

FIFA

FIFA



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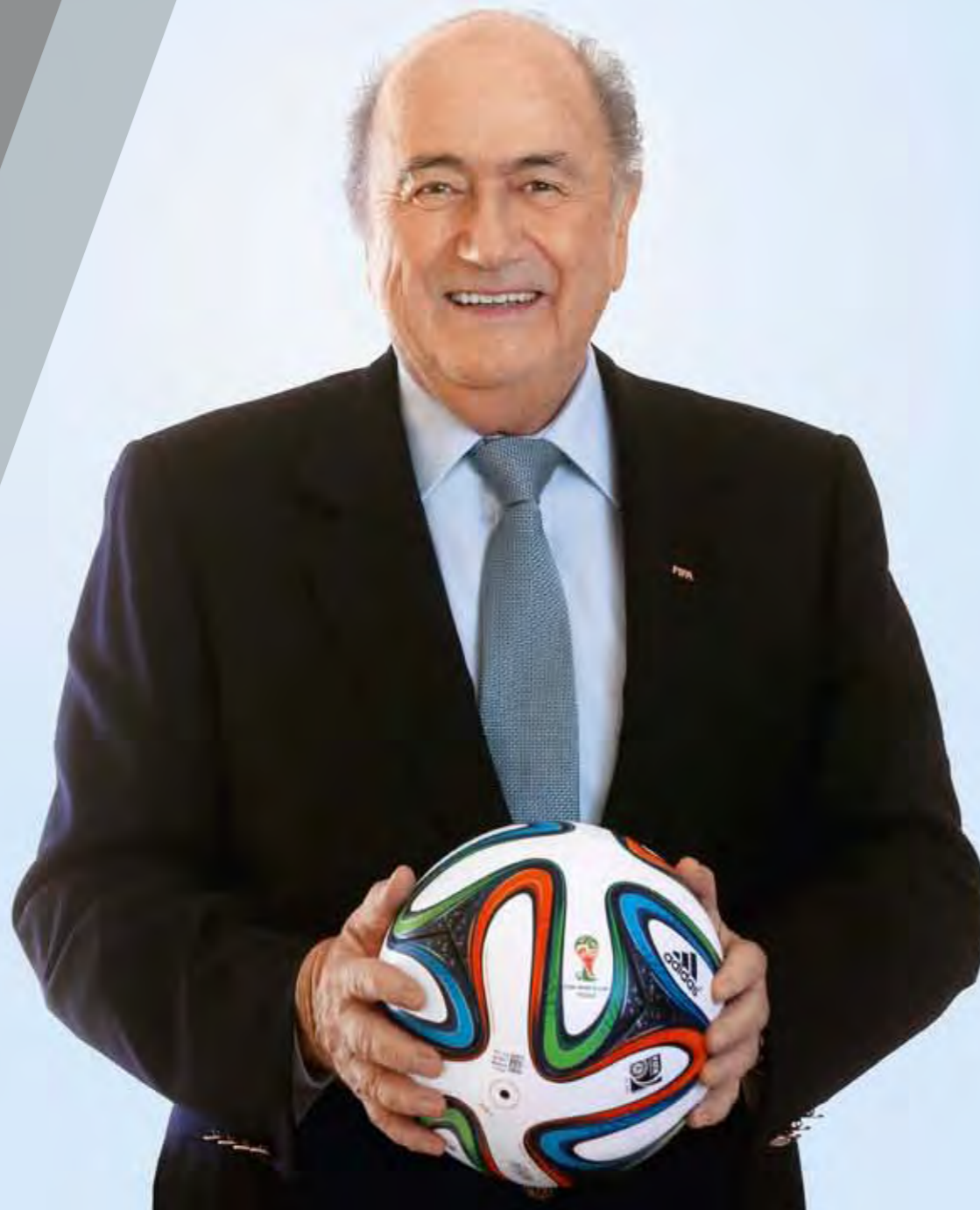
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Dear members, dear friends of football,



I am pleased to present you with the FIFA Activity Report for 2013, reviewing our organisation's diverse activities and achievements from the preceding calendar year. As you will see, 2013 was a landmark year for FIFA in many ways.

The 63rd FIFA Congress in May saw the adoption of all but two of the remaining items that formed part of the extensive good governance reform process launched at the Congress in 2011, and I am pleased to note the many positive changes this process has brought to our organisation's governance processes and standards. The 2013 Congress was also ground-breaking for women in football, with the election of Lydia Nsekera as the first female member of the Executive Committee, as well as the co-option of Moya Dodd and Sonia Bien-Aime.

We also took an important step to tackle discrimination in football with the adoption of the resolution on the fight against racism and discrimination by the FIFA Congress. It is my personal commitment to ensure that the resolution's undertakings are implemented throughout the football community.

In our competitions, we successfully staged the FIFA Confederations Cup in Brazil in June, which provided a thrilling appetiser of the excitement we can expect at the 2014 FIFA World Cup™. Beyond that, the FIFA U-20 and U-17 World Cups in Turkey and the UAE gave a very positive impression of the youth development work being carried out by our member associations worldwide, and the performance of host nation Tahiti at the FIFA Beach Soccer World Cup and host club Raja Casablanca at the FIFA Club World Cup in Morocco were powerful examples of football's ability to allow us to dream.

Football has the power to build bridges and to change lives. It is with this in mind that FIFA and the Nobel Peace Center launched the Handshake for Peace, which was first presented to the FIFA Congress in 2012. This important campaign will feature as part of match protocol at the 2014 FIFA World Cup Brazil – an unparalleled global platform which we plan to use responsibly by spreading a message of peace to the world.

I would like to thank the members of the football community for their commitment to football's values and to FIFA's mission, without which none of the above achievements would be possible.

For the Game. For the World.

Joseph S. Blatter



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2013 IN PHOTOS



- 1 Cafu and Zinedine Zidane at the 2014 FIFA World Cup Brazil™ Final Draw.
- 2 Lydia Nsekera addresses the 63rd FIFA Congress.
- 3 Children take part in a "FIFA 11 for Health" course before the 63rd FIFA Congress.
- 4 A packed stadium at the FIFA Confederations Cup Brazil 2013.
- 5 Jonathan Torohia of Tahiti in action at the FIFA Beach Soccer World Cup Tahiti 2013.
- 6 A smiling participant at a Live Your Goals grassroots festival in Japan.
- 7 Neymar of Brazil kisses the FIFA Confederations Cup trophy.
- 8 An assistant referee holds a Handshake for Peace pennant at the FIFA Club World Cup Morocco 2013.
- 9 The referee team warms up before the 2014 FIFA World Cup™ qualifier between the USA and Costa Rica.
- 10 Dante of FC Bayern Munich opens the scoring during the FIFA Club World Cup Morocco 2013 final.
- 11 Kelechi Iheanacho of Nigeria holds off Osvaldo Rodriguez of Mexico during the FIFA U-17 World Cup UAE 2013 final.
- 12 France celebrate their penalty shoot-out victory over Uruguay in the FIFA U-20 World Cup 2013 final.
- 13 An emotional Cristiano Ronaldo accepts the FIFA Ballon d'Or 2013 award.

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FIFA'S MISSION THREE PILLARS



Developing football for all

The first pillar of FIFA's mission reflects the first of our statutory objectives: to constantly improve the game of football, promoting it globally in the light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes. In order to achieve this objective, we run **diversified football development projects** across the globe, adapting to the needs of our 209 member associations. Football has flourished as a global game because of this support, which is only possible due to the success of the FIFA World Cup™. We are spending more than ever on football development, redistributing resources from our flagship event back into the game.

[DISCOVER HOW WE DEVELOPED THE GAME IN 2013 ON PAGES 22-43](#)

FIFA has spent over USD 2 billion on football development since 1999.

The success of the FIFA World Cup™ allows us to make the international game truly global.

Organising inspiring tournaments

The second of FIFA's statutory objectives is to organise its own international competitions, reflected in the second pillar of its mission: that of **touching the world** through its tournaments and events. We are best known for organising the biggest single-sport competition in the world on a four-year basis: the FIFA World Cup. However, during each of these four-year cycles, we use the resources generated by our flagship event to fund 30 individual tournaments, which serve to develop the game and make dreams come true. In 2013 alone, FIFA organised six top-class tournaments, ranging from the FIFA Confederations Cup in Brazil to the FIFA Beach Soccer World Cup in Tahiti. All six touched spectators around the world through the entertaining and dramatic spectacle that the modern game has become.

[DISCOVER HOW OUR COMPETITIONS AND EVENTS TOUCHED THE WORLD IN 2013 ON PAGES 44-61](#)

Caring about society and the environment

FIFA firmly believes that football is much more than just a game. Its universal appeal gives it the power and reach to transform lives for the better. Its unifying characteristics allow it to inspire communities and to break down barriers to social development. We say that football is for all, and believe that everybody has the right to play football free from discrimination or prejudice. Furthermore, we recognise and work hard to limit our impact on the environment, inspiring greater awareness and best practice in sustainability standards at all our events. It is these beliefs that are behind the third pillar of FIFA's mission: that of **building a better future** through football.

[DISCOVER WHAT WE DID TO BUILD A BETTER FUTURE IN 2013 ON PAGES 62-73](#)

FIFA has a duty that goes beyond the game.

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FIFA GOVERNANCE REFORM PROCESS

FIFA LOOKS FORWARD

2013 saw the adoption of most of the recommended good governance measures that formed part of the comprehensive governance reform process launched by FIFA in 2011.

At the 61st FIFA Congress, FIFA President Blatter launched a two-year reform process in order to strengthen FIFA's governance structures. This process involved an extensive consultation of a wide variety of stakeholders from both within and outside the football community and resulted in the implementation of the majority of the recommendations made by the Independent Governance Committee that was set up.

