhance the experience

FIFA eFootball	64
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The Best FIFA Football Awards 2019	70
Other tournaments	74

20:28, 21 December  
Khalifa International Stadium, Doha

FIFA Club World Cup Qatar 2019  
Liverpool FC 1-0 CR Flamengo









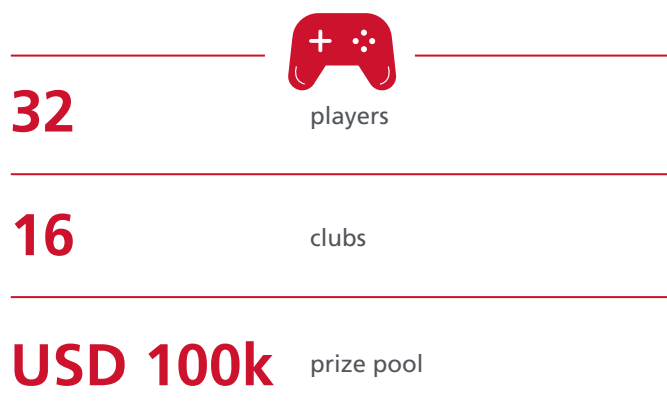
## Bigger, better, baller

More competitions, more diverse broadcasts open to a wider global audience, more prize money and new names on the winners list... 2019 saw the continued rise of FIFA eFootball and its popularity worldwide.

### FIFA eClub World Cup 2019 / 9-10 February

KiNG eSports triumphed in a thrilling finale against Dijon FCO to depart London as only the second side to be named the greatest eFootball team on the planet following Brøndby's back-to-back victories in the first two editions of gaming's premier club team competition. The much-fancied duo of eventual FIFA eWorld Cup 2019 Grand Finalists "nicolas99FC" and "Tekkz" were favourites from the off thanks to topping the FIFA Global Series Rankings on both PlayStation and Xbox.

#### The tournament



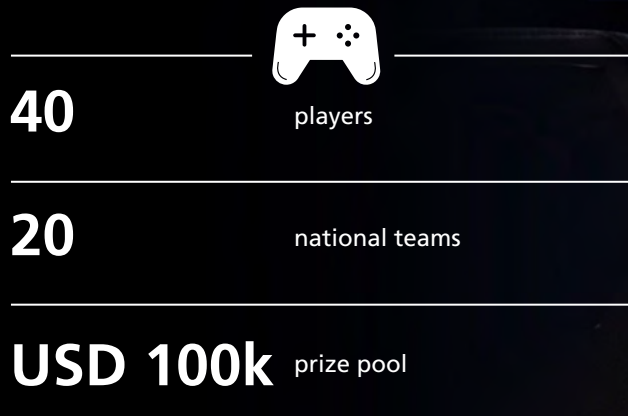
#### Digital coverage



### FIFA eNations Cup 2019 / 13-14 April

In the inaugural FIFA eNations Cup, players represented their countries in an official capacity for the first time, with 20 participating nations from the six confederations competing in individual (1v1) and team (2v2) matches across both PlayStation and Xbox in London. France emerged as the top national team on the planet. The young *Bleus* "Maestro" and "DaXe" defeated South American giants Argentina in the showpiece decider to cap a pulsating tournament.

#### The tournament



#### Digital coverage









## FIFA eWorld Cup 2019 / 2-4 August

"MoAuba" was crowned the EA SPORTS FIFA 19 king, beating defending champion "Msdossary" 3-2 on aggregate in the final showdown to become the first German to conquer the competition. The latest edition witnessed an increased prize pool of USD 500,000, with the winner receiving USD 250,000 and the runner-up USD 100,000. Three continents were represented in the final FIFA eWorld Cup line-up, reflecting the global reach of competitive FIFA eFootball.

The Grand Final was broadcast in six languages for the first time, with fans able to watch the action with Arabic, Chinese, English, German, Portuguese or Spanish commentary, reflecting the ever-increasing global appeal of the tournament.

### The tournament



32

players

USD 500k

prize pool

### Digital coverage



112m

impressions

21

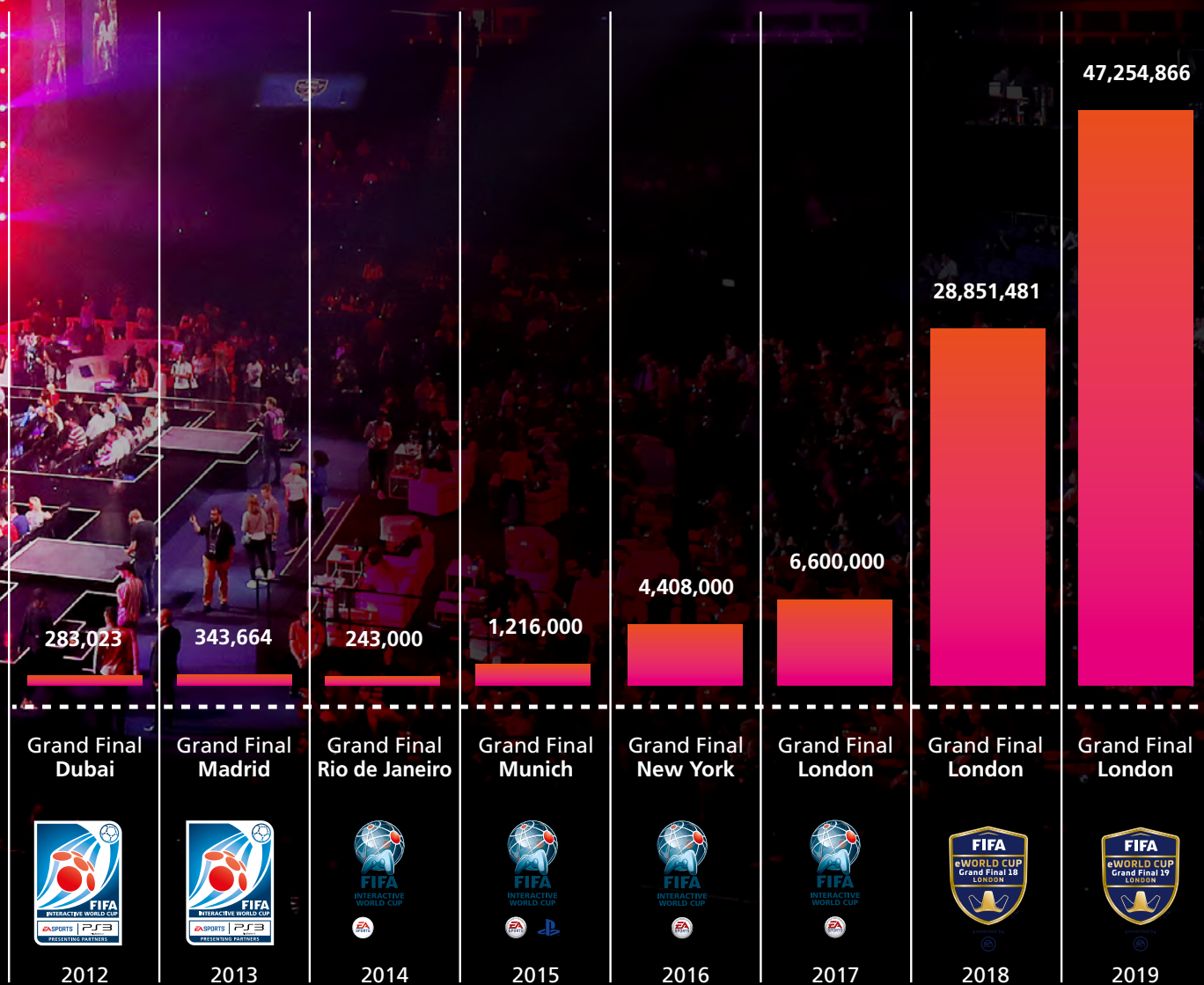
Media Rights Licensees covering over 75 territories around the world across digital and linear TV channels

47m

digital live stream views – the most-viewed FIFA gaming event ever



## FIFA eWorld Cup Digital live stream views over the years





# Everything in its right place

**Preparations for the next edition of world football's most prestigious competition continued apace in 2019 as the closer collaboration between FIFA and the local organisers was formalised and the tournament was given a distinctive brand identity.**

## A brand new venture

In line with FIFA's objective to establish an innovative model that streamlines the operational delivery of the FIFA World Cup, a joint venture responsible for the planning and delivery of operations and services for the 2022 edition was created in early 2019.

FIFA World Cup Qatar 2022 LLC will bring greater efficiencies and control of event planning and delivery in order to ensure an optimum FIFA World Cup experience for everyone.

The Qatar-based joint venture will work together with the FIFA administration as one team and combine FIFA's extensive tournament experience with Qatar's own global event knowledge and nine years' host country work already undertaken. The management board is composed of FIFA senior management and local executives representing the Qatar FA and the Supreme Committee for Delivery & Legacy.

**“Qatar is working hard and constantly making progress. There is a strong commitment here to the highest standards, and Qatar is establishing itself as a benchmark in the event industry regionally and internationally.”**



**Fatma Samoura**  
FIFA Secretary General

The joint venture follows a comprehensive compliance programme, established by FIFA, entailing key risk assessment, developing various compliance-related policies, offering training to local staff, conducting due diligence checks on third parties, monitoring daily operations and offering support to employees.

## Local colour

The Official Emblem of the 22<sup>nd</sup> edition of the FIFA World Cup was unveiled in September, with thousands of spectators witnessing the synchronised projection of the emblem onto a number of Qatar's most iconic buildings.

The emblem's design features striking elements of local and regional Arab culture and allusions to the beautiful game. Besides echoing the shape of the iconic FIFA World Cup Trophy, the emblem's central form takes inspiration from a traditional woollen shawl. The regionally inspired winter garment alludes to the tournament's start dates and the fact that it will be the first FIFA World Cup to be played in November and December.

**“The formation of this new joint venture comes at a strategically important time as we shift our focus from delivering stadiums, training pitches and transportation to fan and player experience and event operations.”**



**H.E. Hassan Al Thawadi**  
Chairman of FIFA World Cup  
Qatar 2022 LLC





# FIFA WORLD CUP Qatar 2022





## A night to remember in Milan

**Football met opera as the awards were held for the first time in the iconic Teatro alla Scala in Milan. While the Men's Player award went to a familiar face, women's football shone brightly with two new categories.**

After two years in the birthplace of football, the game's most prestigious awards moved to a city synonymous with footballing glory and passion. Milan's legendary Teatro alla Scala was the setting for a celebration of the greatest moments of 2019 with guests from all over the world.

In an event that put the spotlight on the stars of the women's game and honoured the individual performances in the record-breaking FIFA Women's World Cup France 2019, Megan Rapinoe and Jill Ellis were rewarded for their part in the *Stars and Stripes'* triumph as The Best FIFA Women's Player and Women's Coach respectively.

Sari van Veenendaal was named the inaugural The Best FIFA Women's Goalkeeper, while there was recognition for a women's "dream team" for the first time ever, with FIFA and FIFPRO combining to identify the FIFA FIFPRO Women's World11.

Liverpool's Jürgen Klopp took home the men's coach honour, while Lionel Messi was crowned the world's top male player for a record sixth time.









# Awards

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**The Best FIFA Men's Player**  
Lionel Messi

**The Best FIFA Women's Player**  
Megan Rapinoe

**The Best FIFA Men's Coach**  
Jürgen Klopp

**The Best FIFA Women's Coach**  
Jill Ellis

**The Best FIFA Men's Goalkeeper**  
Alisson

**The Best FIFA Women's Goalkeeper**  
Sari van Veenendaal

## FIFA FIFPRO Women's World11



Sari van  
Veenendaal

Wendie  
Renard

Kelley  
O'Hara

Julie  
Ertz

Rose  
Lavelle



**FIFA Puskás Award**

Dániel Zsóri

**FIFA Fan Award**

Silvia Grecco

**FIFA Fair Play Award**

Marcelo Bielsa and the Leeds United AFC squad

**FIFA FIFPRO Men's World11**

Alisson; Matthijs de Ligt, Marcelo, Sergio Ramos, Virgil van Dijk; Frenkie de Jong, Eden Hazard, Luka Modrić, Cristiano Ronaldo, Kylian Mbappé, Lionel Messi



Alex  
Morgan

Megan  
Rapinoe

Marta

Amandine  
Henry

Nilla  
Fischer

Lucy  
Bronze



## Familiar champions old and new

**While Portugal triumphed for the third time at the FIFA Beach Soccer World Cup in Paraguay, Liverpool were crowned world champions for the very first time at the FIFA Club World Cup in Qatar, capping off an extraordinary year.**

### FIFA Beach Soccer World Cup Paraguay 2019

After failing to make the podium in the Bahamas two years earlier, European teams were back with a bang at the FIFA Beach Soccer World Cup 2019, the first FIFA competition to be held in Paraguay. Third-time champions Portugal took top honours followed by Italy and Russia. It was a richly deserved end to the career of Portugal's Madjer, unarguably one of the greatest beach soccer players of all time. Brazil's quarter-final elimination was unquestionably one of the biggest surprises, with the defending champions having been near universal favourites for the title.

#### Awards

**adidas Golden Scorer**  
Gabriele Gori (Italy)

**adidas Golden Ball**  
Ozu Moreira (Japan)

**adidas Golden Glove**  
Andrade (Portugal)

**FIFA Fair Play Trophy**  
Senegal



#### Medical innovation

A medical innovation in 2019, the FIFA pitchside doctor is now supported by a second FIFA doctor in the stands. Both doctors have access to a video display and are in touch via radio as they review incidents. Introduced at the FIFA Club World Cup, the aim is to check potential serious injuries and provide independent advice to the team doctor if needed.

### FIFA Club World Cup Qatar 2019

Liverpool claimed the title of best club in the world for the first time in Doha, defeating a spirited Flamengo side in one of the most closely fought finals the competition has ever seen. Semi-final hero Roberto Firmino was again on hand to score the decisive goal for the Reds in extra time. One of football's most historic and successful clubs finally has no more worlds left to conquer. Monterrey secured their spot on the podium by winning the third-place match against Al Hilal.

#### Awards

**adidas Golden Ball**  
Mohamed Salah (Liverpool FC)

**adidas Silver Ball**  
Bruno Henrique (CR Flamengo)

**adidas Bronze Ball**  
Carlos Eduardo (Al Hilal SFC)

**FIFA Fair Play Trophy**  
Espérance Sportive de Tunis







# 4 Build a stronger institution

69 <sup>th</sup> FIFA Congress	78
More than a game	80
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The structure of FIFA	96
FIFA Foundation	100
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Club football	104

21:58, 28 June  
Parc des Princes, Paris

FIFA Women's World Cup 2019  
France 1-2 USA









## Building on solid foundations

The re-election of Gianni Infantino as FIFA President brings continuity and stability to the organisation's football development endeavours.

The 211 member associations met in Paris for the 69<sup>th</sup> FIFA Congress, where Gianni Infantino was re-elected by acclamation for a second term. The ninth president in the history of the organisation, President Infantino's renewed mandate runs until 2023.

FIFA's supreme legislative body also approved the detailed budget for 2020, which included USD 810 million allocated to investments in football.

**"In just over three years, this organisation went from being toxic – almost criminal – to being what it should be: an institution that develops football. This new FIFA has a mission and a plan, which is why the next four years have, in fact, already started: we have laid solid building blocks for the future."**

Gianni Infantino  
FIFA President





# Broadening horizons

**The FIFA Council continued to push football development through key decisions including the introduction of an expanded global club competition and boosted investment in women's football.**

## Miami, USA, 15 March

The FIFA Council approved the new global club competition. The new competition will be played every four years during the international match calendar slot that previously corresponded to the FIFA Confederations Cup.

The Council also decided to implement VAR at the FIFA Women's World Cup France 2019, following The IFAB's praise for the resounding success of the system at the 2018 FIFA World Cup Russia.

## Paris, France, 3 June

On the eve of the FIFA Congress in Paris, the Council awarded Qatar the right to host the remaining two editions of the FIFA Club World Cup in its existing format in 2019 and 2020, offering a glimpse of the host country of the next FIFA World Cup.

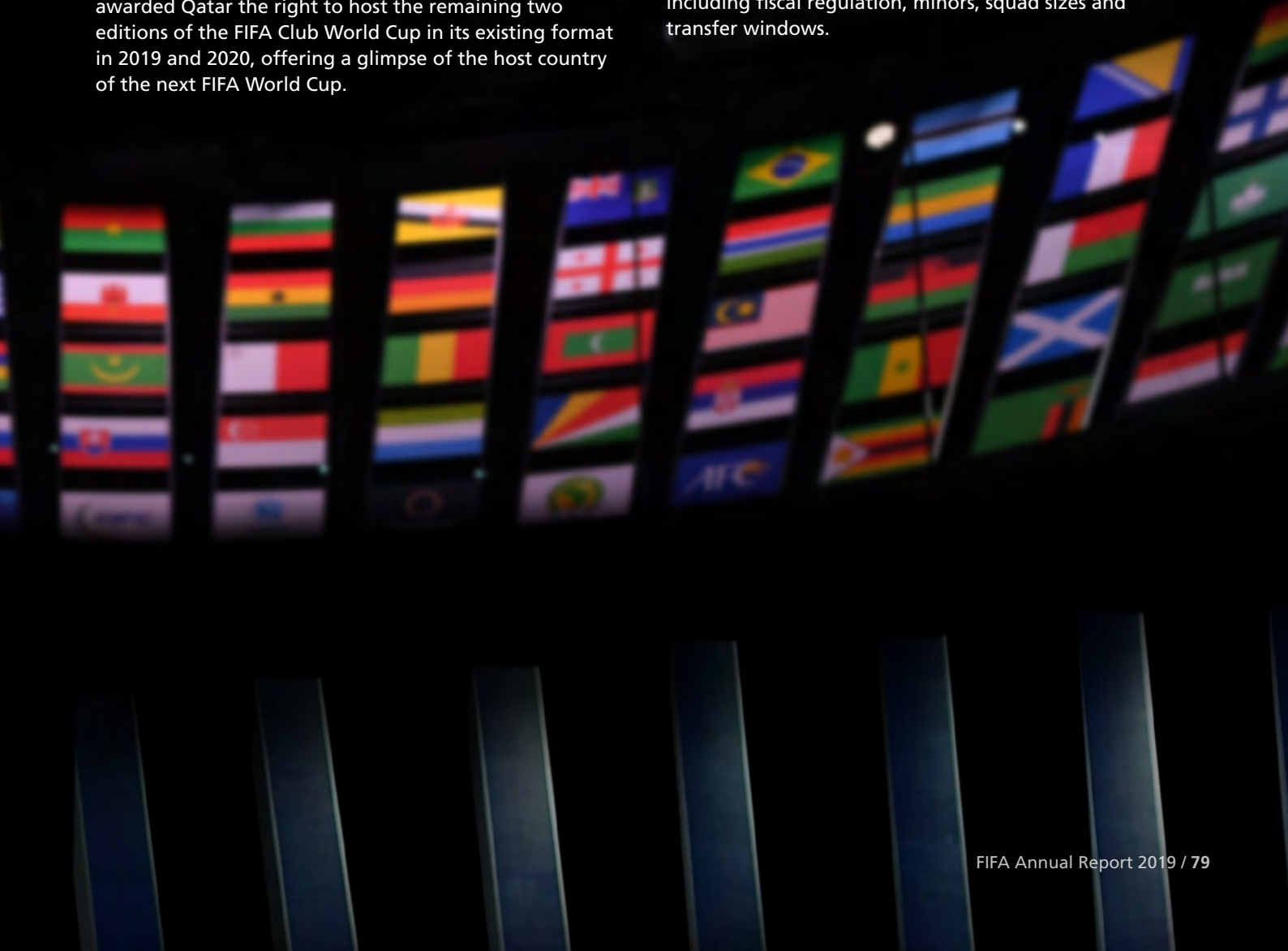
The Council also approved amendments to three sets of FIFA regulations (the Code of Ethics, the Disciplinary Code and the Regulations on the Status and Transfer of Players) that reinforce the organisation's zero tolerance of racism and sexual abuse.

## Shanghai, China PR, 24 October

FIFA's new global club competition continued to take shape in Shanghai, as the Council unanimously appointed China PR as the host.

The Council ratified the doubling of investment in women's football over the course of the 2019-2022 cycle to USD 1 billion, with the additional funding to be taken from FIFA's reserves.

Furthermore, FIFA's strategic body endorsed a second reform package regulating the representation and remuneration of agents, loan mechanisms, and the training reward regime, while commissioning the Task Force Transfer System to continue work on further topics, including fiscal regulation, minors, squad sizes and transfer windows.





# FIFA beyond the world of football

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**Football is one of the most versatile tools that can be used for the good of people and communities, offering countless physical and mental health benefits, as well as common ground, enabling people to grow individually and collectively. Through the development of strong international partnerships, FIFA aims to use the power of football to bring about significant social change. Where one actor alone cannot achieve this, a strong international alliance is a guarantee for success.**

The progress that FIFA made on several non-sporting fronts in 2019 shows just how the organisation is increasingly recognised as a solid institutional partner.

## Football for life

At the World Economic Forum, FIFA, UNESCO and the World Food Programme signed a letter of intent to strengthen the three organisations' collaboration to enhance children's access to sport and promote important life skills through the Football for Schools Programme.

FIFA is also collaborating closely with UNICEF in developing the FIFA Guardians™ child safeguarding programme. UNICEF is part of FIFA's Child Safeguarding Expert Working Group, which provides technical advice on the practicalities of the programme.

FIFA and the World Health Organization signed a memorandum of understanding (MoU), laying out a four-year collaboration that covers promoting healthy lifestyles through football globally, encouraging tobacco-free policies, using FIFA events to institute lasting improvements in health and safety, and joint programmes and initiatives to increase participation in physical activity through football.





**“Half the world watched the 2018 FIFA World Cup. This means there’s huge potential for us to team up to reach billions of people with information to help them live longer, healthier lives.”**

Dr Tedros Adhanom Ghebreyesus  
WHO Director-General





## Strong regional collaboration

**In 2019, FIFA continued to build on vital groundwork, deepening partnerships through important agreements with several major regional organisations.**

Following a historic address in Addis Ababa by President Infantino, an MoU was signed between FIFA, CAF and the African Union, paving the way for common strategies and programmes focused on education, good governance and the fight against corruption, match manipulation as well as safety and security at football matches.

Meanwhile, FIFA and the French Development Agency were hosted by President Macron at the Palais d'Élysée and signed a landmark cooperation agreement to promote women's football, develop school football and invest in local infrastructure by combining resources and implementing joint programmes in Africa.

FIFA also entered into an MoU with the Association of Southeast Asian Nations that will see the two organisations join forces to use football as a catalyst for education, social development and healthy lifestyles, as well as sports integrity and professional capacity-building in the region.

At the Eastern Economic Forum in Vladivostok, President Infantino spoke with a number of key political leaders of the Asia-Pacific region – including Russian President Vladimir Putin, Indian Prime Minister Narendra Modi, Japan's Prime Minister Shinzō Abe, Malaysian Prime Minister Mahathir Mohamad, Mongolian President Khaltmaagiin Battulga and Chinese Vice-Premier Hu Chunhua – about the contribution of football to healthy and sustainable development in the region and in their respective countries.

Building on the MoU signed in 2018 with the Council of Europe, the two organisations developed joint actions on three main areas: child safeguarding, the fight against match manipulation, and safety and security at football matches. FIFA and the European Parliament held productive discussions on working together to promote social cohesion, equality, women's rights, free movement of labour, and health and climate issues, matters that concern football as well as society at large.

**“Football is an important industry, especially in Europe, but like every economic activity it requires maximum transparency. FIFA today is modernising, it is changing, it is looking to the future.”**



**David Sassoli**  
President of the European  
Parliament



More than a game / Build a stronger institution





## Covering new ground

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**FIFA has a responsibility to stakeholders throughout the world of football that extends far beyond the glamour of elite competitions, top-level discussions in its standing committees or the confines of its headquarters in Zurich.**

Whether providing support through the Forward Programme, holding regional workshops on a range of areas for professional development, or giving practical advice on the everyday activities of football administration, FIFA is interacting with all six of the confederations, the regional associations and, of course, its 211 member associations on a daily basis.

FIFA's senior management regularly travels to see first-hand the work that is being carried out on the ground to develop the game around the world.











## January



At the start of a tour of West Africa, the FIFA delegation met with the **Guinean** Football Association's new leadership at the national technical centre in Conakry, where they shared their plans to develop local talent through investment in football infrastructure and the training of football officials.



In **Guinea-Bissau**, discussions were held with FFGB executive committee members, as well as club and league representatives, and Guinea-Bissau President Vaz on the important social role of football.



In **The Gambia**, the delegation visited the national technical training centre, and the Football Hotel, all upgraded and fully refurbished thanks to Forward funding.



President Infantino and Secretary General Samoura discussed various Forward projects with the team based at FIFA's Regional Development Office in Dakar, as well as practical issues with the **Senegalese** FA and Senegalese President Macky Sall, such as the challenges of modernising football infrastructure.



In **Mauritania**, who qualified for the CAF Africa Cup of Nations for the first time in 2019, the delegation met with President Abdel Aziz and the President of the Mauritanian Football Association (FFRIM), Ahmed Yahya, and inspected the FFRIM's excellent FIFA Forward-funded infrastructure development project, including the impressive refurbished 8,200-seater Cheikha Boidiya Stadium in Nouakchott.



In **Togo**, where discussions with the Togolese FA and government officials focused on the educational aspects of football and the national love of the game, President Infantino was bestowed with a traditional honour and rank by Togolese President Gnassingbé.



Welcomed by **Beninese** President Talon, the delegation heard about a new sports strategy to build 56 sports stadiums and the FIFA President signed the first-ever memorandum of understanding on FIFA's Football for Schools initiative with the Minister of Culture, Youth and Sports.

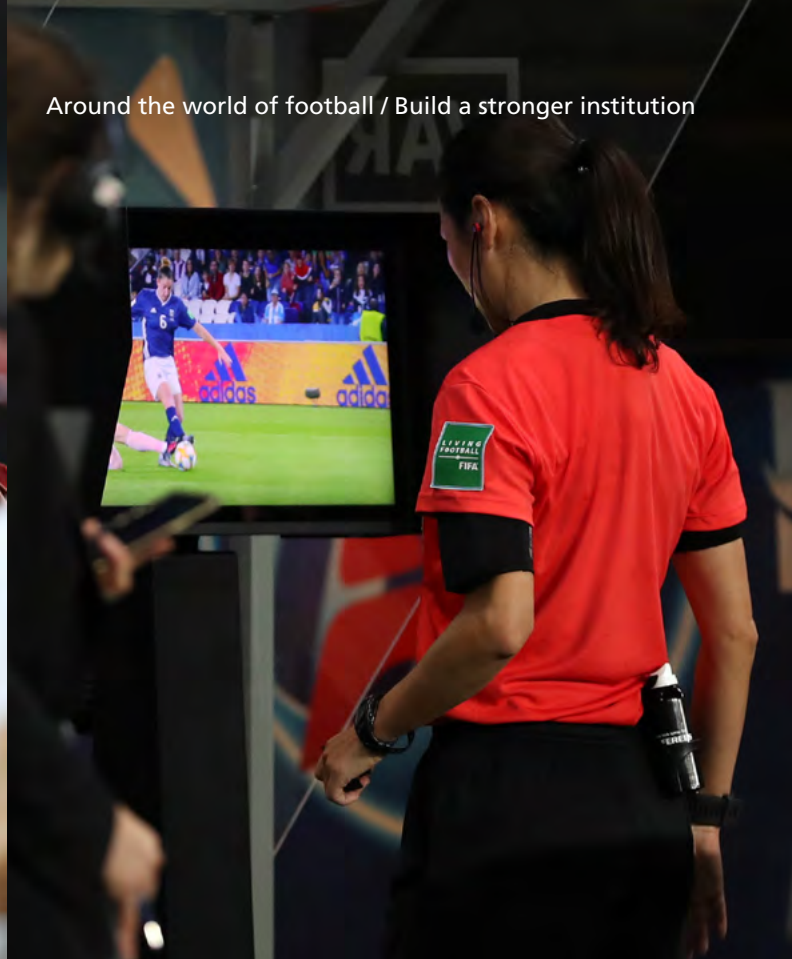


Having held an audience with Burkinabe President Kaboré, FIFA was invited by the **Burkina Faso** FA to officially inaugurate new solar-powered stadium floodlighting in Ouagadougou.





Around the world of football / Build a stronger institution



## February



FIFA's senior management were in attendance as Qatar sealed their first-ever **Asian Cup** title by defeating Japan 3-1 in the final in the United Arab Emirates. Both finalists went on to take part in the *Copa América* 2019 as invitees.



At the 43<sup>rd</sup> **Ordinary UEFA Congress** in Rome, Aleksander Čeferin was re-elected UEFA President until 2023 while Sándor Csányi and Greg Clarke (Vice-Presidents), and Reinhard Grindel, Fernando Gomes and Georgios Koumas (members) were (re-)elected to the FIFA Council until 2023.

## March



At its 133<sup>rd</sup> Annual General Meeting in Aberdeen, **The IFAB** took steps to fine-tune the Laws of the Game and agreed, together with FIFA, to continue to drive and assist the global implementation of VAR.



Lambert Maltock was formally elected to the OFC presidency at the **OFC Extraordinary Congress** in Auckland, where Fiji FA President Rajesh Patel and New Zealand Football Vice-President Johanna Wood were also voted in as Oceania's representatives on the FIFA Council.



At the **34<sup>th</sup> Concacaf Ordinary Congress** in Las Vegas, Vittorio Montagliani was elected to a second term as president having led a successful reform process in the confederation under the "One Concacaf" strategy. Pedro Chaluja was re-elected as a FIFA Council member.





## April



At the **29<sup>th</sup> AFC Congress** in Kuala Lumpur, Shaikh Salman bin Ebrahim Al Khalifa was voted in for a second term as president. Meanwhile, Du Zhaocai, Praful Patel, Kohzo Tashima, Mariano Araneta, Saoud Al Mohannadi and Mahfuza Akhter Kiron were all elected to serve until 2023 on the FIFA Council.



In Rio de Janeiro, the **70<sup>th</sup> Ordinary Congress of CONMEBOL** looked back at the reforms of recent years and stressed the importance of further developing the national teams and investing in grassroots programmes with a view to building stronger domestic competitions in South America.



Also in **Brazil**, FIFA President Infantino and Secretary General Samoura attended the inauguration of new CBF President Rogério Caboclo, who was elected on the back of a campaign promising transparency and efficiency.



Back in Zurich, FIFA and the **Chinese** FA signed an MoU that crystallises the two organisations' willingness to work together to enhance football structures, management and technical aspects related to football in China.





Around the world of football / Build a stronger institution

LIVING  
FOOTBALL

OF FIF



## May



Three-and-a-half years ahead of the FIFA World Cup in Qatar, a crowd of 38,678 spectators, including FIFA senior management, attended the opening of Al Janoub Stadium in **Al Wakrah** as it hosted its first match: the Emir Cup final.

## June



Reflecting FIFA's focus on the game on the pitch, FIFA President Infantino attended both the opening match and the final of the **Africa Cup of Nations 2019**, held in Egypt. Algeria claimed their second title, defeating a very strong Senegal side in a sold-out Cairo International Stadium.



The FIFA President was also in São Paulo for the **Copa América** group match between Peru and Brazil, which would also be the matchup for the final. Brazil ran out winners on both occasions, claiming their ninth **Copa América**.



Mauricio Macri, the former President of Argentina, was a special guest at the Home of FIFA as he received the inaugural **Living Football Award**, an accolade bestowed by the FIFA President to honour those who contribute to the growth and development of the beautiful game. During his time as President of CA Boca Juniors (1995-2007), the club amassed 17 trophies.





## July

**Lega Pro** – the regulatory body for Italy's two semi-professional and subnational divisions: *Serie C1* and *Serie C2* – celebrated its 60<sup>th</sup> anniversary in 2019. At the celebration in Florence, *Lega Pro* President Francesco Ghirelli lauded the lower leagues as the strong grassroots at the very heart of the game.



At the **41<sup>st</sup> CAF Ordinary General Assembly** in Cairo, CAF and FIFA signed a roadmap and agreement on governance reforms in the African confederation. To assist the process, FIFA General Secretary Fatma Samoura assumed the role of FIFA General Delegate for Africa to lead the reforms.





## August



Embarking on a tour of Caribbean associations, a FIFA delegation stopped first in the **Cayman Islands**, meeting with Cayman Islands FA President Alfredo Whittaker and officials to review the progress of football in the country, with special attention to growing the women's game and grassroots football.



In **Curaçao**, the delegation inaugurated a new artificial turf pitch and changing rooms entirely funded by the FIFA Forward Programme and praised the Curaçao FA's serious work reflected in the recent successes of the national team.



In **Saint Vincent and the Grenadines**, FIFA met with the Saint Vincent and the Grenadines FA and senior government officials to discuss the way forward for the development of the game on the islands, where football plays a key role in society, especially for young people.



Following an inspection of the **Saint Lucia Sports Academy**, a government-owned centre of excellence, the delegation visited a recently inaugurated FIFA Forward project: a full-size artificial turf pitch that is the first phase of the Forward-funded technical centre of the Saint Lucia FA.



