



INTEGRATED REPORT

Federazione Italiana Giuoco Calcio

2019 —★★★★



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

In December 2019, FIGC's *reporting* journey received a new recognition as the 2018 Integrated Report earned a mention by FERPI (Italian Public Relations Federation) at the 55th edition of the Oscar di Bilancio (Italian Awards for Reporting), which is a gauge of the quality of corporate reporting and relations with stakeholders.

Among the 216 candidate publications, the committee highlighted the value of the FIGC Integrated Report as "one of the first by a non-profit organisation of such size and importance". FIGC is the first Italian sports organisation to receive such an eulogy, which is further proof of the quality of the Association's transparency journey over the last decade and adds to the other awards received in recent years, from the likes of *Transparency International* and *the International Integrated Reporting Council*.

With our determination and enthusiasm, we are delighted to present the new 2019 edition of the Integrated Report, which sees the Association reach a ninth consecutive year of reporting (3 editions of the Sustainability Report covering 4 years of reporting, and the first 5 editions of the Integrated Report).

The aim of this document is to describe FIGC's strategic profile and the related management model. FIGC's identity and mission are set out in the introductory chapter, the following section analyses the Italian football in figures, while the third chapter covers the capitals managed by the Association and their importance in creating value. The fourth and final chapter illustrates the main strategic programmes carried out in 2019 and their development, partly through a significant reform process. The model that inspired the new FIGC governance - elected at the General Assembly of

22 October 2018 - involves various sectors (sport, financial, value and social), aiming at restoring credibility to the Italian football system and reigniting supporters' passion for the National Team. Improving the National Teams, developing youth activity, growing women's football and enhancing coaches and match officials are among the main development programmes, along with ensuring the sustainability of the Football System, organising Major Events and enhancing the international dimension.

Programmes to strengthen FIGC's social dimension and those relating to the fight against racism and discrimination are also outlined, as well as a review of rules and regulations, investments in the cultural heritage of Italian football, stakeholder *engagement* projects and the enhancement of FIGC's internal efficiency. The creation of new digital platforms and support for development programmes for sports facilities are also included.

FIGC's transparency journey will continue in the coming years, with the aim of better representing the activities and programmes carried out during the Covid-19 health emergency, a virus that surprised all of us and that risks to reshape completely our sport. The objective will be to report the figures, the ramification and the structure of Italian football, and above all the value generated by the sport for the Country as a whole and football's increasingly central role in Italy's sustainable development in sporting, financial and social terms.

Gabriele Gravina
FIGC President

METHODOLOGICAL NOTE

OBJECTIVE OF THE REPORT

After 3 consecutive Sustainability Reports (representing 4 years of reporting) and the first 4 Integrated Reports in 2016, 2017, 2018 and 2019, 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 to the **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 2018-2019. 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 2019**.

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 a 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/federazione trasparente/disposizioni-generali/>

A JOURNEY OF IMPROVEMENT

FROM THE SUSTAINABILITY REPORT...

...COMMUNICATING FOOTBALL SOCIAL RESPONSIBILITY STRATEGIES



...TO THE INTEGRATED REPORT

...IDENTIFYING CAPITALS MANAGED AND CAPITALS AFFECTED

...REPORTING VALUE CREATED THROUGH CAPITALS







01 MISSION, GOVERNANCE AND OBJECTIVES

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





1.1

IDENTITY, MISSION AND VALUES

THE ITALIAN FOOTBALL ASSOCIATION (FIGC)

1898



YEAR
OF FOUNDATION

1905



FIFA
RECOGNITION

1954



FOUNDING MEMBER
OF UEFA

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



Italian Referees' Association (AIA), which appoints the referees and assistant referees for FIGC matches

SECTORS

Technical Sector

Youth and School Sector

Technical Sector and Youth and School Sector

THE ITALIAN FOOTBALL PYRAMID 2018-2019 HIGHLIGHTS

223

MATCHES PLAYED

18 NATIONAL
TEAMS

FIGC direct
competence

LEAGUES*

571,865

OFFICIAL MATCHES PLAYED



Organisation of the professional,
amateur and youth championships

YOUTH AND
SCHOOL SECTOR

689,905

REGISTERED YOUTH PLAYERS

Running football at
youth and school level



FIGC direct
competence

* As of the 2018-2019 season, FIGC has taken on direct responsibility for the organisation of the national top-tier Women's championships.

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 with 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), while there are other local offices, particularly those representing the Youth and School Sector for the purposes of coordinating youth activities at regional level. FIGC also manages Regional Committees, Autonomous Province Committees and Local 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



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



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



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 sports system, there are around **95,000 different sports clubs** with a total of approximately **11 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 sports activities and related promotional activities, in accordance with national and international sporting bodies. National Sports Federations can affiliate sports clubs, multisports 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.



44 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.

19

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 individual **registrations**
- 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** 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** for 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



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 years old 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.



LEAGUES: FIGC deputizes the Leagues for the organisation of the competitive activities of 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, the Dante Berretti National Championship and the Dante Berretti Super Cup. Set up in 1959, with headquarters in Via Jacopo da Diacceto 19 in Florence.

Clubs that solely register amateur players and compete in national, regional and province 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 including FIGC affiliated clubs and sports associations participating in amateur football championships.



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 their representatives to participate in FIGC's governing bodies (General Assembly, Executive Committee and Presidential Board). Furthermore, the Italian Players' Union and the Italian Coaches' Union are the biggest associations with most members among players and coaches, and are responsible for signing collective bargaining agreements:



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

• **Italian Coaches' Union (AIAC):** set up in 1966, 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.



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.



ITALIAN REFEREES' ASSOCIATION (AIA): match officials ensure the technical and sporting regularity of matches, guaranteeing the respect of the laws of the game and of the disciplinary measures in force. AIA recruits, trains, rank 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 main functions of the General Assembly include **adopting the FIGC Statute**, **awarding lifetime appointments** to FIGC Honorary Presidents and Honorary Members (on the proposal of the FIGC Executive Committee), electing the FIGC President and the President of the Board of Auditors.

PRESIDENT

The **legal representation 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 Presidents, 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 Board assists the President in preparing deeds relating to **accounting or 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 the 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

Responsible for **the institutional, administrative and economic management** of FIGC. The General Secretary is also responsible for the preparation of the budget and the financial statement, 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

Oversees the overall **economic and financial management** of FIGC and its bodies.

GOVERNANCE BODIES IN FOOTBALL ASSOCIATIONS: INTERNATIONAL BENCHMARKING

NUMBER OF DELEGATES WITH VOTING POWER IN ASSOCIATION GENERAL ASSEMBLIES

Confederation	Country	Association	Number of delegates
CONCACAF		USSF	573
UEFA		FIGC	274
UEFA		DFB	263
UEFA		FFF	216
CAF		SAFA	205
UEFA		RFEF	140
UEFA		FA	105
UEFA		SFV-ASF	101
AFC		JFA	75
CONMEBOL		FCF	70
CONMEBOL		CBF	67
CAF		FRMF	53
AFC		SAFF	47
CONMEBOL		AFA	46
AFC		AIFF	35
CONCACAF		FEDEFUTBOL	32
AFC		FFA	29

NUMBER OF DELEGATES WITH VOTING POWER IN ASSOCIATION EXECUTIVE COMMITTEE

Confederation	Country	Association	Number of delegates
CAF		SAFA	36
AFC		JFA	27
UEFA		FIGC	21
AFC		AIFF	20
UEFA		DFB	17
CAF		FRMF	17
CONCACAF		USSF	15
CONMEBOL		AFA	15
UEFA		FFF	14
UEFA		RFEF	13
AFC		SAFF	11
CONCACAF		FEDEFUTBOL	11
UEFA		FA	10
CONMEBOL		CBF	9
UEFA		SFV-ASF	7
AFC		FFA	7
CONMEBOL		FCF	7
CONCACAF		FEMEXFUT	5

PERCENTAGE VOTING POWER IN ASSOCIATION GENERAL ASSEMBLY

Association	Top-tier professional league	Other professional leagues	Top-tier professional clubs	Other professional clubs	Amateur football	State/Local associations	Women's football	Futsal and Beach Soccer	Players	Coaches	Referees	Other
			48%	33%	13%		2%	2%	2%			
			28%			55%	10%		7%			
			28%	14%		57%						
	51%				49%							
	38%	22%			19%		9%	12%				
	6%	6%			7%	50%	3%	1%	1%	1%	1%	25%
			22%	15%	63%							
	28%					53%						19%
						100%						
	12%	22%			34%				20%	10%	2%	
	1%		24%		3%	63%	1%	1%	1%			6%
	55%	36%			9%							
			30%	15%	43%		2%	4%	2%	2%	2%	
	2%		30%		57%							11%
	2%					85%		0.5%		0.5%		12%
			8%	6%	21%	14%		9%	23%	11%	8%	
	28%				72%							
	14%	12%			26%				20%			28%

ETHICAL AND PROFESSIONAL VALUES

During 2015, FIGC updated its Code of Ethics (available on "The Federation - Transparency" section of the figc.it website). This document collates the principles and rules that govern the 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.



**HEALTH AND
SAFETY IN THE
WORKPLACE**



CONFIDENTIALITY



**VALUING
CO-WORKERS/
EMPLOYEES**



**FAIRNESS AND
IMPARTIALITY**



**RESPECT
FOR PEOPLE**



**LEGALITY/
HONESTY**



**ENVIRONMENTAL
SUSTAINABILITY**



TRANSPARENCY



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.



European Committee of the Regions



Football as a vehicle for sustainable development: agreement between UEFA and the European Commission

On 28 November 2018, UEFA and the European Commission's Committee of the Regions (CoR) signed a collaboration agreement with the aim of improving access to EU sports funding as part of the #CohesionAlliance. The agreement between UEFA and the European Commission underlines the crucial contribution football makes to the attainment of the strategic goals set out in the EU's cohesion policy and the Sustainable Development Goals.





MANAGEMENT MODEL

FIGC FUNCTIONS AND OBJECTIVES

MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

RISKS AND OPPORTUNITIES

STAKEHOLDER RELATIONS

CAPITAL MANAGEMENT

FINANCIAL CAPITAL:

- Contributions (Sport e Salute and others)
- Membership fees
- Revenues from international events
- Commercial, advertising and sponsorship revenues
- Other revenues

REAL ASSETS AND NATURAL CAPITAL:

- FIGC Technical Centre (Coverciano)
- Headquarters, offices and facilities at regional level
- Consumption relating to management of Real Assets
- Effects of mobility

HUMAN CAPITAL:

- Employees, collaborators and their individual skills

INTELLECTUAL AND ORGANISATIONAL CAPITAL:

- Specialist technical know-how
- ICT systems and equipment
- FIGC brand and National Teams assets
- Organisational structure
- Rules and procedures

SOCIAL AND RELATIONSHIP CAPITAL:

- Relationships with institutions
- Relationships on a local level
- Relationships with international bodies
- Relationships between FIGC, its Bodies, teams, registered members and families

FIGC ACTIVITIES AND INITIATIVES

SPORT ACTIVITIES

FOOTBALL DEVELOPMENT ACTIVITIES

SOCIAL INCLUSION ACTIVITIES

ENHANCING FIGC'S BRAND IDENTITY

EFFICIENCY AND INTERNAL ORGANISATION

TYPES OF CAPITAL AFFECTED

• Financial, Human, Intellectual and Organisational Capital

• Financial, Real Assets and Natural, Relationship and Organisational Capital

• Social and Relationship Capital

• Financial, Intellectual and Organisational Capital

• Financial, Human, Intellectual and Organisational Capital

STRATEGIC OBJECTIVES AND RESULTS ACHIEVED

• OPTIMISED MANAGEMENT OF NATIONAL TEAMS

- STRENGTHENING OF YOUTH FOOTBALL
- ENHANCEMENT OF WOMEN'S FOOTBALL
- DEVELOPMENT OF COACHES AND MATCH OFFICIALS
- REGULATORY FRAMEWORK AND SUSTAINABILITY OF THE FOOTBALL SYSTEM
- MAJOR EVENTS AND INTERNATIONAL DIMENSION
- INVESTING IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL

• FAN ENGAGEMENT

• INVESTMENT IN SPORTS FACILITIES

• INCREASED SOCIAL COMMITMENT AND ACTIVITIES OF PARALYMPIC AND EXPERIMENTAL FOOTBALL

• EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT

• CREATION OF NEW DIGITAL PLATFORMS

VISION FOR THE FUTURE

CREATION OF VALUE OVER TIME

EXTERNAL CONTEXT

STRATEGIC OBJECTIVES AND MAIN PROJECTS

Football continues to represent a fundamental asset for Italy from a sporting, economic and social perspective. The strategy launched by FIGC will enable to further optimise the socio-economic impact of Italian football and the development of the whole movement.

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
- IMPROVING THE RESULTS AND RANKING OF NATIONAL YOUTH TEAMS
- ITALY IS A BEST PRACTICE IN BEACH SOCCER: EUROPEAN CHAMPIONS AND VICE WORLD CHAMPIONS
- CREATION OF "AZZURRI LEGENDS" NATIONAL TEAM TO INCREASE FAN ENGAGEMENT AND FUNDRAISING FOR SOCIAL PROJECTS
- GROWTH IN THE MEDIA PROFILE OF YOUTH AND WOMEN'S NATIONAL TEAMS

STRENGTHENING OF YOUTH FOOTBALL



- FIGC LOCAL DEVELOPMENT CENTRES: CENTRES OF EXCELLENCE IN TALENT DEVELOPMENT
- 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 SCHOOL PROJECT: "TUTTI IN GOAL" (ALL IN GOAL)
- ORGANISATION OF YOUTH NATIONAL CHAMPIONSHIPS AND NEW FORMATS (NATIONAL CHAMPIONSHIPS U18 AND U14)

ENHANCEMENT OF WOMEN'S FOOTBALL



- SINERGY WITH PROFESSIONAL MEN'S FOOTBALL
- GROWTH IN THE NUMBER OF FEMALE REGISTERED PLAYERS
- NEW REGULATIONS AND NEW GOVERNANCE OF WOMEN'S FOOTBALL DIVISION
- ENHANCEMENT OF THE FORMAT AND ORGANIZATION OF TOP WOMEN'S NATIONAL CHAMPIONSHIPS

- GROWTH IN THE MEDIA AND COMMERCIAL PROFILE OF WOMEN'S NATIONAL TEAM AND CHAMPIONSHIPS
- STRENGTHENING OF WOMEN'S NATIONAL TEAMS TECHNICAL AND ORGANIZATIONAL STAFF
- QUALIFICATION FOR 2019 FIFA WOMEN'S WORLD CUP (FIRST TIME IN 20 YEARS)
- 2019 FIFA WOMEN'S WORLD CUP BOOSTED THE GROWTH AND DEVELOPMENT OF WOMEN'S GAME: THE SUCCESS OF #RAGAZZEMONDIALI
- DEVELOPMENT OF YOUTH WOMEN'S FOOTBALL: DANONE NATIONS CUP, DEVELOPMENT PROGRAMME FOR U15, COMPLETION OF THE TALENT GROWTH CHAIN AND STRENGTHENING PRESENCE AT LOCAL LEVEL
- INTRODUCTION OF FREE REGISTRATION IN YOUTH WOMEN'S FOOTBALL
- SOCIAL RESPONSIBILITY PROGRAMMES AIMED AT FIGHTING VIOLENCE AGAINST WOMEN
- PATH OF DEVELOPMENT TOWARDS PROFESSIONALISM

DEVELOPMENT OF COACHES AND MATCH OFFICIALS



- TRAINING PROGRAMMES FOR MATCH OFFICIALS
- ON FIELD TECHNOLOGY: CENTRALISED VAR CONTROL ROOM IN COVERCIANO
- ACTION AGAINST VIOLENCE TOWARDS MATCH OFFICIALS
- NEW GOVERNANCE OF FIGC TECHNICAL SECTOR
- COVERCIANO AS AN INTERNATIONAL BEST PRACTICE IN COACHES EDUCATION
- ENHANCEMENT OF EDUCATIONAL PROGRAMMES FOR MATCH ANALYSIS
- NEW EDUCATIONAL PROGRAMMES FOR YOUTH SECTOR DIRECTORS
- DEVELOPMENT OF THE SCIENTIFIC OUTLOOK OF FIGC TECHNICAL SECTOR: PUBLICATION OF DEDICATED STUDIES AND RESEARCHES





REGULATORY FRAMEWORK AND 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
- REORGANIZATION OF PROFESSIONAL FOOTBALL FINANCIAL CONTROL COMMITTEE
- EDUCATIONAL COURSES FOR SPORT MANAGERS IN THE FOOTBALL INDUSTRY
- 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
- NEW REGULATIONS ON EQUITY OWNERSHIP IN CLUBS
- FIGHT AGAINST MATCH-FIXING AND DEDICATED EDUCATIONAL PROGRAMMES



EURO2020
UNDER21
CHAMPIONSHIP
ITALY 2019



MAJOR EVENTS AND INTERNATIONAL DIMENSION



- STAGING OF 2019 UEFA CONGRESS
- THE SUCCESS OF 2019 UEFA EUROPEAN UNDER 21 CHAMPIONSHIPS
- UEFA EURO 2020 AND OPENING CEREMONY
- 2021-2022 UEFA WOMEN'S CHAMPIONS LEAGUE FINAL
- 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 GOVERNEMENT FOR THE DEVELOPMENT OF FOOTBALL IN CHINA
- FOOTBALL AS PART OF MADE IN ITALY: PARTICIPATION OF FIGC AT EXPO DUBAI 2020





INCREASED SOCIAL COMMITMENT 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 CENTRES (WINNER OF UEFA'S EQUAL GAME AWARD)
- REALIZATION OF THE NEW SOCIAL RESPONSIBILITY PROGRAMME
- LONG-LASTING COLLABORATION WITH BAMBINO GESU'S CHILDREN HOSPITAL
- "FREED BY FOOTBALL", PROJECT DEVELOPED WITH THE TRIBUNAL FOR MINORS OF REGGIO CALABRIA
- SPECIAL TEAM ONLUS SUPPORTED BY AZZURRI LEGENDS ACTIVITIES
- FOOTBALL AND EXPERIMENTAL FOOTBALL DIVISION WITHIN FIGC AND ORGANIZATION OF "QUARTA CATEGORIA", ADDRESSED TO PERSONS WITH INTELLECTUAL-RELATIONAL DISABILITIES



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

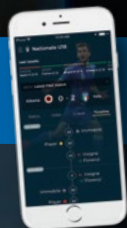


EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT



- REORGANIZATION AND STREAMLINING OF FIGC STRUCTURE
- REORGANIZATION OF SPORTS JUSTICE
- STAKEHOLDER ENGAGEMENT: 6 WORKING GROUPS FOCUSING ON SPORTS 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 PUBLICATION OF THE INTEGRATED REPORT, REPORTCALCIO AND MANAGEMENT REPORT
- NEW BUSINESS DEVELOPMENT STRATEGY: INTERNATIONALIZATION OF KEY FUNCTIONS, STRATEGIC MARKETING AND DIGITAL CONTENTS
- INCREASE IN THE NUMBER OF COMMERCIAL PARTNERS
- DEDICATED SPONSORSHIP FORMATS FOR WOMEN'S NATIONAL CHAMPIONSHIPS, WOMEN'S A NATIONAL TEAM, E-FOOT NATIONAL TEAM AND ITALIAN REFEREES' ASSOCIATION
- LAUNCH OF THE "GREEN JERSEY" IN COLLABORATION WITH PUMA
- NEW COORDINATED BRAND IDENTITY





CREATION OF NEW DIGITAL PLATFORMS

- FIGC DIGITALISATION PROGRAMME
- FOOTBALL DATA INTEGRATION 360 PLATFORMS TO CREATE AN INTERACTIVE DATABASE FOR CLUB ITALIA
- ON-LINE FIGC REGISTRATION SERVICE
- NEW EXTRANET PLATFORM AVAILABLE TO ALL THE STAKEHOLDERS IN THE FOOTBALL INDUSTRY



INVESTMENT IN SPORTS FACILITIES



- SECURING, RENOVATION, EFFICIENCY AND INNOVATION OF THE FEDERAL TECHNICAL CENTRE OF COVERCIANO
- OTHER INTERVENTION 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
- COMPUTERISED MANAGEMENT OF FIGC STOCK
- CREATION OF A NEW FEDERAL ACADEMY IN ROME (SALARIA SPORT VILLAGE)
- ENVIRONMENTAL SUSTAINABILITY OF SPORT FACILITIES: "LIFE TACKLE" PROJECT

FAN ENGAGEMENT

- INVESTMENT IN E-SPORTS: THE NEW "E-FOOT NATIONAL TEAM" (2020 EUROPEAN CHAMPIONS)
- OPEN DAY FEDERAL TECHNICAL CENTRE
- SOCIAL MEDIA AND VIVO AZZURRO COMMUNICATION PLAN
- NEW DIGITAL CONTENTS: THE LAUNCH OF "FIGC CHANNEL", IN COLLABORATION WITH TIMVISION
- NEW CRM PROGRAMME
- DEVELOPMENT OF FIGC APP AND VIRTUAL STADIUM





1.5

NATIONAL TEAMS HONOURS

26 TROPHIES

WON BY ITALIAN NATIONAL
TEAMS IN ALL COMPETITIONS

4 WORLD CUPS

WON BY THE MEN'S A
NATIONAL TEAM

15 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)







0.2 FIGC AND ITALIAN FOOTBALL IN FIGURES

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



2.1 SPORT DIMENSION

ORGANISED AND STRUCTURED ACTIVITY: FIGC FIGURES

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	VAR 2009-2019
CLUBS	14,690	14,653	14,451	13,908	13,652	13,491	13,120	12,795	12,449	12,127	-2.1%
Professionals	132	127	119	111	111	102	96	102	99	95	-3.6%
Amateurs	11,642	11,469	11,260	10,702	10,316	10,071	9,746	9,446	9,273	9,077	-2.7%
Youth and School Sector	2,916	3,057	3,072	3,095	3,225	3,318	3,278	3,247	3,077	2,955	+0.1%
TEAMS	69,908	71,689	70,329	60,210	62,295	61,435	59,535	66,165	66,492	64,827	-0.8%
Professionals	484	470	455	475	468	418	389	526	467	455	-0.7%
Amateurs	17,157	17,020	16,570	15,658	15,521	15,064	14,485	14,174	13,954	13,593	-2.6%
Youth and School Sector	52,267	54,199	53,304	44,077	46,306	45,953	44,661	51,465	52,071	50,779	-0.3%
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	-0.5%
Professional activity	14,476	14,477	13,894	12,907	13,062	12,211	11,586	12,319	12,125	12,341	-1.8%
Professionals	3,517	3,329	3,240	2,951	2,930	2,806	2,678	2,839	2,899	2,928	-2.0%
Young professionals	10,959	11,148	10,654	9,956	10,132	9,405	8,908	9,480	9,226	9,413	-1.7%
Amateur activity	474,493	466,371	444,653	415,338	393,718	388,954	377,153	370,540	365,034	360,546	-3.0%
Youth and School Sector	619,510	670,589	658,900	670,205	666,506	698,290	673,555	673,965	680,531	689,905	+1.2%
FIGC TECHNICAL STAFF	23,857	24,060	22,057	22,137	23,474	24,706	24,757	26,524	28,880	31,031	+3.0%
Coaches	22,310	22,476	20,445	20,510	21,792	22,921	22,964	24,483	26,662	28,608	+2.8%
Athletic trainers	263	244	289	327	340	368	385	454	497	583	+9.2%
Doctors	577	627	573	579	543	566	516	566	585	652	+1.4%
Health professionals	707	713	750	721	799	851	892	1,021	1,136	1,188	+5.9%
REFEREES	33,040	34,728	34,267	34,409	34,381	34,765	33,674	32,290	31,812	31,534	-0.5%
National Technical Bodies	1,978	1,899	1,918	1,874	1,870	1,888	1,883	1,913	1,859	1,844	-0.8%
Local Technical Bodies	31,062	32,829	32,349	32,535	32,511	32,877	31,791	30,377	29,953	29,690	-0.5%
CLUB OFFICIALS	108,732	132,163	185,396	207,410	240,996	235,676	233,141	241,111	237,611	237,338	+9.1%
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	+0.7%

FOOTBALL PRACTICE IN ITALY



4.6 MILLION
ITALIANS
PLAY FOOTBALL



23%
OF ALL ITALIANS
WHO PLAY SPORT



33.6%
FOOTBALL IS THE MOST
PRACTISED SPORT
AMONG UNDER 35s

FIGC REGISTERED MEMBERS 2018-2019

COACHES

31,031



PLAYERS

1,062,792



REFEREES

31,534



CLUB OFFICIALS

237,338



TOTAL REGISTERED MEMBERS IN 2018-2019: 1,362,695



CLUBS
12,127



TEAMS
64,827

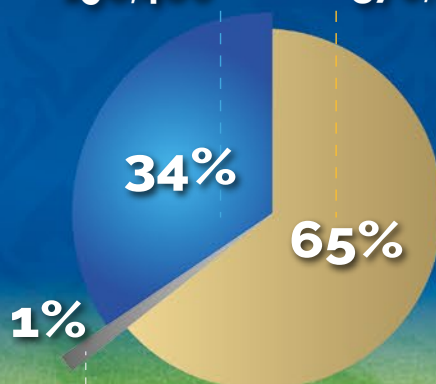


APPROVED FOOTBALL PITCHES
14,008

OFFICIAL MATCHES 2018-2019

AMATEUR FOOTBALL
198,486

YOUTH ACTIVITY
370,087



1%

PROFESSIONAL FOOTBALL
3,292

571,865
OFFICIAL MATCHES
(ALMOST 1,600 A DAY)

YOUTH ACTIVITY

839,888

UNDER 20 PLAYERS



20.4%

INCIDENCE RELATED TO THE NUMBER OF MALE REGISTERED PLAYERS COMPARED WITH THE ITALIAN POPULATION (5-16 YEARS OLD)



43,289

REGISTERED PLAYERS IN THE YOUTH AND SCHOOL SECTOR WHO WERE BORN ABROAD



+37.3% COMPARED WITH 2009-2010

CONSIDERING ALL 44 NATIONAL SPORTS FEDERATIONS AFFILIATED TO CONI, FIGC MAKES UP

24%

OF REGISTERED ATHLETES



22%

OF SPORTS CLUBS



THE FIGURES OF THE ITALIAN FOOTBALL SYSTEM IN 2018-2019 - DIVIDED BY REGION



19

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



ABRUZZO

31,219	3,217	1,075	6,480
464	1,947	15,392	280

BASILICATA

9,871	1,314	398	1,956
198	467	4,761	309

CALABRIA

28,899	3,236	1,394	5,945
576	1,520	12,665	272

CAMPANIA

59,666	6,713	2,822	10,688
1,271	3,164	22,971	390

EMILIA ROMAGNA

88,372	7,661	2,305	18,946
838	5,052	40,530	1,368

FRIULI VENEZIA GIULIA

28,026	3,306	845	7,952
300	1,703	13,133	450

LAZIO

96,955	8,882	3,019	18,740
1,130	5,904	58,263	1,538

LIGURIA

23,710	3,851	973	5,803
279	2,036	16,127	144

LOMBARDIA

187,023	11,642	4,086	45,331
1,498	10,678	99,460	2,602

MARCHE

43,659	4,090	1,101	10,788
568	2,570	25,188	644

MOLISE

6,755	889	395	1,210
126	348	3,540	133

PIEMONTE/VALLE D'AOSTA

77,190	6,814	2,102	18,467
687	4,626	37,036	719

PUGLIA

46,187	5,040	1,813	7,673
609	2,887	20,581	230

SARDEGNA

39,568	4,058	958	8,075
480	2,063	11,362	254

SICILIA

48,645	5,576	2,056	8,439
835	3,148	22,699	1,018

TOSCANA

86,330	9,049	2,270	23,363
775	5,806	66,278	914

TRENTINO ALTO ADIGE

26,261	2,704	600	5,718
292	1,458	13,068	395

UMBRIA

23,150	2,857	887	4,868
261	1,693	15,704	450

VENETO

111,306	8,622	2,435	26,896
940	6,928	60,373	1,898





2.2

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 CREATED BY THIS SPORT, FIGC HAS LAUNCHED A RESEARCH PROGRAMME WITH UEFA WITH THE AIM OF ANALYSING THE "SOCIAL RETURN ON INVESTMENT"



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

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



Estimating the socio-economic impact of **INVESTMENT IN GRASSROOTS FOOTBALL**

A potential additional ANNUAL INVESTMENT equal to

€ 0.555m

could lead to an INCREASE of

+26,570

NEW REGISTERED ATHLETES



REGISTERED PLAYERS WITH FIGC IN 2018-2019:

1,062,792

SOCIO-ECONOMIC IMPACT

€ 3.1 BILLION

+3% compared with 2017-2018



ECONOMY
€ 726.5m

HEALTH
€ 1,247.6m

SOCIAL
€ 1,129.3m



FOOTBALL PERFORMANCE

ITALY is currently ranked in the TOP 10 of all UEFA's rankings

	2018-2019	2017-2018	VAR%
Facility economic value	€ 140.9m	€ 135.5m	+4.0%
Participation spending value	€ 585.5m	€ 606.6m	-3.5%
Employment creation	> 99,000	> 98,000	+1.0%
ECONOMY	€ 726.5m	€ 742.1m	-2.1%
Health savings	€ 127.9m	€ 82.2m	+55.6%
Subjective wellbeing	€ 1,166.9m	€ 1,175.4m	-0.7%
Estimated cost of injury	- € 47.2m	- € 42.1m	+12.1%
HEALTH	€ 1,247.6m	€ 1,215.5m	+2.6%
Crime reduction	€ 0.54m	€ 0.37m	+45.9%
NEET (Not in employment, education or training)	€ 179.3m	€ 182.5m	-1.8%
Improved education	€ 65.8m	€ 55.9m	+17.7%
Volunteering	€ 883.7m	€ 812.7m	+8.7%
SOCIAL	€ 1,129.3m	€ 1,051.5m	+7.4%



ECONOMY
€ 14.8m



HEALTH
€ 31.2m



SOCIAL
€ 27.7m



TOTAL SOCIO-ECONOMIC IMPACT
€ 3.1bn + € 73.7m

€ 3.17 BILLION



2.3

TAX AND SOCIAL SECURITY CONTRIBUTION

COMPARISON OF TAX AND SOCIAL SECURITY CONTRIBUTION OF PROFESSIONAL FOOTBALL



IN 2017,
THE TOTAL CONTRIBUTION
WAS NEARLY
€ 1.3 BILLION,
UP 7.4% SINCE 2016
AND UP 47% SINCE 2006



In the last 12 years, tax and social security contribution from professional football in Italy amounted to

€ 12.6 BILLION



In the same period, the Italian National Olympic Committee (CONI) contribution to FIGC was equal to

€ 782.8 MILLION



PER EACH EURO "INVESTED" IN FOOTBALL BY THE ITALIAN GOVERNMENT, the State received a return in terms of tax and social security contribution equal to

€ 16.1

Compared to the total of companies operating in the Italian sports industry (ranking ATECO 93.1, including those carrying out mainly the activities of a sport club and the management of sports facilities, for a total of around 50,000 companies and bodies), 99 professional football clubs weighted in 2017 for:

- **60.9%** of VAT contribution
- **24.4%** of IRES contribution
- **62.5%** of IRAP contribution
- **82.4%** of IRPEF contribution
- **63.6%** of tax contributions from employed and self-employed work



71.5% of the total tax contribution, higher compared with 69.8% in 2016 and 67.7% in 2018

TOTAL CONTRIBUTION DIVIDED BY CHAMPIONSHIP



In 2017, the number of employees with an income exceeding €200,000 was 1,066, the highest figure in the last 12 years.