Implemented measures

RESTRUCTURED ETHICS COMMITTEE

- New retroactive Code of Ethics that is broader in scope and more systematic
- Two-chamber system: investigatory and adjudicatory
- Independent chairpersons and deputy chairpersons
- Confidential reporting system for suspected infringements of the FIFA Code of Ethics or match manipulation incidents

STRONGER AUDIT AND COMPLIANCE COMMITTEE

- Independent chairperson and deputy chairperson
- Addition of compliance as part of committee's activities
- Creation of Compensation Sub-Committee to define compensation rules

DEVELOPMENT PROGRAMMES

- Establishment of a Development Committee
- Stronger control of funds (new regulations on audits and other requirements)
- Public disclosure of projects and use of funds

FIFA WORLD CUP™

- FIFA Congress to decide on the host country of the final competition

INTEGRITY CHECKS

- Compulsory for key officials (includes obligatory self-declaration)

In addition to these key achievements, the following measures were introduced during the reform process:

- Election of the first female member of the FIFA Executive Committee (Lydia Nsekera) and co-opting of two additional female members for one year (Moya Dodd and Sonia Bien-Aime)
- New FIFA Code of Conduct laying down 11 core principles for behaviour and conduct to which all members of the football community (namely officials, FIFA employees, players and associations) must adhere
- Election of the members of the judicial bodies (Ethics Committee, Disciplinary Committee and Appeal Committee) and of the Audit and Compliance Committee by the FIFA Congress
- New statutory provisions for candidatures for the office of FIFA President (e.g. candidates must be supported by at least five FIFA member associations and must have played an active role in association football for two of the five years immediately prior to them being proposed as a candidate)
- Stronger and more detailed wording in the FIFA Statutes on the promotion of integrity, ethics and fair play and the fight against discrimination
- Stronger representation of football stakeholders at all levels of the game

Consensus has yet to be reached on the introduction of terms of office and age limits for officials. As a result, these items were postponed for further assessment until the 64th FIFA Congress, where a concrete proposal is to be submitted. While the many measures implemented over this two-year period have strengthened our organisation's adherence to good governance principles, we acknowledge and understand the need to remain vigilant in this regard. We will continue to adapt our structures and procedures where relevant and based on the evolving needs of our organisation and the game.

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ANTI-DISCRIMINATION

FOOTBALL IS FOR ALL

FIFA believes that everybody has the right to play football free from discrimination or prejudice, and is working hard with its member associations around the world to educate and inspire a message of equality and respect.

FIFA is committed to fighting all forms of discrimination in football. This was affirmed by the adoption of the resolution on the fight against racism and discrimination by the 63rd FIFA Congress. The resolution focuses on the following three areas:

EDUCATION ACTION PLANS

Competition organisers shall establish a concrete action plan, showing their intention to fight all forms of racism and discrimination among their players, officials and supporters.

PREVENTION ANTI-DISCRIMINATION OFFICER

Competition regulations shall foresee a specialised official to be in the stadium to identify potential acts of racism or discrimination with the aim of easing the pressure on referees and facilitating the availability of evidence for judicial bodies to take decisions.

SANCTIONS STRICTER APPLICATION OF SANCTIONS

Sanctions imposed on a club or representative team under the FIFA Disciplinary Code for supporter misconduct shall in principle be issued in a two-stage approach:

- For a first or a minor offence, the sanctions of a warning, a fine and/or the playing of a match behind closed doors shall be applied.
- For reoffenders or for serious incidents, sanctions such as point deductions, expulsion from a competition or relegation should be applied.

Furthermore, any person (player, official, match official, etc.) who commits such an offence shall be suspended for at least five matches combined with a stadium ban.

The above resolution came as a result of a series of initial proposals from the Task Force Against Racism and Discrimination created by FIFA President Blatter in March of the year under review. Its proposals and insistence on strict punishments for offenders sends a strong message that discrimination has no place in the game. We are now working closely with the confederations and our member associations around the world to implement these and subsequent measures proposed by the Task Force.

David Luiz of Brazil shakes hands with Giovanni dos Santos of Mexico before the FIFA Confederations Cup Brazil 2013 Group A match.



SEE HOW WE ARE FIGHTING DISCRIMINATION IN THE GAME ON PAGES 70-71

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THE FIFA BRAND

EVOLUTION OF FIFA'S CORPORATE IDENTITY

For over a century, FIFA's visual brand has continuously evolved to reflect its global mission and communicate the development and achievements of the organisation. This evolution has been inspired by the changing role that football plays in the world, both in terms of exciting and uniting people and communities, and changing lives for the better.

For example, on 1 June 2007, FIFA extended its mission from being wholly focused on the governance of the game to taking a leading role in the area of social development through football. FIFA expressed its commitment to deliver a beneficial social impact through an updated claim: "For the Game. For the World."

From that point on, social responsibility played, and continues to play, a key role in FIFA's strategic decisions and activities and can be summarised in the three pillars of its mission: "Develop the game, touch the world, build a better future".

2013 – a new step

After a two-year reform process, the introduction of new technologies to improve the fairness of the game and the transparency of the transfer market, as well as new and open communication channels, 2013 was the right time for FIFA to reaffirm its commitment to transparency and accountability to the world. Indeed, the highlight of this includes the use of the FIFA brand mark as a window through which the organisation can be accessed, showcasing FIFA's various activities and projects. We want people to be able to look inside and feel welcome in our world.

1904

FIFA was founded in Paris on 21 May 1904 by delegates from France, Belgium, Denmark, the Netherlands, Spain, Sweden and Switzerland.



1924

FIFA was founded at the initiative of Robert Guérin, the secretary of the French FA of the time, at the end of an international match between France and Belgium.



1928

Later on, our brand mark featured both our full French name and included both hemispheres, reflecting the growth in our global reach.

FÉDÉRATION INTERNATIONALE DE FOOTBALL ASSOCIATION



1978

By the mid-70s, having long established a leading position in world football, we abbreviated our name to the acronym FIFA and modernised our two global spheres to resemble two footballs.



1996

A new claim, "For the Good of the Game", was adopted to support our visual brand.



1998

We continued our evolution by adding colour to the globes, allowing a three-dimensional feel to it that modernised the brand.



2007

The new claim summarises FIFA's mission: "Develop the game, touch the world, build a better future".



2009

Our well-established name allowed more simplification and a cleaner look, as the acronym FIFA and our claim are sufficient to express the mission of our organisation.



2013

Latest adjustments reflect the changes brought in by our organisation's reform process: a lighter blue, a larger brand mark relative to the claim, and the option to use the stand-alone brand mark in a transparent format.



HANDSHAKE FOR PEACE

A CAMPAIGN TO INSPIRE

FIFA believes football has the power to inspire, build bridges and change lives. It has a truly global reach and offers unparalleled opportunities to communicate with people from all nations and backgrounds across the world. Through football, we can promote peace and build a better future for all.

After an initial agreement at the 2012 FIFA Congress, FIFA and the Nobel Peace Center launched an exciting new campaign in 2013 to spread a message of hope, solidarity and respect to the world – the Handshake for Peace. FIFA President Blatter has dedicated the Handshake for Peace campaign to the memory of the late, former South African leader Nelson Mandela, who believed sport had the power to change the world.

The FIFA Club World Cup Morocco 2013 saw captains from opposing sides and match officials shake hands before and after games to support the Handshake for Peace campaign for the first time at a FIFA competition. The campaign will now feature as part of match protocol at all FIFA tournaments, with teams from all nations setting an example to their fans and the wider public. The 2014 FIFA World Cup Brazil™, in particular, will give this inspiring message of world peace the greatest global platform of all.

Raja Casablanca captain Mohsine Moutaouali performs the Handshake for Peace with Ivan Vicelich, his Auckland City FC counterpart, at the FIFA Club World Cup.



2014 FIFA WORLD CUP BRAZIL™

THE FINAL STRETCH

With the 2014 FIFA World Cup Brazil™ nearly upon us, we take a look back at the many preparation milestones that were reached in 2013.

- Inauguration of six modern arenas for the FIFA Confederations Cup 2013 in Belo Horizonte, Brasilia, Fortaleza, Recife, Rio de Janeiro and Salvador
- Record-breaking viewing figures for the FIFA Confederations Cup 2013 final between hosts Brazil and Spain at the Estadio do Maracana – largest television audience of the year in Spain, and largest sports television audience of the year in Brazil
- Completion of 2014 FIFA World Cup qualifiers – after 820 qualifiers, just the 32 teams that booked their tickets to Brazil remain
- Huge demand for 2014 FIFA World Cup tickets – in the first 24 hours of the first phase of ticket sales, 2.3 million tickets were requested through FIFA.com (nearly 10 million tickets were requested across the two sales phases)
- Millions of people tuned in to follow the 2014 FIFA World Cup Final Draw, which took place on the Costa do Sauipe in the state of Bahia in December



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SECURITY

PROTECTING THE INTEGRITY OF THE GAME

The integrity of the game and the safety of players, fans and officials are at the top of FIFA's operational priorities. Secure events and public trust and faith in the foundations of the game are crucial for the continued global success and future development of football.

With the establishment of a dedicated Security Division in June 2012, we have been hard at work with law enforcement agencies, players, teams, leagues and our member associations to defend and strengthen the integrity of the game and ensure the safety and security of FIFA competitions across the world.

We have taken a strong stand against match manipulation, an ever-growing global threat to the integrity of sports competitions. With the establishment of the FIFA Integrity Initiative, which aims to bring all relevant stakeholders behind a common strategy, improve information exchange and strengthen our collective defences in the fight against organised crime, we are doing our part to guarantee that the outcome of sporting results remains unpredictable.

Within the context of this initiative, the FIFA Security Division is developing specific recommendations for member associations on how to best fight match manipulation and is determined to increase the monitoring scope of Early Warning System, a FIFA subsidiary that monitors sports betting on all FIFA competitions.

In parallel, the FIFA-INTERPOL initiative launched in May 2011 has led to the training of a total of 1,627 members of the sporting, law enforcement, government and betting sectors at a series of jointly hosted training events. These training sessions have reached 165 of FIFA's 209 member associations across all continents. Likewise, FIFA and INTERPOL have launched a series of e-learning programmes aimed at educating players, coaches and referees on the dangers of match manipulation to help them avoid becoming victims. The programmes are available in five languages (Arabic, English, French, Spanish and German) on both the FIFA and INTERPOL websites.