Through FIFA Forward, new infrastructure in St John's includes the new headquarters of the **Antigua and Barbuda FA** and football pitches, providing key instruments for the administration and development of football on the islands.



In the **British Virgin Islands**, the FIFA delegation visited the BVIFA Technical Centre under development and held discussions with the association's executive committee focusing on the progress of football development projects.



As the **US Virgin Islands** received the first-ever visit from a FIFA President, the U.S.V.I. Soccer Federation showed its newly built artificial pitch, built thanks to FIFA Forward funds.





## September



With the joint CAF-FIFA roadmap covering three main areas – financial management, good governance and internal procedures – the **CAF-FIFA reform task force** met for the first time in Cairo to discuss auditing, transparency, the effective and professional organisation of competitions, and the development of African football.



## October

At the second edition of the **Festival dello Sport** in Trento, Italy, FIFA President Infantino and FIFA Referees Committee chairman Pierluigi Collina shared their unique experiences of organising and officiating at the FIFA World Cup.



Brazilian FIFA World Cup winner **Kaká** visited **the Home of FIFA** in Zurich to learn from President Infantino and various FIFA experts about the organisation's work on matters such as football innovation, digital transformation and media operations.



Following the launch of Football for Schools, the FIFA President shared with Prime Minister Hariri his praise for **Lebanon** on hosting one of the first pilot projects under the initiative.





President Infantino and FIFA Foundation CEO Youri Djorkaeff visited the Pyongyang International Football School, a project that involves around 200 boys and girls, and watched the FIFA World Cup 2022™ qualifier between **Korea DPR** and **Korea Republic**, where President Infantino met the President of the Korea FA and officials of the DPR Korea FA.



As the **Mongolian FA (MFF)** celebrated its 60<sup>th</sup> anniversary, the FIFA delegation was on hand for the inauguration of a brand-new artificial pitch, part of the MFF's Forward-funded drive to modernise football infrastructure around the country.



In Dhaka, the FIFA President met Prime Minister Sheikh Hasina and the **Bangladesh FA** to discuss the key opportunities that football can offer boys and girls, and society as a whole.



In **Laos**, the delegation visited the Laos FA headquarters and Forward-funded training centre, where they gave the official kick-off for the Laos U-15 Championship.



The first FIFA President to visit **Brunei Darussalam**, President Infantino met with the Crown Prince and the National Football Association of Brunei Darussalam to discuss the work of the FIFA Foundation and review key Forward-funded football infrastructure and grassroots activities.



The FIFA delegation was welcomed to Manila by local boxing legend Manny Pacquiao and was able to discuss with **Philippines FA** President and FIFA Council member Mariano Araneta the significant efforts of the Philippines FA to further develop the national game through the Forward Programme.





## November



Having inaugurated the venue of the FIFA Beach Soccer World Cup 2019 in Asunción, **Paraguay**, a FIFA delegation headed for the Caribbean and Central America, with **Trinidad and Tobago** the first port of call. There, they inaugurated the Trinidad and Tobago Football Association's Forward-funded Home of Football, which features three full-size natural grass pitches and provides modern infrastructure as part of football development on the islands.



In **Costa Rica**, the delegation and Costa Rican President Carlos Alvarado Quesada discussed Costa Rica's and Panama's co-hosting of the next FIFA U-20 Women's World Cup, followed by a visit to the brand-new Forward-funded futsal arena.



**Honduras'** Forward-funded Estadio Infantil offers a modern facility with artificial lighting and disabled seating and will host girls' and boys' tournaments, totalling 740 games every year.



Following the Central American Football Union Congress in **El Salvador**, President Infantino attended the inauguration of the national team residence, Villa Selecta.



Returning to Africa, FIFA visited **Madagascar**, where the delegation met with Malagasy President Andry Rajoelina and Malagasy FA President Rabekoto to discuss the nation's investment in football with the construction of 32 pitches and stadiums.



In **Lesotho**, the delegation spoke with King Letsie III on the role of football in the country and with the Lesotho Football Association on several initiatives to improve football infrastructure with the support of FIFA Forward.



In **Mozambique**, Prime Minister Do Rosário and Mozambican FA President Alberto Simango outlined their vision of football for social inclusion and education for millions of young people.





## December



After taking part in an 80<sup>th</sup> anniversary celebration match for TP Mazembe, President Infantino was guided around the club's academy by Moïse Katumbi, TP Mazembe President and Vice-President of the new World Football Club Association. He spoke about FIFA's plans to support football in **Congo DR** and Africa under three pillars – refereeing, infrastructure and competitions – hand in hand with CAF and African football stakeholders.



Arriving in **Angola**, the FIFA delegation was received by Angolan President Lourenço and inspected the site of a new Forward-funded technical centre project in Luanda.



The first FIFA President to visit **Congo**, President Infantino attended the opening of the new FECOFOOT headquarters. He thanked President Sassou-Nguesso for Congo's support in the planned opening of the fourth FIFA regional office in Africa in Brazzaville.



Rounding off the year in celebration, Qatar's rising star Akram Hassan Afif and Saki Kumagai of Japan won the AFC Player of the Year Award for men and women, respectively, at the **2019 AFC Awards** in Hong Kong.



In Warsaw, former and present players and coaches gathered with guests for the centenary of the **Polish FA**.

President Infantino attended the **4<sup>th</sup> International Anti-Corruption Excellence Award summit** in Rwanda, alongside host President Paul Kagame, Namibian President Geingob, Congo DR President Tshisekedi, African Union Commission chairman Moussa Faki Mahamat and Sheikh Tamim bin Hamad al Thani of Qatar.



In Libreville, President Infantino and a FIFA delegation met with President Ali Bongo, who expressed **Gabon's** support for recent proposals to bring African football to the highest level.



## Fit for purpose

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**As the scope of FIFA's work grows to meet the organisation's purpose of developing football everywhere and for everyone, so does the FIFA workforce.**

Between the FIFA general secretariat and the subsidiaries, there is a growing team of dedicated staff who bring their experience and specialist expertise to bear in areas as diverse as development finance, grassroots training, sports law, broadcast technology, and the production of stadium maps and plans.

In 2019, FIFA's increasing focus on education through football called for the creation of a new division to work hand-in-hand with the FIFA Foundation as it delivers the FIFA Football for Schools Programme. Led by Joyce Cook, the Social Responsibility & Education Division also reflects FIFA's reinforced commitment to sustainability and diversity.





Total full-time employees

947

President

President's Office

FIFA

827

FIFA WORLD  
FOOTBALL MUSEUM

61

FIFA WORLD CUP  
Qatar 2022™

33

FIFA  
Development  
AG

26

Secretary General

Executive Office

Administration

Communications

Commercial

Finance

HR & Services

Legal & Compliance

Independent Committees

Internal Audit &  
Risk Management

Social Responsibility &  
Education

Football

Tournaments & Events

Member Associations

Technical Development

Refereeing

Football Technology &  
Innovation

Women's Football

FIFA Museum



58%  
Male



42%  
Female

Age split

16-25 / 3.0%

26-35 / 37.5%

36-45 / 35.2%

46+ / 24.3%



39  
Average  
age

FIFA Foundation



73  
Nationalities



## FIFA's new marquee signing

Arsène Wenger was unveiled in November as FIFA's new Chief of Global Football Development. Leaning on a highly distinguished coaching career, Wenger's role includes a particular focus on coach education while he will also offer invaluable contributions to an executive programme tailored to encourage former professional players to enter management and which will support them through the post-career transition and bridge the gap between managerial and technical positions in football.

## A new Regional Development Office in Africa

In February, FIFA's third African Regional Development Office was officially opened in Addis Ababa, Ethiopia. The regional office enhances collaboration with African MAs and offers them support in developing strategies and achieving their development goals in close cooperation with FIFA's administration in Zurich. It is the tenth Regional Development Office to be opened by FIFA since the creation of the FIFA Forward Programme in 2016.

## FIFA Employee Volunteer Programme

FIFA offers its staff the chance to use some of their annual leave to work with charitable organisations supported by the FIFA Foundation's Community Programme.

In 2019, five FIFA employees took part in the pilot edition of the FIFA Employee Volunteer Programme to gain a better understanding of the everyday work on the ground of members of the football family. For eight days in November, they supported Lesotho-based NGO Kick4Life, participating in practical and strategic exercises ranging from gardening to talks about social media presence and innovation, and a fundraising project aiming to transform bobbly turf into a full-sized artificial turf pitch for league matches.

**The strategic activities that the FIFA team supported us with have the potential to contribute significantly to Kick4Life's impact in the coming two years.**



**Hana**  
Kick4Life Country Director

**"I believe that FIFA has football at the very heart of its objectives and is determined to develop the game in its many different components. I know I can contribute to this objective and will put all my energy into this."**



**Arsène Wenger**  
FIFA Chief of Global Football Development









# Progress through football

**From Cameroon to Uruguay, and from Malawi to India and many more places in between, the FIFA Foundation has helped to deliver positive social change through football, with several initiatives rolled out in 2019.**

With the support of the FIFA Legends Programme, the Foundation visited many countries in 2019, delivering materials through the Recovery Programme to refugees in Guatemala affected by the eruption of the Fuego volcano, working through the Community Programme supporting 93 projects in 53 countries, such as an organisation in India that fights against forced child marriage and child labour, and launching the second pilot project of the FIFA Football for Schools Programme in Lebanon with the aim of combining football and education to teach invaluable life skills.

## A new appointment

In 2019, the FIFA Foundation announced the appointment of Youri Djorkaeff as its Chief Executive Officer. He will report directly to the Foundation Board. A FIFA World Cup champion with France in 1998, Djorkaeff has been involved in several social development projects, chief of which is his own Youri Djorkaeff Foundation, established in 2014.

## FIFA Legends put on a football party in Brazil

At the unveiling of a refurbished inner-city football pitch in São Paulo, the community of Jardim São Remo was treated to a special appearance by Brazilian football stars, who joined the community members for an unforgettable festival of football. FIFA Legends Bebeto, Cafu, Júlio César, Roque Júnior and Rosana, together with Youri Djorkaeff, took to the pitch alongside boys and girls from the community as they inaugurated the footballing facility in style.

*To learn more about the FIFA Foundation in 2019, read the FIFA Foundation Activity Report 2019.*





**“I grew up in this community, so I know that today is a day that these kids will never forget, that they will take with them for the rest of their lives. I’m really happy to have been able to be part of this and the joy brought to these kids.”**

**Cafu**  
FIFA Legend





## Strength in diversity

**As part of its ongoing drive to promote equality and inclusivity throughout football, FIFA created a dedicated division headed up by Chief Social Responsibility & Education Officer Joyce Cook. The division is engaging on many fronts to ensure that FIFA tournaments, events and other activities focus on these goals.**

In 2019, FIFA continued its implementation of an anti-discrimination monitoring system in FIFA-related competitions, including conducting anti-discrimination risk assessments for all 136 Qatar 2022 qualifiers in the AFC and CAF regions and deploying anti-discrimination match observers to all seven qualifiers deemed “high risk”.

FIFA has also encouraged all 211 member associations to follow suit and adopt the much-lauded three-step procedure to deal with discriminatory incidents in their competitions.

### Accessibility at France 2019

To ensure that the FIFA Women’s World Cup was inclusive for all and barrier-free, FIFA and the LOC worked with the Centre for Access to Football in Europe and a wide range of stakeholders to develop best-practice solutions in three main areas: stadium infrastructure solutions, an accessibility ticket programme, and adequate matchday services such as live audio-descriptive commentary for blind and partially sighted fans.

### Russia 2018 sustainability legacy in black and white

In 2019, FIFA published its Sustainability Report on the previous year’s FIFA World Cup in Russia. The report provides an overview of activities implemented by FIFA and the LOC to achieve a more sustainable tournament, covering nine key areas, including human rights, environmental impact and accessibility, and details the positive legacy for event organisation in Russia.

The report was prepared according to the latest Global Reporting Initiative Standards and verified by SGS, a leading global inspection, verification, testing and certification company.

### FIFA Diversity Award 2019

The fourth edition of the FIFA Diversity Award celebrated the work of the Fútbol Más Foundation. The non-profit organisation, which has a global presence, works to develop the life skills of children and young people living in social vulnerability and connecting them with their communities, thereby fostering solidarity and cohesion without discrimination.

PlayOnside, an organisation active in Thailand and Myanmar, and Uganda-based Watoto Wasoka finished second and third respectively.





**“This is a powerful reminder of how football can impact lives. Of how – in the face of different problems, in different parts of the world – the game is a strong tool to promote positive change.”**



**Sergio Guerrero**  
Fútbol Más Co-Founder  
and Commercial Director





# A new era for club football

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**Determining the future of the FIFA Club World Cup was just one of a number of bold, inventive moves that FIFA made in 2019 to shape the future of club football.**

## A world of opportunities

With the first edition of the brand new, 24-team global club competition set to be held in China PR, FIFA continued to engage in open and constructive dialogue with different members of the football community to find the best solutions for the future of the game.

In November, FIFA and the World Leagues Forum signed a cooperation agreement for the first time to work together on the development of professional football. The agreement will include training sessions and bespoke support for national football bodies to share best practices and improve standards and structures in professional football. In particular, FIFA and the World Leagues Forum will organise joint conferences and seminars to support emerging football countries.

## Transfer system reform

As part of the ongoing process to reform the transfer system, and after a continuous consultation period, FIFA's Football Stakeholders Committee endorsed a series of key measures to protect the integrity of the system. These included the introduction of a cap on agents' commissions and a limitation on multiple representation to avoid conflicts of interest, as well as a limit on loans of players to prevent clubs from hoarding young players. The FIFA Council further endorsed these measures and gave the Task Force Transfer System the green light to continue its work on topics including fiscal regulation, minors, squad sizes and transfer windows.









# 5 Governance and transparency

Legal and compliance

108

Compensation

118

18:17, 7 July  
Stade de Lyon, Lyon

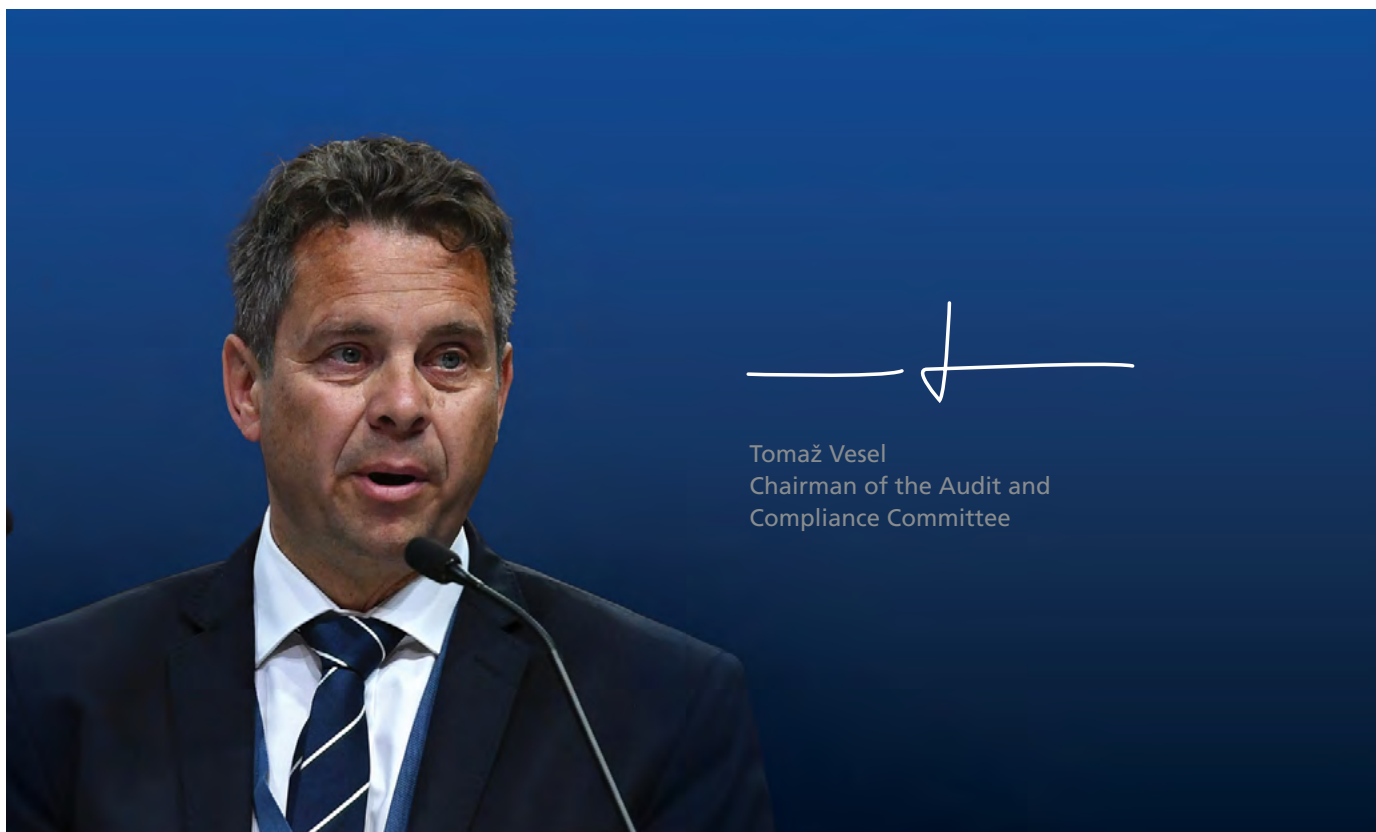
FIFA Women's World Cup 2019  
USA 2-0 Netherlands











Tomaž Vesel  
Chairman of the Audit and  
Compliance Committee

**In recent years, FIFA, as an organisation, has had to rebuild itself from the ground up, and in 2019, we saw the legacy of the 2016 reforms taking shape as FIFA completed its first full risk assessment cycle.**

In the space of just a few years, we have seen global improvement in member associations' compliance with the FIFA Forward Programme regulations. From 2016 to 2018, the proportion of central reviews that identified cash withdrawals was reduced from 37% to 8% and the number of instances in which supporting documentation was lacking decreased from 39% to 8%.

While there is still some way to go, this is a state of affairs that reflects well on everyone involved and has allowed FIFA, from a sound financial position, to increase the amount of FIFA Forward funding it distributes. The impact of the FIFA Forward Programme is significant, as it sets the benchmark for further funding such as FIFA Football for Schools and other programmes and projects.

FIFA's control environment is essentially the organisation's immune system and we have to take good care of it.

Following the creation of an internal audit function in late 2018, a major milestone was achieved in 2019 as the Internal Audit & Risk Management Subdivision submitted its first internal audit reports to the management and the Audit and Compliance Committee. In addition, the statutory audit report was again satisfactory.

Good governance is never complete, but our committee is satisfied with how ambitiously FIFA and the wider football family are adopting the principles and tools that we prescribe and striving to make auditing and compliance a routine part of their everyday activities.

The Audit and Compliance Committee takes its role seriously to work with FIFA's general secretariat beyond the hot topics of financial statements and the allocation of Forward funding. I am pleased to see our collaboration growing in other areas such as sustainability, human rights, the FIFA Legends Programme, and the upcoming FIFA World Cup 2022.

At the start of a new financial cycle, I am confident that FIFA will continue to lead the way among sports organisations, with a control environment that is contributing to a wider culture of sustainable practice.



# Legal and compliance

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Adherence to good governance principles is fundamental for the fulfilment of FIFA's statutory objectives and broader social mission. In 2019, FIFA made great strides in its ongoing pursuit of a deeply embedded commitment to the principles of the rule of law, good governance and transparency.





# Compliance culture

**In 2019, FIFA's Compliance Subdivision engaged with stakeholders within the FIFA administration and beyond.**

## Compliance training

The team conducted compliance training for 484 staff members through face-to-face training sessions, seminars, a town-hall workshop and refresher courses, and provided compliance induction meetings for all new employees.

## Related-party disclosure

Having completed the reporting process on potential conflicts of interest among committee members and senior officials in 2019, the Compliance Subdivision took steps to modernise its reporting system with greater automation of functions as of 2020.

## Reporting tools enhanced

Based on feedback from stakeholders, FIFA improved its whistleblowing mechanism in 2019, providing easier accessibility through user-adaptive design. In addition to the secure online platform, a telephone hotline mechanism was introduced.

## Business support

FIFA Compliance not only conducts audits and reporting, but also offers proactive advice to stakeholders. In 2019, the team provided an increasing amount of active support to member associations on best business practices to maintain sustainable operations.





## FIFA and confederation compliance alliance

FIFA and confederation compliance officers shared knowledge and best practices as they came together in Paris. It was the first time that each confederation had a dedicated compliance officer in place.

## Competition support

For FIFA competitions in 2019, the Compliance Subdivision introduced a programme focused on preventing, detecting and mitigating compliance risks. For the FIFA U-20 World Cup in Poland, FIFA U-17 World Cup in Brazil and the FIFA Women's World Cup in France, FIFA Compliance performed due diligence on key suppliers in the host countries, supported participating MAs, and was available to FIFA's internal stakeholders with on-site compliance support.

## FIFA Integrity initiative

In 2019, FIFA sought to enhance the integrity of its competitions by holding workshops with all participating teams and match officials involved in the FIFA U-20 World Cup in Poland, the FIFA U-17 World Cup in Brazil and the FIFA Women's World Cup in France, instructing them on FIFA's zero-tolerance approach to match manipulation.

A record number of individuals (18) were sanctioned for misconduct related to match manipulation by FIFA's independent judicial bodies in the 2018-19 period following preliminary investigations conducted by FIFA Integrity.

FIFA's Integrity team has developed a FIFA Integrity Officer Kit (including a practical handbook and an e-learning tool) that is available to all FIFA member associations to help them establish or further strengthen their own sustainable integrity initiatives to combat the threat of match manipulation.





## Leading by example

**The independent Audit and Compliance Committee is crucial to FIFA's governance structure, ensuring the completeness and reliability of FIFA's financial accounting, and reviewing the financial statements, consolidated financial statements and external auditors' report.**

The committee oversees and monitors both the FIFA Council and the FIFA administration, advising, assisting and overseeing operational, financial and compliance matters, particularly the distribution and flow of development-related funds. The chairman regularly reports to the Council and the Congress.

In 2019, the committee met five times, discussing for the first time internal audit reports on topics of major impact on FIFA's finances. It acknowledged the synergies of these reports with the statutory auditor's work and approved the audit plan for 2020. At its last meeting of 2019, the committee visited the Lusail Stadium

construction site in Doha and received an update on the ongoing preparations for the FIFA World Cup 2022 in Qatar from a financial and risk perspective of the tournament and commercial revenues.

The committee continues to address cases where member associations (MAs) struggle to comply with the Forward regulations by establishing tailor-made measures that ensure each MA can continue to develop football. It also agreed to proactively visit such MAs for a direct exchange. In its supervision of Forward funds, the committee also monitored the FIFA-CAF cooperation.

Furthermore, the committee monitored FIFA's Legends Programme, the FIFA Foundation, sustainability matters, and recurring topics like compliance and risk assessment. It also reviewed the Governance Report and the related-party declarations of Council members, initiated amendments to the travel regulations for FIFA delegates, and oversaw topics concerning the Compensation Sub-Committee, such as compensation for senior officials.





## Bidding

In 2023, the first-ever 32-team FIFA Women's World Cup is set to be even bigger than the astonishingly successful France 2019. To protect the integrity and ensure the transparency of the entire process to appoint the host(s) of the next edition, FIFA's Compliance Subdivision has monitored the adherence of all parties to the bidding rules, in particular:

- the fair and equal treatment of all member associations participating in the bidding procedure
- the evaluation of the bids
- the decision on the selection for the host country/countries by the FIFA Council
- the Compliance Subdivision supporting the Tournaments & Events bidding team with compliance risk assessments

## Internal audit & risk management

**Established in August 2018, the Internal Audit & Risk Management Subdivision provides independent and objective assurance regarding FIFA's risk management, governance, internal control and the processes in place for ensuring effectiveness and efficiency.**

The subdivision enhances organisational value by ensuring FIFA's operations, programmes and processes are fit for purpose, effectively performed and efficiently delivered. The Director of Internal Audit & Risk Management reports to the Audit and Compliance Committee at least quarterly and more frequently if necessary.

In 2019, the subdivision conducted three audits and reported to the FIFA management and the Audit and Compliance Committee. The reports included recommendations for corrective measures. The Audit and Compliance Committee approved the risk-based audit plan for 2020. Further, Internal Audit & Risk Management coordinates its operations with the activities of FIFA's statutory auditor to optimise the process, reduce redundancies and gain audit comfort.





## A new disciplinary code

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**With a substantial increase in the workload of the judicial bodies and a rising demand for more efficient disciplinary procedures in recent years, FIFA identified the need to overhaul its Disciplinary Code. Coming into force on 15 July 2019, the new FIFA Disciplinary Code is more intuitively structured and clearer, with less than half the number of articles compared to the previous version (down from 147 to 72), making it more accessible and comprehensible.**

Among the major changes, the new code formalises a zero-tolerance approach to racist and discriminatory misconduct, and establishes the Disciplinary Committee as the only judicial body that deals with cases of match manipulation, thereby allowing the independent Ethics Committee to focus solely on cases of ethical misconduct.

To fully respect the rights of individuals during disciplinary proceedings, FIFA has decided to close the economic gap between parties by supporting those who have insufficient financial means. In the interests of transparency and defending parties' fundamental rights, FIFA now guarantees public hearings in doping and match manipulation disciplinary proceedings.

## Clearing House

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**The gap between what is owed in the way of solidarity contribution and training compensation and what is actually paid is growing every season.**

The adoption of a "clearing house" system – under a separate, FIFA-controlled entity in charge of processing payments related to training rewards between clubs – will effectively ensure these payments to training clubs all around the world, with the potential to increase the amount of money distributed to training clubs by up to four times.

Once fully operational, it is estimated that around USD 400 million per year will be paid through the FIFA Clearing House, in more than 14,000 transactions, involving more than 120 countries and 15 currencies.

The Clearing House is part of a wider push by FIFA to reform the transfer system, including through initiatives such as the much-needed overhaul of the Regulations on the Status and Transfer of Players.





Team			
No.	Time	No.	Reason
	Min.		Min.
	Min.		Min.
	Min.		Min.
	Min.		Min.
	Min.		Min.
	Min.		Min.
	Min.		Min.

Fédération Internationale de Football Association



## Football Law Annual Review 2018

In recent years, FIFA's regulatory and judicial activities in various areas have become increasingly relevant for professionals in national associations, leagues, clubs and players' unions, even filtering down to footballing society in general.

With the objective of ensuring that football's legal stakeholders can get to know the most relevant aspects of the field first hand, FIFA decided to open its doors to present the work of its decision-making bodies and the independent bodies, as well as CAS procedures resulting from FIFA decisions.

In early 2019, the first annual review looked back on a year of important regulatory changes for the organisation and significant decisions by the independent bodies.

## Legal.FIFA.com

In October, FIFA launched a new legal portal to provide direct access to documents of interest to all stakeholders involved in FIFA's legal and compliance activities. This important step reflects the organisation's commitment to provide greater transparency in dealing with its 211 member associations, as well as all other world football interest groups and the general public.

FIFA seeks to guarantee the right of all parties to obtain fundamental information related to its procedures, including decisions passed by various FIFA standing committees and Court of Arbitration for Sport proceedings involving FIFA, and updates the platform regularly with various legal and compliance materials.





You can read about the work of  
FIFA's committees and all of their  
decisions on [legal.FIFA.com](https://legal.fifa.com)





# Compensation

**As part of FIFA's statutory commitment to transparency, the annual compensation awarded to the key members of FIFA senior management, the chairpersons of its committees and the members of the FIFA Council is published below.**

## FIFA Council

According to the rules and principles in place for 2019, FIFA Council vice-presidents who are also confederation presidents each receive a net annual compensation of **USD 300,000\*** (USD 300,000 in 2018).

FIFA Council vice-presidents who are not confederation presidents, and FIFA Council members each receive a net annual compensation of **USD 250,000\*** (USD 250,000 in 2018). Each member also receives a daily allowance while on duty of USD 250, or USD 150 if FIFA covers breakfast and lunch or dinner.

Under the FIFA Compensation, Expenses and Benefits Regulations for Senior Officials, FIFA covers the employer's and employees' social security contributions. Withholding taxes are deducted from the compensation and paid directly by FIFA to the tax authorities. FIFA does not cover social security contributions or taxes that may also be due in the Council member's country of residence.

## FIFA Council members and FIFA senior management

All figures in USD	Without pension contributions	With pension contributions
FIFA Council members**	13,454,743	14,493,615
FIFA management***	19,434,553	20,865,427
<b>Total</b>	<b>32,889,296</b>	<b>35,359,042</b>

\* Net amounts may vary depending on the taxation situation of the individual Council member.

\*\* An annual pension payment is made to all long-serving FIFA Council members not falling under the FIFA Compensation, Expenses and Benefits Regulations for Senior Officials, which came into force in March 2017 and under which the compensation is limited to a maximum of the number of years that the member has served on the Council.

\*\*\* This total covers the compensation of the President and the Secretary General, the two Deputy Secretaries General and the ten division Chief Officers. It also includes separation costs for former members of the FIFA management paid during 2019.

## FIFA President and FIFA Secretary General



































All figures in CHF	Gross salary (base)	Gross salary (variable)	Flat-rate allowances
FIFA President Gianni Infantino	1,950,000	1,030,000*	24,000
FIFA Secretary General Fatma Samoura	1,300,000	250,000	24,000

The gross salary (variable) awarded in 2019 will be paid in 2020. The amounts listed above are before taxes payable by the President and the Secretary General. As with all of its employees, FIFA contributes to the social charges, pension fund and accident insurance for both the President and the Secretary General.

\* A second part of the FIFA President's gross salary (variable) for 2018 of CHF 277,500 was paid in 2019 subsequent to the decision of the Compensation Sub-Committee. Decisions of the Compensation Sub-Committee for the variable component of the salary are based on a list of key objectives defined by the committee.



## Members of the FIFA Council

	Name	Nationality	Member since
President	Gianni Infantino	  Switzerland/Italy	2016
Senior Vice-President	Shk. Salman bin Ebrahim Al Khalifa	 Bahrain	2013
Vice-presidents	Alejandro Domínguez	 Paraguay	2016
	Vittorio Montagliani	 Canada	2016
	Aleksander Čeferin	 Slovenia	2016
	Ahmad Ahmad	 Madagascar	2017
	Sándor Csányi	 Hungary	2017
	Lambert Maltock	 Vanuatu	2018
	Greg Clarke	 England	2019
Members	Hany Abo Rida	 Egypt	2009
	Sunil Gulati	 USA	2013
	Lydia Nsekera	 Burundi	2012
	Tarek Bouchamaoui	 Tunisia	2015
	Constant Omari	 Congo DR	2015
	Kohzo Tashima	 Japan	2015
	Sonia Fulford	 Turks and Caicos Islands	2013
	Fernando Sarney	 Brazil	2015
	Pedro Chaluja	 Panama	2016
	Luis Hernández	 Cuba	2016
	María Sol Muñoz Altamirano	 Ecuador	2016
	Evelina Christillin	 Italy	2016
	Almamy Kabele Camara	 Guinea	2016
	Ramón Jesurún	 Colombia	2016
	Dejan Savićević	 Montenegro	2017
	Mahfuza Akhter Kiron	 Bangladesh	2017
	Mariano Araneta	 Philippines	2017
	Alexey Sorokin	 Russia	2017
	Fernando Gomes	 Portugal	2017
	Georgios Koumas	 Cyprus	2018
	Walter Nyamilandu	 Malawi	2018
	Johanna Wood	 New Zealand	2019
	Rajesh Patel	 Fiji	2019
	Du Zhaocai	 China PR	2019
	Praful Patel	 India	2019
	Saoud Al Mohannadi	 Qatar	2019
	Noël Le Graët	 France	2019
	Ignacio Alonso	 Uruguay	2019



## FIFA committees

In addition to the annual flat-rate compensation paid to chairpersons and deputy chairpersons, members of independent committees and independent members of all FIFA standing committees are granted a daily allowance while on duty of **USD 250**, or **USD 150** if FIFA covers breakfast and lunch or dinner.

Members of the Audit and Compliance Committee and of the investigatory chamber of the Ethics Committee receive annual compensation of **USD 15,000**. Members of the other independent committees and the independent members of all standing committees receive annual compensation of **USD 7,300**, with the exception of the independent member of the Compensation Sub-Committee (**USD 35,000**) and of the Review Committee (**USD 26,000**).

Members who do not receive annual compensation are granted a daily allowance while on duty of **USD 300**, or **USD 200** if FIFA covers breakfast and lunch or dinner. In addition, members of FIFA's committees may be separately compensated for special assignments given to them by the respective committee. No bonuses of any kind are granted.

The following figures represent the total gross compensation in USD dollars, excluding daily allowances and employees' social security contributions covered by FIFA, due in 2019.

## Audit and Compliance Committee

The total costs of the Audit and Compliance Committee in 2019 were **USD 539,055**, which includes daily allowances, travel/transport, accommodation and meals, external services and staff-related costs.