11,223 TAX PAYERS
(HIGHEST SINCE 2009)

TOTAL CONTRIBUTION DIVIDED BY TYPE OF TAX



€ 1,532m

(+5.5% COMPARED WITH 2016)
TOTAL EMPLOYEE INCOME



In 2018-2019, Italian football PRODUCED AN ESTIMATED VALUE OF PRODUCTION OF APPROXIMATELY € 5 BILLION, based on the aggregate revenues of FIGC, Leagues, professional, amateur and youth championships

VALUE OF PRODUCTION Serie A, B and Serie C



VALUE OF PRODUCTION OF FIGC Leagues, amateur and youth championships



DIRECT TURNOVER of Football System

€ 5,0 BILLION
(12% of world football GDP)

BROADCASTING RIGHTS
€ 1.4 BILLION

SPONSORSHIPS AND COMMERCIAL
€ 1.3 BILLION

PROFIT ON DISPOSAL OF PLAYERS
€ 0.8 BILLION

GATE RECEIPTS
€ 0.4 BILLION

OTHER REVENUES
€ 1.1 BILLION

Football System sustains

AN AGGREGATE COST OF PRODUCTION OF AROUND € 5.2 BILLION,
with a significant weight of costs in professional football (wages and amortizations)

COST OF PRODUCTION Serie A, B and Serie C



COST OF PRODUCTION OF FIGC Leagues, amateur and youth championships



COST OF PRODUCTION of Football System

€ 5.2 BILLION

WEIGHT OF COSTS IN PROFESSIONAL FOOTBALL

EMPLOYEE COSTS
€ 2,053 MILLION (50%)

AMORTIZATIONS AND DEPRECIATIONS
€ 934 MILLION (23%)

SERVICE AND LEASE COSTS
€ 655 MILLION (16%)

OTHER COSTS
€ 434 MILLION (11%)

INDIRECT AND RELATED ECONOMIC IMPACT



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



COMMUNICATION
AND SOCIAL MEDIA



GAMING
AND E-SPORTS



TRANSPORTATION



SPORTS
FACILITIES



FOOD & BEVERAGE



SPORTS MEDICINE AND
PHARMACEUTICALS



TOURISM AND
ACCOMMODATION



CULTURE
AND EDUCATION



SPORTS
CLOTHING



CONSUMPTION
AND SERVICES



TV AND
ADVERTISING



SPORTS
BETTING

In early 2020 (before the COVID-19 pandemic), FIGC worked with Openeconomics - a market leader in the field of economic impact research - to develop a study into the direct, indirect and related effects of the Football System on the domestic economy:

- The analysis was drawn up with the contribution of high-profile experts in the field of economic impact in Italy and abroad.
- The study, in a scenario before the global health crisis, confirms the significant potential of football to act as an economic driver in normal circumstances.
- Before the disruption caused by the COVID-19 pandemic, in 2020 - given the significant increase in direct spending since 2016 (from € 3 billion to € 5 billion) - the industry would have contributed for 0.58% to national GDP, the equivalent of over €10 billion, up by around € 2.5 billion since 2006 (a 35.2% increase)
- Taking into account all direct, indirect and related effects, it is estimated that the Football System is one of the ten biggest Italian industries

	2016	2020 (before COVID-19)	Var %
Direct expenditure	€ 3,050m	€ 5,050m	+65.6%
Impact on GDP	€ 7,445m	€ 10,066m	+35.2%
% Impact on GDP	0.51%	0.58%	+7bp
Production activated	€ 14,801m	€ 19,559m	+32.1%
Taxes generated	€ 1,742m	€ 3,130m	+79.7%
Income for families	€ 8,983m	€ 10,571m	+17.7%
Employment activated	89,821	121,737	+35.5%



EMPLOYMENT

The football industry directly involves more than:



235,000
VOLUNTEERS



40,000
PAID RESOURCES



92% SPORTS
PROFESSIONALS
IN ITALY WORK IN FOOTBALL



TV AUDIENCE



TV AUDIENCE FOR TOP LEVEL
ITALIAN FOOTBALL IN 2018-2019

513.4 MILLION



Global audience in 2019:
2.3 BILLION



TICKETING

39 MILLION
TICKETS SOLD IN 2018-2019



SOCIAL MEDIA



215.5 MILLION
FANS AND FOLLOWERS
ON SOCIAL MEDIA
(PROFESSIONAL CLUBS AND FIGC)



NEARLY 1 BILLION
VIDEO VIEWS ON YOUTUBE
(PROFESSIONAL CLUBS AND FIGC)

Fans and followers on social media - comparison with other sectors industries in Italy (data up to date as of 07/09/2020)

TOP 3 FOOTBALL CLUBS



171.6m

FASHION INDUSTRY



137.7m

AUTOMOTIVE INDUSTRY



87.8m

TOP 5 ITALIANS FOR SOCIAL MEDIA FOLLOWERS



VALENTINO ROSSI
27.9m | **1**



ANDREA PIRLO
19.1m | **4**



CHIARA FERRAGNI
22.6m | **2**



GIGI BUFFON
18.0m | **5**



MARIO BALOTELLI
22.2m | **3**



FANS AND FOLLOWERS: GLOBAL TOP 3



Juventus player
CRISTIANO RONALDO has
MOST FOLLOWERS IN THE WORLD

CRISTIANO RONALDO
448.3m | **1**



JUSTIN BIEBER
335.2m | **2**



SELENA GOMEZ
315.7m | **3**

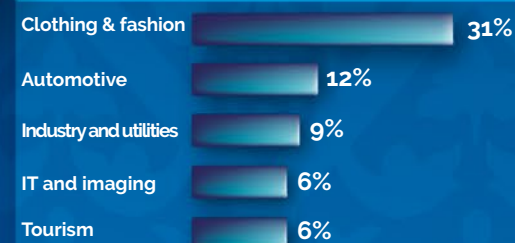
COMMERCIAL DIMENSION

FIGC and professional football - aggregated data

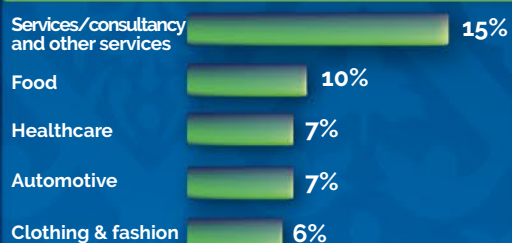
NEARLY 5,000 SPONSORSHIP DEALS

Main industries

BY INVESTMENT (%)



BY NUMBER OF SPONSORS



3% OF DEALS ARE WITH FOREIGN COMPANIES

MAIN COUNTRIES



UNITED STATES:
43 DEALS



NETHERLANDS:
21 DEALS



FRANCE:
18 DEALS



GERMANY AND JAPAN:
18 DEALS



RELEVANCE IN THE ITALIAN ENTERTAINMENT INDUSTRY



35% INCIDENCE OF FOOTBALL ON THE TURNOVER
GENERATED BY THE ITALIAN ENTERTAINMENT



CINEMA
10%



THEATRE
7%



81% INCIDENCE OF FOOTBALL ON THE RECORDED
TURNOVER GENERATED BY ITALIAN SPORTS



IMPACT IN THE GAMING INDUSTRY

- ACROSS ALL PLATFORMS, THE BESTSELLING VIDEOGAME IN 2019 WAS ABOUT FOOTBALL (THERE ARE 2 FOOTBALL GAMES IN THE TOP 4)
- 2 FOOTBALL VIDEOGAMES IN THE TOP 4 BESTSELLING GAMES FOR CONSOLES
- 2 FOOTBALL VIDEOGAMES IN THE TOP 7 BESTSELLING GAMES FOR LAPTOP
- THE SECOND MOST-DOWNLOADED PAID APP IN ITALY IS A FOOTBALL GAME
- THE MOST POPULAR VIDEOGAME IN THE WORLD OF ESPORTS IS A FOOTBALL GAME



BETTING ON FOOTBALL

COLLECTION GENERATED IN ITALY IN 2019:

€ 10.4 BILLION

NEARLY 5 TIMES HIGHER
THAN THE FIGURE IN 2006

INCIDENCE ON TOTAL
REVENUE FROM
SPORTS BETTING:

73%

Revenue from sports betting and tax contribution in 2019 - sports with highest revenues

SPORT	Physical collection	Online collection	Total collection	Tax contribution
FOOTBALL	€ 3,398.2m	€ 6,971.1m	€10,369.3m	€ 248.5m
TENNIS	€ 831.2m	€ 1,528.7m	€ 2,359.9m	€ 60.6m
BASKETBALL	€ 324.4m	€ 538.4m	€ 862.8m	€ 23.6m

THE TOP 50 SPORTING EVENTS THAT GENERATED THE HIGHEST
BETTING COLLECTION ARE ALL FOOTBALL MATCHES



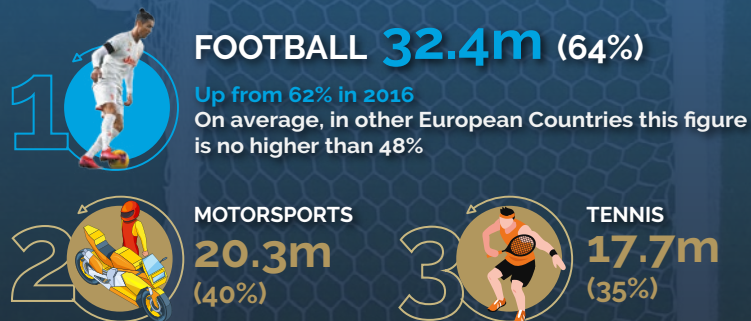
ESTIMATED GLOBAL COLLECTION
FOR SERIE A:

€ 32.7 BILLION



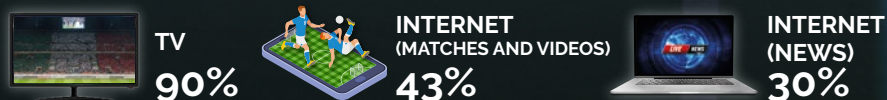
INTEREST GENERATED, PARTICIPATION AND INSIGHTS ON THE FANBASE OF ITALIAN FOOTBALL

TOP 3 MOST POPULAR SPORTS IN 2019 AMONG ITALIANS OVER 18

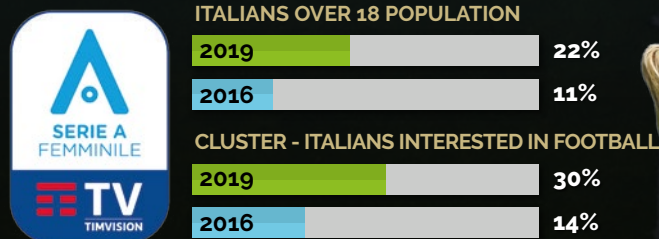


- Around 2 out of 3 Italians declare they are interested in football, for a total of 32.4 million
- Football is of interest to 78% of men (a total of 19 million) and 51% of women (13.4 million), with no other sport in the Top 5 beyond 31% in terms of female interest
- Football is mostly followed in the South/Islands area (68%), followed by Central Italy (65%), the North-West (63%) and the North-East (56%)
- 35% of men and 21% of women regularly watch football on TV
- 32% of men and 16% of women regularly attend Italian stadiums

MAIN FOOTBALL FRUITION MODALITIES



FOOTBALL COMPETITION WITH THE HIGHEST INCREASE IN INTEREST BETWEEN 2016 AND 2019: WOMEN'S SERIE A



SPORTS ACTIVITIES - MAIN DISCIPLINES IN 2019

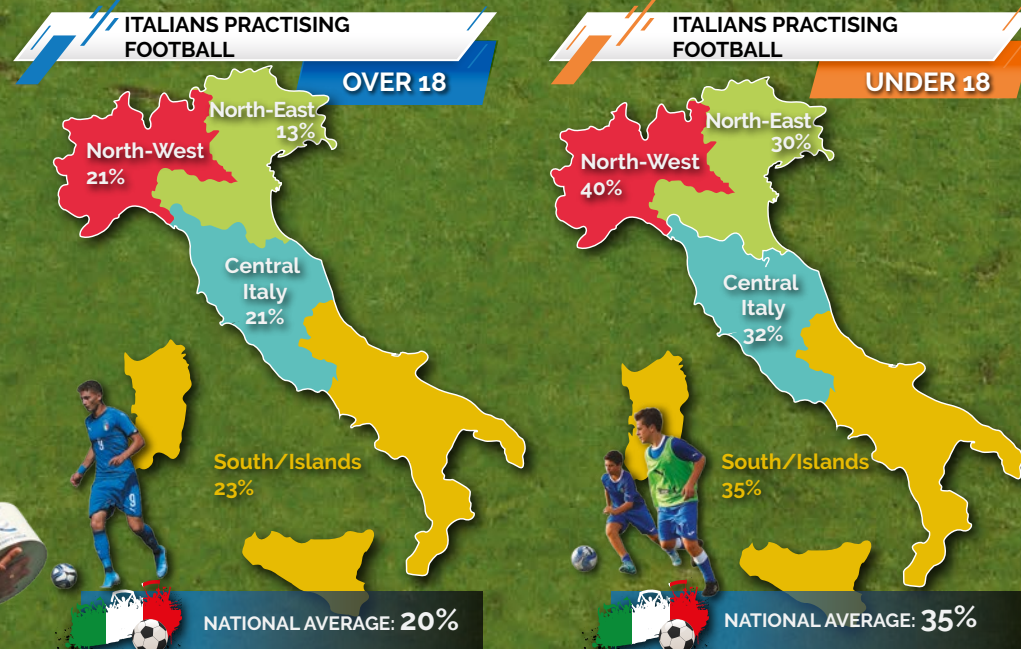
OVER 18



UNDER 18

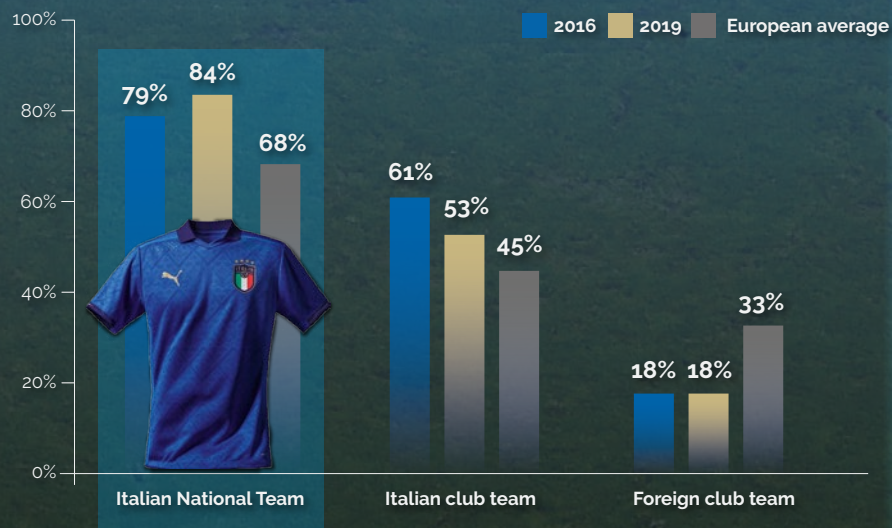


ITALIANS PRACTISING FOOTBALL - divided by geographical area

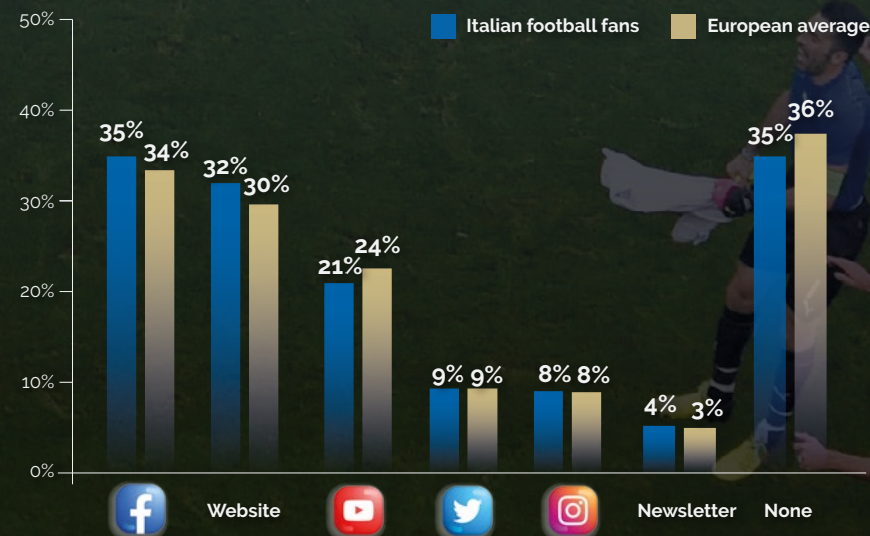


THE IMAGE OF THE NATIONAL TEAMS AND FIGC

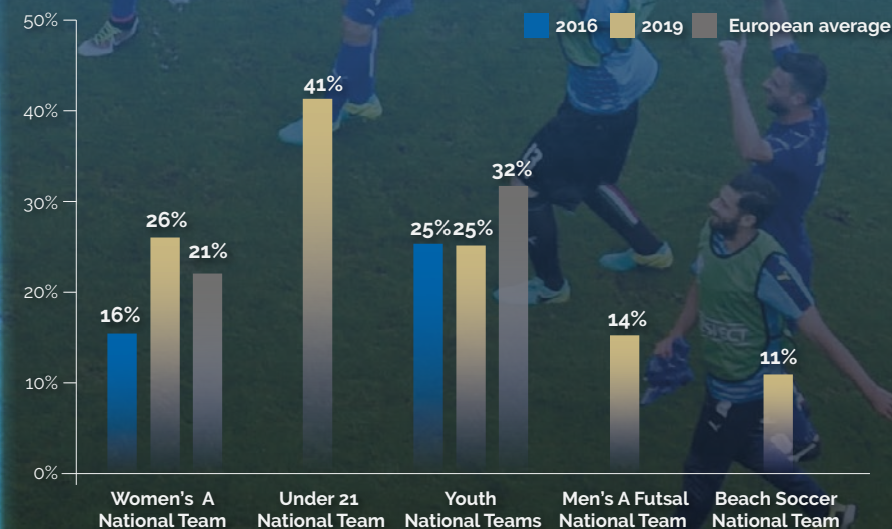
ITALIAN FOOTBALL FANS - INTEREST IN THE ITALIAN NATIONAL TEAM AND CLUB TEAMS



ITALIAN FOOTBALL FANS - USE OF OFFICIAL FIGC DIGITAL CHANNELS



ITALIAN FOOTBALL FANS - INTEREST IN THE OTHER ITALIAN NATIONAL TEAMS



Note: No data is available for the European average and 2016 figures for the U21, Men's Futsal or Beach Soccer National Teams

Italians continue to be hugely passionate about the National Team, with the percentage of Italian football fans interested in the National Team reaching 84% in 2019 (up from 79% in 2016)

37% of football fans have seen at least 2 Italian National Team matches at the stadium, while 9% have more than 11 times.

Support for the Italian National Team is not just limited to Italians. 38% of foreigners living in Italy say that they identify with the National Team and regularly watch National Team matches

Interest in the Women's National Team is continuing to grow too, having increased from 16% in 2016 to 26% in 2019

56% of respondents say they have a positive image of FIGC, up from 26% in 2016. Among FIGC's registered members, the approval rises to 72%

Nearly 80% of respondents has given a positive feedback on the stadium experience at National Team matches

15% of fans have bought an official National Team jersey



0.3 CAPITAL MANAGEMENT

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





3.1

FINANCIAL CAPITAL

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

SUMMARY OF BALANCE SHEET (€000)

	2018	2019
Intangible Fixed Assets	4,620	4,419
Tangible Fixed Assets	1,039	999
Long-term Financial Assets	37,605	37,620
Total Fixed Assets	43,265	43,037
Receivables*	147,583	139,127
Cash and other liquid assets	94,047	99,574
Current assets	241,630	238,701
Accrued Income and Pre-Paid Expenses	1,835	2,931
TOTAL ASSETS	286,730	284,669
Equity	53,136	54,971
Provisions for Contingent Liabilities	39,012	37,972
Bounded funds	2,907	422
Employees' Leaving Indemnity	4,472	4,585
Payables	169,647	164,346
Accrued Liabilities and Deferred Income	17,556	22,373
TOTAL LIABILITIES	286,730	284,669

SUMMARY PROFIT AND LOSS ACCOUNT (€000)

	2018	2019
Contributions, membership fees, revenues	160.433	174.029
Operating Revenues	160,433	174,029
Olympic Training/National Teams	33,257	39,532
Match officials	44,751	45,193
Organisation of International Sports Events	772	5,785
Org. of National Sports Events (excl. National Teams)	3,880	4,305
International bodies	0	0
Training, Research and Documentation	6,683	7,008
Sports Promotion	7,356	7,633
Sports Activity Related Transfers	4,806	5,805
Sports Facility Management	62	79
Cost of Sports Activities	101,567	115,340
Labour Costs	18,062	18,640
Overheads	17,981	18,024
Functioning Costs	36,043	36,663
Depreciation and Amortisation	9,236	9,616
Other Operating Expenses	1,430	1,573
Operating Costs	148,276	163,192
Financial Income/Charges	118	248
Pre-Tax Result	12,275	11,085
Taxes and Dues	10,437	9,250
Net Result	1,838	1,835

* 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 financial statement 2019 (again certified by an auditing company on a voluntary basis) presents a **positive net result for the year of € 1.8 million**.



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

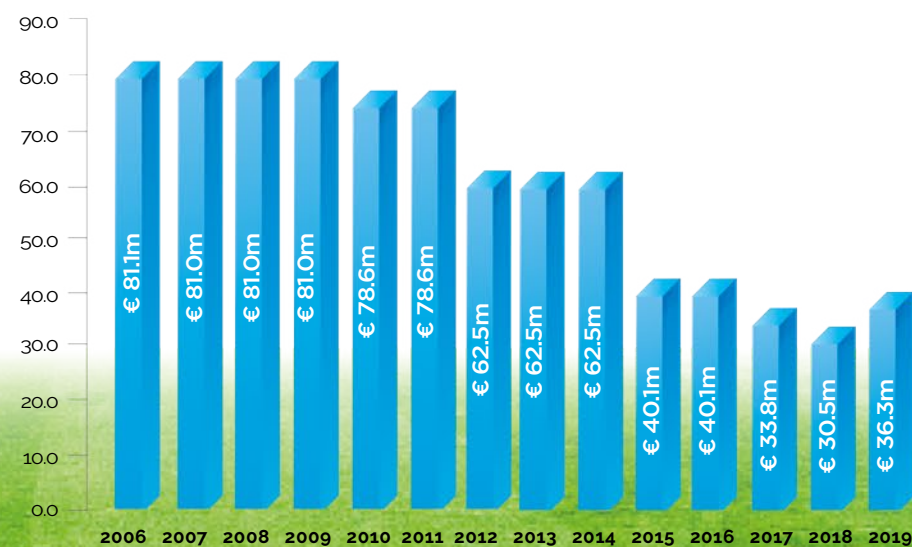
2019 FIGC FINANCIAL STATEMENT: ANALYSIS OF RESULTS



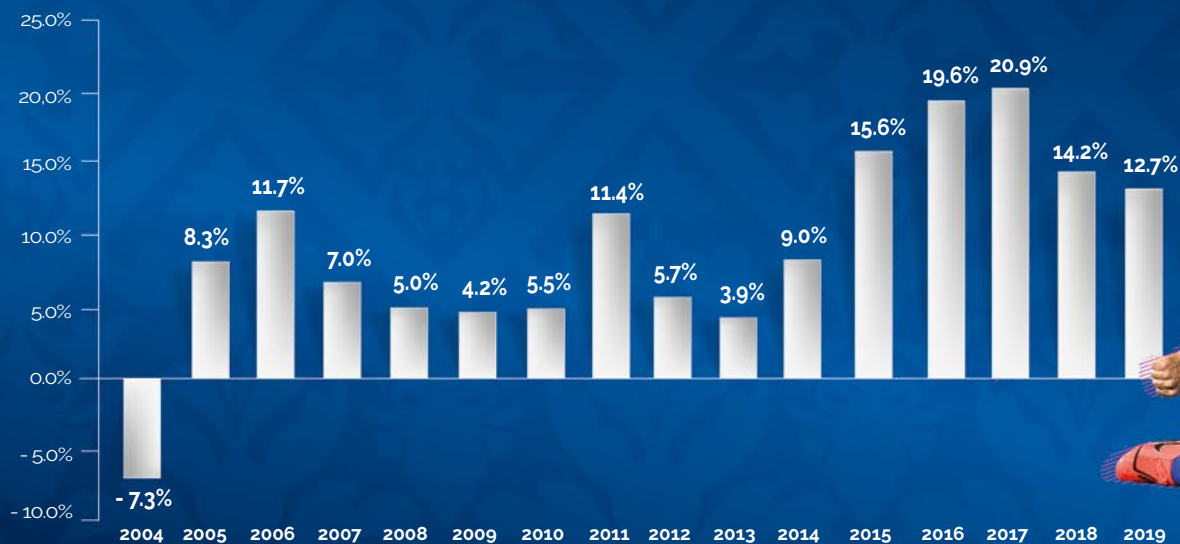
KPI TREND



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



EVOLUTION OF EBITDA IN RELATION TO OPERATING REVENUES



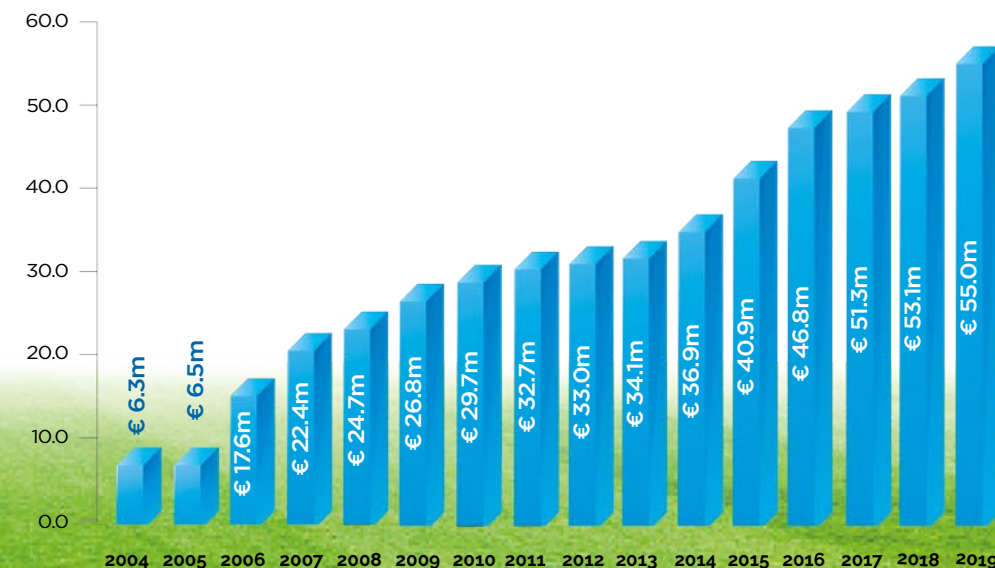
HIGHLIGHTS

EBITDA and the ratio EBITDA over operating revenues, though lower than in the 3 previous years, 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 55 million euros, with a decrease in current assets of around €3 million compared to 2018.



3.2

REAL ASSETS AND NATURAL CAPITAL

FIGC TECHNICAL CENTRE IN COVERCIANO



OVERALL INVESTMENT PLANNED
FOR 2016-2019:

€ 8.4 MILLION



RESTRUCTURING OF ARCHITECTURE AND FACILITIES: PRIMARY AREAS INVOLVED

- MEDICAL WING
- DRESSING ROOMS
- GYM RENOVATION
- CLASSROOMS
- RESURFACING OF PITCHES 1, 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



MAIN WORKS CARRIED OUT IN 2019

- COMPLETION OF WORK TO ENSURE COMPLIANCE AND SAFETY IN CERTAIN AREAS (FIRE-PREVENTION SYSTEM AND OTHER INTERVENTIONS)
- ADJUSTMENTS TO THE AULA MAGNA AND HOTEL
- REFURBISHMENT OF THE WATER SYSTEM AND PIPE NETWORK
- MAPPING OF MORE THAN 1,000 WELLS INSIDE THE CENTRE AND START OF RECLAMATION WORK
- ENVIRONMENTAL MONITORING TO AID ASSESSMENT OF CARCINOGENIC RISKS
- ESTABLISHMENT OF A FIXED MAINTENANCE SERVICE, AVAILABLE 7 DAYS A WEEK IN THE FIGC TECHNICAL CENTRE
- LAUNCH OF PROJECTS TO SUPPORT NATIONAL TEAMS PREPARATION (TRAINING PITCH FOR GOALKEEPERS, CRYOTHERAPY ROOM AND OTHER INTERVENTIONS)
- START OF THE PROGRAMME TO CREATE A VAR CENTRALISED CONTROL ROOM



COVERCIANO IN FIGURES



5 FOOTBALL PITCHES



SURFACE AREA OF MORE THAN 100,000 M²



MUSEUM OF FOOTBALL, WHICH HOUSES MORE THAN 1,000 ITEMS OF MEMORABILIA OF THE ITALIAN FOOTBALL HISTORY



**2,000 HOURS OF LESSONS
MANAGED EVERY YEAR AT THE COACHING SCHOOL**

2019 ACTIVITIES - 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 COMPUTERISED MANAGEMENT SYSTEM FOR FIGC WAREHOUSE
- COMPLETION OF SAFETY AND MODERNISATION WORK AT ROME HEADQUARTERS AND OTHER OFFICES IN ITALY



€ 0.5m
TOTAL
INVESTMENT

- DISPOSAL OF SOME PERIPHERAL OFFICES THAT ARE NO LONGER USED
- LAUNCH OF THE PROJECT TO BUILD A NEW FIGC ACADEMY IN ROME (SALARIA SPORT VILLAGE)

**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 the **central pillar of interest** of FIGC strategy and comprises the processes for administration and management for **approximately 500 workers (including employees and collaborators)**.