At FIFA competitions and events in 2013, FIFA worked closely with local security agencies, organising committees and member associations to ensure our competitions and events were as secure as possible.

FIFA'S FINANCES

HEALTHY FINANCIAL OUTLOOK

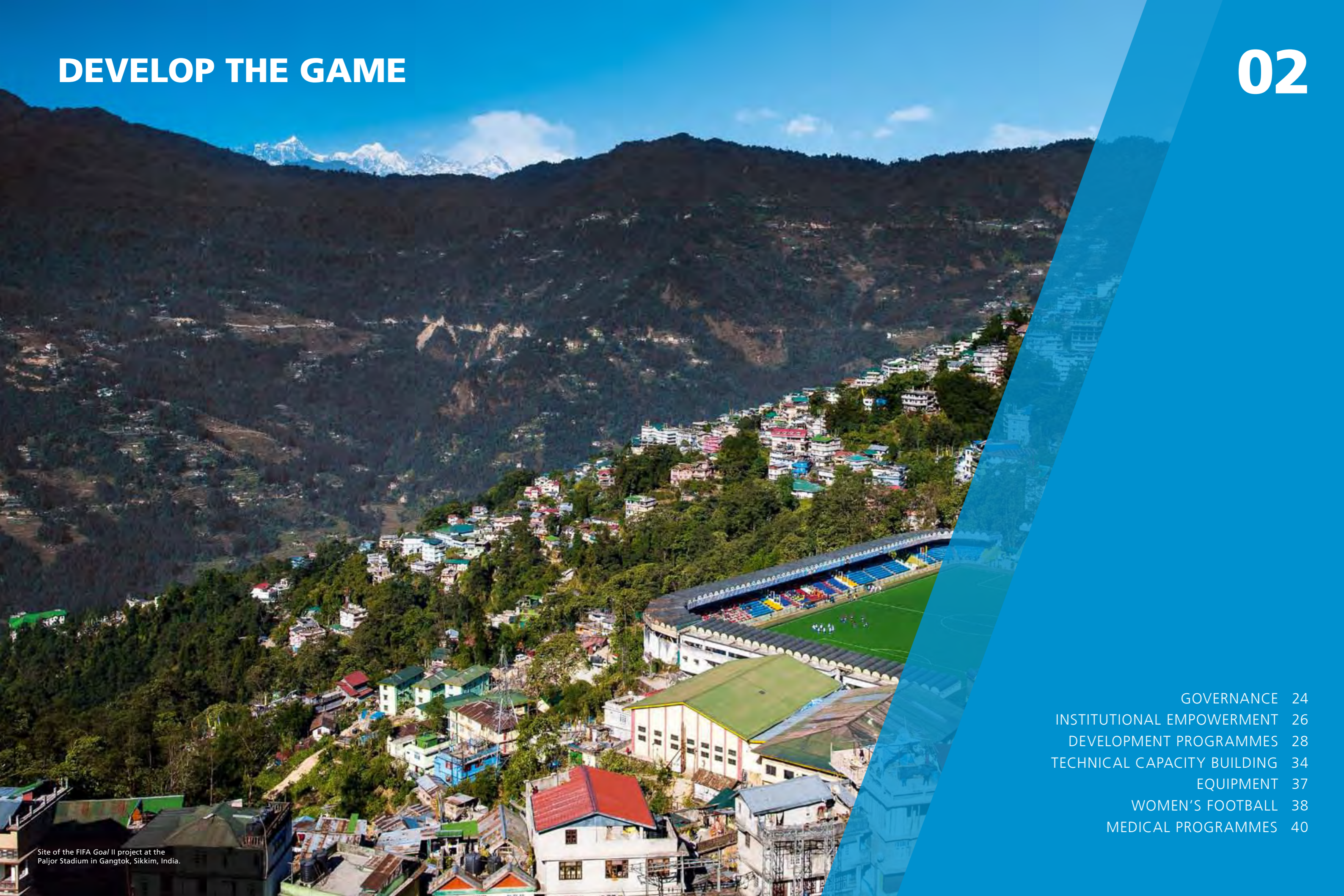
FIFA's financial results for 2013 demonstrated both healthy capitalisation and solid turnover. Our organisation was able to conclude the 2013 financial year with a surplus of USD 72 million, which allowed us to increase our equity reserves to USD 1,432 million (up 6% from 2012).

These results, largely thanks to our continued effort to reduce costs and manage them efficiently, has put us in a very secure position from both a financial and operational perspective, protecting the future of the FIFA World Cup™ and the many other tournaments we stage from the unexpected, and allowing us to increase the resources we spend on global football development.

Looking ahead to the new cycle of FIFA tournaments that will follow this year's flagship event, FIFA has many reasons to be optimistic. A number of partnership agreements for the upcoming commercial cycle have already been secured. This, along with our duty to redistribute the resources we are able to generate through the 2014 FIFA World Cup™, will provide global football with a solid financial foundation from which to flourish.



THE EXACT FIGURES AND A DETAILED BREAKDOWN OF FIFA'S BUSINESS YEAR IN 2013 CAN BE FOUND IN THE FIFA FINANCIAL REPORT



Site of the FIFA Goal II project at the Paljor Stadium in Gangtok, Sikkim, India.

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GOVERNANCE

GENERAL REGULATIONS FOR FIFA DEVELOPMENT PROGRAMMES

Following the recommendations of the Independent Governance Committee established as part of FIFA's reform process, FIFA created the Development Committee and introduced the publication of project and audit information on FIFA.com in 2012, and adopted the General Regulations for FIFA Development Programmes in 2013.

The **General Regulations for FIFA Development Programmes** define the regulations and principles common to all FIFA development programmes as well as the conditions to be fulfilled by member associations in order to access FIFA development programmes. As such, they provide a foundation for **compliance** and **transparency** across all FIFA development activities.

In order to be eligible for FIFA development programmes, a member association or confederation must have its global annual accounts **audited** by an auditing company appointed by its general assembly. The auditing company must check the annual

financial statements presented by the executive body of the member association or confederation, and the annual audit report must be presented to the general assembly. All member associations are also required to employ a general secretary and a technical director to give football the structure it needs to thrive in an accountable and transparent way.

Other requirements include the provision to FIFA of a local FIFA development programme audit report, the latest audited annual accounts (as presented to the general assembly) and the minutes of the member association's latest general assembly.

The FIFA Executive Committee decided that the new regulations were to come into force by 1 July 2013, with a transition period to full compliance by 1 January 2015. To introduce the regulations and explain their impact on member associations, FIFA presented them to the FIFA Congress, sent two separate circulars on the subject and conducted 11 regional seminars involving all member associations. All documents were provided to the member associations on the FIFA MA Extranet website.

In addition, FIFA has planned specific support to member associations through its PERFORMANCE Programme, as well as dedicated seminars and training courses on financial governance.



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INSTITUTIONAL EMPOWERMENT

STRENGTHENING OUR MEMBERS

FIFA is constantly working to strengthen its member associations' football governance structures and management processes in order to give football the necessary foundation to flourish in any given country.

Member association governance

Football governance structures are an often overlooked but key element of football administration. They guarantee the **independent** and **democratic** functioning of football institutions, which is crucial for their **credibility** and **accountability**.

To that end, the Member Associations Department within FIFA's Member Associations and Development Division visited nearly 20 member associations in 2013 in order to assist them with the **statute revision processes**. The common objective of these visits is to ensure that the member associations ratify statutes that comply with the FIFA Standard Statutes.

Furthermore, workshops on league structures were held in seven member associations and a workshop on club licensing was hosted by the Oceania Football Confederation. These topics are an essential part of the **institutional good governance** that FIFA and the Member Associations Department are striving to implement at member association and confederation level.

In collaboration with other FIFA departments, the Member Associations Department was also involved in an array of topics ranging from sports-political issues to situations where its expertise was needed in the revision of member associations' regulations. Examples include:

- The arrangement for the organisation of football in Cyprus signed on 5 November 2013
- The modalities agreed between Serbia and Kosovo as outlined in FIFA circular 1402
- The parameters of the mechanism between Palestine and Israel to facilitate the movement of players, coaches, referees and officials into, out of, and within Palestine

PERFORMANCE Programme

FIFA's football management programme supports member associations seeking to introduce change in their management and to evolve towards **reaching their potential**.

During 2013, the Development Committee approved the participation of 28 new member associations in PERFORMANCE, raising the total number of member associations participating in the programme to 155. The new participants include four Asian countries (Afghanistan, Indonesia, Kyrgyzstan and Malaysia), ten African countries (Chad, Congo DR, Côte d'Ivoire, Djibouti, Equatorial Guinea, Gabon, Ghana, Senegal, Sierra Leone and Uganda), eight from the CONCACAF region (Barbados, the Cayman Islands, Cuba, Guyana, Haiti, Honduras, Nicaragua and Trinidad and Tobago) and six European countries (Denmark, Estonia, France, Russia, Switzerland and Ukraine).

FIFA also organised a total of **133 activities/services for member associations** in 2013: 109 missions, 14 seminars, and ten services through local providers. The activities and services mainly consisted of organisational reviews and global or technical assessments (25.56%), marketing training (20.3%), management and strategic planning (17.29%), financial training (12.78%) and competitions and event management (9.77%).

Since 2011, **111 member associations have benefited** from financial incentives related to PERFORMANCE activities, such as IT hardware and software procurement and strengthening of capacities in marketing and communication. USD 10 million has been approved within this part of the programme to date.

ACTIVITIES/SERVICES FOR MEMBER ASSOCIATIONS IN 2013



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DEVELOPMENT PROGRAMMES: CONNECT

FIFA CONNECT ENTERS PILOT PHASE

FIFA took great strides forward in its ambitious effort to establish a global football stakeholder registration system and provide direct IT support to its members

2013 saw the development and formulation of certain core elements of FIFA Connect, a programme which aims to enable member associations to register all of their stakeholders in an effective football registration and management system.