## Judicial bodies

The total costs of FIFA's judicial bodies in 2019 were **USD 2,556,378**, which includes daily allowances, travel/transport and security, accommodation and meals, freelance contractors, translation/interpreting, printed materials, IT hardware/software and communications, legal consultancy and staff-related costs.

The costs were as follows:

- Ethics Committee: **USD 1,595,287**
- Disciplinary Committee: **USD 561,976**
- Appeal Committee: **USD 399,115**

## Committee chairpersons and deputy chairpersons

The annual compensation for the chairpersons and deputy chairpersons of the independent and standing committees is detailed in the table opposite.

## Transactions with related parties

FIFA's related-party policy requires FIFA officials to disclose related parties and related-party transactions in accordance with International Financial Reporting Standards (IFRS). Each year, all Council members renew their Related-Party Declarations, thereby identifying any relevant possible conflicts of interest. Any such disclosures are managed on a case-by-case basis.

## External audits

Under the FIFA Statutes, the external auditors (currently PwC) are appointed by the FIFA Congress, and are responsible for auditing the annual consolidated financial statements of FIFA and submitting an audit report to the FIFA Council. In addition to the statutory audit, PwC also provided other assurance-related and non-audit services to FIFA.

All figures in USD	2019
Statutory audit fees*	767,025
Fees for other assurance-related audit services	1,964,600
Fees for non-audit services	599,549

\* Total statutory audit fees are based on PwC engagement letters in the 2019 financial year and exclude out-of-pocket expenses.



Committee	Role	Name	Annual gross base compensation in 2019 (USD)
<b>Independent committees</b>			
Audit and Compliance	Chairperson	Tomaž Vesel*	246,000
	Deputy chairperson	Chris Mihm	35,000
Ethics – investigatory chamber	Chairperson	María Claudia Rojas	246,000
	Deputy chairperson	Bruno De Vita	75,000
	Deputy chairperson	Martin Ngoga	75,000
Ethics – adjudicatory chamber	Chairperson	Vassilios Skouris	215,000
	Deputy chairperson	Fiti Sunia	53,000
	Deputy chairperson	Vinayak Pradhan	53,000
Disciplinary	Chairperson	Anin Yeboah	160,000
	Deputy chairperson	Alejandro Piera	26,000
Appeal	Chairperson	Thomas Bodström	160,000
	Deputy chairperson	Neil Eggleston	26,000
<b>Standing committees</b>			
Development	Chairperson	Shk. Salman bin Ebrahim Al Khalifa**	-
	Deputy chairperson	Lydia Nsekera**	-
Finance	Chairperson	Alejandro Domínguez**	-
	Deputy chairperson	Sandra Fruean	-
Football Stakeholders	Chairperson	Vittorio Montagliani**	-
	Deputy chairperson	Evelina Christillin**	-
Governance Committee and Review Committee	Chairperson	Mukul Mudgal	160,000
	Deputy chairperson	Olli Rehn	35,000
Medical	Chairperson	Michel D’Hooghe	53,000
Member Associations	Chairperson	Ahmad Ahmad**	-
	Deputy chairperson	Sonia Fulford**	-
Organising Committee for FIFA Competitions	Chairperson	Aleksander Čeferin**	-
	Deputy chairperson	María Sol Muñoz Altamirano**	-
Players’ Status	Chairperson	Raymond Hack	53,000
	Deputy chairperson	Mahfuza Akhter Kiron**	-
Players’ Status – Dispute Resolution Chamber	Chairperson	Geoff Thompson	160,000
	Deputy chairperson	Cliff Hendel	75,000
Referees	Chairperson	Pierluigi Collina	215,000
	Deputy chairperson	Hany Taleb Al-Raeesi	7,300

\* Tomaž Vesel is also the chairperson of the Compensation Sub-Committee but did not receive any compensation for this role.

\*\* Members of the FIFA Council do not receive additional compensation for their roles as chairpersons and deputy chairpersons of FIFA committees.

Individuals ending or starting their terms during the year were compensated on a pro-rata basis.

As at 31 December 2019



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18:49, 7 July  
Stade de Lyon, Lyon  
FIFA Women's World Cup 2019 final  
USA 2-0 Netherlands









**FIFA entered the new four-year cycle with an unprecedented financial cushion. The first year of that cycle having now passed, it is evident that we have consolidated our solid financial position and are performing well within budget.**

Indeed, we exceeded our forecast revenue by USD 44 million, the result of an overwhelmingly positive year on all fronts. When compared against 2015, the equivalent year of the previous four-year cycle, 2019 brought a very healthy 41% increase in revenues. Meanwhile, all expense categories are well under control and our investments and expenses for the year totalled USD 1,046 million, comparing favourably with the budget.

To maintain the momentum generated by France 2019, the FIFA Council voted to double the amount of dedicated funding for women's football to USD 1,000 million. This is one of the soundest investments that FIFA can make, as the women's game is certain to go from strength to strength, increasing in value for all stakeholders.

FIFA today has a clear purpose, and that purpose is football, pure and simple. That is why the successful sale of the Hotel Ascot in Zurich was a great result for football, as it allows the organisation to move on and do what it does best: concentrate solely on developing the beautiful game around the world.

FIFA's commitment to football was demonstrated by the amount it invested in 2019: USD 1,046 million. Of this, 75% went directly into football activities. Compared to the organisation's investment in the first year of the 2015-2018 cycle, investment in development and education was up by 175%.

The result before taxes and financial result for 2019 was USD -281 million, 44% (or USD 224 million) below budget. Asset management performance was also strong and the net result for the year stood at USD -185 million, once again a large positive variance to the budgeted figure.

Among FIFA's most significant and successful organisational overhauls in recent years has been that of its financial management. As a result, FIFA's balance sheet continues to go from strength to strength and with sufficient liquidity. As at the 2019 year-end, total assets had increased to USD 4,504 million, chiefly made up of cash and financial assets (82%). Reserves also remained at a very satisfactory level at USD 2,586 million, clearly above the amount budgeted.

As chairman of the Finance Committee, it gives me great pleasure to say that FIFA's financial position is strong and even better than anticipated, enabling us to fulfil the organisation's short- and long-term investments in football.







## Revenue up 41% on same period of previous cycle

---

**2019 was an exciting year, and one that will come to be seen as a watershed for both the women's game and global club football. A worldwide broadcast viewing figure of 1.1 billion, record crowds filling stadiums and millions of new women's football fans engaging on social media – the FIFA Women's World Cup France 2019 was resounding proof that the female game is on the rise. Another historic moment for football was FIFA's decision to revamp the Club World Cup into an expanded tournament featuring the best sides from across the globe. The first edition will be played in China PR.**

FIFA's revenue in 2019, the first year of the 2019-2022 cycle, totalled USD 766 million, comprising income from television broadcasting rights, marketing rights, licensing rights, hospitality rights, ticket sales and other revenue. It exceeded the budget by 6%, thanks to increases in all revenue sources except marketing rights. Compared to 2015, the same period of the previous cycle, the figure rose by 41%.

The biggest source of revenue was **television broadcasting rights**, which delivered USD 343 million, nearly half of the entire year's total. Four new contracts were signed in 2019, namely for the territories of Finland, Spain, Russia and Chinese Taipei. The year also marked a historic turning point in women's football, with a series of record-breaking successes at the FIFA Women's World Cup France 2019. The

matches were broadcasted to 205 territories worldwide, an increase of 9% on the FIFA Women's World Cup Canada 2015. Audience reach during the 2019 edition exceeded one billion viewers globally across all platforms.

Revenue from **marketing rights** in 2019 amounted to USD 165 million, which was slightly below budget for the year but still 5% up compared to the same period of the previous cycle. FIFA expects to reach its marketing rights budget for the full cycle. For the FIFA Women's World Cup France 2019, all six National Supporter slots were sold – to Arkema, Crédit Agricole, EDF, Orange, Proman and SNCF – and were in line with the budget.

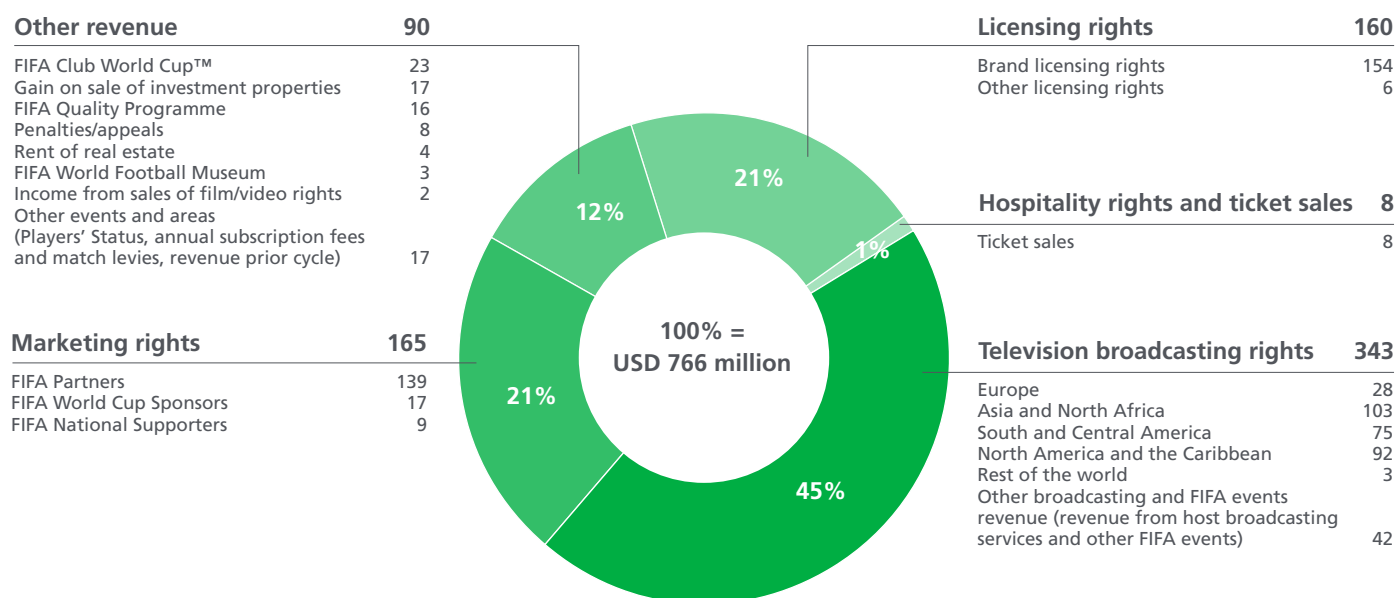
**Licensing rights** maintained its good revenue growth in 2019, amounting to USD 160 million, a healthy 43% over budget. This vigorous performance was primarily driven by a strong performance in brand licensing.

Revenue from **hospitality rights and ticket sales** was USD 8 million, mainly from the FIFA U-20 World Cup Poland 2019 and the FIFA Club World Cup Qatar 2019. The number of tickets and hospitality packages sold for the FIFA Women's World Cup France 2019 set new tournament records. This revenue was awarded to the host country France to help finance the organisation of the tournament at local level.

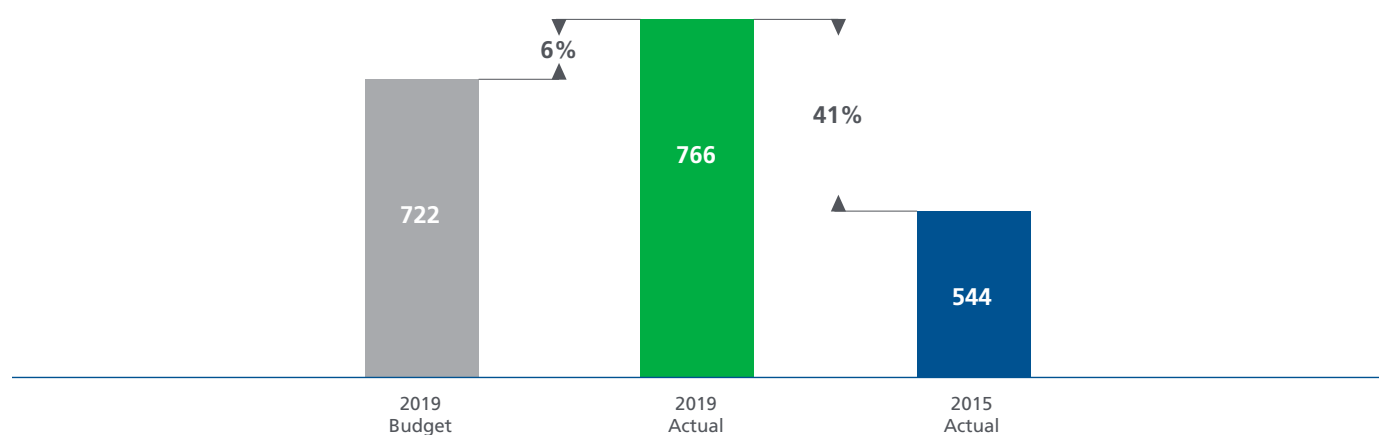
**Other revenue** totalled USD 90 million, mainly coming from the FIFA Club World Cup Qatar 2019, the FIFA Quality Programme, penalties/appeals and gains from the sale of investment properties. The latter relates to the Hotel Ascot, a non-strategic investment, which was successfully sold in 2019 at the highest price offered.



## 2019 revenue (USD million)



## Actual revenue 2019 versus budget 2019 and actual 2015 (USD million)





# Investment in football continues to surge

**In line with its strategic roadmap FIFA 2.0: The Vision for the Future, FIFA continues to increase football development funds to allow its international tournaments to flourish and to enable more people – men, women, girls and boys from all backgrounds – to participate in the sport.**

In 2019, FIFA invested a total of USD 1,046 million in football and administrative expenses, of which USD 784 million or 75% was directly invested in football activities, while the remaining USD 262 million or 25% was spent on administrative and commercial activities.

Total investments in 2019 represented an increase of 58% on the first year of the 2015-2018 cycle, with Development and Education experiencing a quantum leap of 175%.

**Development and Education** was the biggest source of investment. FIFA dedicated USD 513 million to this category, of which USD 404 million reflected the total amount of Forward 2.0 Programme entitlements. The organisation started to release Forward 2.0 funds to its member associations, the confederations and the zonal/regional associations in 2019, while continuing to

distribute Forward 1.0 funds (for details, please see the Annexe). Including increased investment in the Refereeing Assistance Programme, technical development programmes, women's football promotion and other programmes, a total of USD 513 million was spent on football development and educational programmes.

The second-largest investment in 2019 related to **Competitions & Events**, with USD 239 million invested in seven tournaments: the FIFA Women's World Cup France 2019, the FIFA U-20 World Cup Poland 2019, the FIFA U-17 World Cup Brazil 2019, the FIFA Beach Soccer World Cup Paraguay 2019, the FIFA Club World Cup Qatar 2019, the FIFA eWorld Cup 2019 and the Blue Stars/FIFA Youth Cup 2019. All of these tournaments were a source of inspiration for millions of fans worldwide. For the FIFA Women's World Cup France 2019, in addition to the initially approved budget of USD 131 million, FIFA increased the financial contribution to participating member associations and the clubs of players taking part in the tournament from USD 15 million to USD 50 million. This doubled the prize money to USD 30 million, on top of which USD 11.5 million was paid to participating member associations as preparation money, and USD 8.5 million was shared with clubs under the Club Benefits Programme, thus rewarding them for their





players taking part. Both of the latter payments were new to the FIFA Women's World Cup. FIFA also introduced VAR technology to the tournament, enhanced its host broadcasting and TV production services, benefited from state-of-the-art technology and promoted the competition through various events, campaigns and development programmes. As a result, it delivered what was widely considered to be the best-ever FIFA Women's World Cup – a veritable celebration of sporting excellence.

The FIFA Club Protection Programme was restructured for the new cycle, resulting in a 38% reduction in the cost of the programme from the amount budgeted, albeit with the same benefits to clubs. FIFA events from the previous cycle had benefited from the release of accruals stemming from cost savings associated with the 2018 FIFA World Cup Russia. In total, investments/expenses for Competitions & Events stood at USD 239 million.

FIFA dedicated USD 32 million to **Football Governance**, USD 12 million of which mainly comprised the costs of the judicial bodies (Disciplinary, Ethics and Appeal Committees), the Players' Status Committee and The International Football Association Board, costs relating to preventing match manipulation as well as general

professional football services. The remaining amount related to personnel expenses for establishing and monitoring policies relating to Football Governance and depreciation of property, equipment and investment properties.

**FIFA Governance and Administration** expenses totalled USD 218 million, of which USD 100 million comprised personnel expenses, which were primarily incurred by the FIFA administration and the FIFA Council. Expenses relating to legal costs, buildings and maintenance, information technology and other items were all well below budget. Thanks to the enhancement of its enterprise resource planning (ERP) solution, FIFA's entire financial value chain is now interconnected, with the result that every single cent that comes into or goes out of the organisation is meticulously booked and controlled. FIFA remains committed to keeping Governance and Administration expenses as low as possible so that maximum resources can be allocated to football development. In total, these expenses were USD 24 million lower than budgeted in 2019.

The **Marketing and TV Broadcasting** expenses of USD 44 million included the fulfilment of contractual obligations in relation to TV broadcasting rights, marketing rights and licensing rights as well as related sales commission and personnel expenses.

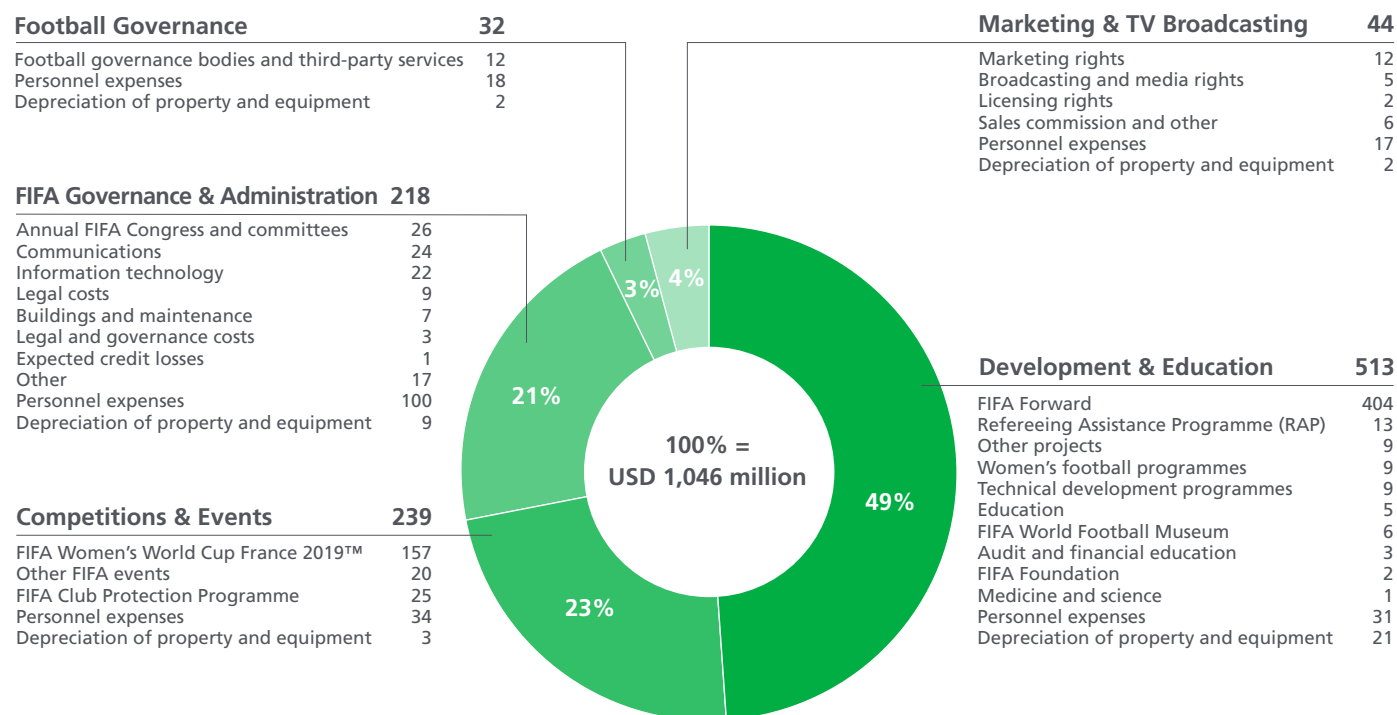




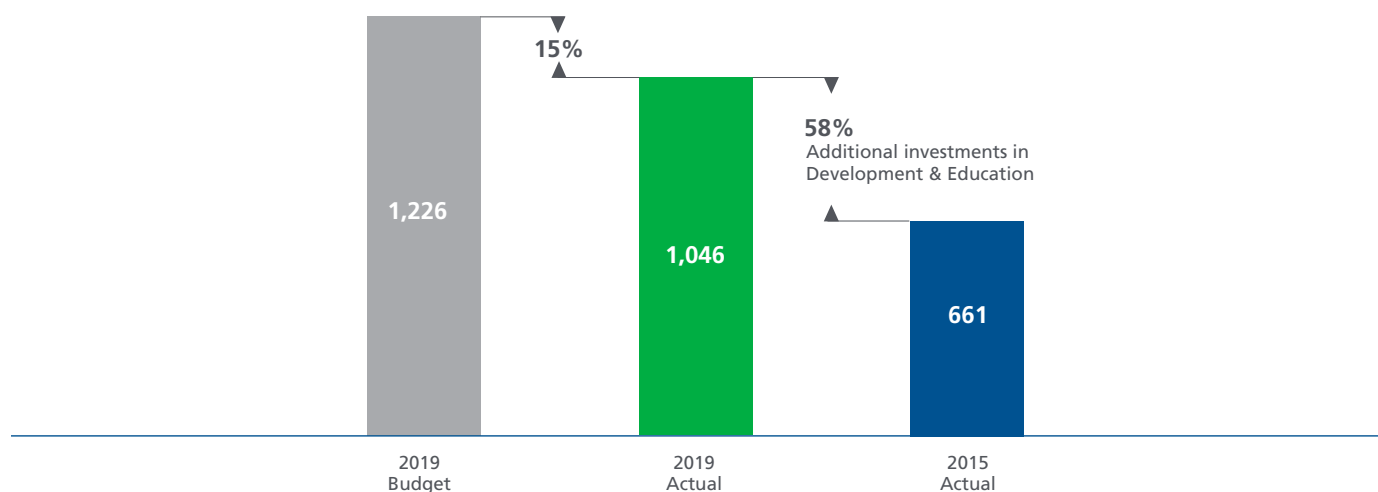




## 2019 investments/expenses (USD million)



## Actual expenses 2019 versus budget 2019 and actual 2015 (USD million)





# Consolidated balance sheet remains exceptionally robust

**By the end of 2019, FIFA's total assets had increased by 3% to USD 4,504 million. The increase was mainly due to the first-time adoption of IFRS 16 – Leases, which led to the recognition of right-of-use assets. Another significant factor affecting FIFA's asset structure was the sale of the Hotel Ascot, in line with FIFA's focus on its core strategic objectives. This disposal led to all investment properties being removed from the balance sheet.**

**Current assets** amounted to USD 3,647 million, up from USD 3,197 million at the end of the previous year. This substantial item represented 81% of total assets. The increase was driven by FIFA's strategy to keep the duration of its assets short.

**Liabilities** increased following the introduction of IFRS 16 and due to the fact that payments received relating to the FIFA World Cup Qatar 2022 are recognised as contract liabilities and will not be recognised as revenue until the tournament takes place.

**Total reserves** remained very strong at USD 2,586 million, significantly above budget.

Overall, **the balance sheet remained exceptionally strong**, as evidenced by the high proportion of cash and financial assets (USD 3,682 million, or 82% of total assets), a current ratio of 375% and a solid equity ratio of 57%. In conclusion, FIFA's financial position is very robust and sustainable, thus supporting the organisation's continued short- and long-term investment in football.

## Looking ahead

FIFA's vision is to promote the game of football, protect its integrity and bring the game to all. In the 2015-2018 financial cycle, FIFA achieved remarkable financial success, leading its reserves to reach a new high of USD 2,745 million at the end of 2018. Following an in-depth review by the Finance Committee, an amount of USD 1,500 million was defined as the minimum level of reserves as at the end of 2018, resulting in excess reserves of USD 1,245 million being available for additional investment in football in the coming years.

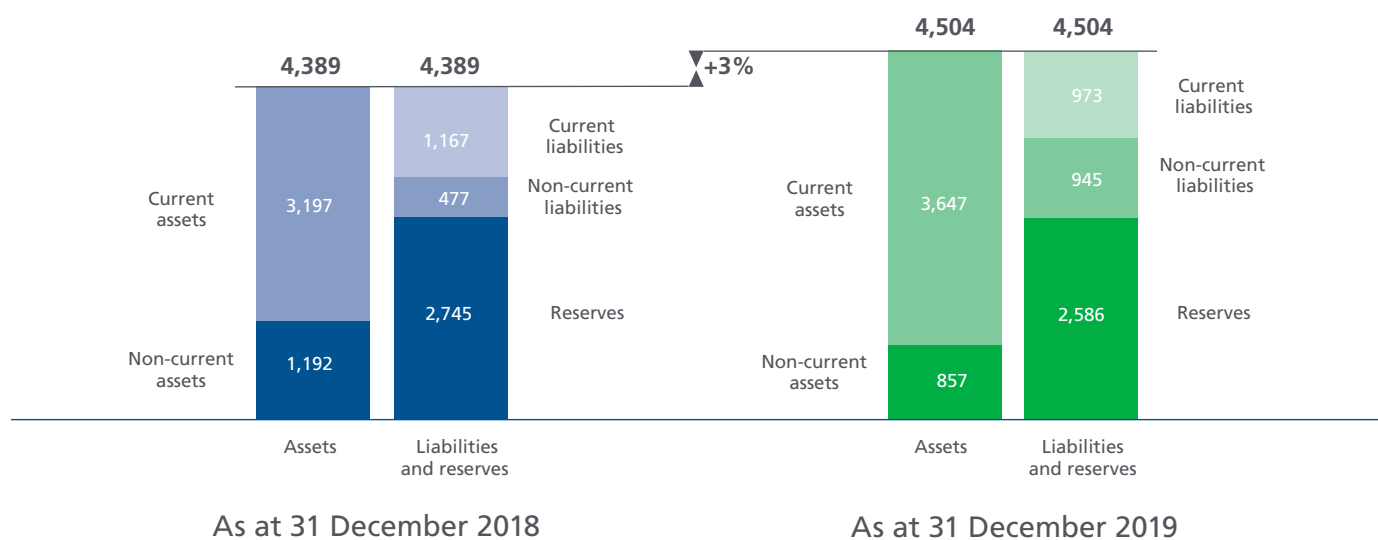
The amounts available will be invested in line with FIFA's Statutes, its overall strategic objectives and its governance model and practices. The investment will have an added impact in various areas: at least USD 500 million will be invested directly in women's football, with the remainder going into developing grassroots and youth football, education, refereeing, football governance matters, tournaments, and social and environmental projects. All of these projects will be funded either directly by FIFA or through investment in its tournaments via FIFA's member associations or the six confederations.

FIFA will provide full details of these projects in its annual financial reports.

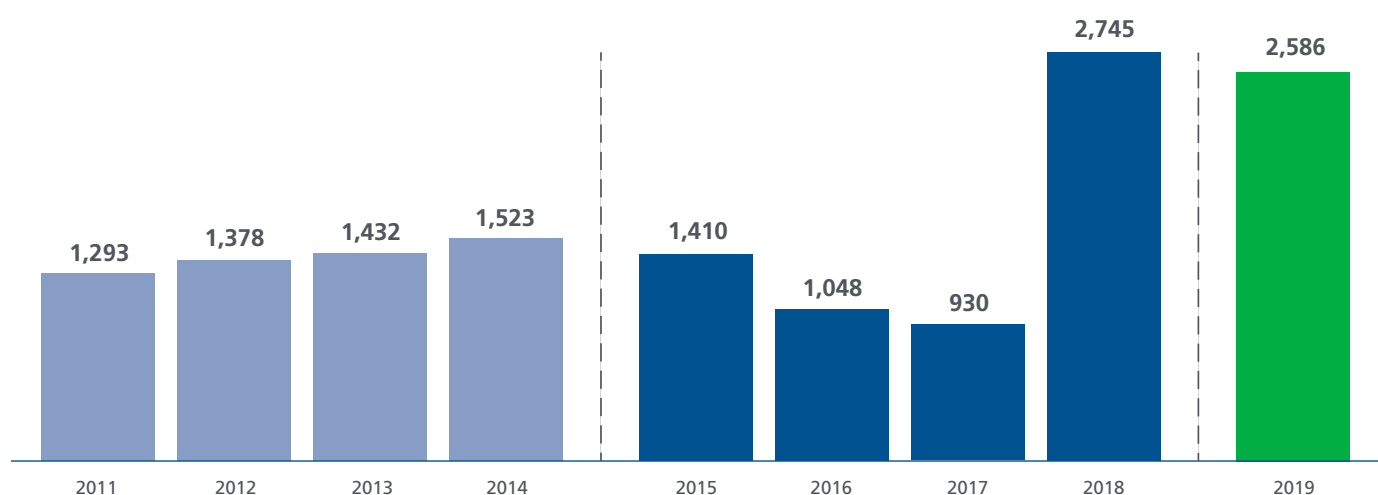
This additional investment has been approved by the FIFA Finance Committee and the FIFA Council, with final approval due to be provided by the FIFA Congress in September 2020.



## Balance sheet as at 31 December 2019 versus 31 December 2018 (USD million)



## Development of reserves 2011-2019 (USD million)



In FIFA's financial statements for 2011-2014, revenue was recognised according to a proportional timing method. To further strengthen the transparency of FIFA's financial statements and to help its stakeholders better understand its financial position, FIFA decided to adopt IFRS 15 – Revenue from Contracts with Customers – early, for 2015 onwards. Compared to the previous accounting system, the IFRS 15 standard leads FIFA to adopt a later pattern of revenue recognition because its flagship tournament, the FIFA World Cup™ – which delivers the majority of contractual performance obligations – takes place in the final year of the financial cycle.



# FIFA's asset management strategy again proved reliable in 2019

**FIFA invests its financial assets in line with the Financial Asset Management Regulations as approved by the Finance Committee. Since its overriding investment objective is to preserve the assets' real value, the strategy is dominated by fixed-income investments.**

2019 proved an interesting year once again for USD fixed-income investors. The decade-long economic expansion started to lose momentum, with North America, the eurozone and East Asia all suffering contractions in the manufacturing sector, while the ultra-low global interest rates and sustained negative interest rates in the eurozone as well as in Switzerland, Denmark, Sweden and Japan continued to fall in 2019. Fuelled by this slowdown amid ongoing trade tensions between the USA and China PR, the Brexit discussions and heightened political uncertainty in multiple regions, USD interest rates fell from their October 2018 high to a September 2019 low. It was only the third time in more than 60 years that ten-year yields had dropped below 1.50%: remarkably, these all occurred in the past seven years (2012, 2016 and 2019).

As at 31 December 2019, total assets under management amounted to USD 3,713 million. The primary asset classes were the money market (duration of less than 12 months)

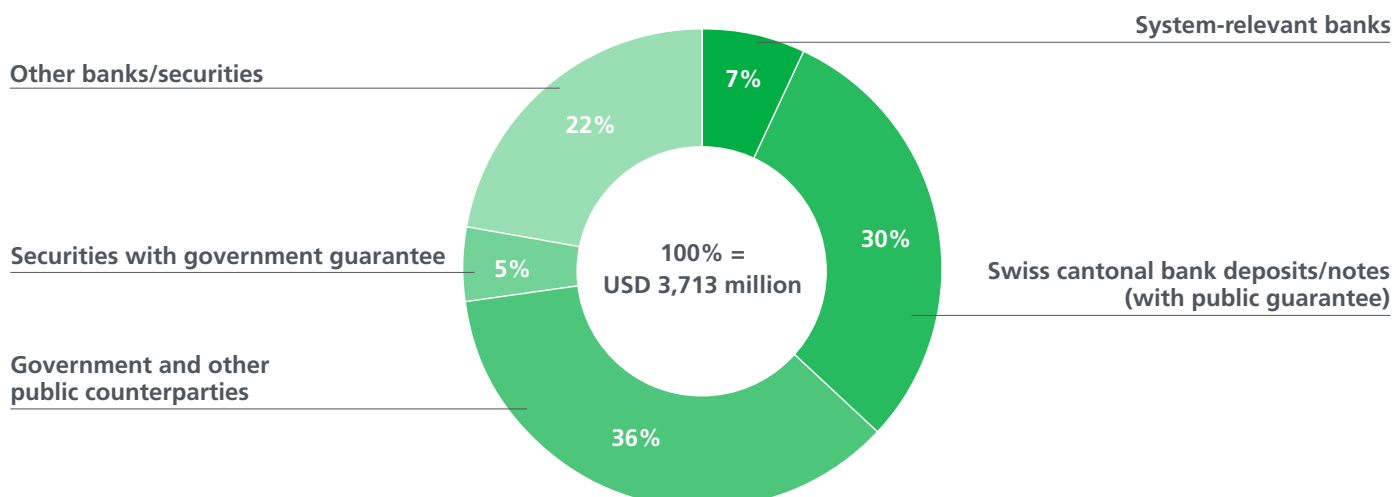
and bonds (average duration of slightly above two years), both of which effectively absorbed unexpected volatility in the financial markets, leading to good financial returns and sufficient market liquidity.

