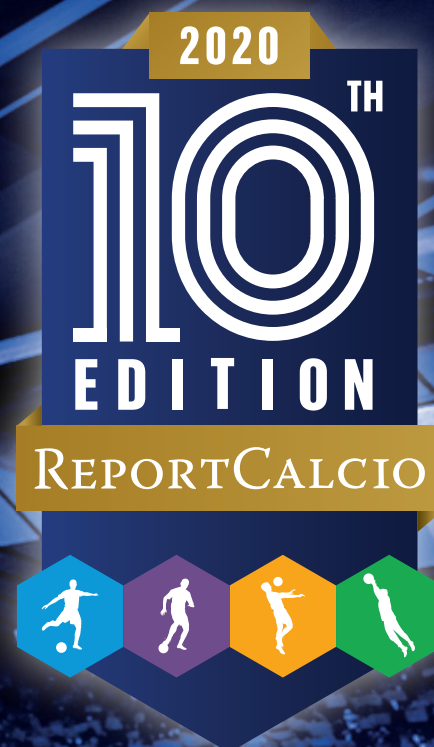




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[TEN YEARS OF REPORTCALCIO]

ReportCalcio: a virtuous path aimed
at enhancing the **pillar of transparency**

GOALS

- * To represent the **figures** that distinguish the Football System, describing its dimension, structure and ramification
- * To analyse the **main trends** and to estimate future outcomes
 - * To providing a **strategic support** to lead the development programmes of Italian football

TOPICS ANALYZED

- * From the census of Italian football to the National Football Teams (at sporting, media and commercial level), from the analysis of amateur and youth football to the economic, organizational, infrastructure and fiscal assessment of professional football,
including the international benchmarking
- * Each edition of ReportCalcio recalls and updates the topics presented in the previous editions, at the same time adding
new layers of analysis

The over **1,600 pages** published in **10 editions** of ReportCalcio (both in Italian and in English) represent a heritage of information, **data and trends** available to Football System's internal and external stakeholders





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CENSUS OF ITALIAN FOOTBALL

Trend in the last 10 years

	2009-2010	2018-2019	VAR %
CLUBS	14,690	12,127	-17.4%
Professionals	132	95	-28.0%
Amateurs	11,642	9,077	-22.0%
Youth and School Sector	2,916	2,955	+1.3%
TEAMS	69,908	64,827	-7.3%
Professionals	484	455	-6.0%
Amateurs	17,157	13,593	-20.8%
Youth and School Sector	52,267	50,779	-2.8%
REGISTERED PLAYERS	1,108,479	1,062,792	-4.1%
Professional activity	14,476	12,341	-14.7%
Amateur activity	474,493	360,546	-24.0%
Youth and School Sector activity	619,510	689,905	+11.4%
FIGC TECHNICAL STAFF	23,857	31,031	+30.1%
REFEREES	33,040	31,534	-4.6%
CLUB OFFICIALS	108,732	237,338	+118.3%
TOTAL REGISTERED MEMBERS	1,274,108	1,362,695	+7.0%

10 YEARS OF CENSUS OF ITALIAN FOOTBALL

FIGC's total registered members have increased by **7%**, up to almost **1.4 million**, an amount only lower than **2 Italian cities** (Rome and Milan)



Decrease in the number of professional (also due to the renewal of the championships format) and amateur football. Youth activity has grown: Youth and School Sector's registered players

increased by 11.4%



Growth in the number of registered **TECHNICAL STAFF (+30.1%)** and club officials (more than doubled), whereas **REFEREES** are in slight decrease **(-4.6%)**

OFFICIAL MATCHES

In the last 10 years, official matches played reached almost

5.9 MILLION

In Italy, a football match was played on average every **54 SECONDS**

SOCIO-ECONOMIC IMPACT OF FIGC'S REGISTERED PLAYERS

In 2018-2019, it was estimated approximately in

€ 3.1 BILLION

GROWING BY 3% COMPARED TO 2017-2018



THE RELEVANCE OF YOUTH ACTIVITY

The incidence related to the number of male registered players aged **BETWEEN 5 AND 16 YEARS OLD** over the Italian population per age range in the last years is in constant growth:

from **19.8%** to **20.4%**
 ■ IN 2015-2016 ■ IN 2018-2019 ■



FOOTBALL AS INTEGRATION VEHICLE

The number of players born abroad in 2018-2019 is equal to

64,504

GROWING BY **45.6%**
 COMPARED TO **44,294**
 IN 2009-2010

Players from Africa
 are strongly growing
 (+30% JUST IN THE LAST 3
 SEASONS)



THE GROWTH OF WOMEN'S FOOTBALL

Between 2008-2009
 and 2018-2019 female
 registered players increased by

46.6% from 18,854
 to 27,644



The requests of new registrations in female youth football are more than doubled, from

3,410 to 6,848

PARALYMPIC AND EXPERIMENTAL FOOTBALL

Introduced by FIGC in 2019-2020, it has allowed in the first season to involve

2,491 PLAYERS

with cognitive-relational
 disabilities and mental
 health disorders



REFEREES AND TECHNICAL STAFF

THE EXCELLENCE OF MADE IN ITALY



Italy is an European best practice for number of licensed coaches at UEFA top 3 levels (OVER 50,000)



ITALIAN REFEREES HAVE OBTAINED THE HIGHEST NUMBER OF AWARDS IN THE MAIN GLOBAL RANKING (IFFHS WORLD'S BEST REFEREE)



Italy represents the European benchmark for number of international referees and is ranked **AT THE 2ND PLACE FOR FEMALE REFEREES (1,715)**

INTRODUCTION OF FIELD TECHNOLOGY

(GOAL LINE TECHNOLOGY FROM 2015-2016 AND VIDEO ASSISTANT REFEREE FROM 2017-2018)



NATIONAL FOOTBALL TEAMS

National Teams: main sporting results in the last 10 years

MEN'S A NATIONAL TEAM

2nd place at **UEFA EURO 2012**

3rd place at **2013 FIFA Confederations Cup**

Missed qualification at **2018 FIFA World Cup**

Record during **UEFA EURO 2020**

Qualifiers: 10 victories out of 10 matches and qualification with 3 matches in advance, first time for Italy both in European Championships and World Cups



UNDER 21 NATIONAL TEAM

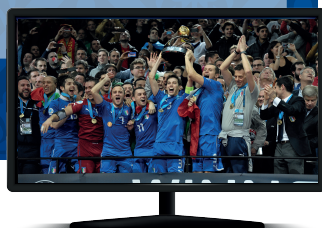
2nd place at **2013 European Under 21 Championship**

MEN'S A FUTSAL NATIONAL TEAM

2014 European Champion

3rd place at **2012 FIFA Futsal World Cup**

3rd place at **2012 UEFA Futsal Euro**



BEACH SOCCER NATIONAL TEAM

2018 European Champion

2nd place at **2019 FIFA Beach Soccer World Cup**

4th place at **2015 and 2017 FIFA Beach Soccer World Cup**

Gold Medal at **2015 and 2019 Mediterranean Games**



WOMEN'S A NATIONAL TEAM

Women's A National Team qualified after 20 years for the **2019 FIFA Women's World Cup**, reaching the quarterfinals



YOUTH MEN AND WOMEN'S NATIONAL TEAMS

In 2017 and 2018, all the 4 Men and Women's Under 17 and Under 19 National Teams qualified at the same time (for first time) for the final stage of the respective European Championship

5 European Championship Finals (2 for Men's Under 19 and 3 for Men's Under 17)

Bronze medal during the **2017 FIFA U-20 World Cup**, for the first time, and fourth place at **2019 FIFA U-20 World Cup**

UEFA ranking of Men's Under 19 National Team improved from 20th place in 2015-2016 to the 4th in 2020-2021 (best result of all time), whereas Men's Under 17 climbed from 15th place in 2012-2013 to the 4th in 2020-2021

Bronze medal during the **2014 FIFA U-17 Women's World Cup** and **2014 European Women's Under 17 Championship**

Runner-up at the **2018 Mediterranean Games (Men's Under 18)**

MEN'S UNIVERSITY TEAM

Gold medal at **2015 Universiadi** and bronze medal at **2019 edition**

E-SPORTS

In 2020, the eNazionale TIMVISION won the **eEURO2020**, the first virtual European Championship played on **Pro Evolution Soccer (PlayStation 4)**



