



FIFA[®]

ACTIVITY REPORT 2014

THE YEAR IN REVIEW

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COVER IMAGE / 2014 FIFA World Cup™ round-of-16 match between Colombia and Uruguay at the Estádio do Maracanã in Rio de Janeiro on 28 June.



FIFA®

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THE YEAR IN REVIEW

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01 / In 2014, FIFA spent USD 4,500,000 on football for younger players, both male and female.
 02 / The systematic promotion of grassroots football has always been one of FIFA's priorities.
 03 / Lena Petermann of Germany celebrates victory in the FIFA U-20 Women's World Cup Canada 2014.
 04 / Television audiences in 190 countries saw Cristiano Ronaldo claim his third FIFA Ballon d'Or award.
 05 / Germany's Bastian Schweinsteiger (left) and Lukas Podolski with the FIFA World Cup Trophy.
 06 / In 2014, nearly 14,000 girls took part in football events as part of FIFA's Live Your Goals campaign.
 07 / As Brazil's talisman, Neymar carried the weight of a nation's expectation in 2014.
 08 / Cristiano Ronaldo was one of the many stars who championed FIFA's "11 against Ebola" campaign in 2014.
 09 / As part of FIFA's Football for Hope initiative, 107 programmes were provided with support totalling USD 3.1 million in 2014.

DEAR MEMBERS, DEAR FRIENDS OF FOOTBALL,

Welcome to the FIFA Activity Report for 2014: the year of the FIFA World Cup™ in Brazil and the culmination of four years of intense preparations for our flagship event. The FIFA World Cup is the keystone of our mission to develop the game, touch the world and build a better future, and I am happy to say that the tournament delivered in all three areas.

Once again, millions of people were thrilled by the spectacular action that unfolded in Brazil and many new fans were attracted to the game. This success is vital to enable FIFA to further promote football as the number one sport in the world and to raise the funds needed to invest in football development everywhere.

To mention just two of FIFA's many activities to build a better future, FIFA renewed its global appeal for solidarity and fair play through the "Handshake for Peace" campaign with the Nobel Peace Center – a powerful symbol from the football pitch to the world that all of our member associations are encouraged to adopt in their competitions. Football for Health was also – and always will be – a key part of our commitment to shaping a better world, sharing vital messages through football to promote healthy living in areas where it is most needed.

As you will see in this Activity Report, FIFA has been working tirelessly over the past 12 months in pursuit of our mission. While a great deal has been accomplished in all of our fields of activity, there is always more to be done, and we look forward to taking the game to even greater heights in 2015 – the year of the FIFA Women's World Cup™ in Canada – and beyond as we set out on the road to the 2018 FIFA World Cup™ in Russia.

For the Game. For the World.



Joseph S. Blatter



2014 HIGHLIGHTS

10 2014 AT A GLANCE 12 REVIEW IN PICTURES
20 2014 REVIEW

0



2014 AT A GLANCE



2
EXPERT ADVISORY PANELS (FOOTBALL PANEL AND TECHNICAL PANEL) SET UP BY THE INTERNATIONAL FOOTBALL ASSOCIATION BOARD

NUMBER 1
FACEBOOK CONFIRMED THAT THE FIFA WORLD CUP™ WAS THE NUMBER ONE TOPIC OF 2014



34
MINIMUM NUMBER OF CAMERAS FOR EACH FIFA WORLD CUP™ MATCH



1ST
USE OF GOAL-LINE TECHNOLOGY AND VANISHING SPRAY AT A FIFA WORLD CUP™

\$900 MILLION (USD)



IN 2015-2018 FOR GLOBAL FOOTBALL DEVELOPMENT



2ND
FIFA WORLD CUP™ IN BRAZIL



24 TEAMS IN THE FIFA WOMEN'S WORLD CUP 2015™ DRAW FOR THE FIRST TIME



8 FIFA TOURNAMENTS AROUND THE WORLD IN 2014

3.4 MILLION

SPECTATORS AT THE 2014 FIFA WORLD CUP™



3,000 CHILDREN

BENEFITED FROM THE FIFA 11 FOR HEALTH PROGRAMME, WHICH RESULTED IN A SIGNIFICANT INCREASE OF KNOWLEDGE ABOUT COMMUNICABLE AND NON-COMMUNICABLE DISEASES

20,000
JOURNALISTS ACCREDITED TO COVER FIFA EVENTS

5,154,386
TOTAL ATTENDANCE AT FIFA FAN FESTS™ AT THE FIFA WORLD CUP™

171



GOALS AT THE 2014 FIFA WORLD CUP™



3,500
CHILDREN AND YOUNG ADULTS BETWEEN SIX AND 18 YEARS OLD JOINED THE FIFA YOUTH PROGRAMME

\$3.1 MILLION (USD)



107 PROGRAMMES IN THE FOOTBALL FOR HOPE INITIATIVE

11

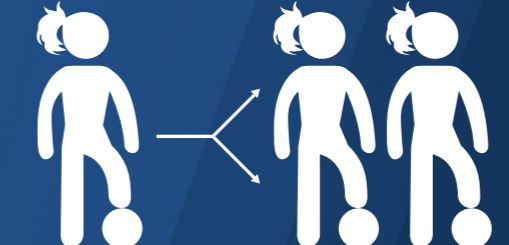
AGAINST EBOLA CAMPAIGN LAUNCHED

100+ INITIATIVES SUPPORTED BY THE FIFA FOOTBALL FOR HOPE PROGRAMME

76TH EDITION OF THE BLUE STARS/FIFA YOUTH CUP

x2

DOUBLING OF FUNDS FOR WOMEN'S FOOTBALL DEVELOPMENT IN 2015-2018



672 MILLION
TWEETS DURING THE 2014 FIFA WORLD CUP™

2,200 HOURS

MINIMUM AMOUNT OF LIVE COVERAGE GENERATED FROM THE VARIOUS DISTINCT FEEDS AT THE FIFA WORLD CUP™



190
COUNTRIES AND TERRITORIES AROUND THE WORLD WATCHED THE FIFA BALLON D'OR CEREMONY

REVIEW IN PICTURES

SNAPSHOTS

A selection of images from the world of football in 2014.



01 / Germany's Mario Götze with the FIFA World Cup Trophy.
02 / Tim Krul (Netherlands).
03 / James Rodríguez (Colombia).
04 / Japan fans.
05 / Germany, FIFA World Cup™ champions.
06 / Football for Hope Festival.
07 / Johnny Acosta (Costa Rica) against the Netherlands.
08 / Vanishing spray debut.
09 / Neymar (Brazil).
10 / Real Madrid, FIFA Club World Cup winners.
11 / Loveth Ayila (Nigeria) in the FIFA U-20 Women's World Cup final against Germany.

12 / August Rosenmeier, FIFA Interactive World Cup winner.
13 / Lenka Kopcova (Slovakia) and Yuleisy Rivero (Venezuela) at the Youth Olympic Games.
14 / Japan, FIFA U-17 Women's World Cup winners.
15 / Atlético Paranaense, Blue Stars/FIFA Youth Cup winners.
16 / Helgi Guðjónsson (Iceland) and Marco Saravia (Peru) at the Youth Olympic Games.
17 / FIFA Ballon d'Or 2014.
18 / Grassroots coaching training in Uruguay.
19 / FIFA's "Say No to Racism" campaign.
20 / FIFA Live Your Goals festival.

21 / FIFA President Blatter presents Uzbekistan Football Federation President Mirabror Usmanov with the FIFA Order of Merit at the FIFA Congress 2014.
22 / Robin van Persie (Netherlands) and Bryan Ruiz (Costa Rica).
23 / "11 against Ebola" campaign.
24 / Montserrat's first-ever primary school tournament.
25 / Construction work on the FIFA World Football Museum in Zurich.
26 / FIFA football development site in Gangtok.









01



01 / Germany's Mats Hummels heads past France goalkeeper Hugo Lloris in the FIFA World Cup™ quarter-final.
02 / Goal-line technology made its FIFA World Cup™ debut.
03 / FIFA football development site in Greenland.
04 / Japan's Fuka Kono and coach Asako Takemoto Takakura celebrate winning the FIFA U-17 Women's World Cup.

2014 REVIEW

ACTIVITY REPORT 2014: YEAR IN REVIEW

2014 was a very important year for FIFA and for football. Dominated by the exceptional 2014 FIFA World Cup Brazil™, the year also featured several other highly successful tournaments and significant steps forward for FIFA in governing the game, football development and social responsibility.

The highlight of last year for FIFA and for global football was, without doubt, the 2014 FIFA World Cup Brazil™. This spectacular competition brought together 32 teams and united billions of football fans from around the world in celebration of the most popular sport on earth. The first FIFA World Cup™ in Brazil since 1950 was a truly memorable event that showcased the very best in football in one of the spiritual homes of the beautiful game.

The competition broke viewing and engagement records online and on television in several key broadcast markets, including a breakthrough in the United States where matches attracted bigger audiences than for basketball or baseball. In the end, Germany triumphed over Argentina to

take their fourth world title and first since 1990, and they were worthy winners after a thrilling tournament packed with goals, drama and flair. This German side, led by captain Philipp Lahm and coach Joachim Löw, was the first team from outside of the region to win a FIFA World Cup on South American soil. In another magical moment for German football, striker Miroslav Klose overtook Brazil's Ronaldo as the top scorer at our flagship tournament.

The competition propelled the 12 Host Cities across Brazil into the global spotlight, sharing everything that this beautiful and diverse country has to offer, from its varied and fascinating culture and history to its stunning natural environment and thriving industry. The success of the tournament also facilitated the

Brazil organised an amazing FIFA World Cup: great goals, great games, great time. But the FIFA World Cup is not only about 32 days, but about a long time after.

JÉRÔME VALCKE
FIFA SECRETARY GENERAL

creation of a USD 100 million FIFA World Cup Legacy Fund to support football infrastructure investment and grassroots and women's football development in Brazil beyond the tournament, with a special focus on those regions not directly involved in the staging of the FIFA World Cup. As the guardian of the game, FIFA works hard to innovate to make matches fairer for all. In Brazil, the organisation introduced goal-line technology and vanishing spray for match officials for the first time at this level. Both proved to be a great success, helping officials in their decision-making on the pitch.

The enduring success of the FIFA World Cup gives FIFA the resources it needs to provide financial support and to invest in football development in each of our 209 member associations. Thanks to the revenue raised through agreements with broadcasters around the world and its Commercial Affiliates, FIFA has been able to turn the popularity of this competition into concrete and sustained investment in football everywhere.

FIFA's total spending on football development since 1999 surpassed two billion dollars in 2014, a landmark achievement that underlines the organisation's commitment to its members and to football development as the first pillar of its mission. FIFA's budget for the 2015-2018 period, approved by the 2014 FIFA Congress in São Paulo, includes a doubling of funds for women's football around the world as part of an increased overall package of USD 900 million for global football development in this four-year cycle.

In the run-up to the FIFA Women's World Cup Canada 2015™, FIFA successfully staged the FIFA U-17 Women's World Cup in Costa Rica and the FIFA U-20 Women's World Cup in Canada, with Japan winning their first title at U-17 level and Germany winning the U-20 crown for the third time in this age competition.

Both tournaments are vital in our efforts to support women's football, providing our member associations and young players everywhere with the appropriate international structure to help with their own development. The first meeting in 2014 of FIFA's Task Force for Women's Football, with the aim of outlining short- and long-term strategies for growth, also underlined the organisation's determination to drive further progress in this area of the global game. Morocco successfully staged its second consecutive FIFA Club World Cup in 2014, as the tournament grows in popularity and stature each year to give



02



03



04



01

club sides an ultimate global prize among regional champions. The International Football Association Board, which decides on changes to the Laws of the Game, underwent reform in 2014 to give a greater voice to the global football community and to enhance its decision-making process with the creation of two expert advisory panels – a football panel and a technical panel.

As the world's most popular sport, football has an increasingly important role to play in wider society. The popularity of our sport also creates the opportunity to reach a wide audience with important messages. For example:

The "FIFA 11 for Health" campaign, in cooperation with the government of Brazil, reached out to thousands of Brazilian schoolchildren to promote healthier lifestyles for all through football. This was part of a long-term ambition to promote the "FIFA 11 for Health"

campaign throughout FIFA's 209 member associations.

The "11 against Ebola" campaign brought together football players, international organisations and health experts to share simple, but crucial, health messages aimed at reducing the chances of the deadly virus spreading in affected communities.

The FIFA Football for Hope programme, which invests in social development, supported more than 100 initiatives across the world in 2014, including 26 in Brazil, as FIFA continues to work to improve the lives of young people through the power of football. The Corporate Social Responsibility team staged a popular and successful Football for Hope Festival in Rio de Janeiro during the FIFA World Cup, bringing together young people from all over the world for group workshops and learning through football.

As part of a comprehensive sustainability strategy for the organisation, FIFA implemented several sustainability initiatives at the 2014 FIFA World Cup, laying the foundations for future requirements for staging FIFA competitions, including offsetting carbon emissions, sustainable stadiums, capacity-building, community support, waste management and recycling, accessibility, training and green energy programmes.

FIFA linked up with the Nobel Peace Center to give a global platform to the "Handshake for Peace" campaign at all of our tournaments. Players and match officials shook hands before and after each match at the 2014 FIFA World Cup to send a strong message of solidarity, respect and peace to a global audience.

Approximately 14,000 volunteers generously gave their time and energy to help make the 2014 FIFA World Cup a resounding success. The dedication of these inspirational individuals, and the many thousands of other volunteers involved in FIFA's other competitions, was recognised with the FIFA Fair Play Award at the FIFA Ballon d'Or 2014 awards ceremony in Zurich.

FIFA worked to improve access for Palestinian football, mediating between the Palestinian and Israeli football authorities to ensure that football can thrive in the region and so that everyone who wants to play has the opportunity to do so.

There were plenty of highlights for women's football in 2014, including the Official Draw for the FIFA Women's World Cup Canada 2015™, which for the first time will be contested by 24 teams. In another notable first, FIFA announced that goal-line technology would make its debut appearance at the tournament. Prize money for the FIFA Women's World Cup has been increased by 50%, from USD 10 million for the 2011 edition to USD 15 million for 2015, with the winning team receiving USD 2 million.

FIFA's "Say No to Racism" social media campaign received the support of many top international players during the FIFA World Cup as the organisation seeks to protect everyone in football from all forms of discrimination. The FIFA Task Force Against Racism and Discrimination has focused the organisation's efforts to drive all forms of prejudice

out of the game, creating anti-discrimination officer positions at qualification matches for the 2018 FIFA World Cup™ and drafting a handbook on the topic to help FIFA's member associations foster diversity and fight discrimination.

FIFA encourages girls and young women all over the world to participate in football and fulfil their potential in sport through its Live Your Goals campaign. In 2014, nearly 14,000 girls took part in football festivals and events as the campaign went from strength to strength, with 22 FIFA member associations staging almost 100 Live Your Goals activities. The FIFA Women's World Cup 2015™ Live Your Goals Tour, which kicked off in Madrid in December, will promote FIFA's flagship women's football competition and the Live Your Goals campaign in each of the 24 nations set to compete for the world title in Canada in 2015. The Live Your Goals Player of the Match award was also introduced in 2014.

FIFA has also announced plans for the FIFA World Football Museum, which will open its doors to the public in Zurich next year. This museum will provide a fascinating and immersive insight into the history and development of football, and FIFA, for all fans of the game.

The global governing body of football looks back on 2014 as a highly successful year for the sport, in which important progress in governance, football development, sustainability, social campaigns and reform, along with spectacular exploits on the field of play in FIFA competitions and beyond, helped to secure a solid and secure foundation for the future of the game. ■

Alfred Nobel intended his legacy to help strengthen the brotherhood of nations. Now the international football community has a unique opportunity to do the same – with a simple action, a handshake for peace.

BENTE ERICHSEN
NOBEL PEACE CENTER CEO



02



01 / Football for Hope Festival in Caju, Brazil.
02 / The FIFA Women's World Cup 2015™ Live Your Goals Tour began in Madrid in December.

ALL ABOUT FIFA

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FIFA ADMINISTRATION

SERVING THE FOOTBALL WORLD

In 2014, the FIFA administration left no stone unturned in its organisation of the 2014 FIFA World Cup Brazil™ and a range of other tournaments. The administration also delivered investment, support and innovation in a variety of areas from women's football and the Laws of the Game to health and sustainability.

THE FIFA ORGANISATION AND MISSION

The FIFA administration works across a range of football activities to fulfil FIFA's mission to develop the game, touch the world and build a better future. From competitions, development, finance and communications to television, legal affairs, security, marketing and corporate social responsibility, this administration supported the delivery of FIFA competitions, governance initiatives, football development and social programmes in 2014.

The FIFA administration combined forces with national teams, officials, the Local Organising Committee, FIFA's Commercial Affiliates and Broadcast Partners plus thousands of volunteers to deliver a highly successful 2014 FIFA World Cup Brazil that will support the growth of football around the world for years to come.

The 2014 FIFA Congress approved a 2015-2018 budget that provides both the organisation and global football with a bright future and with sufficient resources to deliver an outstanding 2018 FIFA World Cup Russia™, with highlights including an increase in spending on football development to USD 900 million and a doubling of financial support for women's football.

FIFA is the voice of global football on The International Football Association Board (IFAB), which governs the Laws of the Game. Following recommendations from the FIFA Congress, The IFAB underwent several reforms in 2014 to enhance its independence and accountability and to broaden its decision-making processes, including the creation of two expert advisory panels – a football panel and a technical panel.

In line with the first pillar of its mission to develop the game everywhere and for all, FIFA's spending on football development since 1999 surpassed the USD 2 billion mark in 2014 – a landmark achievement in sharing the success of the FIFA World Cup™ across the global football community. FIFA also promoted healthier lives through football, with its "FIFA 11 for Health" and "11 against Ebola" campaigns putting health issues into the global spotlight.

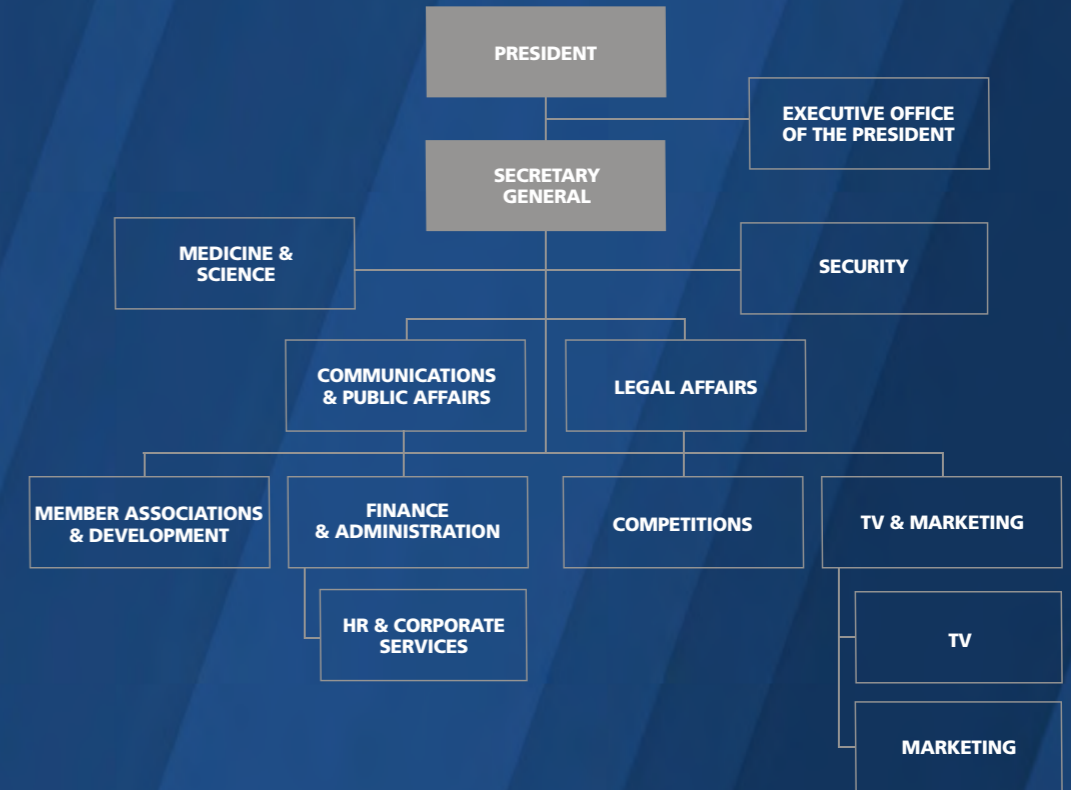
In support of the second pillar of its mission to touch the world, FIFA's tournaments in 2014 – the flagship men's FIFA World Cup, the FIFA U-17 and U-20 Women's World Cups, the FIFA Interactive World Cup and the FIFA Club World Cup – united fans and teams from all over the globe. These tournaments provided the inspiration and impetus for football development in the countries and regions in which they were staged.

