



INTEGRATED ²⁰ REPORT ²⁰

Federazione Italiana Giuoco Calcio



The Italian National Team celebrates its 110th birthday in 2020. The Azzurri's story began on 15 May 1910 at the Arena Civica in Milan: that day Italy wore white for their first match against France, whose own story had begun 6 years earlier against Belgium in Brussels. **start as you mean to go on**, so they say, and Italy certainly did that with a 6-2 victory: Lana netted a hat-trick while Fossati, Rizzi and Debernardi scored the other goals.

That first win over the French, witnessed by 4,000 spectators in the stands at the venue, features in **FIGC's campaign to celebrate the National Team's anniversary**, with the slogan **"Insieme da 110 anni: oggi come allora"** (Together for 110 years: now as then).

Over a century later, **the National Team continues to delight millions of Italians**, and represents our country around the world, with the famous Azzurro jersey having become **a symbol of our Italian identity**.



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LETTER TO THE STAKEHOLDERS

FIGC is delighted to present the 2020 Integrated Report, which sees the Association reach a tenth consecutive year of accounting and reporting. This milestone is a significant one as part of our broader transparency push, as we seek to present the numbers, organisation and structure of Italian football, but above all the value generated for the benefit of the country's economy as well as the increasingly central role played by football for Italy's sustainable development, at a sporting, economic and social level.

The year 2020 was characterised by the major impact of the health emergency. A significant portion of FIGC activity was unavoidably aimed at implementing plans and projects to ensure the sustainability of the football system at all levels: health protocols, management of the competitive and regulatory framework of the leagues and the launch of a significant financial support programme for clubs and FIGC components. Also of great importance were the social awareness-raising campaigns developed during the pandemic.

In addition to summarising all the initiatives launched with regard to the health emergency, the 2020 Integrated Report offers a broader analysis of FIGC's overall strategic profile and management model, presenting the identity and mission of FIGC, analysis of the statistics on Italian football, description of the forms of capital managed by FIGC and their importance to the value creation process. The main strategic programmes and how they have been reinforced are also covered in the report: FIGC's leadership has focused on ensuring the Association regains a central role in the political-institutional context and in the sports context, before embarking on a broad and structured reform process that the worsening of the COVID-19 crisis has only slowed down.

On a sporting level, Roberto Mancini's Italian National Team dragged the entire Italian football movement along during 2020, despite the slowdown in activity due to the pandemic, as they managed to produce both good play and results, laying the foundations for the extraordinary run that culminated in the summer of 2021 with Italy winning the second European title in its history. The European Championship was a truly special occasion that reaffirmed the quality and level of Italian football as a whole, just 4 years after the team failed to qualify for the World Cup. The feat brought the Italian people closer to the Azzurri colours once again and, more broadly, reaffirmed the population's huge passion for football, with 115.7 million total viewers for the 7 matches played by the Italian National Team, 84.3% of Italians saying they were passionate about the performance of the National team and the approximately 60,000 spectators who attended the 4 UEFA EURO 2020 matches played in Italy at the Stadio Olimpico in Rome. The European Championship was the first sports event with a large-scale reopening to the public in Italy, which on a symbolic level made it a moment of "rebirth" and return to a "near normality". The victory will also give great impetus to Italy's social and economic recovery (it is estimated there will be a positive impact of 0.7% on GDP, equivalent to around € 12 billion).

There is a wealth of interest, emotion, passion and economic drivers to be taken into consideration, capitalised upon and not wasted, and it should be invested in as part of the wider pathway to strategic and structural growth in Italian football.

Gabriele Gravina
FIGC President



METHODOLOGICAL NOTE

OBJECTIVE OF THE REPORT

After 3 consecutive Sustainability Reports (representing 4 years of reporting) and 5 Integrated Reports between 2016 and 2020, FIGC has decided to continue on its **journey of sustainability disclosure**, driven by the desire for continual improvement while constantly seeking new ways to innovate. Besides offering **greater transparency** in communicating with stakeholders, the Integrated Report is a fundamental tool that very clearly describes the links between objectives and the strategic plan in place, between the Association's new organisational structure and the activities carried out, between **the projects implemented and the results achieved**. All this is done with the aim of highlighting the various forms of **value** that FIGC is able to generate.

AN EDITORIAL CHOICE AND A JOURNEY

FIGC's decision to produce an Integrated Report – thus becoming one of the first sports organisations in the world to do so – was refined at KickOff 2015, a **Stakeholder Engagement** event run by FIGC. On that occasion, one of the 11 working groups discussed the **concept of “value” with reference to FIGC**. And listed the various elements in a creative and innovative way. It was thus possible to develop the basic structure of the Integrated Report by analysing the types of value FIGC is inclined to create – by Statute and by choice – and which tools, activities and resources (capitals) **it uses to achieve this**.

REPORTING PERIOD AND BOUNDARIES

The qualitative and quantitative data contained in this Integrated Report relates **activities carried out by FIGC** and its wholly owned subsidiary Federcalcio Servizi Srl. Data on sports management refers to the last few seasons, up to and including 2019-2020. Data that is not connected to sports management refers to the last few years, with a breakdown of the **activities run in the calendar year 2020**.

REFERENCES AND REPORT STRUCTURE

This Integrated Report was prepared with the technical and methodological consultancy of PwC and the content drafted in accordance with the guidelines set out in the **Integrated Reporting Framework** published by the International *Integrated Reporting Council (IIRC)* in December 2013. To ensure continuity with the Sustainability Reports published in previous years, the **Sustainability Reporting Guidelines** (GRI Standards) were followed for some of the quantitative data in this report.

A JOURNEY OF IMPROVEMENT

The Integrated Report is part of longer **journey of transparency which FIGC set out on in 2011**, with the aim of testifying the increasingly important role football plays in Italy on a sporting, economic and social level. The previous editions of the Integrated Report and **all the other publications which FIGC makes available** for its internal and external stakeholders (Sustainability Report, ReportCalcio, Management Report, Income Statement of Italian Football) can be found in the "Transparency" section on the FIGC website:

<https://www.figc.it/it/federazione/federazionetrasparente/disposizioni-general/>

A JOURNEY OF IMPROVEMENT

FROM THE SUSTAINABILITY REPORT...

...COMMUNICATING SOCIAL
RESPONSIBILITY STRATEGIES

...TO THE INTEGRATED REPORT

...IDENTIFYING CAPITALS MANAGED AND CAPITALS AFFECTED
...REPORTING VALUE CREATED THROUGH CAPITALS







The Italian Football Association - established in 1898, recognised by FIFA in 1905 and a founding member of UEFA since 1954 - is the national association of sports clubs and associations whose goal is to play the game of football in Italy.



MISSION, GOVERNANCE AND OBJECTIVES

1.1 IDENTITY, MISSION AND VALUES ★★★★★

THE ITALIAN FOOTBALL ASSOCIATION (FIGC)



FIGC IS THE NATIONAL ASSOCIATION OF SPORTS CLUBS AND ASSOCIATIONS
WHOSE GOAL IS TO PLAY THE GAME OF FOOTBALL IN ITALY

FIGC IS MADE UP OF:

LEAGUES ★★★★★



Responsible for organising professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (National Amateur League, LND) championships

TECHNICAL BODIES ★★★★★

Italian Players' Union
and Italian Coaches' Union



AIA ★★★★★



which appoints the referees and assistant referees for FIGC matches

SECTORS ★★★★★

Technical Sector
and Youth and School Sector



FIGC direct competence

THE ITALIAN FOOTBALL PYRAMID 2019-2020 HIGHLIGHTS



FIGC direct competence



153 MATCHES PLAYED

17 NATIONAL TEAMS

LEAGUES*

Organisation of the professional, amateur and youth championships

524,040
OFFICIAL MATCHES PLAYED

YOUTH AND SCHOOL SECTOR

Running football at youth and school level

654,003
REGISTERED YOUTH PLAYERS



* As of the 2018-2019 season, FIGC has taken on direct responsibility for the organisation of the top-tier national Women's championships. Since 2019-2020 it has also organised Paralympic and Experimental Football activities

FIGC'S ROLE IN THE ITALIAN SPORTS SYSTEM



In accordance with the principles set out in the FIGC Statute, the Italian Football Association is recognised which legal personality under private law and is affiliated to the Italian Olympic Committee (CONI) as the body whose purpose is to promote and regulate football and associated activities in Italy.



FIGC's main headquarters are located in Rome (Via Gregorio Allegri, 14). The Federal Technical Centre is situated in Coverciano (Florence) and there are other local offices, particularly those representing the Youth and School Sector for the purposes of coordinating youth activities at a regional level. FIGC also manages Regional Committees, Autonomous Provincial Committees and regional Sections of the Italian Referees' Association.



FIGC is the only Italian sports association recognised by the Italian Olympic Committee (CONI), the Union des Associations Européennes de Football (UEFA) and the Fédération Internationale de Football Association (FIFA) for all matters relating to football both nationally and internationally.

FIGC'S POSITION IN THE INTERNATIONAL SPORTS SYSTEM THE OLYMPIC MOVEMENT: ORGANISATION



*Règlement
Le Comité International Olympique*

*Le Comité International Olympique a pour
la mission internationale d'organiser la
la mission du Comité International Olympique
Le Comité International Olympique a pour
la mission internationale d'organiser la
la mission du Comité International Olympique*

The mission and organisation of the **Olympic movement** are set out in the **Olympic Charter**, the first version of which was written by Pierre de Coubertin in 1898.



**INTERNATIONAL
OLYMPIC COMMITTEE**



**LOCAL ORGANISING COMMITTEES
FOR THE OLYMPIC GAMES**



NATIONAL OLYMPIC COMMITTEES



**INTERNATIONAL SPORTS
FEDERATIONS**



NATIONAL SPORTS FEDERATIONS



**SPORTS CLUBS, ATHLETES, COACHES
AND MATCH OFFICIALS**

FIGC'S POSITION IN THE ITALIAN SPORTS SYSTEM



CONI

CONI

As member of the International Olympic Committee (IOC), the Italian Olympic Committee (CONI) is the body that regulates and manages sports activities in Italy. **CONI** is a public body **responsible for the organisation and development of sport in Italy and the promotion of sporting activities**. Within the Italian sport system there are around 120,000 different sports club, with a total of approximately **12 million registered members**.



SPORTS BODIES RECOGNISED BY CONI

FIGC is one of 44 National Sports Federations affiliated to CONI. National Sports federations pursue their objectives through the running of sport activities and related promotional activities, in accordance with national and international sporting bodies. National Sport Federations can affiliate sports clubs, multisport clubs and amateur sports associations, maintaining technical, organisational and management autonomy regarding its own institutional activities, under the supervision of CONI. However, all Federal activities are regulated by the content of the FIGC Statute, the regulations and the laws set out in the Civil Code.

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NATIONAL SPORTS FEDERATIONS

10 Military Sports Groups and State Corps

19

ASSOCIATED SPORTS DISCIPLINES

Associated Sports Disciplines are made up of amateur sports clubs and associations in accordance with the specific cases set out in the Statutes, in relation to the specific activities of individual registered members. They are non-profit associations governed by private law.

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SPORTS PROMOTION BODIES

Sports Promotion Bodies have the goal of promoting and organising physical and sporting activities for recreational and educational purposes. Each one has its own mission within the common objective of promoting the values of sport.

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DESERVING ASSOCIATIONS

Deserving Associations have the aim of promoting social initiatives and the values of sport. They are made up of registered members who promote sporting and cultural activities by organising promotional initiatives at various levels.

FIGC'S FUNCTIONS

IN ORDER TO **PROMOTE AND REGULATE FOOTBALL IN ITALY**, FIGC UNDERTAKES THE FOLLOWING FUNCTIONS:

- ⊕ Overseeing **international football relations** with the objective of aligning **sports calendars**
- ⊕ Managing the sporting, technical, organisational and financial aspects of the **National Teams**
- ⊕ **Regulatory and guarantor** functions, particularly as regards **Sports Justice**, match officials and checks on clubs
- ⊕ Promoting **national technical development and youth sectors**, partly through issuing and managing the plans and objectives of the **Technical Sector** and the **Youth and School Sector**
- ⊕ **Overseeing sports-related health matters** and preventing and **suppressing the use of substances** and methods which alter the natural physical performance levels of athletes
- ⊕ Regulating the **affiliation** of clubs and associations to **FIGC** and **regulating the registration**
- ⊕ Deciding on the format and **formula of the championships** in accordance with the relevant Leagues, after consultation with the Technical Bodies
- ⊕ Setting the requirements and **criteria for promotion, relegation and championship registration**, in addition to adopting a Licensing System for participation in professional championships in accordance with UEFA principles regarding licensing for European competitions, implementing **systems for monitoring clubs' compliance** with organisational, functional, managerial and financial balance requirements, including through the appointment of dedicated bodies
- ⊕ Issuing **regulations on players' registration** and fielding of players who are **not eligible for the National Teams**, subsequent to consultation with the Leagues and associations representing the Technical Bodies
- ⊕ Setting the **criteria for the allocation of resources** made available to FIGC and upholding the **principle of financial solidarity** between professional and amateur clubs
- ⊕ Issuing **informative principles regarding the regulations** of the Leagues and the Italian Referees' Association
- ⊕ Recognising the most representative **players' and coaches' unions** or the purposes of organising the **electoral procedures of FIGC bodies** and other duties set out in the FIGC Statute



ITALIAN FOOTBALL'S INTERNAL STAKEHOLDERS



CLUBS: carry out activities associated with the game of football in Italy and use FIGC's registered players.

LEAGUES: FIGC deputizes the Leagues for the organisation of the competitive activities of football clubs through championships in the different tiers. There are currently 3 football professional leagues:

- ⊕ **Lega Serie A:** organises Serie A, the Coppa Italia, the Italian Super Cup, the Primavera 1 Championship, the Primavera Coppa Italia and the Primavera Super Cup. Set up in 2010, with headquarters in Via Ippolito Rosellini 4 in Milan.
- ⊕ **Lega Serie B:** organises Serie B, the Primavera 2 Championship and the Primavera 2 Super Cup. Set up in 2010, with headquarters in Via Ippolito Rosellini 4 in Milan.
- ⊕ **Lega Italiana Calcio Professionistico:** organises Serie C, the Serie C Coppa Italia, the Serie C Super Cup and the Primavera 3 Championship. Set up in 1959, with headquarters in Via Jacopo da Diacceto 19 in Florence.
- ⊕ Clubs that solely register amateurs players and compete in national, regional and provincial amateur championships (Men's, Women's and youth 11-a-side, Futsal and Beach Soccer) make up the association known as the **National Amateur League** (LND - Lega Nazionale Dilettanti). The LND was set up in 1959 and is based in Piazzale Flaminio 9 in Rome. It is a private body bringing together FIGC-affiliated clubs and associations that participate in amateur football championships.



TECHNICAL SECTOR: set up in 1959, the Technical Sector is the body responsible for undertaking research and qualification activities designed to promote and improve football technique. To this end, the Technical Sector is responsible for maintaining international relations relating to the definition of the laws of the game and training methods for players and coaches. The Technical Sector is based at the FIGC Technical Centre in Coverciano. FIGC Executive Committee appoints the President of the Technical Sector



YOUTH AND SCHOOL SECTOR: in collaboration with CONI and the relevant public bodies, FIGC promotes, regulates and organises youth football activities for players aged between 5 and 16 for technical, educational and social purposes. The Youth and School Sector has organisational and decision-making autonomy as regards its management, under the administrative control of FIGC. The Youth and School Sector was set up in 1947 and is based in Via Po 36 in Rome. FIGC executive Committee appoints the President of the Youth and School Sector

TECHNICAL BODIES AND ASSOCIATIONS: the most representative unions of players and coaches recognized by FIGC Executive Committee compose the Technical Bodies, based on number of registered members and regional coverage and the various categories. Players and coaches appoint representatives to participate in FIGC's governing bodies (General Assembly, Executive Council and Presidential Board). In addition, the Italian Players' Union and the Italian Coaches' Union are the organisations with the most players and coaches as members and are responsible for signing collective bargaining agreements.

⊕ **Italian Players' Union (AIC):** set up in Milan in 1968, the AIC aims to protect the moral, professional and financial interests of all male and female member players. AIC is based in Contra della Grazie 10 in Vicenza.

⊕ **Italian Coaches' Union (AIAC):** set up in 1966, the AIAC is the organisation that protects the sporting, professional, moral and financial interests of football coaches and athletic trainers in Italy. The AIAC is based at the FIGC Technical Centre in Coverciano, Florence.



ITALIAN REFEREES' ASSOCIATION (AIA): match officials ensure the technical and sporting regularity of matches, ensuring the laws of the game and the disciplinary measures in force. AIA recruits, trains, ranks and appoints match officials, leaving them operational and administrative autonomy. AIA was set up in 1911 in Milan and is based in Via Campania 47 in Rome, and all the member referees elect the President

FIGC GOVERNING BODIES

GENERAL ASSEMBLY

The **legal representative of FIGC**, the president holds adopting the **FIGC Statue**, awarding **lifetime appointments** to FIGC Honorary Presidents and Honorary Members (on the proposal of the FIGC Committee), electing the FIGC President and the President of the Board of Auditors.

PRESIDENT

The **legal representative of FIGC**, the president holds **general responsibility for the sports and technical areas** and is in charge of spanning **planning, direction and control** within the Association pursuit of its **national and international sport results**. After liaising with the Vice President, the President adopts administrative, technical and sporting measures which are not specifically devolved to other bodies.

VICE PRESIDENTS

Can be appointed to **specific roles by the FIGC President**, as well as serving as legal representatives in the event that the President is absent or impeded.

PRESIDENTIAL BOARD

The Presidential Committee assists the President in deeds relating that relate to **accounting and management matters outside of ordinary course of business**. It also oversees the preparation of the draft and final balance sheets and submits economic and financial measures regarding injury cover for players called up to the National Teams to the Executive Committee for approval.



EXECUTIVE COMMITTEE

The Executive Committee is FIGC's **regulatory body, providing general direction and overseeing administration**. The main legislative tools issued by the FIGC Executive Committee are: FIGC's **Internal Organisational Regulations (NOIF)**, the **Disciplinary Code and anti-doping regulations, control standards for football clubs and the National and UEFA Licensing manuals**. The other main functions include appointing members of the Committees and Sports Justice Bodies, approving the budget and the financial statements, approving national and international programmes, coordinating competitive activities devolved to the Leagues and approving resolutions on championship formats. The Executive Committee also **examines appeals** lodged by clubs regarding admission to championships, **approves the statutes and regulations of the Leagues, the AIA and the Sectors** and approves the electoral regulations of the Technical Bodies.

GENERAL SECRETARY

The General Secretary is responsible for the **institutional, administrative economic management** of FIGC. The General Secretary is also responsible for the preparation of the budget and financial statements, oversees and deals with organisation of FIGC departments and staff, and implements work programmes to implement the decisions of the FIGC President and Executive Committee.

BOARD OF AUDITORS

The Board of Auditors oversees the overall **economic and financial management** of FIGC and its bodies.

ETHICAL AND PROFESSIONAL VALUES

During 2015, FIGC updated its **Code of Ethics** (available on the "The Federation - Transparency" section of the figc.it website). This document collates the principles and rules that govern **commitments and ethical responsibilities** to which all those who work for FIGC must adhere. The Code of Ethics is also an integral part of the Organisation, **Management and Control Model**, pursuant to **Legislative Decree 231/2001**.

RESPECT FOR PEOPLE

LEGALITY/HONESTY

TRANSPARENCY

ENVIRONMENTAL SUSTAINABILITY

HEALTH AND SAFETY IN THE WORKPLACE

VALUING CO-WORKERS/ EMPLOYEES

FAIRNESS AND IMPARTIALITY

CONFIDENTIALITY



1.2 FIGC AND THE SDGs



SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

On 25 September 2015, the United Nations (UN) approved the 2030 Agenda for Sustainable Development, which encompassed 17 Sustainable Development Goals (SDGs) containing 169 targets to be achieved by 2030. Below are 9 SDGs and associated targets that FIGC has chosen to adopt in order to make its contribution to achieving the goals in the 2030 Agenda.



Football as a vehicle for sustainable development: Memorandum of Understanding between UEFA and the United Nations Office at Geneva (UNOG)

On 21 January 2021, UEFA and the United Nations Office at Geneva (UNOG) signed a Memorandum of Understanding which establishes a formal institutional partnership between the 2 organisations and **outlines concrete activities to harness football's capacity** to promote sustainable development and peace. A core objective of the agreement is to highlight and promote football's contribution to **the implementation of the Sustainable Development Goals**. In partnership with the United Nations, UEFA therefore commits to helping achieve the Sustainable Development Goals and raising awareness among all parties, **including national football associations**, on how football can play an active role in change.



Relevant
SDGs
for FIGC

FIGC FUNCTIONS AND OBJECTIVES

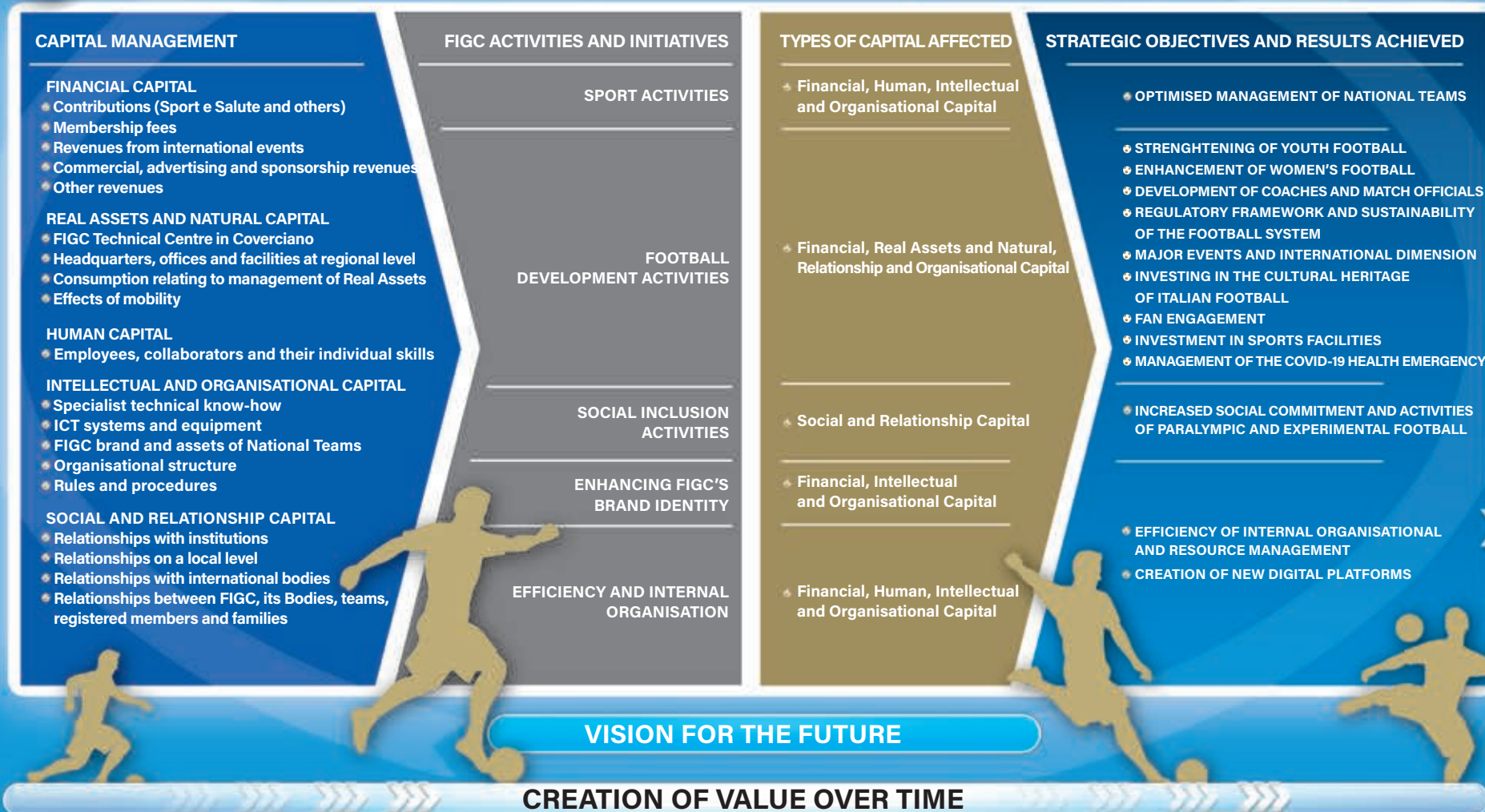


MANAGEMENT MODEL

MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

RISKS AND OPPORTUNITIES

STAKEHOLDER RELATIONS



EXTERNAL CONTEXT

1.4 STRATEGIC OBJECTIVES AND MAIN PROJECTS ★★★★★

Despite the considerable impact of the health crisis, football continues to represent a fundamental asset for Italy from a sporting, economic and social level. The strategy launched by FIGC will enable us to further optimise the socio-economic impact of Italian football and enhance the development of the game as a whole in the coming years.

OPTIMISED MANAGEMENT OF NATIONAL TEAMS

- REORGANISATION OF CLUB ITALIA
- COMPLETION AND STRENGTHENING OF THE TECHNICAL STAFF
- GENERATIONAL CHANGE OF THE MEN'S A NATIONAL TEAM AND RECORD QUALIFICATION TO UEFA EURO 2020 (10 WINS OUT OF 10) AND CROWNED EUROPEAN CHAMPIONS IN JULY 2021 (FOR THE SECOND TIME IN OUR HISTORY)
- TOP OF GROUP 1 OF UEFA NATIONS LEAGUE A AND QUALIFICATION FOR THE FINAL FOUR OF THE COMPETITION, SCHEDULED TO TAKE PLACE IN ITALY IN OCTOBER 2021, (OBTAINING THE THIRD PLACE), WITH A RETURN TO THE TOP 10 OF THE FIFA WORLD RANKINGS AFTER MORE THAN 4 YEARS (37 CONSECUTIVE MATCHES WITHOUT DEFEAT)
- IMPROVING IN THE RESULTS AND RANKINGS OF NATIONAL YOUTH TEAMS
- ITALY BEST PRACTICE IN BEACH SOCCER: EUROPEAN CHAMPIONS, VICE WORLD CHAMPIONS AND GOLD MEDAL AT THE MEDITERRANEAN GAMES
- CREATION OF "AZZURRI LEGENDS" NATIONAL TEAM TO INCREASE FAN ENGAGEMENT AND FUNDRAISING FOR SOCIAL PROJECTS
- MANAGING THROUGH THE HEALTH CRISIS: SUSPENDING AND RESUMING THE SEASON, IMPLEMENTING HEALTH PROTOCOLS
- GROWTH OF THE MEDIA PROFILE OF THE WOMEN'S AND YOUTH NATIONAL TEAMS

STRENGTHENING OF YOUTH FOOTBALL



- FIGC LOCAL DEVELOPMENT CENTRES: CENTRES OF EXCELLENCE IN TALENT DEVELOPMENT
- IL NUOVO PROGRAMMA DI SVILUPPO TERRITORIALE: "EVOLUTION PROGRAMME"
- "EVOLUTION PROGRAMME": THE NEW LOCAL DEVELOPMENT PROGRAMME
- FOOTBALL FOR ALL: GRASSROOTS FESTIVAL AND CALCIO INTEGRATO (INTEGRATED FOOTBALL)
- "VALORI IN RETE" (VALUES ONLINE) FIGC-MIUR AGREEMENT: EDUCATIONAL AND SPORTING PROGRAMMES IN SCHOOLS
- NEW SCHOOLS PROJECT: "TUTTI IN GOAL" (ALL IN GOAL)
- ORGANISATION OF THE TOP YOUTH CHAMPIONSHIPS AND NEW FORMATS (U18 AND U14 NATIONAL CHAMPIONSHIPS)
- MANAGING THROUGH THE HEALTH CRISIS: SUSPENDING AND RESUMING THE SEASON, IMPLEMENTING HEALTH PROTOCOLS
- PARTICIPATORY INITIATIVES DURING THE HEALTH CRISIS: DIGITAL TRAINING AND AWARENESS PROGRAMMES FOR ALL STAKEHOLDERS INVOLVED IN YOUTH FOOTBALL (CLUBS, REGISTERED PLAYERS, COACHES, CLUB OFFICIALS, SCHOOLS, ETC.), SUCH AS #NOIGIOCHIAMOINCASA [WE PLAY AT HOME], #CONFRONTIAMOCI [LET'S PLAY], #BACKSTAGE, #TUTTOQUELLOCHEILIBRINONSPIEGANO
- "FIGC YOUTH LAB": LABORATORY FOR INNOVATION (AND INNOVATION TRAINING) DEDICATED ENTIRELY TO TECHNICAL STAFF INVOLVED IN MANAGING YOUTH FOOTBALL
- NEW SOCIAL RESPONSIBILITY PROGRAMMES: "ZONA LUCE" (LIGHT ZONE) WITH THE INVOLVEMENT OF THE COUNTRY'S YOUTH DETENTION CENTRES
- LAUNCH OF THE CHILD PROTECTION WEB PORTAL

ENHANCEMENT OF WOMEN'S FOOTBALL



- SYNERGY WITH PROFESSIONAL MEN'S FOOTBALL
- GROWTH IN THE NUMBER OF FEMALE REGISTERED PLAYER
- NEW REGULATIONS AND NEW GOVERNANCE OF WOMEN'S FOOTBALL DIVISION
- ENHANCEMENT OF THE FORMAT AND ORGANIZATION OF TOP WOMEN'S NATIONAL CHAMPIONSHIPS
- NEW REQUIREMENTS IN THE NATIONAL LICENSING SYSTEM, WITH A VIEW TO INCREASING THE PROFESSIONALISM OF COACHES AND MANAGERS AT CLUBS, AND FOR THE FIRST TIME ISSUING UEFA LICENCES TO WOMEN'S FOOTBALL CLUBS
- GROWTH OF THE MEDIA COVERAGE AND COMMERCIAL PROFILE OF THE WOMEN'S NATIONAL TEAM AND CHAMPIONSHIPS (DEDICATED SPONSORSHIPS AND TV RIGHTS AGREEMENTS FOR THE MAIN COMPETITIONS)
- OPENING UP MAJOR STADIA IN PROFESSIONAL MEN'S FOOTBALL FOR SERIE A WOMEN'S MATCHES
- NEW BRAND IDENTITY FOR THE WOMEN'S FOOTBALL DIVISION AND ORGANISED COMPETITIONS
- STRENGTHENING OF WOMEN'S NATIONAL TEAMS TECHICAL AND ORGANIZATIONAL STAFF
- QUALIFICATION FOR THE 2019 WOMEN'S WORLD CUP (FOR THE FIRST TIME IN 20 YEARS) AND REACHING THE QUARTER-FINAL STAGE
- 2019 FIFA WOMEN'S WORLD CUP BOOSTED THE GROWTH AND DEVELOPMENT OF WOMEN'S GAME: THE SUCCESS OF THE #RAGAZZEMONDIALI
- QUALIFICATION OF THE NATIONAL TEAM FOR UEFA WOMEN'S EURO 2022
- DEVELOPMENT OF WOMEN'S YOUTH FOOTBALL: DANONE NATIONS CUP, DEVELOPMENT PROGRAMME FOR U15, CALCIO+, COMPLETION OF TALENT SUPPLY CHAIN AND STRENGTHENING OF LOCAL PRESENCE, "PLAYMAKERS" PROMOTIONAL PROGRAMME IN COLLABORATION WITH UEFA AND DISNEY
- INTRODUCTION OF FREE REGISTRATIONS IN YOUTH WOMEN'S FOOTBALL
- MANAGING THROUGH THE HEALTH CRISIS: SUSPENDING AND RESUMING THE SEASON, IMPLEMENTING HEALTH PROTOCOLS
- INTRODUCTION OF PROFESSIONAL STATUS TO SERIE A WOMEN FROM 2022-2023
- ALLOCATION OF FUNDS ASSIGNED BY FIFA, UEFA AND FIGC TO TACKLE THE COVID-19 CRISIS AND PROMOTE WOMEN'S FOOTBALL
- NEW ENGAGEMENT INITIATIVES: "UNICHE" DOCUSERIES, "ONE OF US WOMEN" TALENT GAME, PARTNERSHIP WITH "CASA SURACE", TELEVISION SLOTS TO INTRODUCE SCHEDULES AND COMPETITIONS
- SOCIAL RESPONSIBILITY INITIATIVES BASED AROUND 4 KEY THEMES: CULTURE, EMPOWERMENT, FIGHTING VIOLENCE TOWARDS WOMEN, HEALTH AND PREVENTION
- LAUNCH OF THE 2021-2025 STRATEGY TO DEVELOP WOMEN'S FOOTBALL, CREATED IN PARTNERSHIP WITH UEFA



DEVELOPMENT OF COACHES AND MATCH OFFICIALS



- TRAINING PROGRAMMES FOR MATCH OFFICIALS
- IMPLEMENTATION OF ON-FIELD TECHNOLOGY: GOAL LINE TECHNOLOGY AND VIDEO ASSISTANT REFEREE
- ACTIONS AGAINST VIOLENCE TOWARDS MATCH OFFICIALS
- ITALIAN REFEREES AT THE TOP OF THE WORLD RANKINGS
- "BECOMING A REFEREE: A KID'S DREAM" PROJECT, VIDEO SERIES PROMOTING THE EXCELLENCE OF ITALIAN REFEREEING
- REUNIFICATION OF NATIONAL REFEREES' COMMISSIONS (CAN) A AND B (NEW, EXPANDED SINGLE STAFF)
- INTRODUCTION OF THE "VAR PRO" (FORMER REFEREES RECENTLY RETIRED WHO CONTINUE OFFICIATING AS VAR "SPECIALISTS")
- INTRODUCTION OF THE NEW ROLE OF COORDINATOR FOR INSTITUTIONAL RELATIONS BETWEEN THE ITALIAN REFEREES' ASSOCIATION (AIA) AND CAN
- NEW GOVERNANCE OF FIGC TECHNICAL SECTOR
- COVERCIANO AS AN INTERNATIONAL BEST PRACTICE IN COACHES EDUCATION
- STRENGTHENING OF TRAINING PROGRAMMES FOCUSING ON MATCH ANALYSIS AND TALENT SCOUT
- NEW TRAINING PROGRAMME FOR YOUTH SECTOR DIRECTORS
- NEW "D LICENCE" COURSES FOR LOCAL AMATEUR COACHES
- DEVELOPMENT OF THE SCIENTIFIC OUTLOOK OF FIGC TECHNICAL SECTOR. PUBLICATION OF DEDICATED STUDIES AND RESEARCH
- INTRODUCTION OF ON-LINE COURSES, TO AVOID STUDIES BEING INTERRUPTED DURING THE HEALTH CRISIS, AND ORGANISATION OF INITIATIVES TO ENGAGE COACHES DURING THE PERIOD OF INACTIVITY: "COME ALLENARE AI TEMPI DEL CORONAVIRUS" (HOW TO TRAIN DURING CORONAVIRUS) AND "DA TECNICO A TECNICO" (COACH TO COACH) PODCASTS
- ORGANISATION OF THE "PANCHINA D'ORO" (GOLDEN BENCH)



REGULATORY FRAMEWORK AND THE SUSTAINABILITY OF THE FOOTBALL SYSTEM



- SUSTAINABILITY OF PROFESSIONAL FOOTBALL: NEW MULTI-YEAR CRITERIA SPANNING ORGANISATIONAL, INFRASTRUCTURAL AND ECONOMIC/FINANCIAL FACTORS
- REDUCTION OF TIME REQUIRED FOR THE RELEASE OF NATIONAL LICENSING
- MORE STRINGENT PENALTIES FOR NON-PAYMENT OF OVERDUE DEBTS AND PROTECTION OF SPORTING COMPETITION
- REORGANIZATION OF PROFESSIONAL FOOTBALL FINANCIAL CONTROL COMMITTEE
- TRAINING COURSES FOR MANAGERIAL FIGURES IN FOOTBALL
- NEW REGULATIONS ON PUBLIC ORDER FOR FOOTBALL MATCHES
- RECOGNITION FOR THE DEVELOPMENT OF YOUTH PLAYERS: UPDATE OF RULES ON TRAINING COMPENSATION AND SOLIDARITY PAYMENTS
- NEW FIGC STATUTE
- EXTENSION OF LEGISLATIVE DECREE 231/2001 TO SPORTS FRAUDS
- NEW DISCIPLINARY CODE
- REORGANISATION OF SPORTS JUSTICE
- NEW REGULATIONS ON EQUITY OWNERSHIP IN CLUBS
- NEW FIGC REGULATIONS ON SPORTS AGENTS
- START OF THE FORMAT TOP CHAMPIONSHIP REFORM PROCESS
- FIGHT AGAINST MATCH-FIXING AND DEDICATED EDUCATIONAL PROGRAMME
- APPROVAL OF THE STATUTES AND REGULATIONS FOR LEAGUES AND COMPONENTS
- AGREEMENT WITH THE ITALIAN PLAYERS' UNION (AIC) FOR THE USE OF MALE AND FEMALE PLAYERS' IMAGE RIGHTS BY FIGC
- MANAGEMENT OF INTERNATIONAL FUNDING PROGRAMMES FOR DEVELOPMENT AND SUPPORT PROJECTS DURING THE HEALTH CRISIS: ERASMUS+, UEFA HATTRICK AND FIFA FORWARD



MAJOR EVENTS AND INTERNATIONAL DIMENSION



- STAGING OF 2019 UEFA CONGRESS
- THE SUCCESS OF THE 2019 UEFA EUROPEAN UNDER-21 CHAMPIONSHIPS
- UEFA EURO 2020: POST COVID-19 RECOVERY STRATEGY AND APPROACH PATH TO THE TOURNAMENT
- 2020 EUROPEAN CHAMPIONSHIPS, INCLUDING THE OPENING MATCH
- APPROVAL OF THE DRAFT LAW TACKLING AMBUSH MARKETING (REQUIREMENT FOR UEFA EURO 2020)
- 2021-2022 UEFA WOMEN'S CHAMPIONS LEAGUE FINAL
- FINAL FOUR OF THE 2020-2021 UEFA NATIONS LEAGUE
- LEGACY OF MAJOR EVENTS: VOLUNTEERS PROGRAMME
- ORGANISATION IN ITALY OF WORKSHOPS AND SEMINARS, AS WELL AS OTHER INTERNATIONAL EVENTS
- PRESENCE OF ITALIAN EXECUTIVES IN THE MAIN INTERNATIONAL DECISION-MAKING BODIES (FIFA AND UEFA)
- MEMORANDUM OF UNDERSTANDING BETWEEN THE ITALIAN FA AND CHINESE GOVERNMENT FOR THE DEVELOPMENT OF FOOTBALL IN CHINA
- COLLABORATION AGREEMENTS WITH OTHER FOOTBALL ASSOCIATIONS (INCLUDING THE SAUDI ARABIAN FOOTBALL ASSOCIATION, WITH A VIEW TO DEVELOPING WOMEN'S FOOTBALL)
- TECHNICAL COLLABORATION PROGRAMME AND EXPERTISE SHARING WITH THE QATAR FOOTBALL ASSOCIATION (UEFA ASSIST FUNDING PROGRAMME)
- FOOTBALL AS A PART OF MADE IN ITALY: PARTICIPATION OF FIGC AT EXPO DUBAI 2020 (POSTPONED TO 2021 AS A RESULT OF THE HEALTH CRISIS)

INCREASED SOCIAL COMMITMENTS AND ACTIVITIES OF PARALYMPIC AND EXPERIMENTAL FOOTBALL



- "RETE!" [GOAL!] PROJECT, IN COLLABORATION WITH THE MINISTRY OF THE INTERIOR, NATIONAL ASSOCIATION OF ITALIAN COMMUNITIES (ANCI) AND SPRAR-SIPROIMI CENTRES, AND DEVELOPMENT OF THE NEW "REFUGEE TEAMS" PROGRAMME
- REALIZATION OF THE NEW CORPORATE SOCIAL RESPONSIBILITY PROGRAMME
- LONG-LASTING COLLABORATION WITH THE BAMBINO GESU CHILDREN'S HOSPITAL
- "FREED BY FOOTBALL" PROJECT DEVELOPED WITH THE TRIBUNAL FOR MINORS OF REGGIO CALABRIA
- SPECIAL TEAM ONLUS SUPPORTED BY AZZURRI LEGENDS ACTIVITIES
- PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION WITHIN FIGC, ORGANISATION OF QUARTA CATEGORIA PROJECT AIMED AT YOUNG PEOPLE WITH LEARNING AND SOCIAL DIFFICULTIES, WINNER OF THE "BEST DISABILITY INITIATIVE" (UEFA GRASSROOTS AWARDS 2020)
- LAUNCH OF THE DCPS (PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION) IMPLEMENTATION PLAN, WITH A GRADUAL TRANSFER OF ALL DISABLED FOOTBALL ACTIVITIES FROM THE ITALIAN PARALYMPIC COMMITTEE TO FIGC
- FORMING THE BOARD OF DIRECTORS FOR PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION
- DEVELOPMENT OF PARTICIPATORY INITIATIVES FOR PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION REGISTERED PLAYERS DURING THE HEALTH CRISIS: TECHNICAL AND ATHLETIC TRAINING COURSES, FIFA SPECIAL ECHALLENGE ESPORTS TOURNAMENTS, TREQUARTISTA CHALLENGE
- CREATION OF PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION MEDICAL COMMITTEE AND INTRODUCTION OF EDUCATIONAL PROGRAMME ON THE ANTI-DOPING ISSUES



INVESTING IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL



- ITALIAN FOOTBALL HALL OF FAME
- DEVELOPMENT PROJECT FOR THE MUSEUM OF FOOTBALL
- NEW DIGITAL ARCHIVE OF MUSEUM OF FOOTBALL
- "VIRTUAL" OPENING OF THE MUSEUM OF FOOTBALL DURING LOCKDOWN (DIGITAL TOUR ON SOCIAL MEDIA CHANNELS)
- CELEBRATIONS TO MARK THE 20TH ANNIVERSARY OF THE MUSEUM OF FOOTBALL

CREATION OF NEW DIGITAL PLATFORMS



- FIGC DIGITALISATION PROGRAMME
- FOOTBALL DATA INTEGRATION 360 PLATFORM TO CREATE AN INTERACTIVE DATABASE FOR CLUB ITALIA
- ON-LINE FIGC REGISTRATION SERVICE
- NEW EXTRANET PLATFORM FOR ALL THE STAKEHOLDERS IN THE FOOTBALL INDUSTRY
- ON-LINE REFEREE REPORTS AND SERVICE PLATFORM FOR THE WOMEN'S FOOTBALL AND PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISIONS
- EMPLOYEE PORTAL (HUMAN RESOURCES)
- ON-LINE SPORTS PROCESS
- ON-LINE COURSES FOR THE TECHNICAL SECTOR AND YOUTH AND SCHOOLS SECTOR
- ON-LINE REGISTRATION OF COACHES
- DIGITAL MANAGEMENT OF YOUTH AND SCHOOLS SECTOR CHAMPIONSHIPS



EFFICIENCY OF INTERNAL ORGANISATION AND RESOURCE MANAGEMENT



- REORGANISATION AND STREAMLINING OF FIGC STRUCTURE
- REORGANISATION OF SPORTS JUSTICE
- STAKEHOLDER ENGAGEMENT: 6 WORKING GROUPS FOCUSING ON SPORT JUSTICE, FACILITIES, GOVERNANCE, MARKETING, CLUB ITALIA AND CHAMPIONSHIP REFORM
- HUMAN RESOURCES TRAINING: UEFA CERTIFICATE IN FOOTBALL MANAGEMENT (CFM), IT COURSES, LANGUAGE COURSES, ETC.
- INTERNAL HUMAN RESOURCES DEVELOPMENT AND HIRING OF NEW YOUNG EMPLOYEES WITH INTERNATIONAL OUTLOOK
- CORPORATE WELFARE PROGRAMMES
- TRANSPARENCY AND PUBLICATIONS: INTEGRATED REPORT, REPORTCALCIO AND MANAGEMENT REPORT
- NEW BUSINESS DEVELOPMENT STRATEGY: INTERNATIONALISATION OF KEY FUNCTIONS, STRATEGIC MARKETING AND DIGITAL CONTENT
- EXPANSION OF COMMERCIAL PARTNERS AND INCREASE IN SPONSORSHIP REVENUE, DESPITE THE HEALTH CRISIS
- REACHED AND EXCEEDED THE "100 MILLION" TARGET (TOTAL FOR SPONSORSHIP AND LICENCE AGREEMENTS, INCLUDING "VALUE IN KIND" AGREEMENTS BUT EXCLUDING TECHNICAL SPONSORSHIP) FOR THE FOUR-YEAR PERIOD 2019-2022, WITH AN INCREASE OF ALMOST 50% IN PURELY MONETARY REVENUE
- ENHANCED VISIBILITY FOR FIGC SPONSORS DESPITE THE PROLONGED ABSENCE OF SPORTING COMPETITIONS, ALSO DUE TO THE DIGITAL CAMPAIGNS DEVELOPED BY FIGC IN 2020
- SPECIFIC SPONSORSHIP FORMATS FOR WOMEN'S CHAMPIONSHIPS, THE WOMEN'S ASSOCIATION TEAM, THE E-FOOT NATIONAL TEAM AND THE ITALIAN REFEREES' UNION
- LAUNCH AND SUCCESS OF THE FIGC-PUMA GREEN JERSEY
- NEW BRAND IDENTITY COORDINATED BY FIGC

FAN ENGAGEMENT



- INVESTMENT IN ESPORTS: NEW E-FOOT NATIONAL TEAMS (2020 EUROPEAN CHAMPIONS)
- OPEN DAY FEDERAL TECHNICAL CENTRE
- SOCIAL MEDIA AND VIVO AZZURRO COMMUNICATION PLAN
- NEW DIGITAL CONTENT: THE LAUNCH OF THE "FIGC CHANNEL" IN COLLABORATION WITH TIMVISION
- NEW CRM PROGRAMME
- DEVELOPMENT OF THE FIGC APP AND VIRTUAL STADIUM
- INTEGRATED SYSTEM FOR CENTRALISED STRATEGIC MANAGEMENT OF DIGITAL CONTENT (DIGITAL ASSET MANAGEMENT - DAM)
- ENHANCEMENT OF INTERNATIONAL APPEAL OF FIGC



INVESTMENT IN SPORTS FACILITIES



- SECURING, RENOVATION, EFFICIENCY AND INNOVATION OF THE FEDERAL TECHNICAL CENTRE OF COVERCIANO
- OTHER INTERVENTIONS ON FIGC REAL ESTATE ASSETS
- DEVELOPMENT OF THE "LOOK AND FEEL" OF FIGC HEADQUARTERS IN ROME
- FIGC-POLIMI AGREEMENT: MASTER'S IN PLANNING, CONSTRUCTION AND MANAGEMENT OF SPORTS FACILITIES
- FIGC-ICS AGREEMENT: FUNDING PROGRAMME FOR INFRASTRUCTURE WORKS ON STADIA AND SPORTS FACILITIES
- DIGITALISED FIGC STOCK MANAGEMENT
- PROGRAMME TO CREATE A NEW FIGC ACADEMY IN ROME (SALARIA SPORT VILLAGE)
- ENVIRONMENTAL SUSTAINABILITY AT SPORTS FACILITIES: "LIFE TACKLE" PROJECT
- DISCUSSIONS WITH THE GOVERNMENT TO IMPLEMENT THE ACTIONS REQUIRED TO RENOVATE SPORTS FACILITIES

MANAGING THE COVID-19 HEALTH CRISIS



- INTRODUCTION AND DEVELOPMENT OF THE FIGC MEDICAL COMMITTEE
- MEDICAL AND HEALTH PROTOCOLS FOR THE GRADUAL RESUMPTION OF TRAINING SESSIONS AND COMPETITIONS
- NEW AD HOC PENALTY SYSTEM FOR FAILURE TO COMPLY WITH THE PROTOCOLS
- EXTENSION OF THE 2019-2020 SEASON BEYOND 30 JUNE 2020, WITH POSSIBLE ALTERNATIVE FORMATS AND/OR CRITERIA SUGGESTED TO DECIDE THE FINAL PLACINGS
- RESUMPTION AND COMPLETION OF PROFESSIONAL COMPETITIONS IN THE 2019-2020 SEASON (ITALY ONE OF THE FEW COUNTRIES TO COMPLETE 3 TIERS OF PROFESSIONAL FOOTBALL), WITH ALMOST 74,000 PCR AND SEROLOGICAL TESTS CARRIED OUT
- PRODUCTIVE DISCUSSIONS WITH THE GOVERNMENT: VALIDATION OF PROTOCOLS, INTRODUCTION OF "HEALTH CORRIDORS" FOR SPORTSPEOPLE INVOLVED IN OFFICIAL COMPETITIONS TRAVELLING TO AND FROM ITALY, "EXTRAORDINARY PROCEDURE" FOR DECISIONS RELATING TO THE 2019-2020 FINAL PLACINGS AND/OR FORMAT CHANGES FOR 2020-2021, AS WELL AS THE INTRODUCTION OF A SERIES OF LEGISLATIVE MEASURES AIMED AT SUPPORTING THE ENTIRE SPORTS SYSTEM
- INTRODUCTION OF THE FIVE SUBSTITUTIONS RULE
- NEW RULES ON PLAYER TRANSFERS AND REGISTRATIONS, AND ON RENEGOTIATING THE CONTRACTS OF REGISTERED PLAYERS
- ADJUSTMENTS TO THE NATIONAL LICENSING SYSTEM: POSTPONEMENT OF DEADLINES AND RESTRUCTURING COMPLIANCE
- ECONOMIC SUPPORT PROGRAMME TO AID CLUBS AND FIGC COMPONENTS WORTH MORE THAN 50 MILLION EUROS: "FONDO SALVA CALCIO" (SAVE FOOTBALL FUND), ALLOCATION OF ADDITIONAL SPORTS AND HEALTH PAYMENTS, FUNDS EARMARKED FOR SUPPORTING YOUTH FOOTBALL AND OTHER SUMS PAID OUT

- MAINTAINING THE ECONOMIC/FINANCIAL BALANCE OF FIGC THROUGHOUT THE COVID-19 AFFECTED YEAR
- DEVELOPMENT OF SOCIAL RESPONSIBILITY AND AWARENESS INITIATIVES: SUPPORTING THE #DISTANTIMAUNITI [APART BUT TOGETHER] CAMPAIGN, AZZURRI MASKS (IN COLLABORATION WITH THE BAMBINO GESU CHILDREN'S HOSPITAL), #ÈILNOSTRODOVERE [#OURDUTY] FUNDRAISING CAMPAIGN WITH THE LAPS FOUNDATION, PROGRAMME OF SOCIAL INITIATIVES IN THE REGIONS WORST AFFECTED BY THE PANDEMIC (STARTING WITH BERGAMO)
- FIGC TECHNICAL CENTRE AS A "HOUSE OF SOLIDARITY": OPENING IN COVERCIANO TO ACCOMMODATE PEOPLE UNDERGOING POST COVID-19 HEALTH MONITORING
- DIGITAL AWARENESS AND FAN ENGAGEMENT CAMPAIGNS: #LEREGOLEDELGIOCO [THE RULES OF THE GAME], #LOSCUDETTODEL CUORE (THE CHAMPIONSHIP OF THE HEART), A EUROPEAN RECORD, 110 YEARS OF THE ITALIAN NATIONAL FOOTBALL TEAM, #LAPARTITADELSECOLO (THE GAME OF THE CENTURY) [50TH ANNIVERSARY OF ITALY 4 - 3 GERMANY] AND 110 YEARS OF THE BLUE JERSEY
- FINANCIAL DONATION FOR RESEARCH TO THE SPALLANZANI HOSPITAL IN ROME
- PROTECTING THE HEALTH OF FIGC EMPLOYEES AND COLLEAGUES: APPLYING STRINGENT ANTI-COVID BUSINESS PROTOCOLS, PERIODIC ANTIBODY SCREENING FOR ALL EMPLOYEES, PCR OR LATERAL FLOW TESTS FOR THOSE TAKING PART IN TRANSFERS AND AGREEMENTS WITH DIAGNOSTIC LABORATORIES FOR FIGC EMPLOYEES AND COMPONENTS
- INTRODUCTION OF "COVID" INSURANCE COVER FOR FIGC EMPLOYEES/REFEREES AND INTRODUCTION OF SMART WORKING AND "FLEXIBLE" WORKING PATTERNS



THE MATCH FOR THE FUTURE

**The strategy for the future:
the plan for 2021-2024
of FIGC President Gabriele Gravina**



THE MATCH FOR THE FUTURE: KEY WORDS

At the end of 2020, the FIGC Assembly was convened; on 22 February 2021 this led to the re-election of the FIGC President, Gabriele Gravina, by a considerable margin – 73.45% of the Assembly's votes – for the four-year period 2021-2024. The main elements from President Gravina's manifesto for the 2021-2024 period are set out on the following pages.