CONTINUOUS GROWTH IN THE NUMBER OF NATIONAL TEAMS

From **13 NATIONAL TEAMS** in 2009-2010 to **18** in 2018-2019, including Men's Under 15 and **4 NEW WOMEN'S NATIONAL TEAMS** (U23, U16, University and Futsal)



In 2019-2020, **2 NEW NATIONAL TEAMS** have been added:

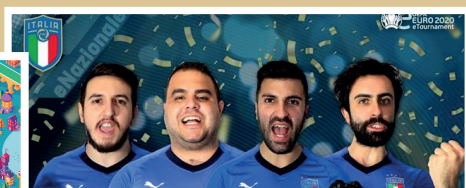
AZZURRI LEGENDS

DURING THE FIRST MATCH AGAINST THE DFB ALL STARS, 24 PLAYERS WHO MADE THE HISTORY OF THE AZZURRI HAVE PARTICIPATED (13 World Champions, 35 trophies won and over 1,000 caps in Azzurro)



First **E-FOOT NATIONAL TEAM**, with the participation to the selections of

2,715 GAMERS



EUROPEAN CHAMPIONS

FIGC INVESTMENT IN THE NATIONAL TEAMS

FIGC invested in the last 10 years approximately

€ 318 MILLION

in the development of the National Teams



OFFICIAL MATCHES IN THE LAST 10 YEARS

National Teams have played **1,831 OFFICIAL MATCHES** (with 944 victories, 352 draws and 535 defeats)

In 2018-2019, it has been **REACHED THE RECORD OF OFFICIAL MATCHES**

played (223) and of percentage of victories (56%)



PROFILE OF THE PLAYERS

In the 10 years analyzed, almost **6,000 CALLED UP** male and female players for the Italian National Teams



Significant growth of called-up players with foreign origins, equal to 53 in 2018-2019 (9% of total)

THE MAIN COUNTRIES OF ORIGIN ARE BRAZIL, IVORY COAST, ALBANIA, GERMANY AND GHANA



Main Italian provinces of birth of called-up players in the last 10 years have been **Rome, Milan, Naples, Turin and Bergamo**



NATIONAL FOOTBALL TEAMS

MAIN TRENDS

DECREASE IN THE AVERAGE AGE OF PLAYERS OF MEN'S A NATIONAL TEAM:
from 29.5 years old of **2018 FIFA WORLD CUP** qualifiers to 26.1 of **2019 UEFA NATIONS LEAGUE** and 26.6 of **UEFA EURO 2020** qualifiers

Enhancement of the path in the youth National Teams: **GROWTH IN APPEARANCES IN THE YOUTH NATIONAL TEAMS FOR CALLED UP PLAYERS IN THE MEN'S A NATIONAL TEAM** (from 416 matches of called up players for UEFA EURO 2016 up to 968 for UEFA Nations League 2019)

Increase in the minutes played by called up players for the 2019 European Under 21 Championships: **FROM 18,838 MINUTES PLAYED IN SERIE A IN 2012-2013 TO 34,487 IN 2018-2019**, data higher than the one for called up players in the English National Team (+71.2%) and equal to those of the German and Spanish National Teams

Calcio+, FIGC development programme addressed to the **BEST FEMALE PLAYERS UNDER 15**, has involved **GREAT PART OF FEMALE PLAYERS CALLED UP FOR THE WOMEN'S A NATIONAL TEAM** (among them 18 players who participated in the road to the 2019 FIFA Women's World Cup)



MEDIA PROFILE

Among the Top 50 most watched TV events in Italian history there are...

...49 FOOTBALL MATCHES

AND OUT OF THESE
45 ARE MATCHES OF THE MEN'S A NATIONAL TEAM



TV audience of the National Teams in Italy in 2019 has overcome

122.6 MILLION OF TV VIEWERS

(+45% compared to 2018, thanks to the relevant increase in the Women's, youth and Beach Soccer National Teams)



9.2 MILLION FANS AND FOLLOWERS OF THE NATIONAL TEAMS,

growing by 78% between 2015 and 2019



#RAGAZZEMONDIALI

The participation of the **WOMEN'S A NATIONAL TEAM** in the 2019 FIFA World Cup has produced..

...24.4 MILLION OF TV VIEWERS IN ITALY AND OVER 100 MILLION AROUND THE WORLD

Almost 192,000 new fans and followers
The social media campaign

'#RAGAZZEMONDIALI'

became a trend topic, with over
150,000 MENTIONS



THE VALUE CREATED FOR FIGC SPONSORS

TV exposure in 2019 reached almost **370 HOURS** (more than double compared to 2018), with the creation of value for the sponsors estimated around

€ 342.4 MILLION



INTERNATIONAL PROFILE



In the last 5 seasons

618 MATCHES ABROAD

have been played (62% of total),

with a stadium attendance of over

2 MILLION OF SPECTATORS

Cumulative worldwide audience of Men's A National Team during 2019 was equal to

1,358 MILLION OF TV VIEWERS

(almost the double compared to 2018)

The percentage of fans and followers on FIGC social media from abroad has reached

65% (APPROX. 2 OUT OF 3)



73% OF OFFICIAL FIGC-PUMA MERCHANDISING is sold abroad. In 2019, the green jersey «Renaissance» has weighted for **35%** of net sales of official FIGC-PUMA jerseys

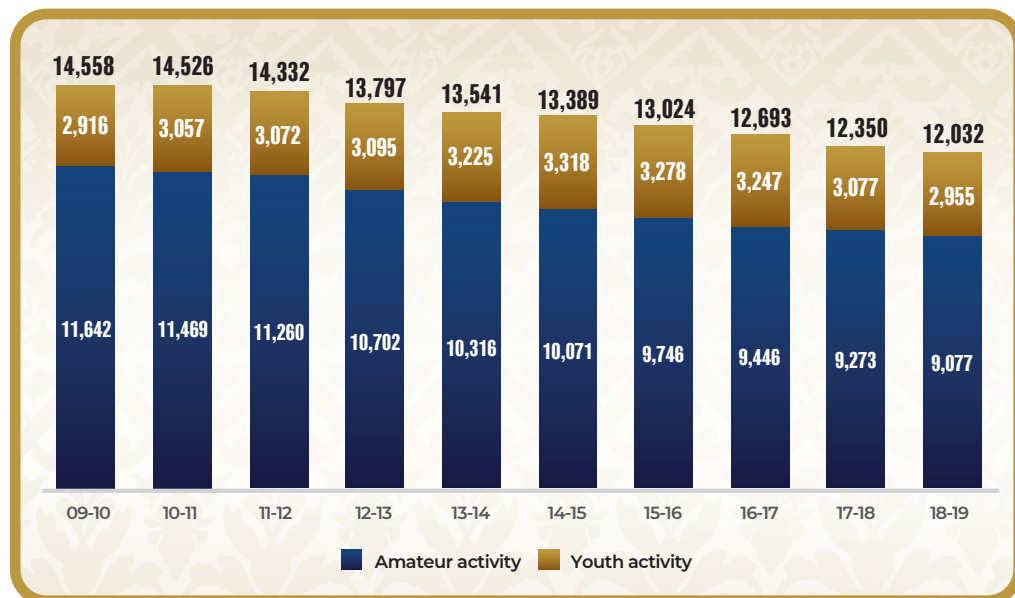


Significant increase in interest towards the **MEN'S A NATIONAL TEAM** in **CHINA, RUSSIA** and **USA**

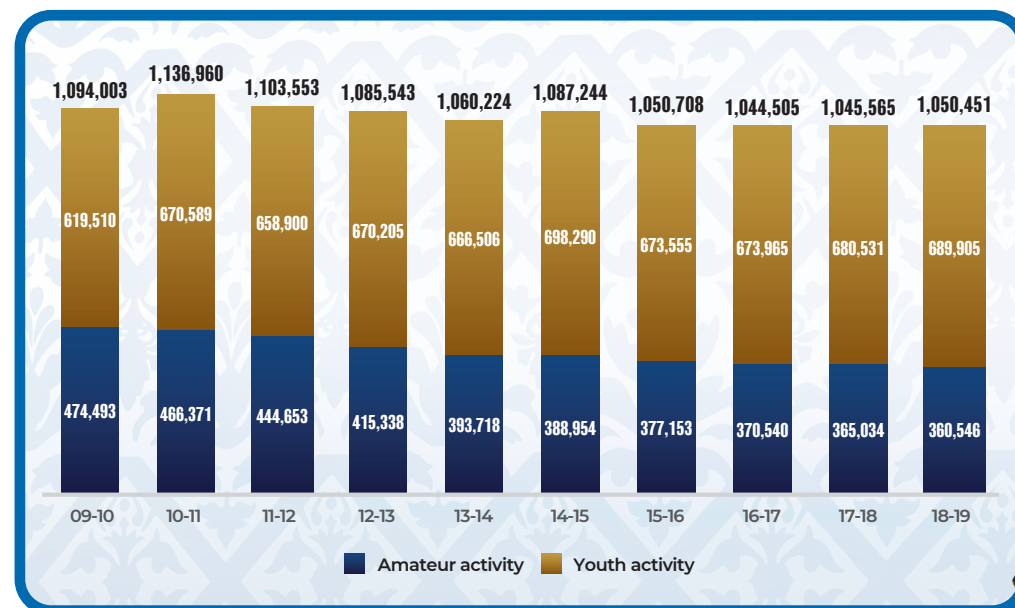


AMATEUR AND YOUTH FOOTBALL

Amateur clubs



Amateur registered players



FIGURES OF AMATEUR AND YOUTH FOOTBALL IN THE LAST 10 YEARS



Decrease in the figures of the **activity at amateur level**

clubs decrease of **22%**
and **players** of **24%**



Area South/Islands:

most significant decreases occur in those areas of Italy
(decrease of **28%** of amateur players)