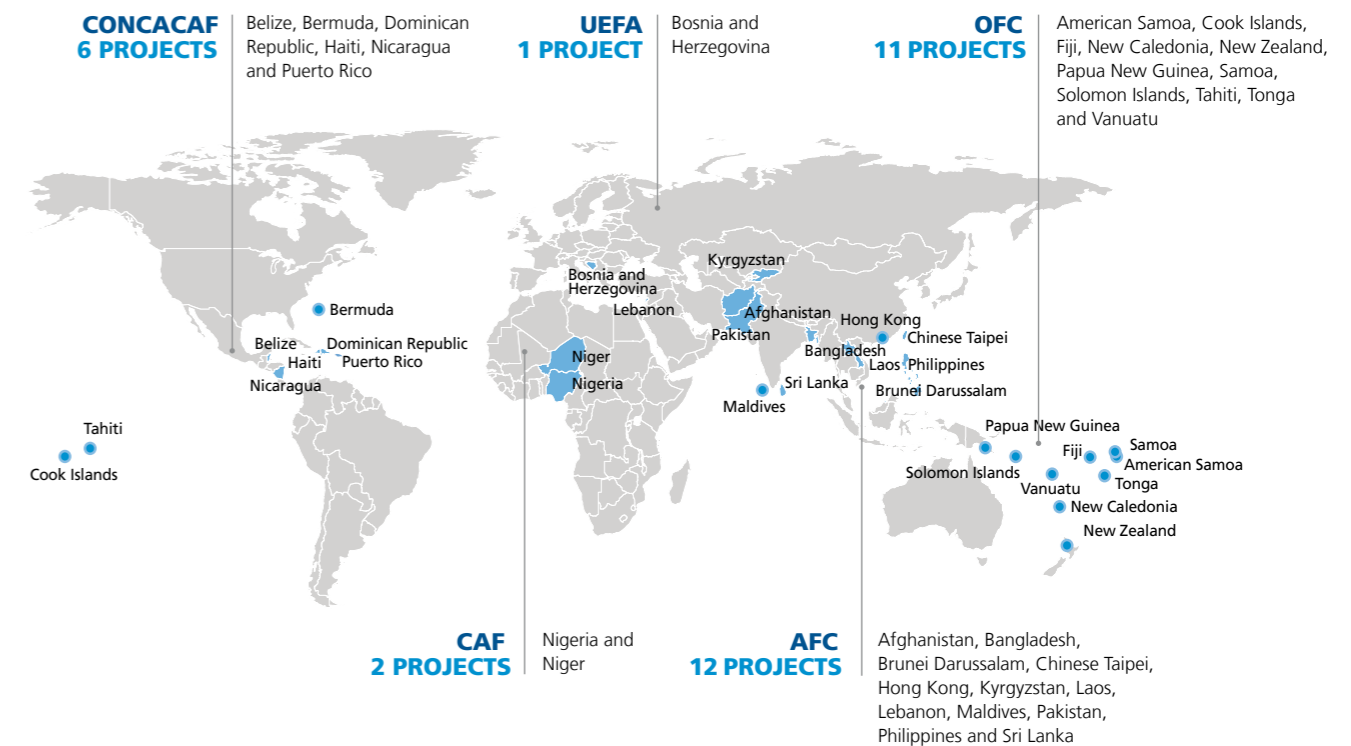
FIFA CONNECT ID	FIFA CONNECT PLATFORM
A service provided by FIFA to generate and assign unique identifiers to all football stakeholders registered with member associations	The new registration solution that enables member associations without an IT solution to conduct the registration process online or offline
FIFA CONNECT PROCESS	FIFA CONNECT DATA
A set of standard, best-practice registration processes to help manage the change entailed by the implementation of FIFA Connect	The data model that will be used to define unique stakeholders and will manage all of the data exchanged between applications

In order to evaluate the status of **stakeholder registration** in all member associations, a FIFA Connect survey was conducted between August and November. The survey focused on the existing registration of stakeholders, registration processes and IT infrastructures in different member associations. 186 of FIFA's 209 member associations have completed the survey so far.

In addition to the survey, FIFA Connect was piloted in Ecuador, Jamaica, the Turks and Caicos Islands, Panama and Denmark.

An **assessment of basic IT infrastructure** is also being carried out in member associations from all six confederations. The assessment focuses on IT hardware, with the aim of providing member associations with all of the necessary equipment before the introduction of FIFA Connect. Assessments got underway in over 30 member associations in September and October.

FIFA CONNECT PROGRAMME DISTRIBUTION



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DEVELOPMENT PROGRAMMES: FAP

HELPING OUR MEMBERS FLOURISH

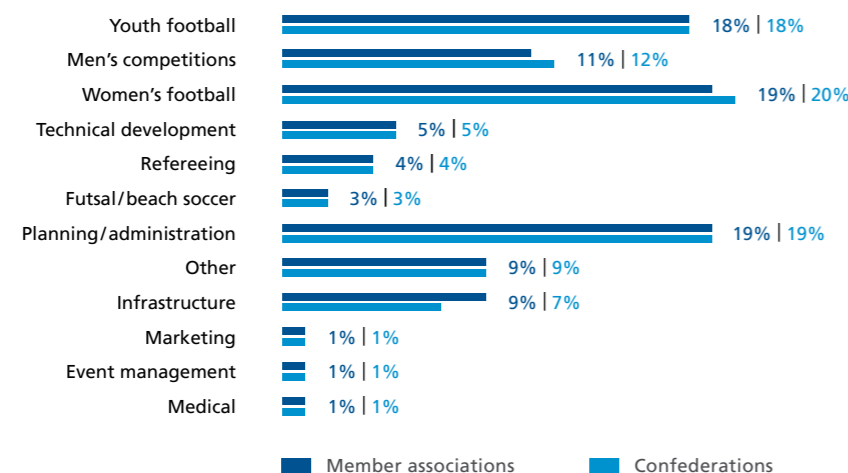
FIFA's Financial Assistance Programme (FAP) provided vital support to our member associations to help develop the game across the world in 2013.

FIFA is **committed to developing the game everywhere** and for everyone. That means giving our 209 member associations the help they need to build solid foundations for football for girls and boys, women and men, and across all forms of the sport.

Our Financial Assistance Programme, which makes **USD 250,000** available to each and every member association, forms one of the key components of our plan to ensure that the **success of the FIFA World Cup™ is shared** across the global football community.

In 2013, our members dedicated one fifth of FAP funds to women's football development and a further 18 per cent went into youth football – valuable investment in the future health and growth of the game around the world. Members also put the funds to work in vital areas such as infrastructure, medical, refereeing and technical development as well as futsal and beach soccer. FIFA also provides **USD 5.5 million** per year in direct support to each of its confederations. This represents an annual investment of USD 33 million.

USE OF FAP FUNDS IN 2013



DEVELOPMENT PROGRAMMES: GOAL

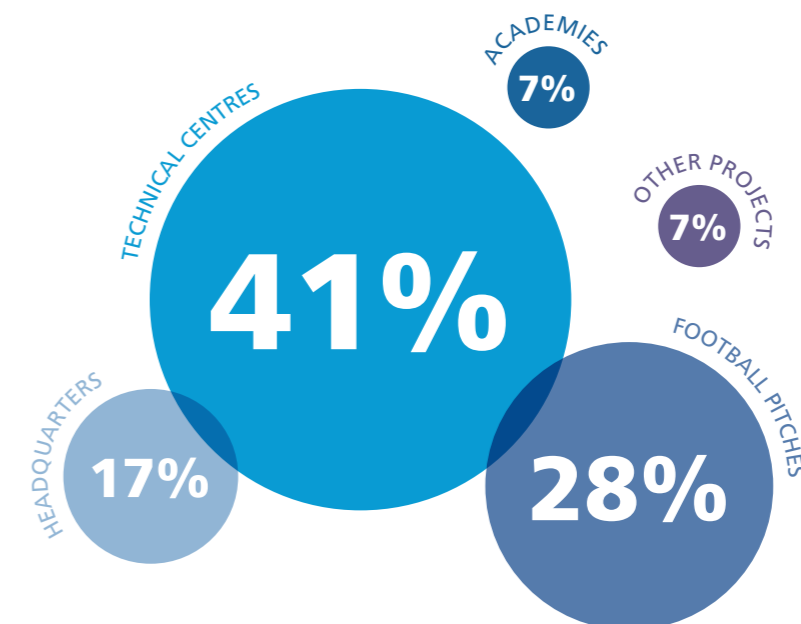
GROWING THE GAME

Our *Goal* Programme is available to member associations for specific projects such as essential football infrastructure development. 2013 was another successful year for the programme, as we continued to redistribute resources to develop the game for all.

In a spirit of solidarity, the Development Committee approved 46 new *Goal* projects totalling **USD 23 million** in 2013, providing further help to improve the football infrastructure of our member associations.

Since 1999, we have approved **640 Goal projects** in **198 member associations**. African associations have received the most help, as we work to reduce the disparity between the big international powers in football and the rest of the world.

TYPES OF GOAL PROJECTS IN 2013



DEVELOPMENT PROGRAMMES: FIFA'S LESS PRIVILEGED PROGRAMME

BRIDGING THE GAP

In line with our primary mandate to develop the game for all, FIFA's programme for less privileged associations helps member associations that need extra support to build the foundations for football and to grow the game from grassroots up.

Since its launch in 2012, FIFA's programme for less privileged member associations has underlined our commitment to **fairness and equality in football development**. Through the programme, FIFA focuses on the needs of the 71 member associations who have been classified as eligible for extra support to improve their playing facilities, develop youth football and receive football equipment.

FIFA's less privileged programme helped 22 member associations to develop football facilities in 2013. It is our aim to provide at least one project to each eligible member association by the end of 2014.

Changlimithang National Stadium
in Thimphu, Bhutan

Left:
Boys' football training session.

Right:
Artificial turf resulting from
a FIFA Goal III project.