FIFA's duty to society goes well beyond the governance of the game. In 2014, FIFA endeavoured to build a better future and to improve lives through the power of football – the third pillar of its mission. From sustainability projects at the FIFA World Cup to supporting social development programmes globally through Football for Hope and fighting against discrimination, FIFA worked hard in the year under review to enhance the positive impact of its activities, while minimising their negative impact. ▀

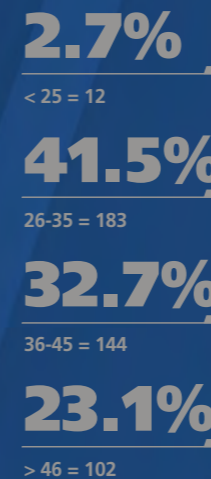


6
CONFEDERATIONS

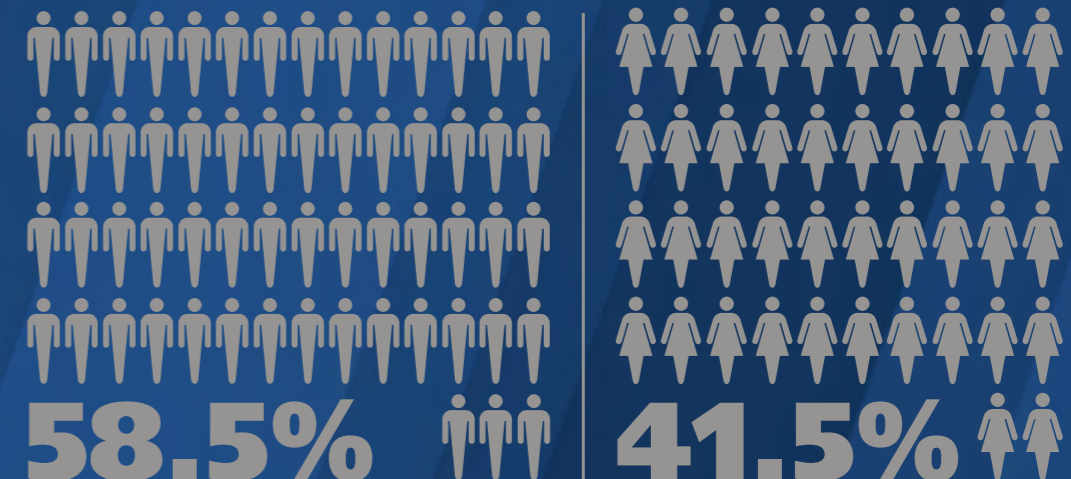
209
MEMBER ASSOCIATIONS



AGE



GENDER



44
NATIONALITIES

AVERAGE AGE BY DIVISION

COMMUNICATIONS & PUBLIC AFFAIRS	39
COMPETITIONS	41
EXECUTIVE OFFICE OF THE PRESIDENT	46
FIFA MUSEUM	45
FINANCE & ADMINISTRATION	38
HR & CORPORATE SERVICES	41
LEGAL AFFAIRS	34
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MEMBER ASSOCIATIONS & DEVELOPMENT	39
SECRETARY GENERAL'S OFFICE	36
SECURITY	44
TV	40

GENDER BY DIVISION

COMMUNICATIONS & PUBLIC AFFAIRS	40	19
COMPETITIONS	31	17
EXECUTIVE OFFICE OF THE PRESIDENT	4	5
FIFA MUSEUM	3	2
FINANCE & ADMINISTRATION	11	8
HR & CORPORATE SERVICES	46	39
LEGAL AFFAIRS	40	37
MARKETING	31	25
MEMBER ASSOCIATIONS & DEVELOPMENT	25	12
SECRETARY GENERAL'S OFFICE	13	12
SECURITY	3	2
TV	11	5

FIFA EXECUTIVE COMMITTEE

GOVERNING THE GAME

The FIFA Executive Committee is the executive body of FIFA, composed of diverse voices representing the six confederations and the 209 member associations around the world.

Role	Name	Nationality
President	Joseph S. BLATTER	Switzerland
Senior Vice-President	Issa HAYATOU	Cameroon
Vice-President	Ángel María VILLAR LLONA	Spain
Vice-President	Michel PLATINI	France
Vice-President	David CHUNG	Papua New Guinea
Vice-President	HRH Prince Ali BIN AL HUSSEIN	Jordan
Vice-President	Jim BOYCE	Northern Ireland
Vice-President	Jeffrey WEBB	Cayman Islands
Vice-President	Eugenio FIGUEREDO	Uruguay
Member	Michel D'HOOGHE	Belgium
Member	Şenes ERZİK	Turkey
Member	Worawi MAKUDI	Thailand
Member	Marios LEFKARITIS	Cyprus
Member	Jacques ANOUMA	Côte d'Ivoire
Member	Rafael SALGUERO	Guatemala
Member	Hany ABO RIDA	Egypt
Member	Vitaly MUTKO	Russia
Member	Mohamed RAOURAOUA	Algeria
Member	Theo ZWANZIGER	Germany
Member	Marco Polo DEL NERO	Brazil
Member	Sunil GULATI	USA
Member	Shk. Salman Bin Ebrahim AL KHALIFA	Bahrain
Member	ZHANG Jilong	China PR
Member	Lydia NSEKERA	Burundi
Member	Luis BEDOYA	Colombia
Co-opted member	Moya DODD	Australia
Co-opted member	Sonia BIEN AIME	Turks and Caicos Islands
Secretary General	Jérôme VALCKE	France



01 / An aerial image of FIFA's headquarters in Zurich.



DEVELOP THE GAME

32 2014 DEVELOPMENT REVIEW 40 WOMEN'S FOOTBALL
42 DEVELOPMENT PROGRAMMES
44 MEDICAL PROGRAMMES

2



01 / Young girls participating
in FIFA's Live Your Goals
festival in Canada.

2014 DEVELOPMENT REVIEW

DEVELOPMENT PROGRAMMES GATHERING PACE

Total investment in FIFA's development programmes since 1999 hit the USD 2 billion mark in 2014 as established projects continued to flourish and newer ones started to mature.

FIFA's commitment to develop the game never stops, even when the whole world comes to a halt to watch the sport at its highest level during the FIFA World Cup™. And 2014 was no exception, with FIFA's development programmes continuing to be rolled out to all of its 209 member associations.

The final year of the 2011-2014 cycle was highlighted by several milestones: total Financial Assistance Programme (FAP) investment since the launch of the programme in 1999 reached USD 1 billion during the year, while the total number of *Goal* projects

approved since the start of the programme reached an impressive 700.

Meanwhile, FIFA's development support offer continues to expand to provide diversified services to the member associations; recent initiatives such as the Win-Win and Challenger programmes continue to mature, while new services such as league and club licensing and youth competition programmes are being created, preparing FIFA's next development challenges for the 2015-2018 cycle. ■

01 / Grassroots football development in Madagascar.

01



49

MILLION (USD)

INVESTED IN EDUCATIONAL AND TECHNICAL SUPPORT PROJECTS AND ACTIVITIES

EDUCATIONAL & TECHNICAL SUPPORT

FIFA strives to develop football everywhere and for all. In order to achieve this ambition, it is crucial to make sure that the football experience of players is positive regardless of age or ability and to improve their standard of play by training coaches and referees at all levels. FIFA's education and technical activities build the capacities of the fundamental stakeholders of football. This support is offered in various areas: coaching, refereeing, goalkeeping, fitness preparation, youth and grassroots football, futsal and beach soccer. In 2014, USD 49 million was invested in projects and activities to help the football stakeholders of member associations.

TYPES OF GOAL PROJECTS IN 2014

46%

TECHNICAL CENTRES

24%

FOOTBALL PITCHES

11%

YOUTH/WOMEN'S FOOTBALL DEVELOPMENT

9%

HEADQUARTERS

10%

OTHER

KEY FIGURES



MORE THAN



FIFA SEMINARS 2013-14

SEMINAR REVIEW

PUTTING TRANSPARENCY INTO PRACTICE

A series of key FIFA seminars, which began in 2013, continued in 2014 with the aim of helping all 209 member associations to put good governance into practice.

Between September 2013 and September 2014, FIFA organised 11 seminars for the presidents, general secretaries and technical directors of all 209 member associations.

The seminars were part of a wider dissemination of information on the global reform processes taking place at FIFA and in the world of football as a whole. They focused on the progressive implementation of the new General Regulations for FIFA Development Programmes, introducing new measures to guarantee better transparency and compliance with regard to FIFA's development initiatives.

In each seminar, the changes introduced by the new regulations were presented. All member associations were given the opportunity to raise questions and seek FIFA's support in advance of 1 January 2015, by which date they will have had to fully comply with these regulations.

The seminars were also an opportunity to discuss with the members the role of the technical director within a national football association. A crucial role for football development, the technical director is still often overlooked as a key stakeholder and the position needs to be reinforced worldwide.

- 1 COSTA RICA – SAN JUAN
- 2 BAHRAIN – MANAMA
- 3 CAYMAN ISLANDS – GEORGE TOWN
- 4 MOROCCO – MARRAKECH
- 5 PARAGUAY – ASUNCIÓN
- 6 SOUTH AFRICA – JOHANNESBURG
- 7 NORWAY – OSLO
- 8 HONG KONG
- 9 SRI LANKA – COLOMBO
- 10 MALAYSIA – KUALA LUMPUR
- 11 NEW ZEALAND – AUCKLAND

IMPLEMENTATION OF GENERAL REGULATIONS

The main changes introduced by the General Regulations for FIFA Development Programmes concern the member associations' general governance and financial management. In particular, FIFA now requires all associations to provide three crucial documents every year in order to be eligible for development programmes: the FIFA accounts (used for development programmes) audit report, the global annual accounts audit and the minutes

of the association's general assembly. Over the next two years, FIFA will assist those associations with specific requirements to adapt to these measures, for example through financial management system support activities in partnership with KPMG. ■

FINANCIAL GOVERNANCE

FINANCIAL MANAGEMENT SYSTEM SUPPORT

With the help of international auditors KPMG, in 2014 FIFA began a two-phase process of financial reform for member associations in need of support in this vital area.

Following the global process of reforms introduced by FIFA in the football world, in 2014 FIFA started to support its member associations in revising their financial structure where needed. In partnership with KPMG, and based on the results of the audits it receives every year, FIFA provides support in two phases.

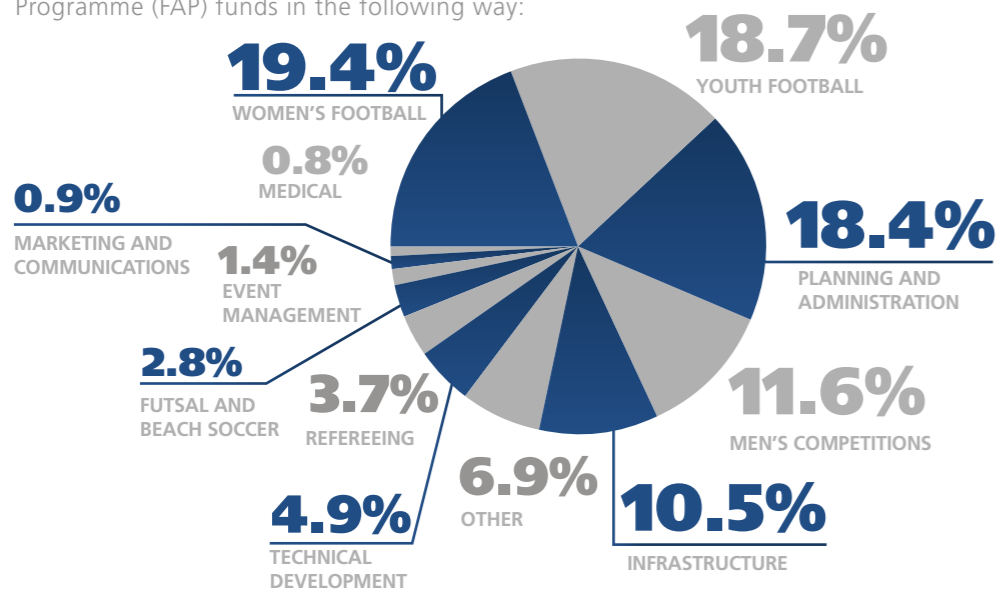
In the first phase, with the help of a local auditing expert, a thorough assessment is conducted of the general financial structure of the member association. In particular, the assessment looks into financial procedures, processes, the organisational structure, human resources, existing systems and software, and compliance with various regulations (FIFA, governmental and the association's own regulations, if they exist). The outcome of the assessment is the identification of areas of weakness that need to be addressed.

In the second phase, an action plan is defined in order to correct the identified weaknesses. As an example, for one member association in 2014, the following weaknesses were identified as high-priority: budgeting, income recognition, purchasing process, asset management, treasury reporting and closing. Among the items defined in the action plan to address these weaknesses were: "Formalise a budget approval process", "Define roles and responsibility matrix for the finance department", "Introduce a budget review process" and "Document asset removal and disposal policy (including loss/damage)".

This support service by FIFA will enable member associations to further develop and improve their financial governance and management system, and is contributing to a more transparent, compliant and upstanding football community. ■

FINANCIAL ASSISTANCE PROGRAMME

On average in 2014, the 209 member associations of FIFA used the Financial Assistance Programme (FAP) funds in the following way:



01 / Girls' football festival in American Samoa.



POST-FIFA WORLD CUP™ CONFERENCE

WIN-WIN & CHALLENGER PROGRAMMES

Solidarity was the watchword as two important new initiatives aimed at FIFA's most challenged member associations reached the end of a successful first cycle in 2014.

During the 2011-2014 budget cycle, FIFA introduced two new programmes for its member associations: the Challenger Programme for the less-privileged associations and the Win-Win Programme.

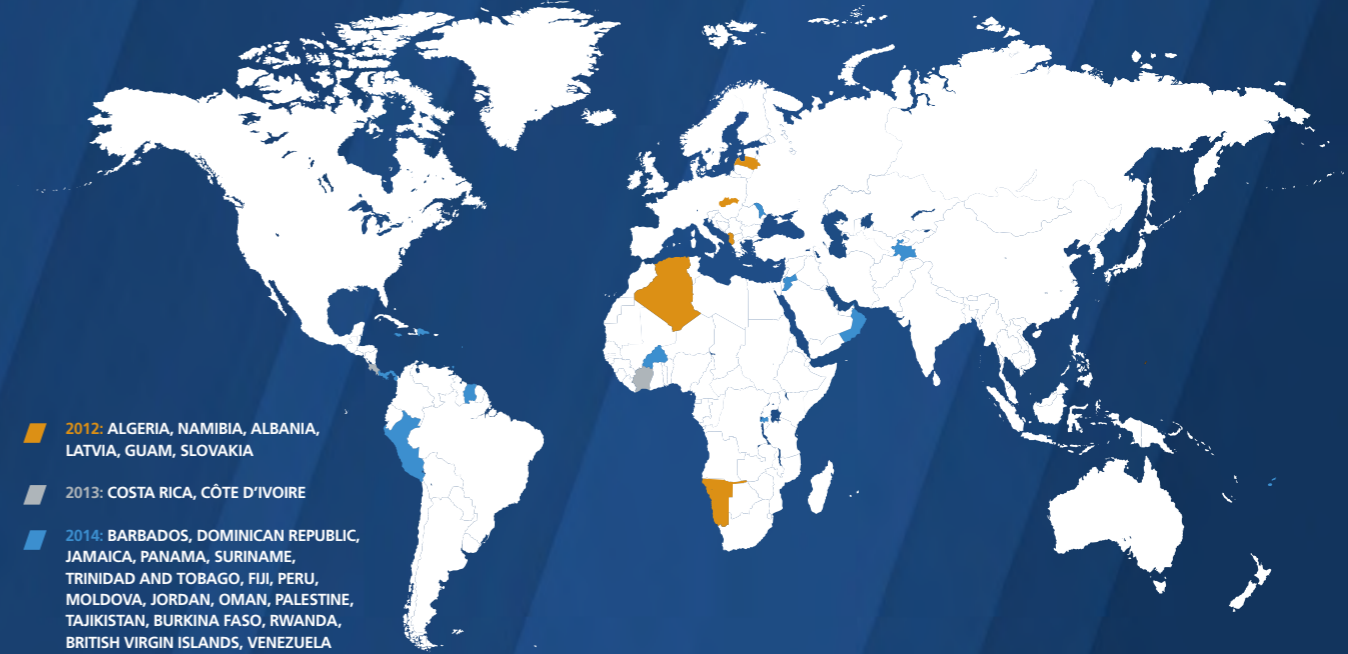
Both programmes share the distinction of being available only for a limited number of associations, according to eligibility criteria. They represent FIFA's efforts to develop football in a spirit of solidarity, providing more for the associations that need it most. ▀



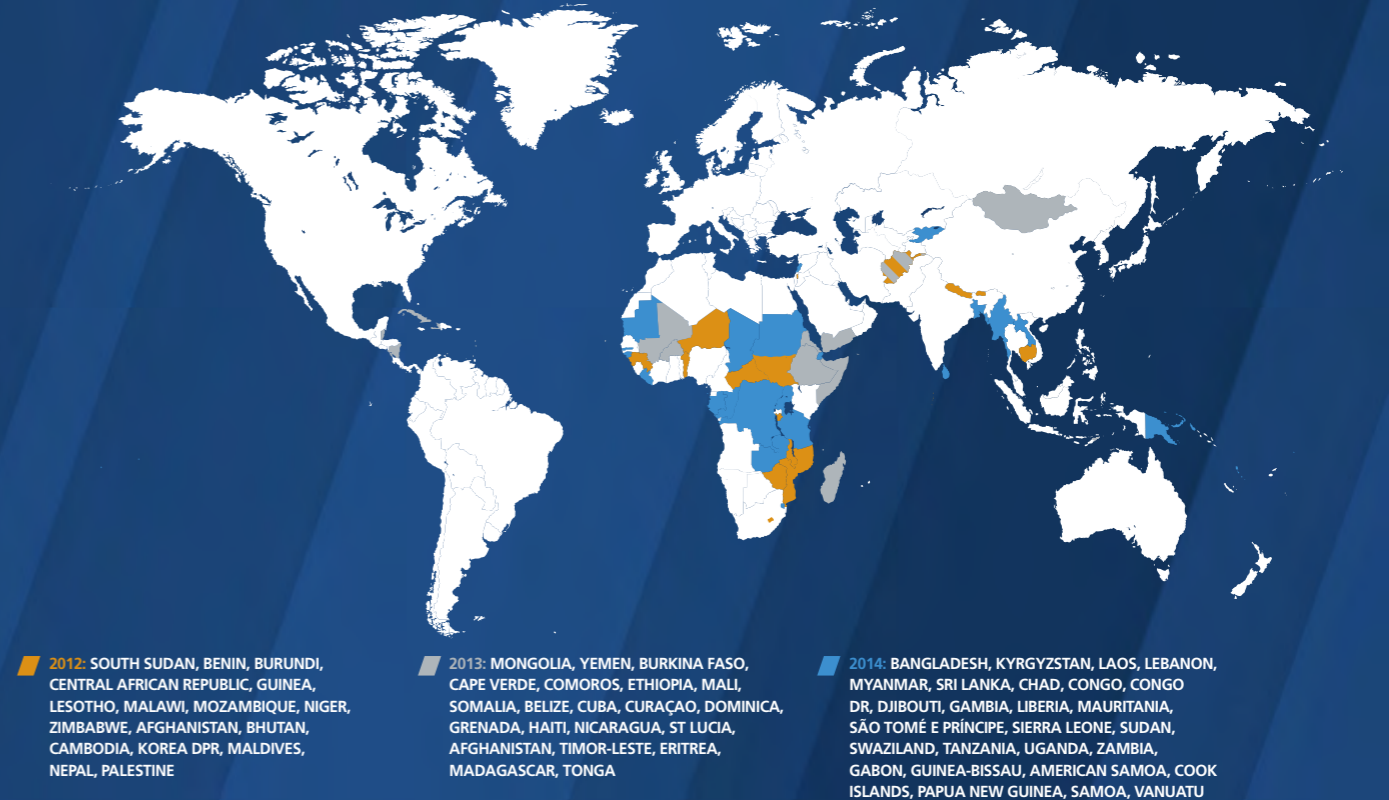
01 / FIFA held several development projects, including the Challenger projects, in Bhutan in 2014.