SIGNIFICANT INCREASE IN YOUTH ACTIVITY

clubs
increase by

+1.3%

players
by

+11.4%





ONE OF THE MAIN FOOTBALL MOVEMENTS AT INTERNATIONAL LEVEL

Italian football is ranked
at the **5th position** in Europe for number
of **clubs and players**
and at the **4th position** for **number of teams**

THE GROWTH IN INTEREST FOR NATIONAL CHAMPIONSHIPS



Men's **11-A-SIDE**
national championships

Women's **11-A-SIDE**
national championships



FUTSAL
national championships

BEACH SOCCER
national championships



Those main national championships
have produced in 2018-2019 almost

3 MILLION SPECTATORS at the
stadiums together with a web
and TV audience
of **OVER 5 MILLION**



OFFICIAL MATCHES

Amateur and youth football
accounts for **99%** of official
matches played
in **Italy**, for a total of over
568,000 matches,
of which **65%** at **youth level**



TALENT DEVELOPMENT IN AMATEUR FOOTBALL

Between 2017-2018 and **2018-2019**, a total of

724 YOUTH PLAYERS

trained by amateur clubs
**stepped into professional
football**



THE MOST IMPORTANT ITALIAN SPORTING SYSTEM



99 players
out of 100
among FIGC's registered players are
involved in

**AMATEUR AND YOUTH
FOOTBALL**

(a stable figure across the last decade)

At national level,

about 1 Italian out of 57

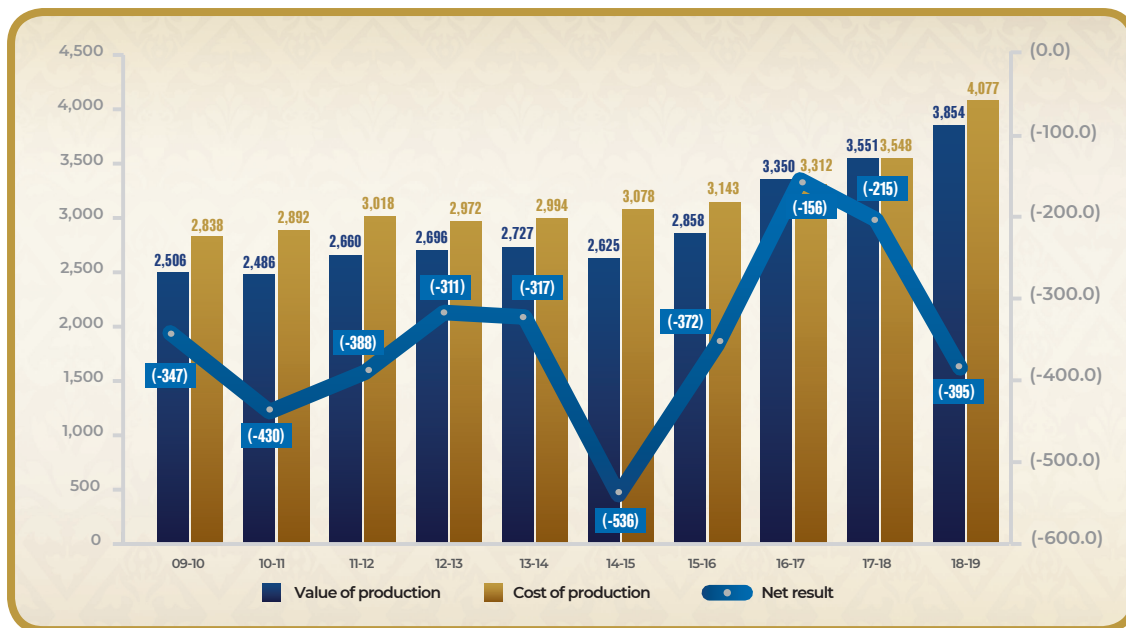
is **REGISTERED** for
an **AMATEUR
NATIONAL LEAGUE** club

Compared to the 44 Sports
Federations affiliated within the
Italian Sport System, **AMATEUR
FOOTBALL** accounts
for **24%** of **registered athletes**
and for **21%** of the affiliated
sports clubs

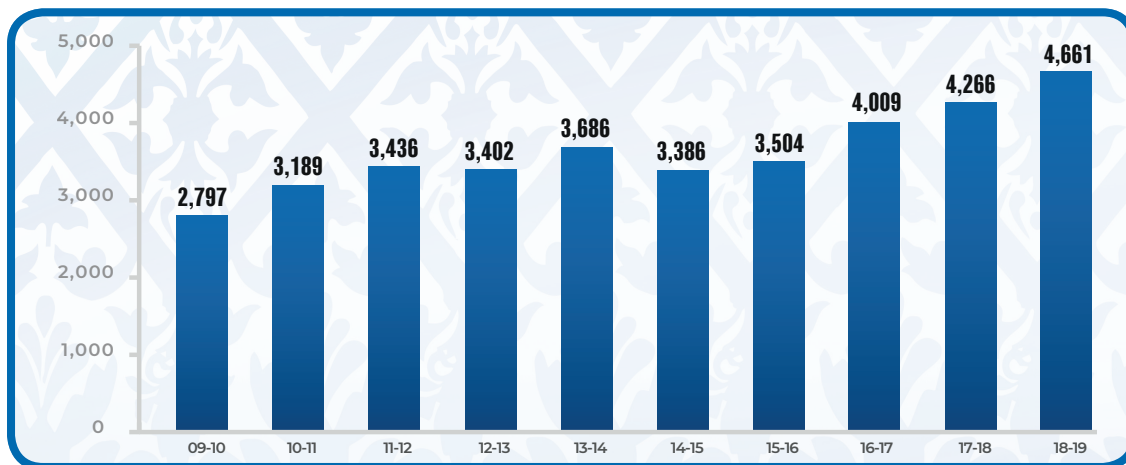


ECONOMIC PROFILE OF PROFESSIONAL FOOTBALL

Value of production, cost of production
and net result - 10 years trend 2009/2010 - 2018/2019 (€m)



Debt - 10 years trend 2009/2010 - 2018/2019 (€m)



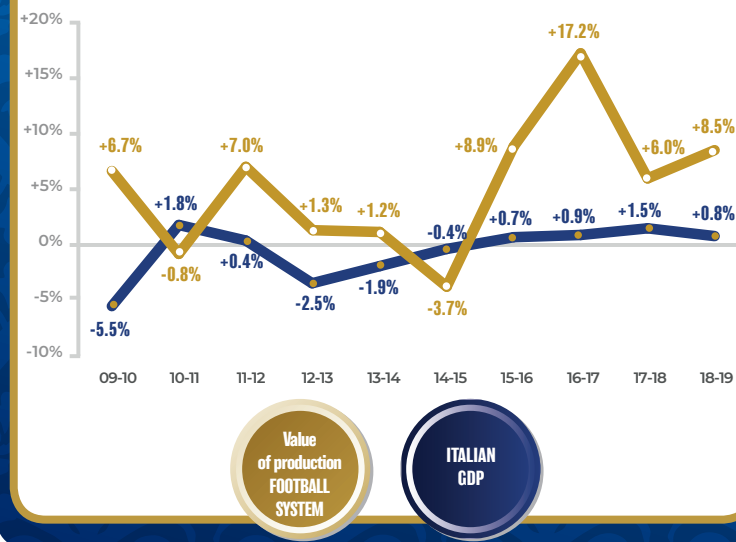
STABLE GROWTH TREND OF
REVENUES AND COSTS