COHESION

NOT CONFUSION

A cohesive team, mindful of its role, is a winning team, with resources honed towards achieving shared – and never individual – goals. Organisation and collaboration are fundamental on the pitch: there are 11 players in a team; you can't ever win by yourself.

ACTION

NOT SPECULATION

Even the best-laid plans fall apart if they follow the direction of a power game, rather than a team game. Implementing projects that are productive and not speculative has – and always will – pay off for those who aspire to football based on values. Football played well always yields results.

LONG-VISION

NOT PROTRACTION

A willingness to act today with a clear vision of the future. On the pitch, you have to run hard and take shots at goal for a greater chance of winning: with a project completed almost every day, time-wasting is a thing of the past. Willingness is what turns words into action.

COMPETENCE

NOT COMPETITION

Healthy competition in the game is one thing, but needlessly knocking those who want to lead the way is another. You can't pull the wool over people's eyes in football – if you're not up to the job, you'll get replaced. A good formation is a good formation, whatever the ground.

INNOVATION

NOT IMPROVISATION

Doing something new requires know-how, first and foremost. Trying out new strategies to go beyond your limits, learning to improve yourself by putting experience to good use and tackling ignorance. Because innovation goes hand in hand with learning, even from your own mistakes.

OPPORTUNITY

NOT OPPORTUNISM

Football is at its best when it improves the lives of those who play or follow it, not just a select few, providing opportunities to develop local areas and professionals, to grow the sport and to encourage healthy, involving entertainment. Football that belongs to everyone and helps everyone.

FORMATION

RULES

**CODES
& INTEGRITY**

TOOLS

TRAINING

SPORTS JUSTICE

BRAND

EXTERNAL RELATIONS

MANAGEMENT

GOVERNANCE

FIGC ACTIVITIES

CLUB ITALIA

STRATEGY

**REFORM OF
CHAMPIONSHIPS**

SUSTAINABILITY

YOUTH ASSETS



SUMMARY OF THE MAIN CONTENTS

SAFEGUARDING THE RULES

CODES AND INTEGRITY



MISSION

To establish a comprehensive, harmonious regulatory framework capable of setting out a clear and stable reference for all FIGC activities. To introduce new tools and new growth opportunities for clubs.

UPDATING THE FIGC INTERNAL ORGANISATIONAL RULES (NOIF)



- ⊖ A body of regulations, the content of which is updated in relation to the demands of national and international football.

FIGC CONTROLS



- ⊖ Principle of legality applied as a management lever.
- ⊖ New FIGC code of controls, with a view to simplifying and optimising rules and procedures.

CORPORATE COMPLIANCE



- ⊖ Organisational models as tools for the qualitative growth of clubs from a management point of view.

ACCREDITATION PROCEDURES



- ⊖ The introduction into Italian football of individuals with representative and/or management roles must be accompanied by the verification of specific requirements in terms of integrity, reputation and financial stability.
- ⊖ Introduction of a designated detection system at the qualitative level of corporate management that can provide a FIGC Rating, from which aspects relating to incentives and merit may be extrapolated.



VISION

To modernise and update the existing rules, to promote a managerial culture based on organisational models and virtuous practices with a view to broadening the concept of integrity not only for sporting activity but also for the managerial one.

MANAGING CORPORATE CRISES



- ⊖ Predicting business crises of clubs through FIGC control activities.
- ⊖ Ensuring the sporting continuity of football clubs through the introduction, by FIGC, of tools to prevent, assist and monitor clubs in difficulty.

TRANSPARENCY AND REPORTING



- ⊖ Consolidating the FIGC transparency programme (studies and reports in relation to FIGC activity) and coordinating the reporting methods of individual clubs.

FIGHT AGAINST DOPING AND MATCH-FIXING



- ⊖ Collaboration with the sports and state authorities in the fight against doping, launching a concentrated campaign to raise awareness among registered players and the youth population through targeted projects.
- ⊖ More stringent disciplinary penalties in connection with the phenomenon of match-fixing.

PREPARING THE TOOLS

TRAINING



MISSION

To determine the qualitative growth process for the various components, starting with improving the cultural foundations, teaching methods and the approach to a continuously evolving system such as football.



VISION

To create a major technical and managerial “knowledge hub”, in particular aimed at advanced training, launching a collaborative network with academic centres and involving leading professional figures.

ADVANCED TRAINING



- ⊗ Process of introducing and expanding the training activity in the Technical Sector.
- ⊗ Diversification of the training and career paths of coaches (first teams and youth categories just behind them) and football instructors (youth football).
- ⊗ Requirement to have qualified coaches in all categories and now compulsory for those in other technical roles to hold qualifications.
- ⊗ From directors to managers: different training paths based on the areas of interest (administrative, technical, general management), with specific qualification and post-qualification courses and the requirement that figures in certain roles are present in the national championships.

- ⊗ Stepping up collaborations with Universities that recognise football as a burgeoning production sector, as well as establishing an out and out “Football University”.
- ⊗ From being on the pitch to behind a desk: in partnership with the Italian Players’ Union (AIC), establishing a professional training course designed for top-level male and female players at the end of their careers.

RESEARCH



- ⊗ Analysis and Big Data: data collection and processing to develop advanced applied research programmes in the technical (National Teams, performance, medicine, scouting and match analysis), economic and social fields.

SPORTS JUSTICE

MISSION



Overseeing the *body of regulations* is fundamental to safeguarding the system from internal and external threats and ensuring the correct execution of FIGC projects and activities.



VISION

To support the amended Code of Sports Justice with a series of tools designed to process sports proceedings even more quickly and make it easier for clubs to access justice proceedings.



DIGITAL JUSTICE

- Creation of a digital case file for managing sports process, in which all the preliminary stages of opening, filing deeds and briefs, and notifications can be set out.
- Setting up a virtual courtroom where proceedings can be held, if necessary.



TRAINING FOR LAWYERS

- In collaboration with the Bar Association, creation of a community of legal practitioners who can ensure that the legal process is carried out correctly.



LEGAL THEORY AND ABSTRACTS

- Reconstruction of the legal theory and a compilation of abstracts, summarising decisions.

BRAND

MISSION



The brand - understood to be the brand name, image, reputation and, above all, a historical aspect - is the fundamental tool used to communicate not only FIGC's "presence" but also, and above all, to launch a virtuous circle of resources in terms of promoting the entire national football system.



VISION

To further enhance the appeal of the FIGC brand by creating new avenues. The FIGC brand must become the emblem of Italian football, a product to be disseminated using appropriate tools and actions, including across borders.



CREATING THE BRAND

- The strong positioning of Italian football from a commercial perspective at national and international level must bring about dedicated promotional activity.

SINGLE BRAND

- The National Teams, along with top-level, regional and community football, represent a heritage of visibility, emotions and passion; we must be able to channel and identify this in one single large "brand name" (made in Italy).



THE PRESENCE OF THE BRAND AROUND THE WORLD

- Bridge to foreign countries (international cooperation projects, links to Italian communities abroad and with fan clubs): Italian football has one of the strongest and most clearly defined images of this sport in the world.
- Ambassadors and events to promote Italian football around the world.

EXTERNAL RELATIONS



MISSION

A (re-)positioning of Italian football at the heart of the political, institutional and sporting landscape, both nationally and globally, is extremely useful for empowering projects aimed at disseminating the image of the entire system, providing our clubs with a platform for their own sporting, economic and social initiatives.



VISION

To enhance credibility, uphold integrity and create opportunities enabling the Italian football system to take advantage of its visibility and reputation to form political, sporting and commercial relations.

FIGC AT INTERNATIONAL LEVEL



- Policy of consolidating relations with the upper echelons of the leading international football organisations (FIFA and UEFA) and further developing strategic dialogue with other associations around the world, with a view to developing partnerships and alliances giving rise to wide-ranging international projects.



SCHOOLS & UNIVERSITIES

- FIGC must step up its dialogue and collaboration with the training hubs around the country (primary and secondary schools, and also universities).



ITALY AS THE HOME OF FOOTBALL

- Continuation of the strategic approach geared towards hosting major international football events in Italy, and with a view to generating considerable socio-economic outcomes for the territories involved.



SOCIAL INCLUSION

- Ethical values, alongside the values of solidarity and inclusion, will increasingly drive FIGC as a pioneer of ideas and projects, and as a vehicle for promotion and awareness at all levels.



STREAMLINING MANAGEMENT

GOVERNANCE



MISSION

Projects and actions must be born out of a process of evaluation and policy-making, which falls under the responsibility of the governing political bodies. These projects and actions are then implemented by the operational structures with the same attention and sharing, according to specific

STRATEGIC PLANNING



- FIGC must take action quickly but with complete conviction, making extensive use of strategic and operational plans, and defining each project through comprehensive assessments of its sporting, economic and socio-political outcomes.

REPRESENTATION



- Functionally and democratically reviewing the representation framework at FIGC's political level, redesigning the geography of relations between the various components.

MISSION AND ROLES OF THE COMPONENTS



- The complexity of FIGC and the enormity of Italian football require a clear organisational framework defined using a corporate mentality, where the rigid hierarchical structure is broken down into broad tools for consultation, cooperation and idea sharing.
- FIGC commissions, working groups and meetings to implement the significant effort required to reform Italian football.



VISION

To create a working "team" in which, just like on the pitch, there is clarity and respect for roles, as well as a willingness and dedication to achieve goals, with a view to reforming and innovating Italian football.

ECONOMIC COOPERATION



- Reviewing the various elements and tools for economic cooperation - including, by way of example, but not limited to, the allocation of payments, sports mobility indemnities and bonuses - will form an integral part of the most complex and comprehensive phase of reform for Italian football, which cannot be put off any longer.

CORPORATE MENTALITY



- During the organic design of the FIGC organisational framework, only a corporate-style mentality can guarantee effectiveness and efficiency, by means of a reorganisation process drawing on the most up-to-date principles of corporate management (flexibility, interaction and integration).

OPERATING LEVERS



- The FIGC structure and management divisions must be able to adapt to the various environmental and policy changes, arranging themselves in the best way they can to respond to governance requirements.
- Functions, divisions and departments: identifying 3 or 4 major functional areas and entrusting competitive sporting activities to specific departments, in order to enable a less bureaucratic, more agile and reactive day-to-day management.
- Federalcalcio Servizi Srl as a hub for assistance and support activities for all components, providing specialist assistance for all necessary activities.



FIGC ACTIVITIES



MISSION

The strategic framework developed at political level must lead to results within the activity of the operational structure, which, in turn, must have organisational objectives, procedures and criteria capable of meeting these needs.

SPORTS ACTIVITIES



- Developing and strengthening the Youth and Schools Sector, with a view to identifying youth heritage as a fundamental asset for the FIGC development project.
- Continuing the growth of women's football: achieving the target of professionalism by means of organisational and dimensional growth
- The possibility of attracting the top Futsal championships within the organisational and management scope of FIGC could represent the start of a new branch for this movement.
- Further developing the Paralympic and Experimental Football Division and completing the transfer of all disabled football activities from the Italian Paralympic Committee (CIP) to FIGC: organising sports activities for girls and boys with disabilities represents a commitment and a responsibility that must be continuously supported with the care, sensitivity and professionalism with which it is carried out.

MEDICAL ACTIVITIES



- Having been in the spotlight even more during the health crisis, a series of innovative measures must be taken in the near future to highlight the importance of the role of team doctor (special list of health care professionals, training and refresher courses for team doctors, expanding the FIGC Medical Committee by opening it up to specialists from certain medical fields).



VISION

By adopting a corporate mentality (objective - action), the management of FIGC activities will be characterised by strong integration at a functional level and adhering to an operational approach born out of careful planning (plans - feedback - updates).

- Regulatory review of medical and diagnostic tests for suitability and fitness for competition.
- Introduction of a single digital health record for all registered players.
- Health prevention activities across the country.
- Creation of a network of participating diagnostic and medical centres.
- Issuing a first aid qualification with all qualification courses.

ITALIAN REFEREES' ASSOCIATION

- Continuation of the investment in technology, with the option to extend the use of technology to the entire professional sector.
- There remains a sharp focus on episodes of violence and the severity of the penalty system in place remains firm.



TECHNOLOGY

- Completion of the digital platform to be used by FIGC to assist with the transfer of information and documents from both the administrative and sporting sectors.
- Modern CRM system to simplify processes and better involve all the external components of FIGC.



CLUB ITALIA



MISSION

To build an operational structure completely at the service of the National Teams, with an organisational framework and procedures enabling immediate and flexible reactions to specific needs.



VISION

To create an organisational framework that can be recognised in its own right, as well as a strong "identity" internally within FIGC, conveying a message and a positive external image of FIGC as a whole.

THE STRUCTURE OF A CLUB

- ➊ The "Club of Clubs" to manage the organisation and technical development of the Italian National Teams.
- ➋ The connotations of "club" afford this structure a recognisable identity, both internally within FIGC and externally, assembling a number of highly important functions with regard to image.
- ➌ FIGC must succeed in getting high-profile figures (primarily the Azzurri Legends) on board at various levels and for a range of objectives, reuniting them with the blue jersey and seeking active collaboration for a constant (technical advisory committees) and specific (representative roles) commitment.





CREATING A STRATEGY

CHAMPIONSHIPS REFORM



MISSION

To reorganise the structure of the professional championships, placing this transformation within a strategy that can have a positive effect from the top to the bottom of the competitive football pyramid. To design the new landscape using a regulatory strategy that for the medium-short term simultaneously involves sporting, economic and managerial figures.



VISION

To provide clubs with sustainability by increasing the quality and value of the championships, and to promote a fairer distribution of resources by generating investments in youth heritage and facilities. A structural reform encompassing the entire system is required.

BOUNDARIES OF PROFESSIONALISM



⊕ In the current football context, the concept of “professionalism” is extremely disparate and, from an economic and financial point of view, too asymmetric. Action must be taken on both counts, returning club management to the sustainability of the sports project with a view to achieving management balance.

⊕ Introduction of a semi-professional dimension and sports apprenticeship (subject to the approval of a specific legal provision), in order to create a new level in the football hierarchy, representing a place of growth and development for young people and youth academies. This change will have no bearing on the socio-economic impact across the country, but it will make sports projects and infrastructure investments sustainable, through a wide range of regulatory tools (subsidy regimes and tax credits, etc.).

⊕ The national amateur sector will require a process of significant dimensional, organisational and structural growth. Perfectly integrated in a large-scale project to develop national football heritage, this sector must ensure it is in a position to assume responsibility for introducing substantial aspects of transformation and the related control activities, with a view to creating a management model of “real” professionalism to boost investments in the youth academy and in facilities, in such a way that the model is robust and sustainable - far beyond simple success in the sports projects - when reaching the higher categories.

MOBILITY BETWEEN LEVELS OF COMPETITION

⊕ Creating a regulatory and competitive mechanism that can safeguard the economic balance and stability of projects, mitigating the impact of sporting performances: the projects, and to a certain extent the continuity of clubs, cannot rely solely on sporting results.

ECONOMIC RELATIONS

⊕ The reorganised structure of the championships must be accompanied by an innovative strategy geared towards fairly balancing the interests of all stakeholders in the system.

⊕ Within the scope of balancing the interests and cooperation of the various parties involved, the football system will have to take the path of flexibility in terms of contracts, ensuring a system of guarantees and protection for economic obligations.

⊕ Contractual flexibility: a large-scale reform project has no option but to define new dynamics in terms of the contractual relations between clubs and their registered players.

SUSTAINABILITY

MISSION



One of the main objectives of medium-term strategy planning is to promote business continuity by creating the best possible conditions for sustainable management from a sporting and economic point of view.

VISION



Managing an economically and financially balanced club can be achieved through measures aimed at creating opportunities capable of increasing the management profitability, which in turn is the result of rationalising costs and boosting revenue levers. This balance can be achieved by using tools with a leverage effect on the system.

INCREASE IN PROFITABILITY



The football system must take back its role and reclaim recognition - which must obviously be in line with the state legislator's strategy - of sharing in the proceeds of football betting.

MANAGEMENT BALANCE AND GUARANTEES



Budget model and salary cap: identification of elements required to regulate the cost management framework, with a view to steering clubs towards balanced economic and financial management corresponding to their ability to attract resources.

MARKETING & FAN ENGAGEMENT



The FIGC "figures" - and the increase in those relating to commercial partnerships and remote fans - drive the ongoing development of market penetration, expanding projects and participation opportunities for those who feel part of the life of Italian football.

Enhancing the product and its visibility must lead to increased resources being invested in strengthening the economic and financial solidity of FIGC and made available - through specific development and solidarity funds - to all the components.

YOUTH HERITAGE

MISSION



To set out the strategic awareness of the importance of youth in concrete actions, specifically applied to the various competitive contexts, with a view to highlighting the ability of youth to offer an invaluable competitive advantage.

VISION



To transform the youth football sector into a "supply chain", in which each section plays a role in developing the previous and subsequent sections, nurturing talent and showcasing quality.

REFORMING YOUTH CHAMPIONSHIPS



Three guidelines on which to base the process of reform: establishing a youth "supply chain", reviewing the economic impact of this activity (indemnities and bonuses), promoting projects to develop talent and organise training centres across the country.

YOUTH SUPPLY CHAIN



As part of the reform, FIGC must put together a regulatory and organisational strategy for competitions in such a way as to define a "supply chain" in the development of the national youth heritage.

INDEMNITIES AND BONUSES



The framework for collaboration and sharing associated with youth football development projects also encompasses economic relations.

FIGC ACADEMIES



By developing and focusing the objectives of the current FIGC territorial development centres around advanced training, FIGC can generate real vehicles aimed at enhancing the technical component of the system.

The FIGC Academies are training hubs where, in full collaboration with the clubs, players deemed to be "of interest" can increase and develop their skills through individual training methods, under the tutelage of FIGC coaches, who are able to constantly monitor their progress, to be incorporated into the chain of Youth National Teams.

FIGC FOOTBALL SCHOOLS

FIGC must take responsibility for the registration of players eligible for football schools. In doing so, and in compliance with strict parameters and protocols, it must avail itself of the associations and clubs serving as "training agencies" in full implementation of Youth and Schools Sector directives, with which must coordinate to ensure alignment between the quality standard and the correct management of sports and economic relations.

ENHANCING THE STRATEGIC ASSETS OF ITALIAN FOOTBALL

THE YOUTH SECTOR and FACILITIES represent 2 key levers with the capacity to determine the quality and extent of the competitive advantage of our football for the medium-long term. At the same time, aspects of strategic dynamism and design stability are not solely the preserve of the management framework of clubs, but also the entire system which FIGC must learn to interpret. In the context of reform, these 2 assets represent the “energising” factors for the entire system.



THE YOUTH SECTOR

DEVELOPING THIS ASSET ENCOMPASSES AN INNOVATIVE STRATEGY TO TRAINING METHODS AND THE STRUCTURE OF THE CHAMPIONSHIPS. WITH THESE AS A BASIS, A WIDER CULTURAL APPROACH GEARED MORE TOWARDS THE NEW GENERATIONS SHOULD BE REINFORCED BY CLUBS, WITH THE BENEFITS ALSO FOR THE ACTIVITIES OF NATIONAL TEAMS.



FACILITIES

THE AIM IS TO ACCELERATE AND ENCOURAGE - THROUGH LEGISLATION CURRENTLY IN FORCE - THE CREATION OF PROJECTS TO RENOVATE AND BUILD NEW FOOTBALL FACILITIES, MAKING FIGC THE PRINCIPAL OPERATIONAL SUPPORT FOR CLUBS AND ONE OF THE CENTRAL CONTACTS FOR THE FINANCIAL SECTOR AND FOR THE LOCAL AUTHORITIES INVOLVED IN THE PROCESS.





1.5 NATIONAL TEAMS HONOURS

A NATIONAL TEAM 4 WORLD CUPS



2 EUROPEAN CHAMPIONSHIPS



1 OLYMPIC GOLD

27 TROPHIES

WON BY
ITALIAN NATIONAL TEAMS
IN ALL COMPETITIONS



UNDER 21

5 EUROPEAN CHAMPIONSHIPS



4 MEDITERRANEAN GAMES



UNDER 19

1 EUROPEAN CHAMPIONSHIP



UNDER 18

2 UEFA JUNIOR TOURNAMENTS



UNDER 16

1 EUROPEAN CHAMPIONSHIP



FUTSAL

2 EUROPEAN CHAMPIONSHIPS



BEACH SOCCER

2 EURO BEACH SOCCER LEAGUE TITLES



WOMEN'S UNDER 19

1 EUROPEAN CHAMPIONSHIP



UNIVERSITY NATIONAL TEAM

2 UNIVERSITY CHAMPIONSHIPS



4 WORLD CUPS

WON BY THE
MEN'S A NATIONAL TEAM



16 EUROPEAN CHAMPIONSHIPS

WON BY ITALIAN NATIONAL TEAMS
AT SENIOR, YOUTH AND WOMEN'S LEVEL



E-SPORTS

IN 2020 THE eNAZIONALE TIMVISION
WON THE UEFA eEURO 2020, THE FIRST
EUROPEAN CHAMPIONSHIP IN THE HISTORY,
PLAYED ON PRO EVOLUTION SOCCER (PS4)







The figures of Italian football, in terms of the number of people playing,
its interest and economic impact



02

**FIGC AND ITALIAN
FOOTBALL IN FIGURES**

2.1 THE FOOTBALL SYSTEM IN FIGURES ★★★★★

THE NUMBERS BEHIND ITALIAN FOOTBALL AND THE VALUED GENERATED (pre-COVID-19*)



REPORTCALCIO: A COLLECTION OF STRATEGIC DATA AND TRENDS

11 editions of ReportCalcio

TARGETS:

- To present the numbers behind Italian football by describing its size and structure
- To examine the main trends and predict future developments
- To provide strategic support to go alongside programmes for Italian football development

TOPICS COVERED:

- From the census on Italian football to the profile of the National Teams (in sporting, media and commercial terms), from studying youth and amateur football to analysing the financial, organisational, infrastructural and tax profile of the professional system, along with appropriate scope for international comparisons

PARTNERS OF EXCELLENCE:

- PwC and AREL



SPORT DIMENSION

- **4.6 MILLION PLAY FOOTBALL** IN ITALY WITH **1.4 MILLION REGISTERED MEMBERS** of FIGC (78% players). 20% of Italian males aged 5 to 16 are FIGC-registered members
- **ONE ITALIAN OUT OF 57** registered as a player for an amateur and youth club
- FIGC would represent **THE THIRD BIGGEST ITALIAN CITY** in terms of population (after Rome and Milan)
- **24%** FIGC alone makes up 24% of the total number of registered members across the 44 Italian sports federations and **92% of sporting professionals** in Italy
- **OVER 570.000** official matches every year (one every 55 seconds)



SOCIO-ECONOMIC IMPACT OF FOOTBALL

- **ESTIMATED TO BE €3.1 BILLION** the figure encompasses the **economic** (€726.5 million) and **healthcare** (€1,247.6 million) sectors as well as the **social impact** (€1,129.3 million)
- **FOOTBALL AS A TOOL FOR SOCIAL INTEGRATION:** **64,504 of players** in the 2018-2019 season had been **born abroad**
- **45.6% MORE** than in 2009-2010



ITALIAN FOOTBALL: A STRATEGIC ASSET FOR THE COUNTRY ON A SPORTING, ECONOMIC AND SOCIAL LEVEL



INTEREST GENERATED

- **OVER 32 MILLION FANS,** which equates to 64% of the Italian population over the age of 18
235 MILLION FANS AND FOLLOWERS on social media
and **1.2 BILLION** views on YouTube
- **AROUND 40 MILLION TICKETS** sold every year (pre-COVID-19)
- **REVENUE GENERATED BY FOOTBALL BETTING:**
€ 10.4 BILLION in 2019 (a five-fold increase since 2006), which is 73% of the total revenue generated by sports betting in Italy
- **IN THE TOP 50 OF THE SPORTS EVENTS WITH THE GREATEST COLLECTION IN HISTORY ONLY FOOTBALL MATCHES ARE SHOWN**
- **50 FOOTBALL MATCHES** among the 50 **most-watched programmes in the history of Italian TV** (47 of which are National Team matches)
- **ACCUMULATED GLOBAL AUDIENCE** estimated to be
2.3 BILLION TV VIEWERS (professional football and National Teams)
- **SERIE A'S INTERNATIONAL FAN BASE:**
376,7 M
- **TV AUDIENCE IN ITALY:**
513,4 M
- **CONSIDERING ALL PLATFORM**
THE BEST-SELLING VIDEO GAME IN 2019
IS A FOOTBALL VIDEO GAME
2 football games among the top 4, while the second most downloaded paid app in Italy is a football video game, and the most watched video game in the esports landscape is a video game about football



ECONOMIC, TAX AND COMMERCIAL PROFILE

- Direct revenue: **€5 billion**. Italian football accounts for **12% of the global football industry's total revenue**
- **Indirect** impact on Italy's GDP: **€10.1 billion**, with over **120,000 jobs** generated by football and 235,000 volunteers
- Relevance in the **Italian entertainment sector**: football alone makes up **35% of turnover generated** by Italian entertainment (ahead of cinema and theatre on 10% and 7% respectively) and **81% of revenue** in Italian sport
- The aggregate turnover of professional football in 2018-2019 (last season before Covid-19) **exceeded € 3.8 billion**, growing between 2007 and 2019 on average each year by 4.8%, compared to **+1.4% of Italian GDP**. Among the sectors included in the Italian entertainment, the growth in the turnover of football is second only to that of the sector of videogames (+8.4%) and internet (+7.7%), ahead of TV (+0.2%), radio (-0.4%), music (-0.7%) and newspapers (-5.1%)
- **Tax and social security contribution** (professional football): **€1.4 billion**. Professional football (around 100 clubs) accounts for **70% of the total tax contribution** made by the whole of Italian sport (50,000 clubs and businesses)
- The growth in the tax contribution by football has generated new resources to **benefit the entire Italian sporting panorama** (over €60 million just in 2019 and over €95 million in 2020), following the impact of the reform of the financial system in Italian sport (the 2019 stability law and the principle of self-financing in sport)
- For every euro "invested" by the Italian government in football, the **State** has had a **return in terms of tax and social security contribution of €17.3** (figure from the correlation between the tax and social security contribution by professional football between 2006 and 2018 of €14 billion and the contributions by the Italian National Olympic Committee to FIGC in the same period, totalling €813.3 million)
- Italian football, through the Totocalcio, has financed the sport of our country since 1948 to 2003, generating approximately **€ 19.5 billion for CONI** and **€ 19.6 billion for the treasury** and thus contributing to **the conquest of 422 Olympic medals in those 55 years**
- 5 professional football clubs paid in over **€ 50 million in 2018 IRPEF contribution**, and other 15 clubs between 10 and 50 million

*On these pages, the main numbers related to before the impact of the pandemic are summed up, with the aim of highlighting the relevance of the football sector on a structural level. In chapter 4, the main impact of the COVID-19 pandemic on the football system is analysed, in terms of sporting, economic and social indicators.

2.2 SPORT DIMENSION ★★★★★

ORGANISED AND STRUCTURE ACTIVITY: FIGC FIGURES



FOOTBALL PRACTICE IN ITALY*

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2018-2019 vs 2019-2020
CLUBS	14,690	14,653	14,451	13,908	13,652	13,491	13,120	12,795	12,449	12,127	11,915	-1.7%
Professional	132	127	119	111	111	102	96	102	99	95	99	+4.2%
Amateurs	11,642	11,469	11,260	10,702	10,316	10,071	9,746	9,446	9,273	9,077	9,057	-0.2%
Youth and School Sector	2,916	3,057	3,072	3,095	3,225	3,318	3,278	3,247	3,077	2,955	2,759	-6.6%
TEAMS	69,908	71,689	70,329	60,210	62,295	61,435	59,535	66,165	66,492	64,827	62,586	-3.5%
Professional	484	470	455	475	468	418	389	526	467	455	468	+2.9%
Amateurs	17,157	17,020	16,570	15,658	15,521	15,064	14,485	14,174	13,954	13,593	13,409	-1.4%
Youth and School Sector	52,267	54,199	53,304	44,077	46,306	45,953	44,661	51,465	52,071	50,779	48,709	-4.1%
REGISTERED PLAYERS	1,108,479	1,151,473	1,117,447	1,098,450	1,073,286	1,099,455	1,062,294	1,056,824	1,057,690	1,062,792	1,026,488	-3.4%
Professional activity	14,476	14,477	13,894	12,907	13,062	12,211	11,586	12,319	12,125	12,341	12,775	+3.5%
Professionals	3,517	3,329	3,240	2,951	2,930	2,806	2,678	2,839	2,899	2,928	3,052	+4.2%
Young professionals	10,959	11,148	10,654	9,956	10,132	9,405	8,908	9,480	9,226	9,413	9,703	+3.1%
Amateur activity	474,493	466,371	444,653	415,338	393,718	388,954	377,153	370,540	365,034	360,546	359,730	-0.2%
Youth and School Sector	619,510	670,589	658,900	670,205	666,506	698,290	673,555	673,965	680,531	689,905	654,003	-5.2%
FIGC-REGISTERED TECHNICAL STAFF	23,857	24,060	22,057	22,137	23,474	24,706	24,757	26,524	28,880	31,031	29,169	-6.0%
Coaches	22,310	22,476	20,445	20,510	21,792	22,921	22,964	24,483	26,662	28,608	26,837	-6.2%
Athletic trainers	263	244	289	327	340	368	385	454	497	583	558	-4.3%
Doctors	577	627	573	579	543	566	516	566	585	652	682	+4.6%
Health professionals	707	713	750	721	799	851	892	1,021	1,136	1,188	1,092	-8.1%
REFEREES	33,040	34,728	34,267	34,409	34,381	34,765	33,674	32,290	31,812	31,534	30,861	-2.1%
National Technical Bodies	1,978	1,899	1,918	1,874	1,870	1,888	1,883	1,913	1,859	1,844	1,846	+0.1%
Local Technical Bodies	31,062	32,829	32,349	32,535	32,511	32,877	31,791	30,377	29,953	29,690	29,015	-2.3%
CLUB OFFICIALS	108,732	132,163	185,396	207,410	240,996	235,676	233,141	241,111	237,611	237,338	237,405	+0.0%
TOTAL REGISTERED MEMBERS	1,274,108	1,342,388	1,359,167	1,362,406	1,372,137	1,394,602	1,353,866	1,356,749	1,355,993	1,362,695	1,323,923	-2.8%




*Data from before
the COVID-19 pandemic

FIGC REGISTERED MEMBERS 2019-2020



YOUTH ACTIVITY COMPARISON



	2018-2019	2019-2020	% change
North-west	236,215	219,116	-7.2%
North-east	200,015	181,970	-9.0%
Central Italy	196,282	180,827	-7.9%
South/islands	207,376	185,598	-10.5%
TOTAL U20 PLAYERS	839,888	767,511	-8.6%

OFFICIAL MATCHES COMPARISON

	2018-2019	2019-2020	Total difference	% change
Amateur leagues	198,486	186,858	-11,628	-5.9%
Youth leagues	370,087	334,475	-35,612	-9.6%
Professional leagues*	3,292	2,707	-585	-17.8%
TOTAL	571,865	524,040	-47,825	-8.4%

* Competitions organised by professional leagues (including youth and Primavera championships)

COVID-19 IMPACT: ALMOST 48,000 FEWER OFFICIAL MATCHES (-8.4%)

YOUTH ACTIVITY

767,511 U20 PLAYERS

19.1% YOUNG MALES IN ITALY AGED BETWEEN 5 AND 16 ARE REGISTERED WITH FIGC

43,437 MEMBERS IN THE YOUTH AND SCHOOL SECTOR WERE BORN ABROAD (+0.3% COMPARED TO 2019-2020 AND A 37.7% INCREASE OVER THE LAST 10 YEARS)

31,390 REGISTERED FEMALE PLAYERS

+13.6%

COMPARED TO 2018-2019

+66.5%

COMPARED TO 2008-2009

THE FIGURES OF THE ITALIAN FOOTBALL SYSTEM IN 2019-2020 - DIVIDED BY REGION



PLAYERS

QUALIFIED
TECHNICAL STAFF



REFEREES

CLUB OFFICIALS



CLUBS

TEAMS

OFFICIAL
MATCHES

FOOTBALL
PITCHES

19

THE NUMBER OF ITALIAN
REGIONS WHERE FOOTBALL
IS THE MOST PLAYED SPORT
(THE ONLY EXCEPTION IS
VALLE D'AOSTA)



ABRUZZO

29,121	2,898	1,071	6,296
459	1,739	12,717	922

BASILICATA

9,043	1,365	404	1,939
202	434	4,010	422

CALABRIA

26,939	3,915	1,399	5,608
571	1,554	10,728	983

CAMPANIA

58,238	8,227	2,753	10,905
1,243	3,189	21,711	1,613

EMILIA ROMAGNA

86,339	6,072	2,260	18,993
819	5,015	38,995	1,786

FRIULI VENEZIA GIULIA

26,887	2,886	788	7,749
288	1,708	11,131	705

LAZIO

93,564	8,263	2,898	18,384
1,051	5,649	54,088	1,755

LIGURIA

23,284	3,352	990	5,788
231	2,081	14,154	633

LOMBARDIA

183,352	11,078	4,062	45,373
1,493	10,840	100,414	3,246

MARCHE

42,392	3,544	1,124	10,966
558	2,460	24,006	1,180

MOLISE

6,443	736	331	1,235
128	313	3,777	271

PIEMONTE/VALLE D'AOSTA

74,494	5,673	2,089	18,408
659	4,424	35,181	2,021

PUGLIA

43,233	5,986	1,684	7,820
619	2,261	15,329	1,243

SARDEGNA

37,818	3,986	937	8,207
534	2,011	10,443	1,028

SICILIA

46,200	6,200	1,957	8,585
817	3,061	18,984	1,195

TOSCANA

84,547	8,225	2,263	23,535
779	5,959	54,862	1,476

TRENTINO ALTO ADIGE

25,248	2,281	602	5,714
293	1,426	10,659	570

UMBRIA

22,455	2,557	829	5,012
251	1,628	14,166	702

VENETO

106,901	8,004	2,400	26,898
920	6,778	54,854	2,388



2.3 SOCIO-ECONOMIC IMPACT AND VALUE GENERATED

FOOTBALL IS A FUNDAMENTAL ASSET FOR ITALY ON A SPORTING, ECONOMIC AND SOCIAL LEVEL

IN ORDER TO REPRESENT THE GROWING VALUE GENERATED BY THIS SPORT, FIGC HAS LAUNCHED A RESEARCH PROGRAMME WITH UEFA WITH THE AIM OF ANALYSING "SOCIAL RETURN ON INVESTMENT"

THE STUDY MADE IT POSSIBLE TO ILLUSTRATE THE BENEFITS DERIVING FROM FOOTBALL AND THE IMPACT GENERATED ON ITALY AS A RESULT, WITH THE AIM OF BETTER DIRECTING LONG-TERM INVESTMENTS

Represent the impact of **CURRENT FOOTBALL ACTIVITIES** on the Italian economy

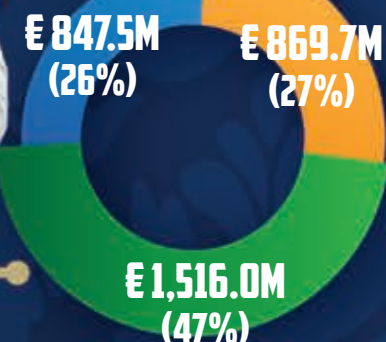


REGISTERED PLAYERS WITH FIGC IN 2019-2020

1,026,488

SOCIO-ECONOMIC IMPACT

€ 3.23 BILLION



AVERAGE VALUE GENERATED BY EVERY REGISTERED PLAYER:

€ 3,200

ECONOMY: **€ 847.5M**



- € 420.1M FACILITY ECONOMY VALUE
- € 427.4M PARTICIPATION SPENDING VALUE
- > 73,000 EMPLOYMENT CREATION

HEALTH: **€ 1,516.0M**



- € 282.6M HEALTH SAVINGS
- € 1,250.0M SUBJECTIVE WELLBEING
- € 16.6M ESTIMATED COST OF INJURIES

SOCIAL: **€ 869.7M**



- € 1.88M CRIME REDUCTION
- € 336.0M TRAINING AND EMPLOYMENT
- € 66.4M DEVELOPMENT PROGRAMMES
- € 465.4M VOLUNTEERING

SOCIO-ECONOMIC IMPACT OF FOOTBALL IN THE 2019-2020 SEASON

ECONOMY: € 847.5 MILIONI

Direct contribution to the domestic economy

FACILITY ECONOMY VALUE	€ 420.1 MILLION
Revenue from renting pitches	€ 306.2 million
Investment in pitches	€ 113.9 million
PARTECIPATION SPENDING VALUE	€ 427.4 MILLION
Sportswear	€ 136.8 million
Membership fees	€ 109.7 million
Food and beverage	€ 97.6 million
Travel	€ 59.4 million
Sports equipment	€ 24.0 million



EMPLOYMENT CREATION

73,070 JOBS

HEALTH: € 1.52 BILLION

Public healthcare savings derived from playing football

PERCEIVED ECONOMIC VALUE OF WELL-BEING	€ 1.25 BILLION
CARDIOVASCULAR DISEASES AND DIABETES	€ 206.4 MILLION
Diabetes	€110.5 million
Hypertension	€74.9 million
Ischaemia	€15.1 million
OLD AGE	€ 36.5 MILLION
MENTAL HEALTH	€ 35.6 MILLION
Depression	€ 23.6 million
Anxiety	€ 8.7 million
Schizophrenia	€ 3.3 million
CANCER	€ 3.7 MILLION
DEVELOPMENT PROJECTS	€ 0.39 MILLION



ESTIMATED COST OF INJURY

-€ 16.6 MILLION

SOCIAL: € 869.7 MILLION

Estimated economic impact of the social benefits generated by football

VOLUNTEERING	€ 465.4 MILLION
Active volunteers	€ 376.7 million
Volunteer coaches (men)	€ 86.5 million
Volunteer coaches (women)	€ 2.2 million
CRIME REDUCTION	€ 1.88 MILLION
Crimes committed by adults	€ 1.38 million
Crimes committed by youths	€ 0.5 million
TRAINING AND EMPLOYMENT	€ 336 MILLION
School attendance	€ 172.6 million
Qualifications and study certificates	€ 119.7 million
NEET (Not in employment education or training)	€ 43.8 million



DEVELOPMENT PROGRAMMES

€ 66.4 MILLION

SURVEY ON VOLUNTEER ACTIVITY IN FOOTBALL - RESULTS



- ⚽ In collaboration with Bielefeld University and UEFA, FIGC conducted a survey in March 2021 to find out the socio-economic value of the work carried out by volunteers in youth football, with **1,134 volunteers** taking part in the study.
- ⚽ The activity carried out by each volunteer has an economic value of around **€ 15.81 per hour**, allowing clubs to save an average monthly salary of € 550 for each volunteer.
- ⚽ The impact of the pandemic on the time spent volunteering and on the level of perceived well-being was analysed. **Before the outbreak of the pandemic, every volunteer in football devoted an average of 34.61 hours per month to the job, which dropped to 27.71 (-20%) following the impact of COVID-19.**
- ⚽ Perceived levels of satisfaction and happiness among volunteers went down by **12% and 16% respectively**, with the indicator linked to overall well-being levels falling from 80.45 to 60.34 (-25%).

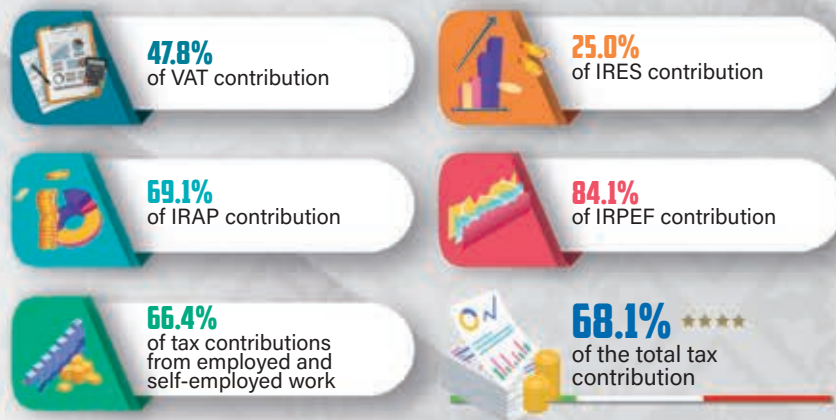
2.4 TAX AND SOCIAL SECURITY CONTRIBUTION

IN 2018, THE TAX AND SOCIAL SECURITY CONTRIBUTIONS FROM PROFESSIONAL FOOTBALL WERE NEARLY € 1.4 BILLION, UP 10% ON 2017 AND UP 62% ON 2006.

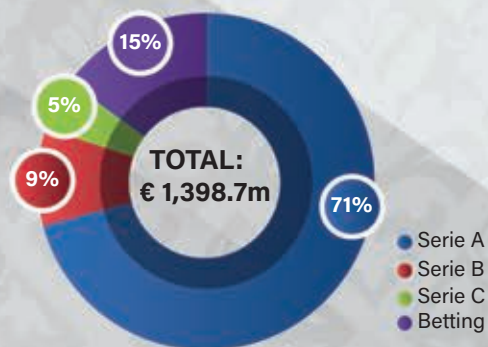
COMPARISON OF TAX AND SOCIAL SECURITY CONTRIBUTIONS OF PROFESSIONAL FOOTBALL



Compared to the total of companies operating in the Italian sport industry (ranking ATECO 93.1, including those carrying out mainly the activities of a sport club and **THE MANAGEMENT OF SPORT FACILITIES, FOR A TOTAL OF 50,000 COMPANIES AND BODIES**), **97 PROFESSIONAL FOOTBALL CLUBS** WEIGHTED in 2018 for:



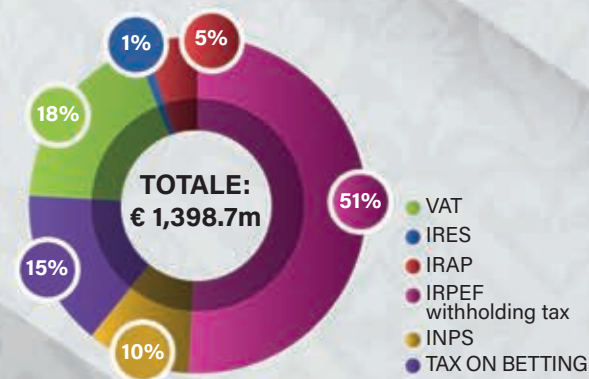
TOTAL 2018 CONTRIBUTION DIVIDED BY CHAMPIONSHIP



€ 1,739.4M (+13.5% COMPARED WITH 2017)
TOTAL EMPLOYEE INCOME

The number of employees with salaries over €200,000 was 1,131, the highest figure in this regard since 2006 when such data started to be collected

DIVIDED BY TYPE OF TAX



12,526 TAX PAYERS
(highest since 2006)

INDIRECT AND RELATED ECONOMIC IMPACT



The economic dimension is not limited to the direct economic impact generated by the clubs, the Leagues and FIGC itself. The economic benefits from the football industry are felt by all sectors of the economy, particularly those shown below:



- **Standard Football**, an agency specialised in market analysis, wealth estimation and assessing economic impact in the football industry which operates with the support of football institutions, investors, financial operators and sports companies, **worked on behalf of FIGC on a study to measure and reassess the direct, indirect and related effects of the football industry on the domestic economy in 2020.** The study describes in detail the impact caused by the COVID-19 pandemic on the whole football supply chain.
- The study was drawn up by a team of economic experts with a wealth of experience in the fields of sport and culture.
- The results of the research show how much of a negative impact the pandemic has had on direct expenditure (down by almost €300 million or 5.7%) and on football's contribution to domestic GDP (down by almost €1.8 billion, with the percentage contribution to GDP down from 0.58% to 0.54%).
- Taxes generated (21.4%) and income for families (18.6%) have suffered a drastic drop compared with the previous year.
- Employment activated by football has also been adversely affected, with over 27,000 fewer jobs generated.

	2016	2020 (pre COVID-19)	2020 (post COVID-19)	Impact of COVID-19
Direct expenditure	€ 3,050m	€ 5,050m	€ 4,762m	-5.7%
Impact on GDP	€ 7,445m	€ 10,066m	€ 8,249m	-18.1%
% impact on GDP	0.51%	0.58%	0.54%	-4bp
Production activated	€ 14,801m	€ 19,559m	€ 15,151m	-22.5%
Taxes generated	€ 1,742m	€ 3,130m	€ 2,460m	-21.4%
Income for families	€ 8,983m	€ 10,571m	€ 8,601m	-18.6%
Employment activated	89,821	121,737	94,462	-22.4%





2.5 INTEREST, MEDIA AND COMMERCIAL PROFILE

FANS AND FOLLOWERS ON SOCIAL MEDIA: COMPARISON WITH OTHER INDUSTRIES IN ITALY

TOP 3 FOOTBALL CLUBS



In July 2020, **Juventus** became the Italian brand with the biggest Instagram following (40.5 million followers), overtaking Gucci (40.3 million), making it the 70th most popular Instagram account in the world (the 10th considering only brands and companies). In 2020, Juventus was the sports club with the 5th most interactions on social media in the world (nearly 800 million).

FASHION INDUSTRY



AUTOMOBILE INDUSTRY



SOCIAL MEDIA FOLLOWERS - TOP 15 ITALIANS

	Valentino Rossi	30.2m
	Gigi Buffon	26.7m
	Chiara Ferragni	25.9m
	Gianluca Vacchi	24.1m
	Mario Balotelli	22.8m
	Andrea Pirlo	21.6m
	Fedez	18.2m
	Michele Morrone	15.1m
	Alessandro Del Piero	15.1m
	Laura Pausini	14.7m
	Stephan El Shaarawy	14.5m
	Marco Verratti	14.2m
	Benedetta Rossi	11.5m
	Lorenzo Jovanotti	8.4m
	Francesco Totti	8.2m

COMMERCIAL DIMENSION

FIGC and professional football - aggregated data 2020



OVER 4,500

SPONSORSHIP DEALS

Investment by different industries

Industry	Impact	Investment
Sportswear	26.8%	€ 147.4m
Automotive	20.4%	€ 112.2m
Telecoms	4.9%	€ 27.0m
Retail	4.7%	€ 25.9m
Construction & Real Estate	4.7%	€ 25.9m
Airlines	4.5%	€ 24.8m
Trading & Forex	3.1%	€ 17.1m
Food	2.9%	€ 16.0m
Non-alcoholic beverages	2.9%	€ 16.0m
Tyres	2.8%	€ 15.4m
Insurance	2.5%	€ 13.8m
Media	2.4%	€ 13.2m
Videogames	2.1%	€ 11.6m
Financial services	1.8%	€ 9.9m
Alcoholic beverages	1.7%	€ 9.4m
Other industries	11.8%	€ 64.9m
TOTAL	100%	€ 550.0m

6%

OF DEALS ARE WITH
FOREIGN COMPANIES

Main countries

	USA	33 DEALS
	NETHERLANDS	22 DEALS
	ENGLAND	21 DEALS
	GERMANY	20 DEALS
	SWITZERLAND	18 DEALS
	FRANCE	15 DEALS
	CHINA	13 DEALS
	JAPAN	12 DEALS
	AUSTRIA	7 DEALS
	MALTA	6 DEALS

Sponsorship market in Italy in 2020



SPONSORSHIP
MARKET VALUE

€ 2 BILLION



IMPACT OF SPORTS
SPONSORSHIPS

70% (€ 1.4 BILLION)



IMPACT OF
FOOTBALL
SPONSORSHIPS

28% (€ 550 MILLION)

Note: Numbers include fans and followers on official Facebook, Twitter, Instagram and YouTube accounts. Data up to date as of 21/10/2021.

INDIRECT AND SATELLITE EFFECTS OF ITALIAN FOOTBALL

MAJOR EVENTS

Major football events are becoming increasingly important to aid the growth, development and sustainability of Italian football, besides having considerable indirect and induced effects on the Italian economy as a whole. In the last 12 years, FIGC have successfully organised 3 UEFA Champions League finals, a UEFA Europa League final, a European U21 Championship, 4 matches of the 2020 European Championship and the Final Four of the 2021 UEFA Nations League, with over 600,000 total spectators. The induced economic impact of Italy hosting UEFA EURO 2020 matches is estimated at € 161.4 million, while Italy winning the tournament produced a direct, indirect and satellite effects of an estimated 0.7% of Italy's GDP (around € 12 billion), simultaneously helping to enhance our country's international reputation; for example, Google searches for "Italy" across the globe reached an all-time high in July 2021, more than the World Cup victory in 2006 and the initial impact of COVID-19 in our country.



OTHER CASE HISTORIES

SPORTS NEWSPAPERS

Total sales of the 3 main Italian sports dailies in 2019 reached 6.6 million copies (this figure fell 33.2% to 4.4 million in 2020 as a result of COVID-19)

VIDEOGIOCHI

Across all platforms, the videogame that sold the most copies was a football game (2 football games in the top 3)

BETTING

Collection from betting on football in Italy in 2020 was € 9.7 billion, with a tax revenue of € 253.1 million. Worldwide, the total collection from betting on Serie A for the 2019/20 season was € 38.4 billion

FANTASY FOOTBALL

6 million fantasy football coaches and 16 million virtual teams signed up for tournaments, generating an estimated annual revenue of € 12 million

PROFESSIONAL FOOTBALL CLUBS' SUMMER TRAINING CAMPS

The satellite effects for the Trento region (Valle di Sole in particular) from hosting summer training camps for professional football clubs is estimated to be worth € 13 million (with around 100,000 fans)

SUMMER SCHOOLS ORGANISED BY PROFESSIONAL CLUBS

Over 30,000 young players take part in summer schools every year, for an estimated economic impact of around € 11 million



The various forms of capital used by FIGC: Financial, Real Assets and Natural, Human, Intellectual and Organisational, Social and Relationship Capital.



**CAPITAL
MANAGEMENT**

FIGC is a non-profit organisation and management is oriented towards the pursuit of effectiveness and efficiency in resource management.

SUMMARY OF BALANCE SHEET (€000)

	2019	2020
Intangible Fixed Assets	4,419	22,068
Tangible Fixed Assets	999	891
Long-term Financial Assets	37,620	37,603
Total Fixed Assets	43,037	60,562
Receivables*	139,127	181,334
Cash and other liquid assets	99,574	89,664
Current assets	238,701	270,998
Accrued Income and Pre-Paid Expenses	2,931	3,240
TOTAL ASSETS	284,669	334,801
Equity	54,971	75,006
Provisions for Contingent Liabilities	37,972	39,653
Bounded funds	422	842
Employees' Leaving Indemnity	4,585	4,971
Payables	164,346	191,151
Accrued Liabilities and Deferred Income	22,373	23,177
TOTAL LIABILITIES	284,669	334,801

SUMMARY PROFIT AND LOSS ACCOUNT (€000)

	2019	2020
Contributions, membership fees, revenues	174,029	169,081
Operating Revenues	174,029	169,081
Olympic Training /National Teams	39,532	30,865
Match officials	45,193	25,126
Organisation of International Sports Events	5,785	703
Organisation of National Sports Events (excl. National Teams)	4,305	3,624
International bodies	0	0
Training, Research and Documentation	7,008	5,531
Sports Promotion	7,633	5,092
Sports Activity Related Transfers	5,805	9,706
Sports Facility Management	79	17
Cost of Sports Activities	115,340	80,665
Labour Costs	18,640	18,252
Overheads	18,024	17,685
Functioning Costs	36,663	35,937
Depreciation and Amortisation	9,616	37,764
Other Operating Expenses	1,573	1,657
Operating costs	163,192	156,022
Financial and Extraordinary Income / Charges	248	448
Pre-Tax Result	11,085	13,506
Taxes and Dues	9,250	11,318
Net Result	1,835	2,188

*Receivables figure includes non-fixed financial assets. The financial statements may be consulted in the "Transparency" section of the figc.it website.

FINANCIAL CAPITAL MANAGEMENT



FIGC's 2020 financial statement (again certified by an auditing company on a voluntary basis) presents a **positive net result** for the year of € 2.2 million euros.