EQUAL OPPORTUNITIES



SERVICES OFFERED TO EMPLOYEES AND COLLABORATORS



BALANCE BETWEEN PERSONAL AND PROFESSIONAL LIFE



COURSES ON SAFETY AND SECURITY



DISABLED AND PROTECTED CATEGORIES



HEALTH PROTECTION



REWARD SYSTEM



IMPLEMENTATION OF HUMAN RESOURCES MANAGEMENT SYSTEM



WELFARE



ONLINE CV APPLICATION PROCESS



PROCEDURE FOR HIRING STAFF



ACTIVATION OF THE PROCEDURE FOR CERTIFYING CONTRACT MODELS AND SIMPLIFYING CONTRACT TYPES



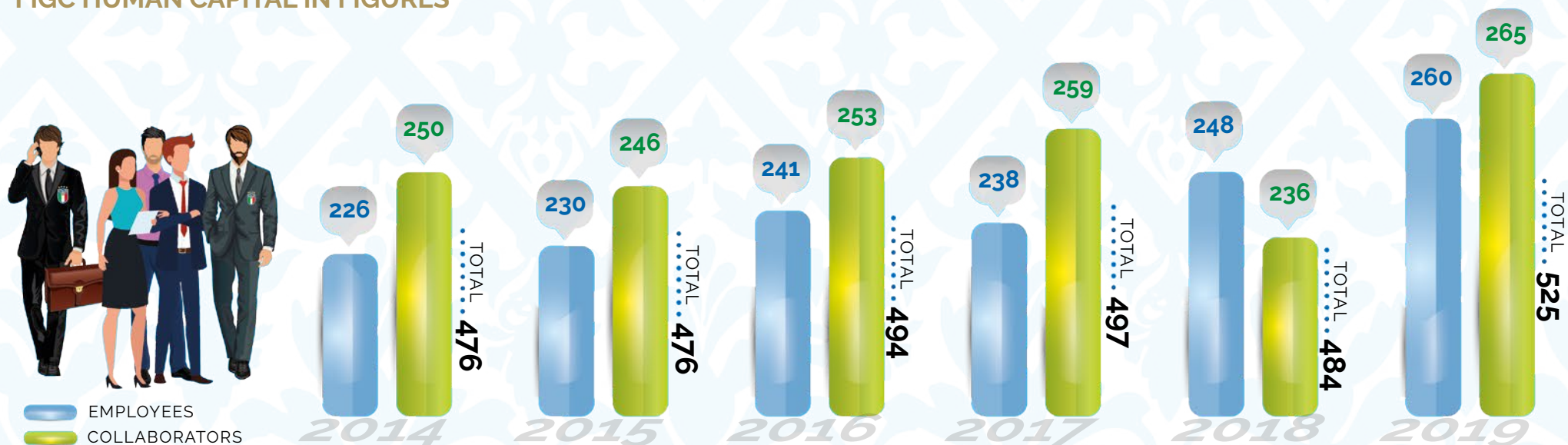
TRAINING AND REFRESHER COURSES






STUDY AID






FIGC HUMAN CAPITAL IN FIGURES






FIGC EMPLOYEES

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


AGE OF FIGC EMPLOYEES IN 2019

			
	WOMEN	MEN	TOTAL
			
Under 30	6	7	13
Between 30 and 39	21	32	53
Between 40 and 49	33	51	84
Over 50	49	61	110
TOTAL	109	151	260

TYPE AND CONTRACT CATEGORIES OF FIGC EMPLOYEES IN 2019

			
	WOMEN	MEN	TOTAL
			
Executives	1	5	6
Senior managers	7	12	19
Managers	5	14	19
Specialists	38	46	84
Workers	54	52	106
Labourers	4	22	26
TOTAL	109	151	260

LEVEL OF EDUCATION OF FIGC EMPLOYEES IN 2019

	MIDDLE SCHOOL	SECONDARY SCHOOL DIPLOMA	BACHELOR'S DEGREE	FIVE-YEAR UNIVERSITY DEGREE	TOTAL
					
Under 30	0	2	2	9	13
Between 30 and 39	0	16	7	30	53
Between 40 and 49	2	38	1	44	85
Over 50	7	74	0	28	109
TOTAL	9	130	10	111	260




FIGC COLLABORATORS IN 2019

	2019*	2019**
		
National Team staff (coaches, scouts, medical workers)	104	202
Referees and match official staff	137	138
Collaborators at FIGC Local Development Centres	0	57
European Under 21 Championship 2019 organisation	1	5
European Under 21 Championship 2019 and UEFA EURO 2020	0	21
2019 Universiade	0	10
Other	23	171
TOTAL	265	604

*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 2019

	TOTAL	INTERNSHIPS IN PROGRESS AT 31/12/2019
		
Rome City Authority	6	
Youth Guarantee programme of Regione Lazio	1	WOMEN
Il Sole 24 Ore	3	4
Foro Italico University	1	
Mastersport Parma and San Marino	6	MEN
IULM University	1	11
TOTAL	18	15

APPOINTMENTS AND DISMISSALS

	APPOINTMENTS IN 2019		TOTAL	DISMISSALS IN 2019		TOTAL
						
AGE GROUP	WOMEN	MEN		WOMEN	MEN	
Under 30	5	2	7	0	0	0
Between 30 and 39	4	9	13	0	0	0
Between 40 and 49	0	3	3	0	0	0
Over 50	0	1	1	5	7	12
TOTAL EMPLOYEES	9	15	24	5	7	12

INTERNAL TRAINING ACTIVITY: 2019 HIGHLIGHTS

- ORGANIZATION OF THE THIRD ITALIAN EDITION OF THE UEFA CERTIFICATE IN FOOTBALL MANAGEMENT (CFM)
- THE HIGH-LEVEL EDUCATIONAL COURSE IS ORGANISED ON AN INTERNATIONAL LEVEL BY UEFA IN PARTNERSHIP WITH THE UNIVERSITY OF LAUSANNE AND THE SWISS GRADUATE SCHOOL OF PUBLIC ADMINISTRATION (IDHEAP)



- Having previously been selected by UEFA to organise 2 consecutive editions (2015-2016 and 2016-2017), FIGC welcomed for this special edition of the course:



14 INTERNATIONAL PARTICIPANTS
from UEFA and the Football Associations of Greece, Malta and San Marino

Also taking part were



15 FIGC EMPLOYEES
for a total of 29 students



SEMINARS HELD:



July 2018: Football Management (Rome)
October 2018: Marketing applied to football and communication (Coverciano)
April 2019: Organisation and management of a football event (Rome)

The course also included 6 online modules covering the following topics: organisation of football institutions; strategic and performance management; operational management; football marketing and sponsorship; communication, media and public relations; event management and volunteer management.



The opportunity to organise 3 Italian editions of the UEFA CFM course has had a positive impact on the growth of FIGC's managerial dimension: a total of 48 FIGC employees have taken part in the course and obtained the diploma.

MAXIMISING THE POTENTIAL OF INTERNAL STAFF



INTRODUCTION OF THE NEW ORGANISATIONAL AND MANAGEMENT MODEL

- OBJECTIVE: TO RATIONALISE AND CONSOLIDATE CERTAIN LEVELS OF INTERNAL COORDINATION
- REGRADEING OF SELECTED FIGC EMPLOYEES TO ALIGN THEIR CONTRACTUAL POSITIONS WITH THE FUNCTIONS THEY ACTUALLY PERFORM
- IMPLEMENTATION OF THE BUSINESS FUNCTIONS AND THE WOMEN'S FOOTBALL DIVISION AND THE ESTABLISHMENT OF THE PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION



HIRING OF YOUNG STAFF WITH INTERNATIONAL EXPERIENCE



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 ACCORDING WITH FIGC PROCEDURES AND THROUGH THE 'TRANSPARENCY/WORK WITH US' WEBPAGE
- IN 2019, AROUND 2,000 CVS WERE UPLOADED AND 99 SELECTION INTERVIEWS WERE CARRIED OUT



PERFORMANCE RECOGNITION

- THE PAY OF AROUND 20% OF STAFF WAS ADJUSTED
- BONUSES FOR 2018 WERE PAID IN APRIL 2019
- 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 COMPETENCES

- INCLUSION OF RESOURCES BELONGING TO OTHER SECTORS AND FIGC OFFICES AMONG STAFF ORGANISING CORE ASSOCIATION EVENTS, SUCH AS 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 INTERNAL EVENTS



USE OF REMAINING HOLIDAY

- AROUND 2,750 DAYS OF HOLIDAY FROM PREVIOUS YEARS WERE USED UP, TAKING THE NUMBER DOWN TO 218 BY THE END OF 2019



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
- SINCE 2019, PAYSLEIPS FOR COLLABORATORS HAVE BEEN SENT VIA THE SAME METHOD

COMPANY WELFARE: MAIN PROGRAMMES IN 2019



AGREEMENT WITH THE CONI ITALIAN SPORTS MEDICINE FEDERATION (IMSS)

- Male and female players of all the 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
- Employees were also able to take advantage of the following initiatives: allergy prevention month, women's month, and thyroid and dermatological prevention month



AZZURRI BIRTHDAY

- The scheme allows each employee to take an additional day of holiday, to enjoy on their birthday



DISCOUNTS ON PRODUCTS SOLD BY FIGC SPONSORS

- Available to employees



PAY SUPPLEMENTS

- For employees to purchase school books for their children

OTHER PROMOTIONS AND INITIATIVES

- An agreement with all FIT&GO centres in Italy, which offered FIGC employees sizeable discounts on training sessions
- Agreement between FIGC and Alitalia for the Corporate Card
- On 12 October 2019, FIGC employees and their families were invited to attend the qualifying match for UEFA EURO 2020 between Italy and Greece, held at the Stadio Olimpico in Rome. Employees were also offered specific benefits for the purchase of tickets to UEFA EURO 2020 group stage
- On 17 December 2019, FIGC Christmas Party was held at the Parco dei Principi hotel in Rome, with almost 300 people attending, including FIGC employees, collaborators and family members, including 34 children under 6 years old, 58 boys and girls under 18 and another 15 over 18





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



★★★★0.3 CAPITAL MANAGEMENT

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

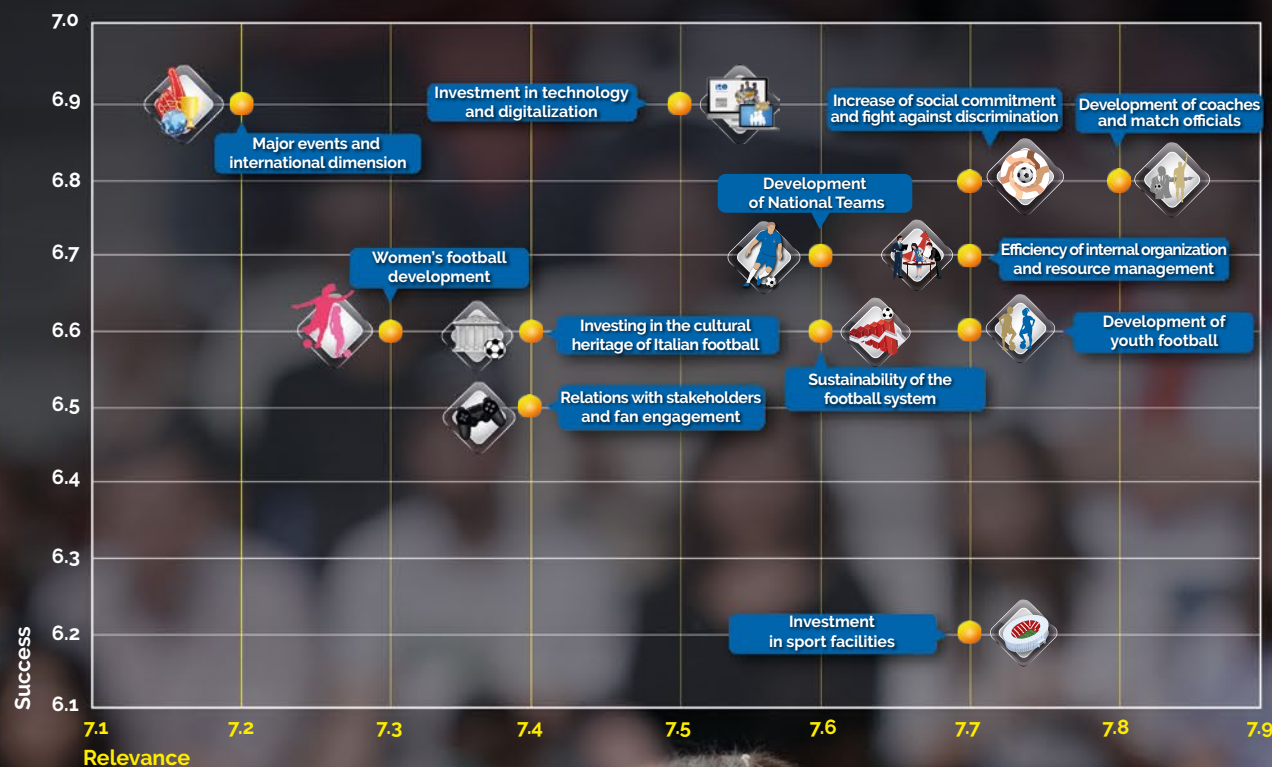
- GOVERNANCE AND CONTROL BODIES • CONI/"SPORT E SALUTE" • NATIONAL SPORTS FEDERATIONS • FIFA • UEFA • FOREIGN ASSOCIATIONS
- REFEREES • PLAYERS • MANAGERS • FOOTBALL CLUBS • COACHES • DOCTORS AND HEALTH PROFESSIONALS
- NON-PROFIT ORGANISATIONS • SPONSORS • SUPPLIERS • UNIVERSITIES • SCHOOLS • MEDIA • FANS • FAMILIES • LOCAL BODIES • MINISTRIES

PERCEPTION OF FIGC'S STRATEGIC OBJECTIVES

Thanks to the first study on the image of Italian football, carried out in 2019 in collaboration with UEFA and specialist agency Kantar Media (conducted through a questionnaire given to a significant large sample of the Italian population aged over 18), FIGC has been able to understand the perception of stakeholders with regard to the relevance of the Association's strategic objectives and its success in pursuing them. This graph provides an overview of the situation, with reference to the specific cluster of FIGC members over 18



ASSESSMENT BY FIGC'S REGISTERED MEMBERS OVER 18 ABOUT THE RELEVANCE OF FIGC STRATEGIC OBJECTIVES AND ITS SUCCESS IN PURSUING THEM



Source: UEFA/Kantar Media - online survey carried out in May 2019 on a representative sample of 1,000 people (over 18)



0.4 FIGC ACTIVITIES AND INITIATIVES

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





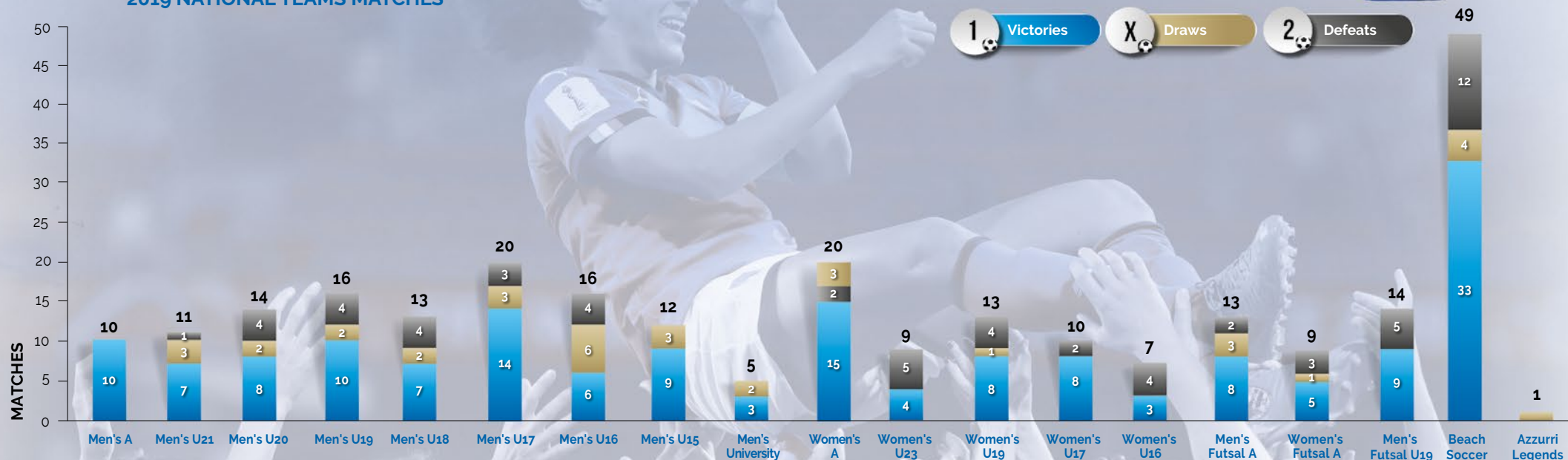
4.1

SPORT ACTIVITIES

2019 saw the continuation of plans to **promote the activity of the National Teams**, a strategically important sector for FIGC.



2019 NATIONAL TEAMS MATCHES



2019 HIGHLIGHTS

19

NATIONAL TEAMS

OVER 600

MALE AND FEMALE
PLAYERS SELECTED

262

MATCHES
PLAYED
(+38% compared
to 2018)

167 VICTORIES (64%)

35 DRAWS (13%)

60 DEFEATS (23%)

780

GOALS
SCORED

450

GOALS
CONCEDED

19,134

MINUTES PLAYED

1,190

TRAINING DAYS

140

HOURS OF
LESSONS AND
EXTRA SCHOOLING
DURING TRAINING
CAMPS

32

STAGES

200

FIGC STAFF
INVOLVED

TOTAL
INVESTMENT
€ 36m



MAIN SPORTING RESULTS IN 2019

QUALIFICATION TO UEFA EURO 2020

ROAD TO UEFA EURO 2020: A SUCCESS STORY



30 POINTS TAKEN FROM A POSSIBLE 30

(10 VICTORIES IN 10 MATCHES), SCORING 37 GOALS AND CONCEDING JUST 4

THE AZZURRI QUALIFIED FOR A MAJOR INTERNATIONAL COMPETITION (WORLD CUPS OR EUROPEAN CHAMPIONSHIPS) WITH 3 MATCHES TO SPARE FOR THE FIRST TIME EVER

IN NOVEMBER 2019 ITALY BEAT BOSNIA TO MAKE IT 10 CONSECUTIVE VICTORIES. THIS MEANT ROBERTO MANCINI OVERTOOK THE PREVIOUS LONGEST WINNING STREAK SET BY LEGENDARY AZZURRI COACH VITTORIO POZZO, WHO WON BACK-TO-BACK WORLD CUPS IN 1934 AND 1938

ITALY WRAPPED UP THEIR QUALIFYING GROUP WITH A 9-1 WIN OVER ARMENIA IN PALERMO

NATIONAL TEAM HAD NOT SCORED 9 GOALS IN A SINGLE MATCH SINCE DEFEATING USA 9-0 IN 1948). TAKING FRIENDLY MATCHES INTO ACCOUNT, IT WAS THE AZZURRI'S 11TH CONSECUTIVE VICTORY – THE ALL-TIME RECORD

THE 9-1 DRUBBING OF ARMENIA WAS ALSO THE FIRST TIME EVER THAT ITALY HAD SEVEN DIFFERENT NAMES ON THE SCORE SHEET (IMMOBILE, ZANIOLO, BARELLA, JORGINHO, ROMAGNOLI, ORSOLINI AND CHIESA)

FROM HIS FIRST MATCH AS COACH OF THE NATIONAL TEAM AGAINST SAUDI ARABIA IN MAY 2018 TO THE GAME AGAINST ARMENIA IN PALERMO, MANCINI CALLED UP 64 DIFFERENT PLAYERS, WITH 24 DEBUTANTS, 23 SCORERS AND 45 GOALS IN 19 MATCHES (2.37 GOALS PER GAME). NO ITALY COACH HAS DONE BETTER IN THE LAST 52 YEARS

MANCINI'S DESIRE TO BUILD A YOUNG NATIONAL TEAM IS CONFIRMED BY THE STATS: DURING THE UEFA NATIONS LEAGUE AND UEFA EURO 2020 QUALIFIERS, THE AVERAGE AGE OF PLAYERS USED BY THE COACH DROPPED SIGNIFICANTLY COMPARED WITH THE PAST



10 MATCHES



253,500
STADIUM
ATTENDANCE

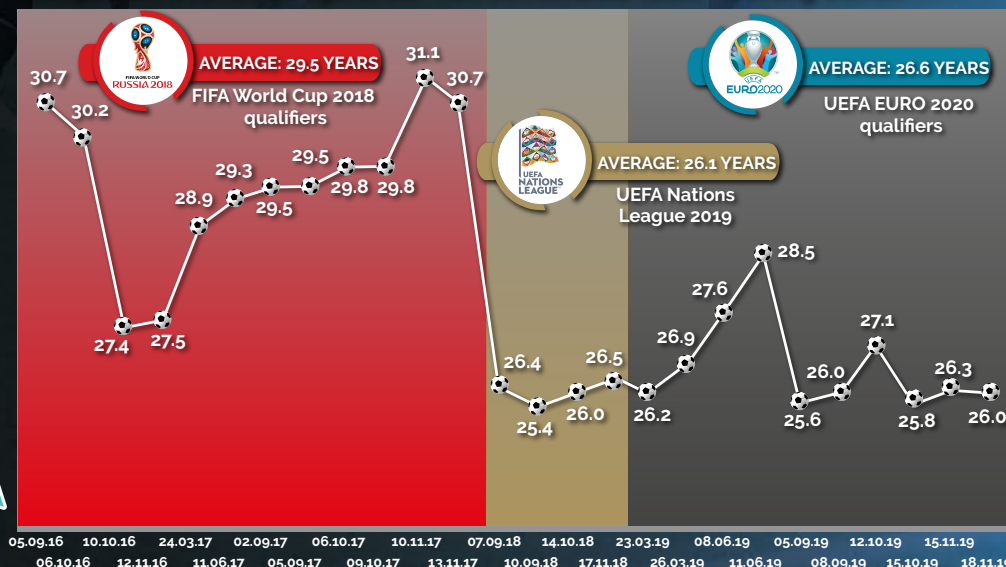


62.4 MILLION
TV AUDIENCE
(27.8% SHARE)



1st PLACE IN GROUP J

Comparison of average age in the Men's A National Team - starting eleven



FIFA WOMEN'S WORLD CUP 2019

THE SUCCESS OF #RAGAZZEMONDIALI: THE RISE OF WOMEN'S FOOTBALL AFTER 2019 FIFA WORLD CUP

24.41 MILLION OF TV VIEWERS IN ITALY, AN AVERAGE OF 4.88 MILLION PER MATCH, ALL THE 5 MATCHES PLAYED HAVE IMPROVED THE PREVIOUS BEST RESULT (558,625 DURING ITALY V SWEDEN DURING THE EUROPEAN CHAMPIONSHIP 2017)

7.32 MILLION OF TV VIEWERS DURING ITALY V BRAZIL (FIRST MATCH OF WOMEN'S A NATIONAL TEAM TO BE BROADCASTED ON RAI 1) OUTPERFORMED THE AUDIENCE RECORDED DURING THE OTHER MAIN FOOTBALL EVENTS BROADCASTED IN ITALY IN THE PERIOD JUNE-JULY 2019

21 MILLION TV VIEWERS FOLLOWED THE WOMEN'S A NATIONAL TEAM, A HIGHER RESULT COMPARED TO THE EUROPEAN UNDER 21 CHAMPIONSHIP (20.6 MILLION) AND THAT IS CLOSE TO THE ENTIRE AUDIENCE OF THE FIFA WOMEN'S WORLD CUP (24.9 MILLION) AND TO MEN'S SERIE A (30.2 MILLION)

AFTER THE WORLD CUP, **34.1% OF ITALIANS** STATED TO BE INTERESTED IN WOMEN'S FOOTBALL, REACHING 45.3% AMONG ITALIAN FOOTBALL FANS

OVER 100 MILLION TV VIEWERS WORLDWIDE WATCHED AZZURRE'S MATCHES. ITALY-BRAZIL WITH 42.33 MILLION IS THE 4TH MOST WATCHED MATCH IN THE COMPETITION (THE MOST WATCHED MATCH DURING THE GROUP STAGE)

OVER 1,000 ARTICLES PUBLISHED ON ITALIAN NEWSPAPERS RELATED TO THE WOMEN'S A NATIONAL TEAM IN THE PERIOD JUNE 1 - JULY 10

"#RAGAZZEMONDIALI", THE COMMUNICATION CAMPAIGN LAUNCHED BY FIGC FOR THE EVENT, HAS BEEN A TREND TOPIC THAT REACHED OVER 150,000 MENTIONS, MORE THAN THE HASHTAG DEDICATED TO THE WINNING NATIONAL TEAM

THE 100 VIDEOS UPLOADED BY FIGC ON YOUTUBE HAVE REACHED A TOTAL OF OVER 3 MILLION VIEWS, 3 TIMES HIGHER THAN THE TOTAL SUM OF THE VIEWS FROM THE 220 VIDEOS ON THE WOMEN'S A NATIONAL TEAM UPLOADED BETWEEN 2013 AND 2018



5 MATCHES



89,157
STADIUM
ATTENDANCE



24.4 MILLION
TV AUDIENCE
(31.8% SHARE)



WOMEN'S A NATIONAL TEAM QUALIFIED AFTER 20 YEARS TO THE FIFA WOMEN'S WORLD CUP 2019, REACHING THE QUARTERFINALS

The results achieved on **social media** by the Women's A National Team throughout the competition (May 29 - July 8) are an **international benchmark**

TOTAL NEW
FIGC FOLLOWERS
192,982



104,082



70,000



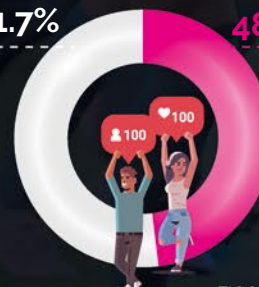
18,900

In addition to over
820,300 new followers
of Women's A National
Team players' accounts (+158%)

FEMALE FAN BASE ON FIGC SOCIAL MEDIA:

51.7%

48.3%



Women are **48.3%** of
Women's A National
Team followers,
compared to 20%
of Men's A National Team

TOTAL
IMPRESSIONS
76,216,109



OTHER MAJOR EVENTS

FIFA Beach Soccer World Cup 2019



FINALIST



**6
MATCHES**



**6,644
STADIUM
ATTENDANCE**



**0.6m
TV AUDIENCE**

FIFA U-20 World Cup 2019



FOURTH PLACE



**7
MATCHES**



**59,824
STADIUM
ATTENDANCE**



**5.0m
TV AUDIENCE**

FIFA U-17 World Cup 2019



QUARTERFINALS



**5
MATCHES**



**14,051
STADIUM
ATTENDANCE**



**0.5m
AUDIENCE TV**

UEFA European Under-17 Championship 2019



**FINALIST WITH QUALIFICATION FOR WORLD CUP
(FOR THE SECOND CONSECUTIVE EDITION)**



**6
MATCHES**



**11,169
STADIUM
ATTENDANCE**



**1.1m
TV AUDIENCE**

NATIONAL TEAMS - HIGHLIGHTS OFFICIAL COMPETITIONS 2018-2019



CHAMPIONS OF 2018 EURO BEACH SOCCER LEAGUE, 2019 WORLD CUP FINALIST, AND WINNER OF 2019 MEDITERRANEAN GAMES



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, AND 4TH PLACE AT 2019 MEN'S UNDER 20 WORLD CUP



1 FINAL AT 2018 MEDITERRANEAN GAMES (MEN'S UNDER 18)



WOMEN'S A TEAM QUALIFIED AFTER 20 YEARS TO THE FIFA WOMEN'S WORLD CUP, REACHING THE QUARTERFINALS



UNIVERSITY NATIONAL TEAM WON THE BRONZE MEDAL AT UNIVERSIADE 2019



Thanks to the results in the European Men's competitions, the U19 National Team's UEFA ranking rose from 20th place in 2015-16 to 4th in 2020-21 (highest position ever), while the U17 National Team rose from 15th place in 2012-13 to 4th in 2020-21.