With a return of 2.47% (held-to-maturity valuation), FIFA's portfolio performed above the benchmark and in line with its overriding investment objective. Staying true to its **conservative investment policy**, FIFA maintained a portfolio of very sound counterparties, keeping the latter's average credit rating well above the minimum allowed. Thus, investments with an initial maturity over 12 months exceeded an average of AA, and almost 100% of the investments of up to 12 months' duration had an average credit rating of A-1.

The dominance of short-term investment instruments in the investment portfolio led to a modified duration of 1.08, which is at the lower end of the investment strategy, providing FIFA's operations with full flexibility to react to market changes while ensuring sufficient liquidity at all times.

In summary, FIFA achieved strong asset management returns in 2019, keeping durations short to provide the necessary degree of flexibility.

Portfolio details as at 31 December 2019 (total portfolio profile by counterparty)













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21:39, 12 June  
Stade de Nice, Nice

FIFA Women's World Cup 2019  
France 2-1 Norway





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These consolidated financial statements are published in English, German, French and Spanish. If there is any divergence in the wording, the English text is authoritative.



## Consolidated statement of comprehensive income

in TUSD	Note	2019	2018
<b>REVENUE</b>			
Revenue from television broadcasting rights	1	342,602	2,543,968
Revenue from marketing rights	2	164,848	1,143,312
Revenue from licensing rights	3	159,527	184,573
Revenue from hospitality/accommodation rights and ticket sales	4	7,931	689,143
Other revenue	5	90,766	79,958
<b>Total revenue</b>		<b>765,674</b>	<b>4,640,954</b>
<b>EXPENSES</b>			
Competitions & Events	6	-239,203	-1,974,317
Development & Education	7	-512,700	-578,469
Football Governance	8	-32,765	-31,479
<b>Total expenses from football activities</b>		<b>-784,668</b>	<b>-2,584,265</b>
FIFA Governance & Administration	9	-217,943	-190,586
Marketing & TV Broadcasting	10	-43,643	-116,303
<b>Total expenses from administrative activities</b>		<b>-261,586</b>	<b>-306,889</b>
<b>Result before taxes and financial result</b>		<b>-280,580</b>	<b>1,749,800</b>
Taxes and duties	13	-623	-28,965
Financial costs	11	-93,954	-189,808
Financial income	12	189,870	282,970
<b>Net result for the year</b>		<b>-185,287</b>	<b>1,813,997</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to profit or loss</b>			
Remeasurements of post-employment benefit obligations	30	17,016	1,145
<b>Items that may be subsequently reclassified to profit or loss</b>			
Foreign currency translation differences		398	-276
Net gain/(loss) on cash flow hedges	29	9,132	0
<b>Total other comprehensive income</b>		<b>26,546</b>	<b>869</b>
<b>Total comprehensive income for the year</b>		<b>-158,741</b>	<b>1,814,866</b>
<b>Net result for the year</b>		<b>-185,287</b>	<b>1,813,997</b>
Allocation to restricted reserves		185,287	-1,813,997
<b>Result for the year after allocation</b>		<b>0</b>	<b>0</b>

The notes on pages 144 to 193 are an integral part of these consolidated financial statements.



## Consolidated balance sheet

in TUSD	Note	31 Dec 2019	31 Dec 2018
<b>Assets</b>			
Cash and cash equivalents	14	779,516	832,397
Receivables	15	236,942	212,409
Derivative financial assets	29	13,204	7,835
Financial assets	21	2,469,911	1,866,074
Contract assets	17	62,828	47,923
Prepaid expenses and other accrued income	16	84,905	229,958
<b>Current assets</b>		<b>3,647,306</b>	<b>3,196,596</b>
Property and equipment	18	333,120	233,529
Intangible assets	19	4,603	4,319
Investment properties	20	0	25,923
Derivative financial assets	29	17,665	8,694
Financial assets	21	432,627	897,402
Contract assets	17	12,074	0
Prepaid expenses and other accrued income	16	56,449	22,199
<b>Non-current assets</b>		<b>856,538</b>	<b>1,192,066</b>
<b>Total assets</b>		<b>4,503,844</b>	<b>4,388,662</b>
<b>Liabilities and reserves</b>			
Payables	22	76,886	116,745
Contract liabilities	24	223,482	258,048
Accrued expenses	23	641,335	785,767
Derivative financial liabilities	29	20,659	6,220
Lease liabilities	26	10,113	0
<b>Current liabilities</b>		<b>972,475</b>	<b>1,166,780</b>
Contract liabilities	24	463,456	80,165
Accrued expenses	23	16,782	102,221
Post-employment benefit obligation	30	67,616	78,996
Provisions	25	217,256	215,392
Derivative financial liabilities	29	3,240	386
Lease liabilities	26	177,038	0
<b>Non-current liabilities</b>		<b>945,388</b>	<b>477,160</b>
<b>Total liabilities</b>		<b>1,917,863</b>	<b>1,643,940</b>
Association capital	27	4,104	4,104
Cash flow hedge reserves	29	9,132	0
Foreign currency translation reserves		166	-232
Restricted reserves	27	2,572,579	2,740,850
<b>Total reserves</b>		<b>2,585,981</b>	<b>2,744,722</b>
<b>Total liabilities and reserves</b>		<b>4,503,844</b>	<b>4,388,662</b>

The notes on pages 144 to 193 are an integral part of these consolidated financial statements.



## Consolidated cash flow statement

in TUSD	Note	2019	2018
Net result for the year		-185,287	1,813,997
Depreciation	18-20	36,174	28,675
Net financial result	11-12	-95,916	-93,162
Gain on disposal of investment properties	5	-17,162	0
Other non-cash items		3,596	-16,185
Taxes and duties	13	623	28,965
(Increase)/Decrease in receivables		-24,533	312,216
(Increase)/Decrease in prepaid expenses and accrued income		114,870	365,752
(Increase)/Decrease in derivative financial assets and liabilities		-9,132	-12,153
(Increase)/Decrease in contract assets		-26,979	37,653
Increase/(Decrease) in payables		-39,859	-13,336
Increase/(Decrease) in accrued expenses		-152,626	302,825
Increase/(Decrease) in contract liabilities		348,725	-2,143,239
Increase/(Decrease) in provisions		7,368	18,392
Taxes and duties paid		-5,608	-672
<b>Net cash (used)/generated by operating activities</b>		<b>-45,746</b>	<b>629,728</b>
Purchase of property and equipment	18	-6,388	-5,765
Purchase of intangible assets	19	-1,900	-577
Purchase of investment properties	20	-19	0
Sale of investment properties	20	38,257	0
Investment in financial assets	21	-5,581,815	-6,143,631
Repayments of financial assets	21	5,500,211	5,365,596
Interest received		58,748	44,057
<b>Net cash (used)/generated in investing activities</b>		<b>7,094</b>	<b>-740,320</b>
Interest paid		-10,342	-7,277
Repayment of lease liabilities	26	-6,392	0
<b>Net cash (used)/generated in financing activities</b>		<b>-16,734</b>	<b>-7,277</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>-55,386</b>	<b>-117,869</b>
<b>Cash and cash equivalents as at 1 January</b>	<b>14</b>	<b>832,397</b>	<b>952,965</b>
Effect of exchange rate fluctuations		2,505	-2,699
Net increase/(decrease) in cash and cash equivalents		-55,386	-117,869
<b>Cash and cash equivalents as at 31 December</b>	<b>14</b>	<b>779,516</b>	<b>832,397</b>

The notes on pages 144 to 193 are an integral part of these consolidated financial statements.



## Consolidated statement of changes in reserves

in TUSD	Association capital	Cash flow hedge reserves	Translation reserves	Restricted reserves	Total reserves
<b>Balance as at 1 January 2018</b>	<b>4,104</b>	<b>0</b>	<b>44</b>	<b>925,709</b>	<b>929,857</b>
Net result for the year	0	0	0	1,813,997	1,813,997
Remeasurement of post-employment benefit obligations	0	0	0	1,144	1,144
Foreign currency translation differences	0	0	-276	0	-276
<b>Total comprehensive income for the year</b>	<b>0</b>	<b>0</b>	<b>-276</b>	<b>1,815,141</b>	<b>1,814,865</b>
<b>Balance as at 31 December 2018</b>	<b>4,104</b>	<b>0</b>	<b>-232</b>	<b>2,740,850</b>	<b>2,744,722</b>

in TUSD	Association capital	Cash flow hedge reserves	Translation reserves	Restricted reserves	Total reserves
<b>Balance as at 1 January 2019</b>	<b>4,104</b>	<b>0</b>	<b>-232</b>	<b>2,740,850</b>	<b>2,744,722</b>
Net result for the year	0	0	0	-185,287	-185,287
Remeasurement of post-employment benefit obligations	0	0	0	17,016	17,016
Foreign currency translation differences	0	0	398	0	398
Net gain/(loss) on cash flow hedges	0	9,132	0	0	9,132
<b>Total comprehensive income for the year</b>	<b>0</b>	<b>9,132</b>	<b>398</b>	<b>-168,271</b>	<b>-158,741</b>
<b>Balance as at 31 December 2019</b>	<b>4,104</b>	<b>9,132</b>	<b>166</b>	<b>2,572,579</b>	<b>2,585,981</b>

The notes on pages 144 to 193 are an integral part of these consolidated financial statements.

Please see Note 30 – Personnel expenses for detailed information relating to the remeasurement of post-employment benefit obligations.

Please see Note 29 – Hedging activities and derivative financial instruments for detailed information on the hedge accounting.



# Notes to the consolidated financial statements

## Significant accounting policies

### A General information and statement of compliance

The Fédération Internationale de Football Association (FIFA), domiciled in Zurich, Switzerland, is an international non-governmental, non-profit organisation in the form of an association under Swiss law. FIFA's members comprise 211 associations affiliated to six confederations. FIFA's principal mission is to promote the game of football, protect its integrity and bring the game to all.

The consolidated financial statements were approved by the FIFA Council on 25 June 2020, and will be submitted to the 70<sup>th</sup> FIFA Congress on 18 September 2020 for approval.

FIFA prepares the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) as issued by the IASB. The scope of consolidated subsidiaries is set out in Note 34. Other football associations are not consolidated. Based on the FIFA Statutes, the financial cycle of FIFA is four years and begins on 1 January in the year following the final

competition of the FIFA World Cup™. While these consolidated financial statements cover the period from 1 January 2019 to 31 December 2019, FIFA's current financial reporting cycle extends from 1 January 2019 to 31 December 2022.

Some figures cannot be compared on a year-on-year basis, in particular revenue and expenses from Competitions & Events. Due to its nature as a not-for-profit organisation and the distribution of revenue across various financial years, FIFA's financial figures are best analysed considering the full four-year cycle. The first three years of each cycle structurally produce a negative result, while year four produces a significant positive result.

Consequently, a comparison of a single year against figures for the previous year is, in some cases, not meaningful.

### B Basis of presentation

The consolidated financial statements are presented in US dollars (USD), which is the reporting currency of FIFA.

The consolidated financial statements are prepared on a historical cost basis, except for derivative financial instruments and certain financial assets that are stated at fair value.

#### New standards, interpretations and amendments adopted

IFRS 16 – Leases superseded IAS 17 – Leases, IFRIC 4 – Determining Whether an Arrangement Contains a Lease, SIC-15 – Operating Leases – Incentives and SIC-27 – Evaluating the Substance of Transactions Involving the Legal Form of a Lease. The standard sets out the principles for the recognition, measurement, presentation and

disclosure of leases and requires lessees to account for all leases under a single, on-balance sheet model.

FIFA adopted IFRS 16 using the modified retrospective method of adoption with the date of initial application of 1 January 2019. Under this method, FIFA does not restate its comparative figures but recognises the cumulative effect of initially applying the standard at the date of initial application. FIFA elected to use the transition practical expedient, thus allowing the standard to be applied only to contracts that were previously identified as leases applying IAS 17 and IFRIC 4 at the date of initial application.

The effect of adopting IFRS 16 as at 1 January 2019 is as follows:

in TUSD	1 January 2019
<b>Assets</b>	
Property and equipment	117,983
<b>Total assets</b>	<b>117,983</b>
<b>Liabilities</b>	
Lease liabilities	185,632
Accrued expenses	–67,649
<b>Total liabilities</b>	<b>117,983</b>



Before the adoption of IFRS 16, FIFA classified each of its leases (as lessee) at the inception date as an operating lease due to the nature of the contract. In an operating lease, the leased asset is not capitalised and the lease payments are recognised in profit or loss on a straight-line basis over the lease term. Any prepaid rent and accrued rent are recognised under "prepaid expenses and other accrued income" and "accrued expenses" respectively.

Upon adoption of IFRS 16, FIFA applied a single recognition and measurement approach for all leases. The standard provides specific transition requirements and practical expedients, which have been applied by FIFA.

FIFA has recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases. The right-of-use assets were recognised based on the amount equal to the lease liabilities, adjusted for any related accrued lease payments previously recognised. Lease liabilities were recognised based on the present

value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

FIFA also applied the available practical expedients, wherein it:

- applied the short-term lease exemptions to leases with a lease term ending within 12 months of the date of initial application.
- relied on previous assessments on whether leases were onerous as an alternative to performing an impairment review. There were no onerous contracts as at 1 January 2019.
- used hindsight in determining the lease term where the contract contained options to extend or terminate the lease.

The operating lease commitments as at 31 December 2018 can be reconciled to the lease liabilities as at 1 January 2019 as follows:

in TUSD	1 January 2019
<b>Operating lease commitments at 31 December 2018 as disclosed</b>	<b>249,307</b>
Discounting effect using the weighted average incremental borrowing rate of 2.39% as at 1 January 2019*	-67,427
Subsequently identified right-of-use assets	3,766
Commitments relating to short-term leases	-14
<b>Lease liabilities as at 1 January 2019</b>	<b>185,632</b>

\*The discounting effect is mainly impacted by a single significant lease contract with a remaining lease term of 27 years as at 1 January 2019.

In addition to IFRS 16, a number of IFRS amendments or interpretations became effective in 2019. These amendments and interpretations did not have an impact on the financial statements, whether individually or in aggregate.

FIFA has not adopted any standards, interpretations or amendments that have been issued but are not yet effective.

#### Standards or amendments issued but not yet effective

The following standards and amendments had been issued but were not mandatory for the reporting period ending on 31 December 2019:

- Definition of Material (Amendments to IAS 1 – Presentation of Financial Statements and IAS 8 – Accounting Policies, Changes in Accounting Estimates and Errors), effective date 1 January 2020
- Definition of a Business (Amendments to IFRS 3 – Business Combinations), effective date 1 January 2020
- Revised conceptual framework for financial reporting, effective date 1 January 2020
- Amendments to IFRS 9, IAS 39 and IFRS 7 – interest rate benchmark reform, effective date 1 January 2020
- IFRS 17 – Insurance Contracts, effective date 1 January 2021

FIFA does not expect the standards or amendments that have been issued but are not yet effective to have a significant effect on the consolidated financial statements. A detailed analysis of the impact will be performed at a later stage.



## C Basis of consolidation

The term "FIFA" is hereafter also used for the consolidated group, which represents FIFA and its subsidiaries. Subsidiaries are all entities over which FIFA has control. FIFA controls an entity when FIFA is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the group. They are deconsolidated from the date on which that control ceases. The individual subsidiaries included in this consolidation are shown in Note 34.

Intra-group balances and transactions and any unrealised gains arising from intra-group transactions are eliminated in preparing the consolidated financial statements. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

## D Foreign currency

### Foreign currency transactions and balances

Transactions in foreign currencies are converted on the date of the transaction into the functional currency of the respective entity. Monetary assets and liabilities denominated in foreign currencies on the balance sheet date are converted at the foreign exchange rate ruling on that date. Foreign exchange differences arising from conversion are recognised in profit or loss.

differences arising from conversion of the accounts of foreign subsidiaries are recognised in other comprehensive income.

### Financial statements of foreign subsidiaries

For FIFA's foreign subsidiaries, assets and liabilities including fair value adjustments arising on consolidation are converted into USD at the foreign exchange rate ruling on the balance sheet date. The revenue and expenses of foreign subsidiaries are converted into USD at the monthly average foreign exchange rates of the period. Exchange

The main foreign exchange rates used are as follows (USD per 1 unit/100 units):

	31 Dec 2019	Average 2019	31 Dec 2018	Average 2018
1 CHF	1.0227	0.9957	1.0057	1.0133
1 EUR	1.1209	1.1227	1.1437	1.1865
1 GBP	1.3127	1.2735	1.2688	1.3433
100 RUB	1.6135	1.5368	1.4354	1.6235
100 BRL	24.8855	25.5809	25.7809	28.0611



## E Revenue recognition

The main revenue streams for FIFA relate to the sale of the following rights:

- Television broadcasting rights
- Marketing rights
- Licensing rights
- Hospitality rights
- Ticket sales

The transaction price of a contract consists in general of fixed and variable consideration as well as, infrequently, non-cash components (value-in-kind).

### Nature of performance obligations

The following is a description of the principal activities with which FIFA generates revenue:

**Television broadcasting rights** are granted primarily to TV stations and other broadcasting institutions. These rights are granted to broadcast the television signal for a defined period in a particular territory. The performance obligation is defined as the right to access intellectual property. Revenue related to television broadcasting rights is recognised over the rights period measured based on the pattern of broadcasting of the contractual events.

**Marketing rights** provide the FIFA Partners, FIFA World Cup Sponsors, Regional Supporters and National Supporters with access to intellectual property by enabling them to enter into a long-term strategic alliance with FIFA which also includes a set of predefined rights. The performance obligations under marketing rights contracts consist of both tangible and intangible marketing rights, which are separated. The tangible rights include event-related media and advertising rights which result in revenue recognition as the contractual events are broadcast. The intangible right is attributed to the promise to benefit from a strategic association with FIFA, its competitions and brand, resulting in a straight-line recognition of revenue over the contractual rights period.

**Licensing rights** are granted to licensees to both associate the licensee with FIFA and the FIFA competitions and obtain the right to use FIFA marks and brand elements as a platform to brand its related products and services. As the licensee has access to intellectual property, the amount of revenue is recognised over the rights period and is further determined by categorising each licensing right contract as follows:

- 1) For the right to consideration of fixed fees only, revenue is recognised over the rights period on the basis of fixed-fee amounts.

- 2) For the right to consideration of sales- or usage-based royalties with specified minimum guarantee amounts, FIFA assesses at each reporting date whether the royalty amounts to be received will exceed the contractual minimum guarantee threshold.
  - a. If the sales-based royalty is not expected to clearly exceed the minimum guarantee threshold, revenue is recognised over the rights period measured on the basis of the fixed guaranteed consideration. Any royalties received in one period in excess of the minimum guarantee due are deferred and recognised only when total royalties received exceed the contractual minimum guarantee threshold.
  - b. When FIFA has a reasonable expectation that royalty amounts to be received will clearly exceed the contractual minimum guarantee threshold, fixed and variable considerations are estimated and revenue is recognised as the performance obligation is satisfied. The amount of revenue recognised for the reporting period is subject to the royalty constraint (i.e. cumulative revenue amounts cannot exceed cumulative royalty amounts).

**Hospitality rights** provide the licensee with the right to provide hospitality/accommodation and ticketing services for selected FIFA competitions. The amount of revenue for the FIFA World Cup includes both fixed and variable considerations, whereas all other events have variable considerations only. Contractually determined fixed payments are recognised in the period in which the FIFA World Cup takes place. Revenue based on profit-share agreements is recognised once the profit share for the event has been determined by the licensee.

**Ticket sales** in connection with the FIFA World Cup or other FIFA events are recognised in the year the event takes place.

**Revenue from rendering of services** is recognised in the accounting period in which the services are rendered.

**Value-in-kind revenue** consists of promises to receive pre-determined services and the delivery of goods to be used in connection with the FIFA World Cup or other FIFA events. The revenue related to value-in-kind forms part of the overall consideration receivable and is recognised applying the same measure of progress as the performance obligation to which it relates. Value-in-kind consideration is measured at fair value.



## F Expenses from football activities

Expenses from football activities are separated into Competitions & Events, Development & Education and Football Governance:

**Competitions & Events** expenses are the outflow of economic benefits that arise in the ordinary activity of organising an event. Incurred costs related to the FIFA World Cup and other FIFA events are deferred and recognised in profit or loss in the period in which the event takes place.

An integral part of FIFA's development path is the FIFA Forward Programme, which provides 360-degree, tailor-made support for football development in each of FIFA's member associations and the six confederations. Following the successful implementation of the first edition of FIFA Forward 1.0, the second edition, FIFA Forward 2.0, came into force on 1 January 2019 and will run until 31 December 2022. The core principles, approach and procedures of FIFA Forward 1.0 largely remain intact, whilst certain elements have been adapted to reflect the increase in the member associations' entitlements along with the need for greater football development and more reports on the programme's achievements, its legacy and impact. The expenses are recorded in profit or loss under **Development & Education**.

As part of its statutory objective to improve the game of football constantly and promote it globally in the light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes, in October 2018, the FIFA Council agreed to implement the Football for Schools Programme. In addition to the expenses recorded for Football for Schools projects, incurred costs related to the FIFA World Football Museum are also included under Development & Education.

**Football Governance** expenses comprise all expenditure in relation to FIFA's statutory objective to govern association football and related matters. The costs mainly include the judicial bodies (Disciplinary, Ethics and Appeal Committees), plus the costs of the Players' Status Committee as part of administering player regulations. It also includes expenses with regard to preventing match manipulation as part of the agreement with Sportradar, and players' status proceedings as part of the Transfer Matching System.

## G Expenses from administrative activities

Expenses from administrative activities are separated into FIFA Governance & Administration and Marketing & TV Broadcasting:

**FIFA Governance & Administration** expenses comprise all costs related to the governance of FIFA itself and are recognised in profit or loss as incurred. Expenses from administrative activities include, in particular, costs related to information technology, buildings and maintenance, communications, the annual FIFA Congress and legal costs.

**Marketing & TV Broadcasting** expenses are costs incurred by the FIFA Commercial Division for the commercialisation of marketing and broadcasting rights, mainly costs relating to oversight of and assistance to Commercial Affiliates.

## H Leases

FIFA is a lessee and holds leases for various buildings as well as offices, other equipment and land, all of which are recognised as right-of-use assets and lease liabilities.

### Right-of-use assets

FIFA recognises right-of-use assets at the commencement date of the lease (i.e. the date on which the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Unless FIFA is reasonably certain of obtaining ownership of the leased asset at the end of the lease term, the recognised right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. Right-of-use assets are subject to impairment. FIFA presents right-of-use assets in property and equipment in the consolidated balance sheet.

### Lease liabilities

At the commencement date of the lease, FIFA recognises lease liabilities measured at the present value of lease payments to be made over the lease term. In calculating the present value of lease payments, the group uses the incremental borrowing rate at the lease commencement date if the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made.

### Short-term leases and leases of low-value assets

FIFA applies the short-term lease recognition exemption to all classes of underlying assets (i.e. those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expenses on a straight-line basis over the lease term.

## I Financial income and financial costs

Financial income comprises interest income from cash and cash equivalents, income from deposits and debt securities, foreign exchange gains, and gains from financial assets at fair value through profit or loss.

Financial costs consist of interest expenses on financial liabilities, expenses from debt securities, foreign exchange

losses, losses from financial assets at fair value through profit or loss, and other financial expenses.

Interest income is recognised in profit or loss using the effective interest rate method. Dividend income is recognised in profit or loss on the date that the dividend is declared.

## J Taxes and duties

FIFA was established in the legal form of an association in accordance with articles 60ff. of the Swiss Civil Code. FIFA's vision as stated in FIFA 2.0 is to promote the game of football, protect its integrity and bring the game to all. FIFA is a non-profit organisation and is obliged to spend its reserves for the above-mentioned purpose.

FIFA is taxed in Switzerland according to the ordinary taxation rules applying to associations. The non-profit

character of FIFA and the four-year accounting cycle are thereby taken into account.

The subsidiaries are taxed according to the relevant tax legislation. This position includes all non-recoverable taxes and duties borne by FIFA and its subsidiaries.



## K Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, post and bank accounts, as well as call accounts and

short-term deposits with an original maturity of three months or less.

## L Derivatives and hedge accounting

FIFA uses derivative financial instruments to hedge its exposure to foreign exchange rate risks arising from operating and investing activities. In 2019, FIFA started to apply hedge accounting.

Derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

For the purpose of hedge accounting, FIFA designates some of these hedges as cash flow hedges. At the inception of a hedge relationship, the group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the group will assess whether the hedging relationship meets the hedge effectiveness requirements. A hedging relationship qualifies for hedge accounting if it meets all the following effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument.
- The effect of credit risk does not dominate the value changes that result from that economic relationship.

- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the group actually hedges and the quantity of the hedging instrument that the group actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for as cash flow hedges. The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income (OCI) in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the statement of profit or loss. The cash flow hedge reserve is adjusted to the lower of the cumulative gain or loss on the hedging instrument and the cumulative change in fair value of the hedged item. For these cash flow hedges, the amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period during which the hedged cash flows affect profit or loss. If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment.

The fair value of forward exchange contracts is their market price at the balance sheet date, being the present value of the quoted forward price.

## M Property and equipment

Property and equipment are stated at acquisition cost or at cost for right-of-use assets (as defined in Note H – Leases), less accumulated depreciation and impairment losses. Where parts of an item of property and equipment have different useful lives, they are accounted for as separate items of property and equipment. Repairs and maintenance costs are recognised in profit or loss as an expense as they are incurred.

Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of

property and equipment. Depreciation is allocated to FIFA's key activity expenses. Land is not depreciated. The right-of-use assets are depreciated on a straight-line basis over the shorter of its estimated useful life and the lease term. The estimated useful lives are 20-50 years for operational buildings and 3-20 years for office and other equipment.

For the accounting treatment of right-of-use assets, please also refer to Note H – Leases.

## N Intangible assets

Intangible assets acquired separately are measured on initial recognition at cost. Following initial recognition, they are carried at cost less any accumulated depreciation

and impairment losses. The estimated useful life of intangible assets consisting of software is three years.

## O Investment properties

Investment properties are measured using the cost model, i.e. stated at acquisition cost less accumulated depreciation and impairment losses. Any gain or loss on disposal of an investment property (calculated as the difference between the net proceeds from disposal and the carrying amount

of the item) is recognised in profit or loss. Depreciation is charged to profit or loss on a straight-line basis over the estimated useful lives of investment properties. Land is not depreciated. The estimated useful life of an investment property is 20 years.

## P Non-derivative financial assets

Since 1 January 2018, FIFA has been classifying its non-derivative financial assets into the following categories: financial assets measured at amortised cost and financial assets measured at fair value through profit or loss.

Financial assets measured at amortised cost are:

- loans and receivables created by FIFA as a result of pursuing its business activity.
- FIFA's investment in debt securities and deposits.

Regarding these financial assets, FIFA's business model is to hold and collect contractual cash flows for them. The cash flows are comprised solely of principal and interest payments.

These financial assets are initially recognised at fair value plus any directly attributable transaction costs. Subsequently, they are measured at amortised cost using the effective interest method less impairment losses.

Financial assets at fair value through profit or loss are certain debt securities held for trading, essentially in the event of a need for liquidity or positive market changes. Such financial assets are measured at fair value with changes thereto recognised in profit or loss.

Financial assets and liabilities are offset and the net amount is presented in the balance sheet when FIFA has a legally enforceable right to offset the recognised amount and the transactions are intended either to be settled on a net basis or to realise the asset and settle the liability simultaneously.

Regular-way purchases and sales of financial assets are recognised on settlement date, being the date that an asset is delivered to or by FIFA.

## Q Non-derivative financial liabilities

Non-derivative financial liabilities such as payables are measured at amortised cost, which equals nominal value for short-term payables.



## R Impairment

The carrying amounts of FIFA's property and equipment, investment properties, intangible assets and financial assets measured at amortised cost are reviewed at each balance sheet date to determine whether there is any indicator of impairment. If any such indication exists, the recoverable amount of the non-financial asset or its cash-generating unit, being the greater of its fair value less costs of disposal and its value in use, is estimated. An impairment loss is recognised in profit or loss whenever the carrying amount of an asset or its cash-generating unit exceeds the respective recoverable amount.

For financial assets measured at amortised cost, an impairment allowance is determined using a forward-looking expected credit loss (ECL) approach that is based on the difference between the contractual cash

flows due under the contract and all of the cash flows that FIFA expects to receive. The shortfall is then discounted at an approximation of the asset's original effective interest rate.

For contract assets and trade and other receivables, FIFA has applied a simplified approach and calculated ECLs based on lifetime ECLs. For other debt financial assets (debt securities), the ECL is based on the 12-month ECL, as it is assumed to have a low credit risk. However, when there has been a significant increase in credit risk since origination, the allowance will be based on lifetime ECLs.

Changes in the impairment allowance are recognised in profit or loss and reflected in an allowance account against the respective financial asset measured at amortised cost.

## S Employee benefit obligations

The Swiss pension plan is accounted for as a defined benefit plan. The financial impact of this plan on the consolidated financial statements is determined in accordance with the projected unit credit method and applying actuarial assumptions based on best estimates at the balance sheet date.

Actuarial gains and losses on the post-employment obligation, comprising the effects of changes in assumptions and experience adjustments, as well as the difference between the theoretical and the actual income from plan assets, are recognised in other comprehensive income. Costs relating to the administration of the pension plan are recognised in the statement of comprehensive income.

## T Provisions

A provision is recognised when FIFA has a legal or constructive obligation as a result of a past event and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material,

provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time, value of money and, where appropriate, the risks specific to the liability.

## U Reserves

Reserves consist of association capital, restricted reserves, translation reserves and cash flow hedge reserves. As FIFA is an association, no dividends are paid.

Based on article 62 of the FIFA Statutes, the revenue and expenditure of FIFA are managed so that they balance out over the financial cycle. FIFA's major duties in the future will be guaranteed through the creation of reserves. Therefore, the net result for the year is

allocated to the reserves. Such reserves are presented as restricted reserves in the balance sheet.

In the event of the dissolution of FIFA, its funds shall not be distributed, but transferred to the supreme court of the country in which the headquarters are situated. The supreme court shall invest them in gilt-edged securities until the re-establishment of the federation.

## V Significant accounting judgements, estimates and assumptions

The preparation of financial statements requires the management to make judgements, estimates and assumptions that affect the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The consolidated financial statements of FIFA include estimates and assumptions that could influence the financial statements of subsequent financial years.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected:

### Revenue recognition

As set out in Note E, IFRS 15 – Revenue Recognition from Contracts with Customers requires judgements and estimates. “Judgements” relate to the determination of performance obligations in each of the major revenue streams, having the potential to impact the revenue recognition pattern under the contract. Furthermore, the allocation of consideration to different performance obligations requires estimation of the stand-alone selling price of each of these. Assumptions are required to determine an appropriate measure of progress when determining how control over promised services transfers to the customer. All of the above have the potential to result in a different revenue recognition pattern.

### Competitions & Events expenses

Competitions & Events expenses are the outflow of economic benefits that arise in the ordinary activity of organising an event. Incurred costs related to the FIFA World Cup and other FIFA events are deferred and recognised in profit or loss in the period in which the event takes place. Assumptions are required to determine an appropriate measure of allocation related to the FIFA World Cup and other FIFA events expenses. All assumptions have the potential to result in a different cost recognition.

### Defined benefit plans (pension benefits)

The cost of the defined benefit pension plan and the present value of the pension obligation are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases,

credit rate, mortality rates and future pension increases. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date (see also Note 30 – Personnel expenses).

### Leases

Leases require judgement in determining the lease term of contracts with renewal options. FIFA specifies the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. FIFA has options to extend the lease term under some of its real estate leases. It applies judgement in evaluating whether it is reasonably certain to exercise the option to renew, i.e. it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, FIFA reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew. Furthermore, when there is no implicit rate in the lease, FIFA determines the incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that FIFA would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. FIFA estimates the IBR using observable inputs (such as market interest rates, depending on the duration and underlying currency of the contract) when available and is required to make certain entity-specific estimates (such as FIFA's credit rating).

### Legal matters

FIFA is currently involved in a number of legal disputes arising from its operating activities. In some legal disputes, FIFA is the defendant and thus these proceedings may – depending on the respective outcome – result in payment or other obligations. Provisions are recorded where a reliable estimate can be made of the probable legal outcome. For provisions for legal matters, reference is made to Note 25. For the current investigations conducted by the Swiss Office of the Attorney General (“OAG”), the US Department of Justice (“DoJ”) and contingent liabilities relating to other legal matters, reference is made to Note 31.