WIN-WIN PROGRAMME



CHALLENGER PROGRAMME



WOMEN'S FOOTBALL

PRIORITISING WOMEN'S FOOTBALL

The FIFA Task Force for Women's Football was established in 2014, a year which featured Women's World Cup competitions at U-17 and U-20 level as women's football continued its prodigious growth.

Women's football has flourished in recent years and it took great strides forward in 2014. With 29 million women now playing football worldwide, the development of the sport continues to be a major priority for FIFA as it recognises the potential for further growth regionally and worldwide and aims to increase the opportunities for girls and women – both on and off the pitch.

In 2014, the FIFA Task Force for Women's Football was established. Based on feedback from member associations, confederations and those involved in the game, the Task Force proposed ten key development principles for women's football, which were approved at the 64th FIFA Congress, along with plans to double development funding for the next four-year cycle.

Key objectives include actively promoting women's football through major competitions and events, awareness campaigns and development programmes, and improving the overall quality of the sport.

Another major target is to increase the number of female players, coaches, referees and administrators who have access to, and are involved in, the game – currently, only 7% of coaches worldwide, 10% of referees, 17% of associations' executives and 13% of players are female.

FIFA's development programmes will establish player pathways from grassroots to elite level, create more female domestic competitions at all levels, with more qualified coaches and referees to support them, and empower the people responsible for continuing this development work. ▀

Without a doubt, one vital factor is the inclusion of women in key strategic and technical positions. Three women – Moya Dodd, Sonia Bien-Aime and Lydia Nsekera – sit on the FIFA Executive Committee. This is a first step. Women should be taking on an even more important role in coaching and management.

FIFA PRESIDENT BLATTER



01 / Young women's football match in Montserrat.
02 / Participants of FIFA's Live Your Goals festival in Canada.

CASE STUDY WOMEN'S FOOTBALL DEVELOPMENT IN COSTA RICA

The Costa Rican Football Association not only enjoyed success on the pitch at the 2014 FIFA World Cup™, but also in the area of women's football, with an exemplary commitment to develop the sport for women in the country. Laying the foundations with a specific women's football development plan and a dedicated manager within the organisation, the association defined a strategic focus on grassroots and youth development and implemented various activities.

As a result of these activities, 2,400 girls participated in grassroots and Live Your Goals events, organised in collaboration with FIFA, 2,212 girls participated in youth development activities, more than 180 youth teams now exist at U-9, U-12 and U-15 level, providing ample opportunity for girls to play in an organised environment, and a women's national league with senior and youth teams is also up and running.

The commitment of the association is already reaping rewards, with the organisation of the FIFA U-17 Women's World Cup, the qualification of the U-20 national team for the FIFA U-20 Women's World Cup Canada 2014 and the qualification of the national team for the FIFA Women's World Cup Canada 2015™.

LIVE YOUR GOALS

Through its Live Your Goals campaign, FIFA encourages girls and young women all over the world to participate in football and fulfil their potential in sport. In 2014, nearly 14,000 girls took part in football festivals and events as the campaign grew from strength to strength, with 22 FIFA member associations staging almost 100 Live Your Goals activities. The FIFA Women's World Cup 2015™ Live Your Goals Tour, which kicked off in Madrid in December, will promote FIFA's flagship women's football competition and the Live Your Goals campaign in each of the 24 nations set to compete for the world title in Canada in 2015.



DEVELOPMENT PROGRAMMES

DEVELOPING FOOTBALL EVERYWHERE

A breakdown of financial support in 2014, from annual grants to World Cup bonuses, and a look ahead to what FIFA's member associations and confederations can expect in the next four-year cycle.

FINANCIAL SUPPORT**FINANCIAL ASSISTANCE PROGRAMME (FAP):**

annual grant of USD 250,000 to all 209 member associations –

USD 52,250,000

SUPPORT FOR CONFEDERATIONS' DEVELOPMENT PROGRAMMES:

annual grant of USD 5,500,000 to each of the six confederations –

USD 33,000,000

2014 FIFA WORLD CUP "BONUS":

additional grants of USD 500,000 in 2014 following the good financial results of the FIFA World Cup

EXPERTISE**PERFORMANCE PROGRAMME:**

providing general and specific support to the member associations' management –

USD 9,000,000

CONNECT PROGRAMME: supporting member associations in setting up their player/stakeholder registration systems –

USD 3,000,000

FACILITIES:

support for the members to optimise their playing facilities – new projects, maintenance, choice of surface, etc. –

USD 1,000,000

GOVERNANCE

STANDARD STATUTES: support for member associations to help them adapt their statutes in line with FIFA's Standard Statutes –

USD 350,000

CRISIS MANAGEMENT: providing guidance, mediating and taking action in the event of a crisis within a member association –

USD 350,000

LEAGUE AND CLUB LICENSING:

setting club licensing regulations and supporting their implementation at confederation and member association level –

USD 1,000,000

PROJECT FUNDING**GOAL PROGRAMME:**

funding of football development projects for all member associations –

USD 33,600,000

WIN-WIN PROGRAMME:

funding of income generation projects for member associations fulfilling certain criteria –

USD 7,000,000

CHALLENGER PROGRAMME:

development of playing infrastructure, equipment and youth competitions –

USD 16,000,000

YOUTH COMPETITION PROGRAMME:

support for the establishment of domestic youth competitions –

USD 500,000

EDUCATION & TECHNICAL**FIFA COURSES:**

capacity-building activities for technical stakeholders – coaches, fitness trainers, goalkeeper coaches, referees –

USD 1,700,000

WOMEN'S FOOTBALL DEVELOPMENT:

wide-ranging support to develop the women's game including courses, financial support, promotion activities, equipment –

USD 4,000,000

EQUIPMENT:

donation of football equipment to support on-the-pitch activities of the member associations –

USD 2,000,000

GRASSROOTS AND YOUTH FOOTBALL: activities to promote and develop football for younger players, both male and female –

USD 4,500,000

BEACH SOCCER PROGRAMME:

development of the game through courses, seminars, promotion –

USD 1,000,000

FUTSAL PROGRAMME:

development of the game through courses, seminars, promotion –

USD 1,000,000

TECHNICAL DIRECTORS:

mentoring of key stakeholders within the member association for the development of the game –

USD 1,000,000



01 / Activities at a FIFA football development site in Narsaq, Greenland.



MEDICAL PROGRAMMES

FOOTBALL LAYS THE FOUNDATION FOR A HEALTHY FUTURE

F-MARC (the FIFA Medical Assessment and Research Centre) was established in 1994 during the FIFA World Cup™ in the United States. The FIFA Medical Committee and F-MARC have clear goals: to protect the health of football players worldwide, to promote football as a health-enhancing pastime and to make a contribution to world health.

2014 FIFA WORLD CUP BRAZIL™

During the 64th FIFA Congress, Prof. Jiří Dvořák, FIFA Chief Medical Officer and chairman of F-MARC, presented the results of "Football for Health", a 10-year research programme. Scientific evidence has proven that playing football twice a week for 45

minutes is a very effective way to prevent and even treat non-communicable diseases such as high blood pressure, diabetes and obesity.

The "FIFA 11 for Health" programme was implemented in all host cities at the 2014 FIFA World Cup™. More than 3,000 children benefited from the programme which resulted in a significant increase of knowledge



02

about communicable and non-communicable diseases. The results were so convincing that the Brazilian government (Ministry for Education, Health and Sport) together with the Brazilian Football Association and FIFA, decided to roll out this school-based programme nationwide. This follows the unanimous decision by the 64th FIFA Congress to implement the "FIFA 11 for Health" programme as a global health initiative. It has already been implemented in 19 countries, and the objective for 2015-2019 is to reach 100 countries and 10 million children.

On the whole, injuries continued to decline during recent FIFA World Cups. The highest rate of 2.7 injuries per match was reported in 1998 and dropped to 1.7 during the 2014 FIFA World Cup. A decrease in fouls leading to injuries was also observed, which could be the result of stricter refereeing but also due to a higher degree of fair play among players.

For the first time ever in 2014, all players who participated in the FIFA World Cup were tested unannounced during out-of-competition controls of blood and urine. Players were also routinely tested throughout the entire competition. This played a major part in the establishment of the biological passport for individual footballers by comparing blood and urine samples on different occasions. There were no deviations from the samples, nor were there any



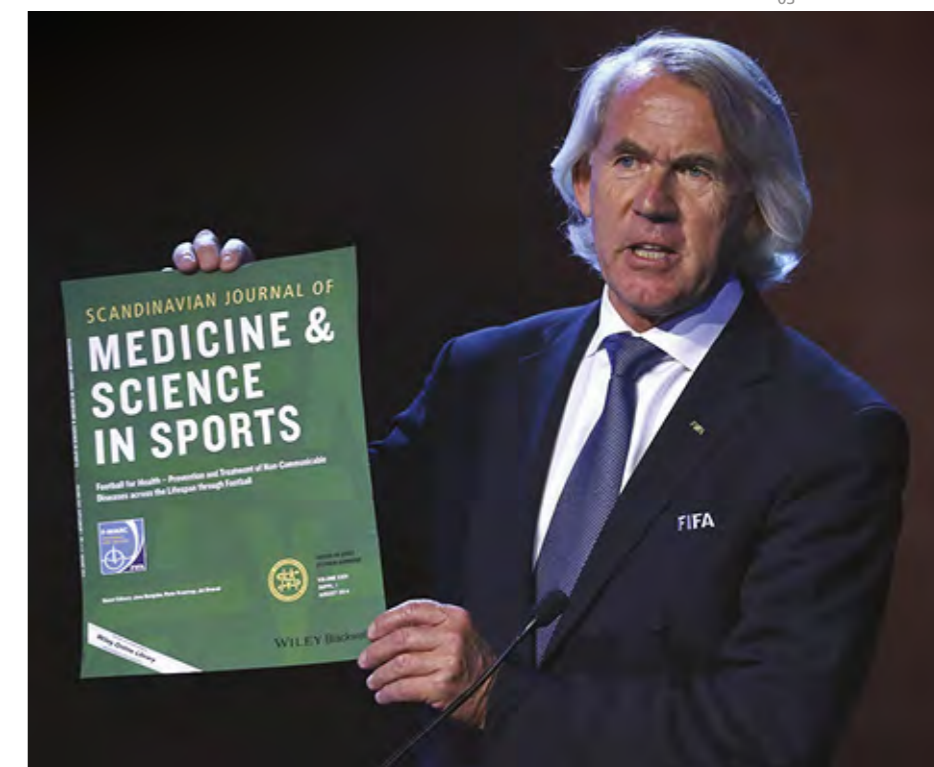
01 / The FIFA medical team at the FIFA Club World Cup 2014 play-off between Moghreb Tétouan and Auckland City in Rabat, Morocco.
02 / The 2014 FIFA World Cup™ was the fifth tournament in a row to be free of doping since 1994.
03 / FIFA Chief Medical Officer Prof. Jiří Dvořák presents the results of the Football for Health programme at the 2014 FIFA Congress.

3,000 CHILDREN

BENEFITED FROM THE "FIFA 11 FOR HEALTH" PROGRAMME WHICH RESULTED IN A SIGNIFICANT INCREASE OF KNOWLEDGE ABOUT COMMUNICABLE AND NON-COMMUNICABLE DISEASES

positive doping samples. As a result, this was the fifth consecutive FIFA World Cup to be free of doping since 1994. All procedures were performed according to the World Anti-Doping Code.

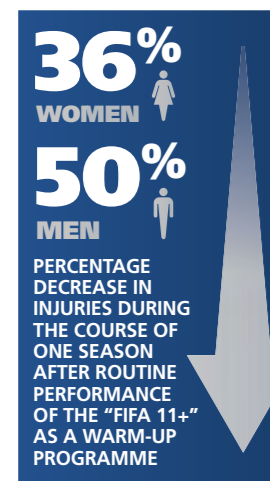
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There is strong scientific evidence that “FIFA 11 for Health” can help to improve people’s health. The “FIFA 11 for Health” programme fits perfectly alongside governmental and non-governmental health awareness initiatives and targets schoolchildren at around the age of 11 years.

PROF. JIŘÍ DVOŘÁK,
FIFA CHIEF MEDICAL OFFICER

01 / A “FIFA 11 for Health” programme in Cuiabá, Brazil.
02 / Barcelona’s Neymar supports FIFA’s “11 against Ebola” campaign.
03 / The “11 against Ebola” campaign promoted 11 simple health messages.



01

FIFA 11+

Concerning “FIFA 11+”, the tool to prevent injuries in football, two major research studies were conducted using random trials involving more than 4,000 footballers, both girls and boys. The routine performance of the “FIFA 11+” as a warm-up programme led to a decrease in injuries of 36% among women and 50% among men during

the course of one season. Based upon the results, the German Football Association (DFB) decided to implement the programme as of 2014 at all 27,000 registered clubs in Germany, with the objective of reaching every club by the end of 2016. The DFB should serve as a role model to all FIFA member associations for promoting football as a health-enhancing pastime.

“11 AGAINST EBOLA”

The “11 against Ebola” campaign was initiated by FIFA’s Medical Committee, chaired by Dr Michel D’Hooghe and FIFA Chief Medical Officer Prof. Jiří Dvořák, in collaboration with the World Bank Group. The campaign was launched on 17 November 2014 through a joint press release by the World Bank Group and FIFA including the following mission statement:

“Top international football players are joining forces with world football’s governing body FIFA, the World Bank Group and health experts to raise global

awareness and promote simple preventative measures in the fight against Ebola.”

The “11 against Ebola” campaign promoted 11 simple health messages selected with the help of doctors and health experts from Africa, along with the World Bank Group and the World Health Organization, that are tackling the outbreak in West Africa. Among others, the campaign featured: Cristiano Ronaldo (Real Madrid) Neymar (Barcelona) Didier Drogba (Chelsea) Philipp Lahm (Bayern Munich)



02



TOUCH THE WORLD

50 2014 COMPETITIONS
66 FIFA/COCA-COLA WORLD RANKINGS
68 FIFA BALLON D'OR 2014



01 / Christoph Kramer shows off the FIFA World Cup Trophy to jubilant fans after Germany's victory over Argentina.



2014 FIFA WORLD CUP BRAZIL™ 12 JUNE – 13 JULY 2014

A FOOTBALLING TRIUMPH

With 171 goals, 3.4 million spectators, and many more viewers around the world, the 2014 FIFA World Cup Brazil™ was an overwhelming success, culminating in a historic victory for Germany over Argentina.



01 / Fans at the Costa Rica v. Greece round-of-16 match at Arena Pernambuco in Recife.

In the end, the 2014 FIFA World Cup Brazil was a triumph for supreme teamwork. Germany became the first European nation to win a World Cup in South America while FIFA, the LOC, the Brazilian government and the Host Cities combined to build the perfect stage for the world's best players to shine on. Attacking football, breathtaking goals and vibrant crowds were at the heart of the tournament as the "spiritual home of football" welcomed visitors from all over the world for an unforgettable *feita* that will live long in the memory of football fans everywhere.

From the opening match at the Arena de São Paulo on 12 June to the epic final at the Maracanã on 13 July, the football brought the crowds in the stadiums

In my career, I've never seen a World Cup at this level. The quality is absolutely incredible, the pace is so intense. It's without doubt the best World Cup of all.

FABIO CAPELLO
RUSSIA COACH

and the millions of viewers around the world to their feet. Brazil 2014 had the second-highest average attendance in World Cup history.

The support of more than 3.4 million spectators created an electric atmosphere that helped produce one of the most open and exciting competitions in history, resulting in an abundance of adventurous, attacking play and a record-equalling 171 goals! The group stage was notable for the swift demise of defending champions Spain in their opening match against the Netherlands. *La Roja* never recovered from an outstanding equalising goal by Dutch captain Robin van Persie and went on to lose 5-1.

Spain ultimately exited the tournament after only two matches, just like England, whose group, containing three former winners, was won by rank outsiders Costa Rica. Italy also fell at the group stage. Colombia, led by their talismanic attacker and the tournament's adidas Golden Boot winner James Rodríguez, caught the eye in the early rounds while Algeria were another surprise package, qualifying from Group H at the expense of both Russia and Korea Republic. The tournament burst into life in the round of 16 with Brazil and Costa Rica squeaking through on penalties. The hosts beat a vibrant Chilean team, while Costa Rica reached the quarter-finals for the first time by beating Greece despite being down to ten men for almost an hour.



Germany and Argentina somewhat surprisingly both needed extra time to see off Algeria and Switzerland respectively, while Belgium also prevailed in extra time against the USA despite the record number of saves made by *Stars and Stripes* goalkeeper Tim Howard, who became a national hero in the process.

In the quarter-finals, Netherlands coach Louis van Gaal brought on substitute goalkeeper Tim Krul for the penalty shoot-out against the gallant Costa Ricans, a gamble that paid off. Meanwhile, Brazil brought Colombia's brave run to an end but star striker Neymar was unfortunately injured and unable to play any further part in the tournament.

The hosts were also without suspended captain Thiago Silva for their semi-final against Germany, who defeated France in the quarter-finals. No one could have foreseen the effect those absences would have on Brazil as Germany romped to an unprecedented 7-1 win, reaching the final for a record eighth time. Miroslav Klose also became the top scorer in World Cup history with his goal in the first half.

After a goalless draw, the second semi-final went all the way to penalties before Argentina, 1-0 winners over Belgium in the previous round, came out on top against the Dutch, giving eventual adidas Golden Ball winner Lionel Messi the chance to add a World Cup title to his long list of honours. Unfortunately for Messi and Argentina it was not to be as Germany – who were the only semi-finalist to have no matches ending with a penalty shoot-out – carried off the greatest prize in football for the fourth time thanks to an extra-time goal from substitute Mario Götze.

Special mention should be made of adidas Golden Glove winner Manuel Neuer, who was outstanding in every match for Germany and epitomised the evolution of the goalkeeping position throughout the tournament. But Germany and their coach Joachim Löw were deserving winners in every respect of a wonderful tournament that produced new stars and great drama at almost every turn. We can now look forward to the 2018 FIFA World Cup Russia™ with great expectations. 🏆

We're not world-beaters yet, but we're standing toe-to-toe with some big teams.

TIM HOWARD
USA GOALKEEPER












01 / Tim Howard leaps into action during the USA's round-of-16 match against Belgium at Arena Fonte Nova in Salvador.



OVERALL RANKING

1 Germany	7 France	13 Greece	19 Croatia	24 Russia	29 Japan
2 Argentina	8 Costa Rica	14 Algeria	20 Bosnia and Herzegovina	25 Ghana	30 Australia
3 Netherlands	9 Chile	15 USA	21 Côte d'Ivoire	26 England	31 Honduras
4 Brazil	10 Mexico	16 Nigeria	22 Italy	27 Korea Republic	32 Cameroon
5 Colombia	11 Switzerland	17 Ecuador	23 Spain	28 Iran	
6 Belgium	12 Uruguay	18 Portugal			

OFFICIAL FIFA AWARDS

<p>ADIDAS GOLDEN BALL</p> <p>1  <i>Lionel Messi (ARG)</i></p> <p>2  <i>Thomas Müller (GER)</i></p> <p>3  <i>Arjen Robben (NED)</i></p>	<p>ADIDAS GOLDEN BOOT</p> <p>1  <i>James Rodríguez (COL)</i></p> <p>2  <i>Thomas Müller (GER)</i></p> <p>3  <i>Neymar (BRA)</i></p>	<p>ADIDAS GOLDEN GLOVE</p> <p>1  <i>Manuel Neuer (GER)</i></p> <p>HYUNDAI YOUNG PLAYER AWARD</p> <p>1  <i>Paul Pogba (FRA)</i></p>	<p>FIFA FAIR PLAY TROPHY</p> <p> Colombia</p> <p></p> <p></p> <p>For more information, please refer to FIFA's technical reports: http://www.fifa.com/aboutfifa/footballdevelopment/technicalsupport/technicalstudygroup/menreports.html and/or the tournaments section on FIFA.com: http://www.fifa.com/tournaments/index.html</p>
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01



01 / Algeria goalkeeper Rais M'Bolhi.
02 / Brazil's Fred in the match against Chile.
03 / Argentina's Lionel Messi, Ángel Di María and Marcos Rojo celebrate victory over Nigeria.
04 / Referee Howard Webb during the group-stage match between Colombia and Côte d'Ivoire.
05 / Giannis Maniatis in action for Greece against Colombia.
06 / Germany team award ceremony.
07 / The USA's DeAndre Yedlin and Belgium's Eden Hazard.
08 / Colombia's James Rodríguez takes on Brazil.
09 / Korea Republic's Son Heungmin and Algeria's Yacine Brahimi.
10 / The Netherlands celebrate their quarter-final penalty shoot-out win over Costa Rica.