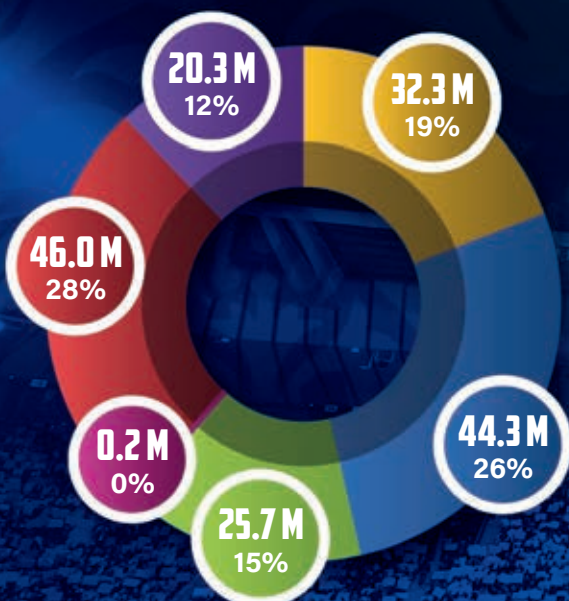
The **monitoring activity** carried out by FIGC and the development of a policy to **enhance commercial potential** have helped us achieve excellent results.

2020 FIGC FINANCIAL STATEMENT

REVENUES



OPERATING REVENUES
€ 169.1 MILLION
(-2.8% COMPARED TO 2019)



- Sport e Salute contributions
- Commercial revenue from advertising and sponsorships
- Membership fees
- Contributions from State, Regions and Local Authorities
- Revenues from international events
- Other revenues

COSTS



OPERATING COSTS
€ 156 MILLION
(-4.4% COMPARED TO 2019)

Main cost items:



REFEREEING SECTOR
€ 34.5 MILLION
(22% of operating costs)



NATIONAL TEAMS
€ 30 MILLION
(19% of operating costs)



Overall investment in **youth football*** reached
€ 13.5 MILLION
(9% of operating costs)

Labour costs accounted for 12.8% of operating costs, while overheads represented 11%.

* In addition to this amount, it should be noted that for the first half of 2020, the costs of FIGC Territorial Centres, which reached €0.64 million, were covered by balance sheet funds. Costs relative to youth football also encompass investment in the youth National Teams and the youth refereeing sector, included in the previous 2 sections.



FINANCIAL RESULTS



EBITDA
+ € 52.5 MILLION

Operating result and pre-tax result
+ € 13.5 MILLION

Total taxes
€ 11.3 MILLION

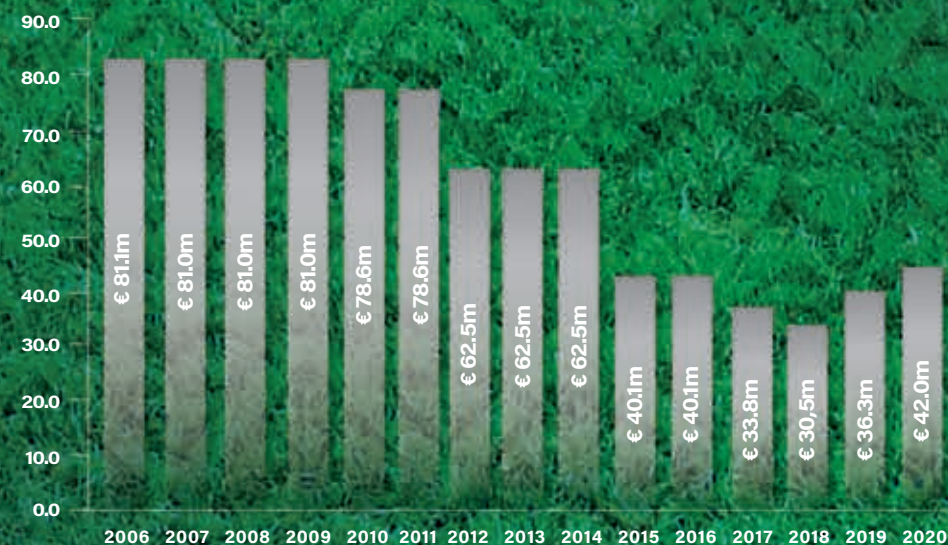
Net result
+ € 2.2 MILLION



KPI TREND



CONTRIBUTIONS FROM CONI / "SPORT E SALUTE" TO FIGC FOR SPORTS ACTIVITIES

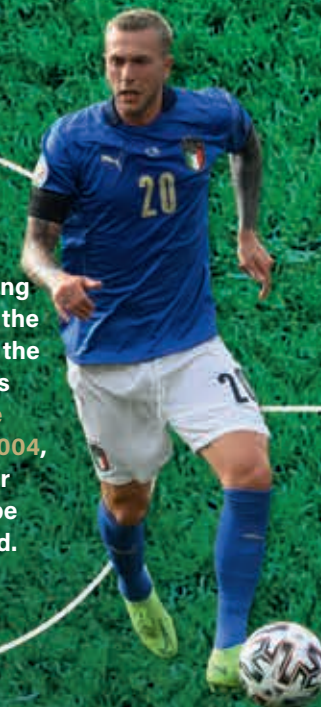


EVOLUTION OF EBITDA IN RELATION TO OPERATING REVENUES

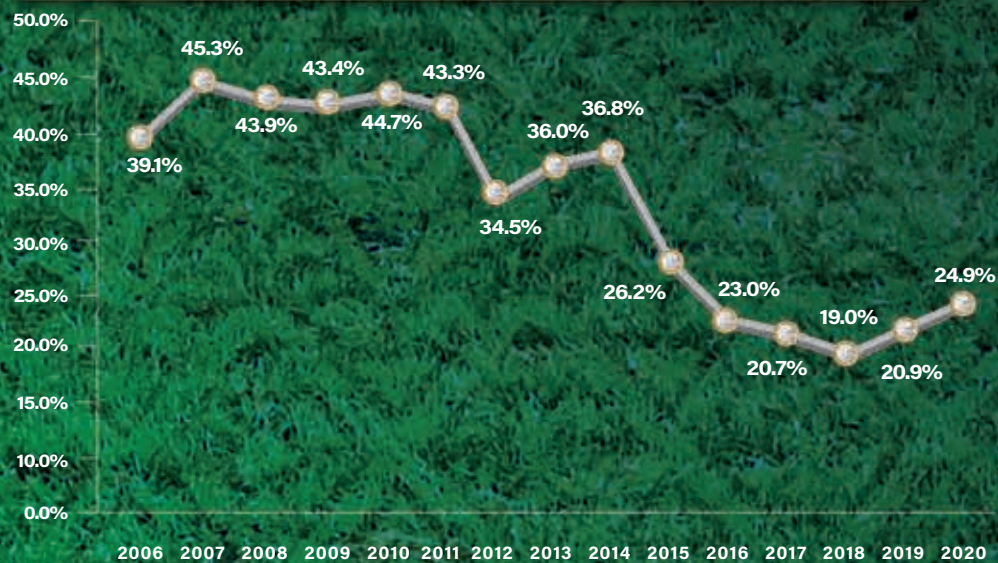


HIGHLIGHTS

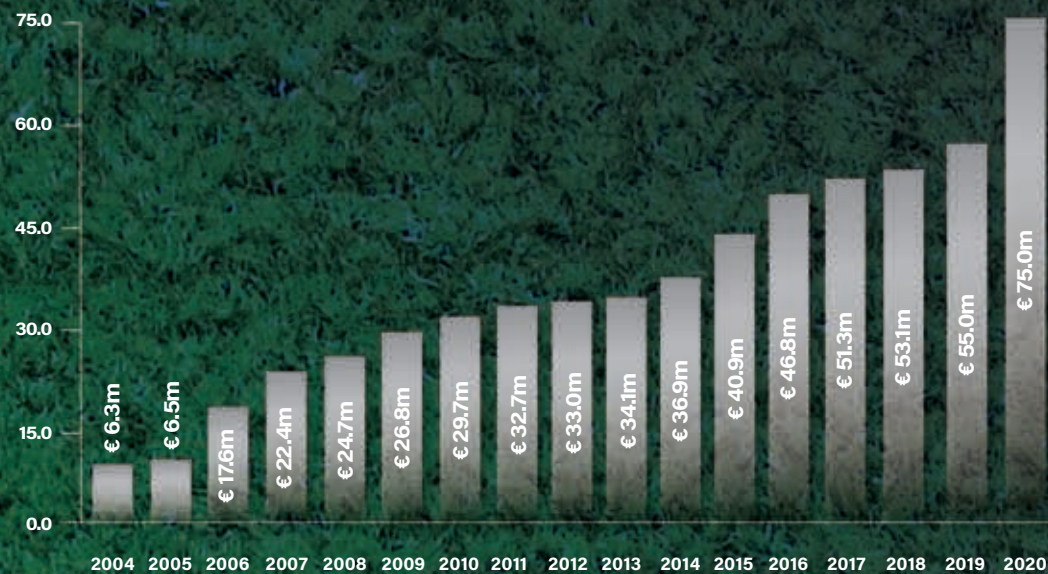
The EBITDA, operating result, net result and the EBITDA in relation to the operating revenues remain among the highest levels since 2004, the earliest year for which figures can be uniformly compared.



EVOLUTION OF CONI / "SPORT E SALUTE" CONTRIBUTIONS AS A PROPORTION OF FIGC OPERATING REVENUES



EQUITY



CURRENT ASSETS



HIGHLIGHTS

From a financial perspective, **net equity is on the rise, reaching € 75 million**, with an increase in current assets of over € 32 million compared to 2019.



IMPACT OF COVID-19 HEALTH EMERGENCY ON FIGC 2020 FINANCIAL STATEMENT

FIGC's financial results in 2020 were impacted by the extraordinary nature of the situation that sectors including football had to face. The situation profoundly affected not only sporting activity, with competitions at international and national level brought to a halt, but also the economic and financial management of the Association.



TICKETING

REVENUE REDUCED TO ZERO IN 2020, compared to € 1.9 million in 2019.

MEDIA RIGHTS

FROM € 32.6 MILLION IN 2019 TO € 26.4 MILLION IN 2020, due to the cancellation of 2 Men's National Team matches that should have taken place in March 2020, against England and Germany. Only 8 matches were played in 2020, with 10 having initially been planned. Rescheduling of these matches is planned for 2021.



REVENUES FROM ADVERTISING AND SPONSORSHIP

despite the impact of the health emergency, **INCOME FROM PARTNERSHIP DEALS INCREASED** compared to the previous year, by about € 5.4 million, thanks to the creation of 12 new prestigious and innovative positions, confirming the effectiveness of the strategic choice made by FIGC to bring the management of commercial relationships – previously entrusted to external advisers – in house. In addition, income from royalties almost doubled compared to the 2019 financial year (from € 444,703 to € 891,505).

INCOME FROM MEMBERS' FEES
FROM € 23.3 MILLION TO € 20.5 MILLION (-12%).



LOWER REFEREEING COSTS

FROM € 45.2 MILLION IN 2019 TO € 25.1 MILLION IN 2020 (-44%)

LOWER COSTS INCURRED BY NATIONAL TEAMS ACTIVITIES
FROM € 39.5 MILLION IN 2019 TO € 30.9 MILLION IN 2020 (-22%).



PROVISIONS MADE IN 2020 IN RELATION TO THE HEALTH EMERGENCY:

provision for charges related to the COVID-19 health emergency, aimed at supporting the football system (**19.8 million**); provision for charges related to the adaptation of facilities and infrastructure (**7.5 million**) and provision aimed at coping with the economic impact of cancelling non-professional sports competitions organised at local level (**3.6 million**).

FIGC has also launched a significant, strategic **ECONOMIC SUPPORT PROGRAMME FOR THE BENEFIT OF CLUBS AND COMPONENTS OF THE ASSOCIATION**, to support the football system in the post COVID-19 resumption phase, resulting in an overall valuation of the 2020 services policy **EQUAL TO € 50 MILLION**.



COSTS INCURRED BY THE FIGC IN 2020 IN RELATION TO THE COVID-19 HEALTH EMERGENCY

In contrast to the general reduction in costs for sports activities, there was an increase in health expenses due to the need to adapt all events and the management of FIGC Human Capital to the health protocols and regulations in force, with the provision of safety devices, PCR, serological tests, sanitisation, etc.

€ 422,925

FIGC (EMPLOYEES AND COLLABORATORS, HEADQUARTER AND PERIPHERAL OFFICES):

medical and health expenses, sanitation, organisational and workspace set-up costs, IT expenses and insurance protection, purchase of health materials and training courses

€ 394,700

NATIONAL TEAMS

€ 280,133

MEDICAL AND HEALTH EXPENSES

€ 114,567

TRAVEL EXPENSES (CHARTER FLIGHTS)

€ 345,083

MATCH OFFICIALS:

medical and health expenses, training, internships, and educational courses

€ 66,037

WOMEN'S FOOTBALL DIVISION

medical and health expenses

TOTAL

€ 1,228,745

During the 2020 financial year, FIGC decided to revalue its intangible assets in accordance with the provisions contained in Article 110 of Legislative Decree No. 104 of 14 August 2020, which was converted with amendments, by Law No. 126 of 13 October 2020. In particular, the FIGC trademark, (ITALIA FIGC), registered on 22 February 2008 and used in the context of the Association's commercial activity, was revalued at €18.4 million. To estimate the value of the ITALIA FIGC trademark, reference was made to the financial income method and, in particular, to the royalty relief method, which determines the economic value of the trademark by discounting the amount of royalties that the market would be willing to pay to license the trademark.





3.2 REAL ASSETS AND NATURAL CAPITAL



FIGC TECHNICAL CENTRE IN COVERCIANO



OVERALL INVESTMENT PLANNED
FOR THE FIVE-YEAR PERIOD
2016-2020:

€ 9.3 MILLION

RESTRUCTURING OF ARCHITECTURE AND FACILITIES: PRIMARY AREAS INVOLVED

- MEDICAL WING
- DRESSING ROOMS
- GYM RENOVATION
- CLASSROOMS
- RESURFACING OF PITCHES 1, 2, 4 AND 5
- NEW PERFORMANCE RUNNING TRACK
- AUDITORIUM (199 PEOPLE)
- FURNISHING WITH 'MADE IN ITALY' DESIGN
- FORESTERIA AND AULA MAGNA TEACHING ROOMS
- DATA CENTRE
- ENERGY EFFICIENCY
- LED LIGHTING
- WORK TO ENSURE SAFETY
- HOTEL ACCOMMODATION
- WATER SYSTEM AND PIPELINE NETWORK
- ENVIRONMENTAL REMEDIATION AND MONITORING
- COVERED STAND
- FIXED MAINTENANCE SERVICE
- OTHER PROJECTS FOR PREPARATION OF NATIONAL TEAMS:
 - Training pitch for goalkeepers
 - Cryotherapy room

MAIN WORK CARRIED OUT IN 2020

- Dressing rooms: hot/cold tub and air conditioning system
- Restyling of the hotel: painting, air conditioning, electrical installation, new WiFi network and other renovation work
- Offices of the FIGC Technical Centre: new multilayer piping, repainting of some areas and other renovation work
- New LED lighting: Aula Magna, areas adjacent to the dressing rooms and the National Team gym
- Sanitation of air ducts, air handling units, fan coils and environmental sanitation by saturating the air with hydrogen peroxide in the reception and hall, the Aula Vicini, rooms, the restaurant and kitchen, FIGC offices, National Team dressing rooms, the Aula Magna, the National Team gym and the pitch 2 dressing rooms
- Installation of chronothermostats with summer/winter function for better management of energy consumption for the air conditioning of the Aula Magna, hall and reception, technical offices and the president's office
- Removal and replacement of damaged flooring on the terrace of the National Team dressing rooms
- Replacement of all pipes serving the water and sanitation system and the air conditioning system in the hotel
- Replacement of non-standard electrical cables and creation of the new lighting system with separation of the light switches inside AIAC headquarters
- Launch of a project to "replant" trees at the FIGC Technical Centre. When fully operational, the programme will see the planting of over 100 trees
- Introduction of environmental auditing, as part of the Life Tackle project

COVERCIANO IN FIGURES



5 FOOTBALL PITCHES



SURFACE AREA OF MORE THAN **100,000 M²**



FOOTBALL MUSEUM, WHICH HOUSES MORE THAN **1,000** ITEMS OF MEMORABILIA FROM ITALY'S FOOTBALL HISTORY



2,000 HOURS OF LESSONS EVERY YEAR AT THE COACHING SCHOOL (PRE-COVID PERIOD)

2019 ACTIVITIES (LAST YEAR PRE-COVID) - HIGHLIGHTS:

2,462 HOURS OF PITCH USAGE

(833 HOURS OF USE BY THE NATIONAL TEAMS, 1,375 FOR INSTITUTIONAL ACTIVITIES, AND 254 FOR COMMERCIAL INITIATIVES)

6,360 HOURS OF CLASSROOM USAGE

(1,653 HOURS OF USE BY THE NATIONAL TEAMS, 2,506 FOR INSTITUTIONAL ACTIVITIES, 1,899 FOR THE TECHNICAL SECTOR AND 302 FOR COMMERCIAL INITIATIVES)



MANAGEMENT OF OTHER FIGC TANGIBLE ASSETS

- COMPLETION OF SAFETY WORK AND MODERNISATION OF THE OFFICES IN ROME AND OTHER OFFICES THROUGHOUT ITALY.



€ 0.7M TOTAL INVESTMENT IN 2020

- LAUNCH OF PROJECT TO BUILD NEW FIGC ACADEMY IN ROME (SALARIA SPORT VILLAGE), WHICH WILL BE NAMED AFTER PAOLO ROSSI, THE HERO OF THE 1982 WORLD CUP, ONE OF THE GREATEST-EVER ITALIAN PLAYERS AND ONE OF THE MOST LOVED BY FANS, WHO DIED IN 2020 AT THE AGE OF 64. THE FIGC EXECUTIVE COMMITTEE ROOM HAS ALSO BEEN DEDICATED TO PAOLO ROSSI.

WORK AT SOME PERIPHERAL SITES:

- Complete renovation of the Genoa and Turin sites, which house the respective regional committees of the AIA and the SGS.
- Sale of the Trieste, Monza, Lodi and Secondigliano sites (facility sold to a sports club made up of active members of the Italian state police, with the aim of creating a centre for lawfulness and a point of reference for the young people of the neighbourhood).
- Renovation of the site of Naples with the aim of also making this building profitable.
- Start of renovation work on the headquarters of the National Amateur League regional committee of Calabria in Catanzaro.
- Completion of process to optimise facilities, concluding the relaunch of all unused sites by entrusting them to local authorities and/or amateur clubs primarily focusing on youth activities (L'Aquila, Udine and Vercelli).

ENHANCEMENT OF THE "LOOK AND FEEL" OF THE HEADQUARTERS IN ROME (VIA ALLEGRI)

THE NEW LOOK, WHICH IS MODERN AND TRADITIONAL AT THE SAME TIME, WAS DEVISED TO CONVEY THE MOST IMPORTANT MOMENTS IN THE HISTORY OF ITALIAN FOOTBALL, STARTING WITH ITS MOST RECENT PAST.





3.3 HUMAN CAPITAL ★★★★★

Human capital continues to represent a **central pillar of interest** of FIGC strategy and comprises the processes for administration and management for **approximately 500 workers (including employees and collaborators)**.



FIGC HUMAN CAPITAL IN FIGURES



FIGC EMPLOYEES ★★★★★

	WOMEN	MEN	TOTAL
2014	101 45%	125 55%	226 100%
2015	102 44%	128 56%	230 100%
2016	103 43%	138 57%	241 100%
2017	107 45%	131 55%	238 100%
2018	105 42%	143 58%	248 100%
2019	109 42%	151 58%	260 100%
2020	112 42%	155 58%	267 100%


AGE OF FIGC EMPLOYEES IN 2020 ★★★★★

	WOMEN	MEN	TOTAL
Under 30	7	10	17
Between 30-39	26	32	58
Between 40-49	27	47	74
Over 50	52	66	118
TOTAL	112	155	267


TYPE AND CONTRACT CATEGORIES OF FIGC EMPLOYEES IN 2020 ★★★★★

	WOMEN	MEN	TOTAL
Executives	1	5	6
Senior managers	6	13	19
Managers	5	15	20
Specialists	36	43	79
Workers	62	70	132
Labourers	2	9	11
TOTAL	112	155	267

LEVEL OF EDUCATION OF FIGC EMPLOYEES IN 2020 ★★★★★

	MIDDLE SCHOOL	SECONDARY SCHOOL DIPLOMA	BACHELOR'S DEGREE	FIVE-YEAR UNIVERSITY DEGREE	TOTAL
Under 30	0	2	1	14	17
Between 30-39	0	15	7	36	58
Between 40-49	2	33	0	39	74
Over 50	6	79	1	32	118
TOTAL	8	129	9	121	267


FIGC COLLABORATORS IN 2020 ★★★★★

	2020*	2020**
National Team staff (coaches, scouts, medical workers)	82	174
Referees and match official staff	145	152
Collaborators at FIGC Local Development Centres	1	62
UEFA EURO 2020 Organisation	0	11
Other	26	151
TOTAL	254	550

* Only includes contractors who receive pay slips (no professional or occasional contracts)

**Also includes professional engagements linked to the area of activity managed by FIGC Human Resources Department

INTERNSHIPS THAT BEGAN IN 2020 ★★★★★

	TOTAL	INTERNSHIPS IN PROGRESS AT 31/12/2020
Rome City Authority	2	WOMEN 1
Il Sole 24 Ore	3	MEN 4
Mastersport Parma and San Marino	9	
TOTAL	14	5

APPOINTMENTS AND DISMISSALS ★★★★★

	APPOINTMENTS IN 2020		TOTAL	DISMISSALS IN 2020		TOTAL
AGE GROUP	WOMEN	MEN		WOMEN	MEN	
Under 30	2	4	6	1	0	1
Between 30-39	5	2	7	0	0	0
Between 40-49	1	1	2	1	0	1
Over 50	0	0	0	3	3	6
TOTAL EMPLOYEES	8	7	15	5	3	8

MANAGEMENT OF COVID-19 HEALTH EMERGENCY



The epidemiological situation resulting from the COVID-19 pandemic heavily impacted the management activities carried out in 2020, leading to new measures being taken as well as adoption of new working methods:

APPROACH AIMED AT MINIMISING THE RISK OF INFECTION WITHIN THE ORGANISATION AND PROTECTING THE HEALTH OF FIGC EMPLOYEES AND CONTRACTORS

APPLICATION OF STRICT IN-HOUSE ANTI-COVID PROTOCOLS, WITH SPECIAL ATTENTION PAID TO SAFEGUARDING AT-RISK WORKERS

REGULAR ANTIBODY TESTS FOR ALL EMPLOYEES (ON A VOLUNTARY BASIS): 11 DAYS CARRIED OUT IN 2020, FOR A TOTAL OF 547 SEROLOGICAL TESTS

GUIDANCE TO STAFF ON HOW TO CARRY OUT MISSION ACTIVITIES

IMPLEMENTATION OF IN-HOUSE DISTANCE LEARNING COURSES ON HEALTH PROTECTION (DISTANCE LEARNING COURSE FOR WORKERS ON PROTECTION FROM COVID-19 BIOLOGICAL RISK), WITH PARTICIPATION MANDATORY FOR ALL EMPLOYEES

MOLECULAR OR ANTIGEN TESTS FOR THOSE INVOLVED IN AWAY TRIPS AND POST-LOCKDOWN EVENTS

CONCLUSION OF AGREEMENTS WITH DIAGNOSTIC LABORATORIES FOR EMPLOYEES AND FIGC COMPONENTS

DAILY DELIVERY OF MEDICAL SUPPLIES (INCLUDING ANTIBACTERIAL GEL AND MASKS) TO ALL EMPLOYEES

REGULAR SANITISATION OF FIGC OFFICES AND INTRODUCTION OF NEW WORK ORGANISATION MODEL (USE OF WORKSPACES ACCORDING TO NEED FOR SOCIAL DISTANCING)

INTRODUCTION OF COVID-19 INSURANCE COVER FOR FIGC EMPLOYEES/REFEREES

INTRODUCTION OF SMART WORKING AND AGILE WORKING METHODS

COMPANY LOCKDOWN FROM 11 TO 20 MARCH 2020 (FIRST PHASE OF THE NATIONAL LOCKDOWN): OVER THESE 9 DAYS, A PLAN WAS DEVISED TO ALLOW ALL EMPLOYEES TO WORK FROM HOME VIA SO-CALLED "SMART WORKING" ARRANGEMENTS, THROUGH THE INTRODUCTION OF VIRTUAL DESKTOP INFRASTRUCTURE

SPECIFIC ORGANISATIONAL PROCEDURE DEFINED AS REGARDS THE USE AND PROTECTION OF IT TOOLS AND EMAIL, AS WELL AS SPECIFIC OPERATING INSTRUCTIONS FOR THE USE OF TOOLS AND SERVICES IN SMART WORKING MODE AND FOR SCHEDULING AND RECORDING ATTENDANCE FOR THOSE AGILE WORKING

A SERIES OF MEASURES WERE PUT IN PLACE TO ENSURE BETTER WORK FROM HOME AND THE SAME WAS DONE WITH THE "PREVENTION AND PROTECTION SERVICE" TO DRAW UP A FUNCTIONAL PROTOCOL FOR THE EMERGENCY

SINCE 23 MARCH 2020, ALL EMPLOYEES HAVE BEEN ABLE TO CARRY OUT THEIR DUTIES IN THE "AGILE WORKING" FORMAT FOR A TOTAL OF 22,968 DAYS IN 2020, WITH AN AVERAGE OF 85 DAYS PER EMPLOYEE.

DURING THE LOCKDOWN PERIOD, DIGITAL MANAGEMENT OF A WHOLE SERIES OF CONTRACTUAL DOCUMENTS WAS LAUNCHED, WITH AN INNOVATIVE AND EXPERIMENTAL APPROACH

DEFINITION OF SPECIFIC CONTRACTUAL CLAUSES TO DEAL WITH THE CRITICAL ISSUES ARISING FROM THE COVID-19 EMERGENCY

THE SUSPENSION OF SOME EVENTS LED TO THE RESCHEDULING OF ACTIVITIES CARRIED OUT BY COLLABORATORS AND INTERNS, ALSO THROUGH THE SUSPENSION OF CONTRACTS, INTERNSHIPS AND THE RECALCULATION OF REMUNERATION, WHICH WAS SUBSEQUENTLY REACTIVATED WITH THE RESUMPTION OF ACTIVITIES AND EVENTS CARRIED OUT IN COMPLIANCE WITH SECURITY PROTOCOLS

EMPLOYEES: THE SUSPENSION AND LIMITATION OF CERTAIN ACTIVITIES WAS MANAGED WITHOUT RESORTING TO INCOME SUPPORT TOOLS (WAGE SUBSIDY FUND), THEREFORE USING MEASURES PROVIDED FOR BY CONTRACTS (USE OF HOLIDAY FROM PREVIOUS YEARS, COMPENSATORY TIME OFF, LEAVE PERMISSION) AS WELL AS SPECIFIC UNION AGREEMENTS

MAXIMISING THE POTENTIAL OF INTERNAL STAFF



CONSOLIDATING NEW ORGANISATIONAL AND MANAGEMENT MODEL

- OBJECTIVE: TO RATIONALISE AND CONSOLIDATE CERTAIN LEVELS OF INTERNAL COORDINATION
- REGRAIDING OF CERTAIN FIGC EMPLOYEES TO ALIGN THEIR CONTRACTUAL POSITIONS WITH THE FUNCTIONS THEY ACTUALLY PERFORM



HIRING OF YOUNG STAFF WITH INTERNATIONAL EXPERIENCE

CAREER DEVELOPMENT PLANS FOR DESERVING INDIVIDUALS USE OF ALTERNATIVE RECRUITMENT TOOLS

- PERMANENT CONTRACTS
- INTERNSHIPS
- SUPPLY CONTRACTS
- AGREEMENTS WITH UNIVERSITIES AND MASTERS IN SPORTS MANAGEMENT PROGRAMMES



TRANSPARENCY

- PROFESSIONALS ARE HIRED THROUGH A SELECTION PROCESS CARRIED OUT IN ACCORDANCE WITH FIGC PROCEDURES AND THROUGH THE "TRANSPARENCY/WORK WITH US" WEBPAGE
- IN 2020, AROUND 1,660 CVS WERE UPLOADED AND 36 SELECTION INTERVIEWS, MOST OF WHICH WERE REMOTE, WERE CARRIED OUT. THIS APPROACH ALLOWED 16 NEW STAFF MEMBERS TO BE HIRED (INCLUDING 7 INTERIM OR REPLACEMENT APPOINTMENTS) AS WELL AS THE LAUNCH OF 7 INTERNSHIPS



PERFORMANCE RECOGNITION

- BONUSES FOR 2019 WERE PAID IN APRIL 2020
- CRITERIA FOR PERFORMANCE BONUSES WERE RATIONALISED, WITH BUDGET ADHERENCE, IMPROVEMENT OF THE ECONOMIC PARAMETERS OF FIGC'S BUDGET AND RESPECT OF VARIOUS IN-HOUSE PROCEDURES (TRAVEL POLICY AND PROCUREMENT) INCLUDED



EXTENDING AND DIVERSIFYING COMPETENCIES

- JOB ROTATION: INCLUSION OF RESOURCES BELONGING TO OTHER SECTORS AND FIGC OFFICES AMONG STAFF ORGANISING CORE ASSOCIATION EVENTS, SUCH AS THE EUROPEAN CHAMPIONSHIPS OR WORLD CUPS
- SUCH RESOURCES HAVE PARTICIPATED IN SPECIFIC ACTIVITIES WITH MISSIONS ESTABLISHED ON THE BASIS OF INDIVIDUAL PROFESSIONAL SKILLS, THUS BRINGING BOTH THEIR SPECIFIC EXPERIENCE IN OTHER AREAS AS WELL AS SKILLS AND KNOWLEDGE OF THE ORGANISATION OF EVENTS OF AN INTERNATIONAL SCALE
- GREATER FOCUS ON BUSINESS DEVELOPMENT AND COMMERCIAL INITIATIVES, IN LIGHT OF THE INTERNATIONALISATION PROCESS LAUNCHED IN 2019



USE OF REMAINING HOLIDAY

- THE PANDEMIC IMPACTED THE USE OF EMPLOYEES' REMAINING HOLIDAY. WHILE IN 2019 AROUND 2,750 DAYS OF HOLIDAY FROM PREVIOUS YEARS WERE USED UP, IN 2020 THE NUMBER OF REMAINING DAYS ROSE TO 3,563, ALMOST COMPLETELY OFFSETTING THE RESIDUAL DAYS OF HOLIDAY USED IN PREVIOUS YEARS



DIGITALISATION OF HR PROCESSES

- INTRODUCTION OF AN ONLINE PORTAL, WHERE STAFF CAN VIEW TIMECARDS AND PAYSLEIPS, AS PART OF FIGC'S BROADER EFFORTS TO DEMATERIALISE
- THIS DIGITAL PLATFORM ALLOWS OFFICE MANAGERS OR SUPERVISORS TO ACCESS THE TIMECARDS OF THEIR OWN TEAM, SO AS TO MONITOR THE SITUATION AS REGARDS LEAVE AND THE PERFORMANCE OF MEMBERS OF FIGC'S VARIOUS UNITS
- FOR 2021, THE AIM IS TO ADD NEW FUNCTIONALITIES TO THE ONLINE PORTAL, STARTING WITH DIRECTLY MANAGING THE AUTHORISATION PROCESS FOR ABSENCE-RELATED PAPERWORK (ABOLISHED PUBLIC HOLIDAYS, COMPENSATORY RECOVERY TIME)

COMPANY WELFARE: MAIN PROGRAMMES IN 2020



AGREEMENT WITH THE CONI ITALIAN SPORTS MEDICINE FEDERATION (IMSS)

- Male and female players all Italian National teams can benefit from free cardiovascular, postural and nutritional check-ups and IMSS services, which over the years have developed first-class expertise in Olympic preparation.
- FIGC employees and their families had access to discounted rates for a range of medical services for medical assistance.



AZZURRI BIRTHDAY

- The scheme allows each employee to take an additional day off, which they can enjoy on their birthday



DISCOUNTS ON PRODUCTS SOLD BY FIGC SPONSORS

- Free 6 month subscription to TIMVISION
- Promotion for purchase of PANINI albums and stickers
- Puma: 30% discount on purchases made at official site of the National Team technical sponsor
- Trenitalia: 5% discount
- Emporio Armani: 20% discount
- PUPA make-up: 30% discount



PAY SUPPLEMENTS

- For employees to purchase schoolbooks for their children.



COVID-19 INSURANCE COVER

- For all FIGC staff



FIGC CARDS

- All FIGC staff, match officials and collaborators receive the FIGC card, which offers free access to all football events across Italy being run by the Association



OTHER PROMOTIONS AND INITIATIVES

- An agreement with all FIT&GO centres in Italy, which offered FIGC employees a sizeable discount on training sessions
- Agreement with "Heaven Sporting" Club Villa Borghese
- Discounts on UEFA EURO 2020 tickets
- Agreement between FIGC and Alitalia for the Corporate Card
- As part of the welfare and social benefits, a contribution is to be made towards the costs of a fixed or mobile data connection for the period March 2020 to December 2020, to be specified in accordance with a procedure to be defined with the trade unions

3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL ★★★★★

Intellectual and Organisational Capital, together with the Social and Relationship Capital, is an **intangible value asset** its availability and management are crucial for the creation of value by FIGC.



FIGC'S ORGANISATIONAL STRUCTURE AND RULES OF OPERATION

Recently subject to significant revisions, updates and formalisation, these enable more efficient management of the FIGC "machine".



NATIONAL TEAMS

Understood as the Teams which – regardless of the players, coaches and support staff – represent the value and values embodied by the "maglia azzurra", the Italian National Teams' jersey.



EXPERTISE

Constitutes the wealth of FIGC's collective knowledge, made available for use and enhanced via the Association's ICT tools and systems.



THE FIGC BRAND

Used and promoted not only in developing activities locally, but also in drawing up agreements with sponsors, commercial partners and the media. Its value is influenced by the work of FIGC's management and the staff quality as recognised by third parties, as well as by sporting results and its inclusiveness in relations with key stakeholders.



SYSTEMS AND TOOLS

Designed and implemented to support FIGC's operations and its processes for creating value (internal management, external relations, etc.).

3.5 SOCIAL AND RELATIONSHIP CAPITAL



For FIGC, **Social and Relationship Capital**, is the totality of exchanges and relations, the Association is able to have with its key stakeholders, which influence and are influenced by its organisation.



• EMPLOYEES AND ORGANISATION

• GOVERNANCE AND CONTROL BODIES • CONI/ "SPORT E SALUTE" • NATIONAL SPORTS FEDERATIONS • FIFA • UEFA • FOREIGN ASSOCIATIONS

• REFEREES • PLAYERS • MANAGERS • FOOTBALL CLUBS • COACHES • DOCTORS AND HEALTH PROFESSIONALS

• NON-PROFIT ORGANISATIONS • SPONSORS • SUPPLIERS • UNIVERSITIES • SCHOOLS • MEDIA • FANS • FAMILIES • LOCAL BODIES • MINISTRIES





Sport activities, football development, social inclusion, enhancing FIGC's brand identity, efficiency and internal organisation



FIGC ACTIVITIES AND INITIATIVES

4.1 SPORT ACTIVITIES

FIGC has continued to promote the activity of the National Teams, a strategically important sector for the Association.

2019 - 2020 NATIONAL TEAMS MATCHES



2019-2020 HIGHLIGHTS



UEFA NATIONS LEAGUE 2020-2021

Records achieved by Roberto Mancini's National Team

THE NATIONAL TEAM FINISHED TOP OF LEAGUE A GROUP 1 IN THE 2020-2021 UEFA NATIONS LEAGUE WITH 12 POINTS FROM 6 MATCHES (3 WINS AND 3 DRAWS). FOLLOWING THE TEAM'S SUCCESS, ITALY WAS CONFIRMED AS THE HOST COUNTRY FOR THE FINAL FOUR OF THE COMPETITION, IN MILAN AND TURIN IN OCTOBER 2021. THE AZZURRI WERE JOINED BY 3 OTHER "BIG" EUROPEAN NATIONAL TEAMS: FRANCE, SPAIN AND BELGIUM.

IT WAS ANOTHER BIG ACHIEVEMENT FOR ROBERTO MANCINI'S NATIONAL TEAM AFTER THEY QUALIFIED FOR UEFA EURO 2020 IN RECORD-BREAKING FASHION (WINNING ALL 10 OF THEIR MATCHES TO QUALIFY FOR A MAJOR EVENT WITH 3 GAMES TO SPARE FOR THE FIRST TIME, OBTAINING THE BEST POINTS AVERAGE IN HISTORY), EARNING THEIR PLACE AMONG THE TOP SEEDS IN THE DRAW FOR THE 2022 FIFA WORLD CUP IN QATAR, AND RETURNING TO THE TOP 10 OF FIFA'S WORLD RANKINGS AFTER 4 AND A HALF YEARS.

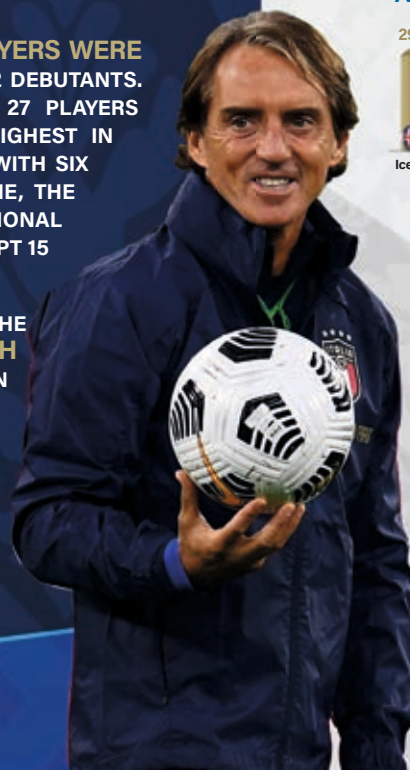
VICTORY IN THE FINAL MATCH AGAINST BOSNIA IN NOVEMBER 2020 EXTENDED ITALY'S UNBEATEN RUN TO 22 MATCHES (17 WINS AND FIVE DRAWS), LASTING OVER 2 YEARS.



IN THE FIRST 27 GAMES UNDER MANCINI, 76 PLAYERS WERE SELECTED AND 64 WERE FIELDDED, INCLUDING 32 DEBUTANTS. THE NATIONAL TEAM SCORED 62 GOALS THROUGH 27 PLAYERS (AVERAGING 2.29 GOALS PER GAME, THE SECOND HIGHEST IN AZZURRI HISTORY; BELOTTI WAS THE MOST PROLIFIC WITH SIX GOALS) AND CONCEDED 14 (AVERAGING 0.51 PER GAME, THE ALL-TIME SECOND BEST BEHIND AZEGLIO VICINI'S NATIONAL TEAM; JUST 3 GOALS IN THE LAST 12 MATCHES). ITALY KEPT 15 CLEAN SHEETS IN THOSE 27 MATCHES.

MANCINI'S DESIRE TO DEVELOP YOUNG TALENT IS CONFIRMED BY THE FACT THAT, THE AVERAGE AGE OF PLAYERS USED BY THE COACH DROPPED SIGNIFICANTLY COMPARED WITH THE PAST, ALSO IN COMPARISON WITH OTHER COUNTRIES' NATIONAL TEAMS.

THE MEN'S A NATIONAL TEAM 'SUPPLY CHAIN' HAS BEEN BETTER UTILISED, WITH THE NUMBER OF TOTAL APPEARANCES MADE FOR AZZURRI YOUTH TEAMS BY THOSE SELECTED TO THE SENIOR SQUAD INCREASING DRAMATICALLY: 416 MATCHES BY PLAYERS CALLED UP FOR UEFA EURO 2016 VERSUS 1,150 MATCHES BY PLAYERS SELECTED FOR THE 2020-2021 UEFA NATIONS LEAGUE.



6 MATCHES
6.3 MILLION
AVERAGE TV
AUDIENCE PER MATCH



37.8 MILLION
TOTAL AUDIENCE
24.7%
SHARE

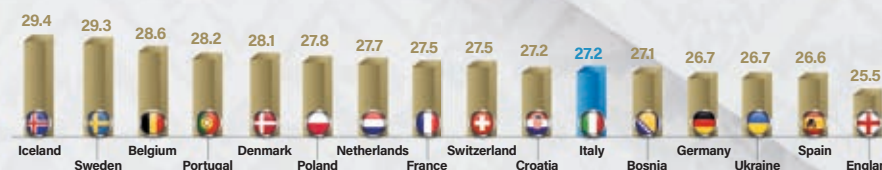


1ST PLACE ★★★★★ LEAGUE A - GROUP 1

Average age comparison (in years) in Men's A National Team - starting eleven



Average age of National Teams taking part in 2020-2021 UEFA Nations League A



Comparison of appearances with National Teams of players selected to the Men's A National Team

	Men's A	Youth National Teams
FIFA World Cup 2006 (Germany)	754	489
UEFA EURO 2008 (Austria and Switzerland)	725	546
FIFA World Cup 2010 (South Africa)	817	649
UEFA EURO 2012 (Ukraine and Poland)	554	556
FIFA World Cup 2014 (Brazil)	753	595
UEFA EURO 2016 (France)	745	416
UEFA Nations League 2018-2019	554	968
UEFA Nations League 2020-2021	675	1,150

E-FOOT NATIONAL TEAMS

CREATION OF THE FIRST ITALIAN E-SPORTS NATIONAL TEAMS

eNAZIONALE TIMVISION PES 2020

FIGC'S FIRST ESPORTS NATIONAL TEAM. THE 4 PLAYERS WERE CHOSEN AT THE END OF A SELECTION PROCESS WITH ON-LINE AND OFF-LINE TOURNAMENTS INVOLVING **708 GAMERS**. THE FINAL EVENT, HELD IN COVERCIANO IN JANUARY 2020, GENERATED OVER 16,000 INTERACTIONS ON FIGC'S SOCIAL MEDIA, REACHING **1.3 MILLION PEOPLE**. INVOLVEMENT AT UEFA EURO 2020 GENERATED OVER **83,000 VIEWS** ON TWITCH AND THE eNAZIONALE.IT WEBSITE.

eNAZIONALE TIMVISION PES 2021

A TOTAL OF **2,065 GAMERS** INVOLVED IN THE **2,065 GAMERS**, OR THE NEW NATIONAL TEAM. THE FINAL SELECTION EVENT IN JANUARY 2021 GENERATED OVER **100,000 VIEWS** ON TWITCH.

eNAZIONALE FIFA 20 POWERED BY TIMVISION

NATIONAL TEAM CREATED AFTER **15 TRIAL EVENTS** ON-LINE AND OFF-LINE INVOLVING **8,086 GAMERS**, WHICH LED TO THE SELECTION OF FIGC'S 2 OFFICIAL PLAYERS (PS4 AND XBOX)

UEFA eEURO 2020: ITALY CROWNED EUROPEAN CHAMPIONS



- THE FIRST VIRTUAL FOOTBALL EUROPEAN CHAMPIONSHIP, RUN BY UEFA AND PLAYED ON PRO EVOLUTION SOCCER (PS4)
- **55 EUROPEAN FOOTBALL ASSOCIATIONS** (BETWEEN 2 AND 4 PLAYERS PER TEAM, SELECTED FROM OVER 10,000 GAMERS TAKING PART IN OVER 150 ON-LINE AND OFF-LINE TRIAL EVENTS)
- 1,219 MATCHES WERE PLAYED AND 4,477 GOALS SCORED IN QUALIFYING AND THE FINAL TOURNAMENT (MAY 2020), WITH OVER 11 MILLION STREAMING VIEWS (AROUND 80% OF WHICH BY THE UNDER-34 TARGET) ON UEFA CHANNELS (YOUTUBE, FACEBOOK, TWITTER). 19 ASSOCIATIONS CREATED THEIR OWN LIVE STREAMING AND 22 BROADCASTERS FILMED AND BROADCAST THE STREAMING SIGNAL
- THE FINAL TOURNAMENT REACHED OVER 66 MILLION FANS ON SOCIAL MEDIA
- TOTAL PRIZE MONEY: \$ 100,000, \$ 40,000 OF WHICH FOR THE WINNING NATIONAL TEAM
- 24 MAY 2020, THE eNAZIONALE TIMVISION PES 2020 BEAT SERBIA IN THE DECISIVE MATCH TO WIN THE COMPETITION, BECOMING THE FIRST E-SPORTS NATIONAL TEAM TO BE CROWNED EUROPEAN CHAMPIONS

THE 4 PLAYERS OF THE ITALIAN NATIONAL TEAM

Nicola Lillo "NICALDAN"	Alfonso Mereu "ALONSOGGRAYFOX"
Carmine Liuzzi "NAPLES17X"	Rosario Accurso "NPK_02"



eNAZIONALE
TIMVISION



IMPROVEMENT IN RANKINGS

MEN'S A NATIONAL TEAM - FIFA RANKING

After four and a half years, at the end of 2020 the National Team returned to the top ten of the FIFA World Rankings. Of the top 25 teams, Italy rose the most places (ten) between May 2018, when Roberto Mancini became head coach, and December 2020, ahead of Uruguay and England (nine each). In July 2021, the National Team won the 2020 European Championships, taking the Azzurri to fifth place in the FIFA Rankings (best position since March 2013), thanks also to the 37 consecutive games without defeat, an absolute record in the history of the national soccer team worldwide.



WOMEN'S A NATIONAL TEAM - FIFA RANKING

On December 2020, the National Team climbed to 13th place, their best position since 2013. Italy made the joint third-best improvement (with Spain and Iceland) in the rankings between September 2017, when Milena Bertolini became head coach, and December 2020, moving up five positions - a result bettered only by Sweden and Belgium (six positions).



MEN'S U19 AND U17 - UEFA RANKING

The European ranking of the U19 National Team rose from 20th place in 2015-2016 to fourth place in 2020-2021 (the second-best result of all time), while the U17 National Team rose from tenth to fourth (best position ever).



BEACH SOCCER WORLD RANKING

On December 2020, Italy were third in the Men's Beach Soccer World Rankings, behind Portugal and Brazil.



1st 3,124 POINTS



2nd 2,911 POINTS



3rd 2,733 POINTS

NATIONAL TEAMS - HIGHLIGHTS OFFICIAL COMPETITIONS 2016-2020



FOR THE FIRST TIME, THE MEN'S A NATIONAL TEAM QUALIFIED FOR THE EUROPEAN CHAMPIONSHIPS WITH 3 GAMES TO SPARE (WINNING ALL 10 MATCHES). ITALY REACHED THE FINAL FOUR OF THE 2020-2021 UEFA NATIONS LEAGUE AND WON UEFA EURO 2020 (IN JULY 2021)

THE U21 NATIONAL TEAM REACHED THE KNOCKOUT STAGE OF EURO 2021



CHAMPIONS OF 2018 EURO BEACH SOCCER LEAGUE, 2019 WORLD CUP FINALIST, WINNER OF 2019 MEDITERRANEAN GAMES AND THIRD PLACE IN 2021 EUROPEAN CHAMPIONSHIP

IN 2017 AND 2018, ALL THE 4 MEN'S AND WOMEN'S U19 AND U17 TEAMS QUALIFIED FOR THE RESPECTIVE EUROPEAN CHAMPIONSHIPS (FIRST TIME IN THE HISTORY)



4 EUROPEAN CHAMPIONSHIP FINALS (2 MEN'S U19 AND 2 MEN'S U17)

BRONZE MEDAL AT 2017 FIFA MEN'S UNDER 20 WORLD CUP, FIRST TIME IN THE HISTORY, 4TH PLACE AT 2019 MEN'S UNDER 20 WORLD CUP AND QUALIFICATION TO THE 2021 WORLD CUP (LATER CANCELLED)



1 FINAL AT 2018 MEDITERRANEAN GAMES (MEN'S UNDER18)

WOMEN'S A TEAM QUALIFIED AFTER 20 YEARS TO THE FIFA WOMEN'S WORLD CUP, REACHING THE QUARTERFINALS AND IN 2021 THEY QUALIFIED FOR UEFA EURO 2022



UNIVERSITY NATIONAL TEAM WON THE BRONZE MEDAL AT UNIVERSIADE 2019

THE MEN'S FUTSAL NATIONAL TEAM QUALIFIED FOR THE UEFA FUTSAL CHAMPIONSHIP 2022 (MARCH 2021)



ITALIAN NATIONAL TEAMS: MEDIA INTEREST AND PROFILE IN 2020

TELEVISION

Cumulative GLOBAL audience



965.1 MILLION
TV VIEWERS



OVER 7,800 HOURS
OF TOTAL BROADCAST

TV audience in ITALY

The all-time top 50 most watched Italian TV broadcasts are football matches, 47 of which featured the National Team

TOTAL TV AUDIENCE IN 2020:

OVER 50 MILLION TV VIEWERS



NATIONAL TEAM	MATCHES BROADCAST	TOTAL AUDIENCE
Men's A National Team	8	45,496,908
Women's A National Team	3	1,671,401
Men's U21 National Team	4	2,905,215
TOTAL	15	50,073,524

• AVERAGE TV AUDIENCE PER MEN'S A NATIONAL TEAM MATCH:
5.7 MILLION TV VIEWERS (share: 22.4%)

• The average TV audience for the Men's A National Team is **OVER 4 TIMES GREATER** THAN THE BIGGEST NON-FOOTBALL SPORTS EVENT (the Giro d'Italia had an average TV audience of 1.3 million)

• THE TOP 10 MOST WATCHED TV PROGRAMMES in Italy in 2020 include
4 MEN'S NATIONAL TEAM MATCHES



TOTAL REVENUE FROM FIGC BROADCAST RIGHTS: € 26.4M

STADIUM ATTENDANCE (2019-2020)



273,365 TOTAL SPECTATORS
(50% IN ITALY AND 50% ABROAD)

SPORTS BETTING



The 8 matches played by the Men's A National Team in 2020 produced an average collection of nearly € 2.2million per game, with an average tax revenue of € 0.07 million

SPORTS BETTING AVERAGE COLLECTION COMPARISON WITH OTHER SPORTS



BASKETBALL NATIONAL TEAM
€ 0.1M



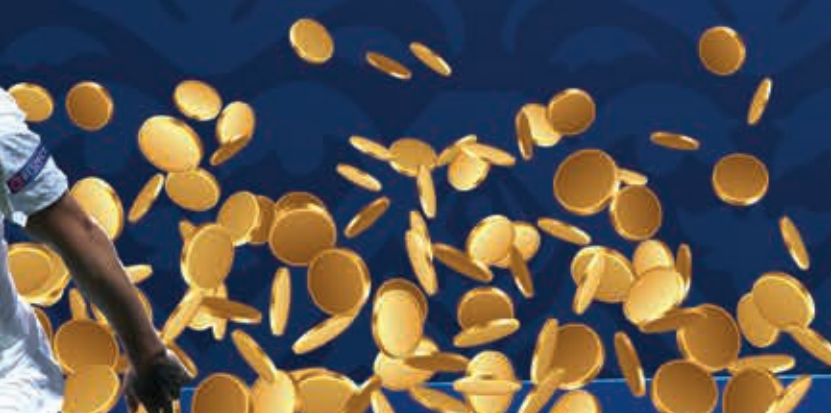
RUGBY NATIONAL TEAM
€ 0.05M



THE TOP 5 MAJOR SPORTS EVENTS FOR NATIONAL TEAMS WITH THE HIGHEST COLLECTION FROM BETTING INCLUDE
4 FOOTBALL COMPETITIONS INVOLVING THE ITALIAN NATIONAL TEAMS

Collection and tax revenue of main sports events for National Teams in 2020

SPORT	EVENT	COLLECTION	TAX REVENUE
FOOTBALL	UEFA NATIONS LEAGUE	€ 137,865,361	€ 4,480,624
FOOTBALL	EUROPEAN U21 CHAMPIONSHIP QUALIFYING	€ 23,791,923	€ 773,237
FOOTBALL	EUROPEAN CHAMPIONSHIP QUALIFYING	€ 10,725,403	€ 348,576
FOOTBALL	WORLD CUP QUALIFYING	€ 10,682,167	€ 347,170
TENNIS	FEDERATIONS CUP	€ 4,527,208	€ 147,134



SOCIAL MEDIA



IN 2020, THE AGGREGATE NUMBER OF FANS AND FOLLOWERS OVERCAME

9.5 MILLION

AN INCREASE OF 84.6% IN THE LAST SIX YEARS

Comparison of fans and followers on FIGC's official profiles

	31-12-2015	31-12-2016	31-12-2017	31-12-2018	31-12-2019	31-12-2020	Difference between 2015 and 2020
Nazionale Italiana di Calcio	4,104,640	5,057,057	5,019,200	4,961,120	4,920,609	4,872,124	+767,484
@Vivo_Azzurro (Ita)	431,013	515,234	640,544	663,011	692,300	718,597	+287,584
@azzurri (Eng)	343,100	427,194	495,814	518,710	542,100	586,350	+243,250
@azzurri	263,712	885,322	1,291,978	1,850,400	2,610,851	2,895,844	+2,632,132
FIGC Vivo Azzurro	47,490	107,495	150,605	187,100	251,000	286,000	+238,510
Nazionale Femminile					73,476	76,215	+76,215
@AzzurreFIGC					21,800	24,656	+24,656
@azzurrefgc					118,000	119,466	+119,466
TOTAL	5,189,955	6,992,302	7,598,141	8,180,341	9,230,136	9,579,252	+4,389,297

77.9 MILLION

FAN AND FOLLOWERS of social-media profiles of players selected to Men's and Women's National Teams

193,112

signed up on FIGC CRM database

108,266

signed up for FIGC NEWSLETTER

	Likes	Followers	Followers	Total
Men's A National Team	22.4m	8.3m	38.5m	69.2m
Men's U21 National Team	0.5m	0.0m	5.1m	5.6m
Women's A National Team	0.7m	0.1m	2.3m	3.1m
TOTAL	23.5m	8.5m	45.9m	77.9m

N.B. The Women's National Team social-media profiles were launched in May 2019. There are a further 10,651 fans and followers on the Facebook, Twitter, Instagram and Twitch profiles of the e-sports eNational Teams (profiles launched on 21 May 2020).