# Notes to the consolidated statement of comprehensive income

## 1 Revenue from television broadcasting rights

in TUSD	2019	2018
Europe	27,963	897,748
Asia and North Africa	102,735	787,566
South and Central America	75,478	314,513
North America and the Caribbean	92,090	362,937
Rest of the world	3,263	85,075
<b>Total revenue from television broadcasting rights by region</b>	<b>301,529</b>	<b>2,447,839</b>
Other broadcasting revenue	12,807	92,352
Other FIFA event revenue	28,266	3,777
<b>Total revenue from television broadcasting rights</b>	<b>342,602</b>	<b>2,543,968</b>

Television broadcasting rights are granted primarily to TV stations and other broadcasting institutions. These rights are granted to broadcast the television signal for a defined period in a particular territory. **Revenue from television broadcasting rights by region** is recognised when the actual broadcasting of the event in question takes place and is contingent on the number of broadcasting hours. As a consequence, a comparison against previous years is not meaningful. Revenue should be analysed considering the full four-year cycle of FIFA.

**Other broadcasting revenue** reflects additional revenue for services during the events in order to fulfil FIFA's broadcasting obligations.

Revenue from broadcasting rights contracts, which include the right to broadcast other FIFA events for the years 2018 and 2019, but excluding the FIFA World Cup, is presented as **other FIFA event revenue**. Such other FIFA events for the year 2019 were the FIFA Women's World Cup France 2019, the FIFA U-20 World Cup Poland 2019, the FIFA U-17 World Cup Brazil 2019, The Best FIFA Football Awards 2019, the FIFA Club World Cup Qatar 2019, the Beach Soccer World Cup Paraguay 2019, the Blue Stars/FIFA Youth Cup 2019 and the FIFA eWorld Cup 2019.

In 2019, the value of services or goods received for television broadcasting rights (i.e. value-in-kind revenue) amounted to USD 1 million (2018: USD 2.9 million).

## 2 Revenue from marketing rights

in TUSD	2019	2018
FIFA Partners	139,090	695,054
FIFA World Cup Sponsors	17,379	301,620
FIFA Regional Supporters	0	143,488
FIFA National Supporters	8,379	3,150
<b>Total revenue from marketing rights</b>	<b>164,848</b>	<b>1,143,312</b>

Marketing rights provide the **FIFA Partners**, **FIFA World Cup Sponsors** and **FIFA Regional Supporters** with access to intellectual property by enabling them to enter into a long-term strategic alliance with FIFA, which also includes a set of predefined rights. These rights are further split into tangible and intangible rights. Revenue for tangible marketing rights is recognised when the event in question is broadcast and is entirely dependent on the number of broadcasting hours. As such, due to the different nature and lower number of broadcasting hours of FIFA competitions in 2019, the revenue for the year is lower than that for 2018. A direct comparison of the two years is therefore not helpful. Revenue should be analysed considering the full four-year cycle of FIFA.

**FIFA National Supporters** only have the contractual right for one single event in connection with the FIFA Women's World Cup France 2019, the FIFA U-20 World Cup Poland 2019, the FIFA U-17 World Cup Brazil 2019, The Best FIFA Football Awards 2019, the FIFA Club World Cup Qatar 2019, the Beach Soccer World Cup Paraguay 2019, the Blue Stars/FIFA Youth Cup 2019 and the FIFA eWorld Cup 2019. As a consequence, revenue for these contracts is recognised in the period in which the event takes place.

In 2019, the value of services or goods received for marketing rights (i.e. value-in-kind revenue) amounted to USD 16.8 million (2018: USD 48.3 million).

## 3 Revenue from licensing rights

in TUSD	2019	2018
Brand licensing rights	153,433	174,592
Other licensing rights	6,094	9,981
<b>Total revenue from licensing rights</b>	<b>159,527</b>	<b>184,573</b>

**Brand licensing rights** are related to FIFA marks and brand elements in connection with FIFA World Cup products and other services.

Licensing rights from products and services for other FIFA events in 2019 – the FIFA Women's World Cup France 2019, the FIFA U-20 World Cup Poland 2019, the FIFA U-17 World Cup Brazil 2019, The Best FIFA Football Awards 2019, the FIFA Club World Cup Qatar 2019, the Beach Soccer World Cup Paraguay 2019, the Blue Stars/FIFA Youth Cup 2019 and the FIFA eWorld Cup 2019 – are presented as **other licensing rights**.

The majority of the licensing rights contracts consist of royalty payments with a specified minimum guarantee

threshold. FIFA reassesses these contracts after each reporting period, whether or not the royalty amounts to be received will exceed the contractual minimum guarantee threshold. Where the expected total royalties to be received for significant contracts clearly exceed the minimum threshold, these have been estimated and included in the transaction price.

In 2019, the value of services or goods received for licensing rights (i.e. value-in-kind revenue) amounted to USD 4.3 million (2018: USD 11.2 million).



## 4 Revenue from hospitality/accommodation rights and ticket sales

in TUSD	2019	2018
Revenue from hospitality/accommodation rights – FIFA World Cup™	0	148,297
Revenue from hospitality/accommodation rights – other FIFA events	0	292
Revenue from ticket sales – FIFA World Cup™	0	540,554
Revenue from ticket sales – other FIFA events	7,931	0
<b>Total revenue from hospitality/accommodation rights and ticket sales</b>	<b>7,931</b>	<b>689,143</b>

**Revenue from ticket sales – other FIFA events** is ticket sales in connection with the FIFA U-20 World Cup Poland 2019 and the FIFA Club World Cup Qatar 2019. Ticket sales are recognised in the year the event takes place.

In 2018, “Revenue from ticket sales – FIFA World Cup™” consisted of ticket sales for the 2018 FIFA World Cup Russia. A total of 2,745,357 tickets were sold to fans all around the world, producing revenue of USD 541 million.

## 5 Other revenue

in TUSD	2019	2018
FIFA Club World Cup™	23,118	36,830
Gain on sale of investment properties	17,162	0
FIFA Quality Programme	16,493	11,095
Penalties/appeals	7,571	6,651
Rent from real estate	4,320	4,174
FIFA World Football Museum	3,492	3,997
Income from the sale of film and video rights	1,899	10,517
Revenue from prior cycles and other	16,711	6,694
<b>Total other revenue</b>	<b>90,766</b>	<b>79,958</b>

Other revenue is recognised in the accounting period in which the services are rendered. In 2019, it mainly comprised revenue generated from the **FIFA Club World Cup**, the **gain on sale of investment properties** and the **FIFA Quality Programme**. The latter item contains revenue in connection with test programmes for footballs, football turfs and goal-line technology.

FIFA successfully sold the Hotel Ascot investment property, a non-strategic investment of FIFA, recognising a gain on sale of USD 17.2 million.

**Revenue from prior cycles and other** includes various smaller sources of revenue, such as revenue generated from players’ status-related proceedings and revenue from prior cycles.

## 6 Competitions & Events

in TUSD	2019	2018
<b>FIFA World Cup™</b>	<b>0</b>	<b>1,824,118</b>
FIFA Women's World Cup France 2019™	156,891	0
FIFA U-17 World Cup Brazil 2019™	25,971	0
FIFA U-20 World Cup Poland 2019	23,840	0
FIFA Club World Cup Qatar 2019™	22,069	0
The Best FIFA Football Awards™ 2019	9,108	0
FIFA eWorld Cup 2019™	5,616	0
FIFA Beach Soccer World Cup Paraguay 2019™	5,510	0
Blue Stars/FIFA Youth Cup 2019	1,076	0
FIFA U-20 Women's World Cup France 2018	2,200	13,101
FIFA U-17 Women's World Cup Uruguay 2018	310	10,327
The Best FIFA Football Awards™ 2018	267	7,071
Youth Olympic Futsal Tournaments Buenos Aires 2018	12	1,409
Blue Stars/FIFA Youth Cup 2018	0	917
FIFA eWorld Cup 2018™	0	4,896
FIFA Club World Cup UAE 2018	-86	21,266
FIFA events from previous cycles	-93,600	7,530
Value-in-kind and other	18,192	43,476
<b>Total other FIFA events</b>	<b>177,376</b>	<b>109,993</b>
<b>FIFA Club Protection Programme</b>	<b>24,814</b>	<b>12,377</b>
<b>Personnel expenses</b>	<b>33,760</b>	<b>26,138</b>
<b>Depreciation of property and equipment</b>	<b>3,253</b>	<b>1,691</b>
<b>Total Competitions &amp; Events</b>	<b>239,203</b>	<b>1,974,317</b>

### FIFA World Cup

Looking at the progress of the FIFA World Cup Qatar 2022, preparation work is well under way and advancing as planned. Three years ahead of the tournament, the hosts have already delivered a successful FIFA Club World Cup and used it as an opportunity to test its local infrastructure and venues.

With the FIFA World Cup kicking off in 2022, related expenses incurred in and up to the end of 2019 have been deferred and will be recognised in profit or loss in 2022, the year in which the event will take place. These expenses have arisen in the process of organising the tournament, and amounted to USD 39.3 million up to the end of 2019. The main costs related to TV production at USD 15.4 million, staffing and office management at USD 10.1 million, competition management in the form of qualifying matches at USD 4.2 million and general event-management expenses at USD 9.6 million.

With regard to the previous FIFA World Cup in Russia, given that it took place in 2018, costs incurred in the 2015-2018 cycle were recognised in profit or loss in the same year. Supplementary entries for this tournament are allocated to the line item "FIFA events from previous cycles".

### Other FIFA events

The eighth edition of the FIFA Women's World Cup took place in France in 2019 and was an exceptional tournament, with many considering it to be the best Women's World Cup of all time. There were outstanding performances both on the pitch – where the attacking transitions were particularly impressive – and off it, in the form of the competition's seamless organisation throughout.

From a financial perspective, all related expenses are fully recognised in profit or loss, representing the outflow of economic benefits that arise in the normal course of organising the event. The total amount expensed for the FIFA Women's World Cup France 2019 was USD 156.9 million, with the majority of expenses relating to FIFA's financial contribution and support to the participating teams as well as incentive payments to the players' clubs, which totalled USD 50 million. This includes prize money of USD 30 million, the Club Benefits Programme of USD 8.5 million and payments to member associations of USD 11.5 million, which mainly related to preparation costs. Additional expenses include the financing of the Local Organising Committee in France of USD 41.4 million, host broadcasting services



and TV production of USD 22.9 million, team travel and accommodation expenses of USD 9.6 million, expenses for refereeing services of USD 6 million, the Legacy Fund of USD 3.3 million and further operational, organisational and administrative costs of USD 23.7 million.

Other FIFA events for the year 2019 include the FIFA U-17 World Cup Brazil 2019, the FIFA U-20 World Cup Poland 2019, the FIFA Club World Cup Qatar 2019, The Best FIFA Football Awards 2019, the FIFA eWorld Cup 2019, the FIFA Beach Soccer World Cup Paraguay 2019, and the Blue Stars/FIFA Youth Cup 2019. The expenses for the other FIFA events are generally recognised in the year in which the events take place, and include such costs as financial support for the host member associations and Local Organising Committees, prize money, the travel and accommodation costs of FIFA officials and the participating teams, and general event-related expenses.

In 2019, the line item “FIFA events from previous cycles” benefited from the release of accruals in connection with cost savings relating to the 2018 FIFA World Cup Russia.

The line item “Value-in-kind and other” relates to expenses for overall operations as well as for value-in-kind costs, which include predetermined services and the delivery of goods to be used in connection with other FIFA events.

#### **FIFA Club Protection Programme**

Under the FIFA Club Protection Programme, clubs will be compensated for any injuries due to an accident sustained by their players while on duty with senior men’s representative “A” teams for matches on dates listed in the international match calendar for the period between 1 January 2019 and 31 December 2019. FIFA provides compensation up to a maximum amount for losses incurred by the football club during the period that the football player is temporarily totally disabled. Costs for the FIFA Club Protection Programme are costs for FIFA and are recognised in the year they are incurred. A total of 51 incidents were reported by clubs under the programme in respect of accidents occurring in 2019.

## 7 Development & Education

in TUSD	2019	2018
FIFA Forward project costs member associations	73,628	158,250
FIFA Forward operational costs member associations	211,000	105,500
FIFA Forward confederations	72,000	60,000
FIFA Forward travel and equipment	32,400	27,125
FIFA Forward zonal/regional associations	13,000	13,000
FIFA Forward other football associations	2,400	0
Refereeing Assistance Programme (RAP)	12,727	9,880
Women's football promotion	9,192	6,256
Technical development programmes	9,140	7,769
Other projects	8,363	13,254
Education	4,645	4,887
Audit and financial education	2,876	3,216
FIFA Foundation	1,919	3,520
Medicine and science	1,280	1,696
Sustainability, human rights and anti-discrimination	473	3,304
Football for Schools Programme	0	100,550
<b>Total Development &amp; Education programmes</b>	<b>455,043</b>	<b>518,207</b>
<b>FIFA World Football Museum</b>	<b>6,322</b>	<b>12,039</b>
<b>Personnel expenses</b>	<b>30,747</b>	<b>31,860</b>
<b>Depreciation of property and equipment</b>	<b>20,588</b>	<b>16,363</b>
<b>Total Development &amp; Education</b>	<b>512,700</b>	<b>578,469</b>

The FIFA Forward 2.0 regulations were successfully implemented in 2019, and expenses relating to the FIFA Forward Programme for the member associations, zonal/regional associations and confederations, for travel and equipment and for other football associations, amounted to USD 404.4 million (2018: USD 363.9 million). Since the introduction of the programme, a total amount of USD 1,483 million (2018: USD 1,078.6 million) has been invested. Please refer to the Annexe for details of the amounts of Forward funds released.

### FIFA Forward project costs member associations

Each of the 211 member associations is entitled to receive up to USD 2 million for projects over the 2019-2022 cycle. The main purpose of these funds is to finance tailor-made projects according to the specific needs of each member association, such as projects relating to the construction or refurbishment of much-needed infrastructure or the launching, operation and monitoring of football-related competitions. In 2019, USD 73.6 million was invested in projects across all member associations.

### FIFA Forward operational costs member associations

Each member association is also entitled to receive up to USD 1 million per year for operational costs under Forward 2.0. These funds are intended to support all member associations with their daily running costs such as salaries, rent, maintenance and other operational costs.

### FIFA Forward confederations

The six confederations recognised by FIFA are entitled to receive USD 12 million per year each, totalling USD 72 million in investment per year. The purpose of these funds is to develop, promote and organise football as well as to support member associations in the development of the game.

### FIFA Forward travel and equipment

Member associations with insufficient resources to cover the costs of national team travel and football equipment are also entitled to receive up to USD 0.2 million per year for travel and accommodation, and up to USD 0.2 million for equipment in the 2019-2022 cycle. The travel funds



provide support to national teams for expenses relating to matches abroad, while the equipment funds help member associations purchase kit and training materials for national teams and/or clubs. In 2019, 108 member associations fulfilled the criteria for relevant funding, and a total of USD 32.4 million was invested in travel and equipment.

#### **FIFA Forward zonal/regional associations**

Under the FIFA Forward Programme, zonal/regional associations (recognised by the respective confederation) are also entitled to receive up to USD 1 million per each year. In 2019, USD 13 million was provided to support the organisation of regional competitions for men, women and young players.

#### **FIFA Forward other football associations**

Other football associations benefiting from the FIFA Forward Programme are overseas territories that are not FIFA member associations but are members of a confederation recognised by FIFA. A total of USD 2.4 million was invested in 2019 under this initiative.

#### **Refereeing Assistance Programme (RAP)**

Refereeing programmes focus on improving the quality of the top referees, assistant referees, video assistant referees, instructors, futsal and beach soccer referees in all member associations via different activities. In 2019, FIFA delivered over 300 courses to improve the level of top match officials and instructors in their territories. FIFA also provided extensive support throughout the year for the preparation of referees, assistant referees and video assistant referees for FIFA competitions (in particular the FIFA Women's World Cup France 2019 and the FIFA U-20 World Cup Poland 2019).

FIFA intensified its efforts in refereeing projects for FIFA World Cups in 2019, spending USD 4 million (2018: USD 3.3 million). General development and equipment expenses, which mainly refer to event-related preparation work and implementation costs such as for the video assistant referee (VAR) system and its state-of-the-art technology, also increased to USD 8.7 million (2018: USD 6.5 million).

#### **Women's football promotion**

Working with confederations and member associations on women's football development is one of FIFA's top priorities. Following the launch of the FIFA Women's Football Strategy in 2018, several initiatives were implemented in 2019 that focused on achieving sustainable growth in participation across the globe, the professionalisation of women's football, and providing an educational pathway for women to become leaders in coaching and administrative roles. On the eve of the FIFA Women's World Cup, FIFA hosted the first-ever Women's Football Convention, which was the culmination of six regional conferences around the world that had been designed to find tailor-made solutions to grow the game

in each region. All six confederations also benefited from the fund for women's football development, which enabled new tournaments for club and national team development to be organised at confederation level. Expenses for these projects and initiatives totalled USD 9.2 million (2018: USD 6.3 million).

#### **Technical development programmes**

Technical capacity-building activities were stepped up for coach educators and technical directors. More than 220 coach educators across all confederations received specific training in order to educate coaches in their home countries, while 85% of all member association technical directors benefited from continuous development and mutual exchange programmes. A tailor-made individual mentorship programme for coach educators and technical directors was tested and will be rolled out on a large scale in 2020.

In line with the new approach for technical analysis at elite level, the FIFA Women's World Cup France 2019 was thoroughly analysed. The resultant findings on the remarkable evolution of the women's game were presented for all national coaches and technical directors of member associations at the FIFA Football Conference in Milan.

A new talent-development programme involving high-performance institutions to help member associations bridge the growing gap between national teams has been tested and prepared. This programme will go live in 2020.

With the FIFA World Cup Russia having taken place in 2018, it was only logical that technical development expenses relating to the FIFA Football Conference held after the tournament should decrease in 2019: they amounted to USD 0.6 million (2018: USD 2 million). In the reporting year, FIFA intensified its efforts in relation to educational campaigns and workshops, which totalled USD 3.9 million (2018: USD 1 million). In addition, with the FIFA Women's World Cup France 2019 being used as a platform for state-of-the-art technical analysis, consultancy and technical service expenses amounted to USD 3.2 million (2018: USD 2.2 million). Other development programme expenses, such as for grassroots and youth development initiatives, came to USD 1.4 million (2018: USD 2.5 million).

#### **Other projects**

FIFA also invested USD 8.4 million (2018: USD 13.3 million) in projects covering the daily operational and support activities of the Member Associations Division. These projects focus on the organisation of missions and workshops conducted by FIFA's experts based on the specific needs of each member association and region, the aim being to provide all employees with the required knowledge and resources to ensure that football has a positive impact across the globe.

Expenses relating to the Regional Development Offices are included here and amount to USD 1.4 million (2018: USD 1.2 million). The Member Associations Division has founded ten of these offices in strategic locations across the world. This enables FIFA to provide continuous support to its member associations by helping them develop and implement the various projects financed by the FIFA Forward Programme, as well as by monitoring the performance of each member association. Another Regional Development Office is planned to be opened in 2020.

Also part of this line item is the FIFA Connect Programme, which amounted to USD 1.8 million in 2019 (2018: USD 2.6 million). The programme supports member associations in registering their development stakeholders such as players, coaches and referees, digitally. In addition, it includes the FIFA Executive Summits, which have become an essential part of discussing important strategic football matters as well as sharing best practices between member associations, and which totalled USD 3.3 million in 2019.

Other expenses incurred fluctuate from year to year, depending on the time and effort expended by FIFA on its support. The demand for this support decreased in 2019 and amounted to USD 1.9 million (2018: USD 9.5 million).

### Education

FIFA provides annual financial support to the International Centre for Sports Studies (CIES), which is based in Neuchâtel, Switzerland. With its multidisciplinary approach, CIES provides research, educational and consulting services for the world of sport.

FIFA's contributions to CIES amounted to USD 4.6 million in 2019 (2018: USD 4.9 million), and they also supported the FIFA Master along with several post-graduate programmes worldwide, including scholarships for deserving students.

FIFA also helps to create professional training programmes, including those aimed at former professional footballers, and contributes to research projects as well as partnerships with top-level international universities, international organisations and private foundations.

### Audit and financial education

Alongside its increased investment in the development of member associations, confederations and zonal/regional associations, FIFA is expanding its monitoring and controlling activities to ensure that its funds are used properly. In 2019, various workshops and missions were successfully carried out to promote financial good governance and a high standard of financial policies and procedures. In terms of financial transparency, the initiative is already having an effect: in 2019, FIFA was able to revoke restrictions on certain member associations and restore their status accordingly.

In addition, FIFA appointed globally recognised audit and assurance firms to perform independent reviews of the use of FIFA Forward funds and to ensure compliance with the FIFA Forward Regulations. A central audit review was also conducted for all member associations that had received funds under the Forward Programme. In 2019, audit and financial education expenses amounted to USD 2.9 million (2018: USD 3.2 million).

### FIFA Foundation

Established in March 2018 as a foundation under Swiss law, the FIFA Foundation's aim is to help promote positive social change around the world and raise support for the recovery and reconstruction of damaged or destroyed sports infrastructure worldwide. It has an array of programmes in place to promote social development through football. The Community Programme supports organisations that use football as a tool for social change and improve the lives of underprivileged young people around the world. The Recovery Programme supports communities hit hard by natural disasters or unforeseen events with solidarity and emergency funding. The FIFA Legends Programme makes a general contribution by bringing together former top players to visit and interact with communities and create memorable moments. The FIFA Foundation has also developed an Employee Volunteering Programme, the creation of which was inspired by the work it does with many NGOs around the world through the FIFA Foundation Community Programme and the frequent requests it receives from FIFA employees who would like to have a more active role in community work and social volunteering.

In 2019, costs related to the planning and implementation of construction projects along with administrative expenses amounted to USD 1.9 million (2018: USD 3.5 million).

### Medicine and science

The FIFA Medical and Anti-Doping Department strives to provide top-level medical services at FIFA tournaments, keep football free from doping, and protect and improve the health of all who play football worldwide, from grassroots to elite level. The ultimate aim is to make football as a sport as safe as possible and promote it as a healthy activity.

In 2019, the department's main investments were in the anti-doping sector of USD 0.8 million (2018: USD 1.2 million), followed by education at USD 0.5 million (2018: USD 0.5 million), including costs relating to the free online learning tool, the FIFA Diploma in Football Medicine as well as football medicine courses for a number of member associations. In addition, as part of the education expenses, funds were allocated to research programmes run by the FIFA Medical Centres of Excellence, such as an injury prevention programme for goalkeepers.



### **Sustainability, human rights and anti-discrimination**

In 2019, FIFA continued its efforts across the social, environmental and economic spheres of sustainability, resulting in expenses totalling USD 0.5 million plus tournament-specific expenses in connection with sustainability for the FIFA Women's World Cup France 2019 and future events such as the FIFA World Cup Qatar 2022.

In detail, FIFA successfully launched the Anti-Discrimination Monitoring System for the global qualifiers of Qatar 2022 and continued its efforts to ensure the respect of human and labour rights in its activities around the world. A wide range of sustainability initiatives were implemented during the FIFA Women's World Cup in France, including a comprehensive accessibility programme for disabled fans and fans with limited mobility, audio description systems for blind and partially sighted people, ensuring a tobacco-free event, a recycling programme for over 200,000 toxic cigarette butts, and the donation of 6.4 tonnes of leftover food to community programmes. FIFA also continued to work on the delivery of the FIFA World Cup 2022™ Sustainability Strategy, including numerous initiatives in connection with its five commitments to ensure a more sustainable event.

Expenses for sustainability and human rights activities amounted to USD 0.2 million (2018: USD 2.3 million). Activities relating to the Anti-Discrimination Monitoring System resulted in expenses of USD 0.3 million (2018: USD 1 million).

### **Football for Schools Programme**

The Football for Schools Programme was approved by the FIFA Council in 2018 with the goal of making football more accessible for boys and girls around the world. With this programme, FIFA approaches schools to engage young people in sport, thus fostering important life skills and contributing to the development and physical education of children.

In 2019, FIFA trialled its Football for Schools Programme through pilot projects in specific locations.

### **FIFA World Football Museum**

Preserving the rich heritage of football and showing how the game connects and inspires the world, the museum saw a record number of visitors in 2019 for the second year running – with a total of 161,700 visitors enjoying the exhibitions and programmes in Zurich. A further 33,600 visitors were welcomed at two special exhibitions abroad: “The Women's Game” in Paris during the FIFA Women's World Cup France 2019 and “The Winner's Trophies” in Milan, which tied in with The Best FIFA Football Awards 2019.

The expenses contained in the “FIFA World Football Museum” line item have been reduced, mainly due to the adoption of IFRS 16, resulting in a total amount of USD 6.3 million (2018: USD 12 million). Overall expenses for the FIFA World Football Museum are solid and reflect the business conducted over the year.

### **Personnel expenses**

As it intensifies its efforts to develop and promote the game of football worldwide, FIFA is constantly looking to effectively utilise the available human resources. Current personnel expenses amount to USD 30.7 million (2018: USD 31.9 million). For further details, please refer to Note 30 – Personnel expenses.

### **Depreciation of property and equipment**

The increase in depreciation of property and equipment in 2019 is due to the recognition of the right-of-use assets in line with the adoption of IFRS 16 (see also Note B – Basis of presentation). FIFA did not identify any indicators for impairment in 2019.

## 8 Football Governance

in TUSD	2019	2018
Football governance bodies and third-party services	12,318	12,928
Personnel expenses	18,315	16,740
Depreciation of property and equipment	2,132	1,811
<b>Total Football Governance</b>	<b>32,765</b>	<b>31,479</b>

Football Governance consists of all expenditure in relation to FIFA's statutory objective to govern association football and related matters. It is divided into football governance bodies and third-party services, personnel expenses and depreciation of property and equipment. Any governance related to FIFA itself is presented under FIFA Governance & Administration expenses (see Note 9).

**Football governance bodies and third-party services** encompasses the services of the judicial bodies – the Ethics, Disciplinary and Appeal Committees – whose responsibilities and functions are specified in the FIFA Statutes, the FIFA Governance Regulations, the FIFA Disciplinary Code and FIFA Code of Ethics. Its expenses are mainly impacted by the time and effort invested by the relevant entities in investigations of possible infringements of the above-mentioned guidelines. In 2019, expenses relating to the judicial bodies amounted to USD 2.6 million (2018: USD 2.4 million). The Players' Status Committee determines the status of players for various FIFA competitions and applies the Regulations on the Status and Transfer of Players, while the Dispute Resolution Chamber provides arbitration services on the

basis of the equal representation of players and clubs. Since the 2018 FIFA World Cup Russia attracted much attention for the players, work and expenses in this area naturally decreased in comparison to previous year, amounting to USD 0.9 million (2018: USD 2.2 million). Further expenses considered as third-party services are the agreement with Sportradar totalling USD 2.7 million (2018: USD 2.8 million), which provides FIFA with its Fraud Detection System to identify and prevent match manipulation, the Transfer Matching System with its online platform to capture player transfers, which amounted to USD 1.7 million (2018: USD 1.6 million), The International Football Association Board (IFAB) as the guardian of the Laws of the Game of association football, which came to USD 3.3 million (2018: USD 1.9 million), and general professional football services totalling USD 1.1 million (2018: USD 2 million).

In 2019, personnel expenses increased due to enhanced activities in the establishment and monitoring of policies relating to Football Governance totalling USD 18.3 million (2018: USD 16.7 million). For further details, please refer to Note 30 – Personnel expenses.



## 9 FIFA Governance & Administration

in TUSD	2019	2018
Annual FIFA Congress and committees	26,458	16,615
Communications	24,317	18,619
Information technology	22,487	19,947
Legal costs	8,772	9,390
Buildings and maintenance	7,436	6,491
Legal and governance costs related to investigations	1,920	5,904
Expected credit losses of receivables and contract assets	1,495	16,637
Other	16,481	17,246
Personnel expenses	99,982	72,244
Depreciation of property and equipment/investment properties	8,595	7,493
<b>Total FIFA Governance &amp; Administration</b>	<b>217,943</b>	<b>190,586</b>

FIFA Governance & Administration comprises all costs related to the governance and administration of FIFA.

**Annual FIFA Congress and committees** comprises the costs incurred in connection with the 69<sup>th</sup> FIFA Congress in Paris amounting to USD 19.4 million (2018: USD 11 million), the costs of meetings of the standing committees (except for the Players' Status Committee) of USD 3.2 million (2018: USD 2.9 million), and travel and accommodation costs of the committee members and the official delegates of the 211 member associations, the six confederations and guests of the FIFA Congress amounting to USD 3.9 million (2018: USD 2.6 million). Expenses incurred from hosting an event such as the annual FIFA Congress vary from year to year, depending on its location, date, venue and price structure.

Expenses relating to **communications** arose from the objective to improve the quality of information and communications technology (ICT), which is playing an increasingly important role for FIFA in terms of enhancing the development of internal and external communications. ICT expenses amounted to USD 16.1 million (2018: USD 11.3 million), media and digital media to USD 1.6 million (2018: USD 1.1 million), and producing and offering editorial content totalled USD 3 million (2018: USD 2.8 million). Expenses relating to business affairs, corporate communications and strategic planning were impacted by changes to FIFA's dynamic business environment and decreased in 2019, totalling USD 0.7 million (2018: USD 3.4 million). With eSport and gaming creating experiences that are similar to watching professional sports events, FIFA has intensified its efforts to support the transformation of online gaming into a spectator sport. In 2019, such expenses amounted to USD 2.9 million.

**Information technology** represents expenses that are needed to modernise systems and approaches in order

to meet growing digital business and stakeholder expectations. Such costs include expenses for the Integrated Football and Event System, FIFA's enterprise resource planning (ERP) solution, application technology projects and corresponding implementation activities, and totalled USD 8.8 million (2018: USD 7.3 million). Further expenses include IT-related infrastructural and operational costs amounting to USD 10.8 million (2018: USD 10 million) and specific IT governance-related expenses at USD 2.9 million (2018: USD 2.6 million).

**Legal costs** cover various legal matters with respect to disputes and consultations in relation to the core business of FIFA. For further details, please refer to Note 25 – Provisions.

**Buildings and maintenance** refers to the ongoing maintenance of FIFA's properties and includes its maintenance activities as well as running costs, such as electricity, gas and water. In 2019, maintenance expenses amounted to USD 2.8 million (2018: USD 3.1 million) for the Home of FIFA and to USD 2.4 million (2018: USD 2.3 million) for the other properties. Other general servicing costs for the FIFA buildings have increased and amounted to USD 2.2 million (2018: USD 1.1 million), which is mainly due to additional investments made in corporate security and facility management.

For more details on the **legal and governance costs related to investigations** to which FIFA is currently exposed and in which FIFA is a victim and a "damaged party", please refer to Note 31 – Contingent liabilities.

**Expected credit losses of receivables and contract assets** amounted to USD 1.5 million and represent impairments of overdue trade receivables from contracts with customers.

**Other** relates to general costs such as travel and accommodation, public relations, advertising, entertainment and value-in-kind expenses totalling USD 6.4 million (2018: USD 5.5 million). Further expenses include information technology relating mainly to human resources services of USD 1.1 million (2018: USD 1 million), consultancy, audit and translation costs of USD 4.8 million (2018: USD 6.6 million) as well as insurance and other office administration activities of USD 4.2 million (2018: USD 4.2 million).

**Personnel expenses** relate to FIFA Governance & Administration and internal audit employees, as well as the FIFA Council members. In order to bring its costs and cash flows under control and thereby reduce its overall expenses, FIFA seeks to insource all main operations and processes where possible. As a result, personnel expenses increased in 2019. For further details, please refer to Note 30 – Personnel expenses.

## 10 Marketing & TV Broadcasting

in TUSD	2019	2018
Marketing rights	12,388	9,400
Broadcasting and media rights	5,083	15,891
Licensing rights	2,087	1,605
Sales commission and other	5,923	71,894
Personnel expenses	16,554	16,197
Depreciation of property and equipment	1,608	1,316
<b>Total Marketing &amp; TV Broadcasting</b>	<b>43,643</b>	<b>116,303</b>

The Marketing & TV Broadcasting expenses reflect the costs incurred by the FIFA Commercial Division for the commercialisation of FIFA's marketing and broadcasting rights. More precisely, the above represents costs incurred by FIFA to ensure and provide correct oversight, assistance and promotional activities for rights which have been transferred to Commercial Affiliates.

In terms of **marketing rights**, FIFA continues to strategically invest in the specific areas of digital marketing, thus ensuring that its digital platforms and services meet the requirements of the digital age, at the same time further strengthening its marketing alliances.

In line with the FIFA 2.0 vision, FIFA strategically redesigned a number of outsourced services in relation to **broadcasting and media rights**, such as ticketing solutions, broadcaster services and FIFA Film Archives, which FIFA now delivers

in-house, resulting in operational efficiencies whilst providing a solid landscape for future operating models.

With regard to **licensing rights**, FIFA continues to invest in the FIFA Quality Programme, which operates a licensing scheme for companies that wish to obtain certification from FIFA by meeting strict quality requirements to improve the game and to protect the players, clubs and associations.

**Sales commission and other** mainly relates to agents' fees for the 2019-2022 cycle. The costs have been capitalised so that amortisation in the following years matches the IFRS 15 revenue recognition pattern of the underlying FIFA revenue contracts (see Note 17 – Contract assets). In 2018, sales commission fees for the 2018 FIFA World Cup Russia were fully amortised in profit or loss, explaining the deviation from 2019.