DEVELOPMENT PROGRAMMES: INCOME GENERATION & PLAYING SURFACES

GENERATING INCOME AND ADAPTING TO LOCAL CHALLENGES

FIFA oversaw the completion of five income generation projects in 2013 and continued to provide comprehensive support to its member associations with regard to playing surfaces.

Income generation

With the FIFA Development Committee's adoption of a set of guidelines for the FIFA Income Generation Programme, FIFA took a step forward with regard to its efforts to adapt development activities to local challenges and **foster revenue creation** in member associations with high football development potential. The approved guidelines detail the types of projects that can be proposed by member associations to the Development Committee.

ADMISSIBLE TYPES OF PROJECTS

- Mini-pitches
- Football camps
- Merchandising programmes
- Football stakeholder engagement programmes
- Renewable energy projects for member associations' football facilities

Playing surfaces

FIFA produced a number of documents to support its member associations on various playing surface-related topics, including a guide to mini-football pitches, a manager's guide to natural grass pitches, as well as advice on floodlights and turfing natural grass pitches.

In addition, maintenance seminars for natural grass and football turf pitches were conducted in Bermuda, China, Ecuador, India, Lebanon, Panama and Saudi Arabia. New tests were introduced for the seminars' participants in order to ensure an effective outcome.

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TECHNICAL CAPACITY BUILDING

BUILDING CAPACITY ON THE PITCH

Through a variety of education and technical programmes, FIFA strives to build capacity throughout the football community, with a focus on long-term development and sustainability. Football, no matter where and in what format it is played, is for all.

Education and technical development

In 2013, FIFA was hard at work in the area of education and technical development, offering **139 courses** on a variety of topics to its member associations:

- 53 coaching courses
- 28 member association goalkeeping courses
- 23 administration / club management courses
- 17 youth coaching courses
- 9 fitness coaching courses
- 7 seminars
- 2 Olympic Solidarity courses

New for 2013 was the introduction of technical programmes on fitness. The fitness programme was conceived to enable coaches to shape the physical, technical and tactical abilities of their players, depending on their age. The provision of regional courses, manuals and DVDs highlighted just how important the role played by fitness coaches is at the highest level of football.

FIFA placed specific emphasis on supporting member associations' technical directors during the seminars organised over the course of the year, highlighting their specific role in relation to member association presidents and general secretaries. Several courses were also organised under the goalkeeping programme. This programme was launched in 2011 and focuses on technical and tactical preparation. An e-learning tool to that end is also in development.

Grassroots Programme

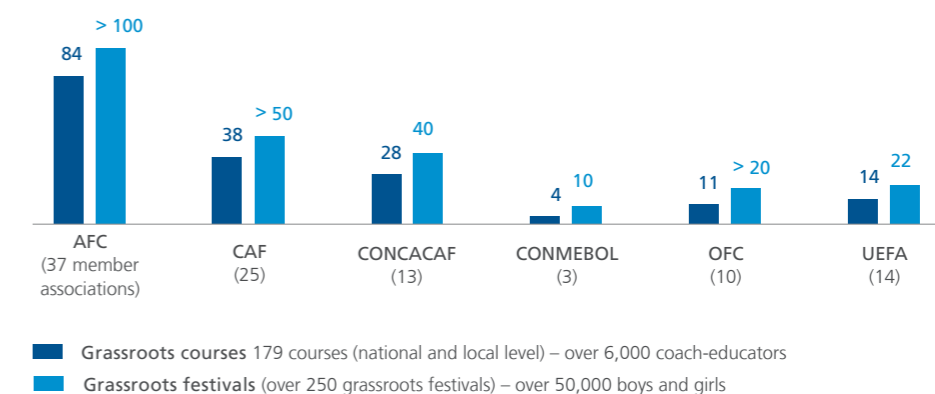
At confederation level, the Grassroots Programme focused on **educating local and regional instructors** who can work closely with member associations. To that end, a number of grassroots activities were organised in 2013, including a series of FIFA/AFC grassroots instructor courses for regional instructors in Kuala Lumpur and Beirut, a regional course for grassroots instructors in Auckland, and the provision of teaching material and sports equipment for regional activities in the OFC and CONCACAF regions.

At member association level, FIFA concluded agreements to support the grassroots long-term development plan in China, India, Mauritius, Costa Rica, Comoros and Mongolia.

Further activities included:

- Organisation of two grassroots courses in Turkey to tie in with the FIFA U-20 World Cup 2013 as well as grassroots festivals in all Host Cities during the tournament
- Organisation of a two-day grassroots festival as part of the programme for the 63rd FIFA Congress in Mauritius
- Provision of grassroots teaching material in English, Spanish, French, German, Portuguese, Russian and Arabic
- Grassroots projects that boosted football and social development:
 - Courses in Somalia (first FIFA activity in the country since 1986)
 - Course for the aboriginal community in Australia
 - Project for Syrian refugees in Jordan

GRASSROOTS PROJECTS IN 2013 IN NUMBERS



Beach soccer

With the FIFA Beach Soccer World Cup 2013 being held in Tahiti, FIFA organised a series of joint beach soccer coaching and refereeing projects in January and a FIFA/OFC beach soccer regional seminar during the tournament for all OFC member associations and Beach Soccer Committee members. The performance of the Tahitian national team during the FIFA Beach Soccer World Cup indicated that there is significant **potential for smaller countries to be successful** in beach soccer on the world stage. FIFA is therefore urging member associations to encourage participation in beach soccer at grassroots level.

2013 BEACH SOCCER PROJECTS IN NUMBERS

- 23 courses dedicated to beach soccer (participation of 18 member associations)
- One regional seminar focusing on the development of beach soccer in the OFC
- Approximately 800 coaches/referees are participating in our courses
- Legacy programme initiated in the OFC for the development of beach soccer for interested member associations
- Tahiti Football Association has launched its beach soccer academy project, which we have agreed to support in principle
- Six refereeing courses
- One beach soccer development survey sent to our 209 member associations (ongoing)

Futsal

In keeping with the FIFA Futsal World Cup Thailand 2012 legacy programme, FIFA conducted a FIFA/AFC regional seminar in Kuala Lumpur, Malaysia in June. Furthermore, a number of coaching and refereeing courses were provided in Europe as part of the member associations' preparations for UEFA Futsal EURO 2014. FIFA also targeted member associations such as Mongolia, which have a cold climate and therefore the potential for futsal to be the focus of their football development efforts. A consultancy visit and coaching course were completed there in 2013.

2013 FUTSAL PROJECTS IN NUMBERS

- 32 courses dedicated to futsal
- One regional seminar focusing on the development of futsal in the AFC
- Approximately 1,000 coaches/referees participating in our courses
- Legacy programme follow-up in the AFC for the development of futsal for interested member associations
- Nine refereeing courses

FIFA monitors the progress of member associations' beach soccer and futsal development activities through annual reports, visits and regular follow-ups via its development offices around the world.

EQUIPMENT

SPORTS EQUIPMENT FOR THOSE WHO NEED IT MOST

Football can be played in any setting – in a 100,000-seat stadium, in the school playground or in the street. The one element that is needed, however, is a football. FIFA is planning to increase its provision of sporting equipment to its member associations, as this represents a prerequisite to playing the game across the world.

In 2013, FIFA distributed close to 17,000 footballs through the adidas *Goal* ball programme. Size 4 and 5 footballs were distributed free of charge so that member associations could support their leagues, tournaments and development programmes. Furthermore, approximately 10,000 small-sized footballs were distributed to member associations participating in FIFA's Grassroots Programme, along with 15,000 bibs, 25,000 T-shirts, 3,000 mini-goals and 3,000 ball bags.



Through its women's football programmes, FIFA distributed close to 6,000 football T-shirts and 4,000 footballs to participants of its festivals for girls in 28 different countries, as well as more than 4,500 football packages (containing footballs, shoes, training shirts, shorts, socks and bibs) to equip entire teams in women's football leagues in 21 countries. Finally, adidas equipment was distributed to all participants – approximately 30 per activity – of each of the over 400 technical activities organised by FIFA throughout the year.

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WOMEN'S FOOTBALL

WOMEN'S FOOTBALL DRIVING FORWARD

Women's football made great strides forward in 2013, with a special focus from FIFA on league development and grassroots programmes to encourage more girls to play.

FIFA has put women's football development at the **heart of its mission**, recognising the great potential for growth in the women's game across the world. We expect women's football to play an equally important role in the strategies of our member associations.

Our efforts to develop women's football continued apace in 2013, with investment in equipment, infrastructure and training for national women's leagues and girls' grassroots festivals. Member associations such as the Paraguayan Football Association have seen great results in promoting participation in youth leagues.

At the heart of this commitment is our goal to improve **"pathways"** for female players from grassroots to elite level, to **empower women** in national and international administrations, **build capacity** on and off the field and provide the best structures for the women's game so that it can thrive.

In 2013, FIFA ran **143 development projects** for women's football across 67 member associations, ranging from referee training in the Caribbean and support for women's competitions in Oceania to women's football courses in Africa and girls' festivals in Asia, South America and Europe. In total, some 51 festivals for 8,700 girls were successfully staged in 2013, and 21 projects were dedicated to the development of national leagues and competitions – crucial, targeted investment in the future of women's football.

Our flagship **Live Your Goals** campaign, which encourages girls and young women to play football, is now an integral part of FIFA's development agenda. After popular trials in Azerbaijan, Costa Rica, Japan and the Republic of Ireland, FIFA is rolling out Live Your Goals to other member associations as part of its second pilot phase.

The drive to empower women in the top levels of football administration also reached a new milestone, with the **election of a woman to the FIFA Executive Committee** as well as two co-opted female members to represent the interests of women in football.



Warm-up at a women's league development course in Pago Pago, American Samoa.

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MEDICAL PROGRAMMES

FIFA'S COMMITMENT TO HEALTH EDUCATION AND INJURY PREVENTION

2013 saw the continued expansion of the "FIFA 11 for Health" and "FIFA 11+" programmes, with their launch in several new countries. This reflects FIFA's commitment to health education and injury prevention throughout the world.