LAUNCH OF THE AZZURRI LEGENDS NATIONAL TEAM



FOR THE FIRST TIME EVER, THE STARS WHO MADE HISTORY FOR THE MEN'S A NATIONAL TEAM WERE REUNITED TO REPRESENT ITALIAN FOOTBALL AROUND THE WORLD AND SUPPORT SOCIAL RESPONSIBILITY INITIATIVES FOR FORMER PLAYERS IN FINANCIAL DIFFICULTIES



THE AZZURRI LEGENDS NATIONAL TEAM MADE THEIR DEBUT ON 7 OCTOBER 2019 AGAINST THE GERMAN DFB-ALL-STARS AT SPORTPARK RONHOF IN FÜRTH, BROADCAST LIVE ON SKY SPORT

THE EVENT WAS A ROARING MEDIA SUCCESS, ESPECIALLY IN TERMS OF SOCIAL MEDIA:



47,000 FACEBOOK LIKES
(NEARLY 2,200 TOTAL COMMENTS)



POSTS ABOUT THE AZZURRI LEGENDS
WERE AMONG THE MOST VIEWED OF THE YEAR



ALMOST 500,000 LIKES
ON FIGC'S INSTAGRAM



THE MATCH HIGHLIGHTS VIDEO GENERATED ON
YOUTUBE OVER 1.7 MILLION VIEWS

13 WORLD CUP
WINNERS

11 STARTERS

1,069
CAPS WITH THE NATIONAL TEAM

92,000+
MINUTES PLAYED

35 TROPHIES
WON



AZZURRI
LEGENDS



TECHNICAL STAFF

CABRINI Antonio - Coordinator
DOSSENA Giuseppe
TARDELLI Marco

SUBSTITUTES

AMELIA Marco
BALZARETTI Federico
PANUCCI Christian
TORRICELLI Moreno
ZACCARDO Cristian
AMBROSINI Massimo

DI BIAGIO Luigi
DI LIVIO Angelo
FIORE Stefano
GIANNICHEDDA Giuliano
TOMMASI Damiano
RAVANELLI Fabrizio
SCHILLACI Salvatore

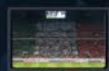
ITALIAN NATIONAL TEAMS: MEDIA INTEREST AND PROFILE IN 2019

TELEVISION

Cumulative global audience



1.4 BILLION
TV VIEWERS
(double than 2018 figure)



OVER 7,000 HOURS
OF TOTAL BROADCAST



TV audience in Italy

49 of the Top 50 most watched TV events in Italy have been football matches **45 of which featured the National Team**



TOTAL TV AUDIENCE IN 2019: ALMOST 123 MILLION TV VIEWERS
(a big increase on 84.6 million in 2018)

NATIONAL TEAM	MATCHES BROADCAST	TOTAL AUDIENCE
Men's A National Team	10	62,425,339
Women's A National Team	19	28,783,439
Men's Under 21 National Team	11	23,506,533
Youth National Teams, Futsal, Beach Soccer and Azzurri Legends	35	7,887,295
Total	75	122,602,606

- AVERAGE TV AUDIENCE PER MEN'S A NATIONAL TEAM MATCH:**
6.2 MILLION TV VIEWERS (share: 27.9%)
- The average TV audience for the Men's A National Team is approximately 4 times greater than the biggest non-football sporting event (Giro d'Italia had an average TV audience of 1.6 million)
- IN THE TOP 20 OF THE MOST WATCHED TV PROGRAMMES** in Italy in 2019 there are **5 MEN'S A NATIONAL TEAM MATCHES AND 1 WOMEN'S A NATIONAL TEAM MATCH** (Brazil v Italy during the 2019 FIFA Women's World Cup)
- Considerable growth in fans interest in the other National Teams, including the youth ones.
Case-history: the final of the UEFA European Under 17 Championship 2019 between Italy and the Netherlands attracted over 875,000 viewers on Rai 2 (5.52% of the share)



TOTAL REVENUES FROM BROADCASTING RIGHTS IN 2019: € 32.6m

STADIUM ATTENDANCE



646,105 TOTAL SPECTATORS
(IN ITALY AND ABROAD)



317,137
SPECTATORS AT THE STADIUM
FOR MATCHES PLAYED IN ITALY

AN INCREASE OF 46.7% COMPARED TO 2018
(THANKS TO THE IMPACT OF THE 2019 EUROPEAN UNDER 21 CHAMPIONSHIP, HELD IN ITALY FOR THE FIRST TIME)

SPORTS BETTING



THE 10 MATCHES PLAYED BY THE MEN'S A NATIONAL TEAM IN 2019 PRODUCED AVERAGE COLLECTION PER GAME OF OVER € 2.5 million, WITH AN AVERAGE TAX REVENUE OF € 0.07 million

COMPARISON WITH OTHER SPORTS BETTING COLLECTION



BASKETBALL NATIONAL TEAM
€ 0.5m



VOLLEYBALL NATIONAL TEAM
€ 0.1m



RUGBY NATIONAL TEAM
€ 0.01m



THE TOP 10 MAJOR SPORTING EVENTS FOR NATIONAL TEAMS WITH THE MOST COLLECTION FROM BETTING INCLUDE 6 MEN'S FOOTBALL COMPETITIONS AND 1 WOMEN'S (THE 2019 FIFA WOMEN'S WORLD CUP, WITH REVENUES OF € 53.1 MILLION, IS SECOND BEHIND ONLY THE 2019 EUROPEAN UNDER 21 CHAMPIONSHIP, WHICH GENERATED A COLLECTION EQUAL TO €62.5 MILLION)

SOCIAL MEDIA



IN 2019, THE AGGREGATE NUMBER OF FANS AND FOLLOWERS OVERCAME

9.2 MILLION

A 78% INCREASE FROM 2015

NEARLY 80 MILLION VIEWS

ON THE ITALIAN NATIONAL TEAMS' OFFICIAL YOUTUBE CHANNEL (**VIVO AZZURRO**), AN INCREASE OF APPROXIMATELY 21 MILLION SINCE 2018

STREAMING ON FIGC CHANNELS



Over the course of the year, FIGC continued to strengthen the National Teams' media presence by live streaming several youth, Women's and Futsal National Teams matches on the "YouTube channel Vivo Azzurro Nazionale Italiana di Calcio", on the "Nazionale Italiana di Calcio" Facebook page and on the figc.it website



THE 14 MATCHES BROADCAST ON FIGC'S DIGITAL PLATFORMS (SOCIAL MEDIA AND WEBSITE) IN 2019 GENERATED NEARLY

400,000 VIEWS

NATIONAL TEAM	MATCHES BROADCAST	VIEWS
Women's National Team	7	236,234
Men's Under 19	4	107,046
Men's Under 17	1	21,600
Women's Under 17	1	18,742
Men's Futsal A National Team	1	6,737
TOTAL	14	390,359

Matches broadcast on FIGC's digital channels - views generated in 2019





4.2

FOOTBALL DEVELOPMENT ACTIVITIES

DEVELOPING YOUTH FOOTBALL



Youth activity encompasses nearly

840,000 BOYS AND GIRLS REGISTERED WITH FIGC

and continued to be an asset of strategic importance in 2019



FIGC LOCAL DEVELOPMENT CENTRES

The 50 FIGC Local Development Centres opened by FIGC since 2015 are designed to serve as local centres of excellence for providing technical-sporting training and education to young male and female players



OBJECTIVES

- **Develop and monitor** young male and female players in the Girls U15, as well as Boys U13 and U14 categories
- **Set out a centralised educational and development strategy** designed to nurture the technical potential of the young players
- **Initiate fruitful collaborations** with amateur and professional clubs in local areas
- **Promote behavioural best practices** among players, coaches, parents and clubs
- **Support the development** of the Italian National Teams



SPONSORS INVOLVED



LOCAL DEVELOPMENT CENTRES: STRATEGIC POSITIONING

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

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

LOCAL DEVELOPMENT
CENTRES BOYS U14
AND U13, GIRLS U15



TECHNICAL
TRAINING



TRAINING
SESSIONS



MEDICAL AND
FITNESS TESTS



CULTURAL
PRINCIPLES



NUTRITIONAL
EDUCATION



LOCAL
REFERENCE POINT

LOCAL DEVELOPMENT CENTRES PROGRAMME

FIGC CENTRES ACTIVE IN 2019

“
50 ACTIVE
CENTRES
”



2019 HIGHLIGHTS:

- 5,000 YOUNG PLAYERS INVOLVED, OF WHICH 3,750 IN THE BOYS U13 AND U14 CATEGORIES AND 1,250 IN THE GIRLS U15 CATEGORY, BELONGING TO 1,500 CLUBS

1,600
TRAINING SESSIONS
WITH 5,000 HOURS OF WORK

1,700 PROJECTS
IN FOOTBALL SCHOOLS

2.200 HOURS
OF TRAINING
FOR LOCAL COACHES

- 1,500 MATCH OBSERVATIONS UNDERTAKEN BY LDC COACHES AT LOCAL CLUBS
- SECOND EDITION OF THE LOCAL DEVELOPMENT CENTRES NATIONAL TOURNAMENT, WITH 700 PLAYERS AND 150 COACHES AND CLUB OFFICIALS INVOLVED



ORGANISATIONAL STRUCTURE

- 20 Interregional Organisational Managers
- 100 Organisational Managers and Coordinators
- 54 Technical Coordinators
- 200 UEFA Licenced Coaches
- 50 Athletic Trainers
- 50 Goalkeeper Coaches
- 60 Doctors
- 60 Physiotherapists/Medical Staff
- 65 Sports Psychologists



EDUCATIONAL ACTIVITIES

- Organisation of a wide range of **meetings, seminars and workshops** focusing on educational, behavioural and psychological aspects
- **Main topics covered:** health and nutritional education, part of a programme developed with Ferrero and the Italian Association of Human Nutrition (SINU), using the digital Ben-Essere platform



RESULTS ACHIEVED: CALL-UPS TO YOUTH NATIONAL TEAMS

MEN'S NATIONAL TEAMS

- Between 2017 and 2019, **the number of players selected** for the Men's Under 15 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 players called up to the Women's Under 16 National Team in 2019 and 20 of the 37 players called up to the **Women's Under 17 National Team came up through the LDC system**



EUROPEAN BENCHMARK

- Across the Top European Divisions, **78% of players called up to the National Team aged between 12 and 14** were still playing **amateur football** (the target for the LDCs)

SCHOOL ACTIVITY: FIGC-MIUR FRAMEWORK SCHEME

- Collaboration developed to assist students, teachers and parents and promote sporting activity at every stage of the education system
- In 2018-2019, the project saw the involvement of



OVER
200,000
STUDENTS



6,783
TEACHERS

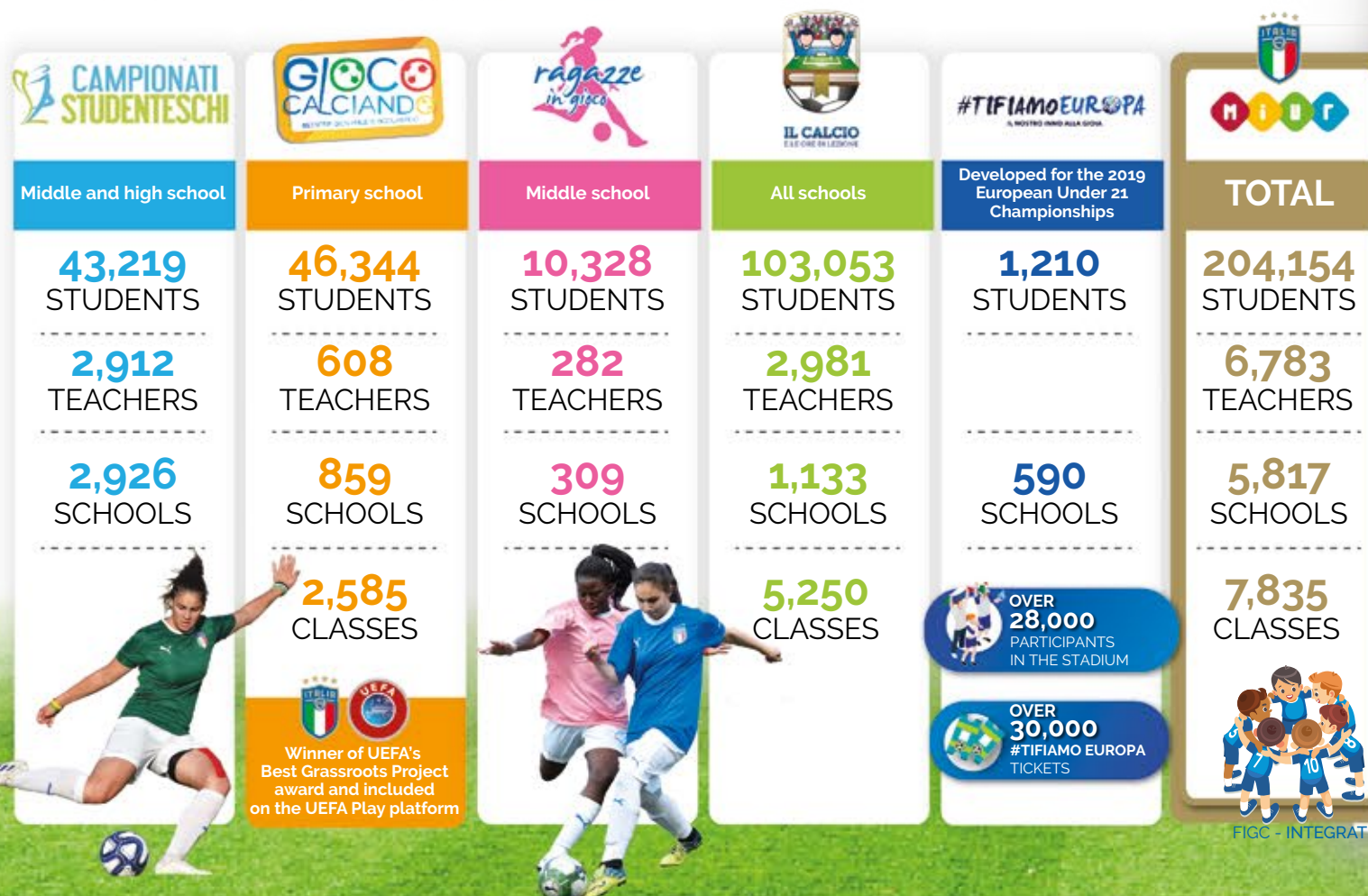


5,817
SCHOOLS

- These figures make FIGC one of the leading sports organisations in the country in terms of engaging with young people in the school context

VALORIrete.it

NUMBERS RELATED TO THE
SCHOOL ACTIVITY 2018-2019



NEW IN 2019-2020:
LAUNCH OF
"ALL IN GOAL"

- Sports project designed for first and second classes of middle school students, aiming to **promote football and teach the values and ethical principles associated with the sport**
- The project aims to offer students a chance to practice football at school as part of a **SPORTING JOURNEY** while conveying the values and ethics of football through an **EDUCATIONAL JOURNEY**
- Teams who register must operate as fully fledged **SPORTS CLUBS**, producing their own club **ORGANISATIONAL CHART**



PRIZES

- **KIT** containing educational and promotional material
- **First 100 schools to sign up** will receive a set of footballs
- **School visits** with **legendary players from Italian football**
- **FIGC will also donate a football pitch/space** to a school that stands out during the initiative

DEVELOPING YOUTH FOOTBALL - OTHER STRATEGIC PROJECTS



A GOAL FOR HEALTH

- Project developed in collaboration with the Italian Committee for UNICEF and the World Anti-Doping Agency (WADA)
- **OBJECTIVES:** raising youngsters' awareness about doping and health protection
- 3 events organised in 2019, involving **510 STUDENTS**



EUROPEAN WEEK OF SPORT

Packed schedule of events throughout Italy, promoting the European Commission's campaign **"#BEACTIVE"**

100 EVENTS

organised in every region:

- **WOMEN'S FOOTBALL PLAY DAYS** (40 events and over 3,500 girls involved)
- **INTEGRATED FOOTBALL CELEBRATIONS**
- **OPEN DAYS**
- **FOOTBALL FAMILY EVENTS AT LOCAL DEVELOPMENT CENTRES**

The initiatives organised by FIGC involved

THOUSANDS OF YOUNG MALE AND FEMALE ATHLETES families and fans



SPORT FOR ALL

Support to "Sport e Salute" about the promotion of a

MODEL OF SPORTING AND SOCIAL INTERVENTION,

designed to overcome financial barriers to sport

- **OBJECTIVE:** to promote **FREE SPORTING ACTIVITIES** for young people aged between 5 and 18 years old who live in marginalised or disadvantaged situations
- Programme has been signed up to by

457 SPORTS CLUBS



GRASSROOTS FOOTBALL

XI Grassroots Festival, organised in Coverciano in June 2019

- **1,000 YOUNG MALE AND FEMALE PLAYERS INVOLVED**

along with another 1,500 chaperones and staff

- Organization of the workshop **"Football for Life 2019"** focusing on the issue of participation and inclusion in the world of football
- **INTEGRATED FOOTBALL ACTIVITIES** aimed at young people with learning disabilities, with the objective of using sport as a vehicle for social integration
- **Grassroots Awards 2019**, organised by the Youth and School Sector to recognise the work of coaches and clubs over the course of the season

- 2 of the clubs recognised by FIGC also received **IMPORTANT INTERNATIONAL AWARDS** from UEFA:

- **FC INTERNAZIONALE** Grassroots Awards 2019 - Best Professional Football Club
- **UP ISOLOTTO** Grassroots Awards 2019 - Best Disability Initiative



NATIONAL YOUTH CHAMPIONSHIPS FOR PROFESSIONAL CLUBS

U17, U16 AND U15 (Serie A-B and C)

- **253 TEAMS**
- **5,060 PLAYERS INVOLVED**
- **2,943 MATCHES**
- NATIONAL FINALS IN JUNE 2019 (EMILIA-ROMAGNA):**
 - **8 TITLES UP FOR GRABS**
 - **18 MATCHES**
 - **440 PLAYERS**
 - **22 TEAMS**
 - **132 CLUB OFFICIALS**
 - **12,000 STADIUM ATTENDANCE**
 - **OVER 40,000 USERS** Total audience (live streaming on FIGC website)
 - **NEARLY 147,000 MINUTES OF VIEWING**



UNDER 13 NATIONAL CHAMPIONSHIPS



UNDER 13 Fair Play Elite Tournament

- Esordienti categories (10-12 years) of professional clubs and Elite Football Schools
- Organisation of sporting activities and focus on issue of fair play

● **OVER 600 TEAMS**
PARTICIPATING IN 2019



UNDER 13 Fair Play Pro Tournament

- Officially launched in the 2018-2019 season
- Exclusively targeted at the Esordienti teams of professional clubs

● **64 TEAMS INVOLVED**



NEW YOUTH TOURNAMENTS

- **National U18 Championship (Serie A and B)** launched as an experiment with the aim of completing the chain of youth championships leading to Primavera level
- **U14 Pro Tournament**, reserved for U14s players from Serie A, B and C clubs
- **68 TEAMS INVOLVED** in the first edition (2019-2020)



YOUTH FUTSAL

"I Love Futsal" programme

- **19 EVENTS** organised across Italy with the aim of promoting sporting activity, with 1,200 youngsters involved
- **STAGE FUTSAL+** reserved for Under 16 players belonging to futsal clubs
- **15 YOUNG PLAYERS INVOLVED** in the technical programme
Objective: to enhance the technical and educational development of young players



INTERNATIONAL DIMENSION

"Road to EURO 2020" initiative

- Participation of **THOUSANDS OF YOUNG REGISTERED MEMBERS**, providing a great advert for the entire competition
- FIGC participation in the **Football in Schools Festival** in Ljubljana, whose aim is to promote the power of football as a social and educational vehicle



REGULATORY MATTERS

In July 2019, the Youth and School Sector published **OFFICIAL STATEMENT NO.1** regarding the 2019-2020 season

The document set out legislative **regulatory** and **organisational information**, on a range of fields

- The online census of the Youth Sector
- The various types of activity (grassroots, competitive youth, women's football, futsal, schools)
- The Local Development Programme
- Healthcare and safety
- General regulations governing youth activities, regulations for tournaments organised by clubs and promotional activities organised by football clubs



COMMUNICATION

Launch of **NEW** Youth and School Sector **SOCIAL MEDIA** on Instagram, Twitter and Facebook



TECHNICAL TRAINING

95,501

QUALIFIED TECHNICAL
STAFF FOR FIGC IN 2018-2019
(*4.5% compared to 2017-2018)

31,031 REGISTERED TECHNICAL STAFF, of which:



28,608
COACHES



652
DOCTORS



1,188
HEALTH
PROFESSIONALS



583
ATHLETIC
TRAINERS

DURING 2019
WERE QUALIFIED

4,562
COACHES

€ 1.8m - INVESTMENT IN COURSES (2019)

€ 3.9m - REVENUE GENERATED
BY EDUCATIONAL ACTIVITIES

TECHNICAL SECTOR: COURSES IN 2019

- 1 COURSE FOR SCOUTS, WITH 46 CERTIFICATES ISSUED
- 1 COURSE FOR SPORT DIRECTORS (40)
- 1 UEFA PRO COURSE (25)
- 3 UEFA A COURSES (139)
- 32 UEFA B COURSES (1,319)
- 50 UEFA C COURSES (2,022)
- 11 AMATEUR AND YOUTH GOALKEEPER COURSES (376)
- 1 COURSE FOR YOUTH ACADEMY DIRECTORS (41)
- 1 CENTRAL FUTSAL COURSE (29)
- 9 LOCAL FUTSAL COURSES (312)
- 2 COURSES FOR ATHLETIC TRAINERS (88)
- 2 COURSES FOR MATCH ANALYSTS (81)
- 1 COURSE FOR GOALKEEPERS (44)

TRAINING ACTIVITIES: KEY DEVELOPMENTS IN 2019



- Launch of first courses for "Regional Amateur Coach", releasing the new "D Licence"
- Launch of a new and strategic training path for Youth Academy Directors
- Continued development of the Match Analyst courses, featuring 3 specific modules:
 - Football technique and tactics
 - Big data
 - Video analysis

DEVELOPING THE SCIENTIFIC DIMENSION



- Publishing of the Technical Sector Newsletter on FIGC website, along with many other technical and scientific studies
- Scientific research activities through the Laboratory on Training Methodologies and Biomechanics applied to football
 - International Best practice: a study from the "Web of Science Group" showed that the head of the laboratory, Carlo Castagna, is second in the global rankings of researchers who have published the most-cited articles in the field of medicine and science applied to football

GOVERNANCE AND STRATEGY



- Demetrio Albertini was appointed President of the Technical Sector in 2019
- Strategic programme focusing on 3 areas:
 - **Proposals**, as the point of contact for regulatory reforms through collaborations with other Federal Technical Centres, football schools, Club Italia and the Youth and School Sector, as well as interaction with universities;
 - **Training** on technological developments, the growth of educators and the implementation of tailored educational protocols
 - **Refresher courses**, planned for all managerial roles

MATCH OFFICIALS ACTIVITY

31,534 REFEREES

REGISTERED FOR FIGC IN 2018-2019, of which:



2019 ACTIVITY

392,929 TOTAL APPOINTMENTS



TRAINING PROGRAMMES IN 2019

- 207 COURSES (AT LEAST ONE PER AIA SECTION)
- 4,551 ASPIRING REFEREES
- 3,688 BECAME REFEREES

2019 ACTIVITY - HIGHLIGHTS

- 47 MEETINGS OF THE NATIONAL TECHNICAL BODIES
- 1,697 MEETINGS OF THE REGIONAL TECHNICAL BODIES AND SECTION/PROVINCE TECHNICAL BODIES
- 16 MEETINGS OF THE CENTRAL GOVERNING BODIES
- 14 JOINT MEETINGS OF THE REFEREEING TECHNICAL SECTOR
- 422 TRAINING VISITS IN MEETINGS OF THE REGIONAL TECHNICAL BODIES AND SECTION/PROVINCE TECHNICAL BODIES (INCLUDING 40 "MENTOR" VISITS, WHICH ARE HIGHLY EFFECTIVE AS REGARDS THE TECHNICAL DEVELOPMENT OF MATCH OFFICIALS IN GENERAL)
- THE FIGC EXECUTIVE COMMITTEE APPROVED THE NEW AIA REGULATIONS AND THE RULES FOR AIA TECHNICAL BODIES
- CONTINUED INVESTMENT IN TECHNOLOGICAL INNOVATION PROJECTS TO ASSIST REFEREES IN THE HIGHEST-LEVEL COMPETITIONS:
 - HAWK EYE (GOAL LINE TECHNOLOGY)
 - VAR (VIDEO ASSISTANT REFEREE)



PROFESSIONAL FOOTBALL SUSTAINABILITY

STRATEGIC FRAMEWORK



DEVELOPMENT OF YOUTH FOOTBALL



OTHER MEASURES

- **INCREASED ANALYSIS AND MONITORING ACTIVITIES FOR CO.VI.SO.C. (PROFESSIONAL FOOTBALL FINANCIAL CONTROL COMMITTEE) DURING THE SEASON**
- **MONITORING OF THE OWNERSHIP STRUCTURES OF PROFESSIONAL FOOTBALL CLUBS:**
 - **PARTY PURCHASING PROFESSIONAL FOOTBALL CLUBS** MUST NOT, IN THE PREVIOUS 5 YEARS, HAVE HELD POSITIONS OF RESPONSIBILITY IN CLUBS THAT HAVE BEEN EXCLUDED FROM THEIR LEAGUE OR HAD THEIR FIGC AFFILIATION REVOKED
 - **INTRODUCTION OF STRICTER CRITERIA** FOR HONOURABILITY AND FINANCIAL **STABILITY** REQUIREMENTS

NEW NATIONAL LICENSING MANUAL

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



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

ORGANISATIONAL AND SPORTS CRITERIA



- **INTRODUCTION OF REGULATIONS FOR DEVELOPING GIRLS' 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 CHAMPIONSHIP**

NATIONAL LICENSING: FIGC AS AN INTERNATIONAL BEST PRACTICE

- OVER THE YEARS, FIGC HAS INTRODUCED ONE OF THE MOST STRICT 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

TRAINING OF MANAGERIAL STAFF

Activities of the FIGC for Sport Directors and Managers Committee :



8 TRAINING PROGRAMMES

PARTICIPATION OF AROUND 800 MANAGERS FROM SERIE A, B AND C CLUBS

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 DEDICATED AT THE HEADS OF ADMINISTRATION, FINANCE AND CONTROL AT PROFESSIONAL FOOTBALL CLUBS, IN ADDITION TO COURSES AIMED AT HEADS OF MEDICAL DEPARTMENTS
- TRAINING COURSES TARGETED AT THE HEADS OF YOUTH SECTORS AT PROFESSIONAL FOOTBALL CLUBS

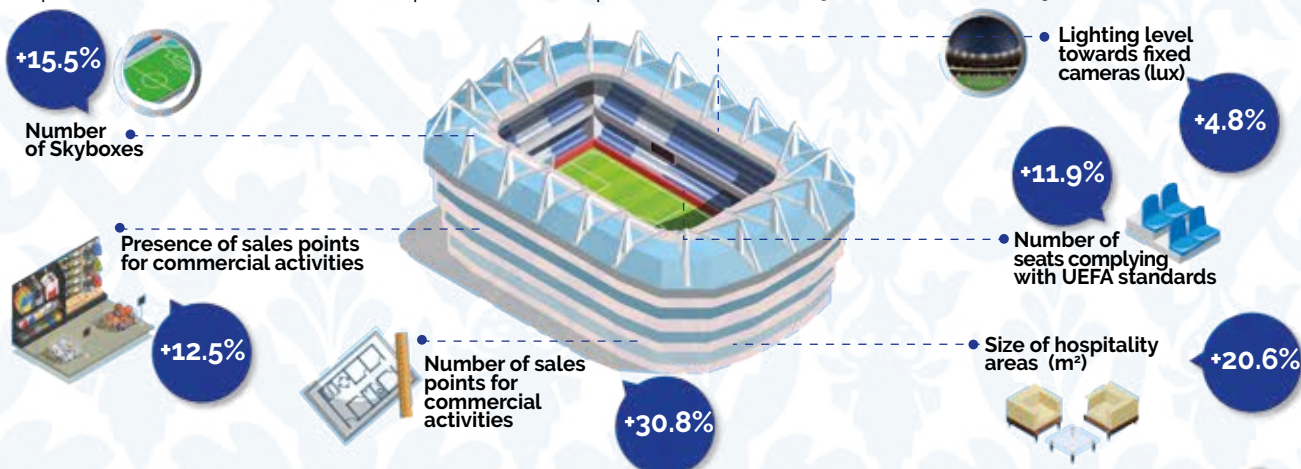
NATIONAL LICENSING: RESULTS ACHIEVED

Significant results were achieved in 2018-2019 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 2018-2019)



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 **TO REGISTER A TOTAL NUMBER OF 5,118 FEMALE PLAYERS IN 2018-2019 SEASON** (of which 57% under the age of 12)



INVESTMENT IN YOUTH FOOTBALL

€ 146.8m

2018-2019

€ 143.7m

2017-2018

€ 141.7m

2016-2017

€ 131.6m

2015-2016



Between 2015-2016 and 2018-2019, the overall budget of professional clubs in Serie A, Serie B and Serie C for the development of youth sectors increased by 11.6%, rising

FROM € 131.6 MILLION TO € 146.8 MILLION

REVIEW OF FIGC REGULATIONS

STADIUM ACCESSIBILITY

- Implementation of the **Memorandum of Understanding on Stadium Accessibility**, signed in 2017 by FIGC, CONI, the Italian Minister of the Interior, the Minister for Sport, the Leagues, Italian Referees' Association and the Technical Bodies, which introduced a **new model for the management of security** and stadiums, strengthening the legal framework around this issue
- Modification of Article 62 of the FIGC Internal Organisational Rules (NOIF) allowing the **referee to temporarily suspend matches** in the event of chants or banners of a racist or discriminatory nature. The responsible of public order keeps the power to decide to not restart or suspend the match, either temporarily or definitively
- Modification of Disciplinary Code (Art.13) : reintroduction for exemptions and mitigating circumstances** for clubs adopting virtuous action against racism and discrimination
- Great attention on the **development and training of Supporter Liaison Officers (SLOs) and stewards**
- The final Report 2018-2019** on Public Order in Professional Championships published by the National Observatory on Sport Events revealed a **trend of clear improvements**:
 - Over the past 5 seasons, **the number of injured individuals at stadiums has dropped** by 38% (from 164 in 2014-2015 to 101 in 2018-2019)
 - **The number of matches witnessing injured individuals has also decreased**, from 72 in 2014-2015 to 43 in 2018-2019
 - In the 1,853 professional football matches of 2018-2019, **8,000 less police officers were deployed** compared to 2017-2018 season (-4.5%).
 - There were **757 people reported to the authorities** in the season just gone, 400 less than in 2017-2018
 - **Arrests fell too**, from 100 in 2017-2018 to 39 in 2018-2019



IL CALCIO E LE ORE DI LEZIONE (FOOTBALL AND SCHOOL CLASSES)

Project set up following the introduction of stadium accessibility regulations in 2015 with fines for FIGC registered members who engage in unauthorised relations with Ultras fan groups



OBJECTIVE:
RAISING STUDENTS' AWARENESS ON SOCIAL TOPICS RELATING TO RESPECT AND FAIR PLAY



CONCEPT:
ORGANISATION OF EDUCATIONAL INITIATIVES IN SCHOOLS WITH SPECIAL GUEST APPEARANCES

2018-2019 HIGHLIGHTS:



7,850 HOURS OF CLASS



OVER 100,000 STUDENTS INVOLVED
(up from around 84,000 in 2017-2018)



5,250 CLASSES INVOLVED
(up 46% on 2017-2018)



222 PROJECT RUN

2018-2019 BEST PRACTICES: CLUBS AND INITIATIVES AWARDED BY FIGC



INTERNAZIONALE F.C.
Sport in the classroom - I support positively



JUVENTUS F.C.
Fair People: respect is a team game



PARMA CALCIO 1913
Vetrina Crociata



BRESCIA CALCIO
Meetings and initiatives involving local schools



HELLAS VERONA F.C.
Play with your class



A.C. PADOVA
Dad, take me to the stadium



CAVESE CALCIO
Activities involving local schools



RIMINI F.C.
Involvement of local schools



FC SÜDTIROL
Sport starts at school



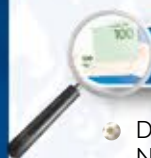
VIS PESARO
Activities involving local schools



COMBATING VIOLENCE AGAINST MATCH OFFICIALS

New rule introduced regarding disciplinary offences linked to violence against match officials, with **the introduction of case law for violent conduct** and a significant **increase in the minimum bans** for such offences:

- **Minimum 1 year for cases of violence** (no medical report)
- **Minimum 2 years for cases of violence where a medical report** shows serious injury
- **Definition of minimum bans** not only for players but also for **coaching staff, club officials and club shareholders**, something that had previously not been covered by the regulations



FIGHT AGAINST ILLEGALITY IN SPORT

- During the Elite Round of Women's Under 17 and Men's Under 19 National Teams, FIGC has organised **2 workshops designed to raise awareness around match-fixing, targeted at 8 National Teams and 200 players**
- **Special session dedicated to the Italian Women's National Team** ahead of the FIFA Women's World Cup 2019
- Organisation of an **awareness course** for 100 female players taking part in the **UEFA Women's Under 19 Qualifying Round**, hosted in Italy
- Introduction in the new FIGC Statute of the **the ban on betting for all FIGC registered members**



NEW FIGC STATUTE

The Statute, edited according with the new principles announced by CONI, requires a **new majority for the approval of modifications to the Statute, the modification of the "sporting bond" rule, the reintroduction of the General Secretary**, as well as **female representation** in the FIGC Executive Committee and the introduction of a **3-term** limit for FIGC President and governing bodies



NEW DISCIPLINARY CODE

- Based on the guiding principles and values of the **broader Sports Justice reform project**
- The Code sets out **clearer timescales for rulings and ensures quicker proceedings**, thanks in part to the introduction of definitive deadlines, as well as **including the systemisation and reorganisation of laws**, a ban on gambling in amateur and youth football and the **reintroduction of the principles of sports trial**
- The Code introduces **swift and definitive timescales for the publication of rulings** and the reasons behind, as well as introducing **the penalty of having to pay legal expenses** in the event of opportunistic litigation, reviews of cases before different justice bodies and the introduction of **monocratic and collegial legal protection** before FIGC judges
- The new Code sets out the **distinction between judicial and consultative roles** in the Federal Court of Appeal, the introduction of a **register of disciplinary sanctions**, the identification of **incentives in "plea deals"** and the **introduction of the Arbitration Chamber** for disputes on the patrimony



LEGISLATIVE DECREE 231/2001 IN THE SPORT INDUSTRY

- Approval of the **Guidelines for the implementation of the Organisation, Management and Control Model** designed to prevent acts violating the principles of integrity, decency and probity
- Models must include suitable measures to **guarantee that sporting activity take place in compliance with the law** and with the rules of the sports system, with potential risks quickly flagged up; **the adoption of a Code of Ethics**, and of specific procedures for decision-making processes in both the administrative and technical/sporting areas, as well as **adequate monitoring mechanisms**; the adoption of an **incisive internal disciplinary system** and the appointment of a **supervisory body**
- The adoption of these models is a necessary **requirement for the Sports Justice Bodies** able to apply **exemptions or attenuations in cases of objective responsibility**

OTHER ACTIVITIES - HIGHLIGHTS 2019

- **New agreement between FIGC and the Italian Players' Union** governing international call-ups for male and female players and regulating **image rights** via a more innovative format than has been used in the past
- Approval of **strategic objectives** against which to assess **requests for FIFA funding** as part of **the Forward 2.0 programme**
- Approval of **new regulations for sports agents**, in accordance with the CONI regulations and FIFA principles

SPORTS JUSTICE AND REGULATORY ACTIVITY IN 2019



SPORTS JUSTICE

FIGC PROSECUTOR'S OFFICE

- 1,656 cases opened
- 2,028 matches examined
- 1,015 additional matches examined ("TV examination")
- 3,866 appointments

NATIONAL FEDERAL COURT

- 80 meetings
- 442 cases
- 573 rulings

FEDERAL COURT OF APPEAL

- 68 meetings
- 218 rulings

NATIONAL SPORTS COURT OF APPEAL

- 86 meetings
- 399 rulings



FIGC REGULATORY AFFAIRS

- 13 FIGC Executive Committee meetings and 6 Presidential Board meetings
- 608 official statements
- From July 2019 **General Secretariat**



NATIONAL LICENSING

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



UEFA LICENSING AND FINANCIAL FAIR PLAY

- UEFA Licences were granted to 16 clubs
- Analysis of over 2,000 reports regarding Supporter Liaison Officer activity



SPORT DIRECTORS AND MANAGERS COMMITTEE

- 108 people joined the Special List of Sport Directors and Sport Managers registry



ANTI-DOPING AND HEALTH PROTECTION COMMITTEE

- 2,971 urine tests
- 367 blood tests
- 622 matches checked



PLAYER'S STATUS

- 1,073 international transfers of professional players
- 7,590 international transfers of amateur players
- 1,376 requests to register a foreign minor for the first time



SPORT AGENTS COMMITTEE

- Publication of the new regulations for Sport Agents
- 619 agents registered
- 2,500 representation contracts registered
- Nearly € 230 million paid by professional players and clubs for the services of sports agents



AWARD COMMITTEE

- 849 requests and appeals examined
- Confirmed and approved awards amount to over € 1.6 million



REGISTRY

- 887 new clubs affiliated
- 101 name or address changes
- 48 mergers



WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY



PILLARS OF DEVELOPMENT PROGRAMME

- SPORTING DIMENSION: INCREASED NUMBER OF REGISTERED MEMBERS, CLUBS AND TEAMS
- LOCAL DEVELOPMENT CENTRES: KEY ROLE IN ASSESSING TALENT
- YOUTH ACTIVITIES AND LINKS WITH SCHOOLS AND UNIVERSITIES
- INTRODUCTION OF NATIONAL LICENSING SYSTEM
- PROFESSIONAL TRAINING AND SPECIALISATION
- COMMUNICATION AND MARKETING STRATEGY



RESULTS ACHIEVED

- INCREASE IN REGISTERED MEMBERS, INVESTMENT AND MEDIA ATTENTION
- CREATION OF POLICIES SHARED BY STAKEHOLDERS
- UPDATE OF FORMATS AND ORGANISATIONAL COMPETENCES OF TOP LEAGUES
- ENHANCEMENT OF COMPETITIONS FORMATS
- REVIEW OF YOUTH CHAMPIONSHIPS
- CREATION OF NEW NATIONAL TEAMS
- PROFESSIONALISATION OF WOMEN'S NATIONAL TEAMS
- QUALIFICATION FOR THE 2019 FIFA WORLD CUP
- CREATION OF INCENTIVE FOR MEN'S PROFESSIONAL CLUBS TO INVEST IN WOMEN'S FOOTBALL
- COMPLETION OF TALENT DEVELOPMENT CHAIN

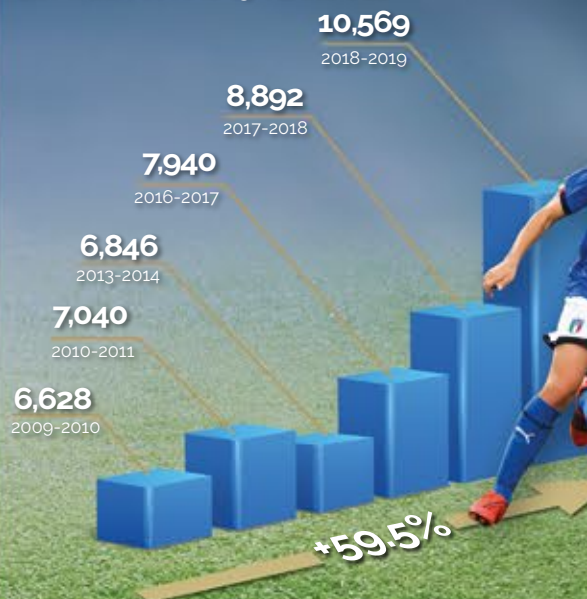


Since 2019, FIGC Women's football development programme is supported by UEFA as part of the "National Association Women's football strategy". FIGC is 1 of the 5 European Football Associations selected by UEFA, out of the 20 interested in participating.