02



03



04



05



06



07



08



09



10



FIFA CLUB WORLD CUP MOROCCO 2014 10-20 DECEMBER 2014

REAL MADRID RELISH THEIR MOROCCAN STAGE

Goals from Sergio Ramos and Gareth Bale led the European champions to a 22nd consecutive win and a fourth trophy of the year in the FIFA Club World Cup final against Argentinian side San Lorenzo.

European champions Real Madrid, the hot favourites, more than lived up to expectations in Morocco by winning their fourth trophy of 2014, making it the most successful calendar year in the club's history.

The Spaniards defeated San Lorenzo of Argentina 2-0 in the final in Marrakech thanks to goals on either side of half-time from Sergio Ramos and winger Gareth Bale. San Lorenzo had overcome the tournament's surprise package Auckland City in the semi-final with a 2-1 extra-time win, but against Real they could not repeat the heroics that won them the *Copa Libertadores*.

It was a 22nd consecutive win in all competitive matches for Real and the seventh win in 11 editions of the FIFA Club World Cup for UEFA representatives. "It's a fitting end to an unforgettable year," said coach Carlo Ancelotti who, after winning with AC Milan in 2007, is now a two-time club world champion. Real, meanwhile, equalled AC Milan's record of four FIFA Club World Cup and Intercontinental Cup wins.

Real's biggest star, Cristiano Ronaldo, failed to score in the victories over CONCACAF Champions League winners Cruz Azul (4-0) and San Lorenzo but still managed to play a key role in his team's triumph. >

I'm pleasantly surprised by the support that Real Madrid have had in Marrakech. We felt right at home.

CARLO ANCELOTTI
REAL MADRID COACH

TOP THREE

- 1 Real Madrid (UEFA, Spain)
- 2 San Lorenzo (CONMEBOL, Argentina)
- 3 Auckland City (OFC, New Zealand)

OFFICIAL FIFA AWARDS

ADIDAS GOLDEN BALL

1 Sergio Ramos (Real Madrid)

2 Cristiano Ronaldo (Real Madrid)

3 Ivan Vicolich (Auckland City)

TOYOTA AWARD

1 Sergio Ramos (Real Madrid)

FIFA FAIR PLAY TROPHY

Real Madrid

STATS

Teams: 7
When: 10-20 December 2014
Final: Real Madrid
2-0 San Lorenzo
Matches: 8
Goals: 20
(average 2.5 per match)
Total attendance: 228,021
(average 28,503 per match)

For more information, please refer to FIFA's technical reports:
<http://www.fifa.com/aboutfifa/footballdevelopment/technicalsupport/technicalstudygroup/menreports.html>
and/or the tournaments section on FIFA.com:
<http://www.fifa.com/tournaments/index.html>



GOALS SCORED (ON AVERAGE) PER MATCH



01 / Real Madrid's Gareth Bale wins a header in the FIFA Club World Cup final against San Lorenzo at Marrakech Stadium.

> It was Sergio Ramos who opened the scoring in both the semi-final and the final, and the adidas Golden Ball was just reward for the defender's goalscoring heroics.

Talking of heroics, OFC Champions League winners Auckland City, after numerous unsuccessful appearances in the tournament, recorded confident

victories over CAF representatives Moghreb Tétouan and ES Sétif, gave an organised, skilful display against San Lorenzo in the semi-final, and eventually claimed an improbable third place after overcoming Mexico's Cruz Azul on penalties.

In the match for fifth place, Algeria's ES Sétif beat AFC Champions League winners Western Sydney Wanderers, with goalkeeper Sofiane Khedairia their hero during the penalty shoot-out after a thrilling 2-2 draw. It was some consolation for the enthusiastic African fans who took Real Madrid to their hearts in another memorable FIFA Club World Cup. ■





FIFA U-20 WOMEN'S WORLD CUP CANADA 2014 5-24 AUGUST 2014

GERMAN YOUNGSTERS CROWN GOLDEN SUMMER

In a repeat of the 2010 final, Germany once again got the better of Nigeria to win a third FIFA U-20 Women's World Cup and emulate the success of the men's senior team in Brazil.

The seventh edition of the FIFA U-20 Women's World Cup underlined the importance of youth tournaments in the development of women's football and unearthing young talent. In terms of revealing players who show the promise to break through in the women's game, Canada 2014 did not disappoint: French captain Griedge Mbock Bathy, German hotshots Pauline Bremer and Sara Däbritz, and key Nigerian goalscorers Uchechi Sunday and Asisat Oshoala all proved that they have a bright future.

The repeat of the 2010 final between Germany and Nigeria lived up to expectations, but despite the presence of adidas Golden Ball and Golden Boot winner Oshoala, Nigeria were unable to prevent Germany's strong collective unit from claiming a 1-0 victory after extra time. The final was a celebration

of football for the purist, without a glut of goals, but extra time seemed to drain Nigeria. Germany's breakthrough finally came in the 98th minute, with Lena Petermann scoring the winning goal to seal Germany's third U-20 world title. This drew them level with the USA as winners of the most titles in this age category.

France had to be content with finishing third after beating Korea DPR. Their creative style of play was inspired by captain Griedge Mbock Bathy, a player mature beyond her years and winner of the adidas Silver Ball. Not a single red card was brandished during the tournament, a testament to the young players' spirit of fair play. Canada 2014 laid the best foundations on which to prepare for the FIFA Women's World Cup Canada 2015™, which promises to be a thrilling affair. ▀

We're very proud – and the quality of teams we've beaten along the way makes us especially proud.

MAREN MEINERT
GERMANY U-20
WOMEN'S COACH



01 / Germany's Lena Petermann heads the winning goal against Nigeria in the FIFA U-20 Women's World Cup final at the Olympic Stadium in Montreal.









OVERALL RANKING







1 Germany	4 Korea DPR	7 New Zealand	10 Paraguay	13 China PR	16 Costa Rica
2 Nigeria	5 USA	8 Korea Republic	11 England	14 Brazil	
3 France	6 Canada	9 Ghana	11 Mexico	15 Finland	

OFFICIAL FIFA AWARDS

ADIDAS GOLDEN BALL

- 1  Asisat Oshoala (NGA) 
- 2  Griedge Mbock Bathy (FRA) 
- 3  Claire Lavogez (FRA) 



ADIDAS GOLDEN BOOT

- 1  Asisat Oshoala (NGA) 
- 2  Pauline Bremer (GER) 
- 3  Sara Däbritz (GER) 

ADIDAS GOLDEN GLOVE

- 1  Meike Kämper (GER) 

FIFA FAIR PLAY TROPHY

-  Canada 

For more information, please refer to FIFA's technical reports:
<http://www.fifa.com/aboutfifa/footballdevelopment/technicalsupport/technicalstudygroup/womenreports.html>
 and/or the tournaments section on FIFA.com: <http://www.fifa.com/tournaments/index.html>



FIFA U-17 WOMEN'S WORLD CUP COSTA RICA 2014 15 MARCH – 4 APRIL 2014

LITTLE NADESHIKO BLOSSOM ON THE BIG STAGE

Japan reasserted Asia's dominance in the FIFA U-17 Women's World Cup, beating Spain in the final to become the third different winner from the continent in four tournaments.

The FIFA U-17 Women's World Cup Costa Rica 2014 broke new ground in two ways. It was the first 11-a-side FIFA competition to be hosted in Central America, and it set a new attendance record for the tournament. The awarding of the tournament to Costa Rica three years ago gave women's football in the country a significant boost. Although the U-17 women's national team lost their three group matches, they played with passion, and the qualification of the U-20 team for the FIFA U-20 Women's World Cup showed that the game is moving in the right direction.

Among the participating teams were two newcomers: Italy and Zambia. For the latter, the tournament ended after the group stage, but the Italians went all the way to the semi-finals, finishing

third – the country's best-ever performance at a FIFA Women's World Cup of any age category.

A big surprise was the performance of Venezuela, who displayed plenty of talent and physical power to finish fourth. The final was fittingly contested by Japan and Spain, both teams having played the most skilful and entertaining football throughout the tournament.

The *Little Nadeshiko* beat the Spaniards 2-0, showing the combination of technical brilliance, tactical discipline, attacking power, defensive solidity and speed that they had displayed throughout the tournament. The number of awards won by Japan was testament to the amount of talent in their squad. ■

This result is only the start. If we want to be great players, we need to keep on working and set ourselves new objectives. We have to put in a lot of hard work and that's only going to make our national team stronger.

HINA SUGITA
LITTLE NADESHIKO SKIPPER

OVERALL RANKING

- | | | | | | |
|---------|-------------|-------------|-------------|----------------|-------------|
| 1 Japan | 4 Venezuela | 7 Mexico | 10 China PR | 13 New Zealand | 16 Colombia |
| 2 Spain | 5 Nigeria | 8 Canada | 11 Zambia | 14 Paraguay | |
| 3 Italy | 6 Ghana | 9 Korea DPR | 12 Germany | 15 Costa Rica | |

OFFICIAL FIFA AWARDS

ADIDAS GOLDEN BALL

- Hina Sugita (JPN)*
- Yui Hasegawa (JPN)*
- Pilar Garrote (ESP)*

ADIDAS GOLDEN BOOT

- Deyna Castellanos (VEN)*
- Gabriela Garcia (VEN)*
- Hina Sugita (JPN)*

ADIDAS GOLDEN GLOVE

- Mamiko Matsumoto (JPN)*

FIFA FAIR PLAY TROPHY

- Japan

For more information, please refer to FIFA's technical reports: <http://www.fifa.com/aboutififa/footballdevelopment/technicalsupport/technicalstudygroup/womenreports.html> and/or the tournaments section on FIFA.com: <http://www.fifa.com/tournaments/index.html>



01 / Japanese players celebrate their win against Spain in the FIFA U-17 Women's World Cup final.

GIRLS' YOUTH OLYMPIC FOOTBALL TOURNAMENT 14-27 AUGUST 2014

GOLDEN MOMENT FOR SPARKLING CHINA

Local fans were in celebratory mood at the Wutaishan Stadium when the Chinese girls' team outplayed Venezuela to win the gold medal at the Nanjing 2014 Youth Olympic Games.

China PR romped to a comfortable 5-0 victory over Venezuela to deservedly claim the gold medal in the Girls' Youth Olympic Football Tournament, which was also China's first-ever FIFA title.

The hosts used their assured combination play to dominate their opponents from the very first whistle of the final, much to the delight of the many fans in the crowd. Zhang was the difference between the two teams in the early stages, crossing for Wan and Xie to head the hosts into a 2-0 lead after 20 minutes.

After Ma had added her fifth goal of the tournament, Zhang herself scored the fourth, finishing off a neat team move. Venezuela's Deyna Castellanos, the tournament's top scorer with seven goals, was then denied by China keeper Xu before substitute Wu added a fifth from long range.

Mexico's plucky girls claimed the bronze medal thanks to their win against injury-plagued Slovakia in the match for third place. Meanwhile, Oceania's representatives, Papua New Guinea, narrowly beat Namibia 3-2 in the match for fifth place.

The next task is the preliminary tournament for the FIFA U-17 Women's World Cup and I hope the players continue to grow.

LIU YILIANG
CHINA PR HEAD COACH



01 / China PR players perform a celebratory dance after winning the Youth Olympic gold medal.
02 / Peru players pose with their gold medals following their victory over Korea Republic in the final of the Boys' Youth Olympic Football Tournament.



01

OVERALL RANKING

- 1 China PR
- 2 Venezuela
- 3 Mexico
- 4 Slovakia
- 5 Papua New Guinea
- 6 Namibia

FAIR PLAY AWARD

Mexico

For more information, visit <http://www.fifa.com/womensyoutholympic>

BOYS' YOUTH OLYMPIC FOOTBALL TOURNAMENT 14-27 AUGUST 2014

PERU CLINCH HISTORIC FIRST VICTORY

Four years after Bolivia won the first boys' Youth Olympic football title, Peru made sure the gold medal stayed in South America with a hard-fought victory over Korea Republic in the final in Nanjing.



02

A thrilling and high-energy match saw Peru come from a goal down at half-time to clinch a 2-1 victory over Korea Republic in the final of the Boys' Youth Olympic Football Tournament.

For Peru, it was a first-ever international football tournament victory. This made it two Youth Olympic football golds in a row for South America following Bolivia's success in the inaugural Games of 2010.

Jeong opened the scoring for the Koreans after 16 minutes following a pass from Hong, but half-time substitute Meléndez created a great equaliser for Gil within a minute of the re-start. Fourteen minutes later, Peru captain Pacheco fired

a stunning long-range effort into the top corner to settle a closely contested affair in front of over 15,000 spectators in Nanjing.

The boys' bronze medal went to Iceland, who beat the Cape Verde Islands 4-0, while in the match for fifth place, Honduras defeated Vanuatu. Korea Republic were named as winners of the FIFA Fair Play Award, while their striker Kim Gyuhyeong finished joint top scorer with Iceland's Helgi Gudjonsson on five goals apiece.

OVERALL RANKING

- 1 Peru
- 2 Korea Republic
- 3 Iceland
- 4 Cape Verde Islands
- 5 Honduras
- 6 Vanuatu

FAIR PLAY AWARD

Korea Republic

For more information, visit <http://www.fifa.com/mensyoutholympic>



BLUE STARS/FIFA YOUTH CUP 2014 28-29 MAY 2014

BRAZIL YOUNGSTERS MARCH TO THE SAMBA BEAT

Playmaker Gustavo proved the star attraction of the Blue Stars/FIFA Youth Cup, scoring the only goal in the final and winning the adidas Golden Ball as Atlético Paranaense became the first Brazilian team to win the tournament since 2001.

FINAL RANKING

- 1 Atlético Paranaense
- 2 Benfica
- 3 Grasshopper Club Zurich
- 4 FC Zurich
- 5 Asante Kotoko
- 6 Olympiacos
- 7 Villarreal
- 8 Bayern Munich
- 9 FC Sion
- 10 FC Blue Stars

The 76th edition of the Blue Stars/FIFA Youth Cup, held in Zurich just two weeks before the 2014 FIFA World Cup Brazil™, was fittingly won by the Brazilian representatives, Atlético Paranaense, who defeated Benfica 1-0 in the final in front of 8,000 fans.

Samba dancers and vibrant Brazilian music provided a colourful backdrop to the two-day tournament and especially the final, in which Gustavo scored the winning goal for Paranaense in the 30th minute. It was

BLUE STARS/FIFA YOUTH CUP 2014 AWARDS

adidas Golden Ball Gustavo (Atlético Paranaense)
 adidas Golden Glove Macanhã (Atlético Paranaense)
 FIFA Fair Play Award FC Zurich
 For more information, visit fifa.com/youthcup/index.html

the first Brazilian triumph in the Blue Stars/FIFA Youth Cup since that of Grêmio Porto Alegre in 2001.

The goal capped a fine two days for the young playmaker, who won the adidas Golden Ball Award as the tournament's best player. The team's goalkeeper, Macanhã, kept a clean sheet to round off a string of fine performances and was subsequently honoured with the adidas Golden Glove Award.

The match for third place was a battle for local pride between FC Zurich and Grasshopper Club Zurich that went down to the wire, with the Grasshoppers prevailing over the defending champions on penalties. ■

01



FIFA INTERACTIVE WORLD CUP 2014 2-3 JULY 2014

INTERACTIVE DREAM BECOMES VIRTUAL REALITY

Having fallen short in three previous FIFA Interactive World Cup Grand Finals, Denmark's August Rosenmeier finally lifted the trophy in 2014, becoming the second-youngest player to win the tournament.

In July, the FIFA Interactive World Cup 2014 Grand Final took place in Rio during the FIFA World Cup™. The tournament itself was a two-day event, with the group stage and quarter-finals on 2 July and the semi-finals and final taking place on 3 July. Twenty grand finalists played EA Sports™ FIFA 14 World Cup Edition on the PlayStation®3 as they aspired to become the new interactive world champion.

A new champion is born

Following a fantastic group stage at the historic Fluminense FC, a familiar face of the FIWC, Denmark's August Rosenmeier, and three FIWC newcomers, David Bytheway of England, Jorrick Boshove and Steven van de Vorst of the Netherlands, qualified for the final showdown, which took place on top of the iconic Sugarloaf Mountain. In the final, Rosenmeier took on Bytheway, and despite going a goal down, Rosenmeier's spirit could not be dampened. Rosenmeier was determined not to walk away from his fourth FIWC Grand Final without the trophy in his hands, eventually beating Bytheway 3-1.

At 18 years of age, Rosenmeier became the second youngest player to claim the FIWC title, including USD 20,000 in prize money and a trip to the FIFA Ballon d'Or 2014 to rub shoulders with some of the world's best footballers. His victory in Rio was made even more special as the legendary Brazilian footballer Ronaldo was on hand to present him with his trophy, a moment he will never forget. In 2014, real and virtual football came even closer together, with the FIWC Grand Final taking place for the first time during the FIFA World Cup, and the finalists also being given the chance to watch a quarter-final at the Maracanã. ■

RANKING

- 1 August Rosenmeier (DEN)
- 2 David Bytheway (ENG)
- 3 Steven van de Vorst (NED)



02

01 / Atlético Paranaense proved too strong for Benfica in the Blue Stars/FIFA Youth Cup final.
 02 / Denmark's August Rosenmeier beat England's David Bytheway 3-1 to win the FIFA Interactive World Cup.
 03 / The Grand Final was held over two days in Rio.



03



FIFA/COCA-COLA WORLD RANKINGS

GERMANY RAISES THE BAR

Following victories in the 2014 FIFA World Cup™ and Algarve Cup, Germany celebrated another piece of history in 2014 when its men's and women's teams secured top spot in the world rankings.

German teams enjoyed a clean sweep of the men's and women's FIFA/Coca-Cola World Rankings in December 2014 and, for the first time in history, the men's and women's teams of the same association topped their respective world rankings. The victory of Germany's men in the 2014 FIFA World Cup Brazil™, together with the early exit of holders Spain, ensured that there would be new leaders in the world ranking. The newly crowned world champions took over the number one spot, dethroning a Spanish team that had enjoyed three unbroken years at the top. The World Cup final between Germany and Argentina also turned out to be a duel for first place in the world ranking.

The year also saw a change of leaders in the women's

ranking. The Germans' triumph in the prestigious Algarve Cup, together with their record of 12 wins and only one defeat, which produced a goal ratio of 41:9, was enough to knock the USA off top spot, which they had occupied since March 2008. Another first for the women's game in 2014 was a record 556 matches being contested in the year before the FIFA Women's World Cup Canada 2015™.

The FIFA world rankings help the international sports media and FIFA member associations to measure teams' current performance levels. To a certain extent they can also be used to follow the relative progress of a given team over time. Moreover, the rankings also help to determine how teams are grouped in the draws for FIFA competitions. ■

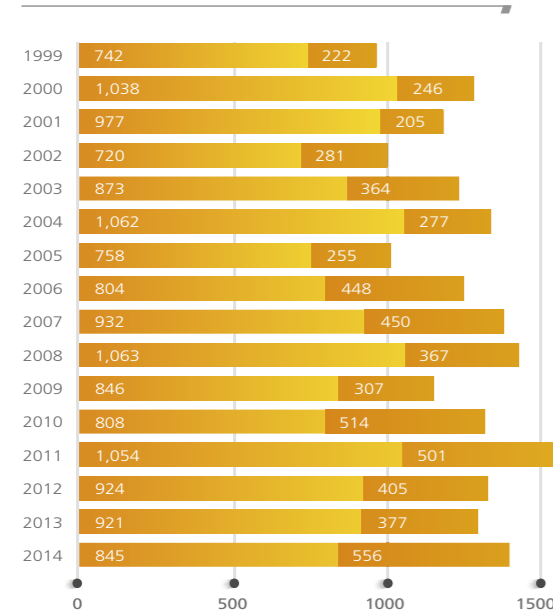
01 / Thomas Müller opens the scoring for Germany in the FIFA World Cup™ semi-final against Brazil.
02 / Germany's Theresa Panfil in action with Nigeria's Asisat Oshoala in the FIFA U-20 Women's World Cup final.