During the last 10 SEASONS, it has been experienced a

**SIGNIFICANT AND STABLE GROWTH
TREND OF THE VALUE OF PRODUCTION:
CAGR IS APPROXIMATELY +5%**

However, also **THE AGGREGATE COST
OF PRODUCTION HAS INCREASED**
in this specific period, even if
at a slower rate (CAGR is around +4%)

**Benchmark trend Football System
(VoP) versus Italy (GDP)**



NEW INCOME SOURCES IN FOOTBALL: COMMERCIAL REVENUES AND PROFIT ON DISPOSAL OF PLAYERS

Revenues from sponsors and profit on disposal of players are the main income sources that registered **THE MOST SIGNIFICANT GROWTH DURING THE LAST 10 SEASONS** (starting from 2009-2010)

RESPECTIVELY EQUAL TO



In absolute terms, the highest contribution to the increase in the value of production once again comes from **BROADCASTING RIGHTS** that in the decade analyzed have increased by

**€ 360
MILLION**



COST STRUCTURE OF THE FOOTBALL SYSTEM

The cost structure of professional football did not substantially change during the last 10 seasons, with employee costs that weight for over

50%
OF TOTAL COSTS

The second item is related to depreciations and amortizations of player's economic rights, that in the last season represents

23%
**OF THE COST
OF PRODUCTION**

(DURING SEASON 09-10 IT WAS EQUAL TO 18% OF TOTAL COSTS)

In 2018-2019 employee costs, depreciations and amortizations grew respectively by

+40% and +83%

COMPARED TO SEASON 2009-2010

FOOTBALL DEBT



During the 10 years of ReportCalcio, the financial situation of Football System **OVERALL WORSENE**

due to the constant growth of debt (CAGR approximately equal to +6%), that from season 2016-17 overcame

€ 4 BILLION



The value of debt overall grew by

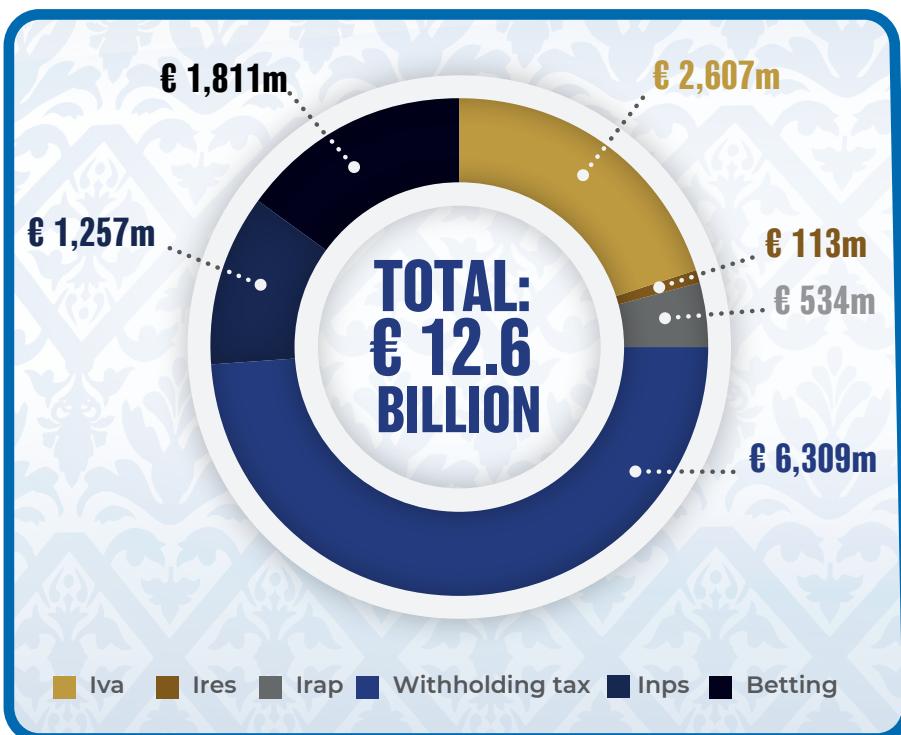
+66.6%

COMPARED TO
SEASON 2009-2010



TAX AND SOCIAL SECURITY CONTRIBUTION OF PROFESSIONAL FOOTBALL

Aggregated tax and social security contribution 2006-2017



THE MAIN ITALIAN SPORTING SYSTEM

Professional football weights for **71.5%** of **total tax** contribution produced by the Italian sports industry (approximately 50,000 companies and bodies)

data growing compared to 67.7% registered in 2008

A CONSTANT GROWTH

In **2017**, the **contribution** reached almost **€ 1.3 billion**, growing by 47% compared to 2006 (when the amount was equal to € 864.5 million)

12 YEARS OF TAX AND SOCIAL SECURITY CONTRIBUTION OF ITALIAN PROFESSIONAL FOOTBALL

Between 2006 and 2017, the tax and social security contribution of professional football amounted to **€ 12.6 billion**, of which approximately the half related to withholding tax on employee costs

Distributed contributions from CONI (Italian Olympic Committee) to FIGC were equal to **€ 782.8 MILLION**

FOR EACH EURO "INVESTED" BY THE ITALIAN GOVERNMENT IN FOOTBALL, **the State obtained** A TAX AND SOCIAL SECURITY CONTRIBUTION EQUAL TO **€ 16.1**



INTERNATIONAL BENCHMARKING

Withholding tax on highest incomes at international level change significantly:

from **0% in Qatar** to **13% in Russia** (professional sportsmen),
up to **50% in Belgium** and **52% in the Netherlands**;
ITALY IS RANKED AT AN INTERMEDIATE LEVEL (43%)

The Decreto Crescita (Italian law) had a significant impact on Italian football, introducing **from 2020 an ad hoc tax regime for professional sportsmen from abroad**



SOCIAL SECURITY CONTRIBUTION

Growing by 91% **between 2006 and 2018**, when it reached **€ 141.7 million**

In football are active **7,144 professional sportsmen** (players and other technical staff)

92% of the overall Italian **sport industry**



THE WEIGHT OF SERIE A



With a contribution equal to
almost € 8.6 billion

(growing by 88%),
the Italian Top Division in the last 12 years accounted for 68% of total tax revenue

followed by **betting**
with **14%**,
and followed by



12%

Serie B



6%

Serie C

THE EVOLUTION OF EMPLOYMENT

The **growth of employe income** continues, with an **increase** between 2006 and 2017 of **53%**

up to over € 1,532 million

The number of **contributors** continues to grow, and for the first time since 2009 **overcomes 11,000 units**

The number of **employees with income higher than € 200,000** is equal to **1,066**, the highest amount in the last 12 years



THE GROWTH IN FOOTBALL BETTING



Between 2006 and 2019, betting collection grew by 5 times, from € 2.1 billion to

€ 10.4 BILLION

while **tax revenue** moved from € 171.7 million to

€ 248.5 MILLION

Football accounts for 73% of the **sports betting collection** (tennis is the second sport and weights for 17%)