RESULTS ACHIEVED FEMALE REGISTERED PLAYERS

FEMALE PLAYERS AGED BETWEEN 10 AND 15 YEARS OLD



TOTAL FIGC FEMALE REGISTERED PLAYERS



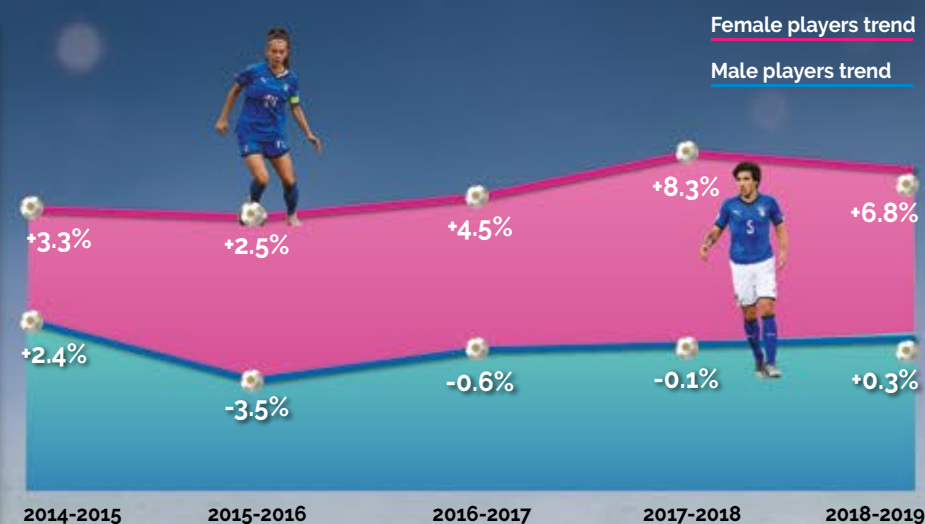
COMPARISON OF FEMALE PLAYERS REGISTERED BY MEN'S PROFESSIONAL CLUBS

	2015-2016			2016-2017			2017-2018			2018-2019			Var. 2015-2019
	Under 12	Over 12	Total	Under 12	Over 12	Total	Under 12	Over 12	Total	Under 12	Over 12	Total	
Serie A	454	130	584	652	349	1,001	825	856	1,681	822	1,078	1,900	+1,316
Serie B	409	161	570	529	236	765	743	488	1,231	670	445	1,115	+545
Serie C	15	0	15	41	6	47	911	433	1,344	1,415	688	2,103	+2,088
TOTAL	878	291	1,169	1,222	591	1,813	2,479	1,777	4,256	2,907	2,211	5,118	+3,949

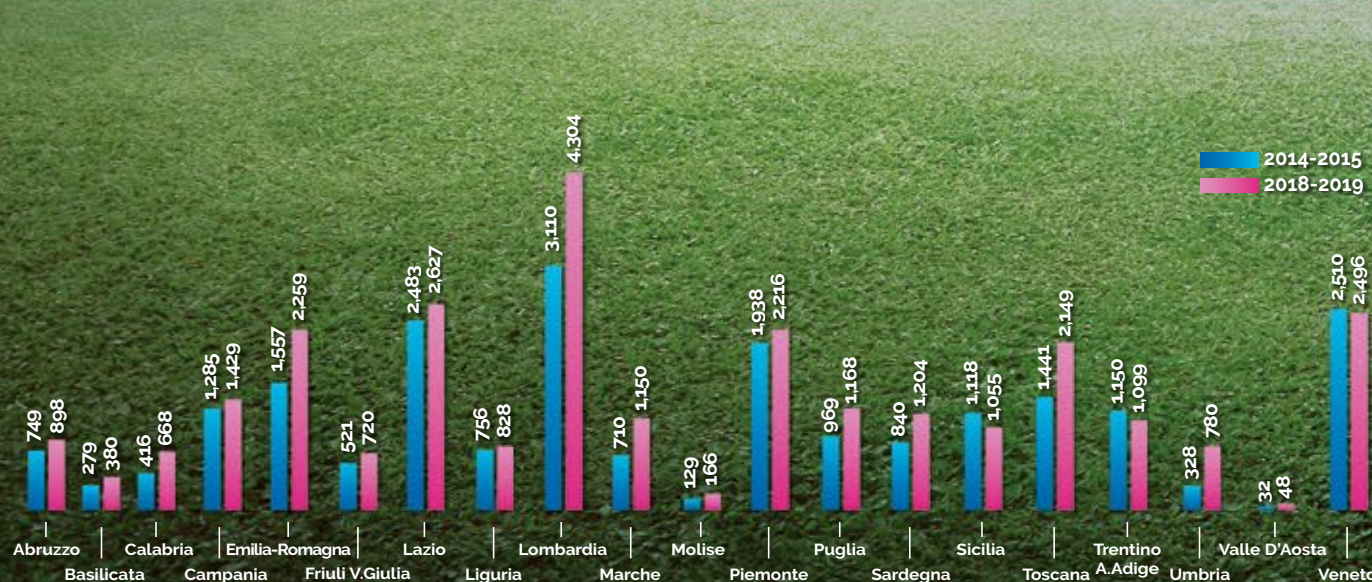
GROWTH OF ITALIAN WOMEN'S FOOTBALL

	2014-2015	2016-2017	2018-2019	Variation
Total female registered players	22,564	23,903	27,644	+5,080
U12 registered at professional men's clubs	0	1,222	2,907	+2,907
Clubs with women's football (total)	3,284	3,230	3,496	+212
Registered female coaches	127	199	304	+177
Women's National Teams matches	40	53	64	+24
Women's National Teams	4	7	7	+3
Women's National Teams staff	29	41	70	+41

TREND COMPARISON: FIGC'S MALE AND FEMALE REGISTERED PLAYERS



FEMALE REGISTERED PLAYERS BY REGION



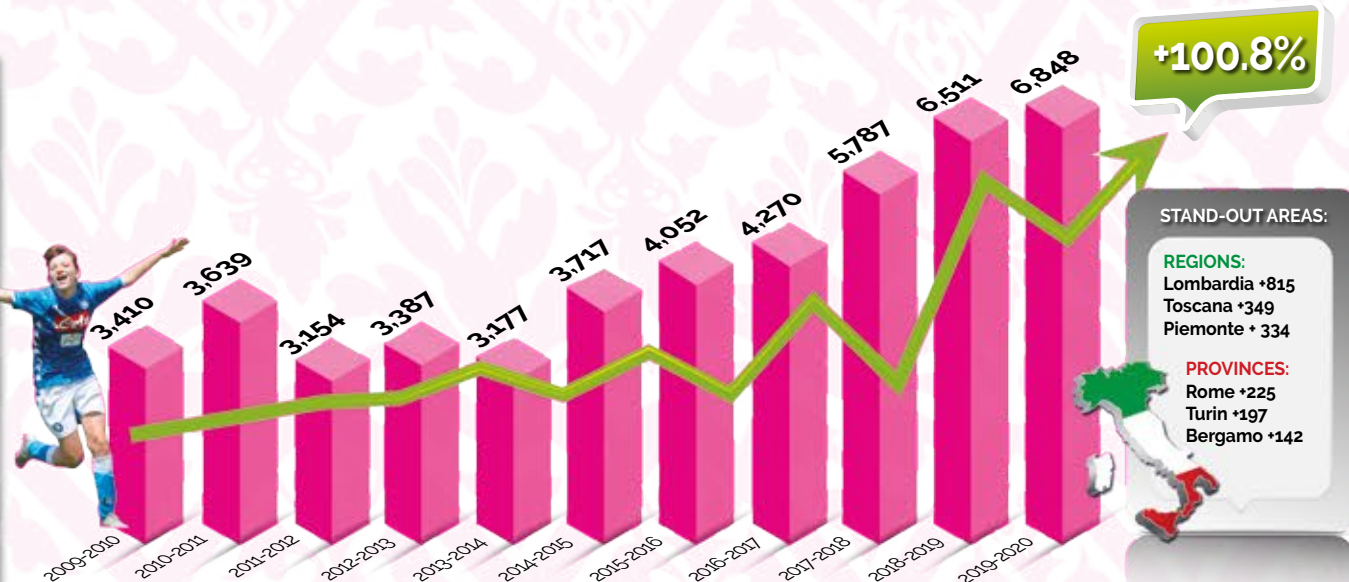
TOP 10 REGIONS PER GROWTH 2014-2019

Lombardia	+1,194
Toscana	+708
Emilia Romagna	+702
Umbria	+452
Marche	+440
Sardegna	+364
Piemonte	+278
Calabria	+252
Friuli V.Giulia	+199
Puglia	+199

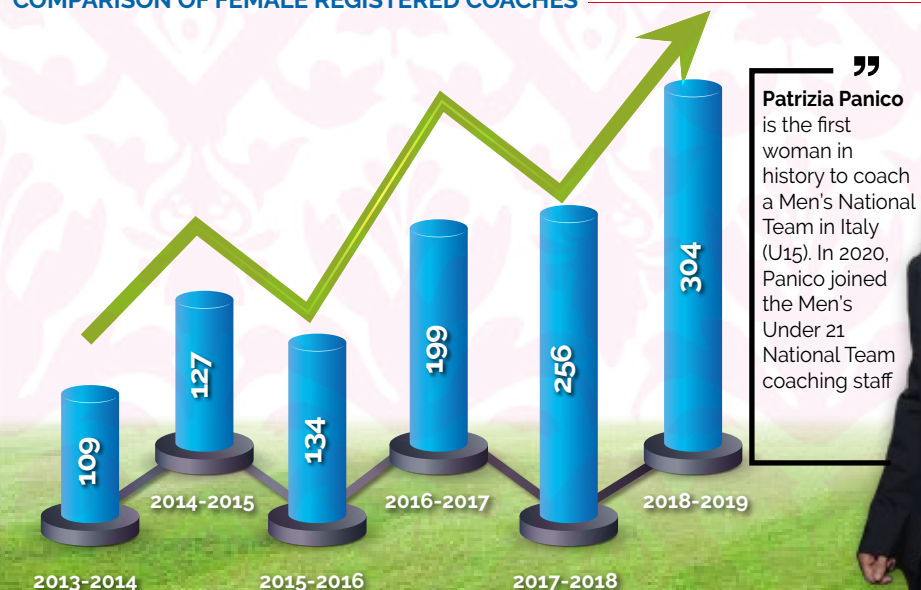
ITALIAN PROVINCES WITH MOST FEMALE REGISTERED MEMBERS 2018-2019

	Youth and School Sector	Other registered members	Overall total
Rome	787	1,249	2,036
Milan	626	579	1,205
Turin	663	537	1,200
Florence	375	412	787
Naples	377	322	699
Genoa	480	182	662
Bergamo	417	220	637
Bolzano	226	344	570
Verona	316	245	561
Bologna	262	285	547

COMPARISON OF REGISTRATION REQUESTS IN YOUTH WOMEN'S FOOTBALL



COMPARISON OF FEMALE REGISTERED COACHES



FEMALE REGISTERED REFEREES IN EUROPE - TOP 5 COUNTRIES



DEVELOPMENT OF WOMEN'S FOOTBALL - 2019 HIGHLIGHTS

REFORMING OF NATIONAL LICENSING



OBJECTIVE: TO FACILITATE THE INVESTMENT OF MEN'S PROFESSIONAL CLUBS IN THE WOMEN'S GAME

Regulation on the registration of U12 girls by professional men's clubs:



2,907
FEMALE
REGISTERED
PLAYERS

BY MEN'S SERIE A, SERIE B AND
SERIE C CLUBS IN 2018-2019

OPTION TO TRANSFER SPORT TITLES OF AMATEUR WOMEN'S CLUBS TO PROFESSIONAL MEN'S CLUBS

- Several teams directly linked to professional men's clubs have registered for the top leagues:

8 OUT OF THE 12 CLUBS IN WOMEN'S SERIE A 2018-2019:



TOGETHER WITH 3 OTHER CLUBS IN SERIE B



WOMEN'S SERIE A IS THE ITALIAN FOOTBALL COMPETITION THAT HAS SEEN THE BIGGEST INCREASE IN THE LEVEL OF INTEREST BETWEEN 2016 AND 2019



ORGANISATION OF TOP-TIER CHAMPIONSHIPS

- Official launch of the Women's Football Division, for the organisation of Serie A and Serie B, within the direct control of FIGC (creation of a dedicated unit), starting in the 2018-2019 season
- Organisation of National Championships has therefore become direct responsibility of FIGC, while the National Amateur League (LND) has remained in control of the organisation of Serie C at national level, "Eccellenza" at regional level and "Promozione" at province level

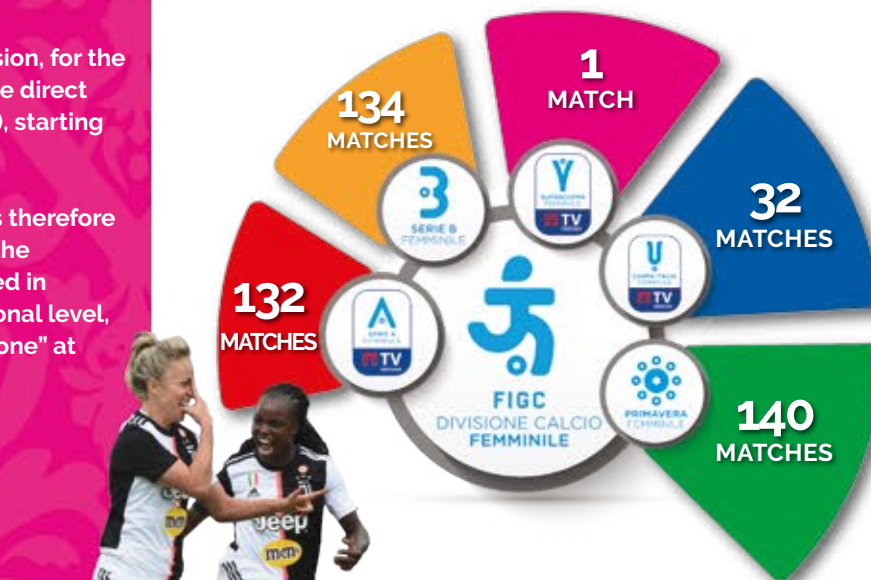
DEVELOPMENT OF NEW DIGITAL PLATFORMS

- Launch of the online reporting system
- Launch of the new internet profile and social media profiles dedicated to women's championships

COMMERCIAL DEVELOPMENT

- TIMVISION has become the Title Sponsor of the Women's Serie A, Coppa Italia and Super Cup
- TIMVISION has also become the new "FIGC channel" with the capability to broadcast all main events involving FIGC which are not covered by other rights, including the top Women's football competitions

NATIONAL LEAGUES 2018-2019 - HIGHLIGHTS



FROM SASSARI... (2013) -



...TO TURIN (2019)

Juventus v Fiorentina
(Turin, 24/03/2019) is the
highest-attended women's match ever in Italy:

**39,027
SPECTATORS**

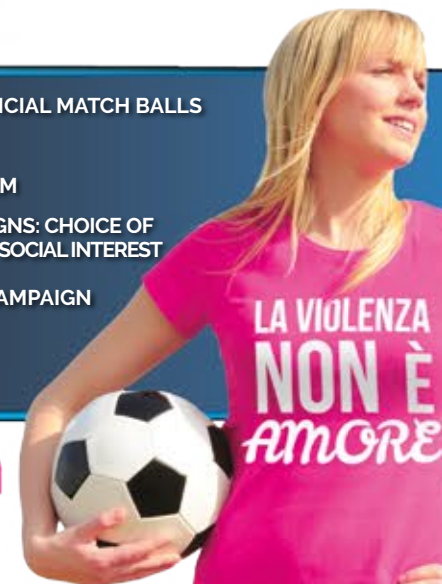
in comparison with the previous record of **14,000**
and overall attendance for the entire
Women's Serie A 2017-2018 (**27,400**)



- AGREEMENT WITH PUMA FOR THE SUPPLY OF OFFICIAL MATCH BALLS
- ALLOCATION OF TV RIGHTS TO SKY
- INTRODUCTION OF A NATIONAL LICENSING SYSTEM
- DEVELOPMENT OF SOCIAL RESPONSIBILITY CAMPAIGNS: CHOICE OF STRATEGIC THEMES AND PLANNING OF CAMPAIGNS OF SOCIAL INTEREST
- DEVELOPMENT OF AN INTEGRATED MARKETING CAMPAIGN (FIGC AND WOMEN'S FOOTBALL CLUBS)
- CREATION OF AN INNOVATIVE, RECOGNISABLE BRAND IDENTITY



sky puma



WOMEN'S YOUTH FOOTBALL

NATIONAL TOURNAMENTS

DANONE NATIONS CUP (UNDER 12 GIRLS' TOURNAMENT)



- The largest Under 12 football tournament in the world: since 2000 it has seen participation from 2.5 million players aged between 10 and 12 from over 40 countries
- The success of the **FOURTH ITALIAN EDITION:**

80 TEAMSUP BY 12 ON THE THIRD EDITION
AND BY 42 ON THE FIRST EDITION**37 PROFESSIONAL CLUBS**

FROM MEN'S SERIE A, B AND C

282 MATCHESINTER CAME SECOND IN THE
WORLDWIDE TOURNAMENT,
FINISHING ONLY BEHIND FRANCE

UNDER 15 GIRLS' TOURNAMENT

168 TEAMS
PARTICIPATING

UNDER 17 GIRLS' TOURNAMENT

75 TEAMS
PARTICIPATING

GIRLS' UNDER 15 DEVELOPMENT PLAN



OBJECTIVES

- Creation of a primary observatory on women's youth football
- Synergy with National Teams
- Increase in female players selected

FORMAT

• **17 LOCAL TEAMS**

- Final Training Camp, to which the best **36 PLAYERS** from the tournament are invited

• National tournament
300 PLAYERS INVOLVED

- Educational and training activities also for technical staff and parents



RESULTS ACHIEVED:

Evolution of the Calcio+ Programme, which was launched in 2007 and has developed the majority of the female players selected for the Italian National Teams

**250% INCREASE**
IN THE NUMBER OF FEMALE
PLAYERS BEING MONITORED
ACROSS ITALY**80%**
OF THE PLAYERS SELECTED
FOR CAMPS CONTINUED
THEIR PATH IN THE NATIONAL
TEAMS

PERCENTAGE OF FEMALE PLAYERS SELECTED FOR THE ITALIAN NATIONAL TEAMS AFTER TAKING PART IN THE CALCIO+ PROGRAMME HAS REACHED NEW RECORD HIGHS FOR EACH TEAM:



- **UNDER 16 NATIONAL TEAM:** **70% OF PLAYERS** SELECTED PARTICIPATED IN CALCIO+
- **UNDER 17 NATIONAL TEAM:** **68% OF PLAYERS** SELECTED PARTICIPATED IN CALCIO+ AND **67% CAME THROUGH** THE FIGC LOCAL DEVELOPMENT CENTRES
- **UNDER 19 NATIONAL TEAM:** **85% OF PLAYERS** SELECTED PARTICIPATED IN CALCIO+

- **A NATIONAL TEAM:** **7 OUT OF THE 23 PLAYERS** SELECTED FOR THE 2019 FIFA WOMEN'S WORLD CUP (30%) HAD PREVIOUSLY PARTICIPATED IN CALCIO+

WOMEN'S FOOTBALL WAS FEATURED AT THE VIAREGGIO CUP FOR THE FIRST TIME EVER

- IN 2019, IT WAS OFFICIALLY ANNOUNCED THAT 8 WOMEN'S TEAMS WOULD BE TAKING PART IN THE FIRST EDITION OF THE VIAREGGIO WOMEN'S CUP ORGANISED BY CGC VIAREGGIO
- LIKE THE FAMOUS MEN'S TOURNAMENT, WHICH IS ONE OF THE MOST IMPORTANT YOUTH COMPETITIONS IN THE WORLD, THE WOMEN'S VIAREGGIO CUP IS RESERVED TO PRIMAVERA TEAMS

PROMOTIONAL EVENTS

WOMEN'S FOOTBALL WEEK 2019

From 27 April to 5 May, in every region of Italy, an array of events took place involving girls and young women belonging to affiliated clubs and schools participating in projects launched in 2019



70 EVENTS



4.000 GIRLS INVOLVED

GOVERNANCE OF THE WOMEN'S FOOTBALL DIVISION



- FIGC Executive Committee approved new regulations regarding the governance model of the Division, September 2019 saw Women's football division elections take place, resulting in the election of Ludovica Mantovani as President of FIGC Women's Football Division Executive Board

ENHANCING THE SCIENTIFIC DIMENSION



- Maurizio Valenti's research project focusing on football was supported by FIGC and recognised by UEFA, which awarded it funding as part of its UEFA Research Grant Programme - it was the first time an Italian researcher had been awarded this type of funding, which was launched in 2010
- With the aim of providing sporting institutions with information regarding the best ways of promoting sustainability and growth within Women's football, Valenti set out the organisational and management procedures currently in place at women's clubs, focusing specifically on the phenomenon of integration between men's and women's clubs
- The research project, which involved Valenti sending a questionnaire to the 507 clubs competing in the 55 national Football Associations belonging to UEFA, also aimed to help industry professionals to gain a better understanding of the advantages, obstacles and critical problems that clubs are facing

DEVELOPMENT OF WOMEN'S FOOTBALL - OTHER ACTIVITIES IN 2019



- Launch of the Women's Football Economic Agreements Committee (CAEF)
- Approval of mandatory requirements for professional clubs regarding the registration of Under 12 players (40 in Serie A, 30 in Serie B and 20 in Serie C) and their use in youth championships, as well as their participation in Under 15 and Under 17 championships
- In order to boost women's football at youth level, all young girls aged under 17 who are registering for the first time or who are registering again (having not been registered in the previous season) will not have to pay for registration
- Launch of the partnership between FIGC and Barbie, the famous brand belonging to Mattel. At the heart of the collaboration was the aim of telling a story that touched on a tangible dream – and using ambassadors from the world of Women's football to serve as healthy role models and show that dreams really can come true. The "Puoi Essere Tutto Ciò Che Desideri" [You Can Be Whatever You Want] initiative falls under the umbrella of the Dream Gap project
- With regards to Women's National Teams, the process of bolstering the technical staff supporting the various National Teams was completed in 2019. The technical staff of the Women's A National Team now fully reflects that of the Men's A National Team
- Plans were announced for the expansion of the technical staff of the Under 23, Under 19, Under 17, Under 16 and Futsal A and Under 19 National Teams



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 stadiums and sports facilities



TRAINING: FIGC-POLIMI AGREEMENT

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

- Top course in Italy focusing on sports 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 the attention on environmental protection and focus attention on environmental protection and related issues in the football industry, by engaging with key stakeholders
- Ahead of UEFA EURO 2020, the TACKLE project will develop Guidelines for Environmental Management in sports facilities



TECHNOLOGICAL INNOVATION

VIDEO ASSISTANT REFEREE (VAR)

TECHNOLOGY FOR THE VIDEO ASSISTANCE
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 REFEREES/VARS (210 HOURS OF TRAINING AND 60 MATCHES ANALYSED)
- FROM JANUARY 2017, ONLINE TESTING IN 5 NATIONAL YOUTH TEAMS FRIENDLY MATCHES
- FINAL EIGHT PRIMAVERA CHAMPIONSHIP: INTRODUCTION OF ONLINE 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 2017-2018 season, one year in advance of initial predictions

- Italy was the 7th COUNTRY to begin testing and the 3rd COUNTRY to be authorised to officially introduce VAR

COVERCIANO CENTRAL STAGE

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

RUS

HUMAN CAPITAL

During the **World Cup in Russia in 2018**, **3 out of 12 FIFA VAR Specialists were Italian**. In addition to Irrati, who served as VAR 1 during the final, Orsato and Valeri were also selected, in addition to Rocchi (who was there as both a main referee and VAR Specialist)

UEFA TESTING

UEFA tested VAR for the first time during Italy's **friendly match** against the USA in Genk on 20 November 2018, in view of its application in international competitions



THE ITALIAN MODEL

LEGACY

Italy's VAR project has become a benchmark and a best practice for all international organisations in terms of development and resources



STUDY, PLANNING
AND DEFINITION OF
ORGANISATIONAL MODEL



SHARING PROJECT
WITH MEDIA



QUALITY OF HUMAN CAPITAL
INVOLVED IN THE PROJECT



SELECTION OF A TOP-QUALITY
SUPPLIER WHICH HAD ALREADY
BEEN TESTED DURING THE
INTRODUCTION OF GLT (HAWK-EYE)



HIGH STANDARD OF
ITALIAN REFEREEING



INTEGRATION WITH
TV PRODUCTION



COLLABORATION AND
SYNERGY BETWEEN ALL
STAKEHOLDERS INVOLVED



INTERNATIONAL PROFILE AND
CREDIBILITY OF PROJECT
LEADER (ROBERTO ROSETTI)

2019 HIGHLIGHTS



LAUNCH OF PROGRAMME TO BUILD CENTRALISED
VAR CONTROL ROOM IN COVERCIANO, TO MANAGE
ALL MATCHES CENTRALLY

THE VAR CENTRE WILL ALSO BECOME A REAL
VIRTUAL TRAINING "GYM" FOR REFEREES ON-FIELD

CREATION OF A SPECIALISED TASK FORCE FOR MANAGING IN-GAME
TECHNOLOGY, INCLUDING SOME RECENTLY RETIRED REFEREES



ORGANISATION OF A TRAINING MEETING BRINGING
TOGETHER REFEREES, COACHES AND CAPTAINS OF
SERIE A CLUBS, TO WHICH MEDIA REPRESENTATIVES
HAD ACCESS, IN ORDER TO PROMOTE KNOWLEDGE OF
INTERNATIONAL REGULATIONS AND THE VAR PROTOCOL



USE OF VAR IN SERIE A AND COPPA ITALIA
IN 2018-2019: HIGHLIGHTS



397 MATCHES



2,658 CHECKS
(1 EVERY 6.7 MATCHES)



111 CORRECT REVIEWS
(1 EVERY 3.6 MATCHES)



22 INCORRECT
REVIEWS



PERCENTAGE OF INCORRECT
REFEREEING DECISIONS
WITH VAR: 0.83%



PERCENTAGE OF INCORRECT
REFEREEING DECISIONS
WITHOUT VAR: 4.18%

ENHANCING THE INTERNATIONAL DIMENSION

FIGC continued the important process of enhancing the international dimension, based on a strategy encompassing **4 key pillars**:

1 - ORGANISATION OF INTERNATIONAL SEMINARS AND WORKSHOPS



FIFA EXECUTIVE FOOTBALL SUMMITS
(FEBRUARY 2019, ROME)

UEFA STUDY GROUP SCHEME ON "FITNESS FOR FOOTBALL"
(FEBRUARY 2019, COVERCIANO)



"THE BEST FIFA FOOTBALL AWARDS 2019"
(SEPTEMBER 2019, MILAN)