IN 2020, FIGC'S ITALIAN NATIONAL TEAM OFFICIAL YOUTUBE CHANNEL (VIVO AZZURRO) PUBLISHED 122 CONTENT ITEMS (85 MEN'S NATIONAL TEAM, 22 WOMEN'S NATIONAL TEAM, 7 U21 NATIONAL TEAM, 3 YOUTH NATIONAL TEAMS AND 5 ENATIONAL TIMVISION TEAM). THE CHANNEL OBTAINED 14 MILLION VIEWS IN 2020, TAKING THE TOTAL TO OVER 90 MILLION.



THE MOST-WATCHED TV PROGRAMMES IN THE HISTORY OF ITALIAN TELEVISION



Rank	Programme	Date	Channel	Audience (in millions)	Share
1	Football - World Cup 1990. Italy v Argentina	03/07/1990	Rai	27.5	87.25%
2	Football - World Cup 2006. Italy v Germany	04/07/2006	Rai/Sky	26.0	87.10%
3	Football - World Cup 2006. Italy v France	09/07/2006	Rai/Sky	25.9	91.10%
4	Football - World Cup 1994. Italy v Bulgaria	13/07/1994	Rai	25.9	85.82%
5	Football - World Cup 1990. Italy v United States	14/06/1990	Rai	25.7	81.60%
6	Football - World Cup 1990. Italy v Uruguay	25/06/1990	Rai	25.3	79.85%
7	Football - World Cup 1990. Italy v Czechoslovakia	19/06/1990	Rai	25.3	77.85%
8	Football - World Cup 1994. Italy v Brazil	17/07/1994	Rai	24.9	86.73%
9	Football - World Cup 1990. Italy v Austria	09/06/1990	Rai	23.9	76.85%
10	Football - World Cup 1994. Italy v Mexico	28/06/1994	Rai	23.8	85.55%
11	Football - World Cup 2002. Italy v South Korea	18/06/2002	Rai	23.7	89.05%
12	Football - World Cup 1998. Italy v Cameroon	17/06/1998	Rai	23.5	74.90%
13	Football - EURO 2008. Italy v France	17/06/2008	Rai	23.5	74.10%
14	Football - World Cup 2006. Italy v Ghana	12/06/2006	Rai/Sky	23.4	74.50%
15	Football - World Cup 1994. Italy v Nigeria	05/07/1994	Rai	23.2	84.68%
16	Football - World Cup 2006. Italy v Ukraine	30/06/2006	Rai/Sky	22.9	83.70%
17	Football - World Cup 1990. Italy v Republic of Ireland	30/06/1990	Rai	22.8	81.15%
18	Football - World Cup 2002. Italy v Mexico	13/06/2002	Rai	22.8	86.34%
19	Football - EURO 2012. Italy v Spain	01/07/2012	Rai	22.5	81.66%
20	Football - World Cup 1994. Italy v Norway	23/06/1994	Rai	22.4	80.08%
21	Football - EURO 1996. Italy v Germany	19/06/1996	Rai	22.2	76.46%
22	Football - EURO 2008. Italy v Spain	22/06/2008	Rai	21.8	80.50%
23	Football - World Cup 2006. Italy v United States	17/06/2006	Rai/Sky	21.4	78.70%
24	Football - EURO 2004. Italy v Bulgaria	22/06/2004	Rai	21.4	71.25%
25	Football - EURO 2000. Italy v France	02/07/2000	Rai	21.3	81.10%
26	Football - World Cup 2010. Italy v Paraguay	14/06/2010	Rai/Sky	21.3	71.30%
27	Football - World Cup 1994. Italy v Spain	09/07/1994	Rai	20.7	85.18%
28	Football - EURO 2020. Italy v England	11/07/2021	Rai/Sky	20.6	83.58%
29	Football - World Cup 1994 qualifier. Italy v Portugal	17/11/1993	Rai	20.4	59.57%
30	Football - World Cup 1998 qualifier. Italy v Russia	15/11/1997	Rai	20.3	67.12%
31	Football - UEFA Champions League. Juventus v Milan	28/05/2003	Canale 5	20.2	67.97%
32	Football - World Cup 1998. Italy v France	03/07/1998	Rai	20.2	84.04%
33	Football - World Cup 1994. Italy v Republic of Ireland	18/06/1994	Rai	20.1	76.59%
34	Football - EURO 2012. Italy v Germany	28/06/2012	Rai	20	68.42%
35	Football - World Cup 1990. Italy v England	07/07/1990	Rai	20	81.09%
36	Football - EURO 2004. Italy v Sweden	18/06/2004	Rai	19.9	71.93%
37	Football - EURO 2020. Italy v Spain	06/07/2021	Rai/Sky	19.8	76.90%
38	Football - World Cup 2002. Italy v Croatia	08/06/2002	Rai	19.8	90.61%
39	Football - EURO 2016. Italy v Germany	02/07/2016	Rai/Sky	19.7	78.79%
40	Football - UEFA Champions League. AC Milan v Steaua Bucharest	24/05/1989	Rai	19.7	70.97%
41	Football - World Cup 2006. Italy v Australia	26/06/2006	Rai/Sky	19.2	88.70%
42	Football - World Cup 1998. Italy v Norway	27/06/1998	Rai	19.2	85.20%
43	Football - UEFA Champions League. Juventus v Ajax	22/05/1996	Canale 5	19	65.89%
44	Football - EURO 2016. Belgium v Italy	13/06/2016	Rai/Sky	19	64.50%
45	Football - EURO 2000 qualifier. Italy v Wales	05/09/1998	Rai	18.9	52.46%
46	Football - EURO 1988. Italy v USSR	22/06/1988	Rai	18.9	73.46%
47	Football - World Cup 2002. Italy v Ecuador	03/06/2002	Rai	18.9	81.33%
48	Football - World Cup 2014. Italy v Uruguay	24/06/2014	Rai/Sky	18.8	79.87%
49	Football - EURO 2000. Italy v Netherlands	29/06/2000	Rai	18.7	80.27%
50	Football - World Cup 2014. Italy v Costa Rica	20/06/2014	Rai/Sky	18.5	78.48%

4.2 FOOTBALL DEVELOPMENT ACTIVITIES

DEVELOPING YOUTH FOOTBALL ★★☆☆

Youth activity encompasses over

767,000

**BOYS AND GIRLS
REGISTERED WITH FIGC**

and continued to be an asset of strategic importance in 2020:

EVOLUTION PROGRAMME

- The FIGC Local Development Centres that have been opened are designed to serve as local centres of excellence for providing technical-sporting training and education to young male and female players.
- Over the last 5 years, 49 centres in total have been opened across Italy, which every year (at standard capacity) involve 5,000 young players - 3,750 U14 and U13 players, and 1,250 U15 players - from 1,500 club. Every season, there are ordinarily 1,600 training sessions organised, for 5,000 hours of work overall, to build a foundation of quality in the pyramid of Italian youth football.
- An integral part of the work programme is the intense training activity held alongside the training sessions, which comprises various meetings, seminars and workshops of an educational nature, covering regulation, behaviour, nutrition and psychology.

SPONSORS INVOLVED



LOCAL DEVELOPMENT CENTRES: STRATEGIC POSITIONING

MEN'S U15 REGIONAL TEAMS
AND WOMEN'S U15
LOCAL TEAMS

YOUTH NATIONAL TEAMS
MEN'S U15
AND WOMEN'S U16

LOCAL DEVELOPMENT
CENTRES BOYS U14
AND U13, GIRLS U15

TECHNICAL
TRAINING

TRAINING
SESSIONS

MEDICAL AND
FITNESS TESTS

CULTURAL
PRINCIPLES

NUTRITIONAL
EDUCATION

LOCAL
REFERENCE
POINTS

EVOLUTION PROGRAMME

FIGC CENTRES ACTIVE IN 2020

49
ACTIVE
CENTRES

2019-2020 HIGHLIGHTS (pre-COVID-19)



250
TRAINING
SESSIONS



313
CLUB
VISITS

INVOLVING
A TOTAL OF



... 713
STAFF MEMBERS



... OVER 1,300
U14 MALE PLAYERS AND
U15 FEMALE PLAYERS

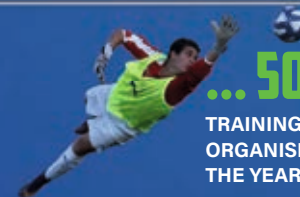
FROM



160
CLUBS



2,554
PEOPLE
PARTICIPATING
IN...



... 50
TRAINING WORKSHOPS
ORGANISED DURING
THE YEAR

ALSO HELD

141 at Saturday-morning
training camps, involving
ACTIVITIES

706
CLUBS

14,589
PEOPLE

(6,148 players, 534 staff members,
1,439 coaches, 514 executives,
5,717 parents and 234 other people)

THE TECHNICAL DIRECTION OF THE EVOLUTION PROGRAMME WAS DIVIDED INTO SEVERAL AREAS:

Methodological

35 new practical proposals related to the development of training content, 3 manuals presenting training models, 5th edition of the workbook by categories, 44 practical proposals for training sessions in the context of the COVID-19 pandemic, development of the web app for the support of the technical staff and 40 webinars organised.

O.R.A. (Observation, Report, Analysis):

601 monitored training sessions and 485 conference calls, with the participation of 6,820 club coaches and 1,555 executives, from 375 football clubs; 13,468 male and 1,305 female athletes participated in the activities, for a total of 14,773 players.

Women's

Monitoring of 54 clubs involved in women's activities (11 professional clubs, 16 amateur clubs, 21 clubs solely for women's football and 6 clubs solely for youth football).

Performance

53 top-level trainers selected, and various seminars, workshops and webinars organised, together with the sharing of informative infographics and the publication of 15 scientific articles.

Goalkeepers

involvement of 880 goalkeepers (including 65 that played professionally) and 107 goalkeeper coaches, with the parallel organisation of 25 online and 30 in-person training sessions, in addition to the organisation of 15 specific workshops.

HIGHLIGHTS: RESULTS ACHIEVED BY THE FIGC EVOLUTION PROGRAMME

In the local development activity led by the Youth and School Sector (SGS) through the Evolution Programme, by spreading a regularly updated methodology that is increasingly adapted to training young male and female players and applied in the FIGC Local Development Centres (CFTs), significant figures emerge as regards Youth National Team call-ups and transfers to professional clubs:

MEN'S NATIONAL TEAMS

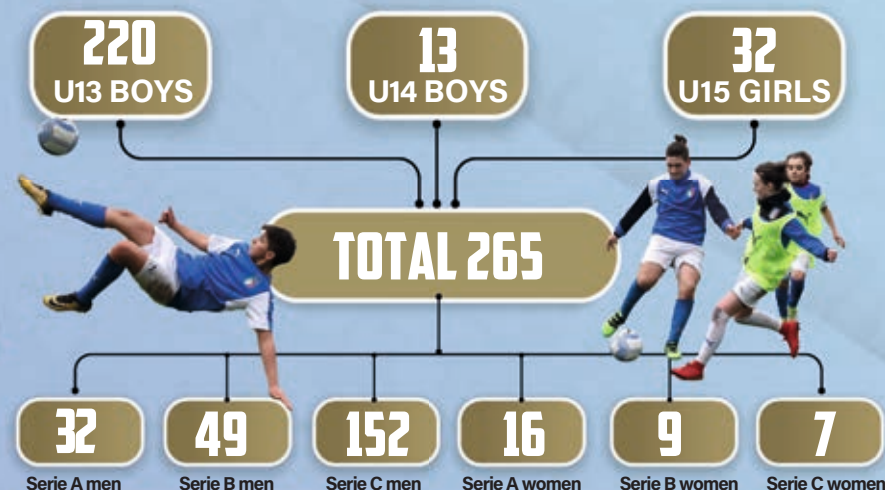
Between 2017 and 2019 the **NUMBER OF PLAYERS SELECTED FOR THE MEN'S U15 NATIONAL TEAM WHO HAD COME THROUGH THE LDC SYSTEM** increased **FROM 1 TO 17** (19.3% OF THE TOTAL)

315 PLAYERS who came up through the LDC SYSTEM HAVE GONE ON TO BECOME PROFESSIONAL PLAYERS

WOMEN'S NATIONAL TEAMS

50 OF THE 68 GIRLS CALLED UP to the U16 National Team in 2019 and 20 out of 37 called up to the U17 National Team **CAME UP THROUGH THE LDC SYSTEM**

In the 2019-2020 season, numerous players to have come through the LDCs joined professional clubs:



Internal activity at FIGC Local Development Centres

4 "areas" of activity and training aimed directly at coaches in grassroots football and indirectly at young players: Experimentation/Application of Methodological Format; Scouting (before the activity was brought to a halt, **3,954 reports were compiled on the performance of young male and female players**), LDC U14 and U13 tournaments; Training of Coaches: in relation to the technical roles, there was contact with **1,489 individuals**, resulting in a direct interview in 839 cases and 377 coming on board with the staff. As regards the resources for this area, their operativity is ensured by guidelines from the nationwide staff for the LDC area, which consists of **national technical coordinator and 3 area managers**. These staff members coordinate the technical activity of 49 LDCs and **333 coaches**, who work with the support of **5 psychologists**. In the months of March to April 2020 the LDC staff, as technical managers, organised a series of **webinar dealing** with the various topics of the online sports process, for a total of **400 conferences and 10,035 participants among Youth and School Sector coaches**, executives and collaborators, coming from 4,753 clubs.



Local Development Areas

The aim is to **disseminate the methodology and teaching** to the football clubs in the area, so all components of the method and teaching are tried out on the field. From August to December 2020, the local development programme, despite following a Covid-compliant process, recorded the following numbers: **657 training sessions, 518 conference calls, 16,000 athletes, 13,000 coaches involved and 1,500 club executives involved**.



In the **COVID-19 period**, **348 meetings were held remotely**, involving **4,160 clubs and 8,384 people** (6,080 coaches, 1,223 executives and 1,081 others). The second part of this period (September-December 2020) saw sports activity resume, with weekly training sessions. **A total of 14,773 male and female players participated in the activities**, together with **1,555 executives and 6,820 coaches**, for a total of **training sessions and 485 online meetings**, with the participation of **390 clubs and 537 staff members**.

SCHOOL ACTIVITY: THE FIGC-MINISTRY OF SCHOOLS FRAMEWORK SCHEME

- Collaboration developed to assist students, teachers and parents and promote sporting activity at every stage of education system.

IN 2019-2020 THE PROJECT INVOLVED A TOTAL OF:



100,000
STUDENTS



1,600
TEACHERS

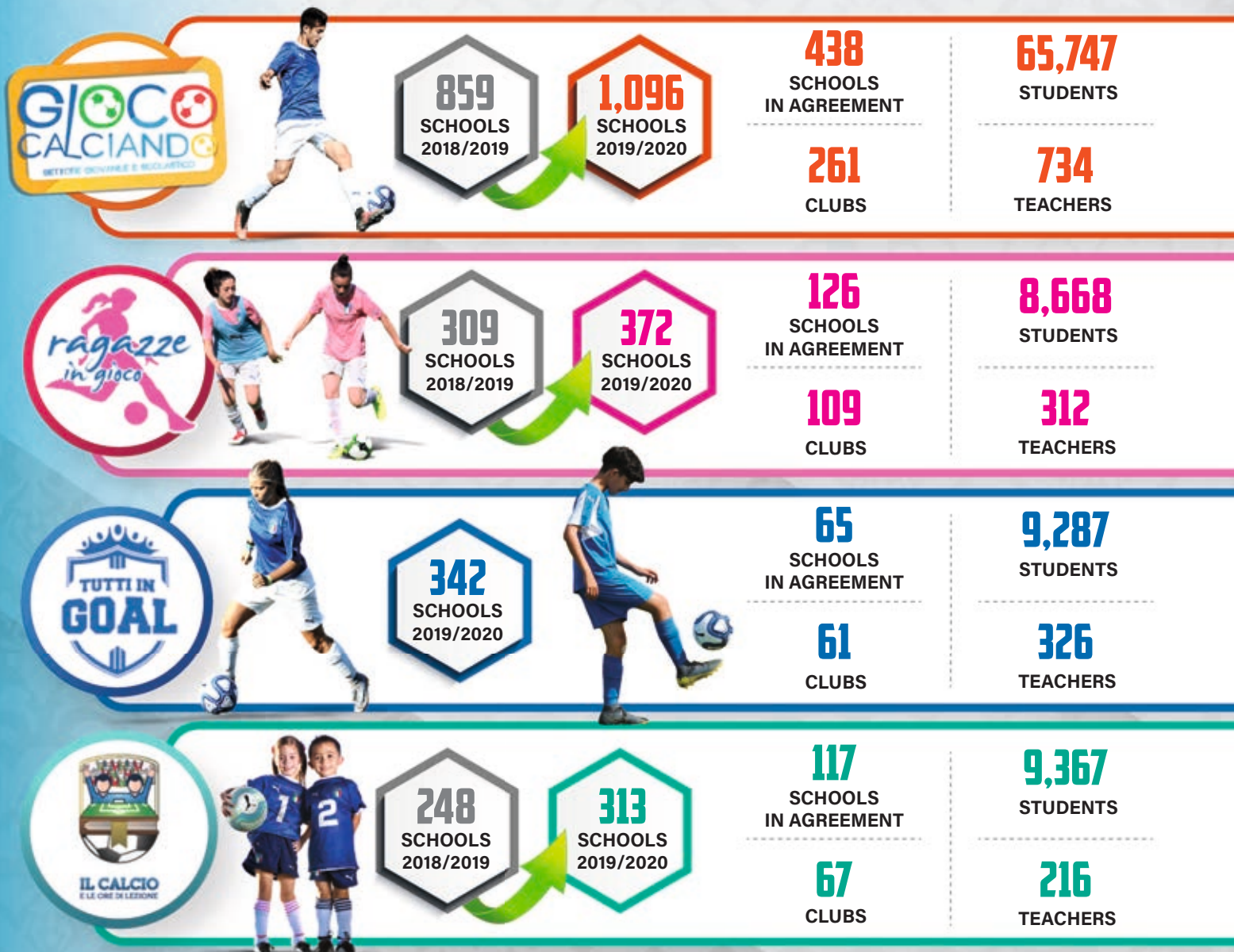


2,300
SCHOOLS

- Numbers that place the FIGC among the leading sports organizations in the country as regards the involvement of young people in schools

VALORI in rete

NUMBERS RELATED TO THE SCHOOL ACTIVITY 2019-2020





Project for primary schools which aims to carry out **play-exercise activities aimed at football** and educational meetings. Winner of **UEFA "Best Grassroots Project"** and included in the **"UEFA Play"** platform to be supported as a **"best practice"** among other European associations.



OTHER PROJECTS

COURSES FOR SCHOOL REFEREES

21 schools involved, 630 students and 10 AIA local headquarters.

CONVENTIONS WITH SCIENTIFIC SCHOOLS FOR INTEGRATED DIDACTIC ACTIVITY

15 schools, 984 students and 9 regions involved.

CONVENTIONS WITH SCHOOLS FOR PCTO; allows students to enrich their education by acquiring – beyond base knowledge – specific competences certified by the schools which can be used in the working world.

EXPERIMENTAL EDUCATIONAL PROJECT FOR STUDENT/HIGH-LEVEL ATHLETES, which aims to allow female and male students involved in sporting activities of national importance to reconcile their studies with playing sport through the formulation of a Personalised Training Project (PPF). In the 2019-2020 football season, 3,904 certifications (verification of the requirements for participation in the programme) were issued for players belonging to 85 professional clubs and 283 certifications for players belonging to 21 women's clubs.



Educational-sporting activity programme for secondary schools which aims to promote women's football and **includes a 5-a-side tournament** of female students with teams formed only by female students, in addition to an educational path to convey the principles and ethical values of football.



Educational-sporting programme for first and second year classes in secondary schools to promote **the game of football** and convey its values and ethics. The project seeks to provide students with the opportunity to play football at school through a **SPORTING PATHWAY** and convey values and ethics through a specific **EDUCATIONAL PATHWAY**. Teams involved are required to operate as real **SPORTS CLUBS** would, with their own **ORGANISATION**.



Educational meetings run by FIGC representatives from Lega Serie A, Lega Serie B and Lega Pro and the technical components (AIA and AIAC) involving debates with students and teachers of all schools involved, **the objective is to create awareness of social issues in a coordinated way**, covering violence, respect, fair play and positive fan support.



SCHOOL ACTIVITY RESULTS 2019-2020

IL TIFO CHE FA BENE (SUPPORTERS WHO CONTRIBUTE)

During the health crisis, the **VALORI IN RETE (VALUES ON-LINE)** projects continued with several educational activities.



PRIMARY SCHOOL

1,400

ACTIVE CLASSES
IN THE APP

5,844

STUDENTS ACTIVE
IN THE APP

62,860

GAME
SESSIONS



SECONDARY SCHOOL

108

ACTIVE
CLASSES

3,000

STUDENTS

**OVER
1,200**

VIDEOS



DEVELOPING YOUTH FOOTBALL - OTHER STRATEGIC PROJECTS

IMPACT OF COVID-19 ON YOUTH ACTIVITIES



Definitive suspension of youth football during the 2019-2020 season (March-April 2020).

Impact of the health crisis on sports activity: decrease of 32.3% of the Youth and School Sector between 30 June 2019 and 15 March 2021 (from 689,905 to 466,834 registered members, a drop of 223,071 young players).

Of the youth competitions run directly by FIGC, the following National Youth Championships were not completed in 2019-2020: U18, U17, U16 and U15 Serie A, B and C, U14 and U13 Pro, Women's U17 and U15 National Championships, Amateurs, Pure Youth Sector and Futsal); with specific regard to professional men's youth football, 2,296 official matches were played in 2019-2020, 74% of the originally planned number (3,116).

Definition of the health protocols so that training and competitions could be resumed. The documents set out the rules to safeguard the health of players, those working at the facilities used and everyone else where grassroots and sports activities in general take place.

In August 2020, all of Italian football was finally able to return to playing following the governments authorisation of the "General guidelines for the resumption of youth and amateur football" document drawn up by FIGC, which laid the groundwork for all championships and competitions in Italy to restart.

In August 2020, the Youth and School Sector established the criteria for taking part in the U18, U17, U16 and U15 Serie A, B and C Youth National Championships for the 2020-2021 season; competitive activity resumed in September, after a wait of 7 months (210 days). The format of the championships involve a total of 100 clubs, 281 teams and over 5,600 players.

In October 2020 the worsening of the pandemic meant sports activity had to be suspended again. For competitions at provincial, regional level and grassroots level, individual outdoor training was the only activity permitted, in accordance with the health regulations.



EDUCATIONAL, AWARENESS-RAISING AND ENGAGEMENT INITIATIVES DURING THE HEALTH CRISIS



A programme of educational and awareness-raising campaigns were run online and digitally: 16 conference calls with regional delegates and staff and 3 meetings with the National Grassroots Commission were held between March and May 2020 (infection phase one); in the period between March and June, there were 209 conference calls with club representatives involving 2,260 clubs and 4,581 FIGC-registered members.



#NOIGIOCIAMOINCASA educational campaign: the objective through tutorial videos, webinars and special features, was to provide support for the young people and adults involved in their sports education and help them, as sportspeople, overcome the difficult period.



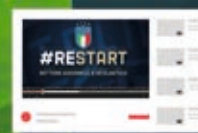
#CONFRONTIAMOCI initiative: an intensive programme of meetings to exchange ideas about the qualities and soft skills needed to educate the younger generations, starting with the personal experiences of those involved.



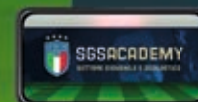
#BACKSTAGE programme: a series of podcasts with coaches of teams in the Youth National Championships run by FIGC dealing with topics of great interest for all fans and those working in the sector.



#TUTTOQUELLOCHEILIBRINONSPIEGANO initiative: a series of 11 webinars for national and regional staff involved in the Local Development Programme, featuring interviews with leading figures from the world of football, sport and showbusiness.



In June 2020, with a view to slowly resuming football activity, #RESTART was launched, a new channel of content for clubs, athletes and families to help them deal with starting sports activity again in the appropriate way. It included 588 events (meetings, lessons and conferences) and saw the participation of 16,420 clubs and 13,960 people.



Youth and School Sector Academy programme: aimed at providing the various categories of people involved in youth football in Italy on a daily basis with the skills and tools needed to carry out sports activity correctly, with the definition of an Entry Level Course for all regional collaborators, Football School instructors without a FIGC qualification and Football School directors.

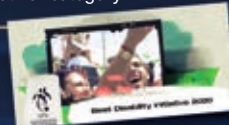


NATIONAL AND INTERNATIONAL RECOGNITION

The Grassroots Awards 2020 prize ceremony - held online - celebrated the clubs, directors and projects that stood out for their youth activities over the course of the 2019-2020 season.



The Quarta Categoria project has also succeeded at a European level, winning the UEFA prize for Best Project - Gold Level in the "Best Disability Initiative" category.



developed by FIGC's Paralympic and Experimental Football Division



OTHER ACTIVITIES



Creation of the FIGC Youth Lab. An innovation laboratory (and innovation training) dedicated entirely to youth football, launched between the end of 2020 and the start of 2021 and focusing on a webinar programme aimed at youth leadership for under 30s, in collaboration with FIGC Youth School Sector regional collaborators.



Support for 'Class Sport', the project promoted by Sport e Salute and the MIUR, in collaboration with the CIP. FIGC took part in Basilicata, Molise, Sardegna and in the province of Trento, with the School Sports Tutor carrying out 23 hours of activity for each assigned class and the organisation of 2 webinars, while the Tutor Project involved the participation of 1,000 people.



Promotion of youth 5-a-side activities: "Futsal Day" in January 2020, dedicated to promoting the game across Italy, with 19 events organised.

Recognition given to Football Schools. The control system determined the designation of the following kinds of recognition: 696 Elite Football Schools (including 21 Futsal Elite Football Schools), 592 Football Schools (including 19 Futsal Football Schools) and 5,324 Grassroots Football Centres (including 136 Futsal Grassroots Football Centres).



SOCIAL RESPONSIBILITY



Agreement between FIGC and Fondazione Scholas Occurrentes (Pope Francesco Foundation) which led to the start of a training project to help coaches facing problems, known as "Zona Luce" aimed at penitentiary police and the prisoners of youth detention centres.



In December 2020, National Team sponsor Puma donated free kits to over 800 youth teams within the country.

Moreover, at the start of 2021 the Youth and School Sector increased its commitment to protecting youngsters by drawing on its own experience in Italy and that of FIFA, UEFA and Terre des Hommes to create the website www.figc-tutelaminori.it



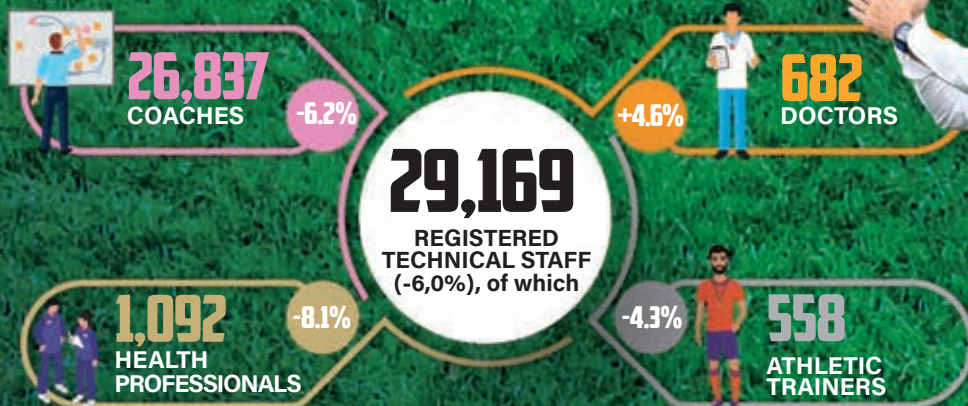
COMMUNICATION MANAGEMENT:



- People involved: FIGC press office + Youth and School Sector + 37 volunteers following the updates of regional Youth and School Sector sites on the various platforms
- 62 different web and social media page on a national and regional level.
- 264 national news, 1,802 regional news, 670 press releases, 212 media galleries, 2,030,033 views, 8,421,142 sessions and 440,561 users.
- During lockdown, the "Youth" section on the FIGC website published 36 news articles on national sites and 257 on regional sites, along with 17 videos, 30 infographs, 1,015,833 views, 421,522 sessions, 240,432 users and 192,307 new users.
- Social-media activity in 2020 (Facebook, Twitter, Instagram), almost 5,000 posts, 34 videos published, almost 2 million views and 150,000 interactions.

TECHNICAL TRAINING

98,853 QUALIFIED TECHNICAL STAFF FOR FIGC
IN 2019-2020 (+3.5% compared to 2018-2019)



DURING 2020
WERE QUALIFIED
5,665 COACHES
(+24.2% compared to 2018-2019)
via 121 training programmes

€1.8M
INVESTMENT
IN COURSES

€4.7M
REVENUES GENERATED
BY EDUCATIONAL ACTIVITIES
(+€ 0.8m compared to 2019)

TECHNICAL SECTOR: COURSES IN 2020

21 D Licence courses for 797 participants	84 Courses for UEFA C Grassroots Licence (4,201)	3 Futsal courses (120)	3 Goalkeeper Coach courses (95)	1 Master UEFA Pro course (25)
1 Course for Match Analyst (49)	1 Course for Youth Academy Director (45)	2 courses for Sport Director (83)	1 Scouting course (47)	
1 Course for Athletic Trainers (50)	1 Combined C/D course(51)	1 Goalkeeper course (44)	1 UEFA A Licence course (59)	

TRAINING ACTIVITIES: HIGHLIGHTS 2020

Managing the COVID-19 health emergency

- In-person courses **suspended**.
- **Online courses introduced** to avoid interrupting teaching.
- **Various initiatives** launched by the Technical Sector:
 - **"Come allenare ai tempi del Coronavirus"**(How to coach in the time of Coronavirus):experts from the Technical Sector answered all the questions submitted by coaches, in the form of podcasts, with 10 daily episodes to give advice on all subjects, from psychology to training methodology.
 - **"Da Tecnico a tecnico"**(From coach to coach): the initiative collected more than 300 questions submitted by coaches from all over Italy, which were answered in dedicated podcasts by Roberto Mancini, the head coach of the Italian Men's National Team, Milena Bertolini, the head coach of the Women's National Team, Maurizio Viscidi, the coordinator of the National Youth Teams, and Paolo Nicolato, the coach of the U21 National Team.

OTHER NEWS

- Introduction of **new D Licence courses** for regional amateur coaches.
- Launch of the training programme for **Youth Academy Directors (192 hours)**.

DEVELOPING THE SCIENTIFIC DIMENSION

- Publishing of the **Technical Sector Newsletter** along with many other technical and scientific **studies**
- Scientific research activities through the **Laboratory on Training Methodologies and Biomechanics applied to football**.

OTHER ACTIVITIES

- The annual **Panchina d'Oro** ('Golden Bench') award was held, which every year celebrates football coaches.

MATCH OFFICIALS ACTIVITY

30,861 REFEREES REGISTERED FOR FIGC IN 2019-2020
(down 2.1% on 2018-2019)



29,111
MEN
(-2.4%)

1,750
WOMEN
(+2.0%)



FIGURES FOR 2020: APPOINTMENTS

IMPACT OF COVID-19: SPORTS ACTIVITY
BROUGHT TO A HALT



187,793
TOTAL
APPOINTMENTS
(205,136 fewer
than in 2019)

122,816
MAIN REFEREES
(-149,028)



33,608
ASSISTANT
REFEREES (-24,769)



31,369
REFEREE
SCOUTS (-31,339)



120,000
OFFICIAL MATCHES
WITH A REFEREE
(-139,536)



2020 HIGHLIGHTS

MANAGING THE COVID-19 HEALTH EMERGENCY



- Suspension from March 2020 of the various activities carried out across the country by the AIA.
- All regional entities of the Italian Referees' Association (AIA) equipped themselves to continue their basic work remotely.
- 21 meetings of the National Technical Bodies were held, 1 meeting of the NTB directors with the chairman of the FIFA Referee Committee and the UEFA chief refereeing officer, around 230 meetings of the Regional Technical Bodies and the Section/Provincial Technical Bodies, 12 meetings of the Central Governing Bodies, as well as joint meetings of the Refereeing Technical Sector, 5 of which were held in person and 14 held via video conference due to the pandemic.
- Video training in the different entities focused much more on the analysis of matches and episodes, with subsequent collective discussion.
- Also new was the launch of remote referee courses, with online lessons and examinations, which led to the admission of 2,360 new referees.
- Project entitled "Becoming a referee: a kid's dream": an engagement initiative aimed at match officials during the lockdown period, which consisted of a series of 9 teaser clips telling the story of an aspiring referee (Luca) who takes inspiration in his career from Nicola Rizzoli, the Italian referee (narrator of the series) who on 13 July 2014 officiated the World Cup final between Germany and Argentina.



ORGANISATION AND GOVERNANCE



- Approval by FIGC's Executive Committee of the AIA's Informative Principles, its Regulations and electoral rules, as well as the Regulations of the General Assembly and Section Assemblies and the Operating Standards of the Technical Bodies.
- Constitution of the Referees' Commission for the Serie A and Serie B championships (CAN) in place of the CAN A and CAN B bodies.
- Gianluca Rocchi, former international referee with great experience, was appointed to the role of coordinator of institutional relations with the National Technical Body CAN and VAR Project Leader with reference to the development of the technology for Serie B.
- In February 2021, at the end of a General Assembly broadcast online and streamed by over 2,000 viewers, the result of the polls decreed the election of Alfredo Trentalange as President of the AIA.



PROFESSIONAL FOOTBALL SUSTAINABILITY

STRATEGIC FRAMEWORK



NATIONAL LICENSING MANUAL

Requirements for registering in professional championships in 2019-2020 (Serie A, Serie B and Serie C)



OBJECTIVE: TO ENSURE THAT CHAMPIONSHIPS START ON TIME BY BRINGING FORWARD DEADLINES FOR LEGAL OBLIGATIONS

ORGANISATIONAL AND SPORTS CRITERIA



- INTRODUCTION OF REGULATIONS FOR DEVELOPING WOMENS' FOOTBALL
- CREATION OF A RANGE OF AGE CATEGORIES FOR GIRLS AT ALL PROFESSIONAL CLUBS
- ATTENDANCE AT TRAINING COURSES BY MANAGERIAL STAFF

INFRASTRUCTURAL CRITERIA



- RAISING THE QUALITY STANDARDS OF STADIUMS
- OBJECTIVE: REACHING COMPLIANCE WITH THE PARAMETERS INDICATED BY UEFA

LEGAL AND FINANCIAL CRITERIA



- RAISE OF LIQUIDITY RATIO
- INTRODUCTION OF INDICATOR OF CAPITALISATION FOR SERIE B AND C CLUBS
- INTRODUCTION OF SANCTIONS WHEREBY CLUBS THAT HAVE FAILED TO PAY SALARIES, WITHHOLDING TAX, SOCIAL SECURITY CONTRIBUTIONS, FINES AND SUMS DECIDED BY ARBITRATION PANELS CAN BE HANDED TRANSFER BANS OR EXCLUDED FROM THEIR LEAGUE

ADJUSTMENT TO THE NATIONAL LICENSING SYSTEM IN LIGHT OF COVID-19 IMPACT



- POSTPONEMENT OF DEADLINES AND RESCHEDULING OF OBLIGATIONS

NATIONAL LICENSING: FIGC AS AN INTERNATIONAL BEST PRACTICE



- OVER THE YEARS, FIGC HAS INTRODUCED ONE OF THE STRICTEST NATIONAL LICENSING SYSTEMS IN EUROPE
- FIGC IS ONE OF JUST 15 EUROPEAN FOOTBALL ASSOCIATIONS (OUT OF 55) WHOSE NATIONAL LICENSING SYSTEM COVERS 3 PROFESSIONAL LEAGUES
- FIGC IS ONE OF 35 EUROPEAN FOOTBALL ASSOCIATIONS TO HAVE INTRODUCED MORE STRICT ADMISSIONS CRITERIA THAN THOSE REQUIRED BY UEFA

OTHER MEASURES:

- THE NEW CO.VI.SO.C. (PROFESSIONAL FOOTBALL FINANCIAL CONTROL COMMITTEE) STRUCTURE WAS INTRODUCED, WHICH IMPROVED THE ANALYSIS OF THE BUSINESS CONTINUITY OF PROFESSIONAL CLUBS AS WELL AS OF DOCUMENTATION SUBMITTED BY CLUBS
- RENEWAL OF THE AGREEMENT BETWEEN FIGC AND ITALIAN REVENUE AGENCY, IN ORDER TO VERIFY THE FINANCIAL STABILITY OF PROFESSIONAL CLUBS, AHEAD OF THE 2020-2021 SEASON

TRAINING OF MANAGERIAL STAFF

Activities of the Sport Directors and Managers Committee:



7 TRAINING AND REFRESHER MEETINGS FOR MANAGEMENT PROFESSIONALS, UNDER THE NATIONAL LICENSING SYSTEM

NATIONAL LICENSING: OTHER TRAINING PROGRAMMES

- TRAINING COURSES FOR SUPPORTER LIAISON OFFICERS (SLOS) AND SECURITY DELEGATES/ASSISTANT DELEGATES AT PROFESSIONAL CLUBS
- TRAINING SESSIONS ON INTEGRITY, ANTI-RACISM AND INCLUSION
- REFRESHER COURSES FOR THE HEADS OF ADMINISTRATION, FINANCE AND CONTROL AT PROFESSIONAL FOOTBALL CLUBS, AND THE HEADS OF MEDICAL DEPARTMENTS
- TRAINING COURSES TARGETED AT THE HEADS OF YOUTH SECTOR AT PROFESSIONAL FOOTBALL CLUBS

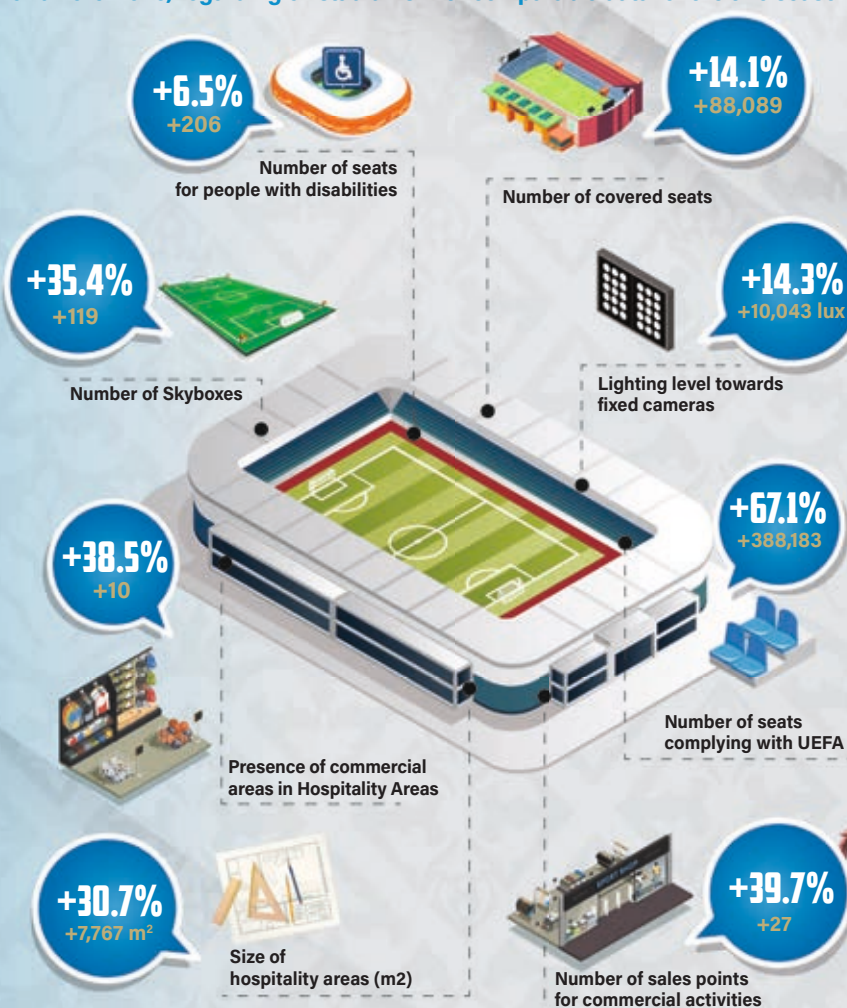
NATIONAL LICENSING: RESULTS ACHIEVED

Significant results were achieved in 2019-2020 thanks to the reform of the National Licensing System.

INFRASTRUCTURAL CRITERIA

INFRASTRUCTURAL DEVELOPMENT OF PROFESSIONAL FOOTBALL

Improvements in main infrastructural parameters (comparison between 2015-2016 and 2019-2020, regarding 62 stadiums with comparable data for the two seasons)



SPORTING AND ORGANISATIONAL CRITERIA

INVESTMENT IN WOMEN'S FOOTBALL

Policy regulations on the development of women's youth football in professional Men's clubs saw the Serie A, Serie B and Serie C clubs **REGISTER A TOTAL NUMBER OF 5,810 U18 FEMALE PLAYERS** in the 2019-2020 season (of which 46% under the age of 12), while the investment in women's football by clubs that obtained the UEFA Licence between 2018-2019 and 2019-2020 increased by 288% (from €1.7m to €6.6m).

INVESTMENT IN YOUTH FOOTBALL



Between 2015-2016 and 2019-2020, the overall budget of professional clubs in Serie A, Serie B and Serie C for the development of youth sectors increased by 24%, rising

FROM €131.6 MILLION TO €162.6 MILLION

YOUTH ACADEMIES AND TRAINING CENTRES - PRIMARY INDICATORS AT EUROPEAN LEVEL IN 2020 (SOURCE: UEFA)

Top Division	Average investment by club in youth sectors - Top 10	% of clubs that have restructured or built a training centre in the past 10 years	Average investment by club	
England	€ 6.1m	Hungary	100%	€ 7.2m
Germany	€ 5.3m	Switzerland	40%	€ 5.5m
France	€ 4.7m	Germany	71%	€ 4.9m
Italy	€ 4.6m	Spain	78%	€ 4.8m
Spain	€ 3.4m	Portugal	86%	€ 3.9m
Russia	€ 2.8m	Italy	90%	€ 3.3m
Switzerland	€ 2.7m	Austria	84%	€ 3.1m
Netherlands	€ 1.9m	Netherlands	82%	€ 2.9m
Portugal	€ 1.8m	Ireland	40%	€ 2.8m
Belgium	€ 1.7m	Finland	100%	€ 2.7m

REVIEW OF FIGC REGULATIONS

REGULATORY FRAMEWORK

Updating the regulatory framework and approval of the following statutes and regulations: Serie A National Professional League (statute - regulation), Serie B National Professional League (statute); Lega Pro (statute); National Amateur League (electoral rules); Italian Players' Union (electoral rules for FIGC player/advisers); Italian Coaches' Union (electoral rules for coaches' assembly delegates, electoral rules for FIGC coach/advisers); Italian Referees' Association (electoral and ordinary assembly regulation, with remote mode and electronic voting). Also approved were the rules on sports agents and the relative disciplinary regulations, together with the ratification of the new agreement with the Italian Players' Union (AIC) for the use of male and female players' image rights by FIGC.

FIGHT AGAINST ILLEGALITY IN SPORT



- Partnership established with SportRadar (a multinational company active in the fight against match-fixing, already a partner of FIFA, UEFA and some of the world's leading football and sports federations and confederations), aimed at implementing training programmes to combat the risks associated with corruption and match-fixing.
- Meetings held to raise awareness regarding integrity in football and the fight against corruption and match-fixing. The meetings, which were part of the "I play BETter" project, involved players and staff of the National U21, National U20 and National Futsal teams as well as match officials from the Referees' Committee for Serie A, B and C, for a total of 300 attendees (including athletes, executives, coaches/staff and referees).
- As well as the training sessions, this initiative included regular reporting on the topic of integrity by SportRadar, which sought primarily to foster study of the phenomenon and the assessment of potential internal strategies. The reporting is cross-referenced with information from the Italian Customs and Monopolies Agency for potential notifications to the competent bodies (in particular the UISS - the sports betting information unit) in the event of anomalous flows or information.

LEAGUE REFORM

- Creation of a special league reform committee, with members including presidents and representatives of the leagues' governing bodies, technical bodies and the Italian Referees' Association. The committee met several times in 2020 and evaluated the main proposals for reforming the professional leagues, which is an issue of strategic importance for the growth of Italian football.



SPORTS JUSTICE AND REGULATORY ACTIVITY IN 2020

SPORTS JUSTICE

FIGC PROSECUTOR'S OFFICE

- 945 cases opened
- 1,652 matches examined
- 805 additional matches examined ("TV examination")
- 4,173 appointments
- Checks to ensure that health protocols in relation to the COVID-19 pandemic are followed: 192 inspections (74 in Serie A, 61 in Serie B, 41 in Serie C and 16 in Women's Serie A)

NATIONAL FEDERAL COURT

- 77 meetings
- 269 cases
- 605 rulings

FEDERAL COURT OF APPEAL

- 58 meetings
- 125 rulings

NATIONAL SPORTS OF COURT OF APPEAL

- 84 meetings
- 142 rulings

FIGC REGULATORY AFFAIRS

- 12 FIGC Executive Committee meetings and 5 Presidential Board meetings
- 596 official statements

NATIONAL LICENSING

- 217 checks by COVI.S.O.C. (Professional Football Financial Control Committee)
- 15 meetings of the Infrastructural, Sporting and Organisational Committee

UEFA LICENSING AND FINANCIAL FAIR PLAY

- UEFA Licences were granted to 16 men's Serie A clubs and (for the first time) 6 Women's Serie A clubs
- Analysis of over 2,000 reports regarding Supporter Liaison Officer activity

SPORT DIRECTOR AND MANAGERS COMMITTEE

- 7 meetings to train and update professional administrative figures in accordance with the National Licensing System
- 168 people joined the Special List of Sport Directors and the Sport Managers registry
- Definition of the admissions criteria and programme for the Sport Director course and validation of 2 training courses to access the Sport Director entrance exam (LUM in Bari and Alma Mater Studiorum in Bologna)

ANTI-DOPING AND HEALTH PROTECTION COMMITTEE

- In-competition controls: 457 matches checked (urine 932; EPO 70; GH/s 12 - GH/u 70)
- Out-of-competition controls: 95 training sessions checked (urine 452; EPO 66; GH/s 114; GH/u 50)
- Research project with the University of Verona on concussion in young players financed by UEFA

PLAYERS STATUS

- 1,190 international transfers of professional players
- 4,100 international transfers of amateur players
- 1,020 requests to register a foreign minor for the first time
- 9 FIFA TMS training courses for employees of professional clubs

SPORTS AGENTS COMMITTEE

- 118 natural persons and 46 juridical persons added to the FIGC Sports Agents Register and 549 registrations renewed.
- 2,121 representation contracts registered
- Over € 170 million paid by professional players and clubs for the services of sports agents

AWARDS COMMITTEE

- 550 requests and appeals examined
- Confirmed and approved awards amount to nearly € 0.8 million

AUTHORISATION TO INITIATE LEGAL ACTION COMMITTEE

- 62 requests for exemption from arbitration clause analysed

CLUB SHAREHOLDING ACQUISITION COMMITTEE

- 22 cases viewed and set up following the same number of club shareholding acquisitions
- Increase in the number of committee members, from 5 to a maximum of 7

REGISTRY

- 680 new clubs affiliated
- 121 mergers
- 12 splits
- 460 name changes

FEDERAL REGULATIONS COMMITTEE AND FEDERAL GUARANTEE COMMITTEE

- Updating of areas of competence during meetings held throughout the year



WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY

Since 2015, FIGC has been on a mission to put women's football at the heart of an upward trend in terms of investment, media attention and increased registered member numbers.