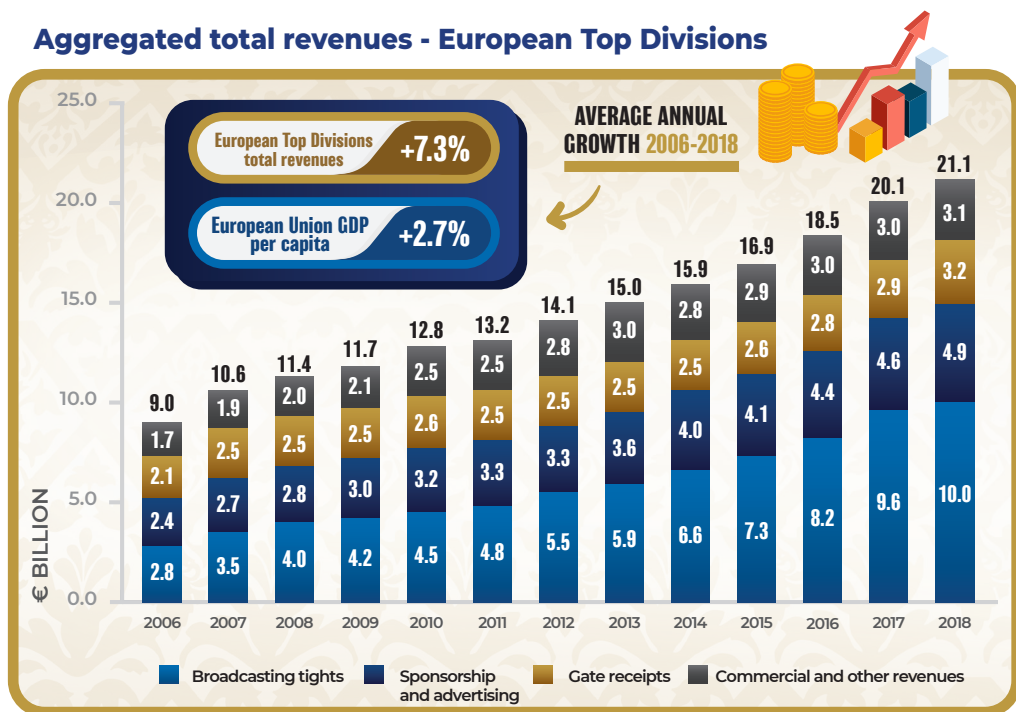
€ 32.3 BILLION



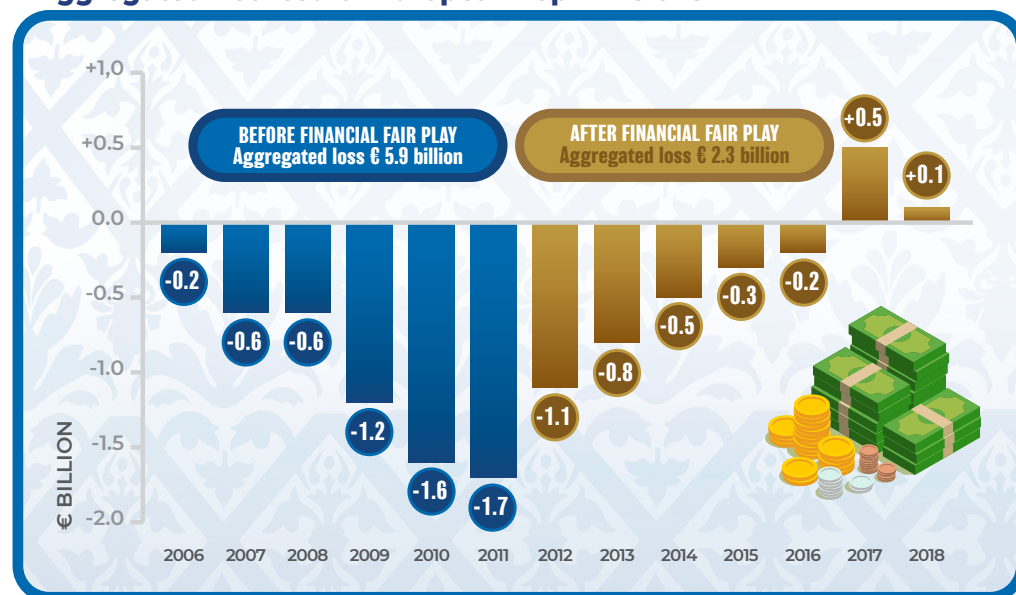
Estimate of the collection generated by **Serie A** at global level

INTERNATIONAL BENCHMARKING

Aggregated total revenues - European Top Divisions



Aggregated net result - European Top Divisions



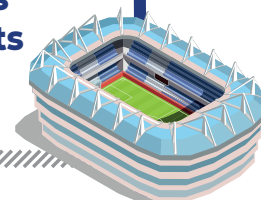
THE ENHANCEMENT OF ECONOMIC PROFILE OF EUROPEAN FOOTBALL

Thanks to the **IMPACT OF FINANCIAL FAIR PLAY**, from the loss of € 1.7 billion in 2011 to the net profit of € 0.5 billion in 2017, up to € 0.1 billion in 2018

Also financial profile has increased:

Between **2009 and 2018**, net equity **INCREASED** by 6 times, from € 1.5 billion to 9, thanks to the € 12.5 billion of recapitalizations from the owners

In **2018**, for the third year in-a-row, **investments from Top Division club in tangible assets** (mainly stadiums and training centres) **overcame € 1 billion**



THE ECONOMIC DIMENSION OF FOOTBALL

In 2018, **total revenues** of the 54 Top Divisions reached

€ 21.1 billion (+133.5% compared to 2006), thanks mainly to the increase of broadcasting rights (+253.6%)

Gate receipts grow slower (+55.4%). Total costs have reached € 21 billion (of which 64% related to employee wages)

Team Value (acquisition value) of 20 main European clubs in 2019 is equal to **\$ 34.9 billion**, growing by almost 4 times compared to \$ 9.8 billion in 2005



FOOTBALL IS THE MAIN SPORT IN THE WORLD

The **turnover** at global level is estimated around **\$ 47 billion** accounting for 28% of the global sport business (American football is second and accounts for 13%)

In **2018-2019** the spectators at the stadium in the 54 European Top Divisions reached **104.9 million**, a record among those registered since from 2006-2007

RECORD ATTENDANCE

POLARIZATION

The **European 5 Top Leagues** (England, Germany, Spain, Italy and France) weight for **75% of revenues in the 54 European Top Divisions**, growing by 66% from 2007.
The first 30 clubs account for over 50% of total revenues

INVESTMENT IN FACILITIES

Between 2009 and 2019, **160 new stadiums** have been opened, with an investment equal to € 20.3 billion. In the last 10 years, **473 European clubs** have invested for the realization of **new training facilities or the renovation** of the existing ones

TRANSFER MARKET

Investments for the European transfer market have grown from **€ 2.1 billion** in 2009 to **4.6** in 2018

FOREIGN OWNERSHIPS

Between 2008 and 2019, **60 European clubs** have been acquired by foreign ownerships, coming mainly from:



12



8



7

WOMEN'S FOOTBALL

36% of European men's clubs have opened a **division for women's football**

E-SPORTS

In **2019 67% of clubs** of the 10 European Top Leagues have an e-sports division (120 clubs, growing by 79% compared to 2017)

NEW MEDIA: OTT AND SOCIAL NETWORKS

In 2019,

416 deals

for football events broadcasting were signed at global level, from social networks, OTT (Over-The-Top) and other non traditional broadcasters

EUROPEAN TOP 10 LEAGUES

COMMERCIAL PROFILE

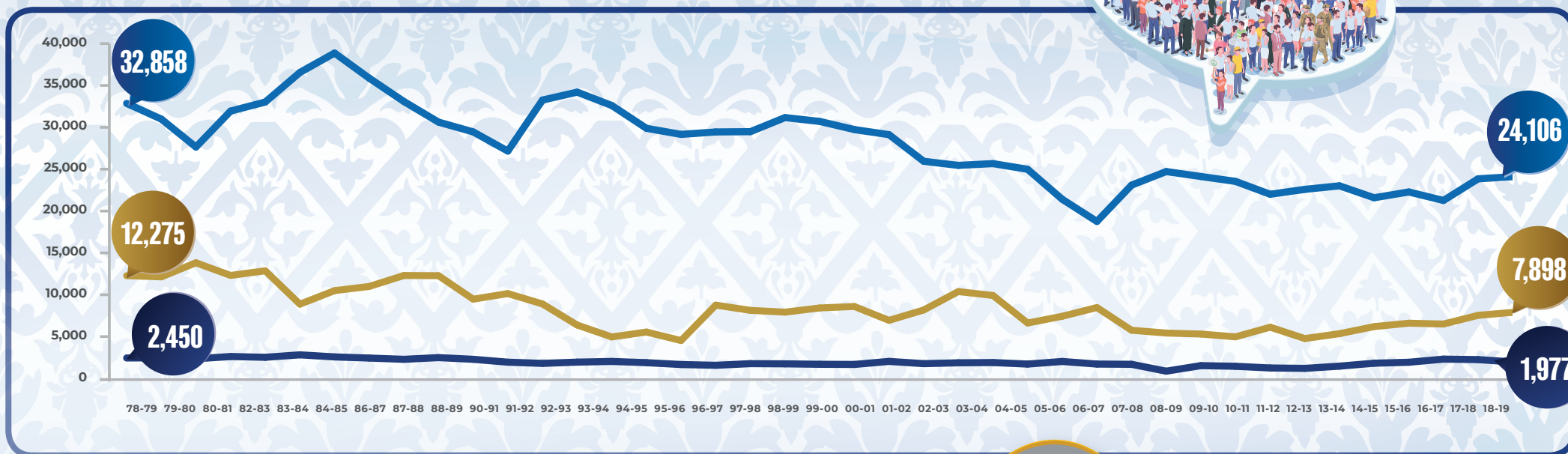
The number of **sponsors** of the 180 clubs competing in the European Top 10 Leagues increases: from 2,718 in 2016 to **3,270 in 2019**. The percentage of foreign technical sponsors move **from 49% of Premier League to 11% in Serie A**. Increase in jersey sponsors from the **betting industry** (from 22 clubs in 2016 to 39 in 2019) and of **stadium naming rights** (from 34 to 53)