"FIFA FOOTBALL CONFERENCE - ANALYSIS OF THE FIFA WOMEN'S WORLD CUP FRANCE 2019"
(SEPTEMBER 2019, MILAN)



STATISTICS CONTAINED IN THE TECHNICAL REPORT PUBLISHED BY FIFA CONFIRMED HOW WELL THE WOMEN'S A NATIONAL TEAM PERFORMED: THEY RANKED SECOND IN TERMS OF SHOTS PER GOAL (6.1, BETTERED ONLY BY THE USA ON 5.1) AND FIRST IN TERMS OF SHOTS ON TARGET PER GOAL ALONGSIDE THE USA AND AUSTRALIA (2.3). THERE WERE ALSO GOOD STATS FOR GOALKEEPER LAURA GIULIANI, WHO SAVED 20 OF THE 25 SHOTS FACED BY THE AZZURRE



MESGO: EXECUTIVE MASTERS IN GLOBAL SPORT GOVERNANCE
(JANUARY 2019, ROME)

UEFA FOOTBALL DOCTOR EDUCATION PROGRAMME
(APRIL 2019, ROME)



FIFA COACH MENTORSHIP PROGRAMME
(MARCH 2019, COVERCIANO)

2 - COLLABORATIONS WITH INTERNATIONAL BODIES



UEFA GROW workshop, a programme offering strategic support and consultancy to UEFA's member associations (April 2019, Rome)



FIGC involvement in EXPO 2020, 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

20 INTERNATIONAL CONVENTIONS SIGNED BY FIGC



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



IN 2019, A MEMORANDUM OF UNDERSTANDING WAS SIGNED BETWEEN FIGC AND THE CHINESE GOVERNMENT, TARGETING FOOTBALL DEVELOPMENT IN CHINA, AS WELL AS THE EXPANSION OF ITALIAN FOOTBALL ACROSS THE COUNTRY



AS PART OF THE UEFA ASSIST PROGRAMME, FIGC AND THE QATARI FOOTBALL ASSOCIATION LAUNCHED A "KNOWLEDGE SHARING" PROGRAMME INVOLVING VARIOUS FIELDS, INCLUDING TECHNICAL TRAINING, LEARNING AND KNOWLEDGE, NUTRITION AND PSYCHOLOGY



3 - INTERNATIONAL RECOGNITION (2019)



GIORGIO CHIELLINI AND SARA GAMA, BOTH CAPTAINS OF JUVENTUS AND THE ITALIAN NATIONAL TEAM, WERE SHORTLISTED FOR FIFA'S WORLD 11 OF THE YEAR



WOMEN'S A NATIONAL TEAM COACH MILENA BERTOLINI WAS ONE OF 10 COACHES NOMINATED IN THE BEST FIFA FOOTBALL AWARDS



THE 2019 RANKING OF THE 50 BEST COACHES IN THE HISTORY OF FOOTBALL, PUBLISHED BY FRANCE FOOTBALL, CONTAINED 7 ITALIAN COACHES, WITH ARRIGO SACCHI RANKED THIRD (BEHIND ONLY RINUS MICHELS AND ALEX FERGUSON) AND CARLO ANCELOTTI COMING IN EIGHTH



WOMEN'S A FUTSAL NATIONAL TEAM COACH FRANCESCA SALVATORE WAS NAMED AMONG THE TEAM OF OBSERVERS FOR THE FIRST WOMEN'S EUROPEAN FUTSAL CHAMPIONSHIP AND THE MEN'S EUROPEAN UNDER-19 FUTSAL CHAMPIONSHIP



RECOGNITION OBTAINED BY THE BEACH SOCCER NATIONAL TEAM (BEACH SOCCER STARS AWARDS CEREMONY):

- GABRIELE GORI WAS VOTED AS ONE OF THE 5 BEST PLAYERS IN THE WORLD
- FOR THE FIRST TIME, THE AWARD FOR THE BEST YOUNG TALENT WENT TO AN ITALIAN PLAYER: JOSEP JR
- GOALKEEPER SIMONE DEL MESTRE WAS NAMED ONE OF THE 3 BEST GOALKEEPERS IN THE WORLD
- A GOAL FROM DARIO RAMACCIOTTI WAS INCLUDED AMONG THE 10 BEST DISPLAYS OF TECHNICAL ABILITY IN 2019
- THE FIFA BEACH SOCCER WORLD CUP FINAL BETWEEN PORTUGAL AND ITALY WAS A DEMONSTRATION OF THE QUALITY OF THE ITALIAN BEACH SOCCER LEAGUE, WITH: 20 OF THE 24 PLAYERS INVOLVED IN THE MATCH IN PARAGUAY PLAYING IN SERIE A



3 ITALIAN FOOTBALL PLAYERS (EMIL AUDERO, NICOLÒ ZANILO AND NICOLÒ BARELLA) HAVE BEEN INCLUDED BY UEFA IN THE LIST OF 50 MOST TALENTED YOUNG PLAYER IN EUROPE



GIANLUCA ROCCHI OFFICIATED THE UEFA EUROPA LEAGUE FINAL BETWEEN CHELSEA AND ARSENAL IN BAKU, ASSISTED BY COMPATRIOTS FILIPPO MELI AND LORENZO MANGANELLI AND FOURTH OFFICIAL DANIELE ORSATO. MASSIMILIANO IRRATI WAS ON VAR DUTY, ALONGSIDE MARCO GUIDA



REFEREES PAOLO VALERI FROM ROME AND MASSIMILIANO IRRATI FROM FLORENCE WERE SELECTED BY FIFA AS VAR OFFICIALS AT THE WOMEN'S WORLD CUP IN 2019. ALSO, VALERI WAS SELECTED AS VAR OFFICIAL FOR THE FINAL OF AFC ASIAN CUP 2019

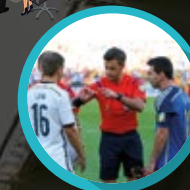


THE FINAL OF THE EURO BEACH SOCCER LEAGUE SUPERFINAL BETWEEN RUSSIA AND PORTUGAL WAS OFFICIATED BY ITALIAN REFEREE GIONNI MATTICOLI



★★★★ 0.4 FIGC ACTIVITIES AND INITIATIVES

4 - REPRESENTATION IN LEADING INTERNATIONAL BODIES



In 2019 Nicola Rizzoli was nominated as a component UEFA Referee Development Panel

Italy has very high level of representation in leading international bodies:



15 ITALIAN MEMBERS IN UEFA COMMITTEES AND PANELS



6 ITALIAN MEMBERS IN FIFA COMMITTEES AND PANELS

ITALIAN FOOTBALL: AN INTERNATIONAL EXCELLENCE



FIGC IS RANKED...

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



...FOURTH IN TERMS
OF NUMBER OF TEAMS

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

QUALIFIED COACHES 2018-2019 - TOP 5

There are **50,221** Italian coaches within the Top 3 levels of UEFA
licenses (Pro, A and B), the highest number in Europe:



50,221



27,223



11,244



11,106



6,950



ITALIAN REFEREES - INTERNATIONAL RECOGNITION

IFFHS World's Best Referee - comparison of nationalities of winning referees (1987-2019)

Country	Number of awards	Awarded referees
1	9	6 Pierluigi Collina, 1 Roberto Rosetti, 2 Nicola Rizzoli
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 of finals - finals refereed by Italian match officials

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

ITALY IS PART OF THE EUROPEAN ELITE IN TERMS OF INTERNATIONAL REFEREES (JUST BEHIND SPAIN) AND IS SECOND AS REGARDS NUMBERS OF FEMALE REFEREES

FEMALE REGISTERED REFEREES IN EUROPE - TOP 5 IN 2018-2019



2,253



1,715



1,301



900



535



41



39



36



36



34

IN 2019, **ITALIAN MATCH OFFICIALS** REFEREED A TOTAL OF **96 MATCHES ABROAD**, INCLUDING 45 MATCHES IN THE UEFA CHAMPIONS LEAGUE AND EUROPA LEAGUE, **35 NATIONAL TEAMS MATCHES** AND 15 MATCHES IN FOREIGN LEAGUES



MAJOR EVENTS



2019 EUROPEAN UNDER 21 CHAMPIONSHIP

2019 EUROPEAN UNDER 21 CHAMPIONSHIP IN FIGURES

The third-biggest international football tournament for National Teams in terms of global popularity and the biggest international football tournament organised for the first time in Italy since the FIFA World Cup in 1990.



15 DAYS

of competition
(16-30 June 2019)



OVER 250,000 SPECTATORS

attended the **21 matches** (4 were sold out), with an average attendance of around 12,000, which is a record over the last 5 tournaments; the 3 matches played by the Italian National Team drew an overall crowd of over **74,000 spectators**



436 VOLUNTEERS INVOLVED

were involved in organising the event, contributing in various areas including accreditation, anti-doping, transportation and venue management, alongside 150 members of staff from FIGC, UEFA, venues and host cities



5 ITALIAN CITIES

Bologna, Cesena, Reggio Emilia, Trieste and Udine, as well as San Marino, which was involved in the hosting of the final phase of a major international tournament for the first time



16.9 MILLION TV VIEWERS

in Italy for the Azzurrini's 3 matches (share of 28.5%), plus an additional 16.1 million for the other matches played in the group phase



The tournament left an important legacy in terms of modernised facilities and a general sense of joy and engagement, as well as an awareness that our Country is ready to host other major sporting events



12 NATIONAL TEAMS PARTICIPATING



276 PLAYERS

involved and a record of **78 goals scored**, an average of 3.71 per match



On the international stage, the Final between Germany and Spain had an

AUDIENCE OF 17.7 MILLION

viewers, with 9.2 million in Germany (+5.8% on the 2017 final between the same 2 teams) and 4.7 million in Spain (+13.8%)



- The competition provided economic gains and subsequent social benefits, with side effects on investment in the transportation systems, tourist facilities, urban development and activities designed to promote "Made in Italy"

The excellent organisation and quality of stadiums, as highlighted in UEFA's final report, were underpinned by a number of **innovative programmes**:



Educational #tifiamoEuropa ('We support Europe') school project, organised in tandem with the Ministry of Education, University and Research

- Designed to promote knowledge of the countries corresponding to the 11 National Teams visiting Italy in June 2019: participating classes "adopted" one of the finalist nations and gained a deep cultural understanding of their country, with special focus on the flag and national anthem
- The highlight was at the stadiums during the European Under 21 Championship when along with their families, young students were able to break down a cultural barrier by using the choreography prepared at school to join in with every country's national anthem
- **1,210 students and 590 schools** took part in the initiative



Collaboration with the International Master's Course on Planning, Construction and Management of Sports Facilities, via direct involvement of students in the organisation of the tournament



Promotional initiatives in the build-up to the event:

- Selected of a key ambassador: 2006 World Cup winner Andrea Pirlo
- Launch of "Benvenuti in Italy" by Rocco Hunt, the anthem of the European Championship
- Promotional activities at the venues: fan zones, trophy tour, photo booth, virtual reality, countdown clock and airstream (recording studio for content to be used in fan choreographies), school initiatives, exhibitions on football history, "street science" events and eSports tournaments
- Creation of a special section on the FIGC website dedicated to the event
- Launch of the official competition app



The introduction of an innovative stadium experience - a first time in Italian stadiums:

- Music was played at 3 specific moments during matches: substitutions, VAR checks and any water breaks
- The "Social Tribune" initiative meant fans in attendance at the stadium had the chance to watch matches alongside their favourite influencers and lead the rest of the ground through creative chanting and flash mobs
- E-sports: for each of the 21 matches, the best video gamers - those selected for preliminary boot camps in the build-up to the tournament - had the chance to play on big screens in the stadiums in front of all the spectators





The tournament will celebrate the 60th anniversary of the European Championship, with **24 teams** playing in **12 different locations** across Europe

ROAD TO EURO 2020 - HIGHLIGHTS 2019

500 PEOPLE INVOLVED IN THE LOCAL ORGANISING COMMITTEE (FIGC, GOVERNMENT, MUNICIPALITY OF ROME, CONI/"SPORT E SALUTE", ROME AIRPORTS)



PROMOTIONAL ACTIVITIES IN THE BUILD-UP TO THE EVENT

FRANCESCO TOTTI AND GIANLUCA VIALI WERE CHOSEN BY FIGC RESPECTIVELY AS AMBASSADORS FOR ROME EURO 2020 AND THE VOLUNTEER PROGRAMME IN ROME



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

PROGRAMME OF INVESTMENT TO MODERNISE THE STADIO OLIMPICO: WORK MAINLY FOCUSING ON THE PRESS ROOM, INCREASED DISABLED SEATING AND BATHROOMS, NEW HOSPITALITY SERVICES AND AREAS



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

DEFINITION OF VOLUNTEERING PROGRAMME:

- **3,662 APPLICATIONS SUBMITTED** (ROME RECEIVED THE 3RD HIGHEST NUMBER OF APPLICATIONS OF ANY CITY INVOLVED)
- **11 UNIVERSITIES AND MASTER PROGRAMMES INVOLVED**
- **1,620 INTERVIEWS AND 985 VOLUNTEERS SELECTED**
- **86% ITALIANS AND 14% FOREIGNERS FROM 44 DIFFERENT COUNTRIES**



60 CELEBRATION OF 60 YEARS OF EUROPEAN CHAMPIONSHIPS

24 NATIONAL TEAMS PARTICIPATING

31 DAYS OF COMPETITION (postponed from 2020 to 2021 due to the COVID-19 pandemic)

12 HOST COUNTRIES

4 MATCHES TAKING PLACE AT THE STADIO OLIMPICO (3 GROUP-STAGE MATCHES, INCLUDING THE OPENING MATCH, AND 1 QUARTER-FINAL)

3 MILLION

TICKETS AVAILABLE (+20% increase on UEFA EURO 2016) against 19.3 million requests, which overcame the record of 11 million in UEFA EURO 2016



5 BILLION ESTIMATED GLOBAL TV AUDIENCE



13.3 MILLION

ESTIMATED ATTENDANCE AT FAN ZONES



12,000

VOLUNTEERS INVOLVED IN EVENT ORGANISATION



12 HOST CITIES: AMSTERDAM, BAKU, BILBAO, BUCHAREST, BUDAPEST, COPENHAGEN, DUBLIN, GLASGOW, LONDON, MUNICH, ROME, ST. PETERSBURG



THE EUROPEAN CHAMPIONSHIP IS THE 3RD BIGGEST SPORT EVENT IN THE WORLD, in terms of audience, fan attendance, tourism and economic related revenues



TEN YEARS OF MAJOR FOOTBALL EVENTS HELD IN ITALY



UEFA Champions League Final (Rome, 2009)

TOTAL INVESTMENT (STADIUM):
€ 15.8m

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

ATTENDANCE: 70,000 SPECTATORS

GLOBAL TV AUDIENCE:
150 MILLION (230 COUNTRIES)

ECONOMIC IMPACT: € 45 MILLION
Deriving from fan spending across bars, restaurants, shops, hotels, city attractions and gambling, in addition to investment from sponsors and organisers in promotional activities in Rome



UEFA Europa League Final (Turin, 2014)

TOTAL INVESTMENT (STADIUM):
€ 0.6m

KEY MEASURES:

- Cabling
- TV studios
- Media areas and press box

ATTENDANCE: 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

ECONOMIC IMPACT: €17.5 MILLION
NET BENEFIT FOR THE LOCAL AREA: € 12.6 MILLION

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

OTHER COSTS SUSTAINED OUTSIDE THE METROPOLITAN CITY OF TURIN: € 4.9 MILLION



UEFA Champions League Final (Milan, 2016)

TOTAL INVESTMENT (STADIUM):
€ 5.5m

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

ATTENDANCE: 71,500 SPECTATORS

GLOBAL TV AUDIENCE:
350 MILLION (200 COUNTRIES)

ECONOMIC IMPACT: €25.2 MILLION

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

ATTENDANCE: 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 works on stadiums

**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 an 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 an 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

UPCOMING
MAJOR
EVENTS**UEFA EURO 2020**
(Rome, 2021)

- Audience: **5 billion**
- Opening match at the Stadio Olimpico in Rome
- **1,000 volunteers** involved
- Investment in modernising the Stadio Olimpico: **€ 9.3m**

**Women's Champions League Final**
(Turin, 2022)

Key event in terms of the development of women's football in Italy



Investment in terms of promotional initiatives and the modernisation of stadiums and infrastructure by the Italian government, FIGC, host cities and sports clubs was in excess of € 30 million, including € 17 million for sports infrastructure



43rd UEFA CONGRESS

Rome 7 February 2019



UEFA ELECTIVE CONGRESS

ONE OF THE KEY SPORTS GOVERNANCE EVENTS IN 2019



ORGANISED IN FEBRUARY 2019 AT ROME CAVALIERI HOTEL, THE EVENT BROUGHT THE MAIN REPRESENTATIVES FROM THE 55 UEFA MEMBER ASSOCIATIONS TO ITALY FOR THE FIRST TIME



THE 43RD UEFA CONGRESS UNANIMOUSLY RE-ELECTED OUTGOING PRESIDENT ČEFERIN AS THE HEAD OF THE EUROPEAN FOOTBALL GOVERNING BODY FOR THE NEXT 4 YEARS, RUNNING UNTIL 2023, IN ADDITION TO ELECTING THE NEW MEMBERS OF THE EXECUTIVE COMMITTEE



DURING THE EVENT, THE DELEGATES VISITED THE VATICAN MUSEUMS AND ATTENDED A DINNER AT THE AUDITORIUM CONCILIAZIONE ORGANISED BY FIGC



THE EVENT PROVIDED FURTHER EVIDENCE OF THE ORGANISATIONAL AND HOSPITALITY CAPABILITIES OF THE ITALIAN CAPITAL



OTHER EVENTS

Italy hosted a FIFA Futsal World Cup qualification group, which took place in Eboli, as well as the Élite Round of the European Men's Under 19 Championship (in Veneto) and the Elite Round of the European Women's Under 17 Championship (in Toscana)

UPCOMING MAJOR EVENTS:

- IN 2019, FIGC SUBMITTED ITS APPLICATION TO UEFA TO HOST THE 2022 WOMEN'S CHAMPIONS LEAGUE FINAL AT JUVENTUS STADIUM IN TURIN
- THE UEFA EXECUTIVE COMMITTEE OFFICIALLY CONFIRMED THAT THE EVENT WAS AWARDED TO FIGC ON 2 MARCH 2020
- IT MEANS ITALY WILL BE HOSTING ITS SECOND WOMEN'S CHAMPIONS LEAGUE FINAL, HAVING PREVIOUSLY HOSTED THE SHOWPIECE FIXTURE ON 26 MAY 2016 AT THE STADIO CITTÀ DEL TRICOLORE IN REGGIO EMILIA, WHICH WAS AN ORGANISATIONAL AND ATTENDANCE SUCCESS, THE EVENT CONTRIBUTED SIGNIFICANTLY TO THE DEVELOPMENT OF WOMEN'S FOOTBALL IN ITALY



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 AND STADIUM ATTENDANCE

In 2018-2019, the Italian National Teams played **125 matches abroad**, **57% of the total**. Stadium attendance for matches played abroad was **361,020 spectators**, mainly for the matches played in Poland, France and Portugal

MATCHES PLAYED ABROAD - MAIN COUNTRIES

	Men's A National Team spectators	Other National Teams spectators	TOTAL
POLAND	41,692	72,074	113,766
FRANCE	0	89,517	89,517
PORTUGAL	52,000	0	52,000
GREECE	20,000	0	20,000
BELGIUM	12,000	5,150	17,150
OTHER 23 COUNTRIES	0	68,587	68,587
TOTAL	125,692	235,328	361,020

TOTAL SPECTATORS FOR ITALIAN NATIONAL TEAMS IN 2018-2019



TOTAL
SPECTATORS
700,387

125

MATCHES PLAYED
ABROAD

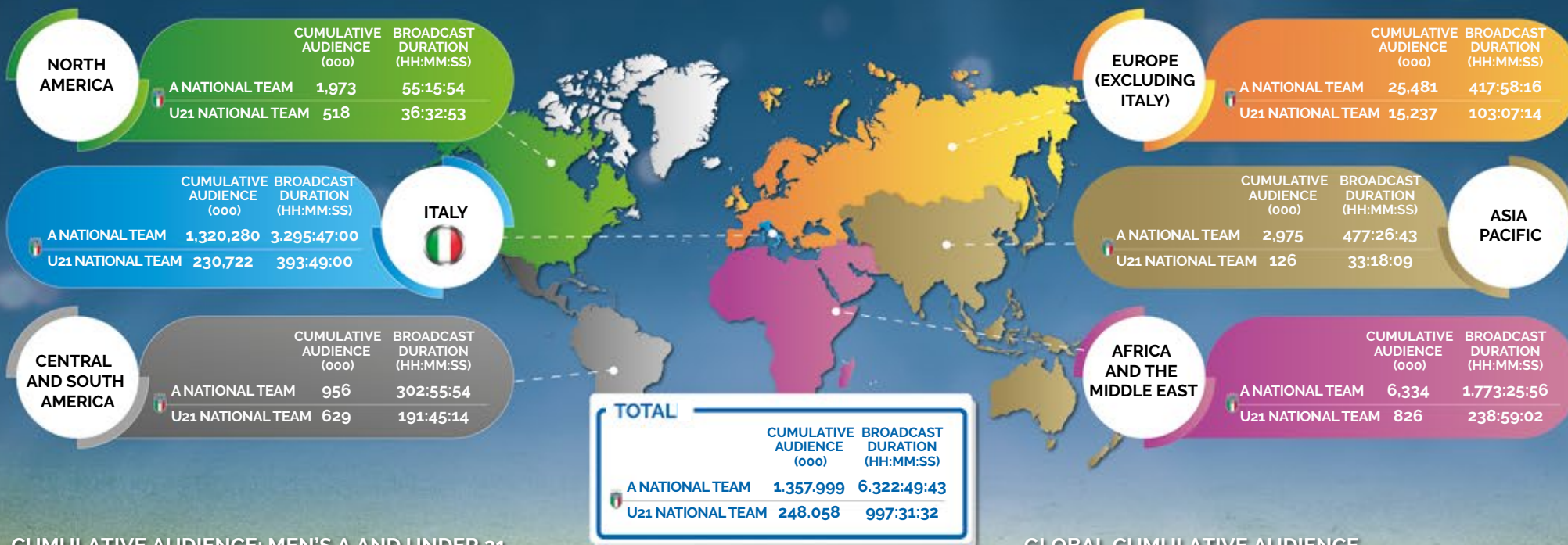
93

MATCHES PLAYED
IN ITALY

MEDIA ANALYSIS

Italian football has a global audience of **nearly 2.3 billion TV viewers**, 70% of which is accounted for by the **National Teams**. The global cumulative audience of the National Team in 2019 was nearly **1.4 billion viewers** (double the 2018 figure), for a total broadcast duration of **over 6,322 hours**.

CUMULATIVE AUDIENCE AND BROADCAST DURATION AT GLOBAL LEVEL IN 2019 - MEN'S A AND UNDER 21 NATIONAL TEAMS

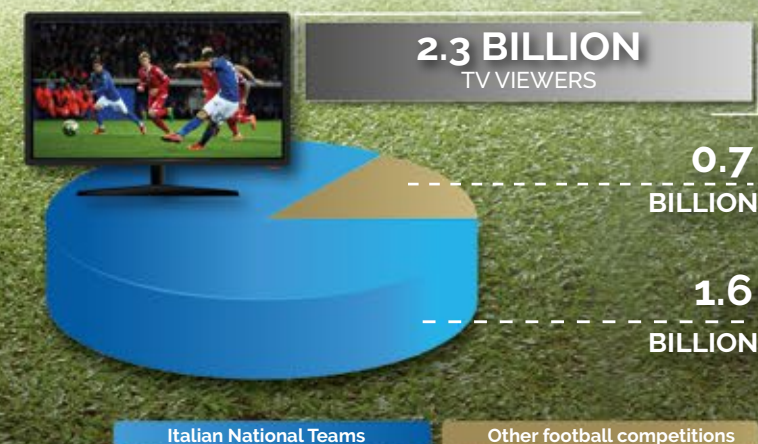


CUMULATIVE AUDIENCE: MEN'S A AND UNDER 21 NATIONAL TEAMS MAIN FOREIGN MARKETS IN 2019 A AND U21 NATIONAL TEAMS



Source: Vidiem 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.

GLOBAL CUMULATIVE AUDIENCE OF ITALIAN FOOTBALL IN 2019



OFFICIAL FIGC-PUMA MERCHANDISE 2019

From a commercial standpoint, 73% of the total official FIGC-PUMA items sold in 2019 were sold abroad, mainly in the USA, Germany and France

NET SALES - TOP 10 MARKETS IN 2019 (% OF SALES)



NET SALES BY GEOGRAPHICAL AREA 2019



OVERSEAS PUMA STORES WITH HIGHEST SALES FIGURES IN 2019

	NATION	CITY
1	China	Guangzhou
2	France	Paris
3	China	Shanghai
4	UAE	Dubai
5	USA	New York
6	Germany	Herzogenaurach
7	Canada	Montreal
8	Canada	Toronto
9	Canada	Vancouver
10	Holland	Roermond
11	UK	London

FANS AND FOLLOWERS ON FIGC SOCIAL MEDIA: 2019

The percentage of foreign fans and followers on FIGC social media reached 65% (around two in three)

FANS PROVENANCE AS OF 31/12/2019

ITALY
35%

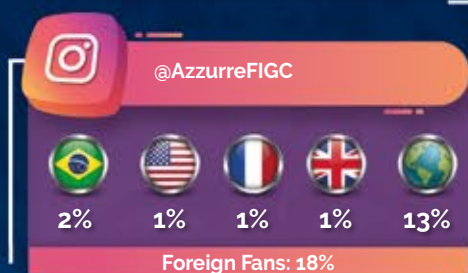
3,120,018

OTHER COUNTRIES

65%

5,859,118

9.0m
FANS AND FOLLOWERS





THE NEW CORPORATE SOCIAL RESPONSIBILITY STRATEGIC PLAN



FIGC continued to reorganise **various internal processes** relating to Corporate Social Responsibility with its **new Corporate Social Responsibility plan**

PROGRAMME DEVELOPED IN SYNERGY WITH UEFA



In 2019, UEFA organised the first **UEFA DFLM (Diploma in Football Leadership and Management)** which aims to provide the 15 Football Associations taking part with key tools to help implement strategic plans aimed at growing the impact and value generated by football.



FIGC WAS 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 A **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 INTERVENTION PROGRAMMES, 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 OF 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



SPECIAL OLYMPICS

- Supply of material to Special Olympics athletes who took part in the 2019 World Cup
- FIGC press conference to launch the **Special Olympics European Football Week**, across 50 European countries involving over 40,000 athletes with and without learning difficulties, 3,500 of whom in Italy



FREED BY FOOTBALL

- Joint initiative by FIGC and the Juvenile Court of Reggio Calabria
- Six-month programme involving **23 youngsters aged 18 or under**
- Education and integration of youngsters who have been **marginalised**, unaccompanied foreign minors and minors brought up in mafia families
- Football **harnessed** as a social and rehabilitation tool
- Besides the sports activities **educational activities with the aid** of a team of psychologists were also run



ITALIAN FRAGILE X SYNDROME ASSOCIATION

- 25 youngsters with Fragile X syndrome** - the second biggest genetic-based cause of intellectual disability after Down's syndrome - were **guests of the National Team in Coverciano** on 19 March, Father's Day



SUPPORT FOR THE PEOPLE OF VENICE

- In November 2019, a **National Team delegation** went to the centre of Venice to show the Azzurri's **support and solidarity** for the city after it was struck by adverse weather



INITIATIVE IN ARMENIA - AID FOR CARITAS AND WORLD FOOD PROGRAMME

- In September 2019, during the Italy National Team's training camp in Armenia, the Azzurri welcomed a group of disabled children taking part in the project run by Caritas and the World Food Programme



GIOCAMICO ONLUS ASSOCIATION

- In March 2019, a **National Team delegation** visited the **Children's hospital in Parma** after being invited by the **Giocamico Onlus Association**. The players met children staying in the hospital, **gave them some gifts and chatted with the kids**, their families and hospital staff



COLLABORATION WITH BAMBINO GESÙ CHILDREN'S HOSPITAL

FIGC worked with the Bambino Gesù Children's Hospital throughout 2019 - the year of the hospital's 150th anniversary - helping to raise funds for the creation of the Tumour and Transplant Institute

JUNE 2019

- Roberto Mancini's National Team hosted a delegation of young patients in Coverciano. The children travelled on Italy's official team bus, had lunch with the Azzurri and were given a tour of the Federal Technical Centre's facilities
- FIGC helped organise "La Notte dei Re" (The Night of Kings), which saw teams captained by Francesco Totti and Luis Figo face off at the tennis stadium in Foro Italico, as part of the event, the trophies won by Italy were on display to aid the fundraising campaign. The trophies were also placed on display at the Vatican Gardens on the Family Day of the hospital

OCTOBER 2019

- The Azzurri visited the hospital and the young patients there. It was an intense, emotional afternoon which gave the children no end of joy and smiles
- On the evening of the match between Italy and Greece, the Bambino Gesù wide community was hosted by FIGC at the Stadio Olimpico (over 5,000 patients, relatives, employees and volunteers). FIGC also contributed to the 'Ogni storia merita un lieto fine' (Every story deserves a happy ending) fundraising campaign by providing 20 stadium walkabout experiences and organising another auction with some autographed Italy jerseys. FIGC then added to the proceeds by making its own donation
- His Holiness Pope Francis held an audience with the Italian National Team

The Pope had some profound words for the Azzurri: *"You visited the children at the Bambino Gesù hospital and showed the affection we all have but sometimes hide. Thank you for being great men capable of displaying affection to children. Some of you perhaps cried to yourselves afterwards. That may well be the case because affection always gets the better of you. These actions are good for you and your health. Thank you!"*

- During the audience with Pope Francis, FIGC announced that it was donating a machine to precisely measure DNA and cancer cells in blood

NOVEMBER 2019

- The final event of the fundraising campaign was "Una serata di stelle per il Bambino Gesù" (An evening with stars for the Bambino Gesù), a charity show held in the Paul VI's room in the Vatican and broadcast on Rai 1. Besides showbiz and music stars, various representatives from the National Team and Italian football also took part



AWARENESS AND FUNDRAISING CAMPAIGNS



SOLETERRE FOUNDATION

- Charity auction promoted by FIGC in aid of the International Pediatric Oncology Programme (PIOP)
- Opportunity to win a day in Coverciano to spend with the National Team



FONDAZIONE PIEMONTESE PER LA RICERCA SUL CANCRO

- FIGC partnered with "Fondazione Piemontese per la ricerca sul cancro" for the 6 consecutive year, when Italy played Bosnia in Turin (June 2019)
- Supported communication and fundraising activities by donating **20 VIP experiences** with stadium walkabouts and match tickets
- FIGC also helped the foundation's research and aid projects by donating **merchandise signed** by National Team players



AIRC

- Fundraising activities organised to coincide with Italy v Armenia in Palermo
- The total proceeds raised through the "Un Gol per la Ricerca" (A Goal for Research) campaign amounted to **€ 124,000**, enough to fund 4-year long study grants to train young Italian researchers
- "Un Gol per la Ricerca" generated **87,520 interactions** and **37.9 million views on social media**
- "I giorni della ricerca" (Research Days) campaign raised a total of around **€ 6.6 million**