## 11 Financial costs

in TUSD	2019	2018
Interest expenses	10,633	7,540
Expenses from debt securities	1,718	226
Foreign currency losses	18,614	84,673
Losses from financial instruments at fair value through profit or loss	62,092	88,505
Other financial expenses	897	8,864
<b>Total financial costs</b>	<b>93,954</b>	<b>189,808</b>

The overriding long-term objective of FIFA's investment policy is the preservation of the real value of FIFA's financial assets. FIFA continued to focus on maintaining a strong and reliable portfolio, which is why only counterparties with good or very good credit ratings were chosen.

For the interest expenses on lease liabilities, which is included in the above **interest expenses** line item, please refer to Note 26 – Leases.

**Foreign currency losses** mainly result from the valuation of net assets denominated in foreign currencies such as CHF, EUR and RUB.

**Losses from financial instruments at fair value through profit or loss** include losses on derivatives that are not accounted for hedging purposes.

## 12 Financial income

in TUSD	2019	2018
Interest income from cash and cash equivalents	16,451	20,869
Income from deposits and debt securities	37,169	31,861
Foreign currency gains	44,526	72,350
Gains from financial instruments at fair value through profit or loss	91,724	157,890
<b>Total financial income</b>	<b>189,870</b>	<b>282,970</b>

**Foreign currency gains** mainly result from the valuation of net assets denominated in foreign currencies such as CHF, EUR and BRL.

**Gains from financial instruments at fair value through profit or loss** include income on derivatives that are not accounted for hedging purposes, as well as gains on debt securities.

## 13 Taxes and duties

in TUSD	2019	2018
Taxes and duties	623	28,965
<b>Total taxes and duties</b>	<b>623</b>	<b>28,965</b>

Pursuant to the Swiss taxation rules, the statutory financial statements are the basis for taxation. In FIFA's statutory financial statements, the character of a non-profit organisation, the obligation to spend the net result, reserves and funds on the development of football, the four-year accounting cycle, and the financial risks inherent to FIFA's core event – the FIFA World Cup – are all duly considered. FIFA's restricted reserves are reviewed on a regular basis to assess whether they are commercially

justified as per the applicable tax laws. The final assessment with the tax authority will happen after the completion of the four-year cycle and is based on the final assessment of the required funds and reserves. The normal tax rate for associations applies. FIFA's subsidiaries are taxed based on the applicable local tax laws.

This position includes all non-recoverable taxes and duties borne by FIFA or its subsidiaries.

# Notes to the consolidated balance sheet

## 14 Cash and cash equivalents

in TUSD	31 Dec 2019	31 Dec 2018
Cash on hand, post and bank accounts	181,724	272,502
Short-term deposits with maturities of up to 3 months	597,792	559,895
<b>Total cash and cash equivalents</b>	<b>779,516</b>	<b>832,397</b>

Restricted cash and cash equivalents amounted to USD 5.7 million in 2019 (2018: USD 12.3 million), which are related to the margin accounts, and the balances

are therefore not immediately available for general use by FIFA.

## 15 Receivables

in TUSD	31 Dec 2019	31 Dec 2018
<b>Receivables from the sale of rights</b>		
Due from third parties	220,824	181,302
Provision for bad debts	-16,085	-16,287
<b>Total receivables from the sale of rights</b>	<b>204,739</b>	<b>165,015</b>
<b>Other receivables</b>		
Due from member associations and confederations	11,501	17,973
Due from third parties	20,764	31,570
Provision for bad debts	-62	-2,149
<b>Total other receivables</b>	<b>32,203</b>	<b>47,394</b>
<b>Total receivables, net</b>	<b>236,942</b>	<b>212,409</b>

The majority of the open receivables from the sale of rights relate to contractual payments from broadcasters and sponsors. FIFA receives payments from customers based on a billing schedule, as established in the contracts with

customers. Account receivables are unconditional, as the instalments are non-cancellable and non-refundable once received.



**Provisions for bad debts**

in TUSD	2019	2018
Balance as at 1 January	18,436	2,004
Use/release	-2,492	-1,835
Additions	207	18,270
Foreign exchange effect	-4	-3
<b>Balance as at 31 December</b>	<b>16,147</b>	<b>18,436</b>

Additions to bad debt provisions are related to an impairment of overdue trade receivables from contracts with customers.

**Ageing analysis of receivables**

in TUSD	31 Dec 2019	31 Dec 2018
Not due	229,387	209,013
Overdue – less than 30 days	3,472	2,314
Overdue – less than 60 days	513	1,017
Overdue – more than 60 days	19,717	18,501
<b>Total receivables</b>	<b>253,089</b>	<b>230,845</b>

**16 Prepaid expenses and other accrued income**

in TUSD	31 Dec 2019	31 Dec 2018
Prepaid expenses	67,986	205,960
Other accrued income	16,919	23,998
<b>Total current prepaid expenses and other accrued income</b>	<b>84,905</b>	<b>229,958</b>
Prepaid expenses	56,449	22,199
<b>Total non-current prepaid expenses</b>	<b>56,449</b>	<b>22,199</b>

Prepaid expenses mainly relate to deferred costs in connection with the FIFA World Cups and other FIFA events.

Other accrued income primarily includes accrued interest income.

## 17 Contract assets

in TUSD	31 Dec 2019	31 Dec 2018
Contract assets	70,264	47,923
Contract acquisition costs	4,638	0
<b>Total contract assets</b>	<b>74,902</b>	<b>47,923</b>

Contract assets relate to FIFA's past performance under a contract for which the customer has not yet paid consideration or before payment is due. They are transferred to receivables when the right to receive payment becomes unconditional. Contract assets are regularly reviewed for impairment indicators.

Significant changes in contract asset balances during the period are as follows:

in TUSD	2019	2018
<b>Contract assets as at 1 January</b>	<b>47,923</b>	<b>52,036</b>
Transfers from contract assets recognised at the beginning of the period to receivables	-47,923	-52,036
Increase as a result of changes in the measure of progress	70,292	48,000
Impairment loss	-28	-77
<b>Contract assets as at 31 December</b>	<b>70,264</b>	<b>47,923</b>
Of which current	58,190	47,923
Of which non-current	12,074	0

FIFA has recognised contract acquisition costs arising from the capitalisation of incremental agency fees. These costs have been incurred in order to obtain certain Asian television broadcasting rights and contracts with FIFA World Cup Sponsors.

The contract acquisition costs are amortised in line with the pattern of when services are actually provided to the customers.

in TUSD	2019	2018
<b>Contract acquisition costs as at 1 January</b>	<b>0</b>	<b>33,540</b>
Costs of obtaining contracts during the year	8,526	27,759
Amortisation recognised as cost of providing services during the year	-3,888	-61,299
<b>Contract cost assets as at 31 December</b>	<b>4,638</b>	<b>0</b>



in TUSD	2019	2018
<b>Aggregate amount of the transaction price allocated to long-term contracts for the 2019-2022 cycle that are partially or fully unsatisfied as at 31 December</b>	<b>4,168,661</b>	<b>4,578,419</b>
Of which		
– Television broadcasting rights	2,795,389	3,035,864
– Marketing rights	1,112,555	1,266,737
– Licensing rights	48,217	55,818
– Hospitality rights and ticket sales	160,000	160,000
– Other revenue	52,500	60,000

The above table includes revenue expected to be recognised in FIFA's current four-year business cycle ending with the FIFA World Cup in 2022 and is related to performance obligations that are unsatisfied during the reporting period. Revenue from unsatisfied performance

obligations at 31 December 2019, which is expected to be recognised in the cycles ending in 2026 and 2030, amounts to USD 4,036 million. Contracted revenue will be recognised in line with the transfer of control over services as described in Note E.

## 18 Property and equipment

in TUSD	Operational buildings	Assets under construction	Land	Office and other equipment	Right-of-use assets	Total
<b>Cost</b>						
Balance as at 1 January 2018	411,441	3,730	15,124	34,240	0	464,535
Additions	65	5,113	0	587	0	5,765
Reclassifications	-4,111	-5,642	0	4,306	0	-5,447
Foreign exchange effects	-1,092	0	0	0	0	-1,092
<b>Balance as at 31 December 2018</b>	<b>406,303</b>	<b>3,201</b>	<b>15,124</b>	<b>39,133</b>	<b>0</b>	<b>463,761</b>
Impact of changes to accounting policies	0	0	0	0	117,983	117,983
Additions	200	4,191	0	1,997	4,900	11,288
Reclassifications	2,476	-6,343	0	2,961	0	-906
Foreign exchange effects	3,031	0	0	173	1,911	5,115
Disposals	0	-272	0	0	0	-272
<b>Balance as at 31 December 2019</b>	<b>412,010</b>	<b>777</b>	<b>15,124</b>	<b>44,264</b>	<b>124,794</b>	<b>596,969</b>
<b>Accumulated depreciation</b>						
Balance as at 1 January 2018	180,196	0	0	25,484	0	205,680
Depreciation	22,864	0	0	2,300	0	25,164
Reclassifications	-748	0	0	748	0	0
Foreign exchange effects	-361	0	0	-251	0	-612
<b>Balance as at 31 December 2018</b>	<b>201,951</b>	<b>0</b>	<b>0</b>	<b>28,281</b>	<b>0</b>	<b>230,232</b>
Depreciation	23,234	0	0	2,838	6,373	32,445
Reclassifications	0	0	0	-340	0	-340
Foreign exchange effects	1,305	0	0	97	110	1,512
<b>Balance as at 31 December 2019</b>	<b>226,490</b>	<b>0</b>	<b>0</b>	<b>30,876</b>	<b>6,483</b>	<b>263,849</b>
<b>Net carrying amount</b>						
As at 31 December 2018	204,352	3,201	15,124	10,852	0	233,529
<b>As at 31 December 2019</b>	<b>185,520</b>	<b>777</b>	<b>15,124</b>	<b>13,388</b>	<b>118,311</b>	<b>333,120</b>

The category "Operational buildings" refers to the Home of FIFA, the FIFA World Football Museum and three other buildings in Zurich.

Upon adoption of IFRS 16, FIFA recognised USD 118 million as at 1 January 2019, reflecting the right to use the underlying assets from leasing contracts (please refer to Note B – New standards, interpretations and amendments adopted).

The FIFA World Football Museum opened in February 2016, primarily with the objective of brand-building and

education. FIFA's management has assessed that the museum should not be considered a separate cash-generating unit (CGU) for the purposes of impairment testing. Residential apartments have been identified as a separate CGU.

In 2019, FIFA evaluated key assumptions used for any indicator which requires an impairment test to be performed. Based on this analysis, FIFA did not identify any indicators for impairment and therefore did not recognise any impairment for property and equipment in 2019.



## 19 Intangible assets

in TUSD	Total
<b>Cost</b>	
Balance as at 1 January 2018	0
Additions	578
Reclassifications	5,447
<b>Balance as at 31 December 2018</b>	<b>6,025</b>
Additions	1,900
Reclassifications	906
<b>Balance as at 31 December 2019</b>	<b>8,831</b>
<b>Accumulated depreciation</b>	
Balance as at 1 January 2018	0
Depreciation	1,706
Impairment	0
Foreign exchange effects	0
<b>Balance as at 31 December 2018</b>	<b>1,706</b>
Depreciation	2,182
Impairment	0
Reclassifications	340
Foreign exchange effects	0
<b>Balance as at 31 December 2019</b>	<b>4,228</b>
<b>Net carrying amount</b>	
As at 31 December 2018	4,319
<b>As at 31 December 2019</b>	<b>4,603</b>

On 1 January 2018, FIFA implemented its new enterprise resource planning (ERP) system, and the total acquisition costs of USD 5.4 million were reclassified from "Assets under construction" (please refer to Note 18 – Property and equipment) to "Intangible assets" in 2018.

The depreciation of the ERP system amounted to USD 1.8 million for 2019 (2018: USD 1.7 million). IT and

communication systems are depreciated on a straight-line basis over the estimated useful life of three years.

The intangible assets also include other related software, amounting to USD 3.4 million (2018: USD 0.6 million).

## 20 Investment properties

in TUSD	Total
<b>Cost</b>	
Balance as at 1 January 2018	39,923
Additions	0
Foreign exchange effects	-242
<b>Balance as at 31 December 2018</b>	<b>39,681</b>
Additions	19
Reclassifications	0
Foreign exchange effects	-395
Disposals	-39,305
<b>Balance as at 31 December 2019</b>	<b>0</b>
<b>Accumulated depreciation</b>	
Balance as at 1 January 2018	12,039
Depreciation	1,805
Impairment	0
Reclassifications	0
Foreign exchange effects	-87
Disposals	0
<b>Balance as at 31 December 2018</b>	<b>13,758</b>
Depreciation	1,547
Impairment	0
Reclassifications	0
Foreign exchange effects	-137
Disposals	-15,168
<b>Balance as at 31 December 2019</b>	<b>0</b>
<b>Net carrying amount</b>	
As at 31 December 2018	25,923
<b>As at 31 December 2019</b>	<b>0</b>

On 28 October 2014, FIFA acquired the Hotel Ascot in Zurich, which was classified as an investment property.

In December 2019, FIFA successfully sold Hotel Ascot GmbH, recognising a gain on sale of investment properties of USD 17.2 million. The carrying amount of the investment properties at the date of disposal was USD 24.1 million. Please also refer to Note 5 – Other revenue.

The rental income relating to Hotel Ascot GmbH amounted to USD 1.4 million in 2019 (2018: USD 1.3 million), whereas direct related costs incurred were USD 0.2 million (2018: USD 0.1 million).



## 21 Financial assets

in TUSD	31 Dec 2019	31 Dec 2018
Debt securities	1,149,748	400,287
Deposits	672,150	706,580
Loans	648,013	759,207
<b>Current financial assets</b>	<b>2,469,911</b>	<b>1,866,074</b>
Debt securities	405,841	704,937
Deposits	25,485	190,136
Equity securities	1,301	834
Loans	0	1,495
<b>Non-current financial assets</b>	<b>432,627</b>	<b>897,402</b>
<b>Total financial assets</b>	<b>2,902,538</b>	<b>2,763,476</b>

In compliance with the investment policy, FIFA's financial assets are invested in short-term and long-term bonds,

loans and deposits. Loans are granted mainly to Swiss public authorities.

## 22 Payables

in TUSD	31 Dec 2019	31 Dec 2018
Due to member associations and confederations	24,321	32,304
Due to related parties	11	153
Due to third parties	52,554	84,288
<b>Total payables</b>	<b>76,886</b>	<b>116,745</b>

## 23 Accrued expenses

in TUSD	31 Dec 2019	31 Dec 2018
FIFA World Cup™ and other FIFA events	42,690	189,767
Development programmes	532,206	564,837
Other accrued expenses	66,439	31,163
<b>Total current accrued expenses</b>	<b>641,335</b>	<b>785,767</b>
Other accrued expenses	16,782	102,221
<b>Total non-current accrued expenses</b>	<b>16,782</b>	<b>102,221</b>

The overall decrease in current accrued expenses is primarily driven by lower accruals in connection with the FIFA World Cup. In addition to the FIFA Forward programmes, the "Development programmes" line item

also includes accruals relating to the Football for Schools Programme, legacy funds, the FIFA Foundation and previous development programmes.

## 24 Contract liabilities

in TUSD	2019	2018
<b>Contract liabilities as at 1 January</b>	<b>338,213</b>	<b>2,481,452</b>
Revenue recognised that was included in the contract liability balance at the beginning of the period	-169,812	-2,392,143
Increases due to payments made or payments due, excluding amounts received as revenue during the period	518,537	248,904
<b>Contract liabilities as at 31 December</b>	<b>686,938</b>	<b>338,213</b>
Of which current	223,482	258,048
Of which non-current	463,456	80,165

Contract liabilities are recognised if FIFA has received consideration or the amount is due in advance of FIFA's performance under a contract. They are recognised as

revenue when FIFA satisfies its contractually agreed performance obligations to the customer.

## 25 Provisions

in TUSD	2019	2018
<b>Balance as at 1 January</b>	<b>215,392</b>	<b>197,000</b>
Provisions made during the year	8,274	54,440
Provisions released during the year	-3,217	-1,657
Provisions used during the year	0	-2,980
Reclassifications	2,311	0
Exchange differences	-5,504	-31,411
<b>Balance as at 31 December</b>	<b>217,256</b>	<b>215,392</b>

The provisions cover primarily various legal matters with respect to disputes concerning FIFA's core business. No detailed information can be provided at this point since legal disputes and their corresponding timing of settlement are sensitive matters. The mere fact that a provision for certain matters has been set up might be misinterpreted

and thus prejudice FIFA's position in such proceedings. In accordance with acknowledged rules, provisions are recognised if and when an obligation has arisen from a past event, it is probable that FIFA will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.



## 26 Leases

FIFA is a lessee and has contracts for various buildings, offices and other equipment as well as land that are accounted for by recognising a right-of-use asset and a lease liability. Set out below are the carrying amounts of

FIFA's right-of-use assets and lease liabilities as well as their movements during the period. For the carrying amounts of FIFA's right-of-use assets, please also refer to Note 18 – Property and equipment.

in TUSD	Leased operational buildings	Leased land	Leased offices and other equipment	Total right-of-use assets	Total lease liabilities
<b>Balance as at 1 January 2019</b>	<b>114,911</b>	<b>2,648</b>	<b>424</b>	<b>117,983</b>	<b>185,632</b>
Additions	4,900	0	0	4,900	4,900
Depreciation expense	-6,159	-71	-143	-6,373	
Interest expenses					4,511
Payments					-10,903
Foreign exchange effects	1,801	0	0	1,801	3,011
<b>Balance as at 31 December 2019</b>	<b>115,453</b>	<b>2,577</b>	<b>281</b>	<b>118,311</b>	<b>187,151</b>
Of which current	0	0	0	0	10,113
Of which non-current	115,453	2,577	281	118,311	177,038

Set out below is the maturity analysis of contractual undiscounted cash flows as at 31 December 2019:

in TUSD	31 Dec 2019
Maturity less than 1 year	14,571
Maturity 1–5 years	40,155
Maturity more than 5 years	194,584
<b>Balance as at 31 December</b>	<b>249,310</b>

FIFA recognised lease expenses from short-term leases of USD 0.6 million for the year ended 31 December 2019. There are no leases to which FIFA is committed that have not yet commenced.

## 27 Reserves

### Association capital

The association capital is CHF 5 million.

### Restricted reserves

Pursuant to article 62 of the FIFA Statutes, FIFA has to balance out revenue and expenditure over the financial period and build up sufficient reserves to guarantee the fulfilment of its major duties.

The purpose of the reserves is to protect FIFA against risks and unforeseen events, in particular in relation to the FIFA World Cup. The financial dependency of FIFA on the FIFA World Cup, which takes place only every four years, needs to be considered, since the FIFA World Cup is FIFA's main revenue source. The restricted reserves cover, in particular, future non-profit activities, such as development programmes and other FIFA events.

The use of the reserves is restricted to FIFA's statutory duties such as the organisation of international competitions – in particular the FIFA World Cup – and the implementation of football-related development programmes.

Restricted reserves include remeasurement gains and losses on the net post-employment benefit obligation.

### Translation reserves

The translation reserves comprise all foreign currency differences arising from the translation of the financial statements of foreign operations.

### Cash flow hedge reserves

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve.

### Capital management

FIFA was established in the legal form of an association in accordance with articles 60ff. of the Swiss Civil Code. Pursuant to article 2 of its Statutes, FIFA's objective is to improve the game of football constantly and promote it globally, particularly through youth and development programmes. FIFA is a non-profit organisation and is obliged to spend its results, reserves and funds for this purpose. As FIFA is an association, no dividends are paid.

In the event of the dissolution of FIFA, its funds shall not be distributed, but transferred to the supreme court of the country in which the headquarters are situated. The supreme court shall invest them in gilt-edged securities until the re-establishment of the federation.

FIFA's goal is to maintain its solid reserve level in order to cover inherent risks in connection with the FIFA World Cup and to finance its non-profit activities, especially future development activities and other FIFA events.



# Other disclosures

## 28 Financial risk management

### a) Accounting classifications and fair value measurements

31 December 2019 in TUSD	Financial assets/ liabilities at fair value through profit and loss	Financial assets/ liabilities at amortised cost	Total
<b>Financial assets measured at fair value</b>			
Derivative financial assets designated as hedging instruments	11,502		11,502
Other derivative financial instruments	19,367		19,367
Equity securities	1,301		1,301
Debt securities	248,880		248,880
<b>Total</b>	<b>281,050</b>		<b>281,050</b>
<b>Financial assets measured at amortised cost</b>			
Cash and cash equivalents		779,516	779,516
Receivables		236,942	236,942
Deposits		697,635	697,635
Debt securities		1,306,709	1,306,709
Loans		648,013	648,013
<b>Total</b>		<b>3,668,815</b>	<b>3,668,815</b>
<b>Financial liabilities measured at fair value</b>			
Derivative financial liabilities designated as hedging instruments	2,370		2,370
Other derivative financial instruments	21,529		21,529
<b>Total</b>	<b>23,899</b>		<b>23,899</b>
<b>Financial liabilities measured at amortised cost</b>			
Payables		76,886	76,886
Lease liabilities		187,151	187,151
<b>Total</b>		<b>264,037</b>	<b>264,037</b>

31 December 2019 in TUSD	Carrying amount	Fair value		
	Total	Level 1	Level 2	Level 3
<b>Financial assets measured at fair value</b>				
Derivative financial assets designated as hedging instruments	11,502		11,502	
Other derivative financial instruments	19,367		19,367	
Equity securities	1,301	1,301		
Debt securities	248,880	248,880		
<b>Total</b>	<b>281,050</b>			
<b>Financial assets not measured at fair value</b>				
Cash and cash equivalents	779,516			
Receivables	236,942			
Deposits	697,635			
Debt securities	1,306,709	1,326,365		
Loans	648,013			
<b>Total</b>	<b>3,668,815</b>			
<b>Financial liabilities measured at fair value</b>				
Derivative financial liabilities designated as hedging instruments	2,370		2,370	
Other derivative financial instruments	21,529		21,529	
<b>Total</b>	<b>23,899</b>			
<b>Financial liabilities not measured at fair value</b>				
Payables	76,886			
Lease liabilities	187,151			
<b>Total</b>	<b>264,037</b>			

Fair value disclosure: equity securities and debt securities are traded in active markets and the fair value is based on unadjusted quoted market prices on the balance sheet date (Level 1). Derivatives are not traded in active markets and the fair value on the balance sheet is determined by using valuation techniques (Level 2) with observable market data. No transfer was made between Level 1 and Level 2 in the financial years 2018 and 2019. FIFA has not disclosed the fair values for financial instruments such as short-term receivables and payables because their carrying amounts are a reasonable approximation of fair value.

#### Fair value measurements and disclosure of assets and liabilities

When measuring the fair value of an asset or a liability, the group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- 1) Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- 2) Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

- 3) Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability are categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety at the lowest level input that is significant to the entire measurement.



31 December 2018 in TUSD	Financial assets/ liabilities at fair value through profit and loss	Financial assets/ liabilities at amortised cost	Total
<b>Financial assets measured at fair value</b>			
Other derivative financial instruments	16,529		16,529
Equity securities	834		834
Debt securities	431,402		431,402
<b>Total</b>	<b>448,765</b>		<b>448,765</b>
<b>Financial assets measured at amortised cost</b>			
Cash and cash equivalents		832,397	832,397
Receivables		212,409	212,409
Deposits		896,716	896,716
Debt securities		673,822	673,822
Loans		760,702	760,702
<b>Total</b>		<b>3,376,046</b>	<b>3,376,046</b>
<b>Financial liabilities measured at fair value</b>			
Other derivative financial instruments	6,606		6,606
<b>Total</b>	<b>6,606</b>		<b>6,606</b>
<b>Financial liabilities measured at amortised cost</b>			
Payables		116,745	116,745
<b>Total</b>		<b>116,745</b>	<b>116,745</b>

31 December 2018 in TUSD	Carrying amount	Fair value		
	Total	Level 1	Level 2	Level 3
<b>Financial assets measured at fair value</b>				
Other derivative financial instruments	16,529		16,529	
Equity securities	834	834		
Debt securities	431,402	431,402		
<b>Total</b>	<b>448,765</b>			
<b>Financial assets not measured at fair value</b>				
Cash and cash equivalents	832,397			
Receivables	212,409			
Deposits	896,716			
Debt securities	673,822	677,700		
Loans	760,702			
<b>Total</b>	<b>3,376,046</b>			
<b>Financial liabilities measured at fair value</b>				
Other derivative financial instruments	6,606		6,606	
<b>Total</b>	<b>6,606</b>			
<b>Financial liabilities not measured at fair value</b>				
Payables	116,745			
<b>Total</b>	<b>116,745</b>			

Fair value disclosure: equity securities and debt securities are traded in active markets and the fair value is based on unadjusted quoted market prices on the balance sheet date (Level 1). Derivatives are not traded in active markets and the fair value on the balance sheet is determined by using valuation techniques (Level 2) with observable market data. FIFA has not disclosed the fair values for financial instruments such as short-term receivables and payables because their carrying amounts are a reasonable approximation of fair value.



## b) Financial risk management

FIFA is exposed to currency and interest risks as well as credit and liquidity risks in the course of its normal operations.

### Credit risk

In line with FIFA's marketing and TV strategy, FIFA sold the television broadcasting rights in the key markets for the final competitions of the FIFA World Cups directly to broadcasters.

The revenue from television and marketing rights is received from large multinational companies and public broadcasters. Part of the outstanding revenue is also covered by bank guarantees. Additionally, the contracts include a default clause, whereby the contract terminates as soon as one party is in default. In the event of a default, FIFA is not required to reimburse any of the services or contributions received. FIFA is also entitled to replace terminated contracts with new marketing or broadcasting agreements.

Material credit risks could arise if several parties were unable to meet their contractual obligations. FIFA's management monitors the credit standing of the Commercial Affiliates very closely on an ongoing basis. Given their good credit ratings and the high diversification of the portfolio of Commercial Affiliates, the management believes that this scenario is very unlikely to occur.

The cash and cash equivalents are held with bank and financial institution counterparties with a rating equivalent to "A" or higher in S&P ratings. Fixed-income investments with residual terms to maturity of 12 months or less are only executed with borrowers with a short-term rating of "A-3" or higher. Investments in bonds are only executed in listed, tradable bonds issued by borrowers with a "BBB-" rating or higher. Derivative financial instruments are executed only with counterparties with high credit ratings. The carrying amount of the financial assets represents the maximum exposure to credit risk.

### Interest rate risk

FIFA is exposed to fluctuations in interest rates on its term placements in fixed-term deposits. Since the interest rate of all term deposits is fixed at year-end, there is no direct interest rate exposure. Some debt securities are linked to LIBOR. Therefore, there is a certain exposure on future

cash inflows due to possible changes in interest rates. This interest rate risk is assessed as low.

As at 31 December 2018 and 31 December 2019, there was no interest rate risk arising from financing transactions because FIFA is largely self-financed.

### Foreign currency risk

FIFA's functional currency is USD because the majority of its cash flows are denominated in USD. Exposure to foreign currency exchange rates arises from transactions denominated in currencies other than USD, especially in EUR, CHF, QAR and RUB.

FIFA receives foreign currency cash inflows in the form of revenue from the sale of certain rights denominated in EUR, QAR, RUB or CHF. On the other hand, FIFA has substantial costs, especially employee costs and operating costs in connection with FIFA's offices in Zurich, denominated in CHF. The Controlling & Strategic Planning Subdivision regularly forecasts the liquidity and foreign exchange requirements. If any foreign currency risks are identified, FIFA uses derivative products to hedge this exposure (see also Note 29).

As at 31 December 2019, FIFA was exposed to the following foreign exchange fluctuation risks:

- If the CHF had gained 10% against the USD as at 31 December 2019, the impact on the net result would have been USD +0.6 million (2018: USD +5.4 million).
- If the EUR had gained 10% against the USD as at 31 December 2019, the impact on the net result would have been USD -0.9 million (2018: USD +4.2 million).
- If the RUB had gained 10% against the USD as at 31 December 2019, the impact on the net result would have been USD +0.1 million (2018: USD -0.3 million).
- If the BRL had gained 10% against the USD as at 31 December 2019, the impact on the net result would have been USD +0.1 million (2018: USD +0.2 million).
- If the QAR had gained 10% against the USD as at 31 December 2019, the impact on the net result would have been USD +0.3 million.

This fluctuation analysis can be applied using the same method in reverse (a decrease of 10%). It only shows the effect from a risk management perspective and not realised gains or losses.

## Positions exposed to foreign currency risk as at 31 December 2019

in thousands	CHF	EUR	RUB	BRL	QAR
Cash and cash equivalents*	170,893	7,007	56,699	939	55,315
Receivables	23,860	16,622	95,305	1,192	11,277
Financial assets*	0	0	0	0	0
<b>Total assets in foreign currency</b>	<b>194,753</b>	<b>23,629</b>	<b>152,004</b>	<b>2,131</b>	<b>66,592</b>
Payables	11,138	31,572	106,346	45	55,315
Lease liabilities	177,935	0	0	0	516
<b>Total liabilities in foreign currency</b>	<b>189,073</b>	<b>31,572</b>	<b>106,346</b>	<b>45</b>	<b>55,831</b>
<b>Net exposure in foreign currency</b>	<b>5,680</b>	<b>-7,943</b>	<b>45,658</b>	<b>2,086</b>	<b>10,761</b>
<b>Net exposure in functional currency (USD)</b>	<b>5,810</b>	<b>-8,903</b>	<b>737</b>	<b>519</b>	<b>2,956</b>

## Positions exposed to foreign currency risk as at 31 December 2018

in thousands	CHF	EUR	RUB	BRL	GBP
Cash and cash equivalents*	21,945	11,008	113,008	2,426	749
Receivables	74,920	42,141	19,115	5,729	0
Financial assets*	0	0	0	0	0
<b>Total assets in foreign currency</b>	<b>96,865</b>	<b>53,149</b>	<b>132,123</b>	<b>8,155</b>	<b>749</b>
Payables	42,865	16,422	316,368	16	65
<b>Total liabilities in foreign currency</b>	<b>42,865</b>	<b>16,422</b>	<b>316,368</b>	<b>16</b>	<b>65</b>
<b>Net exposure in foreign currency</b>	<b>54,000</b>	<b>36,727</b>	<b>-184,245</b>	<b>8,139</b>	<b>684</b>
<b>Net exposure in functional currency (USD)</b>	<b>54,308</b>	<b>42,007</b>	<b>-2,645</b>	<b>2,098</b>	<b>867</b>

\*As at 31 December 2019, FIFA held a total amount of USD 1,122 million (2018: USD 833 million) in financial assets as well as USD 41 million (2018: USD 69 million) in cash and cash equivalents, both categories of which were denominated in CHF and fully hedged against foreign currency risk.

**Liquidity risk**

As at 31 December 2018 and 31 December 2019, FIFA was largely self-financed. Moreover, FIFA holds mortgage notes in the amount of CHF 158 million (2018: CHF 173 million),

guaranteed by its own properties, which could be used to cover any additional liquidity needs. A drawdown of USD 15 million was made due to the sale of the Hotel Ascot.



## Maturity of financial liabilities

in TUSD	31 December 2019			31 December 2018		
	90 days	1 year or less	More than a year	90 days	1 year or less	More than a year
Payables – member associations and confederations	0	24,321	0	0	32,304	0
Payables – third parties and related parties	52,565	0	0	84,440	0	0
Derivative financial liabilities	0	20,659	3,240	0	6,220	386
<b>Total</b>	<b>52,565</b>	<b>44,980</b>	<b>3,240</b>	<b>84,440</b>	<b>38,524</b>	<b>386</b>

Please refer to Note 26 for the maturity analysis of undiscounted lease liabilities.

### Cancellation risk

FIFA's financial position depends on the successful staging of the FIFA World Cup because almost all contracts with its Commercial Affiliates are related to this event. In the event of cancellation, curtailment or abandonment of the FIFA World Cup, FIFA would run the risk of potentially being exposed to legal claims.

At its meeting on 24 October 2008, the FIFA Executive Committee decided to insure against the risk of

postponement and/or relocation of the FIFA World Cups. The risks covered include natural disasters, accidents, turmoil, war, acts of terrorism and epidemic diseases. In 2019, the insurance policy was renewed and the cancellation of the event is now also covered. For the FIFA World Cup 2022, the maximum insurance volume is USD 900 million, to cover FIFA's additional costs in case of cancellation, postponement and/or relocation of the event.

## 29 Hedging activities and derivative financial instruments

FIFA uses derivative instruments to manage its foreign currency risk, which is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes to foreign exchange rates. The group's exposure to that risk relates primarily to its operating activities (when contracts with customers or suppliers are denominated in foreign currency).

### Derivatives designated as hedging instruments

Foreign exchange forward contracts are designated as hedging instruments in cash flow hedges of forecast television broadcasting sales in EUR and GBP. These forecast transactions are highly probable.