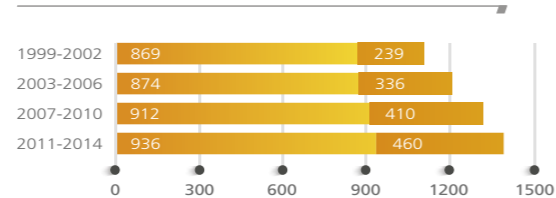
01

FIFA WORLD RANKINGS

"A" MATCHES 1999-2014
TOTAL NUMBER OF MATCHES PER YEAR

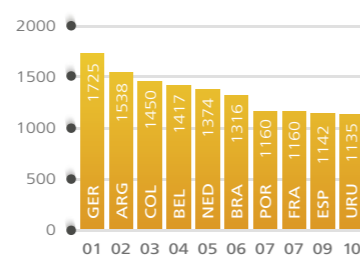


"A" MATCHES 1999-2014 AVERAGE NUMBER OF MATCHES PER YEAR OVER A FOUR-YEAR PERIOD

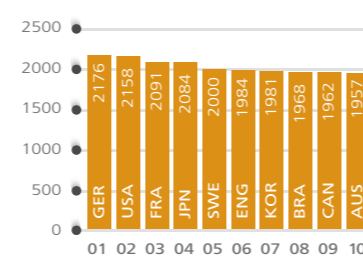


FIFA/COCA-COLA WORLD RANKINGS

MEN'S RANKING POINTS



WOMEN'S RANKING POINTS



Rankings as at 19 December 2014



02



FIFA BALLON D'OR 2014 12 JANUARY 2015

RONALDO ON TOP OF THE WORLD AS GERMANY CELEBRATES TRIPLE TRIUMPH

Cristiano Ronaldo won the FIFA Ballon d'Or for the second year in a row, while Nadine Kessler, Joachim Löw and Ralf Kellermann all received individual awards on a memorable evening for German football.

After a breathtaking year that included success in the UEFA Champions League and the FIFA Club World Cup with Real Madrid, Cristiano Ronaldo was recognised with the game's highest individual honour when he won the FIFA Ballon d'Or 2014. A television audience from 190 countries and territories around the world watched Ronaldo become the first Portuguese player to be crowned the FIFA World Player of the Year for the third time during a live Ballon d'Or ceremony presented by British journalist Kate Abdo at Zurich's *Kongresshaus*.

After scoring 31 goals in 30 matches in Spain's *La Liga* in 2014 and a record 17 goals in the 2013-14 UEFA Champions League, Ronaldo was named the best player on the planet ahead of Argentina's Lionel Messi in a repeat of the 2013 result. Bayern Munich goalkeeper Manuel Neuer finished third in the voting. There was also notable success for three of Neuer's German compatriots. Wolfsburg captain Nadine Kessler was voted the FIFA Women's World Player of the Year ahead of five-time winner Marta and USA

forward Abby Wambach. In 2014, the midfielder led her club to the women's *Bundesliga* and UEFA Champions League titles. Wolfsburg enjoyed further recognition when German coach Ralf Kellermann was crowned the FIFA World Coach of the Year for Women's Football for the first time, while his countryman Joachim Löw scooped the men's award after guiding Germany to victory in the 2014 FIFA World Cup™.

One of the highlights of the tournament in Brazil was James Rodríguez's stunning volley for Colombia against Uruguay in the round of 16, and the attacking midfielder duly received the FIFA Puskás Award for the best goal of the year, ahead of Stephanie Roche and Robin van Persie, after 3.3 million fans cast their votes. Away from the pitch, pioneering Japanese journalist Hiroshi Kagawa received the FIFA Presidential Award for his efforts to grow football in his home country, while the FIFA Fair Play Award was presented to all FIFA volunteers in recognition of their work, support and passion for the game. ■

You can't achieve perfection.

JOACHIM LÖW
GERMANY COACH

AWARDS

FIFA WORLD COACH OF THE YEAR FOR MEN'S FOOTBALL

Joachim Löw (GER)

FIFA WORLD COACH OF THE YEAR FOR WOMEN'S FOOTBALL

Ralf Kellermann (GER)

FIFA PRESIDENTIAL AWARD

Hiroshi Kagawa (JPN)

FIFA WOMEN'S WORLD PLAYER OF THE YEAR

Nadine Kessler (GER)

FIFA PUSKÁS AWARD

James Rodríguez (COL)

FIFA FAIR PLAY AWARD

FIFA volunteers

FIFA BALLON D'OR

Cristiano Ronaldo (POR)

FIFA FIFPRO WORLD XI

- Manuel Neuer (GER)
- David Luiz (BRA)
- Philipp Lahm (GER)
- Sergio Ramos (ESP)
- Thiago Silva (BRA)
- Ángel Di María (ARG)
- Andrés Iniesta (ESP)
- Toni Kroos (GER)
- Cristiano Ronaldo (POR)
- Lionel Messi (ARG)
- Arjen Robben (NED)



01 / FIFA Ballon d'Or: Cristiano Ronaldo (POR).
 02 / FIFA Women's World Player of the Year: Nadine Kessler (GER).
 03 / FIFA Presidential Award: Hiroshi Kagawa (JPN).
 04 / FIFA FIFPro World XI.
 05 / FIFA World Coach of the Year for Women's Football: Ralf Kellermann (GER).
 06 / FIFA Puskás Award: James Rodríguez (COL).
 07 / FIFA World Coach of the Year for Men's Football: Joachim Löw (GER).
 08 / FIFA Fair Play Award: FIFA volunteers.



BUILD A BETTER FUTURE

- 72 2014 SUSTAINABILITY HIGHLIGHTS
- 76 FOOTBALL FOR HOPE AND EMERGENCY SUPPORT
- 78 FOOTBALL FOR THE PLANET
- 80 ANTI-DISCRIMINATION AND FAIR PLAY

01 / A child runs with a football on a street decorated in the colours of the Brazilian flag near the Arena Amazônia in Manaus.



2014 SUSTAINABILITY HIGHLIGHTS

STAGING A MORE SUSTAINABLE FIFA WORLD CUP™

As the organisers of this mega-event, FIFA believes it is its responsibility to limit the associated negative impacts, while at the same time maximising the huge positive impact it can have on the host country.

The FIFA World Cup is the biggest single-sport competition in the world. Staging the tournament entails transporting millions of people to the matches and FIFA Fan Fests™, ensuring their health and safety, dealing with waste in the stadiums, recruiting and training thousands of volunteers, providing an event that is accessible to everyone and broadcasting the matches in over 200 countries. This scale inevitably has an impact on society and the environment in the host country.

In tandem with the LOC, we developed and launched a sustainability strategy in 2012 to guide us in our quest to maximise the benefits brought by the event and minimise its negative impact, throughout Brazilian society.

In 2014, FIFA and the LOC oversaw the execution of the remaining elements detailed in the action plan including offsetting our carbon emissions in relation to the FIFA World Cup, organising recycling in stadiums, preparing the Football for Hope Festival, enforcing tobacco-free stadiums, working with the department responsible for ticketing on accessibility, training special commentators for blind and partially-sighted fans, sustainability reporting and training for stadium operators.

More information is available in the Sustainability Report of the 2014 FIFA World Cup Brazil™, which was prepared according to the Global Reporting Initiative guidelines and verified by an external assurance company.

By showing the tournament is concerned with sustainability we are demonstrating that sustainability is not an unattainable concept.

DAVID DOUEK
OTEC ARCHITECT AND MANAGER

- 01 / The Estádio Castelão in Fortaleza was the first World Cup stadium to be awarded the Leadership in Energy and Environmental Design (LEED) certification.
- 02 / Accessibility carts at the stadiums helped fans with limited mobility.



01

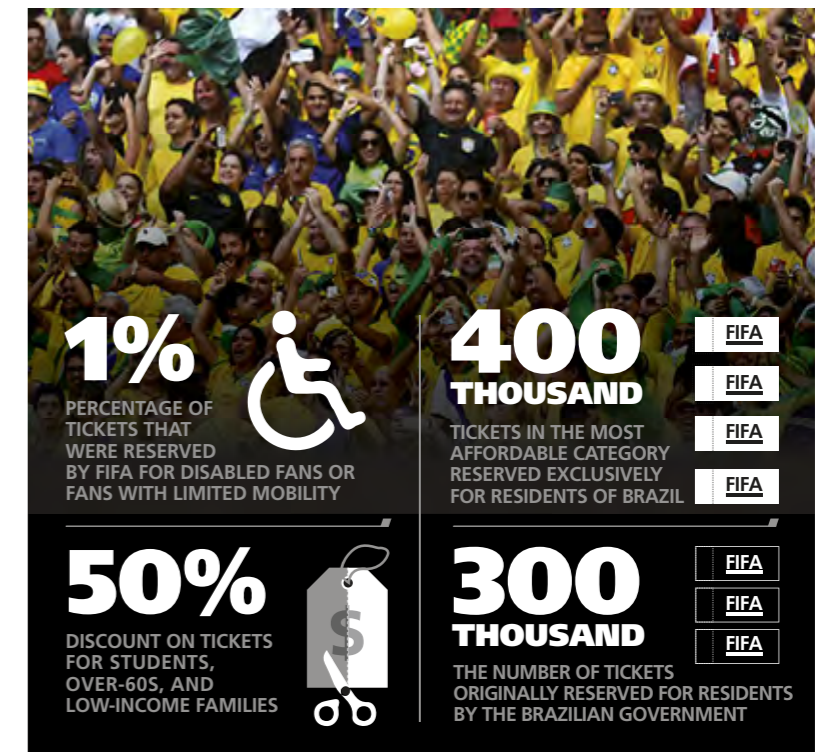


02

ACCESSIBLE FOR ALL

In order to share the experience of the FIFA World Cup with as many fans as possible, FIFA and the LOC implemented measures to make the tournament accessible to all. When all was said and done, hundreds of millions of fans were able to follow the 64 matches of the 2014 FIFA World Cup™ in the stadiums, at Fan Fests and on TV.

At least one per cent of the purchasable tickets were reserved by FIFA for disabled fans or fans with limited mobility. For each ticket purchased by a disabled fan, a complimentary ticket for a companion to assist and accompany them to the match was offered. FIFA also reserved over 400,000 tickets in the most affordable category exclusively for residents of Brazil, significantly more than the 300,000 originally agreed with the Brazilian government, and offered discounts of up to 50% for students, over-60s, and low-income families.





01



26

AUDIO-DESCRIPTIVE COMMENTARIES OFFERED IN PORTUGUESE AT FIFA WORLD CUP MATCHES



INDIVIDUALS TRAINED TO DELIVER AUDIO-DESCRIPTIVE COMMENTARY

SPECIAL SERVICES

For all the FIFA World Cup matches, special services were put in place by the LOC's spectator services team to help disabled people and those with limited mobility to access their seats. Services included wheelchairs that could be borrowed and electric carts to take people from the parking lot into the stadium as close as possible to their seats.

BRINGING THE ACTION TO LIFE

In order to enhance the experience of partially-sighted and blind fans, a pioneering audio-descriptive commentary was offered in Portuguese at 26 FIFA World Cup matches in Belo Horizonte, Brasilia, Rio de Janeiro and São Paulo to describe the atmosphere in the stadium and the action on the pitch in colourful detail. Together with experts from the Centre for Access to Football in Europe (CAFE) and from Brazilian NGO Urece, FIFA and the LOC trained 16 individuals to deliver this special commentary. Online, fans could listen to all the articles on FIFA.com and watch video reports in International Sign, an auxiliary language used internationally. ■



01, 02 / In addition to reserved seating, special assistance was provided for disabled fans by the LOC's spectator services team.



02

FOOTBALL FOR HOPE AND EMERGENCY SUPPORT

SOCIAL DEVELOPMENT THROUGH FOOTBALL

Football can bring people together, transform lives and inspire entire communities. FIFA's aim is to harness the power of football for social development.

FOOTBALL FOR HOPE

To harness football's huge potential and to support existing football-based community projects, FIFA launched the Football for Hope initiative in 2005. A highlight of this initiative is the Football for Hope Festival, which was organised in Caju, Rio de Janeiro, during the 2014 FIFA World Cup™. This second edition of the festival brought together 192 young people in 32 delegations from 26 countries, enjoying a unique intercultural experience together. For many of them, it was the first time they had left their home country. During this nine-day event, participants had the opportunity to exchange best practices, play football and attend a FIFA World Cup™ quarter-final match together.

Beyond the festival, the geographical focus of the NGO programme support offered by the Football for Hope initiative also shifted to Brazil for 2014, with the aim of making a greater contribution to social development through football in the country. As a result, FIFA granted a total of USD 1.05 million to 26 football-based social development programmes in 2014, marking a significant increase from the five programmes supported between 2007 and 2013. Overall, 107 programmes were provided with support totalling USD 3.1 million under the Football for Hope initiative in 2014.

EMERGENCY SUPPORT

FIFA also went beyond its commitment to social development through football in 2014 by providing emergency support to certain countries in order to help restore human dignity and ease the suffering caused by crises and natural disasters.



01 / After the matches, mediators discussed fair play with the young leaders of opposing teams.



EMERGENCY SUPPORT DISTRIBUTION OF FUNDS (USD)

JAPAN
\$1,500,000
(FUKUSHIMA NUCLEAR PLANT LEAK)



BOSNIA AND HERZEGOVINA
SERBIA, CROATIA



\$600,000 EACH
ROMANIA
\$200,000 (FLOODS)



ST LUCIA, DOMINICA
ST VINCENT AND THE GRENADINES



\$150,000 EACH
BERMUDA
\$300,000 (HURRICANE)



PAKISTAN
\$500,000 (EARTHQUAKE)



PHILIPPINES \$1,000,000 (TYPHOON)



LEBANON
\$1,000,000 (AID FOR REFUGEES)



AUSTRIA \$100,000
(FOR AN ACADEMY THE AUSTRIAN FA SUPPORTS IN KENYA FOR UNDER-PRIVILEGED PEOPLE)

PALESTINE
\$1,000,000 (RECONSTRUCTION IN GAZA)

CAPE VERDE
\$200,000 (VOLCANIC ERUPTION)



SIERRA LEONE
LIBERIA, GUINEA



\$50,000 EACH
(HUMANITARIAN AID FOR EBOLA VICTIMS)



TURKEY
\$250,000 (MINE DISASTER)

LIBERIA
\$300,000

(RECONSTRUCTION OF FOOTBALL PITCH AFTER USE AS SHELTER FOR EBOLA PATIENTS)



FOOTBALL FOR THE PLANET

PROTECTING THE ENVIRONMENT

FIFA continued to implement its existing environmental programmes with a focus on the host country, Brazil, addressing pressing issues such as carbon emissions and waste.

As the biggest single-sport competition in the world, the impact of the FIFA World Cup™ on the environment is indisputable. FIFA believes it has a responsibility to protect and cherish the environment, limiting its impact on it to the greatest extent possible. As an international organisation, FIFA takes this responsibility seriously and seeks to lead by example. FIFA's environmental programme, newly branded Football for the Planet in 2013, represents its commitment to reduce the impact of its operations on the environment and to use FIFA competitions to raise awareness on environmental issues.

Based on the experience gained from the FIFA World Cups since 2006 and based on the feedback received from stakeholders, the measures taken to protect the environment at the 2014 FIFA World Cup™ focused on waste management, transportation and more sustainable signage. FIFA also engaged in a carbon offsetting programme through low-carbon projects in different regions of Brazil including the Amazon. For the first time, environmental education was also an important part of activities.

Through the 2014 FIFA World Cup Official Mascot Fuleco™, recycling was promoted inside and outside the stadiums and a training programme was specifically developed to strengthen the sustainability know-how of stadium authorities, including water and energy saving measures. In addition, FIFA invited over 400,000 ticket holders to offset the carbon emissions resulting from their travel to and from the event for free in order to raise awareness of their environmental impact. ■

The [low-carbon] projects cover different sectors and regions of the country and a range of activities and therefore make an important contribution to climate mitigation.

SUZANA KAHN
PRESIDENT OF THE
SCIENTIFIC COMMITTEE
OF THE BRAZILIAN PANEL
ON CLIMATE CHANGE



ANTI-DISCRIMINATION AND FAIR PLAY

PROMOTING DIVERSITY AND FAIR PLAY

ANTI-DISCRIMINATION DAYS / #SAYNOTORACISM

Through its global reach, the FIFA World Cup™ offers a unique platform to raise awareness on issues of particular importance to football and society. As an issue that is high on the public policy agenda in Brazil, FIFA decided to focus on racism and discrimination, dedicating the quarter-final matches to its anti-discrimination campaign with a special pre-match ceremony by the captains, the teams and match officials. This sent an unequivocal message to the billions of spectators in the stadiums and around the world that there is no place for racism or any kind of discrimination in football, and by extension, society at large.

This was complemented by a TV spot on inclusivity and a social media campaign launched by FIFA on 5 June 2014 calling on fans around the world to upload “selfies” to social media platforms holding a mini-banner reading #SayNoToRacism. Over 1.2 million Facebook users actively engaged in the campaign.



01 / Argentina's captain Lionel Messi (left) and Nigeria's goalkeeper Vincent Enyeama greet one another warmly before their group match at the 2014 FIFA World Cup™ on 25 June. 02 / The FIFA Fair Play flag is displayed on the pitch before the Brazil v. Colombia quarter-final at the Estádio Castelão in Fortaleza.



02

The appointment and training of anti-discrimination officers as well as the publication of a handbook of good practices will be two important steps in the fight against racism and all forms of discrimination.

JEFFREY WEBB
TASK FORCE CHAIRMAN,
FIFA VICE-PRESIDENT,
PRESIDENT OF CONCACAF

TASK FORCE PRESENTS ACTION PLAN

The Task Force Against Racism and Discrimination met in December, presenting a concrete action plan to strengthen monitoring and evidence-finding mechanisms to tackle discriminatory incidents in football under FIFA's jurisdiction, including the appointment and training of anti-discrimination officers for the 2018 FIFA World Cup™ qualifiers.

Further measures in the fight against discrimination include the publication of a good practice guide that will be distributed to FIFA member associations in 2015 to give them guidance on how to foster diversity and combat discrimination in football in their countries. The guide will include information and best practice on policy, education, sanctions and cooperation with civil society partners.

FAIR PLAY FOR ALL

The 18th FIFA Fair Play Days were held from 1 to 9 September, with various member associations raising awareness among players, coaches, referees, officials and spectators on topics such as equality, fairness and solidarity through activities held before national team or league matches. The Fair Play Days were also celebrated at the semi-finals of the FIFA U-20 Women's World Cup Canada 2014 on 20 August, with the captains of France, Germany, Korea DPR and Nigeria reading out a declaration on the importance of fair play both on and off the pitch. Rather than being awarded to an individual or specific organisation, the FIFA Fair Play Award 2014 was presented to all FIFA volunteers in recognition for their work, support and passion for the game.

WORKING TOGETHER

84 COMMUNICATIONS & PUBLIC AFFAIRS
89 FINANCE & ADMINISTRATION
90 LEGAL AFFAIRS 94 SECURITY 95 TV & MARKETING



01 / Screenshot from FIFA's 2014 FIFA World Cup™ anti-discrimination television spot using stop-motion animation and featuring objects from the world of football.

MEDIA

SERVICING MEDIA THROUGHOUT THE WORLD

2014 will be remembered as the year of an unforgettable FIFA World Cup™ in Brazil. From a media perspective, the tournament also proved to be a success. Despite early criticism, most reporters ended up proclaiming this edition of FIFA's flagship event as one of the best ever.

Both the media relations and operations teams delivered a high level of service for the 16,746 accredited media representatives. The media relations team used the opportunity to showcase the benefits of the FIFA World Cup for the host country, as well as FIFA's efforts to develop, improve and promote the game and extend the positive social impact of football. Particularly important were the daily media briefings, followed by about 700 media representatives, which allowed us to trigger positive news on key topics while handling critical or potentially sensitive questions.

A media open day was organised in early January, setting the tone for a busy year. Throughout the 12 months, media representatives all over the world were kept informed through our various platforms including media releases, video news releases and

our Twitter account, providing the latest updates on FIFA's core activities in areas such as governance, development, CSR and medical matters. At the same time, there were thousands of media requests on a number of critical topics such as the timing of the 2022 FIFA World Cup™, workers' rights in Qatar, the investigation into the bidding process for the 2018 and 2022 World Cups, and third-party ownership, which were all handled rapidly and thoroughly.