First pilot project in Brazil

With the upcoming 2014 FIFA World Cup™ in Brazil, the first "FIFA 11 for Health" pilot project was successfully implemented in Curitiba in August 2013. Further courses also took place in the 11 other FIFA World Cup Host Cities in early 2014.

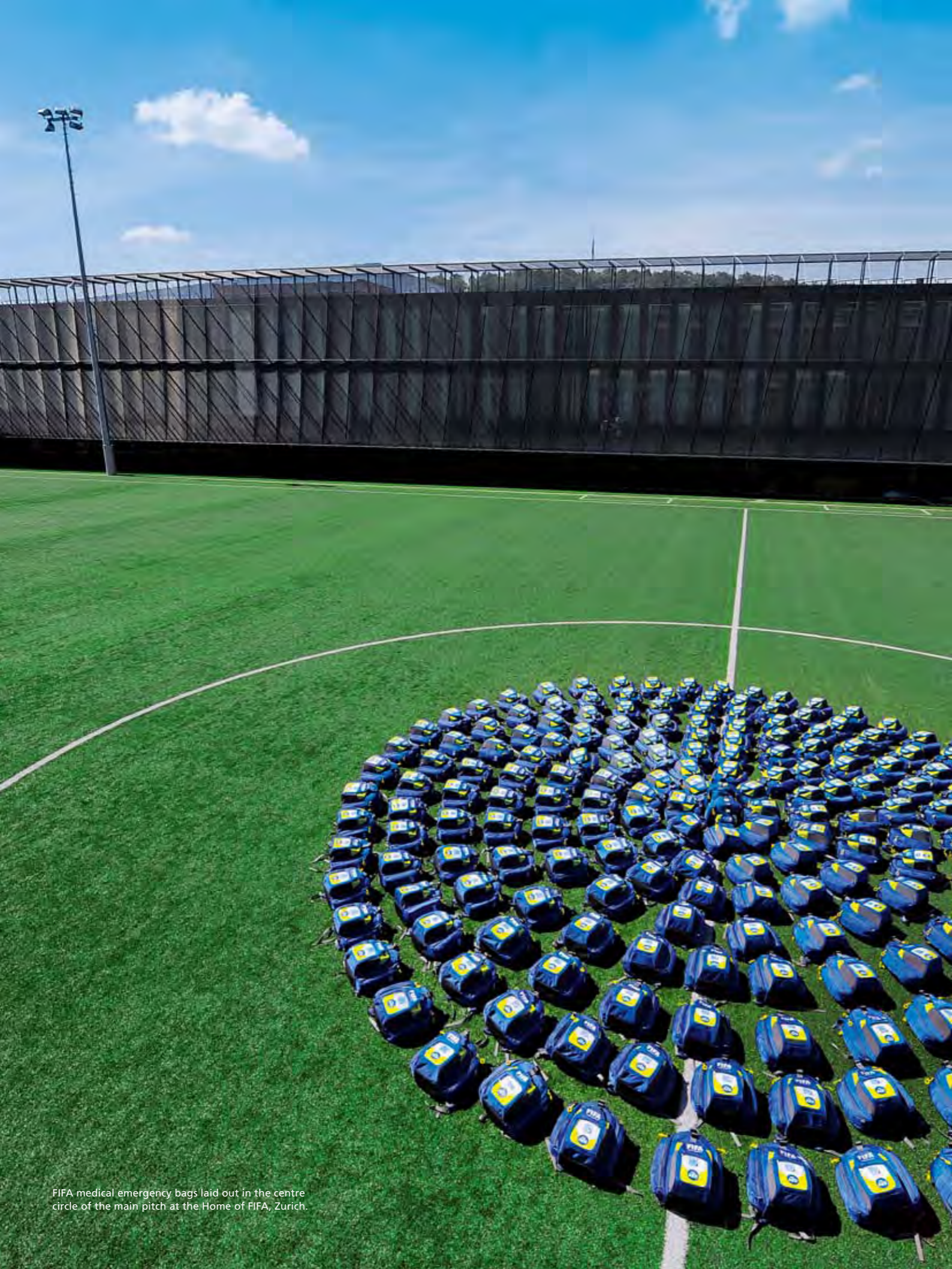
Strong progress in Africa

In mid-2013, the "FIFA 11 for Health" programme was taken to the next level with its implementation in a number of African countries. Zambia, Tanzania and Ghana have begun to activate the programme nationwide. Following last year's five-day pilot courses for sport teachers and coaches who work directly with young students, FIFA jointly organised individual follow-up courses with the member associations in question, leading to a near tenfold increase in the number of teachers and coaches who have been trained and are now familiar with the programme. Even further down the line are Malawi and Namibia, already in their second and third years of implementing the programme respectively. Another point to note is that the 2013 FIFA Congress unanimously decided that the "FIFA 11 for Health" initiative should be **rolled out globally**.

Anti-doping

FIFA conducted rigorous anti-doping tests on players at several tournaments in 2013. The tests indicated that doping in professional football is not as prevalent as in other sports. Notwithstanding this positive finding and in order to stay ahead in the fight to keep football free of doping, FIFA launched the biological profiling of players at the FIFA Confederations Cup Brazil 2013. This method, which will be used for both in- and out-of-competition testing on all players at the 2014 FIFA World Cup Brazil™, is regarded as the best way to detect the use of performance-enhancing drugs. »





FIFA medical emergency bags laid out in the centre circle of the main pitch at the Home of FIFA, Zurich.

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Injury prevention

With "FIFA 11+" already well-established in certain countries (notable examples being Germany, Japan and Iran), the implementation of the programme also got under way in other member associations such as Liechtenstein and Singapore. 17 member associations have committed to integrate "FIFA 11+" into their courses for coaches, and the programme has been presented in **72 countries** so far. Key events of the year included the "FIFA 11+" days in Asuncion (in cooperation with CONMEBOL) and at St George's Park (with The FA).

As an integral element of the many programmes managed by FIFA's Development Division, "FIFA 11+" was also presented at two regional FIFA youth coaching courses during the FIFA U-20 World Cup in Turkey and the FIFA U-17 World Cup in the UAE. The development of "FIFA 11+ FOR REFEREES", a programme adapted to referees and assistant referees, was concluded in 2013 and will be integrated into FIFA's refereeing courses in the coming year.



FIFA President Blatter and FIFA Chief Medical Officer Jiří Dvořák hand over an FMEB to Dinnanathlall Persunoo, President of the Mauritius Football Association, at the 63rd FIFA Congress.

Prevention of sudden cardiac death

As agreed at the 2012 FIFA Congress, **FMEBs** (FIFA medical emergency bags) comprising an automated external defibrillator (AED), detailed instructions and a first-aid kit were provided to all 209 member associations. FMEBs have already been used at international matches and in certain instances avoided fatalities, underlining the important role they can play to FIFA's core priority of keeping players safe on the pitch.



Nigeria take on Mexico in the FIFA U-17 World Cup UAE 2013 final.

COMPETITIONS	46
WORLD RANKINGS	58
FIFA BALLON D'OR	60

FIFA CONFEDERATIONS CUP BRAZIL 2013

SELEÇÃO RAMPANT AT HOME

With sublime skills, spectacular goals and thrilling games, an average match attendance of over 50,000 spectators and an incomparable atmosphere in the stadiums, the FIFA Confederations Cup Brazil 2013 was not merely the warm-up event for the 2014 FIFA World Cup Brazil™ – it was a popular and highly entertaining global tournament in its own right.

Brazil won a record third consecutive FIFA Confederations Cup with a resounding 3-0 victory over world champions Spain in front of a jubilant home crowd at the Estadio do Maracana in Rio de Janeiro, the spiritual home of Brazilian football.

Following a rousing rendition of the Brazilian national anthem by what seemed to be the entire nation, the home side opened the scoring through a close-range finish by Fred within two minutes of the kick-off after the Spanish defence failed to clear its lines. **Brazil's golden boy Neymar**, who was later voted player of the tournament, made it 2-0 just before half-time by cleverly beating the offside trap before rifling a powerful left-foot shot into the roof of the net past Spanish captain Iker Casillas.

With *La Roja* clearly needing a goal to get back into the match, Fred put the encounter beyond their reach with a neat finish from the edge of the area within just two minutes of the restart. A missed penalty by Spain's Sergio Ramos and a red card for Gerard Piqué ensured that the Seleção were able to comfortably see out the match, lifting the trophy for the fourth time in FIFA Confederations Cup history.

Between them, the four teams in the semi-finals – Brazil, Italy, Spain and Uruguay – have won 12 of the 19 FIFA World Cup™ titles to date. They produced 53 of the 68 goals scored and rewarded football fans with great footballing drama such as the nerve-racking semi-final between Spain and Italy.

The successful staging of this event was an **important litmus test** in the lead-up to the 2014 FIFA World Cup Brazil™. Although smaller in scale, it provided valuable lessons and highlighted the additional requirements that will be necessary in a number of important areas. Overall, the FIFA Confederations Cup 2013 gave fans a taste of what to expect in Brazil in 2014, both on and off the pitch.



Neymar scores Brazil's second goal against Spain during the FIFA Confederations Cup Brazil 2013 final.

AWARDS	
Winners	Brazil
Runners-up	Spain
Third place	Italy
adidas Golden Ball	Neymar, Brazil
adidas Silver Ball	Andrés Iniesta, Spain
adidas Bronze Ball	Paulinho, Brazil
adidas Golden Boot	Fernando Torres, Spain
adidas Silver Boot	Fred, Brazil
adidas Bronze Boot	Neymar, Brazil
adidas Golden Glove	Júlio César, Brazil
FIFA Fair Play Trophy	Spain

FIFA U-20 WORLD CUP TURKEY 2013

FRANCE WIN THEIR FIRST U-20 WORLD CUP TITLE

With many thrilling games decided in the final minutes, extra time or by penalties, an average of 2.92 goals per match, and teams from four different confederations making it through to the semi-finals, the clear winner at the FIFA U-20 World Cup Turkey 2013 was football itself.