DEVELOPMENT PROGRAMME 2015-2020



I RISULTATI RAGGIUNTI

CREATION OF **POLICIES** SHARED BY STAKEHOLDERS

INCREASE IN REGISTERED MEMBERS, CLUBS, TEAMS, INVESTMENT AND MEDIA ATTENTION

LOCAL DEVELOPMENT CENTRES: KEY ROLE IN ASSESSING YOUTH TALENT

UPDATED **FORMATS** AND **ORGANISATIONAL COMPETENCES** OF TOP LEAGUES

CREATION OF **NEW NATIONAL TEAMS**

PROFESSIONALISATION OF **WOMEN'S NATIONAL TEAMS**, WITH THE COMPLETION OF TECHNICAL AND NATIONAL TEAM STAFF AND **ALIGNING STANDARDS** WITH THOSE OF THE MEN'S NATIONAL TEAMS

QUALIFICATION FOR THE **2019 FIFA WORLD CUP** AND **2022 EUROPEAN CHAMPIONSHIPS**

CREATING INTEREST AMONG **PROFESSIONAL MEN'S CLUBS** TO INVEST IN **WOMEN'S FOOTBALL**

TRAINING AND SPECIALISING FOR THOSE IN **TECHNICAL AND MANAGERIAL ROLES** IN WOMEN'S FOOTBALL, WITH THE INVOLVEMENT OF **FORMER WOMEN'S PLAYERS**

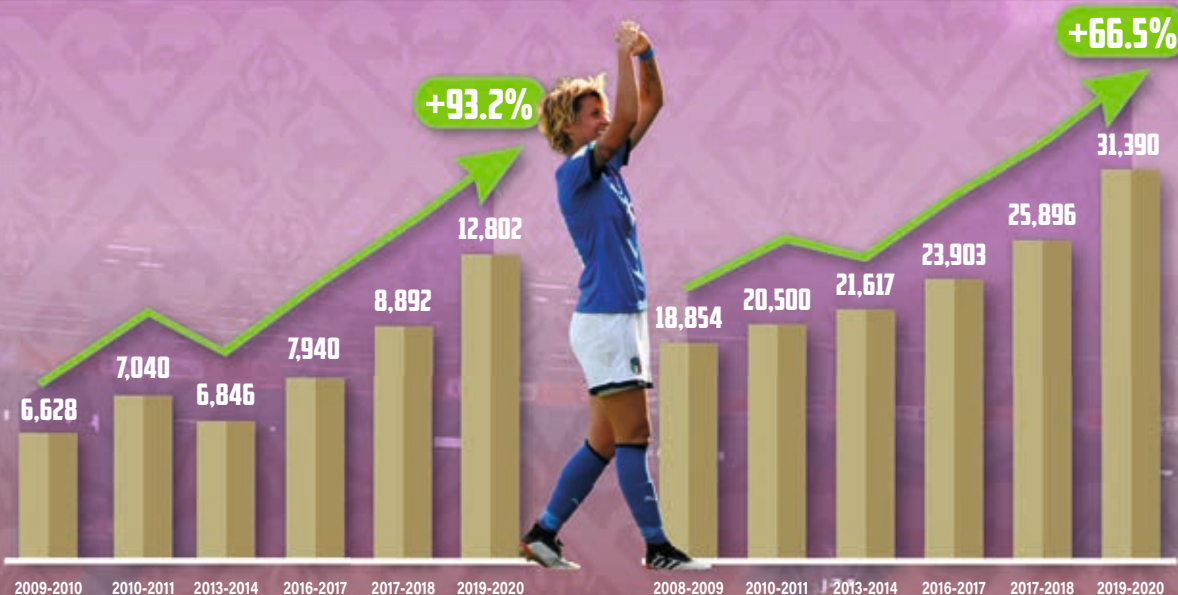
STAGING THE **UEFA WOMEN'S 2022 CHAMPIONS LEAGUE FINAL** (JUVENTUS STADIUM)



HIGHLIGHTS - GROWTH OF WOMEN'S FOOTBALL IN ITALY

FEMALE PLAYERS AGED BETWEEN 10 AND 15

TOTAL FIGC FEMALE REGISTERED PLAYERS



Over the last ten years, requests for new memberships in women's youth football have doubled, going from **3,410** to **6,848**

GROWTH OF WOMEN'S YOUTH FOOTBALL

Under 15 girl's tournament



205 TEAMS PARTECIPATING
(2019-2020) compared with 125 in 2018-2019

Under 17 girls tournament



97 TEAMS PARTECIPATING
compared with 35 in 2018-2019



DANONE NATIONS CUP:
THE LARGEST U12 FOOTBALL TOURNAMENT IN THE WORLD,
with 2.5 million players aged between 10 and 12 involved since 2000



95 REGISTERED TEAMS
in 2019-2020 compared with 38 in the first edition (2016-2017)

7 NATIONAL TEAMS

an increase on the four that existed until 2014-2015

BARBARA BONANSEA, the first Italian in history to feature in the FIFA FIFPro Women's World 11

377 REGISTERED FEMALE COACHES

almost treble the figure in 2014-2015

PATRIZIA PANICO, the first woman in history to coach a male youth national team

44 MEMBERS OF STAFF

with the National Teams, almost double the number in 2014-2015

MILENA BERTOLINI, among the 10 coaches nominated to The Best FIFA Football Awards

1,750 FEMALE REFEREES

Italy ranks second in Europe

MARIA MAROTTA, from Sapri, was the first woman to referee a professional men's Serie B match (Reggina v Frosinone on 10/05/2021)

THE SUCCESS OF THE #RAGAZZEMONDIALI



- QUALIFIED FOR THE FIFA WORLD CUP AFTER A 20-YEAR ABSENCE
- REACHED THE QUARTER-FINALS
- 24.4 MILLION VIEWERS** (THE AVERAGE PER MATCH WAS 4.88M, COMPARED WITH THE PREVIOUS RECORD OF 0.6M)
- 21 MILLION PEOPLE** FOLLOWED THE NATIONAL TEAM
- AT GLOBAL LEVEL, **OVER 100 MILLION TV VIEWERS** WATCHED THE AZZURRE MATCHES
- OVER **1,000 ARTICLES PUBLISHED** ON THE NEWSPAPERS
- ALMOST **192,000 NEW USERS** ON FIGC'S SOCIAL MEDIA
- OVER **820,000 NEW FOLLOWERS** ON THE INSTAGRAM PROFILES OF THE AZZURRE
- FIGC COMMUNICATION CAMPAIGN: **#RAGAZZEMONDIALI**. A TRENDING TOPIC THAT REACHED OVER **150,000 MENTIONS**



€6.8M FIGC TOTAL INVESTMENT in women's football (2019)



PROFESSIONALISM IN WOMEN'S FOOTBALL since 2022-2023



WOMEN'S CHAMPIONS LEAGUE FINAL 2022 Juventus Stadium

THE RECORD-BREAKING JUVENTUS V FIORENTINA GAME

Juventus v Fiorentina (Turin, 24/3/2019) is the women's football match in Italy with the highest ever attendance.

FROM SASSARI... (2013)



...TO TURIN (2019)

39,027 SPECTATORS

compared with the previous record (14,000) and overall attendance for the entire Women's Serie A 2017-2018 (27,400)

ENHANCING THE SUPPLY CHAIN

34 players at the 49 Federal Technical Centres were selected by the U16 and U17 National Teams and 32 players went from amateur to professional level.

The U15 girls' development programme (Calcio+) brought through the majority of the players called up by the National Teams, and it was recognised by UEFA as being among the 5 best girls' youth football development programmes in Europe:

U16 NATIONAL TEAM:

70% OF THE SQUAD TOOK PART IN CALCIO+

U19 NATIONAL TEAM:

85% OF THE PLAYERS SELECTED TOOK PART IN CALCIO+

A NATIONAL TEAM:

7 PLAYERS OUT OF THE 23 WHO WERE CALLED UP FOR THE 2019 WORLD CUP (30%) PARTICIPATED IN CALCIO+

U17 NATIONAL TEAM:

68% OF THE PLAYERS CALLED UP TOOK PART IN CALCIO+ AND 67% COME FROM FEDERAL TECHNICAL CENTRES

55% OF PLAYERS

WHO WERE CALLED UP FOR THE 2022 EUROPEAN CHAMPIONSHIP QUALIFIERS (24 OUT OF 44) TOOK PART IN CALCIO+



PROTECTING TALENT: THE SUPPLY CHAIN FOR WOMEN'S FOOTBALL IN ITALY

A NATIONAL TEAM

U23 NATIONAL TEAM

U19 NATIONAL TEAM

U17 NATIONAL TEAM

U16 NATIONAL TEAM

CALCIO+ PROGRAMME

REGIONAL U15 TEAMS

U15 FEDERAL TECHNICAL CENTRES

U12 DANONE NATIONS CUP ACTIVITY

GRASSROOTS AND FOOTBALL SCHOOLS



THE WOMEN'S FOOTBALL DIVISION

Inserted within the FIGC since 2018 organizes the top competitions, together with the coordination of all the Federal activities that affect the movement and the adoption of the main development programmes

KEY FIGURES IN THE WOMEN'S NATIONAL LEAGUES



498 TOTAL MATCHES ORGANISED by the FIGC Women's Football Division

INVESTMENT BY PROFESSIONAL MEN'S CLUBS IN WOMEN'S FOOTBALL

This follows the introduction of National Licensing rules (the obligation to create a women's academy set-up within professional men's clubs) and the introduction of the rule allowing the transfer of the sporting title from an amateur women's football to a professional men's club in order to incentivise professional clubs to invest in the sector.

8 OUT OF 12 TEAMS IN WOMEN'S SERIE A 2020-2021 are directly linked to professional men's clubs



The professional men's clubs REGISTERED 5,810 U18 FEMALE PLAYERS IN 2019-2020, 46% of whom were under 12 (2,659)

INVESTMENT IN WOMEN'S FOOTBALL BY CLUBS THAT OBTAINED A UEFA LICENCE BETWEEN 2018-2019 AND 2019-2020: +288% (FROM €1.7M TO €6.6M)

SERIE A HIGHLIGHTS



GROWTH OF THE LEAGUE'S TECHNICAL PROFILE

INCREASE IN THE NUMBER OF FOREIGN FEMALE PLAYERS

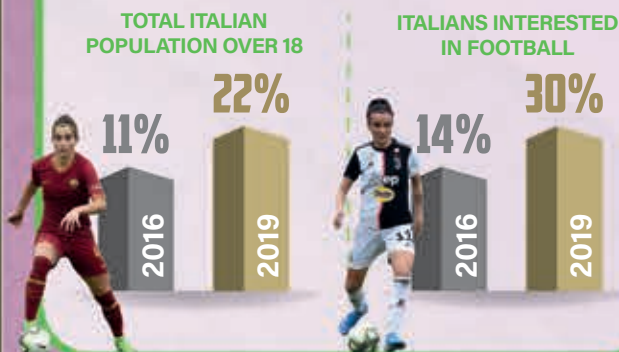


The number of foreign players in Serie A has doubled, over the last 3 years, going from 45 in 2017-2018 to 90 in 2020-2021.

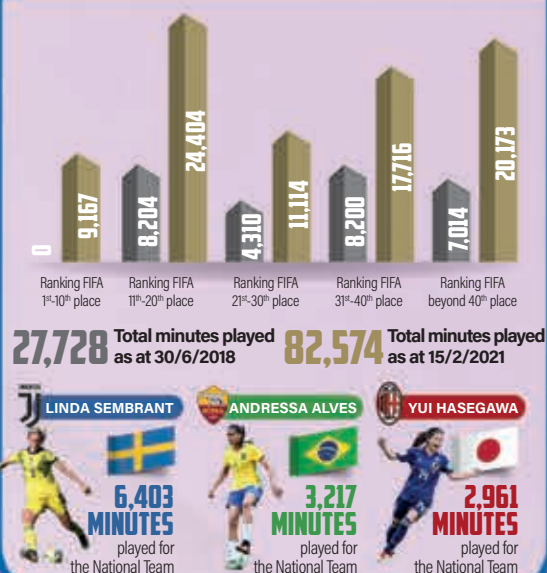
Rules regarding the use of female players who have come through youth sectors has generated an increase in club investment in youth sectors and young Italian talents.

INCREASED LEVELS OF INTEREST

Women's Serie A is the football competition that has generated the greatest increase in interest in the game between 2016 and 2019



MINUTES PLAYED IN THE NATIONAL TEAMS BASED ON THE FIFA WOMEN'S RANKING



THE GROWTH OF THE SOCIAL PROFILE

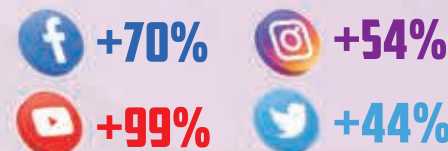
12 TEAMS FOLLOWERS OF CLUB IN SERIE A 20-21

341.000 FOLLOWERS

INTEREST IN FIGC SOCIAL MEDIA CHANNELS SINCE 2018

+66%

SOCIAL MEDIA GROWTH SINCE 2018



TV RIGHTS

THE 2020-2021 SEASON WAS THE FIRST IN THE HISTORY OF WOMEN'S FOOTBALL IN ITALY WHICH HAD WALL-TO-WALL TV COVERAGE OF WOMEN'S SERIE A.



TV VIEWER HIGH
342,628

sky sport

OFFICIAL DATA

AVERAGE AUDIENCE:

+25.4%

AVERAGE REACH:

+21.4%



COMMERCIAL DEVELOPMENT



TITLE SPONSOR



TIMVISION HAS ALSO BECOME THE NEW FIGC CHANNEL which is able to broadcast all the main events involving FIGC that are not covered by other rights-holders, including top-level women's football competitions.

ESSELUNGA

PREMIUM PARTNER

of Serie A, the Coppa Italia and the Italian Super Cup

PUMA

OFFICIAL
BALL
SUPPLIER



NATIONAL AND UEFA LICENCES

- Introduction of several new requirements within the National Licensing System in a bid to increase the level of professionalism among coaches and club management, with a specific focus on developing youth academies.
- Collaboration with the Technical Sector and the Youth and School Sector in a bid to promote participation by individuals put forward by clubs in courses for sporting directors, fitness coaches, goalkeeping coaches and UEFA A Licence coaches.
- Issuing UEFA Licences for the 2020-2021 season to 6 women's football teams (for the first time in their history).

SOCIAL RESPONSIBILITY

4 BIG TOPICS

CULTURE



LIBRI IN GIOCO (Books in play): a project dedicated to learning and the importance of reading among young generations in collaboration with the Turin International Book Fair



EMPOWERMENT



#IOGIOCOALLAPARI

("I play equally"): a campaign for empowering women in collaboration with Terre des Hommes



ANTI-VIOLENCE



DIRE (To Say): a campaign against violence towards women in collaboration with Di.re and Womens resource centres



HEALTH



#UNAPASSIONEDANUTRIRE

("A passion to feed"): a campaign to promote a healthy and balanced diet in collaboration with SINU and Esselunga



COMMUNICATION AND MARKETING

REBRANDING

NEW LOGOS AND VISUAL IDENTITY FOR ALL COMPETITIONS IN PARTNERSHIP WITH IED

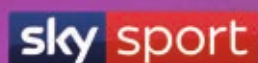


AD HOC COMMUNICATION INITIATIVES TO EXPAND THE FAN BASE



PARTNERSHIP WITH CASA SURACE AND A SOCIAL PROJECT DEDICATED TO THE WOMEN'S SUPER CUP

500,000
VIEWS



LAUNCH OF THE
LEAGUE FIXTURE LIST
ON SKY SPORT



DEDICATED THEME TUNE
FOR SERIE A TIMVISION



TIMVISION PLAYER OF THE MATCH
NAMED FOR EVERY SERIE A GAME
WITH THE SUPPORT OF OPTA



STATISTICHE OPTA
SERIE A FEMMINILE



DIGITALISATION: PARTNERSHIP WITH THE MAIN GLOBAL PROVIDER OF SPORTS STATS: **OPTA PERFORM**, WHICH FOR THE FIRST TIME ON THE GLOBAL STAGE IS COLLECTING DATA ON A WOMEN'S TOP FLIGHT THROUGH **SERIE A TIMVISION**



DOCUMENTARY SERIES ON WOMEN'S SERIE A
IN PARTNERSHIP WITH FREEDA MEDIA
(AMONG THE 5 BIGGEST ITALIAN MEDIA AGENCIES)



ONE OF US

LAUNCHING THE ONE OF US TALENT GAME
WHICH WILL ALLOW ASPIRING YOUNG
FEMALE PLAYERS TO JOIN A SERIE A TEAM
TRAINING CAMP

MANAGING THE COVID-19 HEALTH CRISIS



- INTERRUPTION IN FEBRUARY/MARCH 2020 OF THE 2019-2020 WOMEN'S CHAMPIONSHIPS.
- DEFINITION OF SPORTING RESULTS IN INTERRUPTED COMPETITIONS WITH RELEVANT TITLES ASSIGNED THROUGH THE USE OF AN ALGORITHM.
- COMMITMENT TO DEFINING AND MANAGING DIAGNOSTIC TESTS AND HEALTH MEASURES TO PROTECT THE WELLBEING OF PLAYERS, COACHES AND OFFICIALS TO CONTAIN THE VIRUS.
- DEFINING HEALTH PROTOCOLS FOR THE RETURN TO TRAINING AND COMPETITIONS BEHIND CLOSED DOORS, DRAFTED BY THE FIGC MEDICAL COMMITTEE, ALONG WITH THE MANAGEMENT OF A CORRESPONDING SANCTIONING SYSTEM FOR FAILING TO COMPLY WITH THE PROTOCOLS.
- FOCUS ON ENSURING WAGES OWED WERE PAID TO PLAYERS AND REGISTERED MEMBERS FOR THE 2019-2020 SEASON.
- ALLOCATING FUNDS SET ASIDE BY FIFA, UEFA AND FIGC TO FACE THE COVID-19 PANDEMIC AND IN GENERAL TO PROMOTE WOMEN'S FOOTBALL.
- DEFINING THE START DATES OF THE 2020-2021 SEASON, WITH KICK-OFF SCHEDULED FOR SATURDAY 22 AUGUST WITH THE FIRST MATCHDAY IN SERIE A TIMVISION. FOR THE FIRST TIME, THE ITALIAN FOOTBALL SEASON WAS KICKED OFF WITH A WOMEN'S FOOTBALL FIXTURE.
- ORGANISING AN EXTRAORDINARY TIMVISION SUPER CUP EVENT AT THE START OF 2021 AT ONE VENUE (THE STADIO COMUNALE IN CHIAVARI) WHICH INVOLVED THE TOP 4 TEAMS IN THE 2019-2020 SERIE A CAMPAIGN. A TRUE "EVENT WITHIN AN EVENT" INVOLVING 3 GAMES IN 5 DAYS, WITH RECORD LEVELS OF INTEREST REGISTERED, INTERACTIONS AND ENGAGEMENT: THERE WERE ALMOST 4.7 MILLION IMPRESSIONS ON FIGC'S SOCIAL MEDIA CHANNELS.
- STAGING THE FINAL BETWEEN THE TOP TWO IN THE PRIMAVERA LEAGUE IN 2019-2020 (JUVENTUS AND ROMA) BASED ON A NEW FORMAT IN ORDER TO DETERMINE THE LEAGUE CHAMPIONS.

THE INTRODUCTION OF PROFESSIONALISM IN WOMEN'S FOOTBALL



THE DECISION BY THE FIGC EXECUTIVE COMMITTEE ON 25 JUNE 2020 CONFIRMED THAT SERIE A PLAYERS' STATUS WILL SWITCH FROM "AMATEUR" TO "PROFESSIONAL" FROM THE 2022-2023 SEASON



CREATION OF A COMMITTEE TO ANALYSE AND WORK OUT THE BEST APPROACH AND THE POSSIBILITY OF ACCESSING FUNDS MADE AVAILABLE BY THE GOVERNMENT TO FACILITATE THE TRANSITION TO PROFESSIONALISM OF WOMEN'S SPORTS.



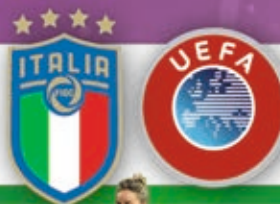
OTHER ACTIVITIES AND PROJECTS



- SUPPORT FOR THE PROCESSES AND ACTIVITIES OF SPORTING BODIES TASKED WITH CHECKING THE CRITERIA FOR ADMISSION TO CHAMPIONSHIPS AND UEFA COMPETITIONS
- HELP IN CARRYING OUT REQUIREMENTS FOR REGISTERING FEMALE PLAYERS, COACHES AND OFFICIALS
- SUPPORT FROM THE FEDERAL ADMINISTRATIVE AREA FOR TECHNICAL COMMITTEES AND JUDICIAL BODIES
- INTRODUCING FREE MEMBERSHIPS IN WOMEN'S YOUTH FOOTBALL
- OPENING BIG PROFESSIONAL MEN'S FOOTBALL STADIUMS FOR WOMEN'S SERIE A (9 MATCHES IN 2020-2021)

- APPOINTMENT BY THE ITALIAN REFEREES' ASSOCIATION OF CAN PRO REFEREES FROM THE PROFESSIONAL THIRD TIER IN THE MEN'S GAME FOR SERIE A, COPPA ITALIA (FROM THE QUARTER-FINALS ONWARDS) AND WOMEN'S SUPER CUP FIXTURES, AN IMPORTANT SIGN FOR THE ONGOING DEVELOPMENT OF THE GAME.
- MODIFYING THE FORMATS OF THE MAIN COMPETITIONS, WHICH WILL COME INTO FULL EFFECT AS OF THE 2022-2023 SEASON. IN PARTICULAR, IN A BID TO INCREASE THE QUALITY IN COMPETITIONS AND FACILITATE THE SWITCH TO PROFESSIONAL STATUS, THERE WILL BE A 10-TEAM SERIE A AND 16-TEAM SERIE B, WITH A CHAMPIONSHIP FORMULA THAT AIMS TO BE MORE SUCCESSFUL AND EXCITING.
- JOINING THE UEFA "PLAYMAKERS" PROJECT IN COLLABORATION WITH DISNEY, IN A BID TO INVOLVE GIRLS AGED BETWEEN 5 AND 8 THROUGH A METHODOLOGY BASED ON STORYTELLING AND THE ACTIONS OF HEROINES IN THE DISNEY WORLD.

WOMEN'S FOOTBALL DEVELOPMENT STRATEGY 2021-2025



With the support of UEFA, FIGC drafted its **own strategic plan** for developing the game in the **2021-2025 four-year period**. FIGC is one of the **5 European football associations selected by UEFA**, out of the 20 that declared interest



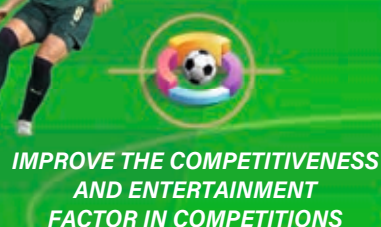
TARGETS BY 2025



INCREASE THE NUMBER OF GIRLS PLAYING BY 50%



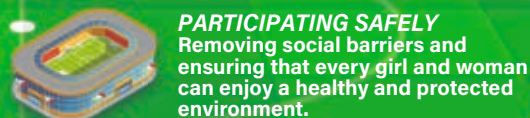
INCREASE THE NUMBER OF WOMEN'S FOOTBALL SUPPORTERS



IMPROVE THE COMPETITIVENESS AND ENTERTAINMENT FACTOR IN COMPETITIONS



IMAGE AND VISIBILITY
Marketing initiatives throughout the year to improve the image and visibility of women's football.



PARTICIPATING SAFELY
Removing social barriers and ensuring that every girl and woman can enjoy a healthy and protected environment.



NATIONAL TEAMS
Performance and talent development system, allowing National Teams to fulfil their maximum potential.



COMMERCIAL DEVELOPMENT
Increasing visibility and commercial value through development of a strong product and the sealing of strategic partnerships.



INTERNATIONAL SUCCESS WITH NATIONAL TEAMS

SUSTAINABLE SYSTEM FOR PROFESSIONAL WOMEN'S SERIE A (FROM SEASON 2022-2023)

CLUBS AND COMPETITIONS
System of structured and accessible championships, improving the formats, technical and qualitative level in competitions.



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MANAGING THE HEALTH CRISIS CAUSED BY COVID-19

The year 2020, from February and March onwards, was characterised by the huge impact caused by the Covid-19 health crisis, which had devastating socio-economic effects on all strategic sectors of the country, including the sports industry, and specifically on football.

IMPACT OF THE HEALTH CRISIS ON THE SPORTS AND FOOTBALL SYSTEMS

MAIN EFFECTS CAUSED BY THE PANDEMIC



PROLONGED INTERRUPTION OR CANCELLATION OF SPORTS COMPETITIONS, THE NEED TO HOLD MATCHES BEHIND CLOSED DOORS, AS WELL AS DIRECT AND INDIRECT SOCIO-ECONOMIC IMPACTS ON ALL STAKEHOLDERS OF THE SECTOR.

MAIN DIRECT IMPACTS



DRASTIC DECREASE IN INCOME FROM TICKETS, SPONSORSHIPS, MERCHANDISING AND CORPORATE HOSPITALITY PACKAGES, AS WELL AS ADDITIONAL COSTS DERIVING FROM HEALTH PROTOCOLS.



IMPACT ON RESULTS OBTAINED ON THE PITCH, PARTICULARLY DUE TO THE NECESSITY OF HOLDING MATCHES BEHIND CLOSED DOORS (CONSIDERING, FOR EXAMPLE, AN INCREASE IN AWAY GAMES WON).

MAIN INDIRECT IMPACTS AND SERVICES



CRISES AND BANKRUPTCIES OF COMPANIES, SPORTS ASSOCIATIONS, AND BUSINESSES IN THE INDUSTRY.



INCREASE IN UNEMPLOYMENT, INCLUDING AT A PERMANENT LEVEL.



DECREASE IN SPORTS MEMBERSHIPS AND SPORTS ACTIVITIES (WITH REGIONAL SOCIO-ECONOMIC REPERCUSSIONS).



DECREASE IN DEMAND: DISAFFECTION FROM THE PUBLIC, CHANGE IN CONSUMPTION PREFERENCES AND SPENDING OF USERS, AS WELL AS BUDGET ALLOCATIONS OF COMPANIES.



DECREASE IN ECONOMIC VALUE OF COMMERCIAL ASSETS AND DECREASED NEGOTIATING POWER.



DEPRESSION OF THE TRANSFER MARKET.



IMPACT ON ASSETS DUE TO THE LOSS OF CAPITALISATION AND CORPORATE VALUE OF BUSINESSES, INCLUDING IN RELATION TO PORTFOLIO RIGHTS.

THE EUROPEAN COMMISSION HAS ESTIMATED THAT COVID-19 HAS CAUSED

A DECREASE OF 16.2% OF GDP

GENERATED FROM THE SPORTS SECTOR IN ITALY (- € 7.9 BILLION) AND OF 15.7% OF EMPLOYMENT RELATED TO THE SPORTS SECTOR (WITH A LOSS OF 110,818 DIRECTLY AND INDIRECTLY RELATED JOBS); FOOTBALL, THE BIGGEST SPORT IN ITALY IN TERMS OF COMPETITION, ECONOMICS AND PUBLIC INTEREST, IS THE SPORTS SECTOR THAT HAS SUFFERED THE GREATEST IMPACT FROM THE PANDEMIC.



INTERRUPTION OF COMPETITIONS IN ITALY AND ABROAD

The impact of Covid-19 in 2019-2020 on European and worldwide Leagues: temporart and definitive stop of main competitions

TOP DIVISION - MEN'S FOOTBALL

Albania		Japan	
Algeria		Kazakhstan	
Andorra		Kosovo	
Argentina		Lithuania	
Armenia		Luxembourg	
Australia		Malta	
Austria		Mexico	
Azerbaijan		Moldova	
Belarus		Montenegro	
Belgium		Morocco	
Bosnia & Herz.		Netherlands	
Brazil		Nigeria	
Bulgaria		North Macedonia	
Cameroon		North Ireland	
Chile		Norway	
Colombia		Paraguay	
Croatia		Peru	
Cyprus		Poland	
Czech Republic		Portugal	
Denmark		Romania	
Egypt		Russia	
England		San Marino	
Estonia		Scotland	
Faroe Islands		Senegal	
Finland		Serbia	
France		Slovakia	
Georgia		South Korea	
Germany		Spain	
Gibraltar		Sweden	
Greece		Switzerland	
Hungary		Tunisia	
Iceland		Turkey	
Iran		Ukraine	
Ireland		United States	
Israel		Uruguay	
Italy		Venezuela	
Jamaica		Wales	

THE IMPACT OF THE HEALTH EMERGENCY HAS LED FROM FEBRUARY-MARCH 2020 TO THE SUSPENSION OF THE MAIN FOOTBALL COMPETITIONS FOR CLUBS WORLDWIDE AMONG THE 76 MEN'S TOP DIVISIONS ANALYSED, IN

68%

OF CASES, THE CHAMPIONSHIPS RESTARTED AND CONCLUDED (IN SOME CASES WITH A SIGNIFICANT FORMAT CHANGES)

WHEREAS 31%

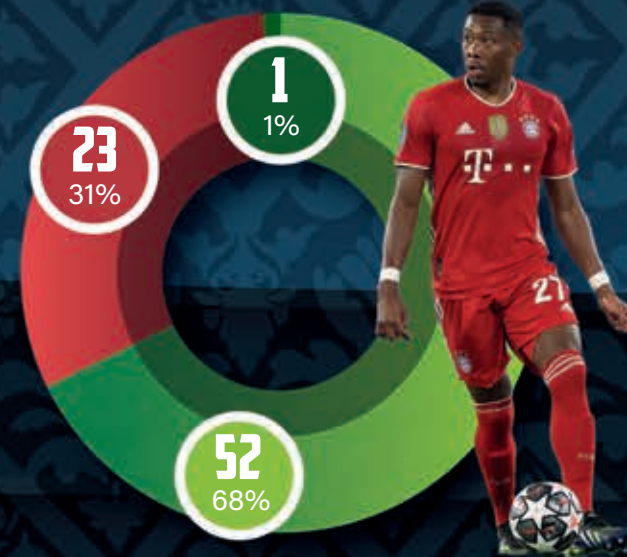
OF THE COMPETITIONS WAS NO LONGER RESUMED, A PERCENTAGE THAT ARRIVES TO 57% IN THE CASE OF WOMEN'S TOP DIVISIONS (30 CHAMPIONSHIP ANALYSED)

TOP DIVISION - WOMEN'S FOOTBALL

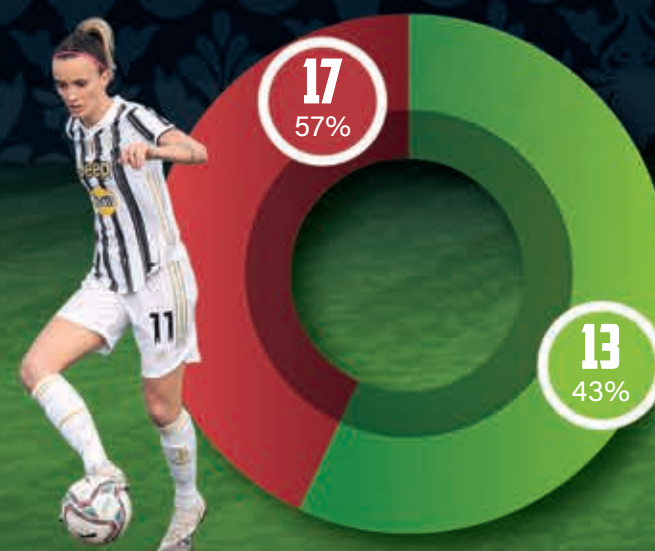
Argentina		Italy	
Australia		Mexico	
Austria		Norway	
Belgium		Netherlands	
Brazil		Portugal	
China		Czech Republic	
South Korea		Romania	
Croatia		Russia	
Denmark		Scotland	
France		Spain	
Germany		Sweden	
Japan		Switzerland	
England		Turkey	
Ireland		Ukraine	
Iceland		United States	

- Championship suspended, restarted and concluded
- Championship concluded and never suspended
- Championship suspended and definitively stopped

MEN'S TOP DIVISIONS (76 TOURNAMENTS ANALYSED)



WOMEN'S TOP DIVISIONS (30 TOURNAMENTS ANALYSED)



COVID-19 IMPACT IN 2019-2020 ON THE FOOTBALL INDUSTRY: TEMPORARY AND DEFINITIVE STOP TO THE MAIN COMPETITIONS



ITALIAN FOOTBALL

Temporary suspension in February-March 2020

Serie A	Restart in June and conclusion in August
Serie B	Restart in June and conclusion in August
Serie C	Restart in June and conclusion in July (playoffs and playouts only)
Coppa Italia	Restart and conclusion in June (semifinal and final)
11-a-side – Men's Youth Professional championships	Definitive stop
Women's Primavera	Definitive stop (final title assignment in September 2020)
Women's Serie A and Serie B	Definitive stop
11-a-side – Other amateur men's and women's championships	Definitive stop
Futsal – amateur men's and women's championships	Definitive stop
Beach Soccer – amateur men's and women's championships	Definitive stop
Men's and Women's amateur Youth championships	Definitive stop



INTERNATIONAL FOOTBALL



NATIONAL TEAMS

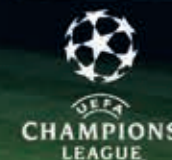
MEN'S 11-A-SIDE NATIONAL TEAMS

In 2020, just 353 matches were played worldwide, the lowest figure since 1987; the main competitions have suffered cancellations or postponements (e.g. UEFA EURO 2020, postponed to June 2021), and the National Teams have not played official matches from November 2019 to September 2020.

OTHER NATIONAL TEAMS

The health emergency led to the cancellation of the main competitions for youth National Teams (e.g. Men's Under 17 and Under 19 European Championships, Men's Under 17 and Under 20 World Cups), as well as the cancellation or postponement of friendlies and of the various qualifiers in all categories (youth National Teams, Women's, Beach Soccer and Futsal) and, in particular, the postponement of the Women's EURO (from 2021 to 2022).

FOOTBALL CLUBS



Temporary stop in February-March 2020 and restarted in August 2020; the final stages were played in a single venue in Lisbon (from Men's UEFA Champions League quarterfinals), in Spain (from Women's UEFA Champions League quarterfinals) and in Germany (from UEFA Europa League quarterfinals, together with 2 matches of round of 16).



SOCIO-ECONOMIC IMPACT ON SPORT AND FOOTBALL INDUSTRY AT INTERNATIONAL LEVEL



Long stop and cancellation of sport competitions:

- It has been estimated that **ONLY 53% OF SPORTS EVENTS** expected for 2020 have been carried out; with **AN ESTIMATED LOSS OF 23,379 COMPETITIONS**.



Relevant drop in revenues (mainly ticketing, sponsoring, merchandising and corporate hospitality):

- Global sport business turnover produced in 2020 is equal to \$ 73.7 billion, 61.6 less compared to 135.3 that would have been produced without the pandemic.
- THE IMPACT OF THE HEALTH EMERGENCY ON THE GLOBAL FOOTBALL INDUSTRY IS ESTIMATED IN \$14 BILLION**, equal to a third of the \$ 40-45 billion of turnover produced all over the world.



Obligation to play behind closed-doors:



IMPACT AT SPORTS LEVEL: within the main global football championships, **THE PERCENTAGE OF AWAY VICTORIES AFTER THE LOCKDOWN INCREASED FROM 28.7% TO 32.5%**



Downturn of the transfermarkt:

- BETWEEN 2019 AND 2020, INVESTMENT IN THE TRASFER MARKET IN THE EUROPEAN FOOTBALL TOP 5 LEAGUES DECREASED BY 30%** (from €6.6 to €4.6 billion), whereas the value of the squads decreased by 10% (about € 3 billion less than the period pre-Covid).



Direct and indirect socio-economic impact produced over all the stakeholders in the industry:

- SPORT MEDIA RIGHTS IN 2020 VALUE \$ 44.6 BILLION**, 12% less compared to 2019.
- SPORT SPONSORSHIP DECREASED BY 37%**, from \$46.1 billion to \$28.9 billion.
- CRISES AND BANKRUPTCIES OF CLUBS, SPORTS ASSOCIATIONS, SATELLITE ACTIVITIES, WITH AN IMPACT OVER OCCUPANCY;** in 2020 the GDP of EU sport industry dropped by 15.7% (€ 99.2 billion), with the loss of 1.6 million jobs (-16.5%)



IMPACT AT ECONOMIC LEVEL: within the European Top 5 Divisions, between 2018-2019 and 2019-2020 **17.8 MILLION OF SPECTATORS LESS** have been registered (from 67.8m to 50m), with a **DECREASE OF 600 OPEN-DOORS MATCHES** (from 2,185 to 1,584). The estimated of the loss in gate receipts is equal to € 608.9 million.



SOCIO-ECONOMIC IMPACT ON THE ITALIAN FOOTBALL INDUSTRY

THE DROP IN REGISTRATIONS AND OFFICIAL MATCHES

FIGC FIGURES: COMPARISONS 2018-2019 V 2019-2020

CLUBS, TEAMS AND REGISTERED MEMBERS

	2018-2019	2019-2020	Total variation	Var. %
CLUBS	12,127	11,915	-212	-1.7%
TEAMS	64,827	62,586	-2,241	-3.5%
REGISTERED PLAYERS	1,062,792	1,026,488	-36,304	-3.4%
REGISTERED COACHES	31,031	29,169	-1,862	-6.0%
REFEREES	31,534	30,861	-673	-2.1%
CLUB OFFICIALS	237,338	237,405	+67	+0.0%
TOTAL REGISTERED MEMBERS	1,362,695	1,323,923	-38,772	-2.8%

IN THE FIRST SEASON with COVID-19 impact (from February-March 2020), IT WAS REGISTERED THE DECREASE OF



212 CLUBS



2,241 TEAMS



38,772 REGISTERED MEMBERS (of which 94% are players)

OFFICIAL MATCHES

	2018-2019	2019-2020	Total variation	Var. %
AMATEUR CHAMPIONSHIPS	198,486	186,858	-11,628	-5.9%
YOUTH SECTOR CHAMPIONSHIPS	370,087	334,475	-35,612	-9.6%
PROFESSIONAL CHAMPIONSHIPS*	3,292	2,707	-585	-17.8%
TOTAL	571,865	524,040	-47,825	-8.4%



THE FORCED STOP of football competitions led to the play of 47,825 OFFICIAL MATCHES LESS

* Competition organized by professional leagues (also including youth and Primavera)

FIGC'S REGISTERED PLAYERS: UPDATE AT 15 MARCH 2021

TYPE OF ACTIVITY	30 June 2019	30 June 2020	15 March 2021	Tot. Diff. (30/06/2019 vs 15/03/2021)
Professional activity	12,341	12,755	13,013	+672
Amateur activity	360,546	359,730	338,119	-22,427
Youth and School Sector	689,905	654,003	466,834	-223,071
REGISTERED PLAYERS	1,062,792	1,026,488	817,966	-244,826
AREA				
North-west	287,923	281,130	245,925	-41,998
North-east	253,965	245,365	217,640	-36,325
Centre	250,094	242,958	193,977	-56,117
South and islands	270,810	257,035	160,424	-110,386
REGISTERED PLAYERS	1,062,792	1,026,488	817,966	-244,826



EXTENDING THE ANALYSIS TO 15 MARCH 2021, compared to the last without COVID-19 IMPACT (30 JUNE 2019), A DECREASE OF 244,826 REGISTERED PLAYERS EMERGES, with particularly significant impact on amateur and youth football

IMPLEMENTATION OF HEALTH PROTOCOLS: PCR AND SIEROLOGICAL TESTS CARRIED OUT

PCR and sierological tests during season 2019-2020

	PCR tests	POSITIVE PCR tests	Sierological tests	POSITIVE Sierological tests	Team members
Aggregated data: 73,991 PCR and sierological tests	56,397	12	17,594	284	3,351
Serie A	52%	23%	49%	75%	39%
Serie B	27%	23%	28%	15%	25%
Serie C	20%	54%	20%	4%	31%
Referees	2%	0%	3%	7%	5%

A total of 73,991 tests were carried out, of which 56,397 PCR on 3,351 team members and referees (on average 16.8 per person), 12 people tested positive with an incidence of 0.021%. To these are added 17,594 sierological tests (5.2 per person), of which 284 (1.61%) were positive (data update to 6 August 2020).



IMPACT OF THE HEALTH CRISIS ON THE ECONOMIC PROFILE OF PROFESSIONAL FOOTBALL

ECONOMIC IMPACT ON THE SEASONS 2019-2020 AND 2020-2021



GATE RECEIPTS
- € 341 M



**SPONSOR AND
COMMERCIAL ACTIVITIES**
- € 244 M



**OTHER REVENUES
AND COSTS (NET IMPACT)**
- € 525 M

- COVID-19 further accelerated the economic imbalance of the football sector, with revenues having

DROPPED BY AROUND € 1 BILLION

due to the pandemic. Meanwhile, production costs remained substantially stable (with a small increase of €163 million); the net total impact of the health crisis on the 2019-2020 and 2020-2021 seasons was over € 1.1 billion

- The financial profile worsened too, with total debts in 2019-2020 alone growing by almost half a billion euro to a total of € 5.3 billion, whilst the net financial position is negative by

€ 1.3 BILLION

**NET IMPACT
HEALTH EMERGENCY**

**- € 1.1
BILLION**



SPECTATORS "LOST" IN PROFESSIONAL FOOTBALL DUE TO THE PANDEMIC



Considering games played behind closed doors and those that weren't played in professional championships, Coppa Italia and European competitions, the **LOSS OF POTENTIAL SPECTATORS** due to the pandemic amounts to **OVER 22.1 MILLION** (5.9 million in 2019-2020 and 16.2 million in 2020-2021).

Professional championships	5,364,471
Coppa Italia	159,425
European competitions	350,122
Potential lost attendance 2019-2020	5,874,018
Professional championships	14,492,323
Coppa Italia	565,860
European competitions	1,182,820
Potential lost attendance 2020-2021	16,241,003
TOTAL	22,115,021



THE IMPACT OF THE HEALTH CRISIS - INDIRECT AND SATELLITE ACTIVITIES

The pandemic has had a significant impact on all sectors on the production chain and on the **value chain of Italian football**:



DIRECT EXPENDITURE

- 5.7%

(from € 5,050m to € 4,762m)



IMPACT ON GDP

- 18.1%

(from € 10,066m to € 8,249m)



PRODUCTION

- 22.5%

(from € 19,559m to € 15,151m)



EMPLOYMENT - 27,000 JOBS ACTIVATED

(from 121,737 to 94,462)



GENERATED TAXES

- 21.4%

(from € 3,130m to € 2,460m)



HOUSEHOLD INCOME

- 18.6%

(from € 10,571m to € 8,601m)



SPORTS NEWSPAPERS

- 33%

(from 6.6 to 4.4 million copies)



BETTING ON FOOTBALL

- 6.4%

(from € 10.4 billion in 2019 to € 9.7 billion in 2020)

IMPACT OF THE HEALTH CRISIS ON FIGC AND NATIONAL TEAMS



The impact of COVID-19 on the National Teams



IN 2020 THE ITALIAN NATIONAL TEAMS HAVE JUST PLAYED 49 OFFICIAL MATCHES, COMPARED TO 262 IN 2019. MEN'S A NATIONAL TEAM PLAYED ONLY 8 MATCHES, THE LOWEST FIGURE SINCE 1993



HEALTH PROTOCOLS: DURING THE NATIONAL TEAMS CAMPS (SEPTEMBER-NOVEMBER 2020), 2,955 PCR TESTS AND 578 SIEROLOGICAL TESTS WERE CARRIED OUT (TOTAL COST : € 220,842)



STADIUM ATTENDANCE: FROM 646,075 SPECTATORS IN 2019 TO 12,970 IN 2020



TV AUDIENCE IN ITALY: 50,1 MILLION TV VIEWERS, A SIGNIFICANT DECREASE COMPARED TO 122.6 MILLION RECORDED IN 2019, IN CONSIDERATION OF THE LOWER NUMBER OF MATCHES PLAYED ON TV (JUST 15 COMPARED TO 75 IN PREVIOUS YEAR)



DURING THE FIRST LOCKDOWN, THE MOST SEARCHED FOR SPORTS EVENTS ON INTERNET SONO STATI WERE THE MATCHES OF THE ITALIAN NATIONAL TEAM THAT MADE THE HISTORY OF OUR FOOTBALL: THE MOST SEARCHE WAS ITALY-FRANCE IN 2006, WHICH IN MARCH 2020 WAS TYPED ON SEARCH ENGINES 40,500 TIMES. THEN, WITH 18,100 SEARCHES, ITALY-ARGENTINA IN 1982 AND GERMANY-ITALY (WORLD CUP SEMIFINAL 2006). SOURCE: SEMRUSH



CUMULATIVE WORLDWIDE AUDIENCE (MEN'S A AND UNDER 21): 965.1 MILLION TV VIEWERS IN 2020, COMPARED TO 1,551 IN 2019 (-37.8%)



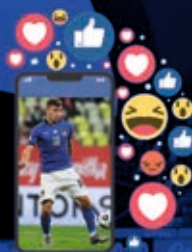
Impact on the FIGC Financial Statement - selected categories of revenues (2019 v 2020)



GATE RECEIPTS: NO REVENUES IN 2020, COMPARED TO € 1.9 MILLION IN 2019



TV RIGHTS: FROM € 32.6 MILLION IN 2019 TO € 26.4 MILLION IN 2020 (2 MATCHES LESS PLAYED BY THE MEN A NATIONAL TEAM COMPARED TO 2020 PLANNING)



*SPONSORSHIP REVENUES: DESPITE THE PANDEMIC, REVENUES INCREASED BY 36.6%, FROM € 20.5 MILLION TO 28, THANKS TO THE 12 NEW COMMERCIAL AGREEMENTS SIGNED IN 2020. THE DIGITAL CAMPAIGNS DEVELOPED BY FIGC HAVE ENABLED TO GUARANTEE AN IMPORTANT LEVEL OF VISIBILITY OF THE ASSOCIATION'S PARTNERS: TV EXPOSURE INCREASED FROM 370 HOURS IN 2019 TO 1,140 IN 2020, WITH PARALLEL INCREASE IN QUOTES IN NEWSPAPER AND ON THE INTERNET (TOTAL EXTENSION ON THE WEB, FOR EXAMPLE, HAS GROWN FROM 1,904 TO 1,992 MILLION CONTACTS). THE VALUE (BRAND EXPOSURE) CREATED BENEFITING FIGC SPONSORS BY THE POSTS PUBLISHED ON FIGC SOCIAL MEDIA HAS REACHED € 4.6 MILLION, COMPARED TO 4.4 IN 2019.

* Figures not including revenue from agreements signed with PUMA, Legea, Net Insurance and Konami.





MAIN MEASURES TAKEN BY FIGC FOR THE SAFEGUARDING AND SUSTAINABILITY OF FOOTBALL

The aim of the measures put in place by the Association was to ensure the health and safety of athletes, match officials, staff members and everyone working in the sector, whilst at the same time moving football towards a gradual return to activity, adhering to all health protocols and thus ensuring competitions were completed and the economic and financial sustainability of the entire system was maintained.

The pandemic and its significant socio-economic impact saw FIGC put in place an intervention which has developed different strategic guidelines:



HEALTH PROTECTION, CONTINUATION OF SPORTS AND MODIFICATIONS TO THE REGULATORY FRAMEWORK

- Creation of a medical task-force, coordinated by the newly formed FIGC Medical-Scientific Committee, whose structure is made up of leading national and international experts in infectious diseases.
- Creation of specific health protocols for football activity (training and matches) across all categories (professional, amateur, youth, women's) that look to safeguard all registered members, as well as regular updating of the protocols and implementation of ad hoc sanctions for when they are not followed.
- From 22 May 2020, specific protocols were approved in the following areas: resumption of professional training; women's Serie A and match officials; resumption of youth and amateur football; matches played behind closed doors; resumption of Paralympic and Experimental Football activity; National Team activity; national LND championships and women's Serie B.
- 73,991 PCR and sierological tests carried out in professional football (2019-2020 season)
- FIGC created an inspection body within the FIGC Prosecutor's Office to ensure that the guidelines in the Association's health protocols, as well as those approved by the government, were being followed. The inspections carried out in the summer of 2020 involved the training facilities of all clubs in Serie A and Serie B, as well as the teams competing in the playoffs and playouts in Serie C and women's Serie A. FIGC also incorporated 31 new collaborators within the FIGC Prosecutor's Office in order to reinforce the inspection body's expertise and professionalism in terms of health and medical matters.
- The fruitful collaboration with the government led to the validation of protocols, the introduction of health measures for sports-related travel across the country, as well as the creation of an "Extraordinary Procedure" for determining league positions in 2019-2020 and/or format modifications in 2020-2021 (Article 218 of the "Relaunch Decree"). In addition, a series of legislative measures were introduced to support the sports sector.



SAFEGUARDING OF ATHLETES' HEALTH



FIGC MEDICAL TASK FORCE



SPECIFIC HEALTH PROTOCOLS

Examples: the introduction of the "National Sports Relaunch Fund" and the "Support for Amateur Sports Clubs and Associations Fund"; contributions towards amateur clubs and for sports workers (together with a compensation allowance of €600 per month from March 2020 onwards, which rose to €800 from November 2020); postponements for tax deadlines; suspension of rental and surface rights fees for facilities; wages guarantee fund in derogation for workers ensured by the Sports Professionals Pension Fund with gross annual remuneration below €50,000; introduction of the "Save Sport Fund" (a percentage of collection from sports bets), the "Professionalism in Women's Sports Fund" as well as tax credits for investment in sanitisation and safety in the workplace and for investment in advertising for professional sports leagues and clubs and amateur sports associations and clubs. The second "Support Decree" also provided football clubs with €35 million to support sanitisation and upholding of health protocols, whilst the Italian Recovery Plan (the National Recovery and Resilience Plan) allocates approximately €1 billion towards the reinforcement of sports infrastructure at schools (300 million) and the creation of sports facilities and equipped parks (700 million), which aim to encourage social integration and inclusion.

- Management of the competitive framework of championships, creation of the conditions to conclude professional championships in 2019-2020 as well as amateur, youth and Women's championships in 2020-2021.
- Coordinating the restart of championships required a continuous adaptation of the regulatory frameworks, with a series of ad hoc measures designed to help clubs and encourage fair competition.
- The introduction of the five subs rule (after the request submitted by FIGC to FIFA and its approval for trial by the IFAB) allowed for a more efficient management of squads, considering the more congested calendars.
- In professional football, the amendments to the 2019-2020 season end dates (from 30 June to 31 August 2020) and the postponement of the 2020-2021 season (from 1 July to 1 September 2020).
- Ratification of the new rules of registration and transfer of football players, which incorporate the guidelines from FIFA on the renegotiation of contracts with registered members and also implement modifications to the terms of professional player transfers in the changed conditions brought about by the pandemic.
- Updating and adapting the National Licensing system (via the deferral of expiry dates and remodulation of fulfilments).



SUPPORT FOR ITALIAN FOOTBALL

The Association put together a strategic financial support programme to help clubs, FIGC components and Italian football as a whole during lockdown and the restart of sport activities. The overall supply of resources amounted to approximately **€50 million**, most of which was destined to professional grassroots football, amateur, youth and Women's football, as well as to a solidarity fund to players, coaches and athletic trainers.

Introduction of the "Save Football Fund" whose total value amounts to **€ 21.7 million**:

- Up to **€ 5 million** for the support of Lega B clubs
- Up to **€ 5 million** for the support of Lega Pro clubs
- Up to **€ 5 million** for LND clubs
- Up to **€ 3 million** for players and up to **€ 3 million** for coaches and athletic trainers via a contribution to the Solidarity Fund for Players, Coaches and Athletic trainers.
- **€700,000** for the Women's Football Division, to support the clubs with the aim of restarting and completing the 2019-2020 season.

Total allocation of supplementary fees in 2020, approved by Sport e Salute in November, for a total amount of **€ 10.1 million**.

With regard to youth football in particular, it was decided to reduce membership fees by almost 40% (with a total budget of **€ 1.3 million** from the Association), to introduce a non-repayable contribution to the 3,100 pure youth academy clubs (**€ 300,000**), to repay the compulsory insurance fee to clubs and families (30% of the annual premium; **€ 1.65 million**) as well as to introduce free memberships for women's U17.

Further contributions for football clubs for a total of **€ 2.5 million**, with the aim of distributing supplementary resources to clubs as a partial reimbursement for the additional expenditures during the period of the pandemic. **€ 15,000** was granted directly to every club in the professional leagues and **€ 6,000** to those in Serie D and Men's and Women's Futsal clubs.

A total of **€ 1.25 million** destined to the Solidarity Fund for Players, Coaches and Athletic trainers and to the Solidarity Fund for Amateur Players and Coaches.

The support plan continued with an extraordinary intervention from FIGC and Istituto per il Credito Sportivo (Sports Credit Institute) in order to support the liquidity of football clubs.

At the Executive Committee of 29 January 2021 a further allocation was approved in order to tackle the economic crisis generated by COVID-19, which will distribute a total of **€ 6.5 million** to support the promotion of youth football, subdivided as follows: **€ 2 million** for Lega Serie B clubs, **€ 2 million** for clubs in Lega Pro and **€ 2 million** for amateur clubs, added to a further **€ 500,000** for pure youth academy clubs. The FIGC president also initiated an assessment for a potential **€ 1 million** intervention to promote women's membership.

These financial support initiatives were taken directly by the FIGC with its own economic resources, without affecting the Federal's capital and financial resources, thanks to the positive balance of the management of the Federal generated in recent years



CORPORATE SOCIAL RESPONSIBILITY AND AWARENESS

Support was given to the **#DISTANTIMAUNITI** (**#DISTANTBUTUNITED**) campaign, designed by the Minister of Youth Policies and Sport in response to the COVID-19 crisis and launched with the involvement of athletes and icons of Italian sport.



Launch of the **#LEREGOLEDELGIOCO** (**#THERULESOFTHEGAME**) communication campaign with the participation of the men's and women's National Teams, aimed to raise awareness of the rules and restrictions to prevent the spread of COVID-19. The campaign, promoted by the sports media, was run on the official channels of FIGC and the men's and women's Italian National Teams: a social activation in which National Team players were involved in a game that was different from others, going through the 11 rules of the game.



8.8 MILLION
CONTACTS

ON ALL MEDIA CHANNEL

4.5 MILLION
CONTACTS
ON FIGC SOCIAL MEDIA
AND OVER
220,000
INTERACTIONS



FIGC also gave **special recognition to the protagonists in the fight against COVID-19**: doctors, health professionals, civil protection volunteers, the police forces, the military, public service workers and key workers. It is for all **those who fight the virus every day**, putting the value of Community ahead of themselves, that FIGC created **#LOSCUDETTODEL CUORE (#SCUDETTO OF THE HEART)**: a **special title for the Emergency National Team on the front line of the battle against the virus**. Recognition that is more than symbolic, highlighting the need for togetherness before success, both in the world of football and throughout the country. FIGC also promoted various initiatives to go alongside the **#LOSCUDETTODEL CUORE** campaign: the Association supported a fundraiser for front-line workers and organisations by auctioning limited-edition shirts worn by the men's and women's National Teams, along with other memorabilia. In addition, FIGC put forward a call to action on its social channels, dedicated to this project. In the next edition of the **Hall of Fame of Italian Football**, a new special category will be included for the winners of the **#LOSCUDETTODEL CUORE** and a **specific section of the museum will be created where the heroic acts of this special Emergency National Team will be forever remembered**.