The total notional amount of the outstanding foreign exchange forward contracts, which are designated as hedge accounting, was USD 522 million (2018: USD 0). The majority of the derivatives designated as hedging instruments will mature in 2022 with a weighted average forward price of the hedging instruments of USD/EUR 1.22 and USD/GBP 1.32 respectively.

There is an economic relationship between the hedged items and the hedging instruments, as the terms of the foreign exchange forward contracts match those of the highly probable forecast transactions. Because the group does not hedge all of its revenue denominated in foreign currencies, the hedged item is identified as a proportion of the forecast transaction. The group has established a hedge ratio of 1:1 for the hedging relationships, as the underlying risk of the foreign exchange forward contracts is identical to the hedged risk. There are no material sources of ineffectiveness and, therefore, no ineffectiveness was recognised in the income statement. As at 31 December 2019, no transfer from the cash flow hedge reserves to the line item "Revenue from television broadcasting rights" has been recognised in the consolidated statement of comprehensive income.

In 2018, no derivatives were designated as hedging instruments in the cash flow hedges of forecast revenue in foreign currencies.

### Other derivative financial instruments

Several financial investments were made in foreign currencies in 2019. The foreign exchange risk was hedged using swaps, forwards and options. The total notional value of the outstanding swaps and options as at 31 December 2019 amounted to USD 1,906 million (2018: USD 1,220 million).

While the majority of other derivative financial instruments will mature in 2020, a number of them will mature in

subsequent years, ending in 2022. The derivative financial instruments are valued at fair market prices.

The following table sets out the carrying amounts of derivative financial assets and liabilities recognised in the consolidated balance sheet:

in TUSD	31 December 2019		31 December 2018	
	Positive fair value	Negative fair value	Positive fair value	Negative fair value
<b>Derivatives designated as hedging instruments</b>				
– to mature in 1 year	937	411	0	0
– to mature in subsequent years	10,565	1,959	0	0
<b>Other derivative financial instruments</b>				
– to mature in 1 year	12,267	20,248	7,835	6,220
– to mature in subsequent years	7,100	1,281	8,694	386
<b>Total</b>	<b>30,869</b>	<b>23,899</b>	<b>16,529</b>	<b>6,606</b>
<b>Of which</b>				
– recognised in hedging reserve	11,502	2,370	0	0

At the reporting date, the group held the following foreign exchange forward contracts, which are designated as hedge accounting:

in TUSD	31 December 2019			31 December 2018		
	Notional amount	Average forward exchange rate USD/EUR	Average forward exchange rate USD/GBP	Notional amount	Average forward exchange rate USD/EUR	Average forward exchange rate USD/GBP
– to mature in 1 year	39,371	1.17	1.27	0	0	0
– to mature in subsequent years	482,401	1.22	1.33	0	0	0
<b>Total</b>	<b>521,772</b>			<b>0</b>		



### 30 Personnel expenses

in TUSD	2019	2018
Wages and salaries	138,254	117,787
Social benefit costs	38,424	29,960
Other employee benefit costs	8,186	4,032
Other	14,494	11,400
<b>Total personnel expenses</b>	<b>199,358</b>	<b>163,179</b>
Of which		
– Competitions & Events	33,760	26,138
– Development & Education	30,747	31,860
– Football Governance	18,315	16,740
– FIFA Governance & Administration	99,982	72,244
– Marketing & TV Broadcasting	16,554	16,197

#### Personnel expenses

The number of full-time employees at the end of the year ending 31 December 2019 was 947 (2018: 813).

So that FIFA could exert more control over various business functions and processes, the decision was made to pursue a general insourcing strategy and integrate more services into several of its business segments. In 2019, this strategy resulted in greater integration and collaboration with its

stakeholders, the main aim being to improve operational control and transparency, achieve more flexibility, adapt to new trends in technology and meet its business demands.

#### Retirement plans

FIFA has retirement benefit plans in place for FIFA Council members and for FIFA employees:

in TUSD	2019	2018
Retirement benefit plan for FIFA Council members	0	7,523
Retirement benefit plan for employees	67,616	71,473
<b>Total post-employment benefit obligation</b>	<b>67,616</b>	<b>78,996</b>

#### a) Retirement plan for FIFA Council members

An annual payment will be made to all long-serving FIFA Council members not falling under the FIFA Compensation, Expenses and Benefits Regulations for Senior Officials, which entered into force on 31 March 2017. Such compensation is limited to a maximum of the number of

years that the member has served on the Council. Family members or relatives of the FIFA Council members are not entitled to receive any payments. The payments start in the financial year following retirement.

In 2019, the post-employment benefit obligation of the retirement plan relating to FIFA Council members amounted to USD 2.3 million, which had been reclassified to provisions (see Note 25 – Provisions).

#### **b) Retirement benefit plan for employees**

FIFA has established a retirement benefit plan in Switzerland for all of its employees through an insurance company. This Swiss plan is governed by the Swiss Federal Law on Occupational Retirement, Survivors' and Disability Pension Plans (BVG), which stipulates that pension plans are to be managed by independent, legally autonomous units. The assets of the pension plan are held within a separate foundation and cannot revert to the employer. Pension plans are overseen by a regulator as well as by a state supervisory body.

FIFA participates in a Swiss "Sammelstiftung", which is a collective foundation administrating the pension plan of various unrelated employers. The pension plan has reinsured all demographic risks and fully transferred the investment activities to the insurance company.

The most senior governing body of the collective foundation is the Board of Trustees, which manages the pension fund in compliance with the statutory provisions, the articles of association of the foundation and the directives of the supervisory authority.

The plan's governing body (Occupational Benefits Fund Commission) is composed of an equal number of employer and employee representatives. The plan is funded by employee and employer contributions and has certain defined benefit characteristics, such as the interest guaranteed on the savings and the conversion of the savings at the end of working life into a life-long pension annuity. The employee's contributions are determined based on the insured salary and range from 5% to 9% of the insured salary, depending on the selection of the scale by the beneficiary. The employer's contributions must be at least equal to those of the employee. If the plan becomes underfunded, various measures can be adopted, such as lowering the interest credit rate, reducing benefits or increasing the employer and employee contributions.

If an employee leaves FIFA or the plan before reaching retirement age, the law provides for the transfer of the vested benefits to the new plan. These vested benefits comprise the employee's and the employer's contributions plus interest, the money originally brought in to the pension plan by the beneficiary and an additional legally stipulated amount. On reaching retirement age, the plan participant may decide whether to withdraw the benefits in the form of an annuity or (entirely or partly) as a lump-sum payment. The pension law requires pension annuities to be adjusted for inflation, depending on the financial condition of the plan.



## Movement in the employees' post-employment benefit obligation over the year 2019

in TUSD	Present value of obligation	Fair value of plan assets	Net post-employment benefit obligation
<b>At 1 January 2019</b>	<b>209,869</b>	<b>-138,396</b>	<b>71,473</b>
<b>Included in profit or loss:</b>			
– Current service cost	22,632	0	22,632
– Plan amendments	-3,738	6,741	3,003
– Interest expense/(income)	1,923	-1,286	637
– General administration costs	0	347	347
– Exchange differences	4,124	-3,048	1,076
<b>Total</b>	<b>24,941</b>	<b>2,754</b>	<b>27,695</b>
<b>Remeasurements included in comprehensive income:</b>			
– Return on plan assets, excluding interest income	0	-20,109	-20,109
– (Gain)/loss from change in demographic assumptions	0	0	0
– (Gain)/loss from change in financial assumptions	135	0	135
– Experience (gains)/loss	2,958	0	2,958
<b>Total</b>	<b>3,093</b>	<b>-20,109</b>	<b>-17,016</b>
<b>Contributions and benefits paid:</b>			
– Plan participants	6,217	-6,217	0
– Employer	0	-14,536	-14,536
– Benefit payments	-9,041	9,041	0
<b>Total</b>	<b>-2,824</b>	<b>-11,712</b>	<b>-14,536</b>
<b>At 31 December 2019</b>	<b>235,079</b>	<b>-167,463</b>	<b>67,616</b>
<b>Of which</b>			
– Due to active members	229,630		
– Due to pensioners	5,449		

**Post-employment benefit obligation**

The post-employment benefit expenses included in profit or loss are part of the total expenses from football activities and total expenses from administrative activities.

On the basis of a decision taken in November 2019, FIFA switched from a fully comprehensive solution to a semi-autonomous model for its employees' retirement benefits plan. The main changes in benefits include an increase in the spouse's/partner's pension and an increase in the conversion rate for calculating the extra-mandatory benefits. This was considered as a plan amendment and resulted in past service costs of USD 3 million being recognised in profit or loss in 2019.

As at 31 December 2019, the plan assets were invested in cash and cash equivalents (0.9%), debt instruments (40.4%), equity instruments (25.1%), real estate (25.8%) and other (7.8%).

In 2018, the plan assets were fully covered by the insurance company at their repurchase value.

The expected contributions to be paid by the employer into the plan for 2020 are USD 14.9 million.

## Movement in the employees' post-employment benefit obligation over the year 2018

in TUSD	Present value of obligation	Fair value of plan assets	Net post-employment benefit obligation
<b>At 1 January 2018</b>	<b>190,427</b>	<b>-124,157</b>	<b>66,270</b>
<b>Included in profit or loss:</b>			
– Current service cost	18,520	0	18,520
– Plan amendments	0	0	0
– Interest expense/(income)	1,484	-986	498
– General administration costs	0	262	262
– Exchange differences	-1,320	872	-448
<b>Total</b>	<b>18,684</b>	<b>148</b>	<b>18,832</b>
<b>Remeasurements:</b>			
– Return on plan assets, excluding interest income	0	-135	-135
– (Gain)/loss from change in demographic assumptions	0	0	0
– (Gain)/loss from change in financial assumptions	-6,565	0	-6,565
– Experience (gains)/loss	5,555	0	5,555
<b>Total</b>	<b>-1,010</b>	<b>-135</b>	<b>-1,145</b>
<b>Contributions:</b>			
– Plan participants	5,761	-5,761	0
– Employer	0	-12,484	-12,484
– Benefit payments	-3,993	3,993	0
<b>Total</b>	<b>1,768</b>	<b>-14,252</b>	<b>-12,484</b>
<b>At 31 December 2018</b>	<b>209,869</b>	<b>-138,396</b>	<b>71,473</b>
<b>Of which</b>			
– Due to active members	200,751		
– Due to pensioners	9,118		

## Principal actuarial assumptions

	31 Dec 2019	31 Dec 2018
Discount rate	0.25%	0.90%
Future salary increases	1.00%	2.00%
Future pension increases	0.50%	0.50%
Inflation rate	0.50%	0.75%

Assumptions regarding future mortality as presented below are set based on Swiss BVG/LLP 2015 mortality tables, which include generational mortality rates allowing for future projections of increasing longevity.



	31 Dec 2019	31 Dec 2018
<b>Longevity at age 63/62 for current pensioners:</b>		
– male	24.50	24.39
– female	27.64	27.53
<b>Longevity at age 63/62 for employees retiring 20 years after the end of the reporting period:</b>		
– male	26.33	26.25
– female	29.43	29.36

### Sensitivity of the employees' post-employment benefit obligation to changes in the weighted principal assumption at 31 December 2019

	Impact on post-employment benefit obligations		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.25%	Decrease 4.88%	Increase 5.30%
Future salary increases	0.25%	Increase 0.48%	Decrease 0.47%
Future pension increases	0.25%	Increase 2.54%	Decrease 2.41%

### Sensitivity of the employees' post-employment benefit obligation to changes in the weighted principal assumption at 31 December 2018

	Impact on post-employment benefit obligations		
	Change in assumption	Increase in assumption	Decrease in assumption
Discount rate	0.25%	Decrease 4.85%	Increase 5.26%
Future salary increases	0.25%	Increase 0.47%	Decrease 0.45%
Future pension increases	0.25%	Increase 2.47%	Decrease 2.34%

The above sensitivity analyses are based on a change in assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the post-employment benefit obligation to significant actuarial assumptions, the same method (present value of the defined post-employment obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the net post-employment benefit obligation recognised within the balance sheet.

The weighted average duration of the post-employment benefit obligation is 20.7 years (2018: 20.7 years).

#### Accounting estimates and judgements

The rates and parameters applied above are based on past experience. Future developments in capital and labour markets could make adjustments of such rates necessary, which could significantly affect the calculation of the net post-employment benefit obligation.

### 31 Contingent liabilities

FIFA continues to participate in a number of investigations conducted by the Swiss Office of the Attorney General ("OAG") and the US Department of Justice ("DoJ"). It is our understanding that FIFA is not considered a target of either the OAG's or the DoJ's ongoing investigations. The investigations led by the Swiss authorities will continue for some time and an expansion in scope cannot be excluded. In the United States, those defendants that have already pleaded guilty or have been convicted at trial have been sentenced or are due to be sentenced. As a recognised victim of the defendants' crimes, FIFA has requested restitution from several defendants, and those defendants have been ordered to pay restitution to FIFA. FIFA has collected some of the restitution that has been ordered. It may seek to collect the remaining amounts ordered but not paid, in addition to other losses claimed, through a DoJ process called remission, in which monies forfeited by defendants to the US government are returned to victims of the defendants' criminal schemes. Taking into

account that FIFA has fully cooperated and will continue to fully cooperate with the respective authorities within the boundaries of applicable law, the FIFA management is of the view that no provisions for fines, penalties or other payments of punitive character or any other adjustments must be made at this time to the consolidated financial statements.

Moreover, FIFA is currently involved in a number of legal disputes arising from its operating activities, where it considers the possibility of any outflow in settlement to be remote. Therefore, FIFA has not recognised a provision in relation to these legal matters.

The safeguarding of FIFA's interest in the ongoing legal matters (including restitution proceedings) and the protection against currently known legal risks will, however, continue to generate some costs, which FIFA intends to limit to the strict minimum necessary.

### 32 Capital commitments

As at 31 December 2019, FIFA had no capital commitments (2018: FIFA had no capital commitments).

### 33 Related-party transactions

The following persons are regarded as related parties: members of the Council, the President, the Secretary General and the key management personnel.

In 2019, short-term employee benefits for related parties amounted to USD 32.9 million (2018: USD 28.7 million).

In addition to these short-term employee benefits, FIFA contributes to post-employment benefits. The pension expenses in 2019 amounted to USD 2.5 million (2018: USD 0.7 million). Further disclosures and information are available in the "Compensation" section of the FIFA Annual Report 2019.



## 34 Consolidated subsidiaries

FIFA's subsidiaries as at 31 December 2019 are set out below:

	Location of incorporation	Activity	Ownership interest 2019	Ownership interest 2018
FIFA Museum AG	Zurich, Switzerland	Museum	100%	100%
FIFA Museum Gastronomie AG	Zurich, Switzerland	Gastronomy industry	0%	100%
FIFA Travel GmbH	Zurich, Switzerland	Travel agency	0%	100%
Early Warning System GmbH	Zurich, Switzerland	Service company	0%	100%
Hotel Ascot GmbH	Zurich, Switzerland	Hotel industry	100%	100%
FIFA Ticketing AG	Zurich, Switzerland	Ticket sales	100%	100%
FIFA Development Zurich AG	Zurich, Switzerland	Service company	100%	100%
FIFA Foundation	Zurich, Switzerland	Foundation	100%	100%
FIFA World Cup Qatar 2022 LLC	Doha, Qatar	Service company	51%	51%
2018 FIFA World Cup Ticketing Limited Liability Company	Moscow, Russia	Ticket sales	100%	100%
2018 FIFA World Cup Limited Liability Company	Moscow, Russia	Service company	100%	100%
FIFA World Cup Brazil Assessoria Ltda	Rio de Janeiro, Brazil	Service company	100%	100%
2014 FIFA World Cup Venda de Ingressos Ltda	Rio de Janeiro, Brazil	Ticket sales	100%	100%
2010 FIFA World Cup Ticketing (Pty) Ltd (in liquidation)	Nasrec, South Africa	Ticket sales	100%	100%
FIFA World Cup South Africa (Pty) Ltd (in liquidation)	Nasrec, South Africa	Service company	100%	100%

Subsidiaries with a location of incorporation not in Switzerland are specifically established to operate the final competition of the FIFA World Cup and other events. Noteworthy changes are the final liquidation of FIFA Travel GmbH and Early Warning System GmbH as well as the merger of FIFA Museum Gastronomie AG with FIFA Museum AG.

FIFA's ownership of the subsidiary FIFA World Cup Qatar 2022 LLC of 51% does not coincide with the economic

result allocation, as the equity of the subsidiary is fully attributable to FIFA. No non-controlling interests are therefore disclosed in these consolidated financial statements.

FIFA's ownership of Hotel Ascot GmbH remains at 100%. The sale of the Hotel Ascot applies to the investment property of the legal entity, not the legal entity itself (please see Note 20 – Investment properties for further details).

## 35 Post-balance-sheet events

The FIFA Council authorised the issue of these consolidated financial statements on 25 June 2020.

Up to this date, no other events have occurred since 31 December 2019 that would require any adjustment

to the carrying amount of FIFA's assets and liabilities as at 31 December 2019 and/or disclosure.

The consolidated financial statements for 2019 will be submitted to the FIFA Congress for approval on 18 September 2020.



# Report of the statutory auditor to the Congress of Fédération Internationale de Football Association (FIFA) on the consolidated financial statements 2019



## Opinion

We have audited the consolidated financial statements of Fédération Internationale de Football Association (FIFA) and its subsidiaries (the Group), which comprise the consolidated statement of comprehensive income for the year ended 31 December 2019, the consolidated balance sheet as at 31 December 2019, the consolidated cash flow statement and consolidated statement of changes in reserves for the year then ended and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements (pages 140 to 193) give a true and fair view of the consolidated financial position of the Group as at 31 December 2019 and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the International Financial Reporting Standards (IFRS) and comply with Swiss law.

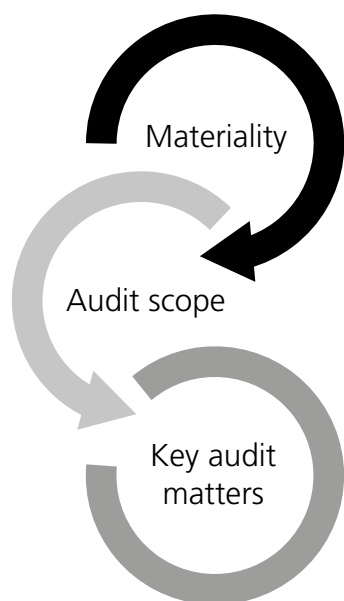
## Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the "Auditor's responsibilities for the audit of the consolidated financial statements" section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the IESBA Code of Ethics for Professional Accountants, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Our audit approach

### Overview



Overall Group materiality: USD 10.5 million

We performed full scope audit work at the parent association (FIFA) in Switzerland.

Our full scope audit addressed over 96.9% of the revenue, over 96.3% of the expenses and over 94.7% of the assets of the Group.

In addition, we performed specified procedures on assets held in one reporting unit in Switzerland, addressing a further 5.0% of the Group's assets.

As key audit matters the following areas of focus have been identified:

- Appropriateness and application of the revenue recognition policy
- Financial implications of legal cases and/or potential claims

## Materiality

The scope of our audit was influenced by our application of materiality. Our audit opinion aims to provide reasonable assurance that the consolidated financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall Group materiality for the consolidated financial statements as a whole as set out in the table below. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate, on the consolidated financial statements as a whole.

Overall Group materiality	USD 10.5 million
How we determined it	1% of total expenses
Rationale for the materiality benchmark applied	We chose total expenses as the benchmark for our materiality because it is a commonly used benchmark for not-for-profit associations and because FIFA has uneven revenue flows leading to volatile annual income and results.

## Audit scope

As part of designing the scope of our audit we assessed the risks of material misstatements in the consolidated financial statements. We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the Group, the accounting processes and controls, and the industry in which the Group operates.

FIFA is an international non-governmental and non-profit association incorporated under Swiss law and based in Zurich. Its vision, as expressed by 'FIFA 2.0', is to promote the game of football, protect its integrity and bring the game to all. FIFA's activities include the organisation and realisation of global football tournaments, including the FIFA World Cup™, and the sale of the television broadcasting rights, marketing rights and licensing rights for these events. Most of the Group's operations are conducted by the parent association (FIFA), although there are 12 other reporting units that undertake specific activities, including operating a museum.

FIFA has 211 Member Associations (MAs), which together form the FIFA Congress, the supreme legislative body of FIFA. The MAs receive financial assistance from FIFA earmarked for specific football-related projects. The MAs are not considered to be controlled by FIFA as defined by the relevant financial reporting standard and, therefore, expenditures incurred by the MAs are excluded from these consolidated financial statements.

In addition to our full scope audit of the parent association, we performed specified procedures on assets held by FIFA Museum AG considering the total capitalised property and equipment.

## Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



## Appropriateness and application of the revenue recognition policy

Key audit matter	How our audit addressed the key audit matter
<p>In the 2019 financial year, total revenue amounted to USD 765.7 million, primarily comprising event-related revenue. Event-related revenue was attributable to the sale of television broadcasting rights (USD 342.6 million), marketing rights (USD 164.8 million), licensing rights (USD 159.5 million) and hospitality/accommodation and ticketing revenue (USD 7.9 million).</p> <p>FIFA has a four-year revenue cycle, which is dominated by the FIFA World Cup™ that occurred in 2018. Therefore, the last cycle ended as at 31 December 2018, and a new four-year cycle started on 1 January 2019. FIFA usually signs major contracts for television broadcasting rights, marketing rights, licensing rights and hospitality rights for at least a full four-year cycle.</p> <p>We considered revenue recognition and the application of IFRS 15 to be a key audit matter because of the risk of material misstatement in the financial statements given the complexity of the contracts concerned and the judgements and estimates required of management. The timing of revenue recognition for each revenue type and contract may differ considerably. For more detailed information on the accounting policy regarding revenue recognition, including the assumptions, please refer to page 147 in the Notes to the consolidated financial statements.</p>	<p>FIFA management reviewed all new significant revenue contracts in 2019 relating to the sale of television broadcasting rights, marketing rights and licensing rights, and presented for our audit its revenue recognition approach for each contract. In 2019 FIFA updated the allocation key of the television broadcasting and marketing rights for the 2019–2022 cycle based on the latest reports on broadcasting. We assessed the company’s revenue recognition policy in accordance with IFRS 15.</p> <p>For the 2019 financial year, we reviewed whether the assumptions described on page 147 defined in prior year were still valid.</p> <p>For revenue contracts signed before 2019 when the revenue is to be recognised over time, we performed the following:</p> <ul style="list-style-type: none"> <li>• We examined audit evidence to ensure that the contract terms were unchanged from the prior year.</li> <li>• We paid particular attention to whether the contractual arrangements continued to satisfy the conditions required for revenue to be recognised over time.</li> <li>• We re-performed the allocation of the contract price.</li> <li>• We checked the mathematical accuracy of the revenue recognition calculation performed by FIFA.</li> <li>• We examined audit evidence to ensure the accuracy of the accounting entries for the 2019 financial year.</li> </ul>

Key audit matter	How our audit addressed the key audit matter
	<p>For new significant contracts signed in 2019, we performed the following:</p> <ul style="list-style-type: none"> <li>• We independently identified the performance obligations in the contracts and compared them with management's assessment for the contracts signed in the 2019 financial year.</li> <li>• We determined the full contract price based on the underlying contracts.</li> <li>• We re-performed the allocation of the full contract price to the performance obligations in the contract based on the underlying inputs, such as forecasted broadcast hours, developed by FIFA.</li> <li>• For the key inputs used to allocate marketing and sponsorship revenues to different performance obligations, we re-performed the allocation using available information or we compared management's judgements with third party information or valuations performed for FIFA.</li> <li>• For the television broadcasting rights and marketing rights, we compared the underlying inputs used by FIFA with third party reports and forecasted broadcast hours.</li> <li>• We checked the mathematical accuracy of the revenue recognition calculation prepared by FIFA.</li> <li>• We verified the accounting entries for the 2019 financial year.</li> </ul> <p>On the basis of the evidence we obtained, we concluded that the assumptions made and the judgements applied in relation to revenue recognition were reasonable and the related disclosures were appropriate.</p>



## Financial implications of legal cases and/or potential claims

Key audit matter	How our audit addressed the key audit matter
<p>As disclosed in Note 25 to the consolidated financial statements, provisions are recorded to cover legal exposures to the extent that the exposures are probable and can be estimated.</p> <p>We consider the accounting for the financial implications of these ongoing legal cases to be a key audit matter due to the related uncertainty and magnitude.</p> <p>From a financial reporting perspective, a critical judgement concerns whether and when a provision is required for fines, penalties or other payments of punitive character. This judgement requires an assessment of the probability a payment will have to be made and a reliable estimate of the amount of that payment. In addition, the adequacy and accuracy of the related disclosures is critical for a reader of the financial statements.</p> <p>Further, there is a risk that these legal cases might lead to additional liabilities for FIFA, which are not reflected in the financial statements.</p>	<p>We read FIFA's internal overview of pending litigation prepared by its legal department. On the basis of this document and the details of legal expenses in the accounting records, we identified the main external legal counsel used by FIFA and performed the following:</p> <ul style="list-style-type: none"> <li>• We sent letters of enquiry to 23 lawyers concerning various legal cases, which were selected on the basis of quantitative and qualitative criteria. The responses provided an independent summary of the facts and merits of each case. Where possible, they also gave an independent professional perspective of the likely outcome.</li> <li>• We assessed those legal cases handled by FIFA's own legal department and discussed the most important legal cases with management and various legal counsellors.</li> <li>• On the basis of our discussions and communications with FIFA's external legal counsel and internal legal department, we identified existing and potential claims in connection with the preparation of the 2019 consolidated financial statements. The lawyers' responses we obtained helped us assess management's judgements regarding the recognition and measurement of a provision for fines, penalties or other payments of punitive character in the 2019 consolidated financial statements.</li> </ul> <p>On the basis of the procedures performed, we considered management's judgements on the level of provisioning to be appropriate. We also evaluated the appropriateness of the disclosures in Note 31 relating to the potential financial exposure arising from ongoing litigation and investigations.</p>

## Other information in the annual report

The FIFA Council is responsible for the other information in the annual report. The other information comprises all information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of Fédération Internationale de Football Association (FIFA) and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information in the annual report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information in the annual report and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the FIFA Council for the consolidated financial statements

The FIFA Council is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the FIFA Council determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the FIFA Council is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the FIFA Council either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISAs and Swiss Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the FIFA Council's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are



required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the FIFA Council or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the FIFA Council or its relevant committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the FIFA Council or its relevant committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in

extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## Report on other legal and regulatory requirements

In accordance with article 69b paragraph 3 CC in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the FIFA Council.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers AG



**Patrick Balkanyi**

**Yvonne Burger**

Audit expert  
Auditor in charge

Audit expert

Zurich, 25 June 2020

# Audit and Compliance Committee report on the consolidated financial statements for 2019

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In our role as the FIFA Audit and Compliance Committee, we have assessed the consolidated financial statements (consolidated statement of comprehensive income, consolidated balance sheet, consolidated cash flow statement, consolidated statement of changes in reserves and notes to the consolidated financial statements) of the Fédération Internationale de Football Association for the period from 1 January 2019 to 31 December 2019. We confirm that we fulfil the independence criteria as defined in article 5 of the FIFA Governance Regulations. According to article 51 of the FIFA Statutes, it is our responsibility to ensure the completeness and reliability of the financial accounting and to review the consolidated financial statements and the external auditor's report. We have assessed the 2019 financial statements through:

- Discussion of the financial statements during the meetings of the Audit and Compliance Committee held on 2 October 2019 and 10 March 2020 in the presence of the FIFA Deputy Secretary General (Administration), the FIFA Chief Finance Officer and the external auditors
- Examination of the detailed report to the Audit and Compliance Committee and to the FIFA Council for the year ended 31 December 2019
- Examination of the report of the statutory auditor to the Congress of the Fédération Internationale de Football Association (FIFA) on the consolidated financial statements for 2019

We have also assessed the accounting principles used, significant estimates made and overall presentation of

the consolidated financial statements. We believe that our assessment provides a reasonable basis for our opinion. Furthermore, we confirm that we have had unrestricted and complete access to all the relevant documents and information necessary for our assessment.

In addition, we advised and assisted the FIFA Council in monitoring FIFA's financial and compliance matters and monitored compliance as set out in the FIFA Governance Regulations.

On this basis, we recommend that the FIFA Congress approve the consolidated financial statements for 2019.

For the Audit and Compliance Committee



**Tomaž Vesel**  
Chairman

Zurich, 10 March 2020



# Annexe

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18:27, 17 January  
Dakar, Senegal

FIFA grassroots mission









# FIFA Forward funds overview

## FIFA Forward funds to member associations (TUSD)

Member associations	FORWARD 2.0			FORWARD 1.0		
	Entitlement 2019 <sup>1</sup>	Forward funds released 2019	Percentage of total funds released	Entitlement 2016-2018	Forward funds released	Percentage of total funds released
Project funding	73,628	36,383	49%	474,750	265,697	56%
Operational funding	211,000	182,918	87%	316,500	306,114	97%
Travel and equipment funding	32,400	28,146	87%	81,375	74,063	91%
<b>Total</b>	<b>317,028</b>	<b>247,447</b>	<b>78%</b>	<b>872,625</b>	<b>645,874</b>	<b>74%</b>

## FIFA Forward funds to confederations (TUSD)

Confederation	FORWARD 2.0			FORWARD 1.0		
	Entitlement 2019 <sup>1</sup>	Forward funds released 2019	Percentage of total funds released	Entitlement 2016-2018	Forward funds released <sup>2</sup>	Percentage of total funds released
AFC	12,000	12,000	100%	30,000	30,000	100%
CAF	12,000	6,000	50%	30,000	30,000	100%
Concacaf	12,000	12,000	100%	30,000	30,000	100%
CONMEBOL	12,000	12,000	100%	30,000	30,000	100%
OFC	12,000	12,000	100%	30,000	29,954	100%
UEFA	12,000	12,000	100%	30,000	30,000	100%
<b>Total</b>	<b>72,000</b>	<b>66,000</b>	<b>92%</b>	<b>180,000</b>	<b>179,954</b>	<b>100%</b>

## FIFA Forward funds to zonal/regional associations (TUSD)

Confederation of zonal/regional associations	FORWARD 2.0			FORWARD 1.0		
	Entitlement 2019 <sup>1</sup>	Forward funds released 2019	Percentage of total funds released	Entitlement 2016-2018	Forward funds released	Percentage of total funds released
AFC	5,000	5,000	100%	10,000	10,000	100%
CAF	6,000	6,000	100%	12,000	12,000	100%
Concacaf	2,000	2,000	100%	4,000	4,000	100%
<b>Total</b>	<b>13,000</b>	<b>13,000</b>	<b>100%</b>	<b>26,000</b>	<b>26,000</b>	<b>100%</b>

## FIFA Forward funds to other football associations (TUSD)

Other associations	FORWARD 2.0			FORWARD 1.0		
	Entitlement 2019 <sup>1</sup>	Forward funds released 2019	Percentage of total funds released	Entitlement 2016-2018	Forward funds released	Percentage of total funds released
Other football associations	2,400	2,400	100%	-	-	-
<b>Total</b>	<b>2,400</b>	<b>2,400</b>	<b>100%</b>	<b>-</b>	<b>-</b>	<b>-</b>

<sup>1</sup> The amount of Forward funds to which member associations and confederations are entitled is also shown under Note 7 – Development & Education.

<sup>2</sup> Remaining balance will be released in 2020 after completing activities and projects approved in 2016-2018.

# FIFA Forward funds to member associations


FORWARD 2.0							FORWARD 1.0		
AFC	Forward funds released 2019 (TUSD)								
	Entitlement 2019 (TUSD) <sup>3</sup>	Project costs	Operational costs	Equipment and travel costs	Total <sup>4</sup>	Percentage of funds released	Entitlement 2016-2018 (TUSD) <sup>3</sup>	Percentage of funds released	
Afghanistan	1,514	192	700	300	1,192	79%	4,445	100%	
Australia	1,338	146	1,000	0	1,146	86%	3,750	100%	
Bahrain	1,100	0	1,000	0	1,000	91%	4,376	99%	
Bangladesh	1,300	0	715	0	715	55%	4,445	57%	
Bhutan	1,300	0	1,000	300	1,300	100%	4,445	79%	
Brunei Darussalam	1,300	0	750	300	1,050	81%	4,425	48%	
Cambodia	2,008	471	950	0	1,421	71%	4,445	95%	
China PR	1,000	0	1,000	0	1,000	100%	3,851	99%	
Chinese Taipei	1,000	0	750	0	750	75%	4,376	55%	
Guam	1,300	0	900	300	1,200	92%	4,376	65%	
Hong Kong	1,000	0	950	0	950	95%	4,376	85%	
India	3,000	500	1,000	0	1,500	50%	3,900	94%	
Indonesia	1,000	0	800	0	800	80%	4,445	86%	
IR Iran	1,000	0	0	0	0	0%	3,851	56%	
Iraq	1,000	0	200	0	200	20%	4,425	41%	
Japan	3,000	2,000	1,000	0	3,000	100%	3,750	100%	
Jordan	1,000	0	1,000	0	1,000	100%	4,376	100%	
Korea DPR	1,300	0	0	0	0	0%	4,376	15%	
Korea Republic	1,000	0	1,000	0	1,000	100%	3,851	74%	
Kuwait	1,000	0	850	0	850	85%	4,425	58%	
Kyrgyz Republic	1,300	0	1,000	300	1,300	100%	4,425	85%	
Laos	1,300	0	800	300	1,100	85%	4,445	70%	
Lebanon	1,300	0	1,000	300	1,300	100%	4,425	76%	
Macau	3,300	2,000	900	300	3,200	97%	4,376	100%	
Malaysia	1,000	0	950	0	950	95%	3,900	85%	
Maldives	1,352	30	1,000	300	1,330	98%	4,425	69%	
Mongolia	1,300	0	1,000	300	1,300	100%	4,425	85%	
Myanmar	1,000	0	900	0	900	90%	4,376	66%	
Nepal	1,300	0	950	300	1,250	96%	4,445	95%	
Oman	1,000	0	900	0	900	90%	4,425	60%	
Pakistan	1,300	0	50	0	50	4%	3,920	38%	
Palestine	1,300	0	950	300	1,250	96%	4,376	90%	

<sup>3</sup> The amount of Forward funds to which each member association is entitled varies, depending on the status of projects that have been formally approved and with some member associations also being eligible for travel and equipment solidarity funding (e.g. those that need the most assistance or are geographically isolated).