DIGITAL PROFILE

FANS and FOLLOWERS ON SOCIAL MEDIA in 2019 have reached **1.6 billion** (+50% compared to 2016). Serie A is the championship with the highest increase (+94.4%). The number of views on **YouTube** has reached **8.1 billion** (+197% compared to 2016). **The number of fans and followers and the number of views on YouTube** for the European Top 10 Leagues **are respectively 124% and 374% higher** than North American professional sport franchises

STADIUMS, SPECTATORS AND SECURITY

Average per match attendance in professional football in the last 40 years



Serie A



Serie B



Serie C



THE DECREASE IN THE STADIUM ATTENDANCE OF PROFESSIONAL FOOTBALL

In the last 40 years the stadium attendance decreased at all levels of professional football



IS THE 12TH MAN LOSING ITS VOICE?

Parallel to the decrease in attendance, it has been recorded a strong growth of the percentage of away victories:

FROM 1978-1979, THE FIGURE INCREASE

IN SERIE A FROM 17% TO 28%

IN SERIE B FROM 12% TO 22%

AND IN SERIE C FROM 14% TO 28%

MISSING REVENUES

Missing gate receipts in professional football in the last 5 years at an aggregate level reached

€ 1.3 BILLION

from almost 82 million unsold seats



THE POSITIVE TREND INVERSION

Serie A **BETWEEN 2016-2017** and **2018-2019** has seen an increase of almost **1.1 MILLION SPECTATORS IN STADIUMS** while **GATE RECEIPTS GREW BY 32%** (overcoming € 300 million)

A significant growth also in terms of spectators of the **ITALIAN NATIONAL TEAMS**: only between 2017-2018 and 2018-2019 attendance **INCREASED BY 64.7%** (FROM 206.045 TO 339,367)



THE UNEXPRESSED POTENTIAL

The scenario stays critical: the occupancy rate in

SERIE A IS AT 63% WHILE IN SERIE B AND SERIE C REACHES 49% AND 30%

In the other main European Top Leagues, the occupancy rate goes from **95% OF PREMIER LEAGUE** to **89% OF BUNDESLIGA**, down to **74% OF LALIGA** and to **70% OF LIGUE 1**



THE CRITICAL ISSUE OF FACILITIES

Only **7% OF STADIUMS** of Italian professional football is not publicly owned
AVERAGE AGE OF FACILITIES IS 63 YEARS OLD, the percentage of **COVERED SEATS IS EQUAL TO 58%** and only **13% OF STADIUMS USES SOURCES OF RENEWABLE ENERGY**



INVESTMENT IN THE LAST YEARS

Realization of new stadiums for Juventus, Udinese and Frosinone



Interventions of renovation operated on the existing facilities; in the last 4 years have increased the **NUMBER OF SEATS** complying with UEFA standards (**+11.9%**) **THE LEVEL OF LIGHTNING** (**+4.8%**) **AND THE NUMBER OF SALES POINTS FOR COMMERCIAL ACTIVITIES** (**+30.8%**)

+4.8%

+11.9%

+30.8%



FUTURE INVESTMENTS

10 projects for the realization of new stadiums
EXPECTED INVESTMENT:

€ 2.5 BILLION

Over 300,000 SEATS
Estimated increase in attendance:

+2.1 MILLION

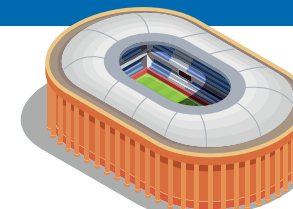
Estimated increase in gate receipts:

+ € 64.3m (+46.6%)

Estimated impact on occupation:

9,000 jobs

THE INCREASE IN SECURITY

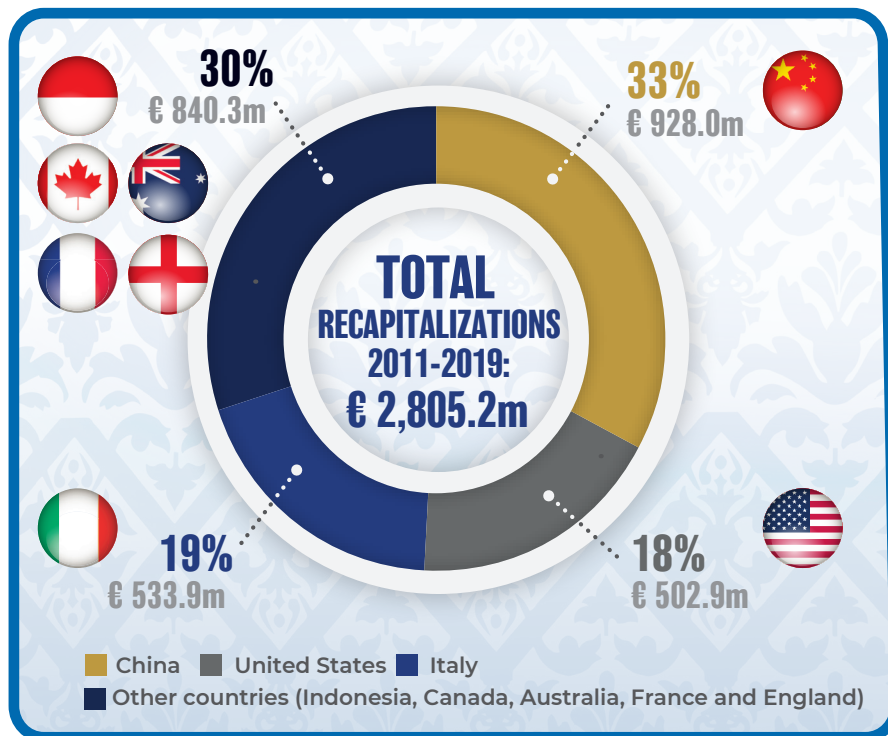


In the last 14 years, matches with wounded spectators

DECREASED BY 71% AND PEOPLE ARRESTED BY 86%

GOVERNANCE MODELS IN PROFESSIONAL FOOTBALL

Recapitalizations 2011-2019 - club owners' country of origin in professional football



OWNERS' RECAPITALIZATIONS

Between **2011-2012 and 2018-2019**, club owners from professional football **injected recapitalizations** for

over € 2.8 billion

of which **19%** from clubs with an **Italian ownership** and **81%** from clubs with a **foreign ownership**

Recapitalizations trend is growing:

in 2018-2019 reached **€ 485.5 million**, a record among those registered in the last 8 seasons

CLOSED MODEL

Club shares continue to be owned by a close number of individuals: the **average percentage of control by the main shareholder** is equal to:



Serie A
86.5%



Serie B
85.7%



Serie C
78.4%

In 2018-2019, only **6 clubs out of 95** have a number of **shareholders higher than 100**, and in 87% of cases a single shareholder owns more than 50% of shares (growing compared to 75% of 2010-2011)



OWNERSHIP IN PROFESSIONAL CLUBS

In the last years, there has been a significant **increase in the percentage of clubs owned by an Italian or foreign legal entity**

(moving from **54% in 2010-2011** to **63% in 2018-2019**) compared to those owned by an individual (decreasing from **46% to 37%**)



ORGANIZATIONAL STRUCTURE

*The number of members of **Board of Administrators** slightly decreased (in Serie the average number of administrators per club moved from 7.2 in 2010-2011 to 5.8 in 2018-2019)

* **Foreign members of Board of Administrators increase** (only in 2018-2019 30 out of the total of 360, coming mainly from United States and China)

* The percentage of clubs **financially audited** by an external company or a legal auditor **increases** (from 22% in 2010-2011 to 43% in 2018-2019), while it diminishes the proxy to the Board of Auditors or to a sole auditor (from 78% to 57%)

* In slight **increase** the percentage of **female members of the Board of Administrators** (from 5% in 2011-2012 to 8% in 2018-2019) and of female members of the Board of Auditors (from 11% to 17%)

* In 2018-2019 **only 5 women are Presidents of the Board of Administrators** or majority shareholders in a professional club



HUMAN RESOURCES

In **2018-2019**, the total number of **employees reaches 7.757**, of which **50%** related to **Serie A**, where only one club has less than 100 employees (14 clubs have between 101 and 200 employees and 5 clubs more than 200)

A positive increase in the **investments of clubs in human resources** occurred, mainly at highest level: the number of employees in clubs that obtained the UEFA Licence raised from 628 in 2013-2014 to 1,033 in 2018-2019



FOOTBALL AND STOCK MARKET

The number of **European clubs listed at a Stock Market** dropped from 36 in 2001 to **23 in 2019**, a trend linked to the poor performance of clubs' shares.