With the FIFA Ballon d'Or, the FIFA U-17 Women's World Cup, the FIFA U-20 Women's World Cup, the Youth Olympic Football Tournaments, the FIFA Interactive World Cup, the Blue Stars/FIFA Youth Cup, the FIFA Club World Cup and the four Executive Committee meetings among a host of other activities, a great deal of media work was required in order to ensure the best possible coverage of FIFA's events. ■



JOURNALISTS ACCREDITED TO COVER FIFA EVENTS



JOURNALISTS REGISTERED ON FIFA'S VIRTUAL MEDIA CENTRE – THE FIFA MEDIA CHANNEL



@FIFAMEDIA FOLLOWERS



PUBLIC AFFAIRS

SHARING FIFA'S POINT OF VIEW

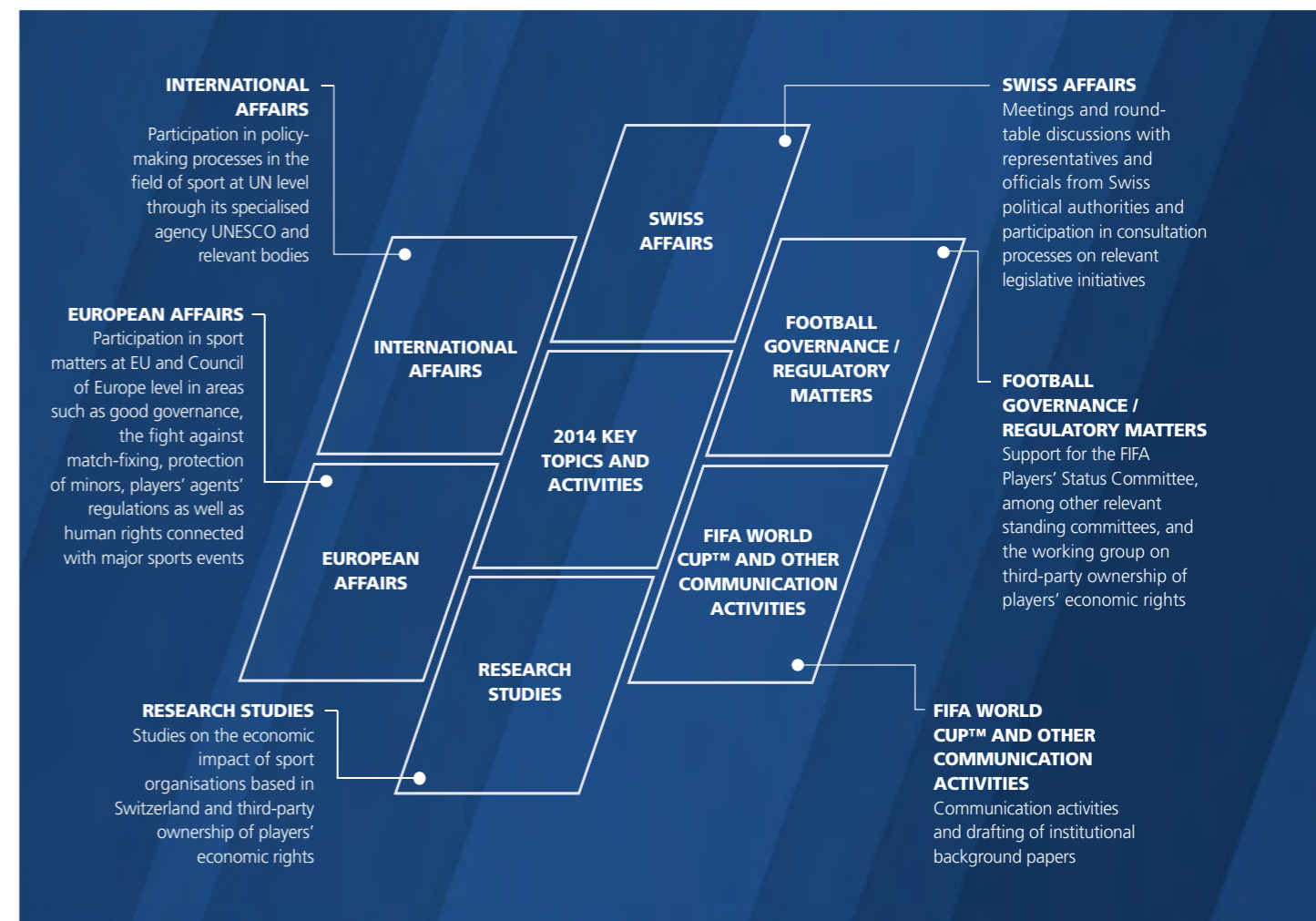
The Public Affairs Department engages with public authorities and political institutions in the context of legislative and policy-making processes in areas of interest to FIFA as world football's governing body and the organiser of the FIFA World Cup™.



01 / Brazil and Croatia line up before the opening FIFA World Cup™ match at Arena de São Paulo on 12 June. 02 / Diagram showing the scope of our public affairs activities.

Through this engagement, our aim is to convey FIFA's position and raise awareness of FIFA's regulatory framework and to contribute to relevant discussions and public policy formulation in the field of sport. In 2014, the department was involved in areas such as good

governance, third-party ownership of players' economic rights, the fight against match manipulation, upholding sporting integrity, the regulation of players' agents' activities, and human rights in the context of major sports events. ■



02



CORPORATE COMMUNICATIONS

GETTING THE MESSAGE ACROSS

In 2014, the Corporate Communications Department built on the momentum gained from its 2013 expansion, establishing an institutional messaging policy to support all forms of communication output and supporting a broader range of FIFA departments in the communication of their work.

The department was instrumental in the definition and implementation of FIFA's CSR and TV communications strategies in the lead-up to and during the FIFA World Cup™, including the delivery of a set of eye-catching TV spots to be aired by FIFA's Media Rights Licensees, as well as emotive corporate films on FIFA's CSR projects. It also spearheaded the #SayNoToRacism selfie campaign in which 500,000 fans participated, reaching 16.3 million Facebook users and 10.9 million Twitter users.

In addition, the department produced a series of animated films that describe FIFA's core areas of work in visually appealing yet simple terms for the general public. It also drove the organisation's corporate photography project forward, capturing stills in a variety of locations around the world to showcase the global reach of FIFA's football development efforts. Also of note in 2014 was the department's successful planning and delivery of all aspects of the Handshake for Peace campaign at FIFA tournaments, and the production of the FIFA Fan Experience at the 2014 FIFA World Cup™ Fan Fest in Rio de Janeiro, attracting more than 70,000 visitors.

Editorial duties included speech and copywriting for FIFA management, the publication of the FIFA Weekly magazine as it entered its second year of existence, the FIFA Sustainability Report, and this Activity Report. The department also supported the Member Associations & Development Division with a variety of corporate publications that are proving to be of great use to the member associations, such as the Women's Football Development Guidelines 2015-2018.

A great number of visitors were welcomed to the Home of FIFA, given a tour and a presentation about the organisation, and offered the opportunity to take the newly developed interactive corporate quiz on FIFA's activities. Several conferences, as well as external and internal workshops, were also organised, and the lobby was periodically dressed to showcase FIFA tournaments and creatively reflect FIFA's corporate mission and identity. ■



01 / Screenshot of an anti-match-manipulation TV spot, aired around the world during the FIFA World Cup™. 02 / Stars from the FIFA World Cup™ support the #SayNoToRacism campaign.

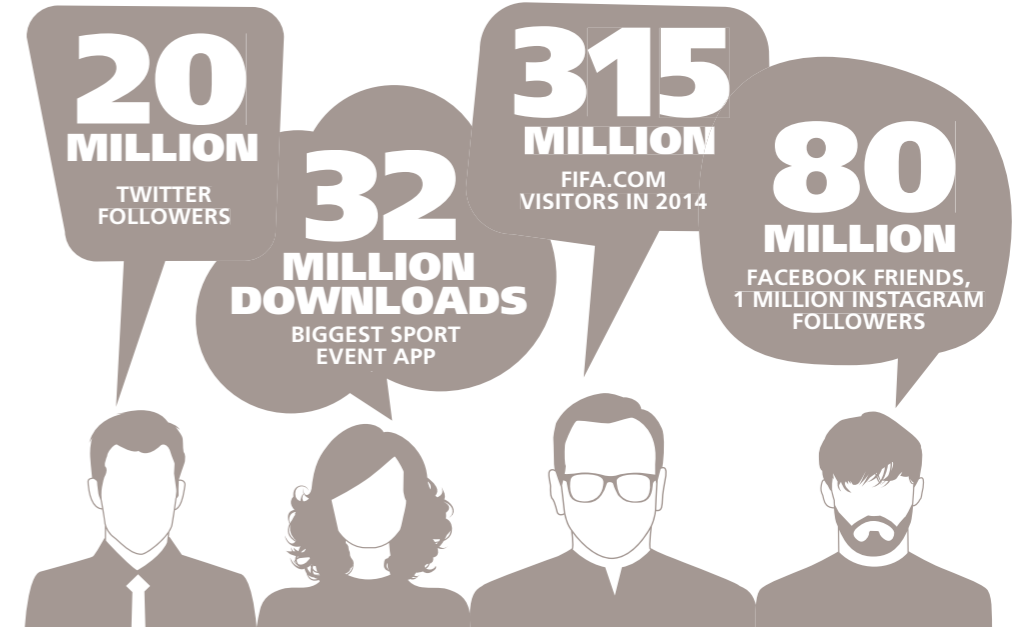


CASE STUDY
#SAYNOTORACISM AT THE FIFA WORLD CUP™

A campaign that was particularly popular invited fans and players to post selfies on Facebook, Twitter and Instagram with a banner displaying the hashtag #SayNoToRacism with the aim of raising awareness on this important issue and helping to spread the unequivocal message that there is no place for racism in football.

This inclusive campaign reached 16.3 million Facebook users and made 31 million Facebook impressions, while 142 related tweets garnered 13,700 retweets and reached 10.9 million Twitter followers.

A random selection of the selfies were displayed on the giant screens before kick-off in the stadiums hosting the 2014 FIFA World Cup Brazil quarter-finals as part of the FIFA Anti-Discrimination Days activities (4-5 July 2014). #SayNoToRacism was one of many initiatives that contributed towards the 672 million tweets about the tournament, a record number for a sports event.



DIGITAL MEDIA

A PLATFORM FOR A GLOBAL AUDIENCE


The FIFA World Cup™ in Brazil was 2014's most-discussed topic on social media and FIFA's "Global Stadium" was at the heart of the conversation throughout. Over a billion people engaged through FIFA.com, FIFA's mobile apps and social media as record numbers devoured FIFA's online content.


We invited the global football audience to join our digital platforms and connect directly with the 2014 FIFA World Cup Brazil™. A passionate blend of insightful and interactive football content provided a truly global digital platform that served to communicate FIFA's campaigns while achieving the highest levels of audience engagement and contribution.

We reached over a billion people with official FIFA World Cup content through what became known as the "Global Stadium" – a live social hub that created a genuine two-way second screen experience. Huge audiences on FIFA.com, mobile apps and social media made the 2014 FIFA World Cup the biggest sports event in the history of digital communications.

An astonishing 350 million Facebook friends felt enthused to #JoinIn the main FIFA World Cup conversation. There were 672 million tweets recorded during the 2014 FIFA World Cup – more than the London 2012 Olympics, 2014 Super Bowl and 2014 Oscars combined – and FIFA's Instagram account grew 16-fold during the tournament.

In their end-of-year review, Facebook confirmed that the FIFA World Cup was the number one topic of 2014, driving more conversation than any other event in Facebook history. ■


70,000
 MATCHES


50,000
 DOCUMENTS

DOCUMENTATION

RICH CONTENT PROVISION

In 2014, the Documentation Department focused all of its efforts on the FIFA World Cup™ in Brazil. Ahead of the tournament, records had to be prepared for no fewer than 736 players and 1,024 officials, and then shared with the media and fans through a wide range of communication platforms.

Before the World Cup, the department published a series of statistical kits in English and Portuguese, which consisted of several hundred pages of information on teams, players, coaches and referees, in addition to a wide range of statistics. The kits also included interesting facts and stories about what was happening off the pitch. Another source of daily information for fans and the media during the tournament was the Stats of the Day bulletin, which was packed with the latest reports and match previews, as well as a review of key events at previous World Cups.

Publications like these are totally dependent on the constant updating and upgrading of the FAST and FIDOM databases. The information stored in the FAST database includes the results of over 70,000 matches, while the electronic Document Management System FIDOM stores approximately 50,000 documents and 17,000 images, with that number growing continuously. ■

01



02

FINANCE

SUCCESSFUL FINANCIAL CYCLE 2011-2014

The 2014 FIFA World Cup Brazil™ was a major success from a sporting, organisational and financial perspective.



01 / Julio Abbadie (left) takes on England's Ron Staniforth and Bill McGarry in Uruguay's 4-2 quarter-final win at the 1954 FIFA World Cup™.
02 / First-ever primary school tournament at the Montserrat Football Complex at Blakes Estate Stadium, funded by FIFA's Goal development programme.

Thanks to highly successful contracts with TV and marketing partners, FIFA secured higher revenue in the four-year cycle that has just ended than in previous cycles. Cost awareness and a conservative and prudent financial policy meant that financial reserves could be continually built up. In 2014, a surplus of USD 141 million was achieved, allowing reserves to be increased to USD 1,523 million, which meant that the World Cup risks were partially covered.

A glance at the expenses side shows that FIFA invested more in football development than ever before. For the first time, more than USD 1 billion was allocated for football development in a four-year cycle.

LOOKING AHEAD: A STRONG AND SOLID FINANCIAL BASE

Thanks to this sound financial base, FIFA will be able to meet all of its future economic obligations, whether for competitions or events, and to continue investing in football development programmes.


The detailed figures and a breakdown of FIFA's business year in 2014 can be found in the FIFA Financial Report. ■



LEGAL AFFAIRS

**FROM A LEGAL
PERSPECTIVE**

With the eyes of the world on the FIFA World Cup™, the Legal Affairs Division was hard at work protecting, fulfilling and defending FIFA's statutory objectives.

**1,611**↓CLAIMS LODGED WITH
THE DISPUTE RESOLUTION
CHAMBER AND PLAYERS'
STATUS COMMITTEE**1,866**↑APPLICATIONS
SUBMITTED BY MEMBER
ASSOCIATIONS RELATING
TO THE PROTECTION
OF MINORS


01 / FIFA's headquarters
in Zurich.

**PLAYERS' STATUS &
GOVERNANCE**

The Players' Status and Governance Department dealt with a number of areas in 2014. Key issues and objectives included:

- further increasing the efficiency of the dispute resolution system offered by FIFA to stakeholders in the football community
- addressing third-party ownership of players' economic rights (TPO)
- drafting new regulations on working with intermediaries
- supporting the Working Group for Players' Status Matters
- addressing eligibility cases, in particular requests for change of association

With clubs and players continuing to appreciate the dispute resolution system, and therefore use it more regularly, an impressive number of claims had to be taken care of in 2014. In order to continuously increase the efficiency of the system, a series of amendments to the procedural rules were proposed for the consideration of the Working Group for Players' Status Matters and the Players' Status Committee. Following approval by the FIFA Executive Committee, certain changes will come into force in the first quarter of 2015. Equally, the use of modern technology for the submission of claims – in particular via the FIFA Transfer Matching System (TMS) – is being considered and certain initial innovations will follow shortly.

Thanks to the increased frequency of Dispute Resolution Chamber (DRC) meetings (on average, one meeting every three weeks), as well as the constant involvement of the DRC judges and the single judges of the Players' Status Committee, there was a significant increase in the number of decisions passed in 2014.

The protection of minors continues to require constant attention. Queries about the registration of players and the use of TMS were also recurring themes in the activity of the department.

Despite the complexity of the various issues that arose, the quality of the work remained of a high standard, with the Court of Arbitration of Sport (CAS) continuing to confirm the vast majority of the decisions reached by FIFA's decision-making bodies.

With regard to material amendments to the Regulations on the Status and Transfer of Players, the Players' Status Committee now comprises members from the confederations, member associations, clubs, players and leagues. This new structure, which includes dedicated working groups, has led to fruitful exchanges and results with regard to improving the effectiveness of the regulations. In particular, the inclusion of a provision on overdue payables has been a major step forward.

The work of the respective working groups and the Players' Status Committee on the prospective regulatory framework for TPO required a significant level of ongoing support by the department.

Finally, member associations showed a clear tendency to be more careful with respect to the question of player eligibility for representative teams: the number of requests for clarification in this area increased significantly.

**TRANSFER MATCHING
SYSTEM GMBH**

International Transfer Matching System (ITMS)
The value ITMS brings to the transfer market and its stakeholders currently represents between USD 20.8 million and USD 23.0 million per year. This is mainly due to increased efficiency in the International Transfer Certificate (ITC) process and a reduction in transfer delays. On the user's side, the number of requests made to the FIFA TMS helpdesk continued to go down, mainly thanks to the online help centre but also as a result of increased training. Beyond the member associations, an additional 110 clubs participated in TMS conferences in 2014 and the first country-specific training took place in Brazil. A total of 1,345 cases were opened against clubs and associations concerning violations of the rules on the use of ITMS and the applicable regulations. The focus was mainly on proof of last contract end date and proof of payment.

Domestic Transfer Matching System (DTMS)
DTMS is a premium extension of ITMS and helps member associations and their clubs to manage the transfer of professional players at domestic level. This system is fully integrated into ITMS so that member associations and clubs can manage and monitor international and

domestic transfers in the same place. A DTMS “master solution” was built during the first half of the year in a configurable manner that allows quick roll-outs to member associations with reduced customisation effort.

On 19 May, the first DTMS contract was signed with the Dutch Football Association (KNVB) and the system was successfully delivered on 3 November. Additionally, an interface was built to connect the KNVB DTMS with their national registration system, allowing automatic data exchange and system updates.

Data and Reports

The Data and Reports team publishes reports on the international football transfer market that provide insightful information to football decision-makers. The reports are published on the FIFA TMS website (www.fifatms.com) on an ongoing basis and are aimed at assisting football stakeholders in gaining greater visibility on the transfer market through official and reliable transfer information. The team also provides “Customised Data”, an informational tool that provides datasets for market research, in-depth analysis and trend studies of the international transfer market to football stakeholders. The transfer data is provided at country, regional and/or global level, and includes information extracted from the ITMS database, including (but not limited to) professional players’ mobility patterns, ages, nationalities, types/lengths of contracts and transfer fees.

Global Player Exchange (GPX)

The GPX platform, which will be introduced in 2015, aims to help clubs build their professional identity while improving reach, competitiveness and decision-making. It will initially provide the most comprehensive global database of footballers and offer a direct and discreet channel for secure stakeholder communication across the global professional football network.

In 2014, FIFA TMS further validated the concept with institutional and non-institutional stakeholders (56 clubs, players and other stakeholders across the globe on all tiers). The feedback was very positive and – following FIFA TMS’s participatory approach – has been included in the platform’s design, development and timeline for new features. GPX will be ready

to launch in 2015 and a “landing page” to keep interested parties informed was launched as part of FIFA TMS’s participation in the Soccerex Global Convention in September 2014.

FIFA Connect ID

The FIFA Connect ID service will assign a unique identifier to all major football stakeholders in the world, including professional and amateur players, referees and club representatives, as well as venues (stadiums). It is a sub-project of the FIFA Connect Programme, which aims to achieve the systematic registration of all football stakeholders worldwide, based on a mandate of the FIFA Executive Committee dating from December 2011.

In 2014, FIFA and FIFA TMS came to an agreement that FIFA TMS would support FIFA Development with their expertise in developing and rolling out the Connect ID service globally. From 2015 onwards, a FIFA TMS Connect ID project manager will support the Connect ID programme manager at FIFA and bring in resources and expertise from FIFA TMS so that this ambitious project can be completed by 2018.

COMMERCIAL LEGAL

The Commercial Legal Department handles legal tasks ranging from the creation, registration, enforcement and exploitation of marketable rights for FIFA and all of its competitions to matters relating to the hosting and staging of the events.