WORLD HEART DAY

- FIGC renewed its partnership with UEFA in supporting "World Heart Day", set up by the World Heart Federation
- Objective: **raise awareness about cardiovascular diseases** and educate people about the benefits of a healthy and active lifestyle
- Serie A dedicated **Matchday 6** to the initiative
- FIGC contributed to **spread the campaign** by giving exposure through its website and social media account



SPECIAL TEAM ONLUS

- Charity Dinner organised in Palermo in November 2019 supported "Special Team Onlus", the foundation headed up by Paolo Maldini and Beppe Dossena
- The fundraising event, which took place to the splendid backdrop of the Loggiato of St. Bartholomew, **helped set up a centre for football players in financial difficulty at the end of their careers**



RED CROSS

- Support for Red Cross's "Non sono un Bersaglio" (I'm not a target) international campaign, launched with the aim of **condemning the increasing number of attacks against health workers**



TELETHON FOUNDATION

- In December 2019, **FIGC backed the Telethon Foundation for the fourth consecutive year** on the occasion of the 30th TV marathon on RAI channels
- Thanks to FIGC's contribution, the Telethon Foundation was able to equip its laboratories with essential equipment for scientific research into rare genetic diseases



"INSUPERABILI" ONLUS

- In May 2019, members of the **Women's National Team** preparing for the World Cup **donated their image rights fees for the Panini World Cup sticker album to the Onlus "Insuperabili"**
- The no-profit association, together with a team captained by Giorgio Chiellini, runs activities in 13 football schools to aid the social integration of 520 youngsters with cognitive and physical disabilities



ITALIAN REFEREES' ASSOCIATION SOCIAL ACTIVITIES



AS PART OF AN ARRAY OF SOCIAL ACTIVITIES, IN 2019 AIA SUPPORT SEVERAL AWARENESS CAMPAIGNS INVOLVING REFEREES, WITH SOME COINCIDING WITH SERIE A MATCHES



ITALIAN REFEREES' 10K RUNNING CHAMPIONSHIP, WITHIN THE COMPETITIONS OF THE ITALIAN ATHLETICS FEDERATION



8 CAMPS ACROSS ITALY: L'AQUILA, VERBANIA, REGGIO CALABRIA, ROME, RIMINI, MILAN, SALERNO AND PORTO SAN GIORGIO



THE EVENT HAS GROWN SIGNIFICANTLY OVER THE PAST 5 EDITIONS THANKS TO COLLABORATION OF HIGH NUMBER OF REFEREES AND A PARTNERSHIP WITH THE ITALIAN ATHLETICS FEDERATION



AIA WAS SUPPORTED BY A CHARITY SPONSOR, AS THE ITALIAN ASSOCIATION AGAINST LEUKAEMIA

FUNDRAISING FOR NO-PROFIT ORGANISATIONS



CHARITABLE PURCHASES

Bambino Gesù Onlus foundation



FIGC supported **fundraising activities for children** by purchasing Christmas cards

AGOP - paediatric oncology parents' association



On the occasion of the Easter holidays, **the FIGC supported the association** through the purchase of chocolate eggs, the proceeds of which were donated to **reception and assistance services**

Agri-food producers in Norcia



FIGC supported local producers through the purchase of Christmas gifts for Federation employees, supporting the **area following the earthquake**



ONLINE AUCTIONS

Activation of online auctions in support of non-profit organisations



AIRC
Cancer scientific research



SOLETERRE
Children's cancer assistance



STADIUM WALKABOUTS

Donation of VIP experiences (stadium walkabouts)



Fondazione Piemontese per la Ricerca sul Cancro
Italy v Bosnia, Turin



Bambino Gesù Children's Hospital
Italy v Greece, Rome

DONATIONS AND PATRONAGES

SOCIAL INITIATIVES FUND



In 2019, FIGC donated € 115,775 in support of:

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

SUPPLY OF EQUIPMENT



- ALLOCATION OF TECHNICAL/SPORTS EQUIPMENT AND MERCHANDISE FOR SPORTS EVENTS, SOCIAL INITIATIVES AND FUNDRAISING INITIATIVES FOR CHARITABLE CAUSES
- IN 2019, FIGC DONATED EQUIPMENT WORTH A TOTAL OF € 34,480

INSTITUTIONAL PATRONAGE



In 2019, FIGC patronaged 81 initiatives

- 39 FOR SOCIAL ACTIVITIES
- 30 FOR CULTURAL ACTIVITIES
- 12 FOR SPORTS ACTIVITIES
- IN 2019 THE REFERENCE OBJECTIVES AND METHODS OF CONCESSION OF FIGC INSTITUTIONAL PATRONAGES WERE REDEFINED



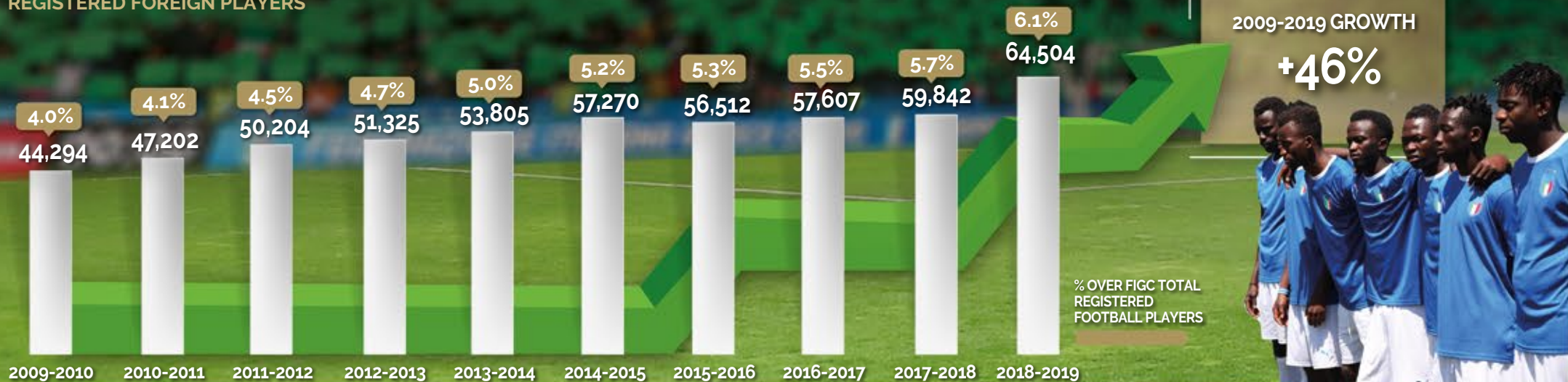
FIGHT AGAINST RACISM AND DISCRIMINATION

Italian football is an important vehicle for social integration: 66,413 registered members were born abroad in 2018-2019, a figure that has consistently increased in recent years

REGISTERED FOREIGN MEMBERS 2018-2019 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	8,226	24,317	266	636	33,445	1,017	82	34,544	6,395
AFRICA	10,039	13,399	147	89	23,674	539	0	24,213	4,740
ASIA	384	2,475	5	4	2,868	77	0	2,945	1,049
SOUTH AMERICA	1,128	2,579	8	55	3,770	144	9	3,923	730
CENTRAL AMERICA	186	367	3	2	558	14	0	572	137
NORTH AMERICA	35	141	0	1	177	25	0	202	75
OCEANIA	1	11	0	0	12	2	0	14	5
TOTAL	19,999	43,289	429	787	64,504	1,818	91	66,413	13,131

REGISTERED FOREIGN PLAYERS

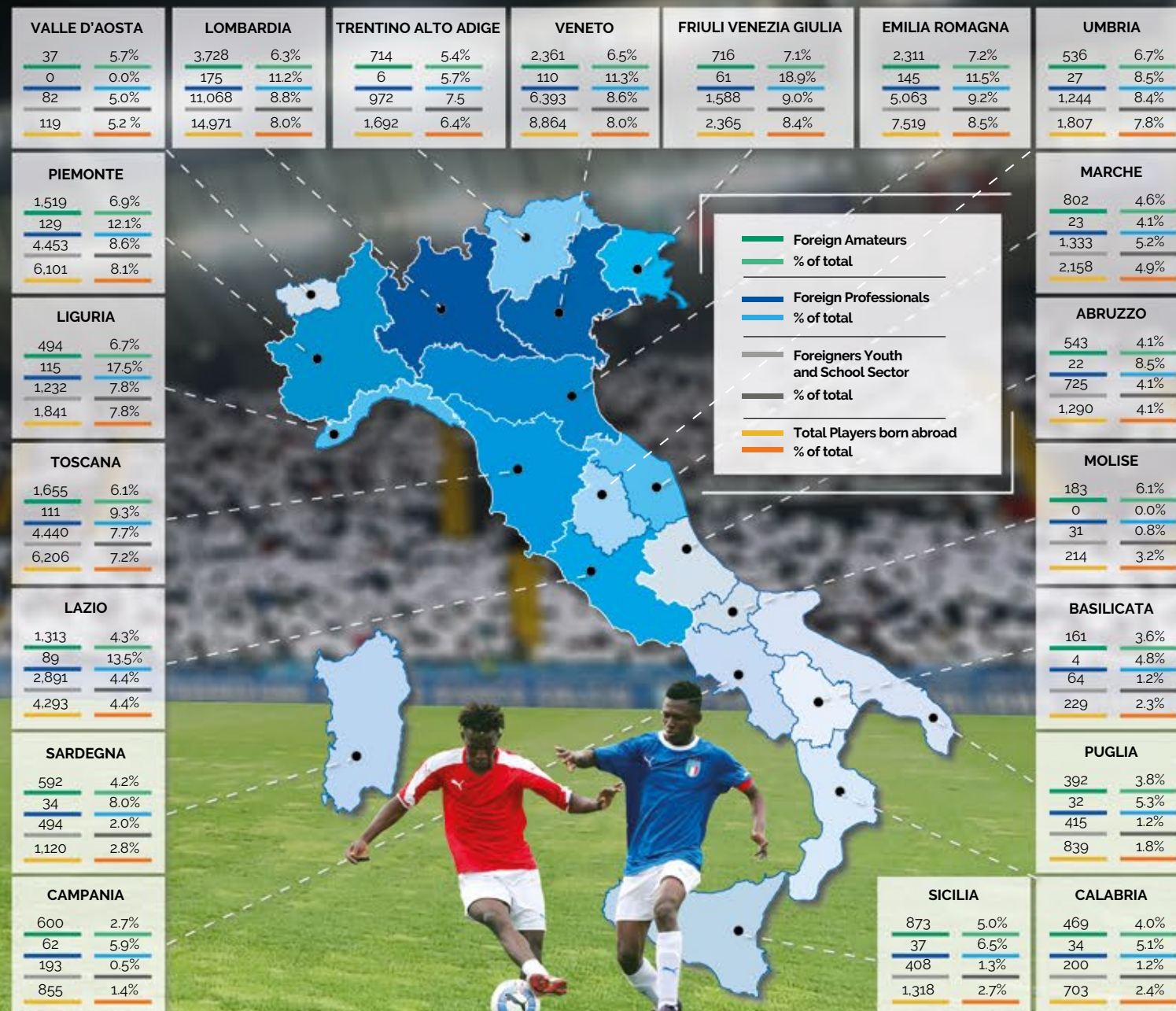


In 2018-2019, 6.1% of all FIGC registered players were foreign players: the average within the Italian sports system (National Sports Federations and Associated Sports Disciplines affiliated with Coni) was just 2.3%. Foreign players make up over 60% of all foreign athletes in Italy

FOREIGN REGISTERED PLAYERS - TOP 10 COUNTRIES PER GROWTH 2015-2019



FOREIGN REGISTERED PLAYERS BORN ABROAD: REGIONAL BREAKDOWN 2018-2019



REGISTERED PLAYERS BORN ABROAD TOP 10 PROVINCES 2018-2019

	Total foreign players	% of total players
Milan	4,155	8.1%
Rome	3,036	4.5%
Turin	2,634	7.4%
Brescia	2,406	9.9%
Verona	2,140	8.9%
Florence	1,960	8.1%
Padua	1,851	8.3%
Bergamo	1,767	8.2%
Vicenza	1,742	8.1%
Bologna	1,554	8.5%



% OF TOTAL REGISTERED PLAYERS TOP 10 PROVINCES

	Total foreign players	% of total players
Asti	448	13.8%
Piacenza	901	11.8%
Ravenna	900	10.6%
Lodi	656	10.5%
Pordenone	725	9.9%
Brescia	2,406	9.9%
Cremona	872	9.8%
Cuneo	1,150	9.7%
Alessandria	715	9.7%
Parma	765	9.6%

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 3 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 goal scoring matches 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 with who scored on 5 July 2020 his first goal in Serie A, in 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 call-up by Gambia National Team.



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.

ITALIAN NATIONAL TEAMS



9% OF PLAYERS CALLED UP FOR THE ITALIAN NATIONAL TEAMS IN 2018-2019 HAVE FOREIGN ORIGINS

COUNTRIES OF ORIGIN 2018-2019

COUNTRY	PLAYERS CALLED UP
Brazil	18
Ivory Coast	6
Albania	3
Germany	3
Ghana	3
Cameroon	2
France	2
Nigeria	2
14 Other Countries	14

CASE HISTORY: 2019 U-17 WORLD CUP



WILFRIED GNONTO



FRANCO TONGYA



DESTINY UDOGIE



MARCO MOLLA

INTEGRATION THROUGH FOOTBALL: THE RETE! PROJECT

RETE!

CONCEPT

- Launched in 2015 and run in collaboration with SPRAR/SIPROIMI (Ministry of Interior's Protection System for Asylum Seekers and Refugees)
- The project helps unaccompanied foreign minors and young adults (15-22 years) seeking international protection and staying at SPRAR's network of centres
- Organization of sports and educational activities

OBJECTIVE

- To promote integration and encourage social and intercultural inclusion using football as a vehicle for education



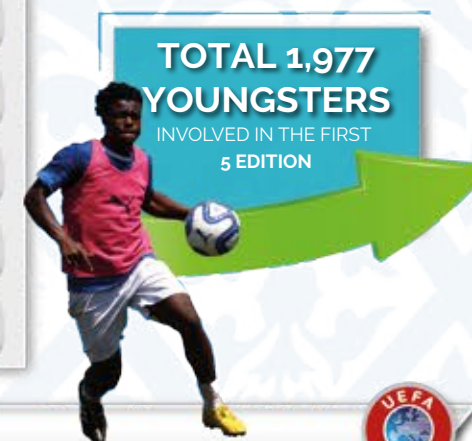
RETE! 2019: FOCUS

- 600 TRAINING SESSIONS AND EDUCATIONAL ACTIVITIES**
- Regional and interregional phases, with the final stage** at the FIGC Local Development Centre in Corticella (BO)
- Mixed activities** with participation of SPRAR youngsters and their Italian peers
- Partnerships between reception centres and local sports clubs are key to the success of the RETE! project, both for technical aspects and because they offer the foreign minors involved the possibility to join a club
- RETE! recognised by the **Youth and School Sector** among the projects where clubs can be recognised as Elite Football Schools
- Project supported by:



RETE! PROJECT THROUGH THE YEARS: FIGURES IN GROWTH

2019	560 YOUNGSTERS 49 SPRAR PROJECTS
2018	508 YOUNGSTERS 39 SPRAR PROJECTS
2017	397 YOUNGSTERS 30 SPRAR PROJECTS
2016	275 YOUNGSTERS 26 SPRAR PROJECTS
2015	237 YOUNGSTERS 24 SPRAR PROJECTS



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 **"2019 Global Refugee Tournament"** in Geneva, organised by the United Nations High Commissioner for Refugees. **Team Italy** - made up of RETE! participants - played against teams from Austria, Belgium, Switzerland and Turkey
- The project was presented at **"The Global Forum on Health and Migration"** at the Pontifical Lateran University in Rome

RETE! PROJECT: STUDY ON THE EFFECTS OF FOOTBALL ON PEOPLE WITH VULNERABILITIES



Scientific study on the effects of the RETE! project, undertaken in collaboration with the University Cattolica

Circulation of Questionnaires (before and after sporting activities)



Objective: to gauge the extent to which **football** can be a **vehicle for integration**

Activity connected to setting up of a **Master's course in Migrations, Culture, Terrorism and Mental Health**: addressing new challenges in Europe", which is supported by FIGC through **5 study grants**

SURVEY RESPONDENTS



39 SPRAR PROJECT PARTICIPANTS



394 TOTAL YOUNGSTERS INVOLVED



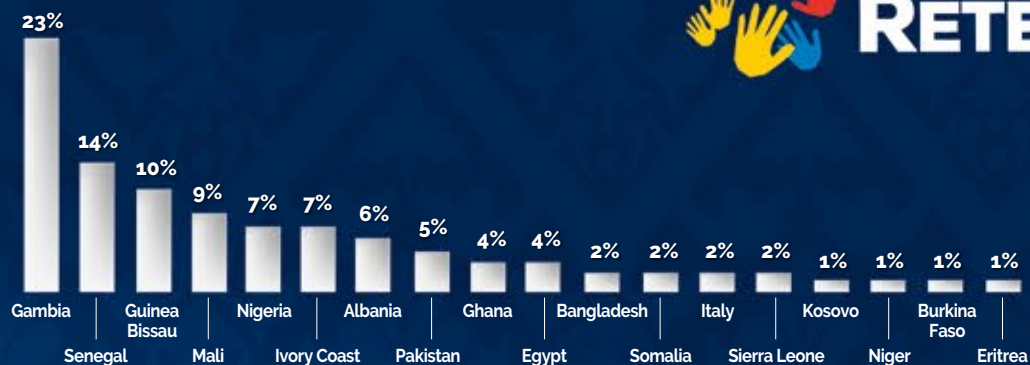
FROM 26 DIFFERENT COUNTRIES (mainly from Africa)



AGED BETWEEN 15 AND 27



PROVENANCE



MAIN RESULTS

SATISFACTION TO BE INVOLVED IN THE RETE! PROJECT



SOCIAL EMPOWERMENT

(better network of acquaintances after taking part in the RETE! Project)



VALUE PLACED ON FOOTBALL



CONCLUSIONS

- Youngsters said they were happy to have taken part in the RETE! Project
- Football's role as a positive factor aiding integration was enhanced
- Friendships made between youngsters from SPRAR projects and local football teams
- Strengthening of the relationships with SPRAR projects workers
- The RETE! Project has even helped build relations between local institutions, such as schools, employment centres and sports clubs

FARE NETWORK

network
fare

FIGC continued to support the #FootballPeople action week as well in 2019. The Europe-wide initiative is promoted by Football Against Racism in Europe (FARE).



FIGHT AGAINST ANTI-SEMITISM: 2019 HIGHLIGHTS

- Meeting at the headquarters of Rome's Jewish Community between president Ruth Dureghello and FIGC president Gabriele Gravina. The visit reaffirmed the collaboration between the Roman Jewish Community and FIGC in the fight against racism and all forms of discrimination
- As part of the events surrounding International Holocaust Remembrance Day, FIGC took part in the "We Remember" campaign launched by the World Jewish Congress to fight all forms of anti-semitism
- This follows other Holocaust remembrance initiatives run in previous years, with several Italian National Teams visiting the concentration camps in Auschwitz and Birkenau



PARALYMPIC AND EXPERIMENTAL FOOTBALL



FIGC Paralympic and Experimental Football Division was established in 2019 after **signing of a Memorandum of understanding** with the Italian Paralympic Committee



The creation of the division has responded **the needs and desire to play football of many young people** as well as to the exponential growth of football for people with disabilities since the **introduction of amateur activity (2016)**



FIGC is the **first sports organisations in the world** to have set up its own division for **Paralympic and experimental activities**



The Paralympic and Experimental Football Division **has its own website and logo** and, alongside with the sports activities, **specific training courses** for coaches have been launched

UPDATE 2020:

- Launch of a **TV channel** to allow parents to watch the games
- **Exchange of the DCPS** from the dimension of social responsibility and **value of the sport context**
- Launch of the **Coppa Italia** (winning teams from all regions)
- Start of an **international involvement process** with foreign football associations



PARALYMPIC AND EXPERIMENTAL FOOTBALL DIVISION - 2019-2020 HIGHLIGHTS



**2,491
REGISTERED
MEMBERS**



**81 AFFILIATED
CLUBS**



**112 TEAMS
INVOLVED**



**3 LEVELS
BASED ON DIFFERENT
FOOTBALL SKILLS**



**10 REGIONS
HOSTING MATCHES**

Abruzzo, Emilia Romagna,
Lazio, Liguria, Lombardia,
Marche, Piemonte,
Puglia, Sardegna
and Toscana



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 Football Museum, where **memorabilia donated by Hall of Fame members** are kept



The award winners of the VIII Edition of the Hall of Fame of Italian Football, which took place in the stunning setting of the Salone dei Cinquecento in Florence's Palazzo Vecchio in May 2019

ITALIAN PLAYERS

Roberto Baggio (from 2011), **Paolo Maldini** (from 2012), **Franco Baresi** (from 2013), **Fabio Cannavaro** (from 2014), **Gianluca Vialli** (from 2015), **Giuseppe Bergomi** (from 2016), **Alessandro Del Piero** (from 2017), **Francesco Totti** (from 2018)

ITALIAN REFEREES

Pierluigi Collina (from 2011), **Luigi Agnolin** (from 2012), **Paolo Casarin** (from 2012), **Cesare Gussoni** (from 2013), **Sergio Gonella** (from 2013), **Stefano Braschi** (from 2014), **Roberto Rosetti** (from 2015), **Nicola Rizzoli** (from 2018)

COACHES

Arrigo Sacchi (from 2011), **Marcello Lippi** (from 2011), **Giovanni Trapattoni** (from 2012), **Fabio Capello** (from 2013), **Carlo Ancelotti** (from 2014), **Roberto Mancini** (from 2015), **Claudio Ranieri** (from 2016), **Osvaldo Bagnoli** (from 2017), **Massimiliano Allegri** (from 2018)

FEMALE ITALIAN PLAYERS

Carolina Morace (from 2014), **Patrizia Panico** (from 2015), **Melania Gabbiadini** (from 2016), **Elisabetta Vignotto** (from 2017), **Milena Bertolini** (from 2018)

FOREIGN PLAYERS

Michel Platini (from 2011), **Marco Van Basten** (from 2012), **Gabriel Batistuta** (from 2013), **Diego Armando Maradona** (from 2014), **Ronaldo** (from 2015), **Paulo Roberto Falcão** (from 2016), **Ruud Gullit** (from 2017), **Javier Zanetti** (from 2018)

VETERAN ITALIAN PLAYERS

Gigi Riva (from 2011), **Dino Zoff** (from 2012), **Gianni Rivera** (from 2013), **Sandro Mazzola** (from 2014), **Marco Tardelli** (from 2015), **Paolo Rossi** (from 2016), **Bruno Conti** (from 2017), **Giancarlo Antognoni** (from 2018)

ITALIAN FOOTBALL EXECUTIVES

Adriano Galliani (from 2011), **Giampiero Boniperti** (from 2012), **Massimo Moratti** (from 2013), **Giuseppe Marotta** (from 2014), **Corrado Ferlaino** (from 2015), **Silvio Berlusconi** (from 2016), **Sergio Campana** (from 2017), **Antonio Matarrese** (from 2018)

SPECIAL AWARD

Gianni Brera (from 2018)

"DAVIDE ASTORI" FAIR PLAY AWARD

Igor Trocchia (from 2018)



THE FIGC'S HISTORY

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 Foot-Ball 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



1911 The National Team opts for blue jerseys



1913 The first national championship

- 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

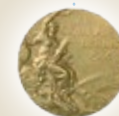
1930-1938 GLORY YEARS

- 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

- 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

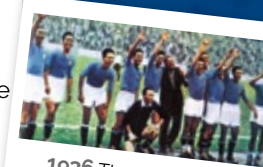
- 1938** ● On **19 June**, Italy win their second consecutive World Cup title, beating Hungary 4-2 in the final in Paris



1938 WORLD CUP



1934 The National Team wins the World Cup in Italy



1936 The gold medal at the Berlin Olympics



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 European Championship on home soil



1968 EUROPEAN CHAMPIONSHIP

- 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



1982 Italy win the World Cup in Spain



1990 The National Team finishes third in Italia '90

1981-1990 TOWARDS THE CENTRE OF THE WORLD

- 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, 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, U21 National Team win their third consecutive European Championship with a penalty shoot-out win over Spain in Barcelona



1997 SUMMER UNIVERSIADE GOLD MEDAL



1996 The U21 National Team win the European Championship
1997 Summer Universiade gold medal

- 1997** ● The Women's National Team is Vice Champion of Europe in the tournament played in Norway and Sweden
- **On 30 August, the University National Team wins the Summer Universiade in Sicily for the first time**
- 1998** ● 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**



1992 1994 1996 2000 2004 EUROPEAN U21 CHAMPIONSHIP



2004 The U21 National Team wins the European Championship

- **On 27 August**, Italy U21s win the bronze medal at the Athens Olympics
- 2006** ● **On 9 July, Italy win their fourth World Cup title by beating France on penalties in the final**



2006 Italy win the World Cup in Germany



2006 WORLD CUP



2007-2020 THE MODERN ERA

- 2008** ● **On 19 July, the U19 Women's National Team win the European Championship, beating Norway in the final in Tours**

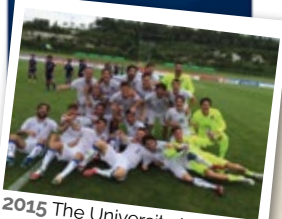


2008 WOMEN'S U19 NATIONAL TEAM EUROPEAN CHAMPIONS

- 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 The Futsal National Team win the European Championship



2015 The University National Team triumph at the Summer Universiade



2016 VAR testing begins



2018 Beach Soccer National Team win the European Championship



2014 FUTSAL NATIONAL TEAM EUROPEAN CHAMPIONS

- 2015 On 13 July, the University National Team win gold at the Summer Universiade in South Korea



2015 UNIVERSIADE GOLD MEDAL

- 2016 On 1 September, FIFA begins testing VAR in collaboration with FIGC: initial test in Bari
- On 14 September, Evelina Christillin becomes the first woman elected to the FIFA Council
- 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

- 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 BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS



2019



- Italy hosts the European Under 21 Championship for the first time



- Roberto Mancini's National Team achieve historic qualification to UEFA Euro 2020 (10 victories from 10 matches)



- The Women's A National Team, coached by Milena Bertolin, play in the World Cup for the first time in 20 years and reach the quarterfinals



- The Beach Soccer National Team reaches the final at the World Cup in Paraguay

2020

- The National Team celebrates its 110th birthday



FAN ENGAGEMENT: OTHER INITIATIVES

FIGC TECHNICAL CENTRE OPEN DAY



Following the success of the first edition in 2018, in March 2019 the Association held its second Open Day at the FIGC Technical Centre in Coverciano



Around 1,600 people were able to see first hand the home of the National Teams, the pitches where the Azzurri train, the rooms where professional figures receive training and the Italian Football Museum



Students from 2 local schools acted as special guides throughout the day, as part of a school-work alternation project in partnership with FIGC



2019 HIGHLIGHTS

Represents the informal but yet authoritative face with which the **FIGC communicates with the general public** of Italian football fans



The number of **registered users on figc.it** increased by **35,000 members** compared to 2018, taking the total to **180,444 registered users** with the over **103,000 users subscribing for the newsletter**



In autumn 2019, the new national football **fan club membership programme was launched**; during the year, **3,165 new Vivo Azzurro Membership Cards** were issued (368 renewals and 2,797 new issues)



Fan matches between Azzurri supporters and supporters of the opposing National Team or other teams were a huge success, with 4 matches organised in 2019



FIGC INVESTMENT IN E-SPORTS



RESULTS ACHIEVED

- SELECTION PROGRAMME 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 ONLINE TOURNAMENT WAS HELD FOR PRO PLAYERS, WHICH RAN ALONGSIDE THE EUROPEAN CHAMPIONSHIP FINALS (EURO 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 ESPORTS ITALIAN NATIONAL TEAM: ROSARIO "NPK_02" ACCURSO, NICOLA "NICALDAN" LILLO, CARMINE "NAPLES17X" LIUZZI AND ALFONSO "ALONSOGRAYFOX" 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, 2,715 GAMERS ENROLLED FOR THE E-FOOT TEAM TRIALS
- THIS INITIAL E-FOOT PROGRAMME ENABLED FIGC TO CAPITALISE ON SIGNIFICANT COMMERCIAL OPPORTUNITIES: TIMVISION AND PROGRAMING 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 ESPORTS USERBASE IN ITALY. THE DEAL WITH PROGRAMING ITALIA AIMS AT SHARING THE SPECIFIC TECHNICAL KNOWLEDGE OF THE WORLD OF E-SPORTS
- THE ENAZIONALE TEAM TOOK PART IN UEFA EURO 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



OBJECTIVES



BUILD A VEHICLE CAPABLE OF REACHING THE GENERATION OF MILLENNIALS BY INCREASING THE OPPORTUNITIES FOR INTERACTION, SHARING AND FAN ENGAGEMENT



CREATE THE FIRST E-FOOT NATIONAL TEAM



TAKE PART IN E-SPORTS PROJECTS RUN BY FIFA AND UEFA



GET THE YOUNGER GENERATIONS INVOLVED IN EDUCATIONAL PROJECTS



CAPITALISE THE POTENTIAL IN ECONOMIC TERMS AND INTEREST OF THE ESPORTS SECTOR



HIGHLIGHTS: GROWTH OF E-SPORTS WORLDWIDE AND IN ITALY



MOST RELEVANT DEDICATED STUDIES ESTIMATE TOTAL WORLDWIDE TURNOVER FOR ESPORTS AT \$ 951 MILLION IN 2019. THIS FIGURE COULD RISE TO \$ 1.56 BILLION BY 2023 (+63.7%)



IN THAT SAME PERIOD, THE GLOBAL ESPORTS AUDIENCE IS EXPECTED TO RISE FROM 443 MILLION TO 646 MILLION SPECTATORS (+45.8%)



CONSIDERING ONLY TOP-LEVEL EUROPEAN FOOTBALL, IN 2019 67% OF CLUBS IN THE OLD CONTINENT'S TOP 10 LEAGUES HAVE SET UP AN E-SPORTS DIVISION, A FIGURE WHICH IS UP 79% COMPARED TO 2017



IN ITALY, 43 PROFESSIONAL CLUBS HAVE SET UP AN E-SPORTS DIVISION

- 52% OF ITALIANS AGED 18 OR OVER PLAY VIDEOGAMES AND 62% OF THESE PLAY FOOTBALL GAMES

- THE NUMBER OF USUAL PLAYERS IN FOOTBALL GAMES IS EQUAL TO ABOUT 5 MILLION

MAIN DEVICES:



77% CONSOLE



26% SMARTPHONE



40% COMPUTER



10% TABLET

- 13.7 MILLION ITALIANS ARE INTERESTED IN ATTENDING VIRTUAL TOURNAMENTS
- FIGC, THE PROFESSIONAL LEAGUES (LEGA SERIE A, LEGA SERIE B, LEGA PRO) AND THE NATIONAL AMATEUR LEAGUE SET UP VARIOUS ESPORTS ACTIVITIES IN 2019 - BOTH ONLINE EVENTS AND ACROSS THE COUNTRY - WITH AN ESTIMATED 14,000 GAMERS TAKING PART