<sup>4</sup> Those member associations under sanction or suspension are not eligible to receive Forward funds.



Philippines	1,300	0	850	300	1,150	88%	<div></div>	4,425	66%	<div></div>
Qatar	1,000	0	750	0	750	75%	<div></div>	3,851	54%	<div></div>
Saudi Arabia	1,000	0	750	0	750	75%	<div></div>	3,851	34%	<div></div>
Singapore	1,191	0	900	0	900	76%	<div></div>	4,376	55%	<div></div>
Sri Lanka	1,300	0	800	0	800	62%	<div></div>	4,425	54%	<div></div>
Syria	1,300	0	0	0	0	0%	<div></div>	4,445	0%	<div></div>
Tajikistan	1,300	0	950	300	1,250	96%	<div></div>	4,445	97%	<div></div>
Thailand	1,000	0	900	0	900	90%	<div></div>	3,851	71%	<div></div>
Timor-Leste	1,300	0	450	0	450	35%	<div></div>	4,445	30%	<div></div>
Turkmenistan	1,300	0	750	300	1,050	81%	<div></div>	4,425	49%	<div></div>
United Arab Emirates	1,000	0	900	0	900	90%	<div></div>	3,851	58%	<div></div>
Uzbekistan	1,000	0	1,000	0	1,000	100%	<div></div>	4,376	49%	<div></div>
Vietnam	1,300	0	850	300	1,150	88%	<div></div>	3,851	90%	<div></div>
Yemen	1,300	0	0	0	0	0%	<div></div>	4,445	0%	<div></div>
<b>Total</b>	<b>60,803</b>	<b>5,339</b>	<b>35,815</b>	<b>4,800</b>	<b>45,954</b>	<b>76%</b>	<div></div>	<b>195,721</b>	<b>68%</b>	<div></div>

FORWARD 2.0							FORWARD 1.0	
	Forward funds released 2019 (TUSD)						Entitlement 2016-2018 (TUSD) <sup>3</sup>	Percentage of funds released
	Entitlement 2019 (TUSD) <sup>3</sup>	Project costs	Operational costs	Equipment and travel costs	Total <sup>4</sup>	Percentage of funds released		
Algeria	1,000	0	1,000	0	1,000	100%	3,900	42%
Angola	1,300	0	50	0	50	4%	4,445	19%
Benin	1,300	0	658	300	958	74%	4,445	60%
Botswana	1,300	0	1,000	300	1,300	100%	4,425	94%
Burkina Faso	1,000	0	1,000	0	1,000	100%	4,445	71%
Burundi	1,615	25	1,000	300	1,325	82%	4,445	95%
Cabo Verde	1,300	0	700	300	1,000	77%	4,445	69%
Cameroon	1,000	0	650	0	650	65%	3,900	57%
Central African Republic	1,300	0	650	300	950	73%	4,445	72%
Chad	1,300	0	750	300	1,050	81%	4,445	82%
Comoros	1,300	0	750	300	1,050	81%	4,445	65%
Congo	1,300	0	600	200	800	62%	4,445	80%
Congo DR	1,300	0	1,000	300	1,300	100%	4,445	49%
Côte d'Ivoire	1,000	0	500	0	500	50%	3,900	69%
Djibouti	2,567	1,083	1,000	300	2,383	93%	4,445	94%
Egypt	1,000	0	500	0	500	50%	4,445	100%

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Equatorial Guinea	1,300	0	650	0	650	50%	<div><div></div></div>	4,425	72%	<div><div></div></div>
Eritrea	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	51%	<div><div></div></div>
Eswatini	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	77%	<div><div></div></div>
Ethiopia	2,101	801	1,000	300	2,101	100%	<div><div></div></div>	4,445	100%	<div><div></div></div>
Gabon	1,300	0	900	300	1,200	92%	<div><div></div></div>	4,425	61%	<div><div></div></div>
Gambia	1,300	0	900	300	1,200	92%	<div><div></div></div>	4,445	79%	<div><div></div></div>
Ghana	1,300	0	750	300	1,050	81%	<div><div></div></div>	3,900	42%	<div><div></div></div>
Guinea	2,051	112	1,000	300	1,412	69%	<div><div></div></div>	4,445	38%	<div><div></div></div>
Guinea-Bissau	1,300	0	200	200	400	31%	<div><div></div></div>	4,445	40%	<div><div></div></div>
Kenya	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	98%	<div><div></div></div>
Lesotho	1,465	0	1,000	300	1,300	89%	<div><div></div></div>	4,445	50%	<div><div></div></div>
Liberia	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	64%	<div><div></div></div>
Libya	1,300	0	50	0	50	4%	<div><div></div></div>	4,425	17%	<div><div></div></div>
Madagascar	1,300	0	750	300	1,050	81%	<div><div></div></div>	4,445	61%	<div><div></div></div>
Malawi	1,300	0	950	300	1,250	96%	<div><div></div></div>	4,445	91%	<div><div></div></div>
Mali	1,300	0	700	300	1,000	77%	<div><div></div></div>	4,445	49%	<div><div></div></div>
Mauritania	1,000	0	1,000	0	1,000	100%	<div><div></div></div>	4,445	89%	<div><div></div></div>
Mauritius	1,515	200	1,000	300	1,500	99%	<div><div></div></div>	4,425	86%	<div><div></div></div>
Morocco	1,000	0	650	0	650	65%	<div><div></div></div>	4,425	49%	<div><div></div></div>
Mozambique	1,300	0	900	300	1,200	92%	<div><div></div></div>	4,445	56%	<div><div></div></div>
Namibia	1,300	0	522	199	721	55%	<div><div></div></div>	4,425	74%	<div><div></div></div>
Niger	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	78%	<div><div></div></div>
Nigeria	1,000	0	550	0	550	55%	<div><div></div></div>	3,900	13%	<div><div></div></div>
Rwanda	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	70%	<div><div></div></div>
São Tomé and Príncipe	1,300	0	600	300	900	69%	<div><div></div></div>	4,445	59%	<div><div></div></div>
Senegal	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,425	52%	<div><div></div></div>
Seychelles	1,300	0	850	300	1,150	88%	<div><div></div></div>	3,900	71%	<div><div></div></div>
Sierra Leone	1,300	0	500	100	600	46%	<div><div></div></div>	4,445	51%	<div><div></div></div>
Somalia	1,300	0	800	300	1,100	85%	<div><div></div></div>	4,445	61%	<div><div></div></div>
South Africa	1,000	0	1,000	0	1,000	100%	<div><div></div></div>	4,425	76%	<div><div></div></div>
South Sudan	3,300	0	850	300	1,150	35%	<div><div></div></div>	4,445	85%	<div><div></div></div>
Sudan	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	49%	<div><div></div></div>
Tanzania	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	49%	<div><div></div></div>
Togo	1,300	0	800	300	1,100	85%	<div><div></div></div>	4,445	80%	<div><div></div></div>
Tunisia	1,000	0	800	0	800	80%	<div><div></div></div>	4,376	57%	<div><div></div></div>
Uganda	1,300	0	1,000	300	1,300	100%	<div><div></div></div>	4,445	90%	<div><div></div></div>
Zambia	1,000	0	1,000	0	1,000	100%	<div><div></div></div>	4,425	52%	<div><div></div></div>
Zimbabwe	1,300	0	748	300	1,048	81%	<div><div></div></div>	4,445	49%	<div><div></div></div>
<b>Total</b>	<b>72,414</b>	<b>2,221</b>	<b>43,228</b>	<b>11,499</b>	<b>56,948</b>	<b>79%</b>	<div><div></div></div>	<b>236,472</b>	<b>65%</b>	<div><div></div></div>

<sup>3</sup> The amount of Forward funds to which each member association is entitled varies, depending on the status of projects that have been formally approved and with some member associations also being eligible for travel and equipment solidarity funding (e.g. those that need the most assistance or are geographically isolated).


<sup>4</sup> Those member associations under sanction or suspension are not eligible to receive Forward funds.




FORWARD 2.0							FORWARD 1.0		
 Concacaf	Entitlement 2019 (TUSD) <sup>3</sup>	Forward funds released 2019 (TUSD)					Entitlement 2016-2018 (TUSD) <sup>3</sup>	Percentage of funds released	
		Project costs	Operational costs	Equipment and travel costs	Total <sup>4</sup>	Percentage of funds released			
Anguilla	1,300	0	1,000	300	1,300	100%	3,900	46%	
Antigua and Barbuda	1,300	0	1,000	300	1,300	100%	3,851	71%	
Aruba	1,300	0	1,000	300	1,300	100%	4,376	60%	
Bahamas	1,300	0	800	300	1,100	85%	4,425	84%	
Barbados	1,445	145	1,000	300	1,445	100%	4,376	100%	
Belize	1,300	0	1,000	300	1,300	100%	4,425	77%	
Bermuda	1,300	0	800	300	1,100	85%	3,851	79%	
British Virgin Islands	1,300	0	750	300	1,050	81%	3,851	80%	
Canada	1,000	0	950	0	950	95%	4,275	97%	
Cayman Islands	1,300	0	750	17	767	59%	3,851	42%	
Costa Rica	1,348	348	1,000	0	1,348	100%	3,851	95%	
Cuba	1,300	0	1,000	300	1,300	100%	4,376	56%	
Curaçao	1,950	362	1,000	300	1,662	85%	4,376	97%	
Dominica	1,300	0	950	300	1,250	96%	3,900	49%	
Dominican Republic	1,300	0	1,000	300	1,300	100%	4,425	73%	
El Salvador	1,300	0	1,000	300	1,300	100%	4,376	100%	
Grenada	1,300	0	1,000	300	1,300	100%	4,425	85%	
Guatemala	1,300	0	1,000	300	1,300	100%	4,425	49%	
Guyana	1,596	150	1,000	300	1,450	91%	4,425	98%	
Haiti	2,091	659	1,000	300	1,959	94%	4,425	100%	
Honduras	1,000	0	1,000	0	1,000	100%	3,920	85%	
Jamaica	1,300	0	1,000	300	1,300	100%	4,376	95%	
Mexico	1,841	0	1,000	0	1,000	54%	3,851	100%	
Montserrat	1,300	0	650	300	950	73%	3,900	60%	
Nicaragua	1,300	0	1,000	300	1,300	100%	4,425	89%	
Panama	1,000	0	1,000	0	1,000	100%	4,376	95%	
Puerto Rico	1,300	0	1,000	300	1,300	100%	4,425	84%	
St Kitts and Nevis	1,300	0	850	300	1,150	88%	3,851	61%	
St Lucia	1,300	0	1,000	300	1,300	100%	4,425	80%	
St Vincent and the Grenadines	1,300	0	800	300	1,100	85%	4,376	52%	
Suriname	2,250	386	1,000	300	1,686	75%	4,425	100%	
Trinidad and Tobago	2,988	1,445	950	300	2,695	90%	4,376	100%	
Turks and Caicos Islands	1,300	0	800	300	1,100	85%	3,900	69%	
US Virgin Islands	1,300	0	900	300	1,200	92%	4,425	96%	
USA	1,000	0	1,000	0	1,000	100%	3,750	96%	
<b>Total</b>	<b>49,409</b>	<b>3,495</b>	<b>32,950</b>	<b>8,417</b>	<b>44,862</b>	<b>91%</b>	<b>146,978</b>	<b>80%</b>	

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<sup>4</sup> Those member associations under sanction or suspension are not eligible to receive Forward funds.


FORWARD 2.0							FORWARD 1.0	
	Forward funds released 2019 (TUSD)							
	Entitlement 2019 (TUSD) <sup>3</sup>	Project costs	Operational costs	Equipment and travel costs	Total <sup>4</sup>	Percentage of funds released	Entitlement 2016-2018 (TUSD) <sup>3</sup>	Percentage of funds released
Argentina	1,000	0	1,000	0	1,000	100%	3,750	50%
Bolivia	1,300	0	1,000	300	1,300	100%	4,425	79%
Brazil	1,000	0	900	0	900	90%	3,750	95%
Chile	1,500	300	1,000	0	1,300	87%	3,750	98%
Colombia	1,000	0	1,000	0	1,000	100%	3,750	92%
Ecuador	1,000	0	1,000	0	1,000	100%	3,851	82%
Paraguay	2,431	1,431	1,000	0	2,431	100%	4,275	100%
Peru	1,000	0	900	0	900	90%	3,750	100%
Uruguay	1,000	0	1,000	0	1,000	100%	3,750	96%
Venezuela	1,000	0	1,000	0	1,000	100%	3,851	86%
<b>Total</b>	<b>12,231</b>	<b>1,731</b>	<b>9,800</b>	<b>300</b>	<b>11,831</b>	<b>97%</b>	<b>38,901</b>	<b>88%</b>

FORWARD 2.0							FORWARD 1.0	
	Forward funds released 2019 (TUSD)							
	Entitlement 2019 (TUSD) <sup>3</sup>	Project costs	Operational costs	Equipment and travel costs	Total <sup>4</sup>	Percentage of funds released	Entitlement 2016-2018 (TUSD) <sup>3</sup>	Percentage of funds released
American Samoa	1,300	0	750	300	1,050	81%	4,289	54%
Cook Islands	1,300	0	650	300	950	73%	4,289	92%
Fiji	3,215	317	1,000	300	1,617	50%	4,289	87%
New Caledonia	1,817	354	1,000	300	1,654	91%	4,289	76%
New Zealand	2,650	1,650	1,000	0	2,650	100%	4,289	98%
Papua New Guinea	1,300	0	650	130	780	60%	4,289	60%
Samoa	1,300	0	700	300	1,000	77%	4,289	77%
Solomon Islands	1,300	0	775	300	1,075	83%	4,289	47%
Tahiti	2,578	538	950	300	1,788	69%	4,289	100%
Tonga	1,300	0	950	300	1,250	96%	4,289	64%
Vanuatu	3,200	0	950	300	1,250	39%	4,289	50%
<b>Total</b>	<b>21,260</b>	<b>2,859</b>	<b>9,375</b>	<b>2,830</b>	<b>15,064</b>	<b>71%</b>	<b>47,175</b>	<b>73%</b>

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<sup>4</sup> Those member associations under sanction or suspension are not eligible to receive Forward funds.



FORWARD 2.0							FORWARD 1.0		
	Forward funds released 2019 (TUSD)								
	Entitlement 2019 (TUSD) <sup>3</sup>	Project costs	Operational costs	Equipment and travel costs	Total <sup>4</sup>	Percentage of funds released	Entitlement 2016-2018 (TUSD) <sup>3</sup>	Percentage of funds released	
Albania	3,000	1,500	900	0	2,400	80%	3,851	94%	
Andorra	1,000	0	800	0	800	80%	3,750	67%	
Armenia	2,050	675	1,000	300	1,975	96%	4,275	98%	
Austria	2,000	500	1,000	0	1,500	75%	3,750	98%	
Azerbaijan	2,366	740	950	0	1,690	71%	3,851	100%	
Belarus	2,689	1,590	1,000	0	2,590	96%	3,750	100%	
Belgium	3,000	0	1,000	0	1,000	33%	3,750	86%	
Bosnia and Herzegovina	1,000	0	900	0	900	90%	3,750	59%	
Bulgaria	2,034	609	1,000	0	1,609	79%	3,750	92%	
Croatia	1,000	0	1,000	0	1,000	100%	3,750	80%	
Cyprus	1,000	0	950	0	950	95%	3,750	40%	
Czech Republic	3,000	0	1,000	0	1,000	33%	3,750	49%	
Denmark	1,029	0	1,000	0	1,000	97%	3,750	57%	
England	1,000	0	1,000	0	1,000	100%	3,750	99%	
Estonia	1,717	0	1,000	0	1,000	58%	3,750	75%	
Faroe Islands	3,000	1,000	850	0	1,850	62%	3,750	77%	
Finland	3,000	500	1,000	0	1,500	50%	3,750	100%	
France	1,000	0	1,000	0	1,000	100%	3,750	100%	
Georgia	1,000	0	950	0	950	95%	3,851	97%	
Germany	3,000	75	1,000	0	1,075	36%	3,750	100%	
Gibraltar	3,000	2,000	800	0	2,800	93%	3,750	100%	
Greece	1,000	0	100	0	100	10%	3,750	60%	
Hungary	1,000	0	1,000	0	1,000	100%	3,750	80%	
Iceland	1,500	500	1,000	0	1,500	100%	3,750	100%	
Israel	1,605	465	1,000	0	1,465	91%	3,750	55%	
Italy	1,000	0	1,000	0	1,000	100%	3,750	73%	
Kazakhstan	1,300	203	900	0	1,103	85%	3,851	49%	
Kosovo	1,000	0	900	0	900	90%	3,851	90%	
Latvia	1,000	0	950	0	950	95%	3,750	72%	
Liechtenstein	3,000	0	700	0	700	23%	3,750	76%	
Lithuania	1,518	6	1,000	0	1,006	66%	3,750	100%	
Luxembourg	1,800	645	1,000	0	1,645	91%	3,750	100%	
Malta	1,529	370	800	0	1,170	77%	3,750	99%	
Moldova	1,000	0	900	0	900	90%	3,851	40%	
Montenegro	2,343	1,097	800	0	1,897	81%	3,750	100%	
Netherlands	1,000	0	1,000	0	1,000	100%	3,750	94%	

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Northern Ireland	1,000	0	1,000	0	1,000	100%	<div></div>	3,750	67%	<div></div>
North Macedonia	1,000	0	1,000	0	1,000	100%	<div></div>	3,750	73%	<div></div>
Norway	1,000	0	1,000	0	1,000	100%	<div></div>	3,750	95%	<div></div>
Poland	3,000	625	1,000	0	1,625	54%	<div></div>	3,750	100%	<div></div>
Portugal	1,000	0	1,000	0	1,000	100%	<div></div>	3,750	56%	<div></div>
Republic of Ireland	3,000	2,000	1,000	0	3,000	100%	<div></div>	3,750	100%	<div></div>
Romania	2,343	1,136	1,000	0	2,136	91%	<div></div>	3,750	100%	<div></div>
Russia	1,000	0	1,000	0	1,000	100%	<div></div>	3,750	70%	<div></div>
San Marino	3,000	0	800	0	800	27%	<div></div>	3,750	86%	<div></div>
Scotland	3,000	500	1,000	0	1,500	50%	<div></div>	3,750	100%	<div></div>
Serbia	1,000	0	950	0	950	95%	<div></div>	3,750	45%	<div></div>
Slovakia	2,036	249	1,000	0	1,249	61%	<div></div>	3,750	100%	<div></div>
Slovenia	1,419	294	950	0	1,244	88%	<div></div>	3,750	100%	<div></div>
Spain	1,000	0	1,000	0	1,000	100%	<div></div>	3,750	44%	<div></div>
Sweden	2,446	971	1,000	0	1,971	81%	<div></div>	3,750	100%	<div></div>
Switzerland	3,000	500	1,000	0	1,500	50%	<div></div>	3,750	92%	<div></div>
Turkey	3,000	1,800	1,000	0	2,800	93%	<div></div>	3,750	100%	<div></div>
Ukraine	1,188	188	950	0	1,138	96%	<div></div>	3,750	88%	<div></div>
Wales	3,000	0	950	0	950	32%	<div></div>	3,750	100%	<div></div>
<b>Total</b>	<b>100,912</b>	<b>20,738</b>	<b>51,750</b>	<b>300</b>	<b>72,788</b>	<b>72%</b>	<div></div>	<b>207,378</b>	<b>83%</b>	<div></div>

<sup>3</sup> The amount of Forward funds to which each member association is entitled varies, depending on the status of projects that have been formally approved and with some member associations also being eligible for travel and equipment solidarity funding (e.g. those that need the most assistance or are geographically isolated).

<sup>4</sup> Those member associations under sanction or suspension are not eligible to receive Forward funds.



# 7 FIFA remembers









# FIFA remembers

## Gordon Banks

A World Cup-winner in 1966, Gordon Banks was renowned as a safe pair of hands, his agility and reflexes helping him keep 35 clean sheets in 73 England appearances and setting the foundation for a long club career. Perhaps his finest single moment came in a rare loss at Mexico 1970 when he plunged low to impossibly tip a Pelé header over the bar.

## Antônio Wilson Vieira Honório "Coutinho"

One half of arguably the greatest strike partnership in football history, Coutinho began his professional career at just 13 years old and went on to be affectionately dubbed the "penalty-area genius" for his knack of always finding space and time in the box to apply a deft finishing touch. Alongside Pelé, he scored 370 goals in 457 games for Santos.

## José Luis Brown

The 1986 FIFA World Cup final was eventful for José Luis Brown: as well as scoring his only goal for Argentina, he went on to lift the trophy with a dislocated shoulder. A fearsome centre back, Brown made over 300 appearances for Estudiantes and later coached Argentina's youth teams and won Olympic gold as assistant coach in 2008.



## Heidi Mohr

Heidi Mohr scored 83 times in 104 appearances for Germany between 1986 and 1996 and was a pioneer of women's football in Europe. An exceptional striker and, above all, a team player, she was *Bundesliga* top scorer five years in a row and won the Women's Euros with Germany in 1995, a year in which she also finished second in the FIFA Women's World Cup.



## Ifeanyi Chiejine

One of Nigeria's most successful women's internationals, Ifeanyi Chiejine was the youngest player at the FIFA Women's World Cup in 1999 and went on to play at the 2003 and 2007 tournaments as well as the 2000 and 2008 Olympics. Capped 68 times and scoring 18 goals, Chiejine's career took her far beyond Nigeria, to Russia, the USA, Finland and Kazakhstan.



## Lennart Johansson

During his 17 years as president of UEFA, Lennart Johansson led European football into the modern era. Having served as chairman of AIK in his hometown of Stockholm between 1967 and 1980, he then rose through the management ranks to assume the presidency of the Swedish FA before being elected to the highest seat in European football in 1990. Johansson's proudest achievement was the creation of the UEFA Champions League, an innovation that changed club football forever.





# FIFA remembers

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## Fernando Ricksen

Fernando Ricksen's uncompromising style endeared him to fans wherever he played. During a career in which he won domestic and European silverware with clubs in the Netherlands and Russia, he was a crucial member of Glasgow Rangers' famous 2002-2003 treble-winning side. Ricksen's career was cut short by motor neurone disease, which would ultimately claim his life, although not before he had set up a charity to aid research.

## Florijana Ismaili

Cheerful, open and warm off the pitch, a fighter with an irrepressible will on it: Florijana Ismaili was a natural leader at BSC Young Boys Frauen, impressing with her vision, technique and willingness to take on responsibility. Ismaili played 33 times for Switzerland, scoring three goals, before her life was tragically cut short.

## Phil Masinga

Phil Masinga's name will forever live in South African football history as he scored the goal that took *Bafana Bafana* to their first-ever FIFA World Cup in 1998. Following an astonishing 98 goals in 108 matches for Mamelodi Sundowns, Masinga moved to Leeds United, where he became the first black South African to play in the Premier League.



### Paduka Ayahanda Sultan Ahmad Shah

Sultan Ahmad Shah's presidency of the AFC between 1994 and 2002 saw the confederation's membership grow from 37 to 45 countries. He was instrumental in bringing the FIFA World Cup to Asia for the first time in 2002, and was awarded the FIFA Order of Merit in 2012 for his contribution to football.



### Diana González Barrera

Diana González's most important goal came against Tigres in 2018. With that goal, she put Club América ahead in a nail-biting finale as her side won their first *Liga MX Femenil* title. González had represented Mexico at the FIFA U-17 Women's World Cup in 2010, and she won two Mexican national university championships in 2016 and 2017. She died tragically young at the age of just 26 years.



### Jakob "Köbi" Kuhn

As a coach, Köbi Kuhn led his native Switzerland to the round of 16 at the 2006 FIFA World Cup. As a player, he won six Swiss league titles with FC Zurich and played for his country 63 times, including at the 1966 FIFA World Cup. But perhaps more than a coach or a player, Kuhn was one of Switzerland's most popular personalities, lovingly nicknamed "Köbi National".





# FIFA remembers

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**Over the course of the year, the football family lost many beloved members who made a difference in the sport and in our lives.**

Ivan Dimitrov  
Radamel García  
Dragoslav Šekularac  
Phil Masinga  
Désiré Yaovi Assiongbo  
Ivan Vutsov  
Five young players and the bus driver of  
CD Unión Comercio, Peru  
Diégo Vitarela  
Emiliano Sala and David Ibbotson  
Alexandra Svetlitskaya  
Pierre Delaunay  
Pierre Ndaye Mulamba  
Egisto Pandolfini  
Peter Mikkelsen  
Pablo Larios  
Kálmán Ihász  
Mohamed “Ofei” Sylla  
Heidi Mohr  
Victims of the fire at the Flamengo training centre, Brazil  
Fernando Clavijo  
Fernando Peres  
Taiwo Ogunjobi  
Gordon Banks  
Vitaliy Khmelnytskyi  
Eric Caldow  
Hussein Swaleh M’tetu  
Antônio Wilson Vieira Honório “Coutinho”  
Atta Elayyan, Tariq Omar and Sayyad Milne  
Víctor Genes  
Barrie Hole  
Larkey Massaquoi  
Abdoul Karim Samba  
Sergio Valdés  
Luis Fernando Páez  
Ivor Broadis  
Joaquim Alberto Silva “Quinzinho”  
Siegmar Wätzlich  
Karl Grob  
Krasimir Bezinski  
Billy McNeill  
Alojzy Jarguz  
Juan José Muñante  
Faty Papy  
Josef Šural

Stevie Chalmers  
Dinko Dermendzhiev  
Anuar Abu Bakar  
Paduka Ayahanda Sultan Ahmad Shah  
José Antonio Reyes Calderón  
Lennart Johansson  
Justin Edinburgh  
Carl Bertelsen  
Şeref Has  
Dickson Makwaza  
Florijana Ismaili  
Joe Kadenge  
Marc Batchelor  
Ingrid Boyeldieu  
Óscar Enrique Sánchez  
Humphrey Mijns  
Peter Bonu Johnson  
Josef Kadraba  
Oscar Malbernath  
Fahrudin Jusufi  
Altair Gomes de Figueiredo  
Marcel Gono  
Walter Martínez  
José Luis Brown  
Sébastien Nassif  
Victims of violence before the Olimpia v. Motagua  
*Superclásico*, Honduras  
Ifeanyi Chiejine  
Junior Agogo  
Tesfaye Ghebreyesus  
Nicolás Leoz  
Ferdinand Hildago  
Mamadou Teuw  
Atli Eðvaldsson  
Pál Berendy  
Edgardo Andrada  
Carlos Squeo  
Jairzinho Pieter  
Rudi Gutendorf  
Fernando Ricksen  
AS FAR Rabat fan  
Datuk Mohamed Chandran  
Giorgio Squinzi  
Jafar Kashani  
Isaac Promise

Róger Mayorga  
Rui Jordão  
Bachirou Osséni  
Tariana Clarke  
Diana González Barrera  
Norbert Eder  
Ayivi Ekuevi  
Mitsuhisa Taguchi  
Hedi Mohammedin  
Jakob "Köbi" Kuhn  
Pim Verbeek  
Raymond Tim Kee  
Philipp Osondu  
Shahdon Winchester  
George Katumba Wamala  
Martin Peters  
Fritz Künzli  
Ilias Rosidis  
Antônio Dumas  
Aboubacar Camara  
Alfred Kargbo  
Shyqyri Rreli





# FIFA Annual Report 2019

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## FIFA PARTNERS



# FIFA's member associations



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AND  
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Argentina



ARM  
Armenia



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Burundi



BEL  
Belgium



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BER  
Bermuda



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BHR  
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BHU  
Bhutan



BIH  
Bosnia and  
Herzegovina



CAM  
Cambodia



CAN  
Canada



CAY  
Cayman  
Islands



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Congo



CHA  
Chad



CHI  
Chile



CHN  
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Denmark



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ETH  
Ethiopia



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Fiji



FIN  
Finland



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France



FRO  
Faroe Islands



GAB  
Gabon



GAM  
Gambia



GEO  
Georgia



GUM  
Guam



GUY  
Guyana



HAI  
Haiti



HKG  
Hong Kong



HON  
Honduras



HUN  
Hungary



IDN  
Indonesia



IND  
India



JPN  
Japan



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Kazakhstan



KEN  
Kenya



KGZ  
Kyrgyz  
Republic



KOR  
Korea Republic



KSA  
Saudi Arabia



KUW  
Kuwait



KVX  
Kosovo





ARU  
Aruba



ASA  
American Samoa



ATG  
Antigua and Barbuda



AUS  
Australia



AUT  
Austria



AZE  
Azerbaijan



BAH  
Bahamas



BAN  
Bangladesh



BLR  
Belarus



BLZ  
Belize



BOL  
Bolivia



BOT  
Botswana



BRA  
Brazil



BRB  
Barbados



BRU  
Brunei Darussalam



BUL  
Bulgaria



CMR  
Cameroon



COD  
Congo DR



COK  
Cook Islands



COL  
Colombia



COM  
Comoros



CPV  
Cabo Verde



CRC  
Costa Rica



CRO  
Croatia



DOM  
Dominican Republic



ECU  
Ecuador



EGY  
Egypt



ENG  
England



EQG  
Equatorial Guinea



ERI  
Eritrea



ESP  
Spain



EST  
Estonia



GER  
Germany



GHA  
Ghana



GIB  
Gibraltar



GNB  
Guinea-Bissau



GRE  
Greece



GRN  
Grenada



GUA  
Guatemala



GUI  
Guinea



IRL  
Republic of Ireland



IRN  
IR Iran



IRQ  
Iraq



ISL  
Iceland



ISR  
Israel



ITA  
Italy



JAM  
Jamaica



JOR  
Jordan



LAO  
Laos



LBN  
Lebanon



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Liberia



LBY  
Libya



LCA  
St Lucia



LES  
Lesotho






















































LIE  
Liechtenstein



LTU  
Lithuania

FIFA's member associations

							
LUX Luxembourg	LVA Latvia	MAC Macau	MAD Madagascar	MAR Morocco	MAS Malaysia	MDA Moldova	MDV Maldives
							
MSR Montserrat	MTN Mauritania	MWI Malawi	MYA Myanmar	NAM Namibia	NCA Nicaragua	NCL New Caledonia	NED Netherlands
							
PAN Panama	PAR Paraguay	PER Peru	PHI Philippines	PLE Palestine	PNG Papua New Guinea	POL Poland	POR Portugal
							
SCO Scotland	SDN Sudan	SEN Senegal	SEY Seychelles	SIN Singapore	SKN St Kitts and Nevis	SLE Sierra Leone	SLV El Salvador
							
SUR Suriname	SVK Slovakia	SVN Slovenia	SWE Sweden	SWZ Eswatini	SYR Syria	TAH Tahiti	TAN Tanzania
							
TRI Trinidad and Tobago	TUN Tunisia	TUR Turkey	UAE United Arab Emirates	UGA Uganda	UKR Ukraine	URU Uruguay	USA USA
							
YEM Yemen	ZAM Zambia	ZIM Zimbabwe					





**MEX**  
Mexico



**MKD**  
North  
Macedonia



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Mali



**MLT**  
Malta



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Montenegro



**MNG**  
Mongolia



**MOZ**  
Mozambique



**MRI**  
Mauritius



**NEP**  
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Niger



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San Marino



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Islands



**SOM**  
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Serbia



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Sri Lanka



**SSD**  
South Sudan



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Príncipe



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Thailand



**TJK**  
Tajikistan



**TKM**  
Turkmenistan



**TLS**  
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**TOG**  
Togo



**TPE**  
Chinese Taipei



**UZB**  
Uzbekistan



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Vanuatu



**VEN**  
Venezuela



**VGB**  
British Virgin  
Islands



**VIE**  
Vietnam



**VIN**  
St Vincent  
and the  
Grenadines



**VIR**  
US Virgin  
Islands



**WAL**  
Wales