In 2014, the department finalised the enactment and implementation of the legal framework necessary for the staging of the 2014 FIFA World Cup™ and managed multiple lawsuits filed against FIFA in Brazil in connection with the event. The Commercial Legal Department assigned a delegation to Brazil which legally supported the staging of the 2014 FIFA World Cup and, among other things, the successful implementation of the Brand Protection Programme.

In addition, the process for the sale of sponsorship and media rights for the 2018 and 2022 FIFA World Cups™ were successfully launched and will continue throughout 2015.

CORPORATE LEGAL

The Corporate Legal Department acts as FIFA’s internal team of legal advisors, handling a broad array of matters including data protection, various contracts and the FIFA Statutes. Equally, the department supported FIFA member associations with the revision of their statutes and the implementation of a comprehensive set of rules establishing standards relating to the functioning of FIFA member associations at national level.

Besides its daily business, Corporate Legal was also involved in activities relating to FIFA’s reform process, in particular in the implementation of enhanced internal legal compliance mechanisms, which include, but are not limited to, strengthening the organisational structure and processes within FIFA’s subsidiaries, as well as the development of a compliance training programme for FIFA employees.

Finally, the department dealt with several litigations in which it defended FIFA’s interests before the competent dispute resolution bodies or courts.

DISCIPLINARY AND GOVERNANCE

Among its many duties, the Disciplinary & Governance Department deals with disciplinary measures affecting clubs, players, agents and fans during international football transactions or FIFA competitions, as well as issues affecting national associations and confederations. In addition, the department, acting as the secretariat to FIFA’s three judicial bodies, is responsible for investigating and submitting cases of potential violations of FIFA regulations to the competent deciding body. Its compliance duties, as well as its enforcement role for all FIFA regulations (including those governing the use of TMS and the protection of minors) have considerably increased over the past year. In addition to the investigation of cases, Disciplinary & Governance answered around 200 information requests submitted by different football stakeholders, such as member associations, clubs or players.

The Disciplinary and Appeal Committees

Since the 63rd FIFA Congress in Mauritius in 2013, the Disciplinary Committee has handled

a very high number of cases. In 2014 alone, approximately 450 cases were submitted and a variety of sanctions imposed for violations. As a testament to the high quality of the committee’s work, the vast majority of decisions were confirmed by the FIFA Appeal Committee and CAS.

Approximately 70 sanctions imposed by national associations in relation to doping and match manipulation were extended in 2014 by the chairman of the Disciplinary Committee.

The FIFA Disciplinary Committee and the Appeal Committee were present at all 2014 FIFA competitions in order to consider and deal with incidents occurring during those competitions, in particular the 2014 FIFA World Cup Brazil™.

The Ethics Committee

The Ethics Committee has also been in operation in its current form since the restructuring to a bicameral system in 2013. In particular, the investigatory chamber of the FIFA Ethics Committee is dealing with numerous (preliminary) investigations in relation to potential breaches of the 2012 edition of the FIFA Code of Ethics committed by individuals subject to the code.

In parallel, several other investigations took place, some of which were submitted to the adjudicatory chamber for consideration and decision. Some important sanctions were imposed by the adjudicatory chamber, demonstrating the current work and success of the judicial body in the implementation of the FIFA Code of Ethics.

Finally, the Ethics Committee continues to assist in the process of strengthening the principles of good governance and compliance within FIFA’s different activities, and is in charge of the reporting mechanism for any potential violation of the FIFA Code of Ethics. ■



62

REQUESTS FOR THE PROVISIONAL REGISTRATION OF PLAYERS AFTER AN INTERNATIONAL TRANSFER

519

INFORMATION REQUESTS CONCERNING THE FIFA STATUTES AND OTHER REGULATIONS

32

REQUESTS FOR CHANGE OF ASSOCIATION DEALT WITH BY THE PLAYERS’ STATUS COMMITTEE

SECURITY

PROTECTING THE GAME WORLDWIDE

FIFA Security is responsible for all security matters related to FIFA competitions across the world, as well as for matters related to the integrity and protection of the game itself.

In 2014, FIFA Security assisted the Local Organising Committees and host associations of the FIFA World Cup™ in Brazil, the FIFA U-20 Women's World Cup in Canada and the FIFA Club World Cup in Morocco. We also helped to prepare for the FIFA Women's World Cup Canada 2015™, the 2018 FIFA World Cup Russia™, the FIFA U-20 World Cup New Zealand 2015 and the FIFA U-17 World Cup Chile 2015. In November 2014, we organised two workshops in order to provide an enhanced understanding of the FIFA Stadium Safety and Security Regulations to our member associations' heads of security and national security officers in the CONCACAF and CONMEBOL regions.

FIFA INTEGRITY INITIATIVE

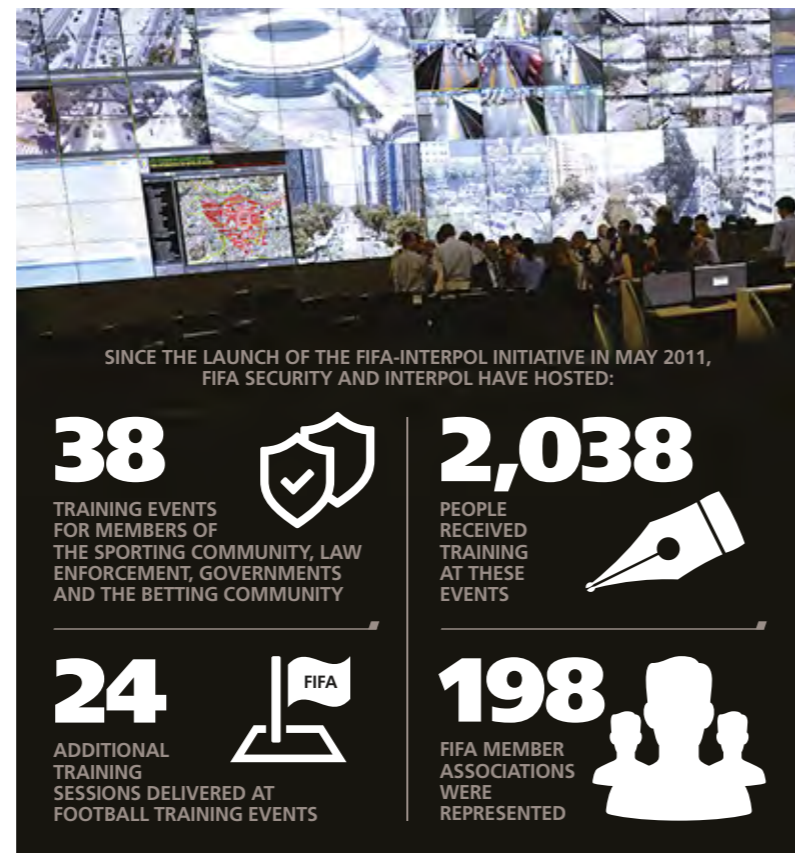
The FIFA Integrity Initiative, launched in 2012, embraces all 209 member associations and focuses on the five main areas of prevention, detection, intelligence gathering, investigation and sanctions. To assist member associations to build capacity against match manipulation, FIFA Security developed the *Specific Recommendations to Combat Match Manipulation* and teamed up with INTERPOL to train individuals to conduct administrative fact-finding inquiries into suspicions of match manipulation within football.

To provide further guidance for partners from politics, sport, legal and police authorities as well as the betting market, Partnership Development Meetings were introduced to consider every aspect of match manipulation and to find specific joint solutions at national level. In order to ensure that the spirit of fair play prevails throughout the sports sector, we are cooperating with other international sports federations. In October 2014, we signed a memorandum of understanding with the International Olympic Committee to join forces in the fight against the manipulation of

competitions, particularly those linked to betting activities in sport.

MATCH MANIPULATION CAMPAIGN

In October 2014, a joint FIFA, FIFPro and INTERPOL campaign was launched on how to recognise, resist and report any attempts to manipulate matches. The campaign represents our joint commitment to proactively work together to drive match manipulation out of all levels of football. ■



MARKETING

RECORD RESULTS ON AND OFF THE PITCH

FIFA Marketing engaged the world through a variety of activations at the 2014 FIFA World Cup™, which included inspirational and creative campaigns from FIFA Commercial Affiliates in Brazil and around the globe.

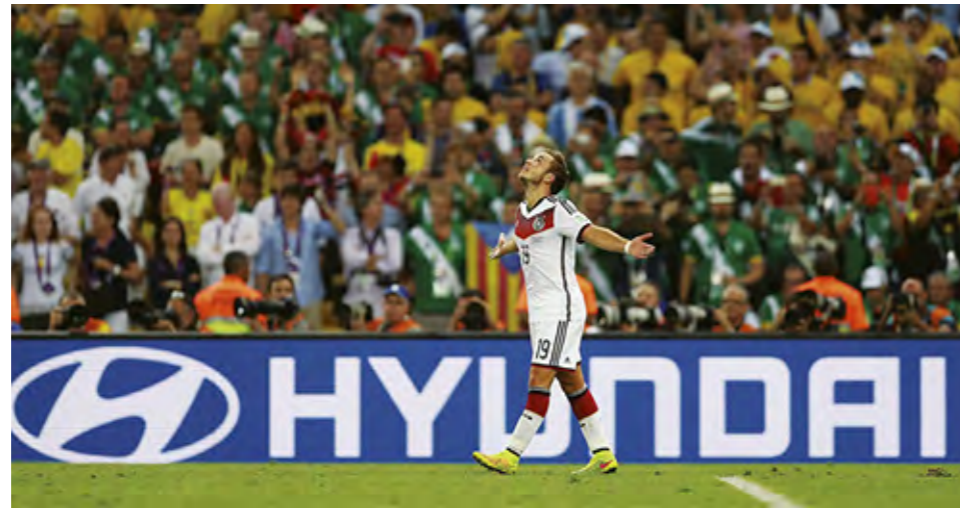
01 / FIFA Fan Fest™ on the Copacabana beach in Rio. More than five million people attended the 12 locations – one in each Host City.

01

2014 FIFA WORLD CUP™ DELIVERS ON UNPRECEDENTED SCALE

Record attendances, both at the matches and at the extraordinarily successful FIFA Fan Fest™ events, unprecedented worldwide TV audiences and a social media explosion across all digital social media platforms helped ensure that the 2014 FIFA World Cup Brazil™ was the most seen and the most talked about sporting event in history. As a result, FIFA's Commercial Affiliates (CA) enjoyed equally unprecedented global exposure. The CAs' wide-scale utilisation of digital media perfectly complemented the activation of more traditional campaign elements, creating an imaginative and hugely popular array of programmes prior to, and during, the 2014 FIFA World Cup Brazil.





FIFA PARTNERS IN BRAZIL

ADIDAS

The adidas "all in or nothing" campaign, the biggest in the company's history, was based on a multi-stranded strategy and featured some of the game's most iconic names, with a real-time social media campaign featuring the @brazuca Twitter handle driving huge global conversation.

COCA-COLA

"The World's Cup" campaign was the largest marketing programme in the history of the Coca-Cola Company and invited people across the world to connect with the FIFA World Cup™ through the activation of a variety of engaging and inclusive activities.

EMIRATES

Emirates' digital and print advertising campaign centred on footballing icons Cristiano Ronaldo and Pelé. Both took top billing in an advertisement filmed aboard Emirates' flagship A380 airliner that went on to attract more than 7.3 million views on YouTube.

HYUNDAI

Under the banner of the "Glorious Journey", the Korean automotive giant activated an ambitious range of promotional activities, including the continuation of its Hyundai Fan Parks programme and a "Be There With Hyundai" slogan contest that drew in one million votes.

KIA

Kia's "Power of Football" campaign invited FIFA.com users to submit inspirational stories, while the company's "Power to Surprise" series of three 30-second ads featuring Brazilian supermodel Adriana Lima was viewed more than five million times on YouTube.

For more information on the Commercial Affiliates' activities, please visit the 2014 FIFA World Cup Marketing Highlights review at www.fifa.com/marketinghighlights/brazil2014/index.htm

SONY

Sony's series of strategic initiatives focused on its 4K technology, network service, entertainment, and CSR programmes. Its "SuperSong" contest invited music fans around the world to create an original composition to be recorded by singing superstar Ricky Martin. The winning song was included on Sony Music's official album of the 2014 FIFA World Cup.

VISA

Visa's impressive 2014 FIFA World Cup Brazil "Everywhere You Want to Be" campaign targeted more than 100 countries and included partnerships with Visa's clients, the activation of innovative digital and social media activities, as well as landmark film and images. Some BRL 29.3 million was spent using Visa-branded products at all FIFA venues during the tournament.

FIFA WORLD CUP SPONSORS

BUDWEISER

AB InBev's local Brazilian brand – Brahma – enjoyed a strong presence (as did Budweiser), while Budweiser's Man of the Match awards were, for the first time at a FIFA World Cup, voted for by FIFA.com users. The awards attracted more than four million votes during the tournament.

CASTROL

In total, more than 450,000 fans from around the world registered to take up the Castrol Predictor Challenge, making it one of the most successful real-time games associated with the event. As the Official Performance Statistics provider of the 2014 FIFA World Cup, Castrol also kept fans informed about the performances of the players through the Castrol Index.

CONTINENTAL

A social media campaign that engaged with more than 320,000 Twitter and Facebook followers supplemented Continental's "Contisoccer" online offering. Continental tyres were fitted on the 32 team buses, ensuring that safety and style were part of the 2014 FIFA World Cup team transportation.

JOHNSON & JOHNSON

As the Official Healthcare Sponsor of the 2014 FIFA World Cup, Johnson & Johnson implemented a series of initiatives that touched the lives of millions of Brazilians in unique and lasting ways by providing resources to help care for and enable a healthier future for children, families, volunteers, players and communities.

MCDONALD'S

McDonald's global activation programmes included a FIFA World Cup Fantasy Football game that drew one million

entries. More McDonald's countries became involved in the company's FIFA World Cup campaign than ever before.

MARFRIG ALIMENTOS

Marfrig Alimentos activated its sponsorship rights by using two of its most popular brands – Marfrig and Moy Park. The Northern Ireland-based Moy Park ran a full multimedia brand campaign while, in Brazil, Marfrig's "Taste" campaigns gave guests an unrivalled opportunity to experience the tournament from behind the scenes.

OI

Brazil's largest telecommunications company expanded its network to handle increased demand during the 2014 FIFA World Cup. In addition to broadband, the company increased its 2G, 3G and 4G coverage and capacity at key points throughout cities, allowing fans to communicate and follow the event.

YINGLI SOLAR

Yingli's "All Under One Sun" campaign aimed to increase awareness about, and promote the adoption of, solar energy with the message that it is abundant, affordable and accessible. Yingli Green Energy's subsidiaries across the globe offered a range of sweepstakes and ticket contests unique to their specific markets.



NATIONAL SUPPORTERS

A dedicated group of six National Supporters added a local flavour to the 2014 FIFA World Cup Brazil and engaged fans through a range of campaigns within the host country. ApexBrasil, Centauro, Garoto, Itaú, Liberty Seguros and Wise Up each activated a variety of marketing activities that ensured the Brazilian people were at the heart of the tournament.



01 / Germany's Mario Götze looks to the skies after scoring the winning goal in the 2014 FIFA World Cup™ final.



BRANDED LICENSING PROGRAMME

Holding an exclusive position within our Licensing Programme, the brands currently within the FIFA brand collaboration portfolio are diverse and unique. Our two longest partnerships are with Panini and Electronic Arts, who each respectively engage and excite football fans through the Panini FIFA World Cup™ sticker albums, and the EA SPORTS FIFA football videogame franchise. Added luxury is brought by Official Timekeeper Hublot, the official FIFA World Cup Trophy travel case from Louis Vuitton, and Official FIFA World Cup Champagne Taittinger. Lidio Carraro were the producers of the Official Licensed Wine of the 2014 FIFA World

Cup™, while ARS Parfum released the 2014 FIFA World Cup Brazil Special Edition Perfume and Amsterdam Sauer adorned the tournament as the Official Jewellery Licensee.

Additional relationships also saw renowned Brazilian artist Romero Britto bringing the 2014 FIFA World Cup to life through an exclusive product series, while the popular numismatic and philatelic programmes saw international associations with MDM and Bolaffi, with Banco Central do Brasil and Correios servicing the local market. Aggreko provided the Official Temporary Power Generator, AGC contributed the glass roofs for the player and officials' benches, while Arjowiggins Security produced the match tickets.



01 / The Panini FIFA World Cup™ sticker albums are always hugely popular with fans.
02 / Supporters soak up the atmosphere at a FIFA Fan Fest™.
03 / Official Licensed Products for the FIFA World Cup™ were on sale in more than 14,000 retail outlets.
04 / Fuleco, the tournament's Official Mascot, proved a popular souvenir.



01



02

FIFA FAN FEST™

The FIFA Fan Fest™ concept has continued to go from strength to strength and was a stunning success in Brazil – consolidating the project as an integral part of the FIFA World Cup™ was one of the very best ways for our Commercial Affiliates to engage with their target audience.

More than five million people attended the 12 locations in each Host City, creating an unrivalled stadium-like atmosphere in a safe and secure environment that was free and open for all to enjoy.

With over 750 live music performances across the country, each FIFA Fan Fest™ was a unique and entertaining experience with a colossal operation behind the scenes – comparable only to tours by the world's biggest music acts.



RETAIL & MERCHANDISE

With the exception of host country Brazil, FIFA took its retail and merchandising project in house for the first time to ensure optimal control and exploitation of the FIFA World Cup™ brand through retail programmes. In addition, an e-commerce platform was launched in 2013 that was available in eight languages and in 189 countries.

Globo Marcas was appointed in Brazil to act as the Master Licensee for the hosts. Some 70 licensees were appointed to bring a specific and special range of products to market, with almost 2,000 different product designs available for purchase.

Globally, licence agreements covering various product categories were signed with 70 licensees and an additional six direct-to-retail licensees offered Official Licensed Products in more than 14,000 of their retail outlets. Meanwhile, seven specially branded Official Event Stores operated 935 dedicated retail corners in some of the most well-known store names in the industry.



03



04

BRAND

Capturing the essence of the host country was integral to the tournament's success. The brand assets of the 2014 FIFA World Cup™ formed the basis for promotion of the event by conveying the personality of the competition and the spirit of Brazil.

Brand assets include the Official Emblem, Official Look, Official Event Title, Official Slogan, Official Poster, Host City Posters, Official Trophy and the Official Mascot.

In order for the FIFA Official Marks to represent the Host Country and capture the imagination of its population, the creative process was primarily focused upon the Brazilian creative industry and, on occasion, also invited the contribution of fans in the selection and design processes.

TICKETING

FIFA's ticketing strategy helped ensure Brazilian fans received 64% of the total tickets allocated to the public. In addition to those purchased

by fans, 50,000 were donated to the Brazilian government by FIFA to be distributed free of charge among the country's indigenous population and families that qualified for the Programa Bolsa Familia – a social welfare programme aimed at low-income families. A further 60,000 complimentary tickets were offered to the stadium construction workers.

Increased anticipation around the world in the lead-up to the tournament was reflected in an unprecedented number of ticket requests, with more

than 11 million requests received and both the opening and final matches more than ten times oversubscribed. Not even one per cent of the 3.1 million available tickets remained unsold.

About 290,000 tickets were sold at discounted prices to the elderly, students and Bolsa family members. Domestic and international fans welcomed the new ticket delivery option with approximately 540,000 tickets shipped to ticket holders around the world.



01

FIFA YOUTH PROGRAMME

In Brazil, close to 3,500 children and young adults between six and 18 years old joined the FIFA Youth Programme. Coca-Cola, McDonald's, Sony and adidas again brought considerable knowledge and expertise to the FIFA Youth Programme, whether running promotions to select the youngsters, arranging their travel and uniforms, or training and monitoring them on site.

FIFA WORLD CUP TROPHY TOUR BY COCA-COLA

Beginning in Rio de Janeiro in September 2013 and finishing in São Paulo the following June, the FIFA World Cup Trophy Tour by Coca-Cola provided over a million people with the opportunity to see the iconic FIFA World Cup Trophy and helped to ramp up anticipation ahead of the tournament.

During the 165,000km carbon-neutral global tour of 90 countries, the trophy generated

huge interest wherever it stopped, with fans turning out en masse for a "photo op" with the most famous prize in football.

HOSPITALITY

More than 370,000 guests were treated to one of the biggest hospitality programmes in tournament history with 290,000 packages sold for the 2014 FIFA World Cup. In order to meet demand, nine hospitality villages were constructed around the 12 venues, covering an area of 140,000m², as well as 780 suites and sky boxes. USD 664 million was generated in related revenue.