**eNAZIONALE
TIMVISION**

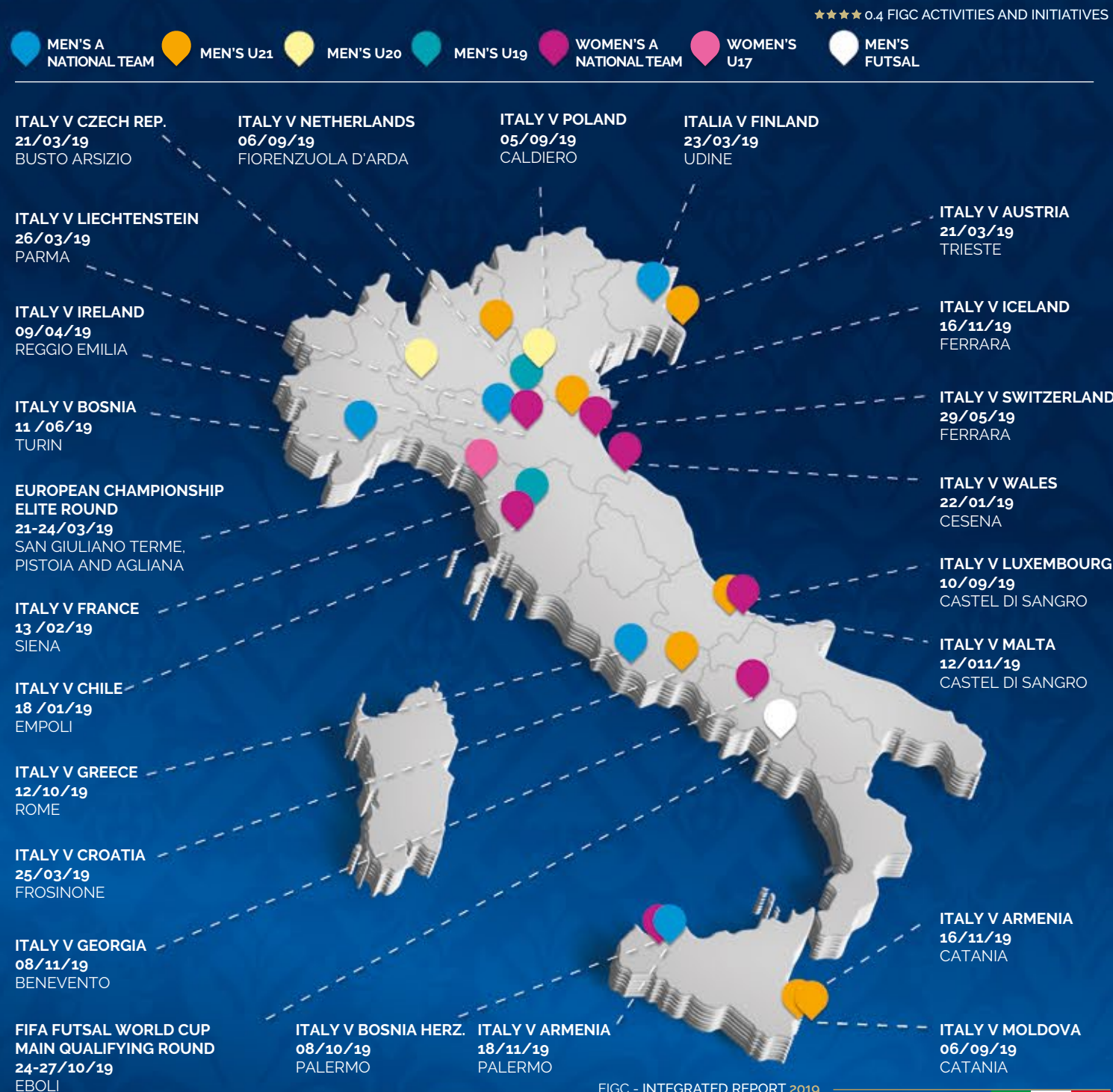


CITTÀ AZZURRA DEL CALCIO:

PROMOTIONAL INITIATIVE ORGANISED
AROUND NATIONAL TEAMS MATCHES

25 EVENTS
ORGANISED
IN 2019

31,500
PEOPLE INVOLVED



CULTURAL HERITAGE OF ITALIAN FOOTBALL: MUSEUM OF FOOTBALL FOUNDATION



CONCEPT

- CENTRE OF HISTORICAL AND CULTURAL DOCUMENTATION FOR ITALIAN FOOTBALL
- SITUATED AT THE FIGC TECHNICAL CENTRE IN COVERCIANO
- PLACE WHERE FIGC PRESERVES THE HISTORY OF THE NATIONAL TEAM FROM THE 1930S TO THE PRESENT DAY



6 ROOMS



OVER 1,000 EXHIBITS



NEARLY 100,000 PHOTOS



3,903 VOLUMES, 1,760 AUDIO/VIDEO ITEMS AND 227 ALBUMS OF PRESS REVIEWS



NEW EXHIBITS

- The gloves worn by Futsal National Team goalkeeper **Gianfranco Angelini** when Italy became European Champions in Caserta in 2003
- The shirt worn by **Gianluca Rocchi** when he refereed the 2018-2019 UEFA Europa League final
- Artemio Franchi's **FIFA uniform**
- The ball used in the second half of the match between Italy and England on 11 May 1948
- A piece of the engine from the plane that was bringing the Grande Torino team home when it crashed into the Superga Basilica on 4 May 1949



MUSEUM OF FOOTBALL FOUNDATION'S NEW DIGITAL ARCHIVE

- The museum's star attractions were made visible on the internet, giving all football fans access to previously unseen content and images
- 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
- A **prototype virtual reality** was created, offering a first-person perspective of the emotions of Italy's **2006 World Cup triumph**
- A **History Committee**, including some of the most authoritative experts on football history was created and tasked with studying the history of the first few decades of the 20th century **with a view to setting out the historical heritage of Italian football**



MUSEUM ACTIVITY: 2019 HIGHLIGHTS

- **OVER 17,000 PEOPLE ENTERED THE MUSEUM**
60% of which were under 18 and 10% came from abroad (mainly the USA)

EDUCATIONAL PROGRAMMES WITH SCHOOLS

- "Calcio e Letteratura" (Football and Literature) 8-10 years
- "Parlare e scrivere di sport" (Talking and writing about sport) 12-18 years
- "Novecento - La storia raccontata attraverso il calcio" (20th century history told through football) 8-18 years
- "Com'è fatto il calcio" (How football came to be) 8-18 years
- "Calcio Cultura" (Football Culture), a psychoeducational project designed to promote sports culture involving 50 classes and around 1,250 students. Around 11,300 students have taken part in the project over the last ten years.
- Learning lab "Alla scoperta della maglia azzurra" (Discovering the Italy Shirt)
- Presentation of books, other cultural events, and social initiatives
- Traveling exhibition

ENHANCING FIGC'S BRAND IDENTITY

In 2019, following the internalisation of the Business Area, FIGC launched an important programme to **enhance the value of commercial activities**, which today present this partnership scheme:

NATIONAL TEAMS

TECHNICAL SPONSOR



TOP PARTNER



PREMIUM PARTNER



OFFICIAL PARTNER



LUXURY & FASHION OUTFITTER



TICKET PARTNER



WOMEN'S NATIONAL TEAM



MEDIA PARTNER



TECHNICAL SUPPLIER



LICENSING



WOMEN'S FOOTBALL DIVISION

PREMIUM PARTNER



TITLE SPONSOR



TECHNICAL SPONSOR



YOUTH AND SCHOOL SECTOR



ITALIAN REFEREES' ASSOCIATION



eSPORTS



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 advisor:

- 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:

+ REVENUES



+ PARTNERS



+ ACTIVITIES



16 NEW CLIENTS
SINCE 1 JUNE 2019



€ 18 MILLION*
OF ADDITIONAL REVENUES



REVENUES +30%
ON PREVIOUS 4-YEAR PERIOD



EXCEEDED AFTER THE 1ST YEAR
TOTAL **TURNOVER** GENERATED IN
PREVIOUS 4-YEAR PERIOD (advisor)



DEEPER KNOWLEDGE AND
CONTROL OF THE MARKET,
TARGETED EDUCATION OF
INTERNAL RESOURCES AND
DEVELOPMENT OF SPECIAL
PROJECTS WITH HIGHER
SATISFACTION OF THE PARTNERS

ADVISOR
4-year period 2015-2018

€ 53.5m
REVENUES

(against the guaranteed
minimum of € 57m)

VS

INTERNAL COMMERCIAL STRUCTURE
4-year period 2019-2022

€ 82m
REVENUES

GENERATED ONLY BY
THE ITALIAN NATIONAL TEAMS*

€ 19.8m
REVENUES

GENERATED BY AIA,
YOUTH AND SCHOOL SECTOR,
WOMEN'S FOOTBALL DIVISION,
E-SPORTS AND LICENSING AGREEMENT

OTHER COLLABORATIONS AND INITIATIVES



Collaboration on the production of the advertisement to launch TIM'S TV on demand new logo.



Realization of a celebrative spot for the valorization of the jersey after the exclusion of Italy from the World Cup.



Presentation event to unveil the new 500X Sport at the Federal Technical Centre in Coverciano, hosted for 9 days with the presence of journalists from all over Europe and the use of FIGC's testimonials.



Posteitaliane

Enhancement of partnership through special initiatives during matches.



Production of content including a commercial shot in Coverciano in autumn 2019 as well as intense social activity.

Lete

Development of various social campaigns on the occasion of National Teams matches; installation of an eco-compactor in collaboration with Coripet for the collection and recycling of plastic bottles used in Coverciano.



Production of a commercial for a TV campaign partly shot in Coverciano with Coach Roberto Mancini as testimonial.



Various events both online and offline with the exploitation of FIGC's testimonials including Coach Roberto Mancini.

**Venezia
Airport**

Various digital activities and departures from Venice Airport of Men's A and Under 21, as well as Women's A National Team.

EMPORIO ARMANI

Official photos of the National Teams in business uniform made by Emporio Armani, FIGC's new luxury and fashion outfitter.



Realization of all the animations during the National Team home matches. Editorial collaboration for the "Note Magiche". Production of various content for digital platforms.

Alitalia

Use of charter flights for all Men's A National Team away matches and the first trip of Azzurri Legends.

FRECCIAROSSA

On the occasion of some National Team trips, use of charter trains dedicated with the production of photo and video content to be used on the digital platforms.



Development of activities on digital platforms.



Production of various content for digital platforms.



Creation of a commercial starring the Azzurri jersey planned on TV and activities on digital platforms.



Creation of a competition with official PUMA awards and development of a B2B promotion with digital contents.



Production of an Actimel commercial and development of campaigns on the digital platforms.



Production of TV and radio commercials and a campaign inside the store sale; many other activities on digital platforms.



Production of various contents for digital platforms.



Production of various content for digital platforms.



Development of activities with the objective of strengthening the fan community, improve its fan experience and offer dedicated services.



The Wellness Company

Restructuring of the Coverciano gym and activities on digital platforms.



Development of activities on digital platforms.



Publication of digital contents.



Publication of digital contents.



Evening event with Make-Up Artist Giorgio Forgani who held a Master Class together with Azzurre; other activities on digital platforms.



Strengthening of the partnership (women's football and e-foot National Team) TIMVISION also became the new FIGC channel, with it broadcasting some of the events involving FIGC: women's football, youth National Teams, Azzurri Legends matches and other original contents produced by FIGC



In October 2019, the contract between FIGC and RAI was extended until 2022; the collaboration between FIGC and RAI now spans 91 years; over the years, RAI has brought 20 World Cups and 15 EUROS into Italian homes, as well as every Olympic match and dozens and dozens of friendlies.

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 - World Cup 1994 Italy v Norway	23/06/1994	Rai	22.4	80.08%
20	Football - EURO 1996 Italy v Germany	19/06/1996	Rai	22.2	76.46%
21	Football - EURO 2008 Italy v Spain	22/06/2008	Rai	21.8	80.50%
22	Football - World Cup 2006 Italy v United States	17/06/2006	Rai/Sky	21.4	78.70%
23	Football - EURO 2004 Italy v Bulgaria	22/06/2004	Rai	21.4	71.25%
24	Football - EURO 2000 Italy v France	02/07/2000	Rai	21.3	81.10%
25	Football - World Cup 2010 Italy v Paraguay	14/06/2010	Rai/Sky	21.3	71.30%
26	Football - World Cup 1994 Italy v Spain	09/07/1994	Rai	20.7	85.18%
27	Football - World Cup 1994 qualifier Italy v Portugal	17/11/1993	Rai	20.4	59.57%
28	Football - World Cup 1998 qualifier Italy v Russia	15/11/1997	Rai	20.3	67.12%
29	Football - UEFA Champions League Juventus v Milan	28/05/2003	Canale 5	20.2	67.97%
30	Football - World Cup 1998 Italy v France	03/07/1998	Rai	20.2	84.04%
31	Football - World Cup 1994 Italy v Republic of Ireland	18/06/1994	Rai	20.1	76.59%
32	Football - EURO 2012 Italy v Germany	28/06/2012	Rai	20.0	68.42%
33	Football - World Cup 1990 Italy v England	07/07/1990	Rai	20.0	81.09%
34	Football - EURO 2004 Italy v Sweden	18/06/2004	Rai	19.9	71.93%
35	Football - World Cup 2002 Italy v Croatia	08/06/2002	Rai	19.8	90.61%
36	Football - EURO 2016 Italy v Germany	02/07/2016	Rai/Sky	19.7	78.79%
37	Football - UEFA Champions League AC Milan v Steaua Bucharest	24/05/1989	Rai	19.7	70.97%
38	Football - World Cup 2006 Italy v Australia	26/06/2006	Rai/Sky	19.2	88.70%
39	Football - World Cup 1998 Italy v Norway	27/06/1998	Rai	19.2	85.20%
40	Football - UEFA Champions League Juventus v Ajax	22/05/1996	Canale 5	19.0	65.89%
41	Football - EURO 2016 Belgium v Italy	13/06/2016	Rai/Sky	19.0	64.50%
42	Football - EURO 2000 qualifier Italy v Wales	05/09/1998	Rai	18.9	52.46%
43	Football - EURO 1988 Italy v USSR	22/06/1988	Rai	18.9	73.46%
44	Football - World Cup 2002 Italy v Ecuador	03/06/2002	Rai	18.9	81.33%
45	Football - World Cup 2014 Italy v Uruguay	24/06/2014	Rai/Sky	18.8	79.87%
46	Football - EURO 2000 Italy v Netherlands	29/06/2000	Rai	18.7	80.27%
47	Football - World Cup 2014 Italy v Costa Rica	20/06/2014	Rai/Sky	18.5	78.48%
48	Football - UEFA Champions League AC Milan v Benfica	23/05/1990	Rai	18.5	65.23%
49	Sanremo Festival 1995	22/02/1995	Rai	18.4	65.42%
50	Football - EURO 2008 Italy v Netherlands	09/06/2008	Rai	18.4	62.10%

MAIN CORPORATE EVENTS IN 2019



THIRD EDITION OF THE AZZURRI PARTNER CUP



7-A-SIDE FOOTBALL TOURNAMENT FOR SPONSORS OF THE ITALIAN NATIONAL TEAMS



PLAYED ON THE PITCHES AT THE FIGC TECHNICAL CENTRE IN COVERCIANO



12 PARTICIPATING TEAMS REPRESENTING FIGC PARTNERS



AZZURRI PARTNER DAY 2019



ANNUAL MEETING BETWEEN THE ITALIAN NATIONAL TEAM AND FIGC PARTNERS



DAY DEDICATED TO REPRESENTATIVES OF FIGC PARTNERS, INVOLVED IN THE ATMOSPHERE OF THE NATIONAL TEAM MEETING IN COVERCIANO



MAIN INITIATIVES:



E-FOOT CORNER

LUNCH WITH THE PLAYERS

PRESS CONFERENCE

WATCHING AN OPEN TRAINING SESSION

ENTERTAINMENT ACTIVITIES



COVERCIANO - 28 SETTEMBRE 2019

FIGC-PUMA STRATEGIC PARTNERSHIP



In 2019, **PUMA** and **FIGC** created a new and innovative kit for the **National Team**, which is green in a bid to celebrate a new era

KEY ELEMENTS: RENAISSANCE, YOUTH, DYNAMISM AND FASHION



The **feeling** regarding the new Renaissance kit was deemed **positive by 89%** on social media

The kit launch on @PUMAFootball had the **second** highest engagement of all posts on the PUMA Instagram account



The new **white away kit** also made its debut in 2019



MEDIA VISIBILITY BENEFITING FIGC SPONSORS

TV AIR-TIME AND APPEARANCES IN THE PRESS AND ON INTERNET BY FIGC SPONSORS IN 2019

TV air-time by FIGC sponsors in 2019 (HH.MM.SS) = 363:58:19	Press results	Internet results
ARTICLES	241	3,407
NUMBER OF MENTIONS	573	5,361
TOTAL REACH (contacts in millions)	398	1,904

FINANCIAL VALUE (QI) FROM MEDIA EXPOSURE CREATED BY FIGC SPONSORS AND PARTNERS



VALUE BENEFITING FIGC SPONSORS CREATED BY POSTS ON FIGC'S SOCIAL MEDIA IN 2019



THE NEW TECHNICAL SPONSOR OF THE ITALIAN REFEREES' ASSOCIATION

JERSEY SPONSOR: NET INSURANCE



Net Insurance, an insurance company listed on the Milan stock exchange, became the new official sponsor of Italian referees, kicking off a project that includes a long-term strategic partnership

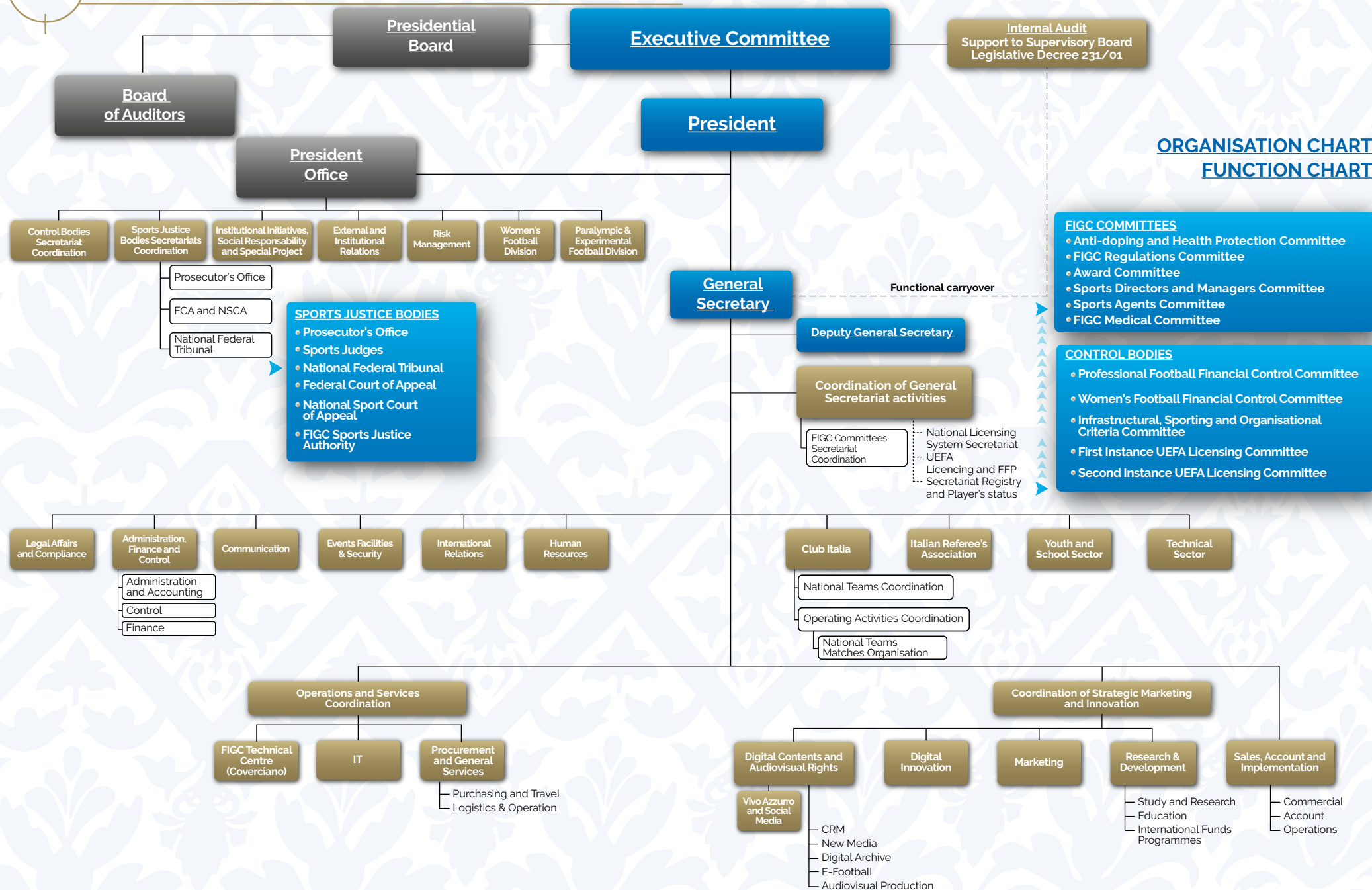
TECHNICAL SPONSOR: LEGEA



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











FIGC REORGANIZATION



In 2019, FIGC governance set out **a significant push to reorganise** the Association's structures and bodies

The organisational restructuring takes into account **the upcoming transition of the CEO to the role of General Secretary**, imposed by the current regulatory backdrop

THE RESTRUCTURING TAKES INTO ACCOUNT THE SIGNIFICANT REFORMS APPROVED BY FIGC'S LEADERSHIP

- New structure for **Club Italia, Commercial and Development area**
- New organisational structure for **sports justice bodies and control bodies**
- Incorporation of the **Women's Football Division and Paralympic and Experimental Football Division** within FIGC
- **Creation of the President office**

THE REORGANIZATION PROCESS SOUGHT THE FOLLOWING OBJECTIVES

- **Strengthening and increasing the efficiency** of the FIGC structure
- **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)

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**





COMPLIANCE TO REGULATIONS ON PRIVACY

- Continuation of compliance activities with the **EU Data Protection Regulation**: monitoring of treatments, tracking of activities and conformity assessment
- Updating and adjustment** of the relevant documentation: processing log, information extensive, contractual standards, policy updates and company forms
- Main areas involved**: preparation for major international sporting events, promotional and institutional initiatives



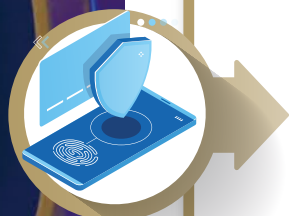
NEW PROCEDURES AND OPERATING GUIDELINES

- Operational instructions for the **purchase of goods and services** by the AIA territorial structure and approval of **operating guidelines for FIGC logo** and employee e-mail signature settings



SUPERVISORY BOARD

- The Supervisory Board met **8 times**
- Assessment of the **effectiveness of the organisation model, management and control model pursuant to Legislative Decree 231/01** and compliance with it
- Support to FIGC in **updating the model**
- Inclusion of **new predicate offences**: sports fraud, unlawful intermediation, exploitation of labour and unlawful influence



RISK ASSESSMENT AND INTERNAL AUDIT

- Updating of the **Risk Control Self Assessment**, with the aim of identifying and assessing risks at FIGC
- 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 existing controls/mitigating factors that exist or need to be implemented
- Audit activities on the **"Management of the Technical Center of Coverciano"** and on the **"Expense Cover Management per diems of referees, employees and collaborators FIGC"**
- Start of audit activities related to **"Youth Football Development"** and **"Organization and logistics of the national competitions"**





MANAGEMENT CONTROLS: FIGC SAFEGUARDS

FIGC has developed and equipped itself with an extensive control system (an internal, administrative, accounting and finance control system), 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



19 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 membership cards
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 during National Teams matches
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



MANAGEMENT CONTROL FUNCTION, WHICH AMONG OTHER THINGS IS RESPONSIBLE FOR SUBMITTING THE HALF-YEAR REPORT



INITIATION OF THE 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, WHICH TASKED WITH ISSUING ORDERS, ACCORDING TO THE NORMS INTRODUCED BY THE PURCHASE PROCEDURE



SUPPLIER REGISTER WITH ONLINE SIGN UP



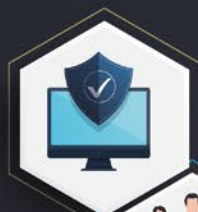
IT PLATFORM TO CARRY OUT TENDERS, ENSURING TRACEABILITY AND PRIVACY OF OFFERS ENTERED IN THE SYSTEM



STANDARDISING SUPPLY CONDITIONS AND THE SHARING OF CONTRACTUAL CLAUSES

SAFETY IN THE WORKPLACE

2019 HIGHLIGHTS :



UPDATE TO THE SECURITY
ORGANISATION CHART



APPOINTMENT OF THE NEW
EMPLOYER'S DELEGATE



NUMEROUS TECHNICAL INSPECTIONS
CARRIED OUT AT THE VARIOUS FIGC OFFICES



ENVIRONMENTAL TESTS



INSPECTIONS OF EXTERNAL STRUCTURES FOR THE
ORGANISATION OF FIGC EVENTS, ESPECIALLY THOSE
RELATED TO NATIONAL TEAMS ACTIVITIES



MANAGEMENT OF FIGC'S EMPLOYEES
HEALTH MONITORING



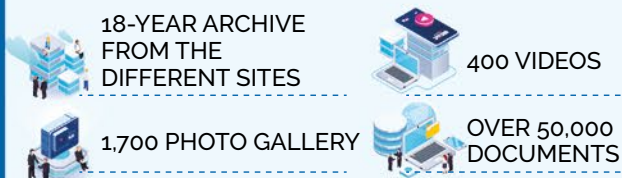


NEW IT, DIGITAL AND TECHNOLOGY PLATFORMS

New website FIGC.IT

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 the Italian football movement, **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, 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 CONTENTS

- PRODUCTIONS EXCLUSIVE VIDEOS AND PHOTOS
- LIVE MATCHES
- NEW STATS SOFTWARE FOR ALL NATIONAL TEAMS
- VIDEO STREAMING
- RESULTS AND RANKINGS
- RESERVED AREA FOR REGISTERED USERS, WITH DEDICATED SERVICES:



LEGACY

- INNOVATIVE IMPACT FOR ALL TARGET AUDIENCES
- RESOLVING PREVIOUS FRAGMENTATION ON WEB

A SINGLE, UNIFORM VISUAL COMMUNICATION STYLE

EASIER ACCESS TO CONTENT

INCREASED PARTICIPATION, INVOLVEMENT AND TRAFFIC ON THE PORTAL: 2019 HIGHLIGHTS

- OVER 2 MILLION USERS
- 15% FROM ABROAD
- 67% HAVE CONNECTED USING A SMARTPHONE OR TABLET
- ALMOST 4.6 MILLION SESSIONS (AVERAGE DURATION: ABOUT 3 MINUTES)
- OVER 15.4 MILLION CONTENT VIEWS

USERS AND PAGE VIEWS IN 2019



FIGC portal users

Number of views

FIGC - INTEGRATED REPORT 2019

FOOTBALL DATA INTEGRATION 360



▶▶▶▶ CONCEPT

- OBJECTIVE: IMPROVE THE PERFORMANCE OF INDIVIDUAL MALE AND FEMALE PLAYERS AND THE DIFFERENT NATIONAL TEAMS
- A FUTURISTIC, ONE-OF-A-KIND DIGITAL PLATFORM
- DEVELOPED TO PROMOTE THE INTEGRATION AND EXCHANGE OF DATA WITHIN 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 MATCHES AND TRAINING SESSIONS
- PARAMETERS CONSIDERED: LEVEL OF PHYSICAL AND TECHNICAL PERFORMANCE, AS WELL AS THE MEDICAL, NUTRITIONAL AND NEUROPHYSIOLOGICAL PROFILE
- BENCHMARK OF DIFFERENT PARAMETERS TO EVALUATE THE PERFORMANCE OF MALE AND FEMALE PLAYERS
- EVALUATION VIA STATISTICAL CORRELATIONS WITH THE POSSIBILITY OF MAKING ASSESSMENTS AND PREDICTIONS
- SHARING OF DATA OF MALE AND FEMALE PLAYERS OF NATIONAL TEAMS WITH 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

▶▶▶▶ 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

ONLINE PLAYER STATUS PLATFORM

- An innovative and agile tool that, from the 2019-2020 season, allows FIGC and professional clubs to manage the **filing processes for registration applications in an entirely digital and dematerialised manner**
- The software allows users to **fill in the forms online** and enables integration with the FIGC database (players and clubs), **electronic filing** and integration with the FIFA Connect platform, including the **generation of the player's international registration number** (FIFA ID), also in order to guarantee transparency throughout the process.
- During the 2019 summer transfer window, through the new system have been managed:



7,471 ON-LINE APPLICATIONS



21,302 SUPPORT REQUESTS



With a view to achieving the maximum level of sharing, the platform's features were demonstrated in June 2019 at the Stadio Olimpico press conference room in Rome, for the benefit of the approximately 200 delegates of Lega Serie A, Lega Serie B and Lega Pro clubs, who also carried out guided simulations to familiarise themselves with the new working tool

FIGC ONLINE REGISTRY

- Platform currently under **development**
- Allows the computerised management of **clubs' initial membership** and all subsequent files related to the 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 LND
- The introduction of the online FIGC registry has made it possible to **move on from the now extremely outdated AS 400 central computer system**



FIGC PLATFORM - WOMEN'S FOOTBALL

Launch of a service platform for an online dialogue between clubs in the Women's Football Division and affiliated clubs (championship enrollment, player's status, player list, report and online sports judges)

EXTRANET PLATFORMS

For digital management of various processes involving sports clubs and FIGC stakeholders



EXTRANET: I MODULES

MODULES

- UEFA LICENSING** — CLUBS: Serie A • Serie B
- NATIONAL LICENSING** — CLUBS: Serie A • Serie B • Serie C
- PLAYER'S STATUS** —
 - Clubs • Professional Leagues
 - Women's Football Division
 - Player's Status
- FIGC REGISTRY** — All clubs • LND Regional Committees
- SPORTS AGENTS** — Agents and clubs • Player's Status
- SUPPORTER LIAISON OFFICER** — CLUBS: Serie A • Serie B • Serie C



TRANSPARENCY: FIGC PUBLICATIONS

ReportCalcio (10 editions + 10 years report)

Annual report on the main figures relating to Italian and international football



Sustainability Report (3 editions covering 4 years of reporting)

Document illustrating FIGC's activities, identity and mission



Integrated Report (5 editions)

Report designed to illustrate FIGC's main strategic programmes focusing on creating value



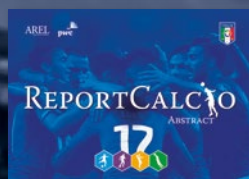
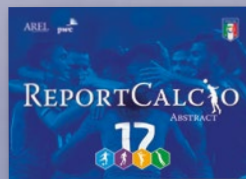
The Income Statement of Italian Football

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 (5 editions)

Report designed to aid analysis, monitoring and forecasting of business performance



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 to Legislative Decree 231/2001.









Integrated Report 2019 - Editorial Staff

Coordination and editing

Niccolò Donna, Guglielmo Cammino and Giuseppe Pavone

All FIGC offices took part in drawing up the Integrated Report

The Integrated Report is now a mature document in the structure, articulated and rich in content, recognized as the "corporate communication" for excellence in our economic, social and sporting system. Our commitment remains to continue to operate in the path of transparency started ten years ago because everybody those who see in sport, in our sport, reasons of interest can find information, data and answers in the pages of the Integrated Report to many questions

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