A narrow but deserved victory over Uruguay in a cagey final gave **France their inaugural U-20 World Cup title**, with goalkeeper Alphonse Areola proving to be the hero following his two penalty saves in the decisive shoot-out. France's triumph means that it is the only nation to have won all five FIFA men's 11-a-side tournaments.

Despite modest results in their group including a draw against the USA and defeat to Spain, *Les Bleuets* emerged as the most mature contenders among the 24 vying for the trophy. They went from strength to strength as the tournament progressed and were able to find an extra gear when it mattered most: during the knockout stage.

Iraq's impressive run to the semi-finals was also very impressive. Together with the unexpectedly strong Uzbeks and a disciplined Korea Republic, who managed to knock out South American champions Colombia, they formed a **trio of Asian representatives in the last eight**, defying most pundits' pre-tournament predictions.

If the abundance of talent on display in Turkey was anything to go by, the future of international football is very bright. Heading the pack was French captain and player of the tournament **Paul Pogba**, who helped the French senior team qualify for the 2014 FIFA World Cup Brazil™ just a few months later, playing an important role in their memorable second-leg comeback during their play-off against Ukraine. He was among the many players to prove their exceptional footballing talent in Turkey.

As we look forward to the FIFA U-20 World Cup New Zealand 2015, this edition of the tournament clearly demonstrated how impressive and entertaining top-level U-20 football can be from a technical, tactical and competitive standpoint.



Paul Pogba (right) of France celebrates with his team-mates after scoring his team's second goal during their FIFA U-20 World Cup Turkey 2013 quarter-final match against Uzbekistan.

AWARDS	
Winners	France
Runners-up	Uruguay
Third place	Ghana
adidas Golden Ball	Paul Pogba, France
adidas Silver Ball	Nicolás López, Uruguay
adidas Bronze Ball	Clifford Aboagye, Ghana
adidas Golden Boot	Ebenezer Assifuah, Ghana
adidas Silver Boot	Bruma, Portugal
adidas Bronze Boot	Jesé, Spain
adidas Golden Glove	Guillermo de Amores, Uruguay
FIFA Fair Play Trophy	Spain

FIFA U-17 WORLD CUP UAE 2013

NIGERIA CROWNED AS U-17 WORLD CUP CHAMPIONS AGAIN

With many entertaining matches, UAE 2013 saw the most goals at a U-17 World Cup since the contest was launched in 1985. There were 172 scored in total, an average of 3.31 per match, outdoing the previous benchmark of 165 or 3.17 per match set at Korea 2007.

Nigeria claimed their fourth U-17 World Cup title with a convincing performance against Mexico in the final. Having lost 6-1 to their final opponents during the group phase, the Mexicans chose to sit back and soak up the pressure they would no doubt be put under, hoping to catch Nigeria on the counter. A Mexican own goal in the ninth minute, however, forced them to chase the game, which inevitably opened up defensive gaps for Nigeria's speedy attackers to exploit. Two goals in the second half rounded off a comfortable 3-0 win on what was a memorable night for the *Golden Eaglets* in Abu Dhabi.

Sweden also raised eyebrows during their inaugural appearance in the competition, defeating Argentina 4-1 in the match for third place thanks to a hat-trick by the tournament's eventual top scorer, Valmir Berisha. Intriguingly, the three teams that finished first, second and third qualified from the same group.

Despite their country's early exit from the competition, inhabitants of the United Arab Emirates are not likely to forget this tournament anytime soon. Especially memorable was the support of the Nigerian fans, whose chants after each Nigerian goal reverberated around the Emirati arenas, creating a **fabulous atmosphere**.

Nigeria have now surpassed Brazil with a record fourth FIFA U-17 World Cup title.



Kelechi Iheanacho, Chigozi Obasi and Raymond Japhet of Nigeria celebrate their victory over Mexico in the FIFA U-17 World Cup UAE 2013 final.

AWARDS	
Winners	Nigeria
Runners-up	Mexico
Third place	Sweden
adidas Golden Ball	Kelechi Iheanacho, Nigeria
adidas Silver Ball	Nathan, Brazil
adidas Bronze Ball	Ivan Ochoa, Mexico
adidas Golden Boot	Valmir Berisha, Sweden
adidas Silver Boot	Kelechi Iheanacho, Nigeria
adidas Bronze Boot	Boschilia, Brazil
adidas Golden Glove	Dele Alampasu, Nigeria
FIFA Fair Play Trophy	Nigeria

FIFA BEACH SOCCER WORLD CUP TAHITI 2013

RUSSIANS SHINE ON THE TAHITIAN SAND

The FIFA Beach Soccer World Cup 2013 lived up to all its promises. For ten days, the French Polynesian island of Tahiti was gripped by beach soccer fever, demonstrating the country's warm hospitality and fascinating culture.

In the inaugural FIFA event organised in a Pacific Island nation, **Tahiti delivered a hugely successful and smoothly run event** backed by sell-out crowds on each matchday and great enthusiasm throughout the island.

Following their victory in Ravenna two years ago, **Russia defended their title in style**, beating Spain 5-1 in a one-sided final. Their road to success was largely thanks to their tactical astuteness and efficiency in front of their opponents' goal, as well as the outstanding 11-goal performance over the course of the tournament by star player **Dimitrii Shishin**.

The story of the tournament, however, was the performance of the **Tahitian national team**. Their **fighting spirit**, one-touch style and spectacular aerial play endeared them to the adoring home fans, whose hopes of victory were kept alive until the dying minutes of the *Tiki Toa's* semi-final defeat to eventual winners Russia.

As the first major international sporting event in Tahiti, the Beach Soccer World Cup brought enthusiasm for the sport to the entire island and was a truly nationwide celebration that left the people of Tahiti with **memories that will last a lifetime**.

The entire island was gripped by beach soccer fever.



Egor Eremeev of Russia is challenged by Patrick Tapa of Tahiti during the FIFA Beach Soccer World Cup Tahiti 2013 semi-final.

AWARDS	
Winners	Russia
Runners-up	Spain
Third place	Brazil
adidas Golden Ball	Bruno Xavier, Brazil
adidas Silver Ball	Ozu Moreira, Japan
adidas Bronze Ball	Raimana Li Fung Kuee, Tahiti
adidas Golden Scorer	Dmitrii Shishin, Russia
adidas Silver Scorer	Bruno Xavier, Brazil
adidas Bronze Scorer	Agustin Ruiz, El Salvador
adidas Golden Glove	Dona, Spain
FIFA Fair Play Trophy	Russia

FIFA CLUB WORLD CUP MOROCCO 2013

BAVARIAN GLORY AND MOROCCAN PRIDE

FC Bayern Munich wrapped up a flawless 2013 with their fifth title of the year, easing to victory in a tournament that will be remembered for the outstanding performance of host club Raja Casablanca.

Entering the tournament as odds-on favourites, **the Germans did not disappoint** with comfortable wins in both their semi-final match and the final. In the former, they defeated AFC representatives Guangzhou Evergrande FC 3-0, and in the final, they took an early two-goal lead against Raja Casablanca and held on to win 2-0 to ensure a fitting end to their perfect year.

Despite their loss in the final, the **progress of the Moroccan club thrilled home fans and neutrals alike**. After beating OFC representatives Auckland City FC 2-1 with a goal in the final minute of play, Raja went on to upset CONCACAF Champions League winners CF Monterrey by the same score after extra time. This set up a dream semi-final encounter with Ronaldinho's Clube Atlético Mineiro. Despite a brilliant free-kick that drew the teams level on the hour mark, even *El Gaúcho* himself couldn't halt the Raja train's progress to the final as they ran out 3-1 victors against the *Copa Libertadores* champions.

Their exploits resulted in the **attendance of King Mohammed VI of Morocco** at the final, a fitting tribute to a team that went above and beyond expectations, providing the home fans with a tournament to remember.

Also worthy of mention is the implementation of the **Handshake for Peace campaign**, a joint initiative by FIFA and the Nobel Peace Center in Norway that seeks to set an example of friendship, respect and peace to society. As part of the expanded pre- and post-match protocol, opposing captains and referees met next to the centre circle to take part in the Handshake for Peace before and after every match at the tournament. The initiative supports the third pillar of FIFA's mission, that of building a better future through football, and will feature at all future FIFA tournaments, including the 2014 FIFA World Cup Brazil™.



Dante of FC Bayern Munich is first to the ball ahead of Mouhssine Iajour of Raja Casablanca during the FIFA Club World Cup 2013 final.

Raja Casablanca went above and beyond expectations.

AWARDS	
Winners	FC Bayern Munich
Runners-up	Raja Casablanca
Third place	Clube Atlético Mineiro
adidas Golden Ball	Franck Ribéry (FC Bayern Munich)
adidas Silver Ball	Philipp Lahm (FC Bayern Munich)
adidas Bronze Ball	Mouhssine Iajour (Raja Casablanca)
FIFA Fair Play Trophy	FC Bayern Munich



BLUE STARS/FIFA YOUTH CUP 2013

FC ZURICH DEFEND THEIR TITLE IN STYLE

In front of 14,300 fans, the Blue Stars/FIFA Youth Cup once again served up top-class football. In this 75th edition of the tournament, FC Zurich successfully defended their crown without conceding a goal throughout the entire tournament.

Despite a number of big club youth teams participating in the tournament, it was one of the local teams, **FC Zurich**, who **came out on top**, retaining the Blue Stars/FIFA Youth Cup after their 2012 victory. Not only did they manage to keep clean sheets in each of their five matches, they also comfortably won the final against Brazil's Botafogo FR 5-0 after racing out to a 4-0 half-time lead. FCZ took full advantage of playing in front of a home crowd and stormed through Group A, beating both Russia's Zenit St. Petersburg and local rivals FC Blue Stars 2-0. A goalless draw with Manchester United followed, before FCZ showed they meant business with a 4-0 thrashing of Torino FC.