In the last years, few positive cases occurred: Juventus in 2018 was the **Italian company with the best trend in the FTSE Mib**, and in the most recent period the performance of many European clubs' shares outperformed the trend of the Stock Market Index in their Countries



THE CHAIN OF CONTROL

In the last years, clubs' chain of **control progressively extended:**

between **2010-2011** and **2018-2019** the **percentage of clubs with direct control** from an individual dropped from 47% to 35%, while the percentage of clubs in which the **individual controls the controlling club** or in which more level of control exist,

↓
moved from 53% to 65%







SOCIO-ECONOMIC IMPACT AND VALUE PRODUCED



FOOTBALL REPRESENTS A CRUCIAL ASSET FOR THE ITALIAN SYSTEM AT SPORTING, ECONOMIC AND SOCIAL LEVEL



WITH THE OBJECTIVE TO REPRESENT THE GROWING VALUE CREATED, FIGC COLLABORATED WITH UEFA FOR THE ANALYSIS OF THE SOCIAL RETURN ON INVESTMENT



THE RESEARCH ALLOWED TO DESCRIBE THE BENEFITS DERIVING FROM FOOTBALL PRACTICE AND ITS IMPACT ON THE COUNTRY, IN ORDER TO BETTER ALLOCATE LONG-TERM INVESTMENTS

Representing the impact of the **CURRENT FOOTBALL PARTICIPATION** in Italy



FIGC REGISTERED PLAYERS

IN 2018-2019

1,062,792

SOCIO-ECONOMIC IMPACT

€ 3.1 BILLION

+ 3% COMPARED TO 2017-2018



	2018-2019	2017-2018	VAR %
Facility economic value	€ 140.9m	€ 135.5m	+4.0%
Participation spending value	€ 585.5m	€ 606.6m	-3.5%
Jobs created	>99,000	>98,000	+1.0%
ECONOMY	€ 726.5m	€ 742.1m	-2.1%
Healthcare savings	€ 127.9m	€ 82.2m	+55.6%
Subjective wellbeing	€ 1,166.9m	€ 1,175.4m	-0.7%
Injury cost	-€ 47.2m	-€ 42.1m	+12.1%
HEALTH	€ 1,247.6m	€ 1,215.5m	+2.6%
Crime reduction	€ 0.54m	€ 0.37m	+45.9%
NEET savings	€ 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%

FOOTBALL PERFORMANCE Italy is currently listed in the TOP 10 of all main UEFA Rankings

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



ADDITIONAL SOCIO-ECONOMIC IMPACT OF NEW REGISTERED PLAYERS

+€ 73.7 MILLION



ECONOMY

€ 14.8m



HEALTH

€ 31.2m



SOCIAL

€ 27.7m

SOCIO-ECONOMIC IMPACT TOTAL

€ 3.1 bn + € 73.7m

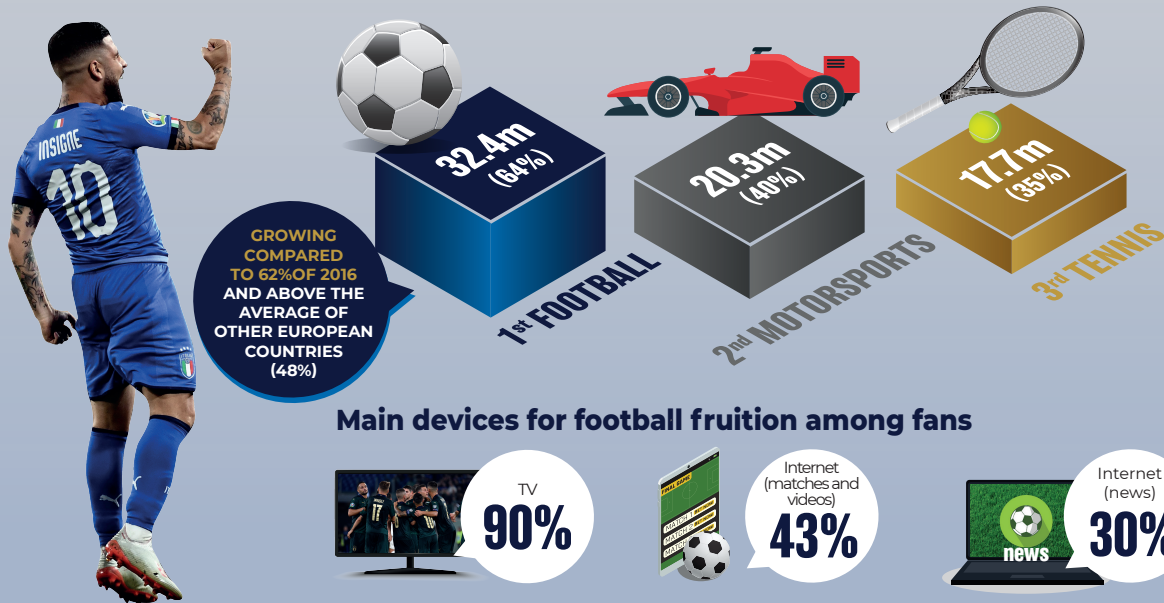
€ 3.17 BILLION



INSIGHTS ON THE FAN BASE

Top 3 sports per interest between Italians aged over 18 in 2019

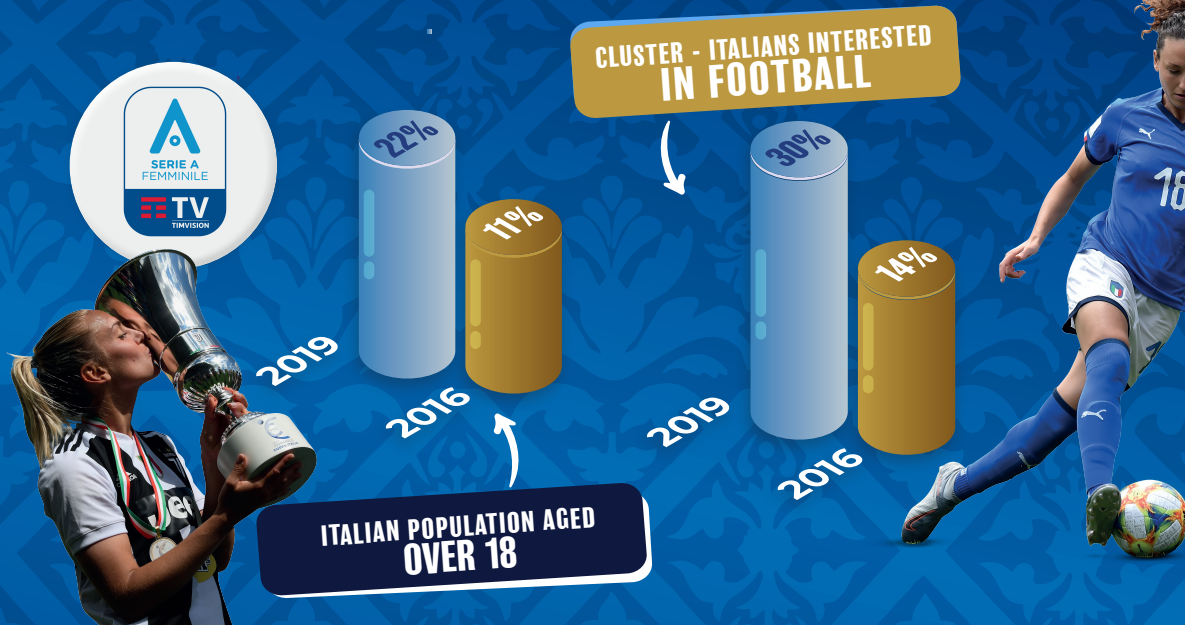
78% of men (19m) and 51% of women (13.4m) are interested in football