RESULTS:

**21 MILLION
CONTACTS**

ON ALL MEDIA CHANNEL

**1.5 MILLION
CONTACTS**

ON FIGC SOCIAL MEDIA



In October 2020, another **initiative in the city of Bergamo** was held ahead of the National Team's match against the Netherlands in the Nations League. In the stands, amongst the 1,000 spectators allowed to enter based on the restrictions, **there was a delegation of doctors and nurses from the Papa Giovanni XXIII and Humanitas hospitals and of the 243 provincial mayors**, representing the population of a symbolic territory in terms of COVID-19 victims. As a sign of solidarity for the city of Bergamo, **the Curva Nord was decorated with a large Italian flag**. FIGC also contributed towards the project **"Il sogno in una stanza" (dream in a room)** promoted by the **"Il sogno di laia" (laia's dream) Organisation** to help young patients at the **Papa Giovanni XXIII hospital** in Bergamo. A tribute to the victims of COVID-19 was paid on the morning of the match, **as a delegation of FIGC, the Dutch Football Association and the National Teams of Italy and the Netherlands headed** to the Monumental Cemetery to lay a wreath in memory of all **victims of the pandemic**.



BERGAMO, OCTOBER 2020



GLI AZZURRI PER BERGAMO, PER I BERGAMASCHI



FIGC and LAPS Foundation the NGO founded in 2016 by Lapo Elkann, launched a new solidarity campaign. **#ÈILNOSTRODOVERE - #OURDUTY**, is the name of the fundraiser designed by LAPS and Independent Ideas, which contributed - with the involvement of the Italian National Teams - to forming a team together with all Italians to face the socio-economic crisis caused by the pandemic. All funds raised by the campaign were allocated to the **Italian Red Cross and the Banco Alimentare (Food Bank)** and will be used to donate basic necessities to **needy families**.

FINAL RESULTS CAMPAIGN #OURDUTY

The campaign collected a total value of **€ 414,084.70** between donations, food and sanitizer whose proceeds were entirely allocated to the Italian Red Cross and Banco Alimentare (Food Bank) in support of the most needy following the emergency COVID-19 (children and adults)



DONATIONS

€ 183,738.10



FOODSTUFFS
(100 TONS)

€ 223,346.60



SANITIZERS
(2,000 BOTTLES)

€ 7,000.00

€ 414,084.70



OVER 1.7M INTERACTIONS
ON SOCIAL MEDIA



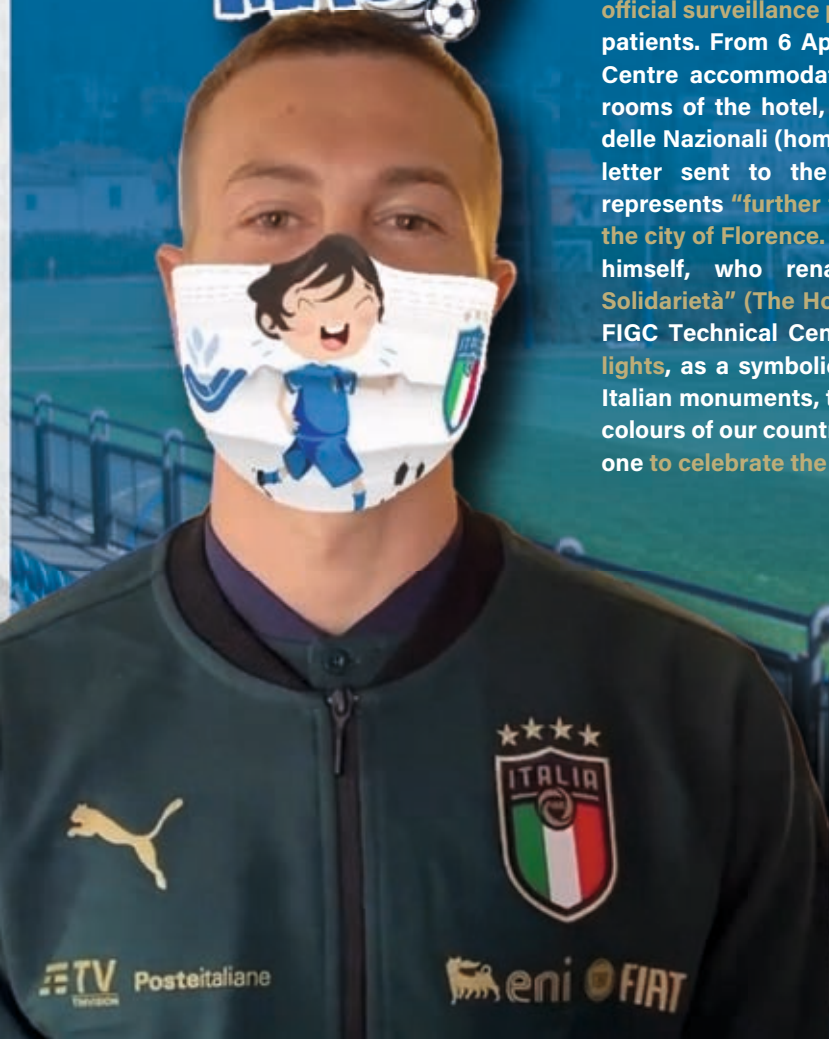
In addition, a collaboration with the **Bambino Gesù Pediatric Hospital** launched the **"champions wear masks"** project in **November 2020**

The campaign also referred to as **"Yes Mask"** was launched on the Instagram page of the Hospital to promote the use of face masks. **FIGC's collaboration with the project** created **"Azzurri Mask"** an Instagram filter with a FIGC and Bambino Gesù Pediatric Hospital tag which involved players from the **men's and women's Italian National Teams**.



TOTAL IMPRESSION
ON FIGC'S SOCIAL MEDIA
OVER 340.000

YES
MASK!



The Association also provided the Florentine authorities with the FIGC Technical Centre of Coverciano to accommodate people under official surveillance post-COVID-19 and to set up beds for recovering patients. From 6 April to 15 May, a total of 40 days, the Technical Centre accommodated a total of 48 COVID-19 patients, using 54 rooms of the hotel, together with all common spaces of the Casa delle Nazionali (home of the national teams). President Gravina, in a letter sent to the mayor Nardella, said that this availability represents “further testimony of the strong bond that links FIGC to the city of Florence. This proximity was evidenced by Dario Nardella himself, who renamed the Coverciano Centre “Casa della Solidarietà” (The House of Solidarity). In addition, in April 2020 the FIGC Technical Centre was illuminated with white, red and green lights, as a symbolic gesture to all Italians. Like some of the main Italian monuments, the heart of Italian football was painted with the colours of our country’s flag, alternating this illumination with a blue one to celebrate the Casa delle Nazionali.

The activity carried out by FIGC and the famous people representing it had the objective of supporting the front-line health structures during the health emergency inviting all Italians to donate; in this spirit, FIGC decided to make a

**DONATION OF
€ 100,000**

**TO THE LAZZARO SPALLANZANI
NATIONAL INSTITUTE FOR
INFECTIOUS DISEASES, IN ROME.**



SPORTS INFRASTRUCTURE

INVESTMENT SUPPORT: FIGC-ICS AGREEMENT



Introduction of a € 90 million interest-free funding scheme for local bodies and clubs, to be used for infrastructural work on Italian stadium and sports facilities

Infrastructural work
linked to the agreement:

6 STADIUMS

for an overall
investment worth

€ 9,3 MLN



INTRODUCTION OF FUND FOR THE DEVELOPMENT OF FOOTBALL INFRASTRUCTURE

- Development plan for the football system centred on **sports infrastructure**, in addition to **women's and youth football**
- In the first phase FIGC allocated a total of around € 10 million, which is distributed based on precise instructions published with the presentation of participating projects (**modernising infrastructure**), ad hoc regulations (**youth football**), and based on adhering to regulations and carrying out promotional activities (**women's football**)
- Following the impact of the **health emergency**, the supply of specific contributions linked to sports facilities has been postponed until 2021

CASE STUDY: EFFECTS OF A NEW GENERATION OF FOOTBALL STADIUMS



- The presidents of **CONI**, **FIGC** and **Lega Serie A** sent a joint letter to leading figures in the Italian government explaining how far behind Italian sports facilities are compared to those in other European countries
- The letter was accompanied by a **Deloitte Monitor Report**, which outlines the actions considered to be key to undertake necessary renovation work at stadiums throughout Italy, as well as a full **analysis of the direct and indirect effects** that could be generated by a new generation of sports facilities. There is a summary of these effects on the following page.



TRAINING: FIGC-POLIMI AGREEMENT



Organisation of the fourth edition of the Master's Course on Planning, Construction and Management of Sports Facilities

- Top course in Italy focusing on **sport facilities**, one of the most recognised training initiatives on the international stage

Management module: most relevant speakers



FOOTBALL AND ENVIRONMENTAL SUSTAINABILITY: TACKLE PROJECT



- Programme delivered in collaboration with 7 national and international partners (including FIGC), based in Sant'Anna High School, Pisa
- Project of European Commission funded by the "LIFE" programme
- Objective: to improve the management of football events and focus attention on the environmental protection and related issues in the football industry, by engaging with key stakeholders
- Ahead of UEFA EURO 2020, the TACKLE project developed Guidelines for Environmental Management in sports facilities
- As part of the project, an environmental audit of the Federal Technical Centre in Coverciano was begun

THE LEGACY OF A NEW GENERATION OF STADIA



A new generation of stadiums in Italy could bring immediate benefits in terms of employment, a development of the urban areas, new revenue sources, extra tax revenues for the State, an increase in terms of security with a decrease in the number of episodes of violence and a general positive benefit for Italian football.

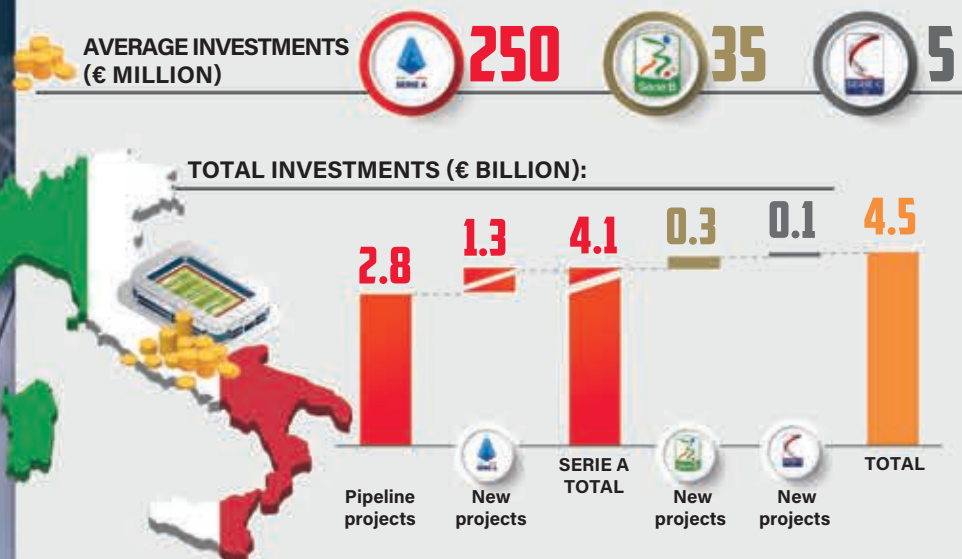


The renewal of stadiums in Italy could generate investments up to € 4.5 BILLION in the next 10 years, with the creation of 25,000 NEW JOBS and TAX REVENUES FOR € 3.1 BILLION that will favour the real economy

Benefits for the Country generated by the renovation of stadiums in 3 years

MAIN BENEFITS	BENEFIT DESCRIPTION	CASE STUDY
ECONOMY BOOST	Total volume of satellite activities equal to over € 12 BILLION	
NEW JOBS	Over 20.000 NEW JOBS	
INCREASE IN TAX REVENUE	Estimated extra tax revenues for over € 1 BILLION	
ENHANCEMENT OF SECURITY	DECREASE BY 80% OF VIOLENCE EPISODES	

Size of the investments in the renovation of sport facilities in the last 10 years



BENEFITS FOR THE COUNTRY (10 YEARS): SATELLITE ACTIVITIES

NEW REVENUE SOURCES FOR THE ITALIAN ECONOMY:

€ 25.5 BILLION

- Commercial activities at the stadium (retail, F&B, etc.)
- Companies external to the stadiums (HORECA, transportation, etc.)
- Sectors part of the football industry (manufacturers, media, etc.)



BENEFITS FOR THE COUNTRY (10 YEARS): EMPLOYMENT

NEW JOBS FOR THE ITALIAN REAL ECONOMY:

25.000

- Employees working at the stadium (Retail, F&B, etc.)
- Employees working in companies external to the stadiums (HORECA, transportation, etc.)
- Workforce involved in the building/renovation of stadiums (construction, services, etc.)



BENEFITS FOR THE COUNTRY (10 YEARS): TAX REVENUES

EXTRA TAX REVENUES FOR STATE PUBLIC EXPENSES:

€ 3.1 BILLION

- Tax revenues for Country and Regions (Irppef, Ires, Iva, Irap, etc.)
- Tax revenues for Municipalities (Additional Irpfe, Tourist tax, etc.)
- Tax revenues linked to new building/renovation (Urbanization fees, etc.)



BENEFITS FOR THE COUNTRY (10 YEARS): SECURITY

IN VIOLENCE IMPROVING PUBLIC SECURITY:

-75%

- Stadium attendance (Families, seniors, etc.)
- Security and public order (Armed forces, Public Assistance, etc.)
- Value of the brand "Calcio" at international level (TV rights, National image, etc.)

TECHNOLOGICAL INNOVATION



VIDEO ASSISTANT REFEREE (VAR) VIDEO ASSISTANCE TECHNOLOGY FOR MATCH OFFICIALS

Video Assistant Referee - TIMELINE

OCTOBER
2014

For the first time FIGC expresses its interest in introducing on-field technology to FIFA

2015
2016

Introduction of Goal-Line Technology (GLT) in Serie A. In 2015-2016 and 2016-2017, Serie A was the only league in the world to use both Goal-Line referees and technology

MAY
2016

IFAB grants the request of FIGC/Lega Serie A to join the testing programme

JULY
2016

Agreement signed between FIFA, IFAB and Lega Serie A specifying the timeline of testing, the competitions to be involved and budgeted costs

AUGUST
2016

Appointment of Hawk-Eye as supplier, same provider used by Lega Serie A for Goal-Line technology

SEPTEMBER
2016
-
JUNE
2017

Video Assistant Referee testing

- ✿ MILESTONE FIRST FIFA TRIAL IN ITALY V FRANCE FRIENDLY MATCH (BARI, SEPTEMBER 2016)
- ✿ ADDITIONAL TRIALS IN 2 FURTHER ITALIAN NATIONAL TEAM FRIENDLY MATCHES IN 2016
- ✿ "OFFLINE" TESTING IN SERIE A FROM OCTOBER 2016
- ✿ TRAINING FOR 22 REFEREE/VARS (210 HOURS OF TRAINING AND 60 MATCHES ANALYSED)
- ✿ FROM JANUARY 2017 ON-LINE TESTING BEGAN IN 5 YOUTH NATIONAL TEAM FRIENDLY MATCHES
- ✿ FINAL EIGHT PRIMAVERA CHAMPIONSHIP: INTRODUCTION OF ON-LINE VAR IN 2016-2017

AUGUST
2017

IFAB grants final approval for Video Assistant Referees to be used in Serie A and the Coppa Italia in the 2017-2018 season, one year in advance of initial predictions
✿ Italy was the 7th COUNTRY to begin testing and the 3th COUNTRY to be authorised to officially introduce VAR

DECEMBER
2017

Coverciano protagonist

In December 2017 the "VAR simulator" was created in Coverciano. It was the first learning facility in the world designed to perfect the use of on-field technology and was made available to other Associations and international organisations



2020 HIGHLIGHTS



FIGC INFORMS FIFA IT IS AVAILABLE TO IMMEDIATELY EXPERIMENT THE **CHALLENGE FUNCTION** (THE TEAMS' CALL OF THE ON-FIELD REVIEW) IN ACCORDANCE WITH THE TIMING AND MODALITIES IFAB MIGHT SET.



INTRODUCTION OF THE **"VAR PRO" FIGURE**: FORMER REFEREES THAT HAVE JUST RETIRED CAN CARRY ON WORKING AS **"VAR EXPERTS"**.

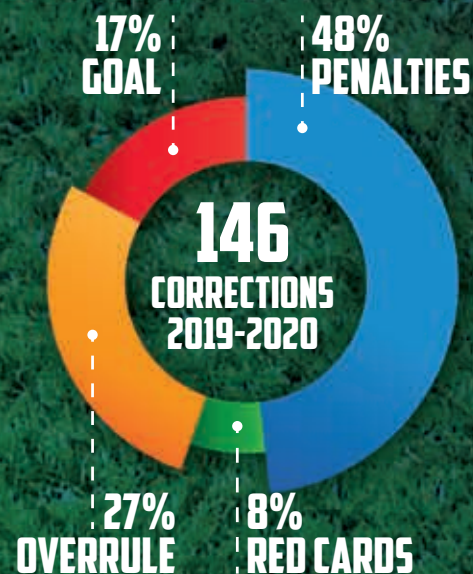


USE OF THE VAR IN SERIE B (STARTING FROM THE SEASON 2021-2022)

UPDATE 2021:

In October 2021 Lega Serie A and FIGC inaugurated the new Single VAR Centre and Lega Serie A production hub at the International Broadcast Centre of Lissone (Monza-Brianza area). This facility brings together all VAR officials in a single venue while also uniting television-related production elements. In fact, the production hub in Lissone is connected with all of Serie A's 17 stadia, through a facility set up in four months, where over 250 km of cables have been laid down and where 30 staff members work permanently (the figure can reach 80 people on match days). The hub features eight VAR Rooms for Serie A fixtures and 4 VAR Rooms for Serie B matches.

USE OF VAR IN SERIE A AND COPPA ITALIA MATCHES OVER THE PAST THREE YEARS



2,864
SILENT CHECKED

146
CORRECTIONS
MISTAKES
WITHOUT VAR

5.73%
4.18%
PREVIOUS
YEAR

24
ERRORS
MISTAKES
WITH VAR

0.84%
0.83%
PREVIOUS
YEAR

SEASON	2017-2018	2018-2019	2019-2020	18-19 vs 19-20
380 Serie A TIM matches 17 Coppa Italia matches	397	397	397	0%
Incidents checked	2,023 (5.1 checks/match)	2,658 (6.7 checks/match)	2,864 (7.2 checks/match)	+7.7%
VAR Interventions	112 (1 every 3.4 Matches)	148 (1 every 2.7 Matches)	159 (1 every 2.5 Matches)	+7.4%



VAR INTERVENTIONS	2017-2018	2018-2019	2019-2020	18-19 vs 19-20
TOTAL Corrections	117 (1 every 3.3 Matches)	111 (1 every 3.6 Matches)	146 (1 every 2.7 Matches)	+31%
O.F.R. Corrections	76	72	106	+47%
Confirmations	18	37	13	-65%
Overrule	41	39	40	+2.6%

ENHANCING THE INTERNATIONAL DIMENSION

FIGC continued the important process of enhancing the international dimension, based on a strategy encompassing 3 key pillars:

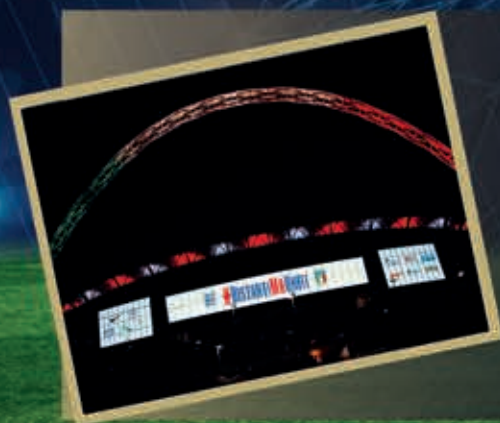
1

COLLABORATION WITH INTERNATIONAL BODIES



In September 2020, for his first business trip abroad following the long pause imposed by the COVID 19 health emergency, FIFA President Gianni Infantino chose to visit Italy, the country where his parents were born and which he too calls "my country". Before talking to the Italian and international press at the FIGC headquarters in Rome, the FIFA President, together with FIGC President Gabriele Gravina, met with Italian Prime Minister Giuseppe Conte at Palazzo Chigi.

FIGC involvement in the Expo 2020 (held in Dubai and postponed to 2021 owing to the COVID 19 health emergency), with the creation of a special space in the Italian Pavilion designed to show the power of football in terms of promoting "Made in Italy" abroad.



In March 2020, the English Football Association decided to light up the Wembley Stadium arch with the 3 colours of the Italian flag for 90 minutes, for the friendly match that should have pitted England against Italy (the match was unfortunately postponed because of the health emergency). Concurrently, the big screen facing the Olympic Way supported the initiative by displaying a solidarity message: "Siamo separati, ma siamo insieme. Forza Italia #DISTANTIMAUNITI" ("We are separated, yet together. Let's go, Italy #DISTANTBUTUNITED"). The initiative was promoted on all the official profiles of England's Football Association and of the FIGC, with a message of mutual solidarity stressing everyone's effort in countering the virus.

20 INTERNATIONAL CONVENTIONS SIGNED BY FIGC

OBJECTIVE: PROMOTE THE TECHNICAL DEVELOPMENT AND PRACTICE OF FOOTBALL IN THE COUNTRIES INVOLVED



2020 HIGHLIGHTS



Renewal of collaboration with the Maltese Football Association (MFA) and with the Saudi Arabian Football Association (SAFF), with the aim of intensifying collaboration and technical support for the training of coaches, referees, sport directors and for the organisation of events, as well as the growth of women's football in Saudi Arabia.



As a part of the UEFA Assist programme, FIGC and Qatari Football Association launched a "Knowledge sharing" programme involving various fields, including technical training, learning and knowledge, nutrition and psychology.

2

INTERNATIONAL RECOGNITION (2020)



Italian referee **Daniele Orsato** has officiated the 2019-2020 UEFA Champions League final, played in Lisbon between Bayern Munich and Paris Saint-Germain (assisted by Lorenzo Manganelli and Alessandro Giallatini, with Massimiliano Irrati at the VAR). In 2020 Orsato **was also named best referee in the world by the IFFHS**, the International Federation of Football Federation of Football History and Statistics



The Dream Team featured other players who have played in Serie A (Cafu, Matthäus, Maradona and Ronaldo Luis Nazário de Lima), as well as **Cristiano Ronaldo**, former Juventus player, who also took 2nd place in the Best FIFA Men's Player 2020, preceding Lionel Messi and 2nd only to Robert Lewandowski.

In 2020, former match official **Pierluigi Collina** was named the best referee in football history by **France Football**. The former Italian referee, who currently chairs FIFA's Referees Committee, preceded England's Ken Aston and France's Michel Vautrot in the rankings of the renowned French football magazine. Named best referee in the world between 1998 and 2005 by the IFFHS, Collina has refereed 467 matches in his career, including the 2002 World Cup final. In 2011 he was inducted into the Italian Football Hall of Fame. "When we talk about referees - reads the motivation of France Football - the first name that springs to mind is Collina. From his debut in 1977 to his retirement in 2005, Collina has written the history of football".



In December 2020, the "**Best FIFA Football Awards**"; (the awards the world top football confederation assigned to men and women players and coaches who distinguished themselves in the 2019-2020 season) were held too. The shortlists included Gianluigi Donnarumma (Goalkeeper) and Rita Guarino (Women's Coach), **while the fair-play award was assigned to Mattia Agnese**, the 17-year-old Ospedaletti player who, in January 2020, saved the life of an opponent, a Cairese player, who fell to the ground and lost consciousness after a clash of heads. The youngster, born in 2003, connected via Skype during the ceremony, with his family, and received the award virtually from the hands of renowned champion Ruud Gullit who straightforwardly told him: "Mattia you are my hero, our hero". His actions also earned him entry into the Hall of Fame of Italian football.



France Football, as part of the same category of awards (which replaced the traditional **Ballon D'Or**, award in the year of the pandemic), also named **Paolo Maldini best left full-back in football history**.

Lazio and Italy centre-forward **Ciro Immobile** scored 36 goals in 2020, winning the **Golden Boot award**, the European prize awarded to player who, during the European football season, has obtained the best score, calculated by multiplying the number of goals scored in league matches by the UEFA difficulty coefficient for that league. With his 36 goals scored in Serie A, Immobile preceded Robert Lewandowski (Bayern Munich) and Cristiano Ronaldo (Juventus) in the final ranking. It was the first success for the Lazio forward and the 3rd time an Italian player won it (after Luca Toni and Francesco Totti). In 2020, Immobile was also nominated for the UEFA Team of the Year, alongside 2 other Serie A players (Cristiano Ronaldo and Romelu Lukaku).

In December 2020, an important and history-making recognition was obtained also in **women's football**: 29-year-old **Barbara Bonansea**, Juventus and Italy player, was included in the **FIFA FIFPro Women's World 11 of 2020**, the best line-up of the year, voted by thousands of professional women players. For the first time an Italian woman player was in the team of strongest players in the world, this special top 11. Aside from Bonansea, the dream team of the year - presented in Zurich at the FIFA The Best 2020 awards - also featured AC Milan's Spanish midfielder Verónica Boquete.



Atalanta coach **Gian Piero Gasperini**, after winning the Panchina d'Oro (Golden Bench) award (assigned to the best manager by the FIGC Coaching Department) took 5th place in **UEFA's Coach of the Year award 2020**, preceded only by PSG manager Thomas Tuchel and the German trio: Julian Nagelsmann (3rd place), Hansi Flick (2nd) and Jurgen Klopp. Gasperini came ahead of Julien Lopetegui, who won the Europa League with Seville, and Olympique Lyonnais' Rudi Garcia, who knocked out Juventus and Manchester City in the Champions League campaign, as well as Real Madrid's Zinedine Zidane (8th) and Pep Guardiola (9th). Antonio Conte, 2nd Italian in the list, took 10th place. Gian Piero Gasperini was also one of the 5 finalists of the "Coach of the Year" award, assigned to the world's best coach by the Globe Soccer Awards.



REPRESENTATION IN LEADING INTERNATIONAL BODIES

Our country has sizeable delegations in the foremost international bodies: on the whole, in 2020, there were 21 Italian members in UEFA Committee and Panels and 3 in similar FIFA bodies.

In April 2021, FIGC president **Gabriele Gravina** was elected to the **UEFA Executive Committee**: in Montreux, at the 45th UEFA Congress, he received 53 votes from a possible 55, resulting the candidate that won most votes. He will be a UEFA Executive Committee member for the next 4 years. Italy also rejoiced for the confirmation of Evelina Christillin, re-elected as female member of the FIFA Council with 33 votes out of a possible 55.





ITALIAN FOOTBALL: AN INTERNATIONAL EXCELLENCE

FIGC is ranked...

5

...FIFTH IN EUROPE
IN TERMS OF REGISTERED
PLAYERS AND FOOTBALL CLUBS

4

...FOURTH
IN TERMS OF NUMBER OF TEAMS

CLUBS

Germany	England	Russia	France	Italy
20,667	18,449	15,856	14,760	11,915

U18 PLAYERS

France	Germany	England	Italy	Spain
1,243,401	995,198	949,995	742,255	652,254

PLAYERS

Germany	France	England	Netherlands	Italy
2,019,852	1,903,978	1,780,761	1,222,025	1,026,488

ITALIAN FOOTBALL ALSO CONTINUE TO ACHIEVE INTERNATIONAL LEVELS OF EXCELLENCE
IN TERMS OF COACHES AND REFEREES

ITALIAN REFEREES - INTERNATIONAL RECOGNITION

IFFHS World's Best Referee award - comparison of nationalities of winners (1987-2019)

Country	Number of Awards	Awarded Referees
1	140	6 Pierluigi Collina, 2 Nicola Rizzoli, 1 Roberto Rosetti, 1 Daniele Orsato
2	5	4 Sándor Puhl, 1 Viktor Kassai
3	5	1 Aron Schmidhuber, 3 Markus Merk, 1 Felix Brych
4	3	2 Howard Webb, 1 Mark Clattenburg
5	2	1 Romualdo Filho and José Roberto Wright
6	2	2 Peter Mikkelsen
7	2	2 Michel Vautrot
8	2	1 Horacio Elizondo and Néstor Pitana
9	1	1 Pedro Proença
10	1	1 Massimo Busacca
11	1	1 Damir Skomina

Comparison - finals refereed by Italian match officials

Competition	Year
FIFA World Cup (3)	1978, 2002, 2014
Olympic Games (1)	1996
UEFA European Championships (3)	1936, 1996, 2008
European Cup/ UEFA Champions League (8)	1968, 1970, 1988, 1991, 1999, 2000, 2013, 2020
UEFA Cup/ Europa League (5)	1974, 1979, 2004, 2010, 2019
UEFA Cup winners' Cup (9)	1967, 1981, 1983, 1985, 1987, 1992, 1995, 1996, 1998
European Super Cup (5)	1975, 1986, 1997, 2006, 2017

Throughout history, Italian match officials have refereed 34 finals (World Cup, European Championship, Olympic Games, European cups), the most recent one being Daniele Orsato, selected for the 2019-2020 UEFA Champions League final.

In 2020, the IFFHS (International Federation of Football History and Statistics) named **DANIELE ORSATO** best referee in the world. Italy is the country that can boast the highest number of these awards (10, while Germany and Hungary take second place, with 5 awards each).

In 2020, former match official **PIERLUIGI COLLINA** was named the best referee in football history by France Football.

INTERNATIONAL REFEREES IN EUROPE - TOP 5 - 2018/2019

41	39	37	37	36

AFTER SPAIN, ITALY REPRESENTS THE EUROPEAN BENCHMARK IN TERMS OF NUMBER OF INTERNATIONAL REFEREES; IT'S THE SECOND COUNTRY IN EUROPE IN TERMS OF WOMEN REFEREES (1,750 - SECOND ONLY TO GERMANY).

IN 2019/2020 ITALIAN MATCH OFFICIALS HAVE REFEREED A TOTAL OF 97 MATCHES ABROAD INCLUDING 52 UEFA CHAMPIONS LEAGUE MATCHES, 38 NATIONAL TEAM GAMES AND 2 FOREIGN COMPETITIONS FOR CLUBS

FIGC is...



...**THIRD IN EUROPE**
IN 2019-2020 IN TERMS
OF LICENSED COACHES.

		
England	Germany	Italy
419,512	129,489	87,788



ITALIAN COACHES - INTERNATIONAL RECOGNITIONS

Most successful Italian football coaches (number of European cups won as at April 1, 2021)

TOP 15

BREAKDOWN BY COUNTRY

RANK	COACH	COUNTRY	CUPS
1	Carlo Ancelotti	Italy	7
2	Giovanni Trapattoni	Italy	6
	Alex Ferguson	Scotland	6
	Bob Paisley	England	5
3	Josep Guardiola	Spain	5
	Zinedine Zidane	France	5
	Nereo Rocco	Italy	4
	Arrigo Sacchi	Italy	4
	Johan Cruyff	Netherlands	4
4	Raymond Goethals	Belgium	4
	Luis Van Gaal	Netherlands	4
	Rafael Benitez	Spain	4
	Jupp Heynckes	Germany	4
	Josè Mourinho	Portugal	4
	Diego Simeone	Argentina	4



THE LIST OF THE 50 GREATEST COACHES OF ALL TIME, PUBLISHED IN 2019 BY FRANCE FOOTBALL, INCLUDES A GOOD 7 ITALIAN COACHES, WITH ARRIGO SACCHI TAKING 3RD PLACE (AFTER RINUS MICHELS AND ALEX FERGUSON) AND CARLO ANCELOTTI 8TH.

THE NUMBER OF ITALIAN COACHES HOLDING ONE OF UEFA'S TOP 3 LICENCES (PRO, A, B) IS 53,146, WHICH IS THE EUROPEAN BENCHMARK



MAJOR EVENTS: UEFA EURO 2020

60

CELEBRATION OF
60 YEARS OF EUROPEAN
CHAMPIONSHIPS

24

NATIONAL TEAMS
PARTICIPATING

31

DAYS
OF COMPETITION



As a result of the COVID-19 health emergency, the event had to be postponed from June 2020 to June 2021 and the number of **host cities for the competition had to be reduced, from the original 12 to the 11 ratified** by the UEFA Executive Committee in April 2021: Rome, Amsterdam, Baku, Seville (in place of Bilbao), Bucharest, Budapest, Copenhagen, Glasgow, London, Munich and St. Petersburg, with Dublin taken off the list of host cities.



4

MATCHES TAKING PLACE AT THE STADIO OLIMPICO

(3 GROUP-STAGE MATCHES,
INCLUDING THE OPENING MATCH,
-AND 1 QUARTER-FINAL)



37,000 CANDIDATES

PUT THEMSELVES FORWARD TO BE VOLUNTEERS (41% OF WHICH WERE WOMEN), WHICH IS THE HIGHEST FIGURE RECORDED IN THE HISTORY OF THE COMPETITION, AND COMPARED TO 22,000 FOR UEFA EURO 2016 (36% WOMEN)

In terms of its economic and media impact, **the European Championship is the world's third most significant competition**, with an estimated worldwide audience of

5.2 BILLION
VIEWERS



For the most part, matches in the competition were organised at stadiums with limited capacity, due to the health emergency. **At full capacity, UEFA EURO 2020 would have been the European Championship with the largest-ever turnout.**

Ticket requests alone reached almost 30 million, with 2.5 million available to the public, which is the largest figure recorded across all editions of the tournament and is double that for EURO 2016 in France, while the attendance of the competition was almost 1.1 million of spectators

BUILD-UP ACTIVITY - HIGHLIGHTS 2020

From the date of the postponement of the competition (15 March 2020), a new phase has begun that has consisted in the reprogramming of the event and the reconfirmation of the organizational engagements to political and operating level, considering the changes that distinguish the organization of the event

The activity of the period March-May was therefore dedicated to the signing of the new organizational contracts. Italy has been the first Country, among the organizers of UEFA EURO 2020, to supply to the UEFA the new guarantees undersigned from the Government, the Administration of Roma Capitale, Sport e Salute and the Aeroporti di Roma. FIGC's organisational activity focused on the following topics:

- Human resources contractualisation and activation of the working group
- Planning of activities at the Olympic Stadium and training grounds
- Support in the preparation of the Host City Concept by Roma Capitale
- Coordination of legal, tax and insurance aspects of the event (with UEFA and authorities)
- Event monitoring 2021 to coincide with UEFA EURO 2020
- Security Plan Update, Medical Plan, Emergency Plan COVID-19
- Reactivation Volunteer program, ticketing and Hospitality

The dedicated FIGC staff also worked on the elaboration of the "Recovery Strategy" of UEFA EURO 2020. The project was aimed at the presentation of a proposal for organizational scenarios for the development of European championships in Rome, based on the development of the emergency COVID-19. The document is shared with the institutional and organizational stakeholder (Government/Department Sport; Municipality of Rome; CONI/"Sport e Salute"; Rome airports) and is officially delivered to the UEFA in date 18 December 2020

INVESTMENT PROGRAMME TO MODERNISE THE STADIO OLIMPICO

Main areas of work:

- PRESS ROOM
- INCREASED SEATING AND BATHROOMS FOR PEOPLE WITH DISABILITIES
- NEW SERVICES AND AREAS FOR CATERING AND HOSPITALITY

€ 9.3M TOTAL INVESTMENT

THANKS TO UEFA 2020, THE PATH FOR A NEW LAW TO TACKLE AMBUSH MARKETING IN ITALY (FOR THE FIRST TIME) HAS BEEN ACCELERATED



500 PEOPLE INVOLVED IN THE LOCAL ORGANISING COMMITTEE FIGC, government, Municipality of Rome, CONI/ "Sport e Salute", Rome airports



PROGRAMME OF EVENTS TAKING PLACE AROUND THE TOURNAMENT: FOOTBALL VILLAGE IN PIAZZA DEL POPOLO AND PUBLIC VIEWING AT THE FORI IMPERIALI. FAN ZONE LINKING THE COLOSSEUM AREA TO THE OTHER ICONIC LOCATIONS IN THE CITY OF ROME

PROMOTIONAL ACTIVITIES IN THE BUILD-UP TO THE EVENT, ORGANISATION OF EVENTS TAKING PLACE AROUND THE TOURNAMENT AND OF SAFETY AND TRANSPORT PLANS

CHOSEN BY FIGC



FRANCESCO TOTTI
EURO 2020 AMBASSADOR FOR ROME



GIANLUCA VIALLI

AMBASSADOR FOR THE VOLUNTEER PROGRAMME IN ROME

DEFINITION OF VOLUNTEERING PROGRAMME (ITALY)

#VOLUNTEERS



3,662 APPLICATIONS SUBMITTED
(ROME RECEIVED THE THIRD-HIGHEST NUMBER OF APPLICATIONS, WITH ASPIRING VOLUNTEERS FROM 90 DIFFERENT NATIONS)



11 UNIVERSITIES AND MASTER PROGRAMMES INVOLVED



1,620 INTERVIEWS **985** VOLUNTEERS SELECTED

64% MEN AND 36% WOMEN, 86% ITALIANS AND 14% FOREIGNERS, FROM 45 DIFFERENT COUNTRIES (THE YOUNGEST IS 18 AND THE OLDEST 71)

64% MEN AND 36% WOMEN, 86% ITALIANS AND 14% FOREIGNERS, from 45 different countries (the youngest is 18 and the oldest 71)



OTHER MAJOR INTERNATIONAL EVENTS

In 2020, FIGC was handed the responsibility of organising 2 other international events, leaving a significant legacy for the cities involved and the entire Italian economy.



The 2021-2022 UEFA Women's Champions League final (scheduled at Juventus Stadium in Turin). Italy will therefore host the Women's Champions League final for the second time, after the one held on 26 May 2016 at the Città del Tricolore stadium in Reggio Emilia, an organisational success and one for the public, as the event contributed significantly to the growth and development of the women's football movement in our country.



HIGHLIGHTS

4 MATCHES

101,682

SPECTATORS

130M

GLOBAL TV VIEWERS

(+30% COMPARED TO 2019)

Thanks to the results achieved by Roberto Mancini's Italian National Team, which finished first in its group in the competition, Italy was selected to host the Final Four of the UEFA Nations League, scheduled for October 2021 in Turin (Juventus Stadium) and Milan (Stadio Giuseppe Meazza), with the participation not only of the Azzurri but also Spain, Belgium and France.



In 2020, the administrative reporting for the European Under-21 Championship, which took place in Italy and San Marino in June 2019, was completed. This work was done in coordination with the Presidency of the Council of Ministers/Department for Sport and was concluded in August with all parties involved fully satisfied.





TEN YEARS OF MAJOR FOOTBALL EVENTS HELD IN ITALY



UEFA Champions League Final
(Rome, 2009)

€ 15.8M TOTAL INVESTMENT
(STADIUM)

KEY MEASURES:

- Security and control/Operational Safety Group (GOS) room
- Seat replacements
- Restructuring of the Press Box, Tribuna Autorità and Tribuna d'Onore
- Creation of Sky Boxes and Sponsor Boxes
- New media areas
- Indoor TV studios and new big screens
- New dressing rooms and dug-outs
- Renovation of bathrooms and bars

70,000 SPECTATORS

150M GLOBAL TV
AUDIENCE
(230 COUNTRIES)

€ 45M ECONOMIC
IMPACT

Deriving from **fan spending** across bars, restaurants, shops, hotels, city attractions and betting, in addition to **investment from sponsors and organisers** in promotional activities in Rome



UEFA Europa League Final
(Turin, 2014)

€ 0.6M TOTAL INVESTMENT
(STADIUM)

KEY MEASURES:

- Cabling
- TV positions
- Media areas and press box

40,000 SPECTATORS

FROM **79** DIFFERENT
COUNTRIES

For **85% of the attendees** who weren't residents of Turin, the UEFA Europa League final was their **first-ever visit to the city**

€ 17.5M ECONOMIC
IMPACT

€ 12.6M NET BENEFIT FOR
THE LOCAL AREA

- Hospitality facilities: **€ 5.4m**
- Food and beverage: **€ 2.6m**
- Transport: **€ 0.2m**
- Shopping: **€ 1.2m**
- Free time: **€ 0.5m**
- Event production: **€ 2.6m**

€ 4.9M OTHER COSTS
SUSTAINED OUTSIDE
THE METROPOLITAN
CITY OF TURIN



UEFA Champions League Final
(Milan, 2016)

€ 5.5M TOTAL INVESTMENT
(STADIUM)

KEY MEASURES:

- Lowering of barriers and new pitch-level seating
- Removal of channel between stands and pitch
- Construction of new dug-outs/benches
- Renovation of Piazza Axum and enhancement of tram route
- Construction of 3 Executive Lounges
- New press room and new tunnel for player access
- Renovation of bathrooms, food areas and signage
- Redevelopment of Via Comasina sports complex

71,500 SPECTATORS

350M GLOBAL TV
AUDIENCE
(200 COUNTRIES)

€ 25.2M ECONOMIC
IMPACT

- Accommodation: **€ 12.8m**
- Transport: **€ 1.0m**
- Transport: **€ 4.6m**
- Shopping: **€ 5.6m**
- Other: **€ 1.2m**

+ € 2.3 BILLION

Growth of the value of the San Siro brand around the world



UEFA Women's Champions League Final
(Reggio Emilia, 2016)

KEY MEASURES:

The stadium was redeveloped to ensure it was compatible with hosting the biggest UEFA events and senior National Team qualification games

17,000 SPECTATORS

HIGHLIGHTS

5.4 MILLION

VIEWS ON POSTS ON THE OFFICIAL
FACEBOOK PAGE (30,814 LIKES)

320

NUMBER OF ARTICLES PUBLISHED
(MEDIA, PRINT AND WEB BOTH
NATIONALLY AND LOCALLY)

89

EVENTS ORGANISED TO PROMOTE THE
FINAL, WITH 10 DIFFERENT STADIUMS
INVOLVED

10,000

NUMBER OF BOYS AND GIRLS
INVOLVED IN PROMOTIONAL
ACTIVITIES

25

STAGES ON THE TROPHY TOUR
AROUND ITALY, STRETCHING
OVER 3,780 KM

EUROPEAN UNDER-21 CHAMPIONSHIP 2019 - MAIN STADIUM WORK



BOLOGNA

- Installation or replacement of lost or damaged seating
- Restoration of seat numbers
- Replacement of covers
- Repairs to the tunnel linking the stadium and the Antistadio
- Painting of stand railings
- Safety work on the access stairs to the central heating system
- Creation of a new press box and commentary positions
- Renovation of offices
- Renovation of staff food areas
- Renovation of box offices
- Creation of a pitch-view studio
- Creation of a LAN network



CESENA

- Alterations to position of fencing and dug-outs/benches
- Renovation of terraces
- Work on spectator seating
- Works in car parks
- Alterations to the electrical, water and anti-fire systems
- Repairs to bathrooms
- Expansion of the pitch by one metre
- New pitch in real grass
- Work to improve drainage, irrigation system and external areas
- Creation of commentary positions



REGGIO EMILIA

- Improvements to press areas (press conference room and media working area)
- Renovations to press box and commentary positions
- Camera platforms
- Work on the gym
- Work on the wooden roof structures
- Creation of training centre



TRIESTE

- Redevelopment of the dressing rooms
- New access control, video-surveillance and anti-fire systems
- Improvements to electric systems
- Creation of new pitch
- Installation or replacement of lost or damaged seating
- Renovation of dug-outs/benches
- Renovation of press/media room
- Installation of 2 big screens
- Renovation of VIP stand
- Renovation of press box and commentary positions
- Renovation of TV walkways
- Creation of pitch-view studio
- Lowering/reduction of barriers between pitch and fans and between sectors
- Creation of a LAN network
- Restoration of seat numbers
- Improvements to the Stadio Grezar pitch



UDINE

- Renovation of main Tribuna Ovest entrance
- Renovation of entrance to offices
- Renovation of Tribuna Ovest bathrooms
- Increase in number of Tribuna Ovest turnstiles
- Improvements to external areas
- Relaying of the pitch
- Increase in signage in the car park



INVESTMENT

in terms of promotional initiatives and the modernisation of stadiums and infrastructure by the Italian government, FIGC, host cities and sports clubs was

OVER € 30 MILLION

including € 17 million for sports infrastructure



UPDATE 2021: THE NATIONAL TEAM WIN EURO 2020



The European Championships were a great opportunity to underline the standard and value of Italian football just 4 years after the failure to qualify for the World Cup. This got the Italians behind their team again and highlighted their incredible love of football.



115.7 MILLION
TOTAL TV AUDIENCE

16.5 MILLION
AVERAGE AUDIENCE ON RAI
AND SKY FOR THE

7 MATCHES
PLAYED BY ITALY

**79% AVERAGE
TV SHARE**

THE FINAL AGAINST ENGLAND PRODUCED ALMOST

20.6 MILLION TV AUDIENCE
(84% SHARE)



ALMOST 60,000 SPECTATORS

WERE AT THE STADIO OLIMPICO IN ROME FOR THE 4 MATCHES FEATURING ITALY

UEFA EURO 2020 was the first sports event in Italy to be open to a large crowd, serving as a symbol of 'renaissance' and a return to 'near' normality.





RECORD NUMBERS, TOO, FOR THE OTHER EVENTS ORGANISED BY FIGC AROUND EURO 2020, STARTING WITH CASA AZZURRI, WHICH FOR THE FIRST TIME WAS OPEN TO THE PUBLIC:



12,000
VISITORS



22 MILLION
VIEWS ON
SOCIAL MEDIA



20
WORKSHOP



7 LIVE
CONCERTS

TAKING ACCOUNT OF THE PROFILE OF THE FANS AND FOLLOWERS OF THE NATIONAL TEAMS ON SOCIAL MEDIA, A MULTITUDE OF CONTENT WAS CREATED AND PUBLISHED ON THE AZZURRI CHANNELS FROM 11 JUNE TO 16 JULY, GENERATING INCREDIBLE UPTAKE: WELL OVER A BILLION IMPRESSIONS, WHILE THE FIGURE FOR ENGAGEMENT WAS OVER 100 MILLION INTERACTIONS ON JUST INSTAGRAM AND FACEBOOK ALONE. THE INCREASE IN THE NUMBER OF FOLLOWERS ON THE PLATFORMS TO OVER 2.7 MILLION WAS EQUALLY WORTHY OF NOTE:



5 MILLION
(+2 MILLION)



5.2 MILLION
(+367k)



838K
(+113k)



732K
(+139k)



385K
+81k

THE RAPID RISE IN NEW SOCIAL MEDIA CHANNELS IN ARABIC AND CHINESE MUST ALSO BE UNDERLINED. IN THE THREE WEEKS BEFORE THE FINAL, THESE REGISTERED MORE THAN 30 MILLION IMPRESSIONS.



The docufilm **"SOGNO AZZURRO"**, shown on Rai 1, which told the story of the National Team's path to the European Championships and during the final stages who registered 14.9 million of TV viewers. The mini-series in four parts broadcast from 7 to 10 June on Rai 1 at 20.45 prior to the National Team's first match at EURO 2020 attracted very positive figures: the first part was watched by an **AUDIENCE OF 2,905,000 (12.5% SHARE)**, the second by 2,750,000 (12.25% share), and the third and fourth parts by 2,573,190 (11.57% share) and 2,540,065 (11.86% share) viewers, respectively. **"SOGNO AZZURRO" TOTALLED 100,000 VIEWED HOURS** and, in June, was the most watched documentary on the RaiPlay platform. There were also exceptional viewing figures for "Sogno Azzurro - the Road to Wembley", the docufilm broadcast on Rai1 on 16 July that used images shown for the first time to tell the story of how Roberto Mancini's National Team became European champions. An audience of 4,133,000 spectators re-lived the team's triumph from the first game against Turkey up to the final against England in an incredible adventure narrated by those directly involved. The docufilm recorded a TV share of 21.2%



According to a survey by Quorum Youtrend, 84.3% of ITALIANS WERE ENTHRALLED BY ITALY'S PERFORMANCE, and 40% felt that the National Team was a symbol of revival and renaissance.



SUCCESS ON THE FIELD: ITALY HAD NOT WON SINCE 1968 (THEIR ONLY PREVIOUS EUROPEAN CHAMPIONSHIP TITLE). AS A RESULT, THE NATIONAL TEAM RETURNED TO 4TH PLACE IN THE WORLD RANKINGS (FOR THE FIRST TIME SINCE SEPTEMBER 2013).

AN ITALIAN WAS VOTED BEST PLAYER OF THE TOURNAMENT (GIANLUIGI DONNARUMMA)



AND THERE WERE 5 PLAYERS IN THE TOP 11 AND AS MANY ITALIAN PLAYERS CANDIDATES FOR THE GOLDEN BALL. ONCE AGAIN, THE TOURNAMENT HIGHLIGHTED THE HIGH QUALITY OF ITALIAN FOOTBALL. AS WELL AS THE NATIONAL TEAM PLAYERS, MANY OTHER SERIE A PLAYERS WERE AMONG THE BEST IN THE TOURNAMENT (CRISTIANO RONALDO, ROMELU LUKAKU, ROBIN GOSENS, MIKKEL DAMSGAARD AND JOAKIM MAEHLE)



SUCCESS AT EURO 2020 MAY GIVE A SIGNIFICANT BOOST TO SOCIAL AND ECONOMY RECOVERY IN ITALY, helping the nation to gain greater credibility and recognition, while rendering the country more inclusive and also richer. All leading research studies estimate that the impact of major football victories is at least 0.7% of GDP (around €12 billion), and this is an underestimate. Following the World Cup victory in 2006, the actual growth in GDP was 1.5%, while the nominal value was +4.1%. There was also a 10% fall in the number of unemployed and an advance in exports of Italian goods of 10%. The positive effect on the prestige of the international image of Italy also has an impact on tourism (after the win in 2006, there was an increase of almost 2.4 million visitors) and on share prices. Thanks to the Euro 2020 victory (as well as other factors such as Maneskin winning the Eurovision song contest, Matteo Berrettini reaching the final at Wimbledon and the positive results realised by the government led by Mario Draghi), the value of Italy's international reputation in the six months from February to July 2021 increased by 21.3% compared to the previous six months. Google searches of the term "Italy" worldwide have also reached its peak in history in July 2021, also surpassing the victory of the 2006 World Cup and the first phase of the impact of COVID-19 in our country

UEFA EURO 2020 - WORLDWIDE MEDIA RESULTS



THE TOURNAMENT WAS ONE OF THE MOST WATCHED EVENTS EVER:



CUMULATIVE LIVE
WORLD AUDIENCE

5.23 BILLION



LIVE AUDIENCE FOR THE FINAL
BETWEEN ITALY AND ENGLAND

328 MILLION



AVERAGE LIVE AUDIENCE FOR
ALL UEFA EURO 2020 MATCHES

OVER 100 MILLION



THE FINAL PRODUCED

397 MILLION

SOCIAL MEDIA VIEWS
AND INTERACTIONS



229 COUNTRIES

BROADCAST THE EVENT
(WITH 137 DIFFERENT BROADCASTERS)



UEFA EURO 2020 PRODUCED

7.5 BILLION INTERACTIONS

AND VIEWS ON SOCIAL MEDIA NETWORKS, WHILE
WEB TRAFFIC ON THE UEFA SITE AND OFFICIAL APP
ROSE BY 250% COMPARED TO 2016



A GROWTH IN AUDIENCE

IN SOME KEY MARKETS (CHINA: +43% COMPARED TO UEFA EURO 2016,
WITH A CUMULATIVE AUDIENCE OF 352 MILLION; THE USA: +32%
WITH 87 MILLION VIEWERS; INDIA +229% WITH 107 MILLION VIEWERS)



THE FINAL WAS THE MOST WATCHED TV EVENT IN ENGLAND IN THE
LAST 24 YEARS AND THE MOST WATCHED IN ITALY SINCE 2012, AND
ALSO RECORDED THE HIGHEST NUMBER OF STREAMING VIEWS IN
BOTH COUNTRIES.



Finally, the Euro 2020 victory had a significant impact on the economic profile of FIGC. Thanks to the winning run, **FIGC HAD INCOME OF € 28.25 MILLION**. Adding in the revenue from commercial agreements, the increase in the Association's income **CAN BE ESTIMATED AT € 36 MILLION**.

“

A LEGACY OF INTERESTS, EMOTIONS, PASSION AND ECONOMIC RESULTS

THAT MUST BE APPRECIATED, CAPITALISED AND NOT WASTED,
AND ON WHICH THE BROADEST POSSIBLE STRATEGIC AND
STRUCTURAL GROWTH OF ITALIAN FOOTBALL CAN BE FOUNDED

”



FIGC'S INTERNATIONAL PROFILE

Italian football and the Azzurri jersey are a key vehicle for promoting "Made in Italy" around the world on multiple aspects.