FIFA QUALITY PROGRAMME

As part of FIFA's ongoing commitment to protecting the integrity of the game, goal-line technology (GLT) was introduced at the 2014 FIFA World Cup for the first time in the tournament's history. For more information on GLT please see the 2014 highlights at the beginning of this report.

01 / FIFA received more than 11 million ticket requests for the FIFA World Cup™ from fans around the world.

2018 FIFA WORLD CUP RUSSIA™

The first part of the 2018 FIFA World Cup™ brand identity was revealed in October with the launch of the event's Official Emblem. This key visual asset of the first FIFA World Cup to be held on Russian soil was unveiled with the assistance of the crew aboard the International Space Station, and complemented by a light projection on the historic Bolshoi Theatre in Moscow.



ALL IN ONE RHYTHM™

8 July 2010

2014 FIFA World Cup™ Official Emblem launched (including Host City logo, Official Licensed Product logo and event typeface)



29 May 2012

Official Slogan announced

25 November 2012

Official Mascot named Fuleco™ Host City posters launched



1 August 2013
Official Look stage 2 launched



16 September 2012

Official Mascot design launched



19 October 2010

Official Look stage 1 launched



30 January 2013
Official Poster launched

8 April 2014

Official FIFA World Cup™ Album launched by Sony Music



TELEVISION

A PICTURE-PERFECT WORLD CUP WITH FIFA TV

Not only did television coverage of the 2014 FIFA World Cup™ smash many viewing audience records around the world, but FIFA was recognised for the quality and innovation of its television production with several international broadcast industry awards, including the prestigious International Honour for Excellence award and Judges' Prize at the International Broadcasting Convention. Alongside record revenues and its biggest-ever television and multimedia product offering, FIFA TV enjoyed a landmark year in 2014.



FIFA pays for, and organises, the television production of the FIFA World Cup™, which is then sold to several hundred Media Rights Licensees for broadcast coverage around the world. This helps to give FIFA the resources to invest in football around the world.

NICLAS ERICSON
DIRECTOR OF FIFA TV



02

SALES AND DISTRIBUTION

In the area of sales and distribution, FIFA TV can look back at a very successful 2014 FIFA World Cup Brazil, with around 700 Media Rights Licensees providing coverage of the event throughout the world. Furthermore, FIFA successfully promoted offerings on digital and second-screen platforms such as mobile phones and tablets via its multimedia services project. A total of 40 licensees booked such services through the host broadcaster, covering more than 60 territories.

In Africa, FIFA continued its relationship with the African Union of Broadcasters (AUB) for the 2014 FIFA World Cup, distributing the rights to 34 sub-Saharan territories. FIFA also provided training for TV production personnel, commentators and feature producers in football production during two "FIFA-AUB Legacy

Weeks" in Gabon and Namibia, as well as a broadcast training session in conjunction with FIFA Development in Djibouti.

FIFA TV is evaluating available opportunities in the 2015-2018 and 2019-2022 periods and has extended its agreements with long-standing partners BBC/ITV and ARD/ZDF until 2022. In the short term, FIFA TV is entering the final stages of awarding the European rights to FIFA's other events, with a strong focus on the FIFA Women's World Cup Canada 2015™.

In the area of social media and digital platforms, FIFA TV Sales & Distribution is exploring ways of providing fans with enhanced access to content from FIFA events. While the FIFA YouTube channel enjoys growing popularity and has started to bring in financial benefits, other platforms and methods outside of the traditional broadcasting model are under constant review.



01 / The 2014 FIFA World Cup Brazil™ enjoyed record television ratings in numerous countries.
02 / Broadcast production at the FIFA World Cup™ featured the very latest in visual technology.

220

TERRITORIES
AROUND
THE GLOBE



2,200

VARIOUS DISTINCT FEEDS
GENERATED A MINIMUM
OF 2,200 HOURS OF LIVE
COVERAGE

**34.65
MILLION**

IN GERMANY 34,652,209 PEOPLE
TUNED IN FOR THE FINAL
LIVE ON ARD, MAKING IT THE
MOST WATCHED TELEVISION
TRANSMISSION IN GERMAN
BROADCAST HISTORY

700 MEDIA
RIGHTS
LICENSEES

The FIFA broadcast production of all World Cup matches plays a crucial role in supporting FIFA's core mission to develop football everywhere, and for all.

NICLAS ERICSON
DIRECTOR OF FIFA TV

BROADCASTER SERVICING

By the time the first ball was kicked at the 2014 FIFA World Cup Brazil, the Broadcaster Servicing Department was already managing the rights of over 700 Media Rights Licensees and sub-licensees across multiple platforms and from 220 territories around the globe. A total of 246 Media Rights Licensees were present in Brazil during the event, with more than 10,000 accreditations processed, while 86 licensees had operations at the International Broadcast Centre (IBC) located in the Riocentro complex and at the presentation studios at the Copacabana beach. The FIFA TV team was based primarily at the IBC throughout the event, which afforded them direct access to Broadcast Partners at all times. The initial post-event feedback has been extremely positive, which is testament to the efforts of all involved.

The department also had a very extensive public viewing operation, with hundreds of licences issued in Brazil and thousands elsewhere, reaching all corners of the world. FIFA TV raised over USD 1.5m from commercial public viewing licences, which will be donated to Football for Hope activities. Our Broadcast Partner in the host country of Brazil, TV Globo, played an instrumental role in the success story that was the FIFA Fan Fest™, with fan parks located in all 12 Host Cities across Brazil.

Although the official post-event TV report is yet to be published and the audience total has therefore not been finalised, FIFA TV can confirm that the event in Brazil garnered record television ratings in numerous countries around the world. In Germany, 34,652,209 people tuned in for the final live on ARD, making it the most watched television transmission in German broadcast history. Online streaming audiences also reached new heights, with over five million unique viewers watching the USA v. Belgium match on both ESPN and Univision. The event proved to be a genuine watershed moment in the US, and it attracted the most data ever streamed for any event as fans tuned in online.

Away from Brazil, the department also serviced all of the other 2014 FIFA events, with teams both on site in Canada and Costa Rica and supporting from FIFA's headquarters in Zurich. Finally, with the FIFA Women's World Cup in Canada on the horizon in 2015, FIFA TV presented unprecedented production plans to the Broadcast Partners for this event at the Final Draw in Ottawa in December.

01 / Online viewing figures reached new heights during the FIFA World Cup™.

FIFA FILMS

In 2014, FIFA Films delivered an extensive audiovisual content offering from the International Broadcast Centre in Rio. This included the management of the 32 TV crews assigned to each of the participating countries. FIFA Films provided separate TV crews that produced content on behalf of the other FIFA divisions, including sponsor filming and the knowledge capture project. The department was also responsible for the delivery of the infotainment programme at all 64 matches of the competition. In programming, FIFA Films produced a collection of pre-FIFA World Cup™ content, including the *Preview Series* (a 16-part series looking at the participating teams), *Futebol Arte* (a documentary looking at the famous 1982 Brazilian national team) and a selection of *Pelé Vignettes* (looking at his career). Post-tournament, there was the official 2014 FIFA World Cup 4K film *Brasil!*, with much of the emphasis on capturing the tournament in Ultra HD and profiling it through the eyes of the host country, and *Match 64*, another Ultra HD production based around the final.

With regard to FIFA's audiovisual heritage, the colour grading and remastering of the old FIFA Films film reels were completed in 2014, with the inventory returned to the FIFA Films archive. The results are impressive, with much of the catalogue, including the FIFA World Cup official films, now available in high definition. Some 350 archive licences were issued during the year. The whole of the FIFA World Cup inventory, including newly acquired material, continues to be uploaded to the FIFA Films server with a view to offering a fully digital archive service to clients, while the project to log all of those matches and films has begun. The FIFA YouTube channel continues to increase in popularity, with now almost a million subscribers.

HOST BROADCASTING PRODUCTION

In 2014, FIFA built on the experience of the 2010 host broadcasts that had proved so successful. Not only was the entire 2014 FIFA World Cup Brazil covered on widescreen high definition television, FIFA TV also has a proud legacy of pioneering new television technology at FIFA tournaments to ensure that football fans around the world can enjoy the best-quality sports coverage on offer. The 2014 FIFA World Cup Brazil was no different, with the very latest in visual technology either being used in the broadcast production of key matches and events or being tested for use in future competitions. FIFA, in cooperation with Sony and Japanese broadcaster NHK, pushed the boundaries of sports coverage with Ultra HD technology.

FIFA TV and its official partner Sony produced three matches in Rio de Janeiro at the 2014 FIFA World Cup in 4K Ultra HD, while nine matches were produced in cooperation with NHK in 8K. The official 2014 FIFA World Cup film was also produced in 4K. FIFA TV also produced the final match with a 360° camera together with the Fraunhofer Heinrich Hertz Institute. This production will be used by the FIFA World Football Museum in 2016.

FIFA's primary broadcast consideration is to service its Media Rights Licensees. There were a minimum of 34

cameras for every match, with up to 37 for selected key matches. The various distinct feeds generated a minimum of 2,200 hours of live coverage and up to 4,500 hours of content delivered to the FIFA MAX server. The "Dream Team of Directors" concept was successfully carried over from the three previous FIFA World Cups.

The immense popularity of the 2014 FIFA World Cup broadcasts was recognised by the broadcast industry at the 2014 International Broadcasting Convention awards in Amsterdam, with FIFA bringing home two of the biggest prizes in the global broadcast industry for its work in producing and distributing the FIFA World Cup.

The IBC acknowledged FIFA TV's long-term dedication to distributing and delivering the very best viewing experience of the FIFA World Cup to fans around the world with its flagship International Honour for Excellence award, while FIFA TV also won the coveted IBC Judges' Prize in recognition of a range of broadcast innovations introduced during the 2014 FIFA World Cup Brazil, including the very latest multimedia content and production and Ultra HD coverage of matches.

In awarding this prize, the IBC praised FIFA TV for its continued commitment to embracing new technology and for bringing together a host of industry-leading companies to work on innovative projects at the FIFA World Cup. ■

FIFA TV continues to innovate and to engage with its huge global audience. It brings together the latest technologies and leading vendors to deliver unmatched content to unrivalled audiences.

PETER OWEN
CHAIRMAN OF THE IBC COUNCIL



01 / Each FIFA World Cup™ match had at least 34 TV cameras.
02 / Argentina's Ezequiel Lavezzi in action against Switzerland in the FIFA World Cup™ round of 16 on 1 July.



FIFA REMEMBERS

110 OBITUARIES



6



01 / Mourners pay their respects at the statue of Sir Tom Finney in Preston.

ALFREDO DI STÉFANO

Football has given me everything. I've always seen it as a team game and I've always said that I don't want to be idolised, I just want to play.

ALFREDO DI STÉFANO
REAL MADRID AND SPAIN



Alfredo Di Stéfano was pivotal to Real Madrid's golden period of the 1950s and 60s. As well as winning eight league titles with the *Merengues*, the Argentinian-born Spanish international scored in each of the first five European Cup finals, all won by Real Madrid, including a hat-trick in the 1960 final.

He scored a total of 418 goals in 510 games for Real Madrid and, after receiving Spanish nationality in 1956, the former River Plate striker went on to score 23 goals in 31 games for his adopted country, having scored six times in six games for Argentina. He left River Plate for a successful spell with Millonarios in Colombia before making his name with Real Madrid. He was named European Footballer of the Year in 1957 and 1959.

Di Stéfano later enjoyed a lengthy coaching career, leading Valencia to the Spanish title and the Cup Winners' Cup as well as coaching River Plate and Real Madrid. In 2000 he was named Honorary President of Real Madrid. "The Blond Arrow", as he was known to his millions of fans, passed away on 7 July 2014, three days after his 88th birthday. ■



01



02

JULIO GRONDONA



Julio Humberto Grondona was born in Avellaneda, a town close to Buenos Aires, and discovered a love of football while watching Atlético Independiente matches with his father. When he was elected president of Independiente in 1976, it was a dream come true for a life-long fan of his hometown club.

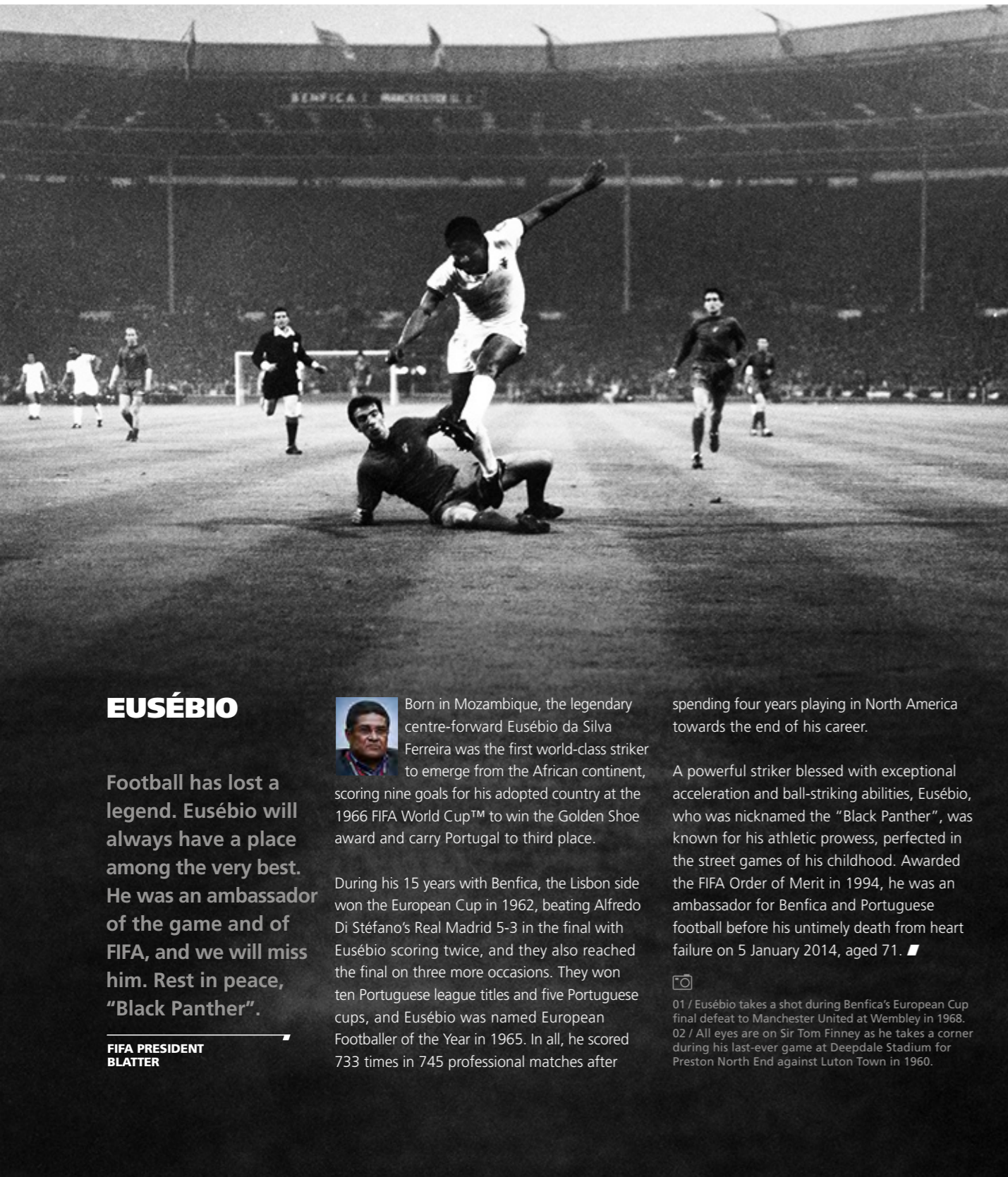
In 1979, he became the President of the Argentinian FA, a position he held until his death. His efforts in developing Argentina's football educational centres helped to lay the foundations of the national team's success: lifting the 1986 FIFA World Cup™ and winning Olympic gold in both 2004 and 2008.

In 1988 he was elected as a member of the FIFA Executive Committee and within a decade he had become FIFA Senior Vice-President. In 1998 he was awarded the FIFA Order of Merit, and for more than a decade he chaired the FIFA Finance Committee with great sincerity, purpose and charisma.

Julio Grondona passed away in Buenos Aires at the age of 82 on 30 July 2014, not long after watching his team reach the FIFA World Cup™ final once again. His dedication to the game helped to take football to another level in Argentina and beyond. He will be truly missed. ■



01 / Alfredo Di Stéfano at training in Roehampton before Spain's match against England at Wembley in 1960.
02 / Julio Grondona speaks at the 62nd FIFA Congress in Budapest in 2012.



EUSÉBIO

Football has lost a legend. Eusébio will always have a place among the very best. He was an ambassador of the game and of FIFA, and we will miss him. Rest in peace, "Black Panther".

FIFA PRESIDENT
BLATTER



Born in Mozambique, the legendary centre-forward Eusébio da Silva Ferreira was the first world-class striker to emerge from the African continent, scoring nine goals for his adopted country at the 1966 FIFA World Cup™ to win the Golden Shoe award and carry Portugal to third place.

During his 15 years with Benfica, the Lisbon side won the European Cup in 1962, beating Alfredo Di Stéfano's Real Madrid 5-3 in the final with Eusébio scoring twice, and they also reached the final on three more occasions. They won ten Portuguese league titles and five Portuguese cups, and Eusébio was named European Footballer of the Year in 1965. In all, he scored 733 times in 745 professional matches after

spending four years playing in North America towards the end of his career.

A powerful striker blessed with exceptional acceleration and ball-striking abilities, Eusébio, who was nicknamed the "Black Panther", was known for his athletic prowess, perfected in the street games of his childhood. Awarded the FIFA Order of Merit in 1994, he was an ambassador for Benfica and Portuguese football before his untimely death from heart failure on 5 January 2014, aged 71. ▀



01 / Eusébio takes a shot during Benfica's European Cup final defeat to Manchester United at Wembley in 1968.
02 / All eyes are on Sir Tom Finney as he takes a corner during his last-ever game at Deepdale Stadium for Preston North End against Luton Town in 1960.

01

02

SIR TOM FINNEY

Sir Tom Finney was one of the greatest footballers there has ever been – he was the type of player that people would travel a long way to see.

SIR BOBBY CHARLTON
MANCHESTER UNITED AND
ENGLAND HERO



Sir Tom Finney, who died on 14 February 2014 at the age of 91, was one of England's greatest players. A winger who could play in several positions across the forward line, he scored 30 times in 76 internationals. He played in all of England's matches at both the 1950 and 1954 FIFA World Cups™, and then played in England's opening game of the 1958 FIFA World Cup™ at the age of 36, putting an 85th-minute penalty past Lev Yashin to secure a 2-2 draw against the USSR.

On Finney's 90th birthday, FIFA President Sepp Blatter paid this tribute: "It is often said that

the true footballing greats would be capable of playing in any era – you belong to that group. Indeed, your brilliance is something I witnessed in person at the 1954 FIFA World Cup in Switzerland, scoring against Uruguay in the quarter-finals."

Finney made his debut for his hometown club Preston North End in 1946 and remained with them until his retirement in 1960, scoring 210 goals in 473 appearances. One of the most popular British sportsmen of his era, Finney was nicknamed the "Preston Plumber" after his father insisted he complete an apprenticeship at the family business he later ran alongside his football career. ▀



FIFA WOULD LIKE TO PAY TRIBUTE TO THE NUMEROUS OTHER MEMBERS OF THE INTERNATIONAL FOOTBALL COMMUNITY WHO PASSED AWAY IN 2014 AND WHO WERE DULY HONOURED AT LAST YEAR'S FIFA CONGRESS AND EXECUTIVE COMMITTEE MEETINGS.



01 / The FIFA Fan Experience at the 2014 FIFA World Cup™ Fan Fest in Rio de Janeiro attracted more than 70,000 visitors.

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FIFA Activity Report 2014

Official publication of the Fédération Internationale de Football Association (FIFA)

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Content

FIFA Corporate Communications

Translations

FIFA Language Services

Production

FIFA Production

Graphic design/layout

Touchline (www.touchline.com)

Printing

Zofinger Tagblatt AG, 4800 Zofingen,
Switzerland

Photos

FIFA, FIFA Archive, FIFA/FIFA via Getty Images, FIFA/Simon Bruty, Foto-net/Kurt Schorrer, Action Images, AFP, Corbis

Editorial deadline: 31 December 2014
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