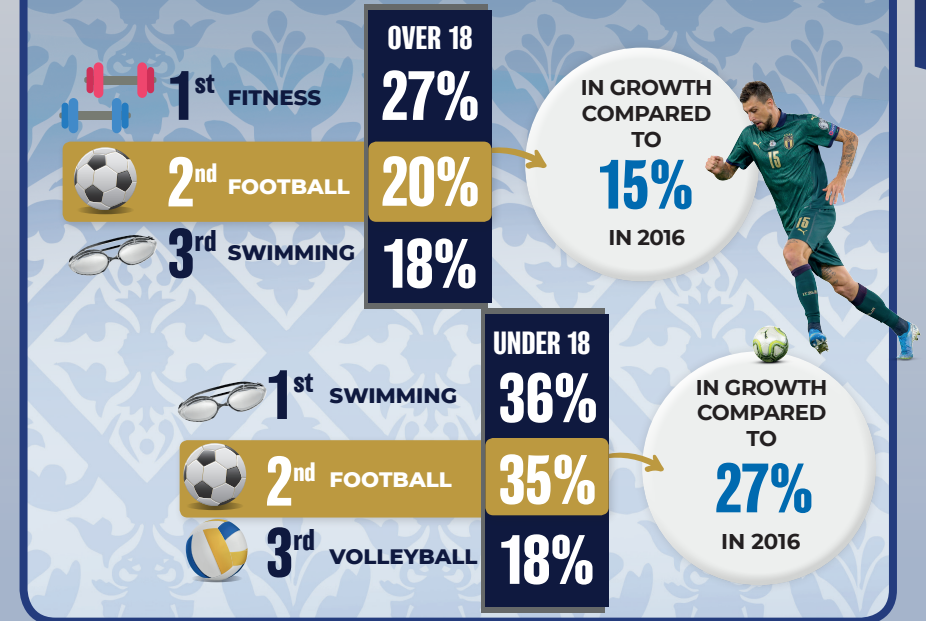
Main devices for football fruition among fans



Main competition for interest increase between 2016 and 2019: Women's Serie A



SPORT PRACTICE - MAIN SPORTS 2019



FIGC and National Teams' image

84% of Italians

interested in football follow the Men's A National Team (in growth compared to 79% in 2016)

Interest in Women's A National Team increased from

16% in 2016 to 26% in 2019

56% of respondents has a positive opinion of the Federation, in growth compared to 26% in 2016. Between FIGC's registered members the percentage

goes up to 72%

Almost 80% of respondents gave a positive feedback on the stadium experience during National Team matches



10 YEARS OF MAJOR FOOTBALL EVENTS HOSTED IN ITALY

UEFA CHAMPIONS LEAGUE (Rome 2009)



**Total investment
(stadium): € 15.8m**

Main interventions:

- * Safety and GOS control cabin
- * Replacement of seats
- * Arrangement of media tribune, authorities and VIP tribune
- * Realization of Sky Boxes and sponsor tribunes
- * New Media Areas
- * Indoor TV studio and new giant screens
- * New locker rooms and new benches
- * Renovation of toilets and bars

Attendance:
70,000 spectators

Worldwide TV audience:
150m (from 230 Countries)

Economic impact: € 45m

Deriving from fans' expenditure in bars, clubs, shops, hotels, city attractions, betting, along with sponsors' and organisers' investments in promotional activities developed in the city of Rome

UEFA EUROPA LEAGUE (Turin 2014)



**Total investment
(stadium): € 0.6m**

Main interventions:

- * Cabling
- * TV studios
- * Media area and tribune

Attendance:
40,000 spectators from 79 different Countries. 85% of the spectators not living in Turin came for the first time to visit the Piedmont main city during the UEFA Europa League Final

Economic impact: € 17.5m

Net benefit for the territory: € 12.6m

Hotels and accommodations: € 5.4m
Food & Beverage: € 2.6m
Transportations: € 0.2m
Shopping: € 1.2m
Free time: € 0.5m
Event production: € 2.6m

Other costs not of the metropolitan area of Turin:
€ 4.9m

UEFA CHAMPIONS LEAGUE (Milan 2016)



**Total investment
(stadium): € 5.5m**

Main interventions:

- * Lowering of barriers and new parterre
- * Elimination of the moat
- * Realization of new benches
- * Arrangement of Axum square and requalification of the tramway line
- * Realization of 3 executive rooms
- * New media tribune and new tunnel for player access
- * Redevelopment of toilets, catering service and signage
- * Renovation of Via Comasina sporting facility

Attendance: 71,500 spectators

Worldwide TV audience:
350m (from 200 Countries)

Economic impact: € 25.2m

Accommodation: € 12.8m
Transportation: € 1.0m
Shopping: € 5.6m
Restaurants: € 4.6m
Other: € 1.2m

+ € 2.3 BILLION: the growth of "Stadio San Siro" global brand value

WOMEN'S CHAMPIONS LEAGUE (Reggio Emilia 2016)



Main interventions:

- * The stadium has been upgraded as a stadium capable of hosting the main official UEFA events for qualifying matches of the A National Teams

Attendance:
17,000 spectators

Highlights:

- * **5.4 million:** the views of the posts on the official Facebook page (30,814 likes)
- * **320:** the number of the articles published (media, newspaper and web at national and local level)
- * **89:** the events organised for the promotion of the Final, with 10 different stadiums involved
- * **10,000:** the number of girls and boys involved in the promotional activities
- * **25:** stages of the trophy tour around Italian territory, for a total of over 3,780 km travelled

Main infrastructure interventions implemented on the stadiums hosting the 2019 UEFA European Under 21 Championship

Bologna	Cesena	Reggio Emilia	Trieste	Udine
<ul style="list-style-type: none"> * Integration of missing or damaged seats * New assignation of seats number * Substitution of the turps * Arrangement of the tunnel to link stadium's internal and external areas * Painting of the tribune railings * Securing the access stairway to the boiler room * Realization of the new tribune and commentator's stations * Redevelopment of the offices * Redevelopment of the staff's area bistrot * Redevelopment of the ticketing box * Realization of the Pitch Studio * Creation of the LAN network 	<ul style="list-style-type: none"> * Displacement of benches and fences * Recovery of the steps * Intervention on the spectators seats * Work on the parkings * Renovation of the toilets * New natural pitch and expansion * Expansion of the pitch of 1 meter * Adaptation of drainages, irrigation system and external areas * Realization of commentator's stations 	<ul style="list-style-type: none"> * Arrangement of the Press Area (Press Conference Room and Media Working Area) * Redevelopment of the Media Tribune and commentator's stations * Broadcasting platform * Arrangement of the gym * Works on wood structure of the coverage * Realization of the training centre 	<ul style="list-style-type: none"> * Interventions on the changing rooms * New system of access control for the security, CCTV and fire protection system * Completion of the electric plants system * Realization of a new pitch * Substitution and integration of the spectators seats * New benches on the pitch side * Redevelopment of the Press/Media room * Installation of 2 new large screens * Redevelopment of the VIP Tribune * Redevelopment of Media Tribune and commentator's stations * Creation of platforms for TV cameras * Creation of Pitch View studio * Abolishment/reduction of barriers between the pitch and the tribunes and between stadium sectors * Creation of the LAN network * New assignation of seats number * Renovation of Stadium Grezar pitch 	<ul style="list-style-type: none"> * Redevelopment of the main gate of the Tribuna Ovest * Redevelopment of the offices' entrance * Makeover the toilets of Tribuna Ovest * Increase of turnstile of Tribuna Ovest * Arrangement of the external area * Renovation of the pitch * Increase of the parking signage

The FIRST MAJOR EVENT FOR NATIONAL TEAMS organized in Italy since "Italia '90":

- * **Over 250,000 spectators** for the 21 matches played (4 were sold out), with an average attendance of about 12,000, the highest figure in the last 5 editions of the tournament
- * **16.9 million of TV viewers in Italy** for the 3 matches played by the Azzurri, on top of other 16.1 million for the other matches played during the competition after the group stage
- * Estimated economic impact of almost **€ 35 million**
- * The investment in terms of promotional initiatives and renewal of stadiums and hosting facilities from the Italian Government, FIGC, host cities and football clubs was equal to **over € 30 million**



Next Major Events

UEFA EURO 2020 (Rome 2021)



Audience: 5 billion

Opening match at the Olympic Stadium in Rome

1,000 volunteers involved

Expected investment for the stadium renewal: **€ 9.3m**

WOMEN'S CHAMPIONS LEAGUE (Turin 2022)



Crucial step of the development programme of Women's football in Italy