MATCHES PLAYED ABROAD - MAIN COUNTRIES

	Men's A National Team spectators	Other National Teams spectators	TOTAL
 Armenia	35,000	2,700	37,700
 Bosnia	18,000	0	18,000
 Finland	16,500	0	16,500
 Brasil	0	14,051	14,051
 Liechtenstein	8,000	0	8,000
 Other 23 countries	0	42,694	42,694
TOTAL	77,500	59,445	136,945



MATCHES PLAYED ABROAD AND SPECTATORS ATTENDING

IN 2019-2020, ITALIAN NATIONAL TEAMS PLAYED **108 MATCHES ABROAD**, 71% OF THE TOTAL GAMES. THE NUMBER OF SPECTATORS ATTENDING MATCHES PLAYED ABROAD WAS **136,945**, PRINCIPALLY FOR GAMES IN ARMENIA, BOSNIA HERZEGOVINA AND FINLAND

TOTAL SPECTATORS FOR ITALIAN NATIONAL TEAMS 2019-2020

50%
136,495



50%
136,420

108

**MATCHES
PLAYED
ABROAD**

45

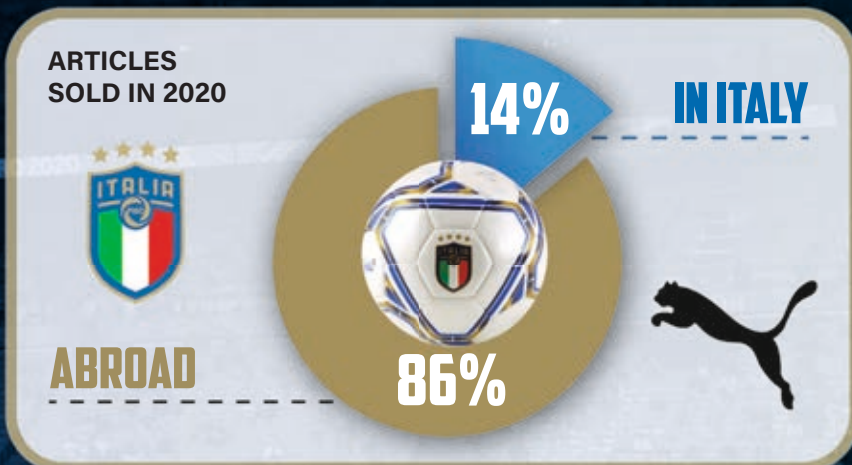
**MATCHES
PLAYED
IN ITALY**



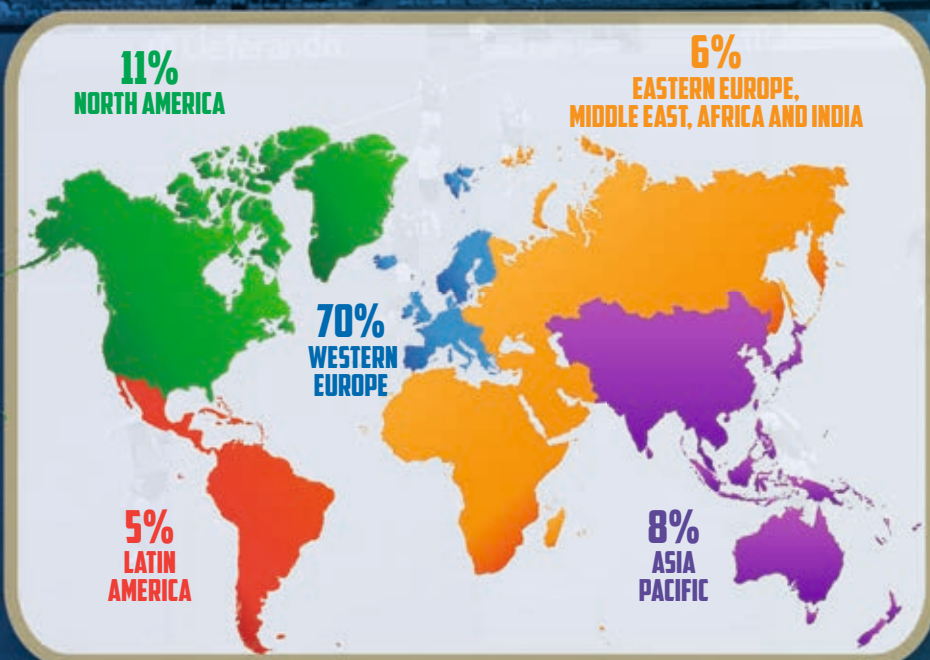
OFFICIAL FIGC-PUMA 2020 MERCHANDISING

From a commercial standpoint, 86% of the total official FIGC-PUMA items in 2020 were sold abroad, mainly in France, United Kingdom, USA and Germany. Despite the pandemic, significant growth in net sales was seen in many key markets (from +29% in China up to +78% in the UK and +108% in France while in Italy registered +4%).

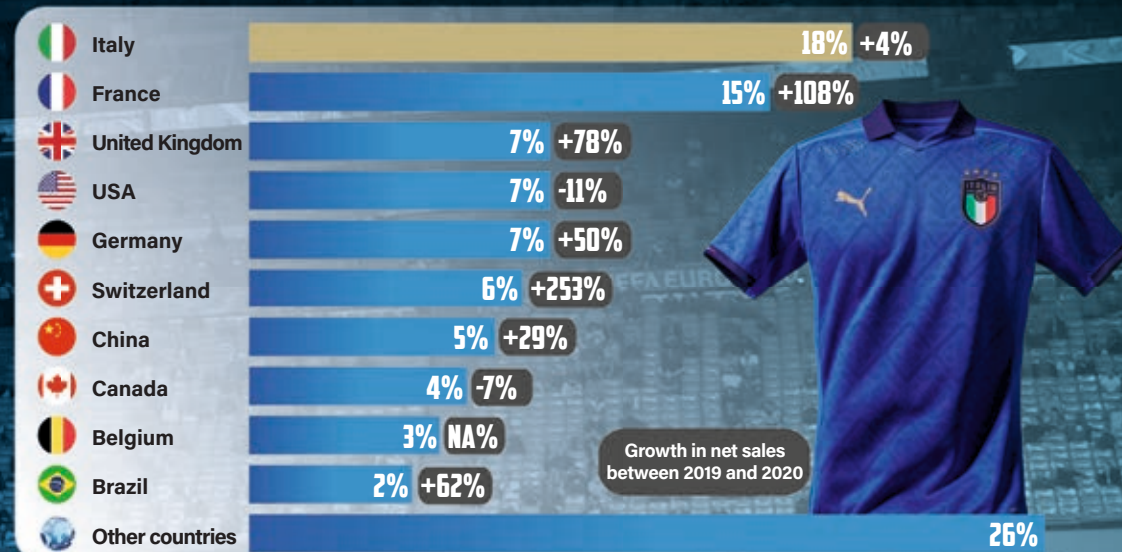
SALES OF OFFICIAL FIGC-PUMA MERCHANDISING



NET SALES BY GEOGRAPHIC AREA 2020



NET SALES - TOP 10 MARKETS 2020 (% OF SALES)



PUMA STORES ABROAD WITH THE HIGHEST SALES IN 2020 - TOP 15

	Country	City
1	United Arab Emirates	Dubai
2	France	Paris
3	USA	New York
4	Germany	Herzogenaurach
5	Switzerland	Landquart
6	United Kingdom	London
7	Malaysia	Kuala Lumpur
8	Hong Kong	Hong Kong
9	Switzerland	Aubonse
10	Netherlands	Roermond
11	USA	San Diego
12	Germany	Berlin
13	Canada	Mississauga
14	China	Guangzhou
15	Malaysia	Kuala Lumpur

FANS AND FOLLOWERS ON FIGC SOCIAL NETWORKS

The percentage of foreign fans and followers in 2020 on FIGC social media reached 65% (around 2 in 3)

FANS PROVENANCE AS OF 31/12/2020

f Nazionale Italiana di Calcio		@Vivo_azzurro		@azzurri		Vivo Azzurro	
Total fans	100%	Total fans	100%	Total fans	100%	Total fans	100%
Italy	32%	Italy	39%	Italy	21%	Italy	76%
Egypt	5%	USA	4%	USA	11%	Indonesia	5%
Algeria	5%	France	4%	UK	7%	Vietnam	2%
Indonesia	4%	Brazil	3%	Canada	5%	Germany	1%
Brazil	4%	Mexico	3%	Indonesia	5%	France	1%
France	3%	Indonesia	3%	Mexico	3%	UK	1%
Mexico	3%	UK	3%	Saudi Arabia	3%	USA	1%
USA	3%	Canada	2%	Egypt	3%	Brazil	1%
Germany	2%	Spain	2%	Brazil	2%	Switzerland	1%
Marocco	2%	Venezuela	2%	France	2%	Mexico	1%
Other countries	37%	Other countries	35%	Other countries	38%	Other countries	11%

@azzurri		f @azzurri	
Total fans	100%	Total fans	100%
Italy	34%	Italy	79%
Brazil	6%	Brazil	2%
Indonesia	5%	USA	2%
Egypt	4%	France	1%
Algeria	3%	Mexico	1%
Other countries	48%	Other countries	14%

35%

65%

9.6M
TOTAL FAN
AND FOLLOWERS

3.3M ITALIANS

6.3M FOREIGNERS

MEDIA ANALYSIS

Italian football has a global audience of around 2 billion TV viewers, 50% of which is accounted for by the National Teams. The global cumulative audience of the men's A National Team in 2020 was 921 million viewers, for a total broadcast duration of over 7,526 hours.

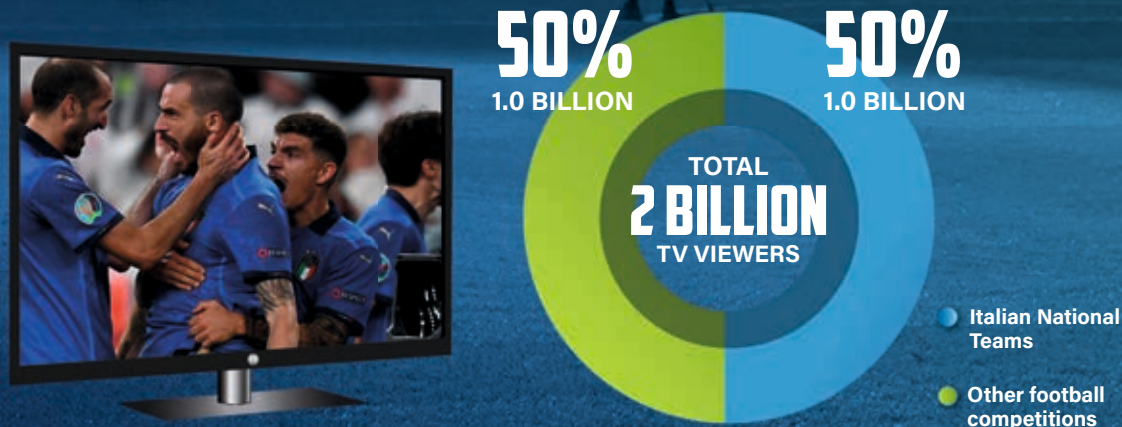
2020 CUMULATIVE AUDIENCE AND BROADCAST DURATION AT GLOBAL LEVEL



CUMULATIVE AUDIENCE - MAIN FOREIGN MARKETS IN 2020



GLOBAL CUMULATIVE AUDIENCE OF ITALIAN FOOTBALL IN 2020



Source: Vidierre S.r.l. Note: The total cumulative audience is not simply the sum of the audience for all of the teams and competitions listed, as two or more of the sectors analysed could be covered by the same broadcast.

4.3 DEVELOPMENT OF THE SOCIAL DIMENSION

★★★★



THE CORPORATE SOCIAL RESPONSIBILITY STRATEGIC PLAN

UEFA SOCIAL RESPONSIBILITY STRATEGY

IN APRIL 2021, AT THE UEFA CONGRESS IN MONTREUX, THE EUROPEAN CONFEDERATION APPROVED AND INTRODUCED THE 5TH PILLAR "RESPONSABILITY", WITHIN THE UEFA 2019-2024 STRATEGY, IN ADDITION TO THE 4 EXISTING PILLARS (FOOTBALL, TRUST, COMPETITIVENESS, PROSPERITY).

FROM THE 2023-2024 SEASON ALL FEDERATIONS AFFILIATED TO UEFA WILL HAVE TO HAVE A STRATEGY FSR (FOOTBALL SOCIAL RESPONSIBILITY) THAT WILL BE THE NECESSARY CONDITION TO BE ABLE TO BENEFIT FROM THE CONTRIBUTION UEFA HATTRICK FSR

THE STRATEGY OF INDIVIDUAL FEDERATIONS WILL HAVE TO BE BASED ON THE 11 POLICIES IDENTIFIED BY UEFA, WHICH REPRESENT THE 11 THEMATIC AREAS OF SOCIAL RESPONSIBILITY

IN 2019, UEFA ORGANISED THE FIRST UEFA DFLM (DIPLOMA IN FOOTBALL LEADERSHIP AND MANAGEMENT). FIGC WAS ONE OF THE ASSOCIATIONS SELECTED TO TAKE PART AND DEVELOPED THE "FOOTBALL AND SOCIAL RESPONSIBILITY PLAN FOR THE ITALIAN FOOTBALL ASSOCIATION" PROJECT

THE STUDY CAME ABOUT FROM THE NEED TO OUTLINE SOCIAL RESPONSIBILITY STRATEGY FOR FIGC VIA THE PLANNING OF ACTIVITIES WHICH AIM TO INCREASE THE IMPACT AND VALUE GENERATED BY FOOTBALL WITHIN SOCIETY BY INCREASING INTERNAL EFFECTIVENESS AND EFFICIENCY

THE ANALYSIS CARRIED OUT FOCUSES SPECIFICALLY ON A STRATEGIC ASSESSMENT FOR EACH AREA IDENTIFIED, DETAILING PROPOSALS, PROBLEMS, IMPROVEMENT GOALS AND THE INTERVENTION PROGRAMME TO BE INTEGRATED WITHIN THE WIDER SOCIAL RESPONSIBILITY STRATEGY

BENEFITS AND STRATEGIC VALUE

OVERALL VIEW OF FIGC'S SOCIAL RESPONSIBILITY ACTIVITIES IN THE SHORT, MEDIUM AND LONG TERM IN THE DIFFERENT INTERVENTION AREAS

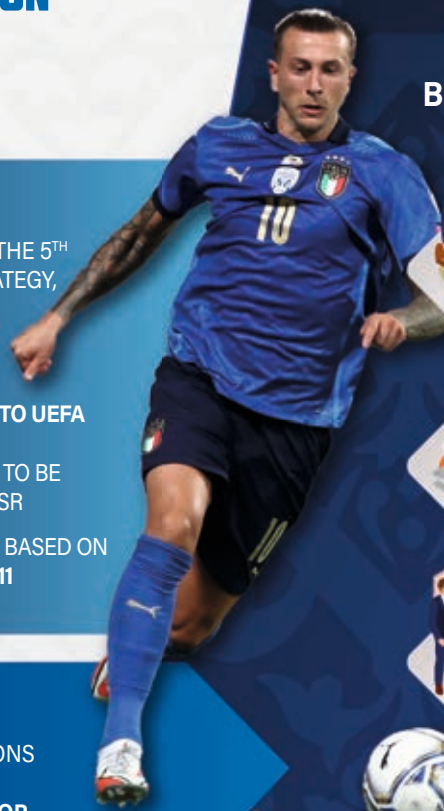
TRANSPARENT MANAGEMENT OF SOCIAL RESPONSIBILITY ACTIVITIES AND EQUAL OPPORTUNITIES FOR NO-PROFIT PARTNERS

INCREASE IN VALUE CREATED BY FIGC FOR ITS STAKEHOLDERS

IMPROVEMENT IN STAKEHOLDER RELATIONS AND IN THE PERCEIVED LEVEL OF TRANSPARENCY

HIGHER EFFICIENCY, INTERNAL COORDINATION AND MANAGEMENT OF PROCESSES

IMPLEMENTATION OF PROJECTS WITH TANGIBLE AND MEASURABLE OUTCOMES



ENHANCING THE SOCIAL DIMENSION

When Italy played Poland, FIGC organised an official visit attended by FIGC President Gabriele Gravina and Italian National Team Head of Delegation Gianluca Vialli to **CORE (the Cancer Centre in Reggio Emilia)** to highlight the Association's support for the local area following the COVID-19 emergency. The visit to this specialised unit underlines the **National Team's commitment** to doctors, healthcare workers and researchers who dedicate their professional expertise to all sectors of medicine.



An awareness-raising campaign to **combat male violence towards women** promoted by the Department of Equal Opportunities of the Prime Minister's Office with the **contribution of FIGC and the National Team**. The initiative is part of the institutional communication actions broadcast by state television RAI on occasion of the **International Day for the Elimination of Violence against Women**.



In October 2020, on occasion of the qualifying match for the 2022 European Championships against Denmark played at the Stadio Carlo Castellani in Empoli, **players from the Women's National Team** gave their support to the **Komen Italia campaign to reiterate the importance of treatment and early diagnosis**. Along with Milena Bertolini's National Team, the **Women's Football Division also endorsed the campaign** and the appeal was launched on FIGC's social media channels, where a video was posted to **raise women's awareness** of the small things they can do every day to protect their health.



The FIGC Technical Centre opened its doors to the needy, serving 4,000 hot meals prepared by National Team chefs Claudio Silvestri and Enzo Belladonna. Between 21 and 24 December, **1,000 food hampers a day were handed out**, 200 of which were taken directly to the **"Misericordia" facilities in Florence** for those people who were unable to come to the Federal Technical Centre.



The FIGC Executive Committee meeting of 27 January 2020 officially approved the **introduction of a three-year grant of € 75,000** or research into bone sarcomas. The grant is **in memory of Giovanni Custodero**, he goalkeeper born in Pezze di Greco, a district in Fasano in the province of Brindisi, who died from the disease on 13 January at the age of only 27 years.



COLLABORATION WITH BAMBINO GESÙ CHILDREN'S HOSPITAL



In June 2020, continuing collaboration already established throughout 2019, FIGC donated a machine to analyse the presence of DNA mutations in diagnostic samples to the Bambino Gesù Children's Hospital. The new device was bought thanks to a donation of € 50,000 from FIGC.

In November 2020, the "UEFA Foundation For Children Award 2020" was presented directly to the President of the Bambino Gesù hospital, Mariella Enoc, by FIGC President Gabriele Gravina, who had overseen the hospital's application. The donation of € 50,000 was used to fund a project that aims to produce multi-media products and services on topics concerning sport and children's health.



Collaboration was further enhanced at Easter with the donation of 1,660 chocolate eggs bought by FIGC and given to staff and children at the hospital. At Christmas, too, with the support of Bauli, an FIGC official licence holder, 650 traditional Christmas cakes were donated.

These actions are just the new chapters in the relationship established by FIGC with the children's hospital in Rome that goes back to 2019 and the 150th anniversary of the foundation of the Bambino Gesù when FIGC made a concrete and continuing contribution to the fund-raising campaign to realise the Tumour and Transplant Institute.



The relationship was further strengthened on occasion of the match between Italy and Greece in Rome in October 2019, when the Italian team visited the hospital and the young patients and the wider Bambino Gesù community were FIGC's guests at the Stadio Olimpico (over 5,000 patients, family members, employees and volunteers).

The Association has also contributed to the "Ogni storia merita un lieto fine" (Every story deserves a happy end) fund-raising campaign. Before the match, His Holiness Pope Francesco held an audience with the National Team, during which FIGC's donation of a machine to provide precise measurements of DNA and tumour cells in the blood was announced. The campaign also saw a final event, "Una serata di stelle per il Bambino Gesù" (An evening with stars for the Bambino Gesù), a charity show held in the Pope Paolo VI Hall in the Vatican and broadcast on Rai 1.



FUNDRAISING CAMPAIGNS



Fund-raising through donations via a special telephone number during the Italy v Bosnia match on 4 September 2020 to support the building of the "Peace Hospital", the first A&E department for all ethnic groups and religions in Medjugorje promoted by "Olimpiadi del Cuore" Onlus.



In November 2020, on occasion of the UEFA Nations League tie between Italy and Poland in Reggio Emilia, the National Team once again gave their important contribution to AIRC, inviting supporters to donate in order to re-launch the work of 5,300 researchers combatting cancer. The "Un Gol per la Ricerca" (A Goal for Research), campaign is a fantastic team with 4 exceptional captains: Leonardo Bonucci, Claudio Marchisio, Matteo Politano and Alessio Romagnoli. Thanks to the support of FIGC, Lega Serie A and Italian Referee Association, the proceeds from the campaign funded a number of annual grants to train young researchers. If FIGC and the world of football scored a great goal, AIRC also won its game. In fact, during the "I Giorni della Ricerca" (Research Days) a total of over € 6.7 million were raised - of which €41,000 during the Italy v Poland game - to fight cancer and ensure researchers can continue their work.



In May 2020, on occasion of the national holiday of the Republic of Italy, FIGC supported the organisation of the charity show "Non Mollare Mai - Storie Tricolori" (Never give up - Stories from Italy), broadcast on Rai 1, which brought together Italian sports and football stars and figures from Italian television and cinema to support the work of the Italian Red Cross through special telephone numbers and donations. FIGC and Italian football were represented by World Cup winners in Berlin in 2006 Fabio Cannavaro and Marcello Lippi, World Cup winners in Spain in 1982 Marco Tardelli, Franco Causio, and Bruno Conti, and Sandro Mazzola, Gianni Rivera and Gianfelice Facchetti - the son of Giacinto - who recalled the emotions of the historic Italy v Germany match played in the Aztec Stadium in Mexico City in 1970 that finished 4-3.



In 2020, for the fifth consecutive year, FIGC also contributed to the Telethon foundation on occasion of the 31st TV marathon, broadcast from 12 to 19 December on Rai. Thanks to the generosity of the Italian population, € 46.2 million was raised, which will be used to fund research on rare genetic diseases.



DONATIONS AND PATRONAGE

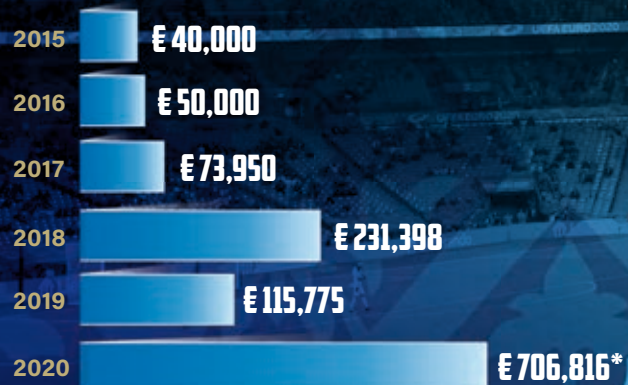


SOCIAL INITIATIVES FUND

In 2020, FIGC donated **€ 706,816** the largest figure since 2015, mainly in support of:

- SCIENTIFIC RESEARCH PROJECTS
- SOLIDARITY INITIATIVES
- ORGANISATIONS WORKING IN SOCIAL AND CULTURAL AREAS IN ITALY AND ABROAD

Development of the social initiatives fund 2015-2020:



* The increase in funds disbursed in 2020 is determined by an extraordinary contribution of € 450,000 to the assistance funds for players, coaches and athletic trainers approved by the presidential committee on 27 January 2020 due to the covid emergency and the lack of perception of emolument



SUPPLY OF EQUIPMENT

- ALLOCATION OF TECHNICAL/SPORTS EQUIPMENT AND MERCHANDISE FOR SPORTS EVENTS, SOCIAL INITIATIVES AND FUNDRAISING INITIATIVES FOR CHARITABLE CAUSES

- IN 2020, FIGC DONATED EQUIPMENT WORTH A TOTAL OF

€ 14,241



INSTITUTIONAL PATRONAGE

In 2019, FIGC patronaged **71 INITIATIVES** out 86 requests received

19 FOR SOCIAL ACTIVITIES

29 FOR CULTURAL/TRAINING ACTIVITIES

23 FOR SPORTS ACTIVITIES



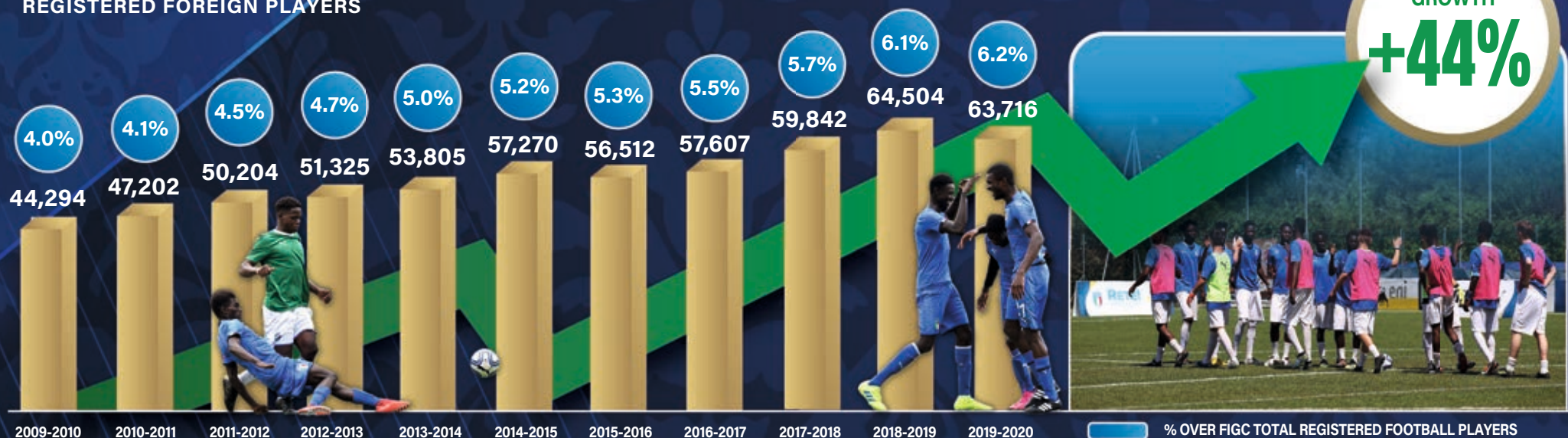
FIGHT AGAINST RACISM AND DISCRIMINATION

Italian football represents an important tool for social integration: **66,333 registered members were born abroad in 2019-2020.**

REGISTERED FOREIGN MEMBERS 2019-2020 BY GEOGRAPHIC REGION

	Amateurs	Youth and school sector	Young professionals	Professionals	Total football players	Referees	Registered coaches	Aggregated total	Foreign minors registered for the first time for FIGC
EUROPE	8,176	23,914	278	609	32,977	980	508	34,465	6,896
AFRICA	9,027	14,057	173	96	23,353	526	87	23,966	4,137
ASIA	377	2,492	9	2	2,880	73	15	2,968	928
SOUTH AMERICA	1,198	2,488	8	81	3,775	127	192	4,094	638
CENTRAL AMERICA	176	352	4	3	535	13	3	551	98
NORTH AMERICA	57	125	0	2	184	24	52	260	52
OCEANIA	3	9	0	0	12	1	16	29	1
TOTAL	19,014	43,437	472	793	63,716	1,744	873	66,333	12,750

REGISTERED FOREIGN PLAYERS



In 2018-2019 (the last full season pre-COVID-19), 6.1% of all FIGC-registered players were foreign players; the average within the Italian sports system (National Sports Federations and Associated Sports Disciplines affiliated with CONI) was just 2.3%. Foreign players make up over 60% of all foreign athletes in Italy.

FOREIGN REGISTERED PLAYERS

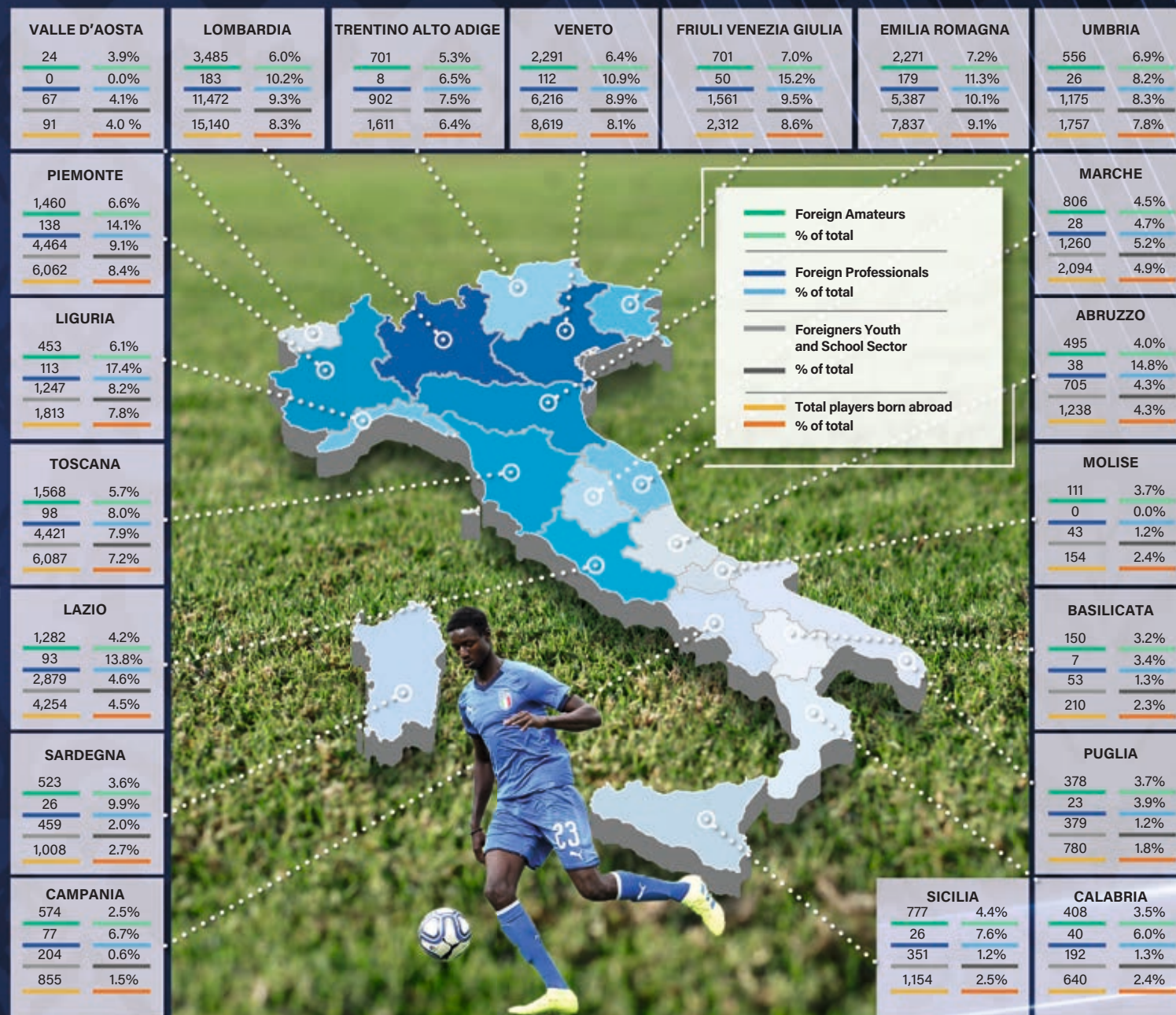
Main countries of origin 2019-2020



Top 10 countries per growth 2015-2020



FOREIGN REGISTERED PLAYERS BORN ABROAD: REGIONAL BREAKDOWN 2019-2020



REGISTERED PLAYERS BORN ABROAD TOP 10 PROVINCES 2019-2020

	Total foreign players	% of total players
Milan	4,197	8.3%
Rome	3,084	4.7%
Turin	2,682	7.8%
Brescia	2,439	10.3%
Verona	2,159	9.2%
Florence	1,940	8.2%
Bergamo	1,916	8.8%
Padua	1,723	8.2%
Vicenza	1,676	8.0%
Bologna	1,500	8.6%

% OF TOTAL REGISTERED PLAYERS TOP 10 PROVINCES 2019-2020

	Total foreign players	% of total players
Asti	431	13.4%
Piacenza	959	12.9%
Gorizia	289	11.1%
Ravenna	904	10.8%
Parma	852	10.5%
Brescia	2,439	10.3%
Lodi	629	10.2%
Cuneo	1,136	10.0%
Alessandria	696	9.9%
Pordenone	680	9.7%

FOOTBALL AND INTEGRATION: CASE STUDIES



ABDOULIE DAMPHA

Born in Gambia in September 1998. After a difficult childhood in his homeland (his father was forced to leave for religious reasons and he had to help his mother provide for three younger sisters), when he was 14 he set off from Tripoli, Libya and managed to reach Italy, where he settled with an adoptive family in Sicily. After taking part in FIGC's RETE! Project, he was signed by Trapani and made his debut in the Primavera league.



MUSA JUWARA

Born in Gambia, he arrived in Italy on 10 June 2016 when he reached the Sicilian coast by boat. After transferring to Potenza, he began playing for local side Avigliano and was adopted by the team's coach. His goalscoring attracted the attention of Chievo Verona, who signed him in 2017. In 2018 he was included on The Guardian's '60 of the best young talents in world football' list. He made his senior debut on 25 May 2019 and was then snapped up by Bologna, for whom on 5 July 2020 he scored his first goal in Serie A at the San Siro against Inter.



EBRIMA DARBOE

Born in Gambia in 2011, he fled the country at the age of 14 and went first to Libya, then Europe and finally Italy. He arrived in Sicily and went to a foster home in Rieti, where he discovered football. He started playing for Young Rieti and was spotted by Roma's scouts. He made his debut for the Giallorossi Primavera in early 2019 and in 2020 was called up by Gambia National Team. Debuting with As Roma both in Serie A and in Europa League.



CHERIF KARAMOKO

Karamoko was born and grew up in the South of Guinea in 2000, where he witnessed some terrible tragedies, including the murder of his Imam father and the death of his mother to Ebola. He travelled towards Europe across the desert in a van, was imprisoned in Libya then crossed the Mediterranean by boat, during which his brother and 119 other migrants (out of 143) lost their lives. He reached Reggio Calabria and was transferred to Villa San Giovanni and then a social cooperative in Battaglia Terme, in the province of Padua. He began to play football at an amateur level before joining Padova and making his Serie B debut in 2019. He decided to tell his journey in the book "salvati tu che hai un sogno" (you who have a dream saved), written with the journalist Giulio Di Feo.



OBI

He was born in Nigeria and fled to Libya in search of better life, but was captured and imprisoned. In 2018, he managed to escape and after a long crossing got to Italy. In Sicily, he managed to obtain the status of refugee in just a few months and was transferred to the Canabianco hostel in the province of Rovigo. Thanks to football, he has forgotten wars and injustice, becoming the goalscorer and captain of Porto Alegre, and amateur UISP team. After three years in the hostel, he managed to find work in the province of Milan, where he still lives with his wife and family.



MALEK SULEIMAN

Born and raised in Ghana, he decided to abandon his homeland at the age of 14. After travelling across Africa, he got to Syria and a year later took a boat to Italy. He arrived in Agrigento, and following a long pilgrimage between Siena and Genoa, he reached Lodi where, still a minor, he took part in the FIGC's RETE! project. Subsequently, he was registered by Laudense and took part in the national junior championship with Fanfulla, before playing in the 7th tier Prima Categoria with Atletico Qmc. In January 2020, he was called up to the Italian National Refugees team and played in a world tournament in Switzerland.



SUSSO BAMBA

Born in 2002 in Gambia, he fled from the dictatorship in 2017, arriving first in Libya and then in Italy. He reached the coast of Calabria, where, still a minor, he was placed in a reception centre. He then moved to Rome, where thanks to his professional contract and the family that fostered him from 2019, he managed to get a trial with Romulea. His prolific goal scoring - a goal a game before the championship was suspended because of the COVID-19 pandemic - attracted the attention of the talent scouts, and he signed his first professional contract with the Primavera of Pisa.



MUHAMMED BOJANG

He fled Gambia at the age of 22 for Tripoli, where he took a boat and reached the coast of Lampedusa. Once in Italy, he was sent to Genoa. His footballing career began here and in the last four seasons he has played for amateur teams Segesta, Vecchio Castagna and Apparizione, scoring 48 goals in 71 matches.



LARSSON COULIBALY

Born and raised in the Ivory Coast, in the middle of the civil war, he decided to flee his country with the dream of arriving in Europe. Passing through Tunisia, he arrived in Italy where he was taken in by the Rome Local Authority refugee centre. His social worker decided to introduce him to the head of Lazio's youth academy, who invited him for a trial at Formello. Subsequently, he was registered with the Under 18s.



NDEDI RODRIGUE MOUKOUM

Born in 1998 in Cameroon, he is considered a future football star having played for the National Team Under 17s. In 2016, he fled his country of origin to undertake a 10-day bus journey to Nigeria, then Algeria and Libya, finally arriving in Sicily as a political refugee. He was sent to a small mountainous district of Foligno, where he stayed only a few months before moving on to start his career in Italian football. He played for Assisi Subasio in the 5th tier, Bastia in Serie D, Juvelia Spello and Viole in the 6th tier and was close to moving into Ligue 1 with Dijon. However, for bureaucratic reasons, the transfer did not come off. Recently, he has trained with Perugia and was registered in Serie D with Forlì Calcio.



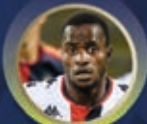
SHIVA AMINI

Since 2017, she has not been able to return to Iran, her place of birth, after a photograph published on social media while she was on holiday in Zurich showing her playing football without a veil and in shorts. Since then, she has been on the Iranian blacklist for behaviour considered against the laws and culture of her country. As a political refugee in Italy, she has lived in Chiavari since 2018 and works with the Entella Academy where she coaches the young players born between 2008 and 2012. She played for over 12 years in the top Iranian league and many times for the National Futsal team. Thanks to AIC and the San Raffaele Online University in Rome, she has begun to study Motor Sciences (specialisation football) with the aim of continuing to coach while expanding her managerial knowledge in the world of football.



AZIZ TOURE

Born in the Ivory Coast in 2002, at the age of 15 he decided to flee his homeland and after stops in Niger and Libya opted to undertake the journey of hope across the Mediterranean. In June 2017, he was rescued off the Sicilian coast by the famous Italian Coastguard's boat, Diciotti. He arrived in Palermo, where he began his footballing career. He lived in a community and after a long bureaucratic process managed to register and make his first appearance with Balestrate in the 6th tier, also winning a call-up to the Sicilian regional team. He started in professional football with Ternana, where his many goals helped the team to the top of the Berretti League. He was also called up to the first team. Last season, he returned to Palermo, playing as a first choice in the youth team, and was subsequently bought by Napoli.



YAYAH KALLON

Born in 2001, he is currently a first-team striker with Genoa. He arrived in Italy after an eight-month journey across Africa from his homeland, Sierra Leone. He fled to avoid being kidnapped by a terrorist group seeking to enrol him. After travelling from Bengasi to Tripoli in a car boot, he managed to get on a boat for Italy and finally arrived in Lampedusa. From there, he was sent to Scicli and then moved to Piedmont, where he was registered by Savona in Serie D. In July 2019, Genoa decided to buy him for the youth team, and on 22 May 2021, he made his Serie A debut for the club against Cagliari.



ITALIAN NATIONAL TEAMS

12% OF PLAYERS CALLED UP TO THE ITALIAN NATIONAL TEAMS IN 2019-2020 **HAVE FOREIGN ORIGINS**, AN INCREASE COMPARED TO THE FIGURE OF 9% IN 2018-2019.

COUNTRIES OF ORIGIN 2019-2020

COUNTRY	PLAYERS CALLED UP
Brazil	20
Ivory Coast	5
Albania	4
Germany	4
Nigeria	4
Cameroon	2
Ghana	2
Marocco	2
17 Other countries	20



BAKARY JAITEH

Born in 1999 in Gambia in a family opposing the government that took power in 1994, it was his family that decided to undertake anti-government actions that were suppressed with violence and arrests. As a result, he took the drastic decision to flee on a boat carrying 143 people, three of whom died during the voyage. On arrival in Italy, he lived in a family home in Rome, and thanks to a recreational game between friends on the local pitch, he was spotted by a Lazio scout who was passing by chance, saw something different in him compared to the others and suggested a trial. Having passed the trial, he was recruited to the Allievi Nazionali team, but moved the following year to Roma, who offered him a three-year contract and sent him out on loan to Foggia in 2018.



KALIFA MANNEH

He arrived in Syracuse, Sicily at the age of just 15, having fled his homeland, Gambia, in search of a dream. After setting foot on Italian soil, he lived in a reception centre under the supervision of a tutor through whom he had the chance of a trial with Catania. The winger passed through the club's youth teams and arrived in the first team. His talent was noticed by the coach of the Gambia National Team, who called him up in 2019 for two African Cup qualifier games. In 2020-2021, he played 20 times for Catania in Lega Pro and was then bought by Perugia.

INTEGRATION THROUGH FOOTBALL THE RETE! PROJECT - REFUGEE TEAMS



RETE!

SETTORE GIOVANILE E SCOLASTICO

SOCIAL FOOTBALL

MAIN SPONSOR



TECHNICAL SPONSOR



CONCEPT

- Launched in 2015 and run by the FIGC's Youth and School Sector in collaboration with the Ministry of the Interior and ANCI, the project seeks to support foreign minors hosted in SAI/SIPROIMI (system to protect refugees and unaccompanied foreign minors) centres, in Accommodation Communities, and in Family Houses across the country.
- The project involves **unaccompanied foreign minors and young adults (15-22 years)** who are seeking asylum.
- Organization of **sports and educational activities**.

OBJECTIVE

FACILITATE

THE PROCESSES OF SOCIAL AND INTER-CULTURAL INCLUSION, USING FOOTBALL AS A TEACHING TOOL

PROMOTE

ETHICALLY CORRECT BEHAVIOUR VIA THE TEACHING OF VALUES USING SPORT AS A MODEL FOR CIVIL SOCIETY

IMPROVE

UNDERSTANDING OF THE IMPORTANCE OF PHYSICAL ACTIVITY AND OF ITS POSITIVE IMPACT ON HEALTH AND SOCIAL DEVELOPMENT

CREATE

AN INTEGRATION MODEL THROUGH THE INVOLVEMENT OF YOUNG ITALIAN AND FOREIGN PLAYERS IN MIXED TEAMS

YOUNGSTERS INVOLVED



FIGURES

2,600
YOUNGSTERS
IN 6 YEARS

SAI/SIPROIMI CENTRES



OBJECTIVE ACHIEVED

ACTIVATION OF A PROGRAMME

CO-ORDINATED BY THE FIGC YOUTH AND SCHOOL SECTOR TO DEVELOP BASIC SPORTS ACTIVITIES IN THE VARIOUS SAI/SIPROIMI CENTRES

USE OF FOOTBALL

AS A MEANS TO TEACH, TRAIN AND INTEGRATE THROUGH THE ORGANISATION OF SPORTS ACTIVITIES

PLANNING OF A FINAL TOURNAMENT

FOR TEAMS INCLUDING YOUTH ITALIANS TOGETHER WITH FOREIGN ASYLUM SEEKERS AND REFUGEES INVOLVED IN SAI/SIPROIMI PROJECTS

CREATION OF AN INTEGRATION MODEL

VIA THE PARTICIPATION OF YOUNG ITALIAN AND FOREIGN PLAYERS IN MIXED TEAMS

REGISTRATION

OF MANY YOUNG FOREIGNERS INVOLVED IN PROJECTS WITH LOCAL SPORTS CLUBS

ACTIVATION OF STRONG SYNERGIES

WHEREVER POSSIBLE, WITH THE LOCAL AMATEUR SPORTS CLUBS THAT HAVE PROVIDED THEIR FACILITIES FOR ACTIVITIES IN THE REGION

GREATER INVOLVEMENT

OF INSTITUTIONAL PARTNERS AND PROJECT SPONSORS AND GREATER MEDIA EXPOSURE FOR ALL ASSOCIATED EVENTS

REALISATION OF A SCIENTIFIC STUDY

TO INVESTIGATE HOW FAR FOOTBALL CAN BE A VEHICLE OF INTEGRATION AND INFLUENCE THE LEVEL OF WELL-BEING AND HAPPINESS OF THE YOUNG PEOPLE INVOLVED

RETE! 2020: FOCUS

567 FOREIGN MINORS

from 54 SIPROIMI centres (more than a third of the total number of centres in Italy) representing 14 different Italian regions took part in the initiative.

EXPLOIT SYNERGIES WITH LOCAL SPORTS CLUBS:

RETE! has become one of the projects indicated for recognition by clubs as an Elite Football School

SCIENTIFIC AND TRAINING ASPECTS

following studies from 2015 to 2019, an itinerant Advanced LEVEL 1 Training Course in Sport and Inclusion is planned for SPRAR workers, regional Youth and School Sector staff and other specialists in different regions across the country

- Parallel organisation of **teaching and awareness-raising activities** specifically for the young players taking part in the tournament

SPORTS ACTIVITIES:

organisation of weekly training sessions led by regional **coaches from the Youth and School Sector**, together with the planning of a multi-phase sports tournament (this activity was suspended in February-March 2020 by the health emergency and re-started in September) with regional and inter-regional stages and a national final at the **CONI Acqua Acetosa Olympic Preparation Centre**.

Overall, **40 SIPROIMI centres and 400 young players** took part in the competition, playing a total of **33 matches** (from 10 September to 11 October 2020)

INTERNATIONAL RECOGNITION



- Financial support
 - "UEFA Football and Refugees Grant Scheme"
 - "UEFA HatTrick Football and Social Responsibility"
- Inclusion in the "UEFA Football and Refugees Good Practice Guide"
- FIGC was the first European Football Association present on the UEFA equal game web platform for fighting racism, with a web documentary about the RETE! PROJECT
- In 2019, FIGC took part in the "Global Refugee Tournament 2019" in Geneva, an event organised by the UN High Commission for Refugees. "Team Italia" made up of RETE! project played against Austria, Belgium, Switzerland and Turkey
- The project was presented in Rome as part of the prestigious "The Global Forum on Health and Migration", a seminar discussing health and migration held at the Pontificia Lateranense University.

2021 UPDATE: the Refugee Teams programme



With the introduction of various strategic innovations, **"RETE" concept and brand** have become **the macro reference project for activities in social inclusion** set up by the Youth and School Sector, thereby developing a special area dedicated to "Social Football".

The project is named **"Refugee Teams"**, and is organised in a continually evolving technical and educational format. In 2020-2021, a first innovation saw the creation of a dedicated web portal (www.figc-rete.it) through which information on the project can be obtained and enrolments made.

An integral part of the 2021 Refugee Teams event are the distinct training paths developed in collaboration with the Università Cattolica del Sacro Cuore in Rome through the university research centre **"Health Human Care and Social Intercultural Assessment - He.R.A."** These paths are for social workers from SAI-SIPROIMI centres, local Youth and School Sector staff, and young people hosted in the centres taking part in the project, respectively.

For the social workers and Youth and School Sector staff, a **1st level Course on "Sport, Football and Integration"** has also been active since January 2021 with the aim of providing the tools needed to optimise the management of inclusion processes in Italy and train experts who through sports activities such as football are able to create a reception network that can facilitate integration and the correct administration of migration, particularly for unaccompanied foreign minors.

For the young people hosted in the SAI-SIPROIMI centres, a training path has been devised that, again since January 2021, uses a **specific e-learning** tool for each participant to initiate constant and gradual educational development in areas such as literacy, nutrition, a correct life-style, civil education and the rules of the game.



network fare

FIGC continued to support the #FootballPeople action week as well in 2020.
The Europe-wide initiative is promoted by Football Against Racism in Europe (FARE)



ADJUSTMENT OF THE LEGAL FRAMEWORK

- The FIGC Executive Committee meeting of 20 February approved the modification of Art. 21/4 of the Sporting Justice Code regarding the application of suspension penalties for players and coaches.
- From that moment on, suspensions relating to discriminatory behaviour bar the registered member from undertaking any form of sports activity within the Association.



PARALYMPIC AND EXPERIMENTAL FOOTBALL



The FIGC Paralympic and Experimental Football Division was established on 3 October 2019 by the FIGC Executive Committee (Official Communication No. 93/A) after signing a Memorandum of Understanding with the Italian Paralympic Committee (CIP) on the basis of the experience gained in the "Quarta Categoria" (Fourth Category) project, an experimental national 7-a-side tournament for men and women players with cognitive-relational disabilities and psychiatric pathologies. Since 2016, the initiative has responded to many young people's need and desire to play football.



FIGC is the first sports organisation in the world to have set up its own division for Paralympic and experimental activities, thus initiating a process of social and cultural change.

FIGC Paralympic and Experimental Football Division - 2019-2020 highlights

2,347 REGISTERED MEMBERS (1,639 ATHLETES AND 708 EXECUTIVES) along with a further 25 figures involved in the management of Paralympic and Experimental Football (FIGC/DCPS employees, Managing Council and regional representatives).

82 AFFILIATED CLUBS

115 TEAMS INVOLVED

3 LEVELS BASED ON DIFFERING FOOTBALL SKILLS

9 REGIONS HOSTING GAMES

Abruzzo, Emilia Romagna, Lazio, Lombardy, Marche, Piedmont, Puglia, Sardinia and Tuscany

ACTIVITIES IN 2020

Management of the health emergency: games in the 2019-2020 season suspended in February 2020.

Drafting of health protocols for the gradual return to training and competitions.

Despite the prolonged interruption of sports competitions, the DCPS organised numerous programmes for its members during the year:

- On-line courses on athletic training: 67 participants
- FIFA special eChallenge esports tournaments: 58 participants
- "Challenge Trequartista" creative contest, during which DCPS members could give expression to their creativity, imagination and originality: 62 participants

Partnership with the Diastar Group Srl, which donated 3,000 customised protective masks for the DCPS and its registered athletes.

The "Quarta Categoria" project was awarded first prize as the "Best Disability Football Initiative" in the 2020 Grassroots Awards. The award was launched by FIGC's Youth and School Sector in recognition of best practice during the 2019-2020 season. "Quarta Categoria" was also selected by UEFA as the best European project in the category "Best Disability Initiative", meaning that FIGC was recognised for the second year in succession.

Establishment of the Directive Council of the Division and election of Franco Carraro as President.

Creation of the Medical Commission of the Paralympic and Experimental Football Division and start of course on the question of anti-doping in collaboration with NADO Italia.

During the year, the DCPS established its own website and logo, social media profiles using the hashtag #siAmocalcio and an official Wikipedia page.



