

Ladies and gentlemen,

We meet in extraordinary times, and under extraordinary circumstances.

The future of FIFA is on the line after a year of turmoil and upheaval.

But it is a future that, together, we can shape for the better.

And a future that, despite the challenges we still face, promises to be bright.

I will not dwell on what has passed.

But let us be clear: the people who let us down, the small minority in our organisation, and the actions that resulted in the events of the past year, have no place whatsoever in football.

And they must have no place in the future of this organisation.

On that point, I am confident we are united. And we now have a chance to put things right.

It is our shared responsibility to seize this opportunity.

The hard work of repair and restoration now falls on our shoulders.

Today, we vote for reforms that will help to build a stronger FIFA so that football can thrive in a fair and sustainable way, far into the future, and so that the events of the past few months will never be repeated.

We will establish a more transparent, robust and responsible FIFA that people everywhere can respect again.

- Replacing the Executive Committee with a more strategy-orientated FIFA Council
- A separation of powers that will prevent conflicts of interest between those making business decisions and those making political decisions
- More support for women's football and for women in decision-making
- Further embracing human rights in all areas of our work
- Term limits and compensation disclosure for senior FIFA figures
- High standards for corporate governance in football
- More independent scrutiny of key appointments and decisions
- And greater engagement with the football world

I urge you all to support these reform measures with your vote today.

To embrace this package of reforms, and then to fully implement each part of it.

This will create a system of stronger governance and greater diversity that will give football a strong foundation on which to thrive.

It will help to restore trust in our organisation. And it will deter future wrongdoing.

This work of reform is a task we undertake together, in a spirit of collective responsibility ... in the same collective spirit that has helped to build this organisation since 1904, and that has helped us to achieve so much in football.

By embracing reform, we can return all of our efforts as quickly as possible to the original and enduring mission of FIFA that inspired us all to get involved in football:

- To develop and promote the game
- To stage inspiring competitions
- And to govern and serve football in the right way

That should be our focus. Today is a first step towards ensuring it always will be our focus.

Today, we also vote for a new president.

The winner of today's election will help to shape the future of global football and to set a new direction for FIFA.

Five candidates are competing for your support today: Prince Ali, Jerome Champagne, Gianni Infantino, Sheikh Salman and Tokyo Sexwale.

You will hear a final pitch from each of them later, as they lay out their ideas for improving what we do as FIFA and how we do it.

I wish all of our candidates the very best of luck.

The immediate task that lies ahead for the winner is far from straightforward. It will require creative vision, diplomacy and, above all, perseverance.

But I am confident that the new president will make it his top priority to ensure we all take the necessary steps to rebuild FIFA, and to put football and the needs of those we serve at the heart of what we do.

We all carry a great responsibility for football and for the fans. We have each been appointed to develop football in our countries. Nothing should ever stand in the way of this important work.

Sadly, the results of this work often goes under the radar. But I pay tribute to this today.

The future health of the game depends on this continued commitment to a shared mission as a member of FIFA.

At this turning point in our history, it is worth taking a step back, to look at what FIFA has accomplished. Since 1904, FIFA's ever-expanding network of member associations has built a platform for football to grow into the world's most popular sport.

Giving more and more people the chance to play, no matter who they are or where they live.

Due to the tremendous financial success of the FIFA World Cup, we have been able to achieve so much and to help so many.

- More than 2 billion dollars has been invested in football development, infrastructure and training programmes that have transformed football standards around the world
- We organise a full range of football tournaments from futsal and beach soccer to youth competitions and women's football that bring people together from all over the world
- And our social development and anti-discrimination projects help to improve lives and to change behaviour

Today, we have the chance to open a new chapter for FIFA, for you - our member associations - and for the governance of football around the world.

So that when people think FIFA, they think “football” ... they think “responsibly-organised, inspiring tournaments” ... they think “modern, caring, trusted and professional governing body” ...

A FIFA that is fit for the purpose and privilege of governing the world’s greatest sport.

Let us show the world that we are prepared to take whatever actions are necessary to safeguard the integrity of our organisation, and of football.

To win back the trust of those who make football the incredible global phenomenon that it is today:

- Billions of football fans -- the heart and soul of the game
- Millions of players of all ages, girls, boys, men and women
- Match officials, coaches, players’ unions, clubs, leagues...

These are the people and organisations that FIFA and its member associations were created to serve.

Today, we can send a strong signal to them that we understand the need for significant change and that we are going to deliver that change.

It will take time, but we are moving in the right direction, and there is no turning back.

I look forward to working with you and the new president as we build a stronger FIFA that can drive the game to the next level, everywhere and for all.

Despite the many difficulties of the last year, it has been an honour to serve as your acting President.

I would like to thank each of you for your support during this time.

And I would also like to thank the team “behind the scenes” at FIFA’s headquarters here in Zurich, a team that has continued to work with passion and dedication throughout these turbulent months.

It is a testament to their professionalism that FIFA’s core work of delivering football development projects and organising competitions, such as the FIFA Women’s World Cup in Canada, has continued to the highest of standards.

The new president can count on this team and on you, the dedicated member associations of FIFA, as we embrace reform, restore trust and continue to serve the game and those who love it.

Yes, these are challenging times, but they are also exciting times because, today, we start to build a stronger FIFA.

Thank you.