CULTURAL HERITAGE AND FAN ENGAGEMENT



HALL OF FAME DEL CALCIO ITALIANO



Established in 2011 to **celebrate individuals who have left a permanent mark** on Italian football



The Hall of Fame of Italian Football is situated inside the conference room at the Museum of Football, where memorabilia donated by Azzurri Hall of Fame members are kept

ITALIAN PLAYERS

Roberto Baggio (since 2011), Paolo Maldini (since 2012), Franco Baresi (since 2013), Fabio Cannavaro (since 2014), Gianluca Vialli (since 2015), Giuseppe Bergomi (since 2016), Alessandro Del Piero (since 2017), Francesco Totti (since 2018), Andrea Pirlo (since 2019)

FOREIGN PLAYERS

Michel Platini (since 2011), Marco Van Basten (since 2012), Gabriel Batistuta (since 2013), Diego A. Maradona (since 2014), Ronaldo (since 2015), Paulo Roberto Falcão (since 2016), Ruud Gullit (since 2017), Javier Zanetti (since 2018), Zbigniew Boniek (since 2019)

ITALIAN REFEREES

Pierluigi Collina (since 2011), Luigi Agnolin (since 2012), Paolo Casarin (since 2012), Cesare Gussoni (since 2013), Sergio Gonella (since 2013), Stefano Braschi (since 2014), Roberto Rosetti (since 2015), Nicola Rizzoli (since 2018), Alberto Michelotti (since 2019)

VETERAN ITALIAN PLAYERS

Gigi Riva (since 2011), Dino Zoff (since 2012), Gianni Rivera (since 2013), Sandro Mazzola (since 2014), Marco Tardelli (since 2015), Paolo Rossi (since 2016), Bruno Conti (since 2017), Giancarlo Antognoni (since 2018), Gabriele Orsini (since 2019)

ITALIAN FOOTBALL EXECUTIVES

Adriano Galliani (since 2011), Giampiero Boniperti (since 2012), Massimo Moratti (since 2013), Giuseppe Marotta (since 2014), Corrado Ferlaino (since 2015), Silvio Berlusconi (since 2016), Sergio Campana (since 2017), Antonio Matarrese (since 2018), Antonio Percassi (since 2019)

COACHES

Arrigo Sacchi (since 2011), Marcello Lippi (since 2011), Giovanni Trapattoni (since 2012), Fabio Capello (since 2013), Carlo Ancelotti (since 2014), Roberto Mancini (since 2015), Claudio Ranieri (since 2016), Osvaldo Bagnoli (since 2017), Massimiliano Allegri (since 2018), Carlo Mazzone (since 2019)

SPECIAL AWARD

Gianni Brera (since 2018)

FEMALE ITALIAN PLAYERS

Carolina Morace (since 2014), Patrizia Panico (since 2015), Melania Gabbiadini (since 2016), Elisabetta Vignotto (since 2017), Milena Bertolini (since 2018), Sara Gama (since 2019)

"DAVIDE ASTORI" FAIR PLAY AWARD

Igor Trocchia (since 2018), Romelu Lukaku and Mattia Agnese (since 2019)





1898-1909

THE ORIGINS OF THE ASSOCIATION



1898 Genoa win the first title in the history of Italian football

1898

On **15 March** the first meeting takes place to set up the Football Association. The deed is signed by the notary on 26 March and Mario Vicary is the first president

On **8 May** the first championship is held in Turin on a single day; Genoa win it and claim the first title in the history of Italian football

1905

The Italian Football Federation is recognised by FIFA

1909

The name of the association changes to FIGC: Federazione Italiana Giuoco Calcio

1910-1929

FROM FOOTBALL TO CALCIO



1910 Italy win their first-ever game 6-2 against France

1910

On **15 May** the National Team play their first-ever game, beating France 6-2 in Milan

1911

On **6 January** Italy play in blue jerseys for the first time against Hungary at the Milan Arena

On **27 August** at the L'Orologio restaurant in Milan, the Italian Referees' Association (AIA) is established

1913

The first Italian National Championship takes place, split into 2 groups. Pro Vercelli beat Lazio 6-0 in the final

1922

The Coppa Italia is born: Vado win the first edition with a 1-0 win over Udinese in Vado Ligure on **16 July**

1924

The Scudetto shield is won for the first time: Genoa beat Savoia in the final

1928

On **9 June** Italy win the Olympic bronze medal in Amsterdam



1913 The first national championship

1930-1938

GLORY YEARS

1930

On **11 May** Italy win their first international trophy, the International Cup (Antonin Svehla Cup), in Budapest

1934

On **10 June** Italy win their first World Cup title with a 2-1 extra-time win over Czechoslovakia in Rome

1934

WORLD CUP



1934 The National Team wins the World Cup in Italy

1935

On **24 November** Italy win their second International Cup in Milan

1936

Italy win Olympic gold in Berlin in on **15 August**

1936

OLYMPIC GOLD



1936 The gold medal at the Berlin Olympics

1938

On **19 June** Italy win their second consecutive World Cup title, beating Hungary 4-2 in the final in Paris

1938

WORLD CUP



1938 The National Team wins the World Cup in France

1939-1958

FROM WAR TO RECONSTRUCTION



1949 Il Grande Torino, captained by Valentino Mazzola

1947

The FIGC Youth Sector is established

1949

On 4 May the plane carrying the Torino team crashes in Superga

1950

Without the Torino players, Italy are eliminated from the World Cup in Brazil in the first round

1954

FIGC is among the founding members of UEFA

1958

Italy fail to qualify for the World Cup in Sweden

Reform time: the league structure is introduced, AIA becomes a FIGC sector, the Technical Sector is set up and the Youth Sector becomes the Youth and School Sector. On 6 November the FIGC Technical Centre in Coverciano is opened

1959-1980

FOOTBALL DURING THE BOOM ERA

1967

Artemio Franchi becomes FIGC President

1968

On 10 June Ferruccio Valcareggi's National Team win the Euros on home soil



1968

EUROPEAN CHAMPIONS

1970

On 21 June Italy finish runners-up at the World Cup in Mexico after losing to Brazil in the final

1973

On 15 March Artemio Franchi is elected UEFA President. He becomes FIFA vice-president the following year

1978

Enzo Bearzot's Italy start to show what they can do at the World Cup in Argentina. On 25 June Sergio Gonella becomes the first Italian referee to officiate a World Cup final

1981-1990

TOWARDS THE CENTRE OF THE WORLD



1982 Italy win the World Cup in Spain



1990 The National Team finish third at Italia '90

1982

On 11 July Enzo Bearzot leads Italy to a third World Cup title after beating West Germany in the final in Spain



1982

WORLD CUP

1987

On 22 June Italy win the World Military Cup for the first time in 14 years, beating West Germany in the final

1990

Italy hosts the World Cup but Azeglio Vicini's side can only manage a third-place finish after losing to Diego Maradona's Argentina on penalties in the semis

1991-1999

THE ITALIAN SCHOOL

1992

On 3 June the U21 National Team win the European Championship in Sweden

1994

On 20 April the U21 National Team become European Champions for the second time in a row, beating Portugal in the final in Montpellier

On 17 July Arrigo Sacchi's Italy finish as runners-up at USA 1994 after losing to Brazil on penalties in Pasadena

1996

On 31 May the U21 National Team win their third consecutive European Championship with a penalty shoot-out win over Spain in Barcelona



1996 The U21 National Team win the European Championship

1997

SUMMER UNIVERSIAD GOLD MEDAL



1997

The Women's National Team is Vice Champion of the Europe in the tournament played in Norway and Sweden

1998

On 30 August the University National Team wins the Summer Universiade, in Sicily, for the first time

FIGC celebrates its centenary at the Stadio Olimpico with a match between Italy and FIFA All Stars (Italy win 6-2)

2000-2006

THE NEW MILLENNIUM

2000

On 22 May the Football Museum is opened in Coverciano

On 4 June Marco Tardelli's Italy U21s win the European Championship with a 2-1 win over Czech Republic in Bratislava, with Andrea Pirlo scoring both goals

On 2 July Dino Zoff's National Team finish second at the European Championship, losing to a France golden goal in the final in Rotterdam

2002

On 30 June Pierluigi Collina referees the final between Brazil and Germany

2003

On 24 February the Futsal National Team win the European Championship, beating Ukraine 1-0 in the final in Caserta

On 26 July Italy U19s become European Champions with a 2-0 win over Portugal in the final in Vaduz

U19 AND FUTSAL NATIONAL TEAMS EUROPEAN CHAMPIONS IN 2003

2004

On 8 June Claudio Gentile's U21 National Team beat Serbia and Montenegro 3-0 in the final to win the European Championship



2006 Italy win the World Cup in Germany



2008 Women's U19 National Team win the European Championship



2004 U21 National Team win the European Championship



1992 1994 1996 2000 2004 EUROPEAN U21 CHAMPIONSHIP

2006

On 27 August Italy U21s win the bronze medal at the Athens Olympics

On 9 July Italy win their fourth World Cup title by beating France on penalties in the final

2006 WORLD CUP



2007-2021

THE MODERN ERA

2008

On 19 July, the U19 Women's National Team win the European Championship, beating Norway in the final in Tours

2008 WOMEN'S U19 NATIONAL TEAM EUROPEAN CHAMPIONS



2012

On 1 July Cesare Prandelli's Italy side finish second at the European Championship held in Poland and Ukraine, losing to Spain in the final

2014

Nicola Rizzoli referees the World Cup final between Germany and Argentina

On 8 February the Futsal National Team win the European Championship in Antwerp with a 3-1 victory over Russia in the final

2014 FUTSAL NATIONAL TEAM EUROPEAN CHAMPIONS



2014 The Futsal National Team win the European Championship

2015

On 13 July the University National Team win gold at the Summer Universiade in South Korea



2015 The University National Team triumph at the Summer Universiade

2015

SUMMER UNIVERSIADE GOLD MEDAL

2016

On 1 September FIGC begins testing VAR in collaboration with FIFA: initial test in Bari



2016 VAR testing begins

2017

On 11 June Italy U20s achieve their first third-place finish at the World Cup in South Korea

On 13 November Giampiero Ventura's Italy side fail to qualify for the World Cup in Russia

120

2018

FIGC celebrates its 120th anniversary and the 60th anniversary of the FIGC Technical Centre in Coverciano

The Beach Soccer National Team win the European championship



2018 The Beach Soccer National Team win the European Championship

2018

BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS

2019

Italy hosts the European U21 Championship for the first time



Roberto Mancini's National Team achieve historic qualification to Euro 2020 (10 wins from 10 matches)



The Women's National Team, coached by Milena Bertolini, play in the World Cup for the first time in 20 years and reach the quarter-finals



The Beach Soccer National Team reaches the final at the World Cup in Paraguay



2020

The National Team celebrates its 110th birthday

2021

Italy win the European Championship



2021

MEN'S A NATIONAL TEAM EUROPEAN CHAMPIONS



FAN ENGAGEMENT

● Giving due value to some key strategic assets, starting from the new generation, FIGC brand promotion and creation of contents and opportunities for the FIGC and the key stakeholders.

● It is paramount to attract the new generations of fans (millennials and generation Z) who represent the future - and present - of traditional sports.



2020 HIGHLIGHTS

Vivo Azzurro is the informal yet authoritative approach through which FIGC communicates on a large scale with the general public of Italian football fans. Joining Italy's fan club offers several exclusive benefits:

- A dedicated newsletter containing information about the activities of the community and of Club Vivo Azzurro;
- A fast track for home games of the National Team;
- Discounts on tickets for home games of the National Team
- Discounts on purchase made from the FIGC store;
- Attendance of exclusive events (Città Azzurra, Hall of Fame, Vivo Azzurro Day, ecc...).
- Possibility of taking part in Fan Matches against the fans of the teams Italy must play;
- Possibility of participating in the Vivo Azzurro Cup, the yearly football tournament for Community members;
- Customer Relations service;
- Offer of exclusive products and services of FIGC partners;
- Discounts on entry tickets and purchases made at the Museum of Football of Coverciano.

521
NEW CARDS

issued in 2020 (376 renewed, 145 newly issued), which raise the overall number of National Team fan club members to 3,473.



12,681
NEW WEBSITE REGISTRATIONS

which brings the aggregated number of users to 193,125 (+ 7% compared with 2019), alongside the more than 108,599 users who have signed up for the newsletter.

In 2020 the FIGC website's "Fans" section recorded 136,222 sessions with 221,973 page views. Overall users were 110,710, accounting for 6% of the overall traffic on the figc.it website.

Considering the social media, the digital community of the Vivo Azzurro social platform reached a total of 9,586,521 fans and followers, growth by 4% compared to 2019.

Greater offer in English of editorial content and video clips, along with the setting up of new social channels dedicated to Italy's e-foot team (Facebook, Instagram, Twitch), to the enhancement of mailing activities and direct marketing for FIGC website signed-up users and to the management of customer care services for National Team fan club members.

MAJOR CAMPAIGNS AND INITIATIVES

Programme of celebrations for the **110TH ANNIVERSARY OF THE ITALIAN NATIONAL FOOTBALL TEAM**. A team that, more than a century after its debut, still enthralled millions of Italians fans, representing our country in the world, with its iconic Azzurri shirt that is now one of the foremost symbols of Italian identity. The anniversary celebrations took place amid the development of a very successful digital campaign conducted on the National Team's social networks. The Azzurri shirt, highly respected and esteemed across the world, was worn by hundreds of stars who have contributed to making it legendary: over 800 athletes have had the privilege of wearing, at least once, the National Team jersey in these first 110 years. Together with the Italians, the National Team has experienced a full century of life, totalling more than 800 matches (824), participating in 18 World Cup final phases and 10 European Championships, becoming an invaluable cultural and social point of reference. Blue, the symbol of the Italian national football team, in these 110 years has also become the colour of all Italian national sport teams.



1.7

MILLION IMPRESSIONS



88,000

INTERACTIONS ON SOCIAL MEDIA

On 11 June 2020, the day Roberto Mancini's Italy should have played Turkey in the opening match of UEFA EURO 2020 (postponed to 2021 because of the health emergency), FIGC launched the initiative **"A HISTORIC EUROPEAN CHAMPIONSHIP"**, a virtual competition featuring Italy players from 1968 to 2016. The editorial format, hosted by the FIGC website and social media channels, was thought up in order to duly acknowledge the history of the Italian National Team in European Championships, through pictures, exclusive interviews with the players, historical documents and publications of FIGC media partners.



25.8

MILLION IMPRESSIONS GENERATED



1.27

MILLION INTERACTIONS

Campaign set up to celebrate the 50 years of "Italy 4-3 West Germany", namely the **#LAPARTITADELSECOLO** (**#MATCHOFTHECENTURY**), the match played at the Azteca Stadium in Mexico City on 17 June 1970, which is probably the most famous match in football history. The initiative was launched on the FIGC website and social media channels, featuring the testimonies of the players who were on the field that day and played that semi-final of the Mexico 1970 World Cup, along with other dedicated events (involving FIGC partners Radio Italia and RAI) and the organisation of a visit of a FIGC delegation to the Mexican embassy in Rome.



Waiting for EURO 2020, the final stage of the European Championship, postponed to 2021 because of the COVID-19 pandemic, the social media profiles of Rome EURO 2020 hosted the initiative **"Euro Moments"**, recalling historic moments of the Italian National Team in the different editions of the European Championship.

- On **Facebook page alone**, the post of a video clip of Euro 2012 was viewed by almost 5 million people, totalling **60,000 reactions, 2,500 shares and 1,000 comments**.
- Main engagement initiatives and contents included in the "Fans" page of the FIGC website:**
- Weekly update of advice provided by FIGC expert** to all Italian "Fantasy Football" coaches;
- Interviews with male and female players;**
- News**, curiosities and statistics;
- Members and figures of the National Team describing** how they spent their time while home-confined during the general lockdown;
- Christmas wishes video** published on the social media profiles of the National Teams, dedicated to the FIGC fanbase

Other initiatives:

- Production of exclusive TV content**; in 2020 **232 videos** were made and published on the FIGC and Vivo Azzurro digital platforms;
- In 2020, the FIGC YouTube channel** published **122 content items**, totalling **14 million views** throughout the year.



FIGC INVESTMENT IN E-SPORTS

OBJECTIVES:

Understand and give value to this relatively **new entertainment sector**, with a **double digit growth** in terms of audience and turnover

Capitalise the potential in **economic terms and interest** for the e-sports sector

Create the **first e-Foot national teams**

Take part in e-sports project run by **FIFA and UEFA**

Get the new younger generations involved in **educational projects**

Build a vehicle capable of reaching the **generation of millennials** by increasing the opportunities for interaction, sharing and **fan engagement**

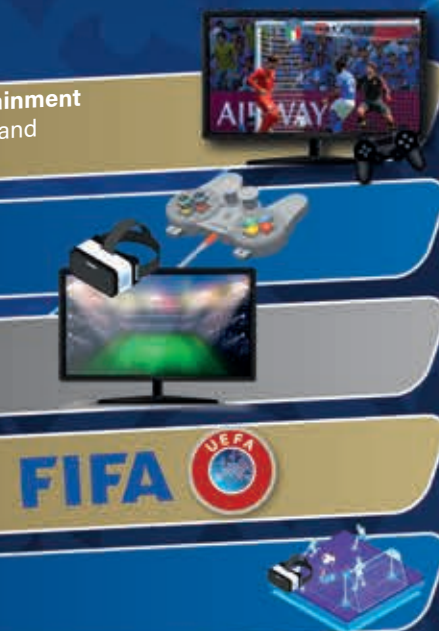
FIGC MODEL LEGACY

FIGC aims to proactively create a series of **communication and engagement opportunities for the fans community**, becoming an information and participation hub for **virtual football in Italy**.

With reference to e-sports related projects, **FIGC is now considered an absolute, global benchmark**, and FIGC representatives are often asked to **support the various projects implemented on an international level** by the major stakeholders on the stage.

HIGHLIGHTS: THE GROWTH OF ESPORTS GLOBALLY AND IN ITALY

- Most relevant dedicated studies estimate **total worldwide turnover** for e-sports at **\$ 1,084.1 million in 2021**. This figure could rise to **\$ 1,617.7 million in 2024**
- In the same period, the **worldwide audience generated** by e-sports is expected to rise from **474 to 577.2 million viewers (+21.7%)**;
- Considering top European football only, **in 2020 76% of clubs taking part in the top ten divisions in Europe started their own e-sports section**: that's 139 clubs – more than twice as many as there were in 2017;
- **60 Italian professional football clubs** have set up their own e-sports section;
- The number of **usual players in football games** is equal to about **5 million**;
- **52% of Italians aged over 18** play videogames and of **62% those play football games**;
- Main devices: **77% consoles, 26% smartphones, 40% computers, 10% tablet**
- **13.7 million** are interested in watching virtual tournaments;
- **Professional football leagues** (Lega Serie A, Lega Serie B and Lega Pro) and the National Amateurs League **have in recent years begun several types of activities in the esports business** (online tournaments and events all over the country), for which over 15,000 gamers signed up.





RESULTS ACHIEVED



- Selection programmes set up to choose the Italian Pro Evolution Soccer (PES) National Team during the 2019 European Under 21 Championship, held in Italy and San Marino in June
- The 5 Italian Host Cities (Udine, Cesena, Trieste, Reggio Emilia and Bologna) hosted travelling "Bootcamp" - trials to select the best gamers
- An on-line tournament was held for pro players, which ran alongside the European Championship finals (eEuro U21); the 12 players who qualified for the finals faced off on the giant screens in front of spectators at the stadiums.
- After the 2019 European Under 21 championship, FIGC continued its search via a series of qualifying tournaments until the final trials (held in Coverciano) led to the selection of the 4 members of FIGC's first e-sports Italian National Team: Rosario "NPK_02" Accurso, Nicola "NICALDAN" Lillo, Carmine "Naples17x" Liuzzi and Alfonso "ALFONSOGRAYFOX" Mereu
- The 18 posts published on FIGC's Facebook, Instagram and Twitter profiles during the tournament reached around 1.3 million people, with over 16,100 interactions. The two-day tournament was streamed on TimVision, The eNazionale team website and twitch, generating over 18,000 views
- In total, 708 gamers enrolled for the e-foot team trials
- This initial e-foot programme enabled FIGC to capitalise on significant commercial opportunities: TimVision and Progaming Italia became respectively title sponsor and technical sponsor of the eNazionale.
- The aim of the agreement between Tim and FIGC is to produce e-sports content for TimVision, run contests and events to introduce the eNazionale pro players to the fans expanding the e-sports userbase in Italy. The deal with Progaming Italia aims at sharing the specific technical knowledge of the world of e-sports
- The eNazionale team took part in Uefa eEURO 2020 qualifying - the first virtual European championship - and reached the final stage, before going on to win the tournament in May 2020.
- The winning goal in the final against Serbia was scored by a Neapolitan partnership - Carmine "NAPLES17X" Liuzzi playing with a Lorenzo Insigne avatar - in the 90th minute of the fourth and final match
- In May 2020 the TIMVISION PES eNazionale also took part in the eNations Friendly Cup, winning the four-team tournament which also included Finland, Luxembourg and Germany.
- As for the profile of the team, FIGC - together with Master's degree in Esports Management - has offered 3 scholarships for the second edition of MasterEsports, in order to help the sector develop increasingly skilled figures.
- In 2020, the FIFA 20 E-NATIONAL TEAM POWERED BY TIMVISION was set up, following 15 selection events (online and offline) in which 8,086 gamers took part. In the end, 2 official FIGC players were selected (PS4 and Xbox).
- In early 2021 the new TIMVISION PES21 E-NATIONAL TEAM was selected: 2,065 gamers took part in the 9 selection events, which featured over 100,000 views on Twitch for the final event of the selection (January 2021).



eNAZIONALE
TIMVISION



THE CULTURAL HERITAGE OF ITALIAN FOOTBALL: MUSEUM OF FOOTBALL FOUNDATION



CONCEPT

- CENTRE OF HISTORICAL AND CULTURAL DOCUMENTATION OF ITALIAN FOOTBALL
- SITUATED IN THE FIGC TECHNICAL CENTRE IN COVERCIANO
- PLACE WHERE FIGC PRESERVES THE HISTORY OF THE NATIONAL TEAM, FROM THE 1930S TO PRESENT DAY



6
ROOMS

227

ALBUMS OF
PRESS REVIEW
(from 1934 to 1966)



Over 300 books
training methods, football
history, applied tactics and
techniques, football medicine
and psychology



OVER
1,000

MEMENTOS
(shirts, boots, balls,
tickets, plaques, statues)

3,903
VOLUMES

ALMOST

100,000

PHOTOS



1,760

AUDIO-VIDEO ITEMS

NEW DIGITAL ARCHIVE OF THE MUSEUM OF FOOTBALL

- The excellences of the Museum collection have been made available online, allowing all football enthusiasts to access the unpublished pictures and contents.
- A painstaking process of digitalisation and cataloguing made it possible to add 863 football memorabilia items and 498 "Person" files about significant Italian football figures to the database.

FIGC MOURNS THE LOSS OF FINO FINI



In September 2020, Fino Fini, known as 'The Doctor', passed away at the age of 92. Doctor of the Junior National Team from 1958 to 1970 and doctor of the Italian senior National Team for 20 years, from 1962 to 1982, Fino Fini was inextricably linked to the FIGC Technical Centre in Coverciano, where he was in charge for almost 30 years, from 1967 to 1995, taking care of every detail, from the organisation of the facility that has hosted Italy's football gatherings to the management of the FIGC Coaching School, while also acting as Secretary of the FIGC Technical Sector over the same period. With the expansion of the Technical Centre for the 1990 World Cup, held in Italy, he came up with the idea of creating a museum that could host all the memorabilia, to remember the history of the Azzurri, from the first triumphs of the 1930s to the rebirth in the late 1960s, up to the third World Cup, won in Spain in 1982. A dream made of gifts, donated by those who lived those experiences first-hand. He certainly deserves credit, among other things, for transforming his innovative idea - the Museum - into a community made up of people united in their love of football and the National Team shirt.



MUSEUM ACTIVITIES: 2020 HIGHLIGHTS

IN
2020

the museum was closed for ten months, owing to COVID-19 restrictions.

- In April 2020, during the first general lockdown, FIGC decided to open the Coverciano Football Museum, virtually, to the public. Through the FIGC website section dedicated to the Football Museum it was possible, with just one click, to see the mementos on display at the museum from home: shirts, boots, balls and other memorabilia of the male and female stars who have written the most memorable pages of our National Teams.



MODERNISATION OF VENUES

- The museum was forced to close its doors to visitors because of health emergency restrictions, but this didn't stop technical and modernisation works, which were promptly carried out in order to ready the museum for its reopening.
- In 2020 the museum's structures and display areas were almost completely renovated: all the materials available were carefully considered and selected, then rearranged for display following new criteria.
- A new lighting system and a new floor were also installed, and the mementos were displayed differently, in order to improve the visitor's experience.



- **COURSES FOR SCHOOLS AND YOUTH FOOTBALL CLUBS** (developed prior to the health emergency)
- **CELEBRATION OF THE 20TH ANNIVERSARY OF THE MUSEUM** (OPENED ON 22 MAY 2000)
- **REPRESENTATIVES OF THE MUSEUM OF FOOTBALL FOUNDATION ATTENDING THE FIRST INTERNATIONAL WORKSHOP ORGANISED BY FIFA, ALONGSIDE REPRESENTATIVES OF FOOTBALL MUSEUMS OF OTHER FOOTBALL ASSOCIATIONS AROUND THE WORLD**
- **NEW EXHIBIT ADDED TO THE COLLECTION:** the pennant of Bosnia and Herzegovina's Football Federation, autographed by Italy coach Roberto Mancini, recalling Italy's 3-0 victory over Bosnia, in Zenica, which marked Italy's record winning streak of ten games.





11.07.2021
LONDRA, GB



4.4 ENHANCING FIGC'S BRAND IDENTITY

★★★★

In 2020, following the internalisation of the Business Area, FIGC launched a programme to enhance the value of commercial activities. The following partnerships currently in place:



FIGC'S COMMERCIAL INTERNALISATION PROGRAMME

In 2019, FIGC's governance decided to directly manage within FIGC some strategic activities that were previously assigned to an external adviser:

- Promotional and advertising rights commercialization
- Accounting
- Event setup
- Monitoring visibility and sponsorship returns
- Producing editorial content
- Event organisation.

The internalisation of FIGC's commercial area has generated...

REVENUE

€ 105
MILLION

INCOME FROM SPONSORSHIPS *



FIGC reached and exceeded the target of € 100 million (sponsorship and licensing agreements, including value-in-kind agreements, excluding technical sponsor) for the **four-year period 2019-2022**, with a near 50% increase of monetary revenue compared with the previous four-year period.

Revenues **increased by 36.6%** between 2019 and 2020, **rising from 20.5 million to 28 million Euro** (excluding income from agreements with PUMA, Legea, Net Insurance for AIA and Konami) thanks to **12 new commercial agreements** over the course of the year and the **maintenance of all FIGC sponsorships** during the health crisis, at a time when the global sponsorship market lost 37%.

* net income deriving from the agreements with the technical sponsor PUMA and Rai for audiovisual rights

+ PARTNER

42

NATIONAL AND INTERNATIONAL PARTNERS (+29 compared to the previous four-year period)

+ ACTIVITIES

BETTER KNOWLEDGE AND CONTROL OF THE MARKET, TARGETED TRAINING OF INTERNAL STAFF AND DEVELOPMENT OF SPECIAL PROJECTS WITH INCREASED PARTNER SATISFACTION

+ KNOW HOW

BUSINESS/COMMERCIAL AREA HAS GROWN FROM 7 TO 23 IN THE LAST 3 YEARS

COLLABORATIONS AND INITIATIVES



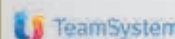
TIMVISION eNazionale crowned European champions; TV advert with the A National Team; interview with head coach Roberto Mancini and Paolo Nicolato; LAPS Foundation #Ourduty campaign



Social-media activities



TV adverts; social-media activities



Brief speeches by a member of each area of the National Team technical staff (six interviews); LAPS Foundation #Ourduty campaign



Social-media posts; display with composite logos inside supermarkets; donation for LAPS Foundation #Ourduty campaign



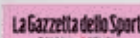
Social-media activity; "Win Italian National Team prizes" promotion; "Buy 2 packets, with 1,000 National Team balls and an Italy shirt every 90 minutes up for grabs" promotion; donation for LAPS Foundation #Ourduty campaign



Social-media activities



Visual promotion: 1 month free third-party insurance



Dedicated content



Change of the company's logo on official matchday jerseys



Social-media campaign to unveil the new Italy home kit



Support for the "local development programme", together with the Youth and School Sector



ECO-GOAL initiative together with Coripet (installation of plastic compressors at the Technical Centre in Coverciano); social-media campaign during September, October and November training camps; donation for LAPS Foundation #Ourduty campaign



"Fratelli di tavola" (Brothers at the table) promotion during slots of September, October and November matches; TV advert in last three months of 2020; support for LAPS Foundation #Ourduty campaign



FIGC social-media content: photo and video sessions on charter trains during National Team trips for home games in September 2020



TV adverts; B2B and B2C competitions; social-media campaigns; posts, stories and promotion of competitions (throughout the entire partnership period)



Danone Nations Cup in collaboration with the Youth and School Sector; B2C competitions; social-media campaigns; posts, stories and promotion of competitions (throughout the entire partnership with Actimel, HiPro and Danette)



TV adverts, radio promotion; B2B and B2C competitions; social-media campaigns; posts, stories and promotion of competitions (throughout the entire partnership period); support for LAPS Foundation #Ourduty campaign



"Magical Notes/A Historic Euros" social-media; digital content and testimonies from artists for the 50th anniversary of the "Match of the Century, Italy 4-3 Germany"; radio promotion of LAPS Foundation #Ourduty campaign



Social-media posts

PARTNERS OF THE ITALIAN REFEREES' ASSOCIATION



JERSEY SPONSOR



- Net Insurance, an insurance company listed on the Milan stock exchange, became the new **official sponsor of Italian referees** in 2019, kicking off a project that includes a long-term strategic partnership.
- In 2020 the agreement was extended to 2023, in accordance with the company's business plan.

TECHNICAL SPONSOR



- FIGC and LEGEA reached an agreement for the **technical sponsorship and official supply of sportswear** to the AIA for three years starting in the 2019-2020 season.
- Besides the matchday kit, **Legea also sponsors referees' training kit and footwear**, with a dedicated collection.
- For the opening match of the 2020-2021 season, **the refereeing teams wore the new kits** designed by the historic Italian sportswear brand.



FIGC-PUMA STRATEGIC PARTNERSHIP



ITEMS SOLD IN 2020

The new National Team **home kit** – inspired by Renaissance culture with the aim of a successful future – was unveiled in 2020.


The activities run by FIGC for the launch of the new home kit generated over **40% of the traffic** recorded on the FIGC Store (over 30% from social-media activity and around 10% from activity on the FIGC website).

20 
tweets

TWITTER

Total views:
825,980

Total interactions:
129,729

11 
posts

INSTAGRAM

Total coverage:
2,672,385

Total impressions:
3,032,674

Total likes:
591,742

11 
posts

FACEBOOK

Total reach:
1,497,739

Total impressions:
1,661,791

Total users engaged:
85,482

FIGC also supported **Puma International's advertising campaign** to launch the new kit, ensuring the technical sponsor had access to the National Team's social-media channels for **18 sponsored posts**, which generated a total of **1,726,368 impressions**.

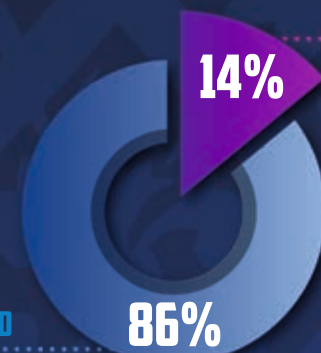


GROWTH BETWEEN 2019 AND 2020:

ITEMS +5.8%

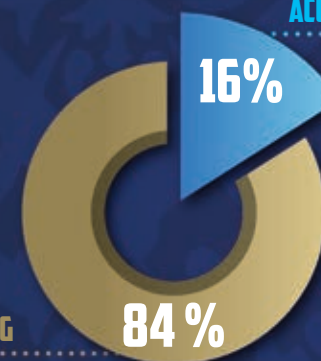
SALES +20.7%

IN ITALY



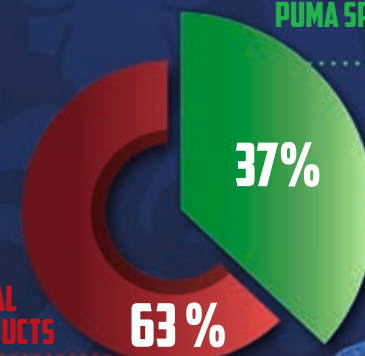
ABROAD

ACCESSORIES



CLOTHING

REPLICA PUMA SPORTS KIT



OTHER FIGC OFFICIAL PUMA PRODUCTS



MEDIA VISIBILITY BENEFITING FIGC SPONSORS

Despite the prolonged absence of sports competitions, FIGC's digital campaigns in 2020 afforded the Association's sponsors a high level of visibility:

TV air-time rose from 370 hours in 2019 to 1,140 hours in 2020, with a corresponding increase in mentions in newspapers and on the internet (for example, total contacts on the web rose from 1,904 million to 1,992 million).



The value (brand exposure) created for to the benefit of FIGC sponsors from advertising posts on FIGC's social-media channels was €4.6 million, compared with €4.4 million in 2019.



TV air-time and appearances in the press and on internet by FIGC sponsors in 2020

	TV air-time by FIGC sponsors in 2020 (HH.MM.SS) - 1,140:50:31	Press results	Internet results
Articles		249	3.536
Number of mentions		591	5.578
Total reach (contacts in millions)		412	1.992

Financial value (Q1) in 2020 from media exposure created by FIGC benefiting its sponsors and partners



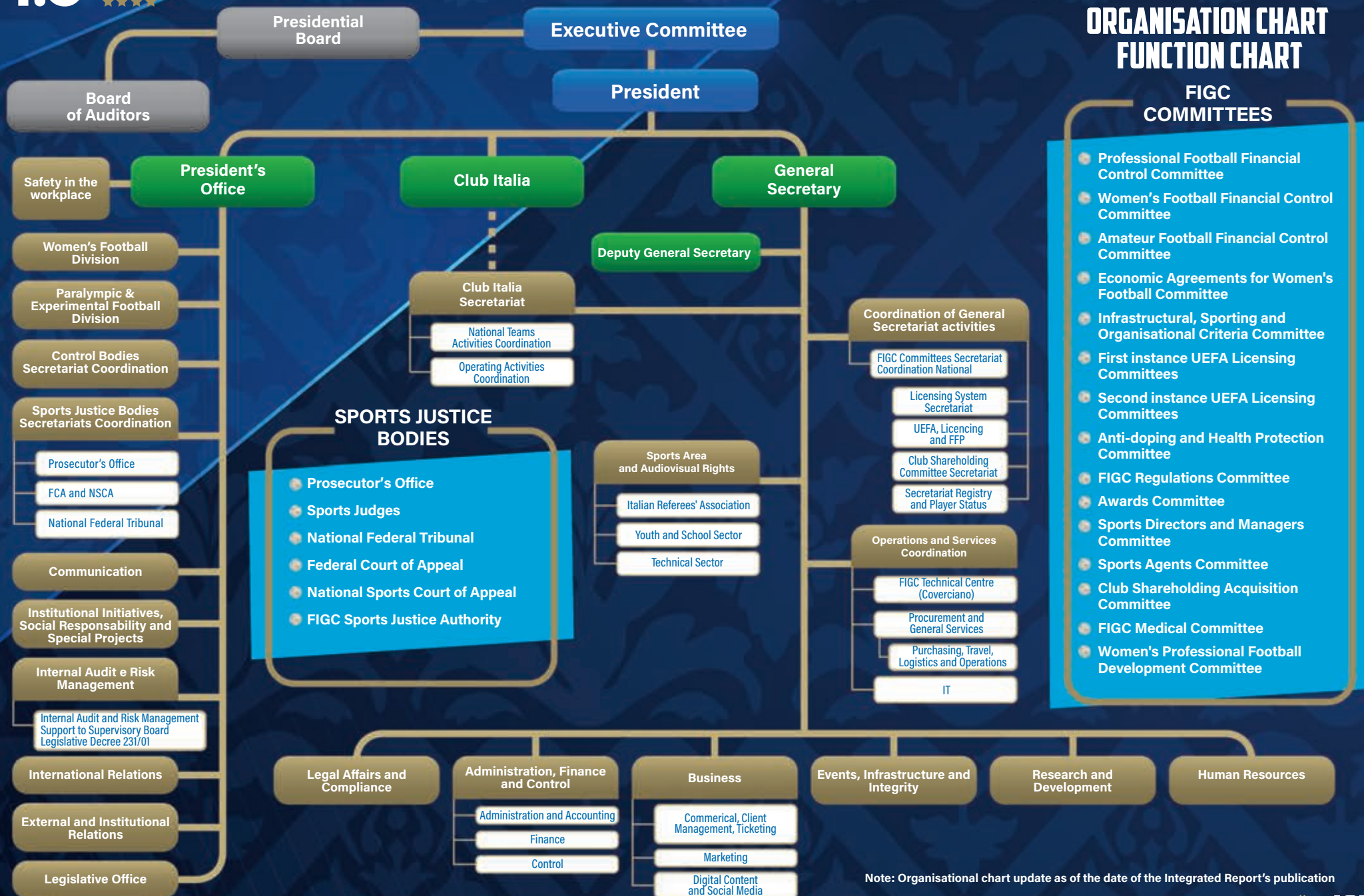
Value benefiting FIGC sponsors created by posts on FIGC social-media in 2020



Source: FIGC - Marketing, Digital Content and Audiovisual Rights on Vidierre data



4.5 EFFICIENCY AND INTERNAL ORGANISATION



Note: Organisational chart update as of the date of the Integrated Report's publication

FIGC REORGANISATION

In 2020, FIGC governance further consolidated the reorganisation of the Association's structures and bodies, making additional changes to the FIGC organisation chart and function chart.



THE RESTRUCTURING TAKES INTO ACCOUNT THE SIGNIFICANT REFORMS APPROVED BY FIGC'S LEADERSHIP:

- New structure for Club Italia and Commercial/Development Area
- Strengthening of Commercial/Development Area
- New organisational structure for sports justice bodies and supervisory bodies
- Incorporation of the Women's Football Division and Paralympic and Experimental Football Division within FIGC
- Creation of President's Office



THE NEW ADMINISTRATIVE STRUCTURE SEEKS TO ACHIEVE THE FOLLOWING GOALS:

- Provide support, according to criteria of efficiency, effectiveness and cost-effectiveness, to the processes to enhance FIGC's Human Capital
- Find new and larger economic resources
- Increase the quality of services provided
- Boost FIGC's international dimension
- Attract new world-class events
- Consolidate the medium-to-long-term investment capacity



THE REORGANIZATION PROCESS SOUGHT THE FOLLOWING OBJECTIVES:

- Strengthening the FIGC structure, including in terms of developing processes, flows and systems adopted for greater efficiency and internal management
- Rationalisation of internal processes and levels of coordination
- Internalisation of some key marketing and commercial functions
- Creation of new top-level functions to oversee strategic areas
- Development of new products and content with significant added value
- Improvement of relations with all stakeholders (internal and external to FIGC)



LEGAL AFFAIRS AND COMPLIANCE

- Legal support for various FIGC areas, especially during the pandemic
- Need to deal with and solve new problems of a legal nature regarding the management of contracts and the effect of suspending international sports events (in particular, UEFA EURO 2020).
- Support to the FIGC structure for the correct processing of personal data, with reference to applying and ensuring compliance with COVID-19 containment measures (resuming sports activity and developing mostly online promotional and institutional initiatives).



NEW PROCEDURES AND OPERATING GUIDELINES

- Operating instructions for self-booking meeting rooms at FIGC's Rome headquarters
- Organisational procedure for using and protecting IT tools and email
- Updating of relevant information sheets relating to management of the health emergency, including the implementation of the internal COVID-19 protocol and instructions for using tools and services when working from home



RISK ASSESSMENT, INTERNAL AUDITING AND SUPERVISORY BOARD

1 AUDIT CARRIED OUT IN 2020:

- Management of Health and Safety in the Workplace in relation to the COVID-19 emergency (Supervisory Board Support).

5 FOLLOW-UPS CONDUCTED BASED ON THE RESULTS OF PREVIOUS AUDITS:

- FIGC purchases for AIA (IA Intervention)
- Managing the FIGC Technical Centre in Coverciano: planning activities and management of infrastructure and facilities (IA Intervention)
- Supplying goods and services (Supervisory Board Support)
- Fulfilling safety in the workplace requirements (Supervisory Board Support)
- Managing IT systems (Supervisory Board Support)

Updating of 7 Risk Control Self Assessments (RCSA), with the aim of identifying and assessing FIGC risks with a view to defining the Audit plan:

- Paralympic and Experiment Football Division
- Women's Football Division
- IT Systems
- Human Resources
- Health and Safety in the Workplace
- Technical Sector
- Youth and School Sector

The methodology used (RCSA) tasks the management with the self-assessment process, identification of the specific activities of relevance, as well as the identification and assessment of associated risks and the controls/mitigating factors that exist or need to be implemented.

SUPERVISORY BOARD

- 8 meetings
- 3 follow-up activities: supplying goods and services, fulfilling safety in the workplace requirements and managing IT systems
- Assessment of the effectiveness of the organisation, management and control model pursuant to Legislative Decree 231/01 and compliance with it
- Initial updating of the model following the introduction of new predicate offences (tax offences, PIF directive)
- The project includes a review of IT and SSL offences, the potential risk of which was accentuated during the health emergency

MANAGEMENT CONTROL: FIGC SAFEGUARDS



FIGC has developed and equipped itself with an extensive control system (internal, administrative, accounting and finance), which has the following safeguards in place:



FIGC IS THE FIRST ITALIAN SPORTS FEDERATION TO INTRODUCE INTERNAL AUDITING



RISK ASSESSMENT



COMPLIANCE FUNCTION TO ENSURE REGULATORY CONFORMITY



ORGANISATION, MANAGEMENT AND CONTROL MODEL, PURSUANT TO LEGISLATIVE DECREE 231/2001 AND CODE OF ETHICS



SUPERVISORY BOARD



ADMINISTRATION AND ACCOUNTING REGULATION



22 OPERATING PROCEDURES AND INSTRUCTIONS:

1. Guidelines for managing FIGC procedures
2. Management of corporate obligations
3. Management of monetary and financial flows
4. Acquisition of goods and services
5. Human Resources selection
6. Use of company IT tools
7. Relations with Public Administration
8. FIGC memberships
9. Divestment of depreciable assets
10. Awarding of institutional patronage and issuing of contributions
11. Travel and expenses covered for employees
12. Allocation and use of mobile phones
13. Allocation of legal roles
14. Acquisition of goods and services for FIGC Technical Sector Courses and territorial courses
15. Acquisition of goods and services for the Youth and School Sector
16. Guideline for managing minors at National Team events
17. Brach of private data
18. Purchasing of goods and services by the AIA's regional structures
19. Flows of information for FIGC Supervisory Board
20. Operating instructions for self-booking meeting rooms at FIGC's Rome headquarters
21. Organisational procedure for using and protecting IT tools and email
22. Updating of relevant information sheets relating to management of the health emergency, including the implementation of the internal COVID-19 protocol and instructions for using tools and services when working from home



MANAGEMENT CONTROL FUNCTION, WHICH INCLUDES THE PREPARATION OF THE HALF-YEARLY SITUATION



LAUNCH OF PROCESS TO ALLOW FOR MANAGEMENT PERFORMANCE CHECKS ON A QUARTERLY BASIS (RATHER THAN ON A HALF-YEARLY BASIS). ONCE FULLY OPERATIONAL, THE CHECKS WILL BE CONDUCTED ON A MONTHLY BASIS



INTRODUCTION OF THE INTEGRATED MANAGEMENT SYSTEM (SAP ERP)



VOLUNTARY EXTERNAL AUDIT OF FINANCIAL STATEMENT, CONDUCTED BY AN INDEPENDENT THIRD-PARTY AUDIT COMPANY



PURCHASING FUNCTION, TASKED WITH ISSUING ORDERS, ACCORDING TO THE NORMS INTRODUCED BY THE PURCHASE PROCEDURE



SUPPLIER REGISTER WITH ONLINE SIGN-UP



IT PLATFORM TO CARRY OUT TENDERS, ENSURING TRACEABILITY AND PRIVACY OF OFFERS ENTERED IN THE SYSTEM



STANDARDISING SUPPLY CONDITIONS AND THE SHARING OF CONTRACTUAL CLAUSES



SAFETY IN THE WORKPLACE

In 2020, activity focused on identifying measures to fight the spread of COVID-19 among FIGC staff and collaborators. At the end of the lockdown period, the Association carried out the following main activities.

2020 HIGHLIGHTS:



INFORMATION SENT TO FIGC
EMPLOYEES REGARDING
PROCEDURES TO BE FOLLOWED TO
REDUCE THE RISKS LINKED TO THE
HEALTH CRISIS



DRAWING UP AND ADOPTION OF SPECIFIC
BEHAVIOURAL PROTOCOL



SCREENING ACTIVITIES
(SECOND HALF OF 2020)
BY CARRYING OUT, ON A VOLUNTARY BASIS:

Sierological tests
every three weeks:

AROUND 750
TESTS TAKEN

PCR both as community
screening and as part of
travel activities:

AROUND 300
PCR DONE



APPLICATION OF AN EMPLOYMENT
PLAN IN LINE WITH THE
DEVELOPMENT OF THE PANDEMIC





NEW IT, DIGITAL AND TECHNOLOGY PLATFORMS

CONCEPT

The new website, launched in October 2018, **brought together FIGC's digital resources** and created a **new multimedia and multi-channel media portal**, capable of becoming the digital reference point for Italian football, **hosting all the various content** previously available on different platforms:



The previous websites of FIGC (Institutional), the Youth and School Sector, Women's Football, the Technical Sector, the Museum of Football, Vivo Azzurro and the Calcio e-library service have been realigned and centralised in a single portal, enhanced with dedicated features, services and exclusive content.



New website: **FIGC.IT**



NEW CONTENT

- PRODUCTIONS EXCLUSIVE VIDEO AND PHOTO
- LIVE MATCH
- NEW STATS SOFTWARE FOR ALL NATIONAL TEAMS
- VIDEO STREAMING
- RESULTS AND RANKINGS

LEGACY

- INNOVATIVE IMPACT FOR ALL TARGETS AUDIENCES
- RESOLVING PREVIOUS FRAGMENTATION ON WEB

INCREASED PARTICIPATION, INVOLVEMENT AND TRAFFIC ON THE PORTAL: 2020 HIGHLIGHTS

- OVER 2 MILLION USERS
- 75% MEN AND 25% WOMEN
- 14% FROM ABROAD (MAINLY USA, GERMANY AND FRANCE)

- RESERVED AREA FOR REGISTERED USERS, WITH DEDICATED SERVICES:

TICKETING

E-COMMERCE

COMPETITIONS AND POLLS

TRAINING

PLAYER STATUS

A SINGLE, UNIFORM VISUAL COMMUNICATION LINE

EASIER ACCESS TO CONTENT

USERS AND PAGE VIEWS IN 2020

Number of views

FIGC portal users



FOOTBALL DATA INTEGRATION 360



CONCEPT

- OBJECTIVE: IMPROVE THE PERFORMANCE OF INDIVIDUAL PLAYERS OF THE DIFFERENT NATIONAL TEAMS
- A FUTURISTIC, ONE-OF-A-KIND DIGITAL PLATFORM
- DEVELOPED TO PROMOTE THE INTEGRATION AND EXCHANGE OF DATA WITHIN THE DIFFERENT AREAS OF CLUB ITALIA
- SOFTWARE TO COLLECT, SHARE AND ANALYSE DATA ON THE PERFORMANCE OF THE OVER 600 MALE AND FEMALE PLAYERS CALLED UP TO THE ITALIAN NATIONAL TEAMS
- EACH AREA OF CLUB ITALIA HELPS INTEGRATE AND UPDATE DATA ON THE PLATFORM
- EACH FIGC TECHNICAL STAFF REPRESENTATIVE CAN HAVE ACCESS TO THE "LIVE" DATA OF ALL THE PLAYERS CALLED UP TO THE NATIONAL TEAMS, DISPLAYING THE PHYSICAL AND TECHNICAL TACTICAL PARAMETERS OBSERVED IN MATCH AND IN TRAINING SESSIONS
- PARAMETERS CONSIDERED: LEVEL OF PHYSICAL AND TECHNICAL PERFORMANCE AS WELL AS THE MEDICAL, NUTRITION AND NEUROPHYSIOLOGICAL PROFILE
- BENCHMARKS OF DIFFERENT PARAMETERS TO EVALUATE THE PERFORMANCE OF MALE AND FEMALE PLAYERS
- EVALUATIONS BASED VIA STATISTICAL CORRELATIONS WITH THE POSSIBILITY OF MAKING ASSESMENTS AND PREDICTIONS
- SHARING OF DATA OF MALE AND FEMALE PLAYERS OF NATIONAL TEAMS WITH THE CLUBS, THAT WILL HAVE ACCESS TO FDI360 THROUGH A DEDICATED ACCOUNT
- THE INNOVATIVE NATURE OF FDI 360 ALLOWS NOT ONLY CLUBS BUT ALSO INDIVIDUAL PLAYERS TO HAVE ACCESS TO THEIR OWN DATA THROUGH PERSONAL ACCOUNT



FDI 360 - MAIN PERFORMANCE DATA OF MEN'S A NATIONAL TEAM RECORDED IN 2020:

11,098

AVERAGE METRES COVERED BY EACH PLAYER
(+2.4% COMPARED TO AVERAGE OF OPPOSITION NATIONAL TEAMS)

887,892

TOTAL METRES COVERED
(+2.4%)

15,491

SPRINTS
(+10.1%)

4,938

PASSES
(+115%)

123

SHOTS
(+115.8%)

61%

AVERAGE POSSESSION

NATIONAL AND INTERNATIONAL AWARDS

- IN 2019, THANKS TO FDI 360, FIGC WON THE GOLD MEDAL IN THE "INNOVATION" CATEGORY AT THE SAP NOW - SAP QUALITY AWARDS
- THE SUCCESS ALLOWED FIGC TO COMPETE WITH THE WINNERS FROM OTHER FOREIGN COUNTRIES, AND TO ULTIMATELY FINISH IN THIRD PLACE IN THE RANKING OF BEST INNOVATION PROJECTS IN EUROPE, THE MIDDLE EAST AND AFRICA

OTHER PROJECTS

Several online platforms have been introduced to aid FIGC activities with the aim of increasing efficiency and functionality of the various structures.

ONLINE PLAYER STATUS PLATFORM

An innovative and agile tool that, since the 2019-2020 season, has enabled FIGC, professional and amateur clubs to manage the filing procedures for registration applications (for certain types of registrations) in an entirely digital and dematerialised manner.

ON-LINE MANAGEMENT OF MATCH

Dematerialized management for the Women's Football Division and the Paralympic and Experimental Football Division in relation to the functions of registration to the championships, registration of athletes, technicians and executives, separate drafting of the match, referral and online sports judge

ONLINE SPORTS TRIAL

A first key step towards the digitalised management of the entire FIGC sports justice system. The various components of the sports justice bodies can use a digital, standardised exchange which ensures full, accurate visibility of the activity in progress, traceability of all the information and documents that have been filed, transparent, safe dialogue and the digital signing of documents. All stages of the sports trial are dematerialised, including all documents and obligations of the different parties, judges and secretariats. The introduction of the Online Sports Trial sees FIGC blaze a trail on the international scene (as the first Football Association in the world to undertake such a project).

INTRANET PLATFORM

(human resources), with dematerialisation of pay slips, time cards, holiday allowance and time off.

DIGITAL ARCHIVE OF MUSEUM OF FOOTBALL

Many other activities are in the process of being digitalised in 2021:

FIGC ONLINE REGISTRY

This allows the computerised management of clubs' initial membership and all subsequent files related to clubs (change of registered office, change of name, change of status and activities, change of jurisdiction, change of legal nature and merger/division). The platform allows integration with CONI's 2.0 register and connection between the online FIGC registry and the portal of the National Amateur League. The introduction of the online FIGC registry will make it possible to move on from the now extremely outdated AS 400 central computer system.

ONLINE REGISTRATION

of coaches and medical staff for the drafting and digital filing of technical membership practices and related economic arrangements

COMPUTERISED MANAGEMENT OF CHAMPIONSHIPS

in the Youth and School Sector (enrolment, registration, team sheets, online sports judge).

COMPUTERISED REPOSITORY

NEW FIGC APP PROJECT: VIRTUAL STADIUM.

An innovative communication tool which will provide the Association with new opportunities to interact with the FIGC fanbase.

"CASA AZZURRI" APP

For management of dematerialised and contactless access and activation of the in-app stadium ticket office

EXTRANET PLATFORM

For digital management of the various processes involving FIGC stakeholders

MODULES

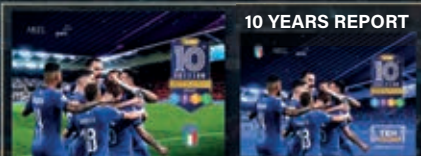
- UEFA LICENSING — CLUBS: Serie A • Serie B
- NATIONAL LICENSING — CLUBS: Serie A • Serie B • Serie C
- PLAYER STATUS — • Clubs • Professional leagues
• Women's Football Division
• Central Player Status Office
- FIGC REGISTRY — All clubs • LND Regional Committees
- SPORT AGENTS — Agents and clubs
- SUPPORTER LIAISON OFFICER — CLUBS: Serie A • Serie B • Serie C



TRANSPARENCY: FIGC PUBLICATIONS

ReportCalcio (11 editions + 10 years report)

Annual report on the main figures relating to Italian and international football



FIGC publications can be found in the "Transparency" section of the Association website, along with the Code of Ethics, budget, financial statement and Organisational, Management and Control Model pursuant Legislative decree 231/20021

Sustainability Report (3 editions covering 4 years of reporting)

Document illustrating FIGC's activities, identity and mission



Integrated Report (6 editions)

Report designed to illustrate FIGC's main strategic programmes focusing on creating value



The Income Statement of Italian Football

Analysis of the economic dimension of Italian football in general, including for the first time amateur football, FIGC and the Leagues' governing bodies, besides professional football



Management Report (6 editions)

Report designed to aid analysis, monitoring and forecasting of business performance









Integrated Report 2020 - Editorial Staff



Coordination and editing

Niccolò Donna, Guglielmo Cammino and Giuseppe Pavone

All FIGC offices took part in drawing up the Integrated Report.

The FIGC's Integrated Report, now in its sixth edition, is a structured document and rich in content, the result of a transparent reporting process started more than ten years ago. The document, recognized as one of the pillars of "corporate communication" in our economic, social, sports system, represents for our stakeholders and for fans of Italian sport a significant example to understand the importance of sport, and in particular, football for the Country.

For more information

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