The *Red Devils* also managed three victories and a draw, but missed out on the final due to their inferior goal difference. **Adnan Januzaj**, who has since managed to break into Manchester United's first team, offered his team some measure of consolation as he was named the tournament's best player.

For their part, Botafogo raced to the Group B summit and reached the final unbeaten after victories over Grasshopper Club Zurich (2-1), FC Basel (2-0), Borussia Dortmund (2-1), and a 1-1 draw with WYNRS New Zealand.

Despite opening with a 3-2 defeat against Dortmund, FC Basel came home second in the group. A 2-0 triumph over the Kiwis and a 2-1 win against Grasshoppers helped them pip Dortmund into the third-place play-off against Manchester United, which they ended up winning 2-0.

AWARDS	
Winners	FC Zurich
Runners-up	Botafogo FR
Third place	FC Basel
adidas Golden Ball	Adnan Januzaj, Manchester United
adidas Golden Glove	Thierry Ursprung, FC Zurich
FIFA Fair Play Trophy	FC Basel



FIFA INTERACTIVE WORLD CUP 2013

FOUR YEARS ON, "THE MACHINE" SLIPS BACK INTO GEAR

From 6-8 May, the FIFA Interactive World Cup 2013 Grand Final took place in Madrid in the presence of tournament ambassador Christian Karembeu. Over the course of the three-day tournament, 21 Grand Finalists played EA SPORTS™ FIFA 13 on the PlayStation®3 in the hope of becoming the new interactive world champion.

After three incredible days of action and a fantastic final between tournament debutant Andrei Torres Vivero from Mexico and France's Bruce Grannec, a new champion was crowned. A losing finalist in 2012, it was **Grannec** who **took the spoils** in Madrid, claiming his second FIFA Interactive World Cup title. The Frenchman first won the FIFA Interactive World Cup in 2009 and will be looking to claim a record-breaking third interactive title at the FIWC 2014 Grand Final.

Grannec, known on the circuit as "The Machine" due to his straight-faced style of play, took home a cool **USD 20,000 in prize money** and a **trip to the FIFA Ballon d'Or 2013**, where the man who secured his 1-0 final victory with a virtual right-footed drive, Cristiano Ronaldo, was crowned World Player of the Year.

Grannec's victory in Madrid was made all the more impressive considering the **2.5 million players** who **participated in the FIWC 2013**, nearly double the participants in the 2012 edition, making this the mostly fiercely contested online gaming tournament ever.

2013 was also a particularly successful year for the tournament itself, as it was honoured as the **Football Brand of the Year** at the Football Business Awards in London, and once again officially recognised as the **world's largest gaming tournament** by the Guinness World Records.

RESULTS	
Winners	Bruce Grannec, France
Runners-up	Andrei Torres Vivero, Mexico
Third place	Rafael Riobo, Spain



FIFA/COCA-COLA WORLD RANKINGS

SPAIN AND THE USA UNCHALLENGED AT THE TOP

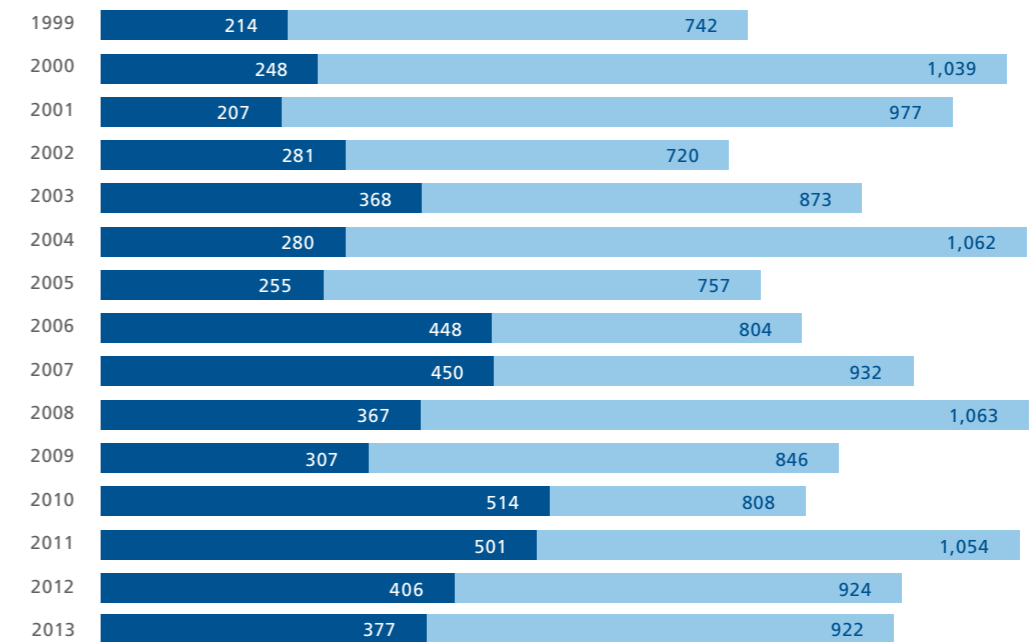
Spain's men's team and the USA's women's team were once again the cream of the crop of international football in 2013. For the entire year, both teams remained unchallenged at the top of the FIFA/Coca-Cola World Ranking.

With 922 men's matches and 376 women's matches, the 2013 footballing year saw a slight decrease in the number of international "A" matches played in comparison with the previous year. At the end of 2013, both **Spain (men)** and the **USA (women)** had enjoyed an **unbroken reign at the top of the table since the beginning of the year**. World and European champions Spain sailed through the qualifiers unbeaten to book their place at the 2014 FIFA World Cup Brazil™, and also reached the final of the FIFA Confederations Cup 2013. The USA women's achievements in 2013 were equally impressive as they went unbeaten in 16 games and won the prestigious Algarve Cup in Portugal. They have now held the top spot since March 2008.

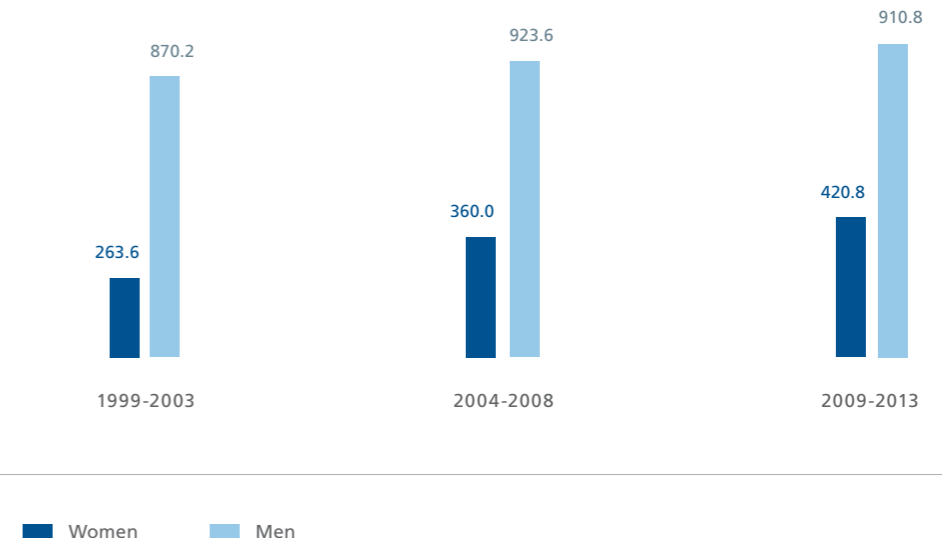
The FIFA world rankings serve as an **objective indicator** of a team's current performance for the international sports media and FIFA's member associations. To a certain extent, the rankings reflect the teams' progress. More importantly, perhaps, is their use in the drawing of groups for FIFA competitions. The men's world ranking, for example, was used to determine the seeding of teams for the preliminary and final draws of the 2014 FIFA World Cup Brazil.

The men's world rankings are used to determine the seeding of teams for the preliminary and final draws of the 2014 FIFA World Cup Brazil.

"A" matches 1999-2013 (Total per year)



"A" matches 1999-2013 (Annual average over a five-year period)



FIFA BALLON D'OR 2013

RONALDO AND ANGERER WIN ON GOLDEN NIGHT OF TEARS

Emotions ran high as Cristiano Ronaldo won the FIFA Ballon d'Or 2013, Pelé received a special honorary award and German goalkeeper Nadine Angerer took home the best female player trophy.

Millions of viewers from around the world enjoyed a captivating and emotional gala evening in Zurich, celebrating the very best in football from 2013 and looking forward to the 2014 FIFA World Cup Brazil™. The live Ballon d'Or ceremony, presented by the glamorous duo of former Dutch international Ruud Gullit and Brazilian TV star Fernanda Lima, saw Cristiano Ronaldo break down in tears as he was crowned the FIFA Men's World Player of the Year for the second time.

Ronaldo's unstoppable performances and goalscoring exploits for Real Madrid and Portugal throughout 2013 denied Lionel Messi a fifth consecutive Ballon d'Or, and also outdid Franck Ribéry's year, who won the maximum of five competitions with FC Bayern Munich in 2013.

German goalkeeper Nadine Angerer saw off strong competition from last year's winner Abby Wambach and Brazilian forward Marta to take home the FIFA Women's World Player of the Year award. It was a successful night for German football, with Jupp Heynckes taking the Men's Coach of the Year award after winning the treble with FC Bayern Munich, and German women's coach Silvia Neid, who led her side to a sixth consecutive European title, picking up the Women's Coach of the Year prize.

As the world's attention turns to Brazil, FIFA honoured Pelé with the first-ever Ballon d'Or Prix d'Honneur in recognition of his contribution to the game. The Brazilian icon wiped away tears as he accepted the award.

Former IOC President Jacques Rogge received the FIFA Presidential Award and the Afghanistan Football Federation won the FIFA Fair Play Award for their dedication to football development against a backdrop of decades of conflict.

The guests at the FIFA Ballon d'Or 2013 also paid fitting tributes to the inspirational former South African leader Nelson Mandela, who died in early December 2013, and to Portuguese star Eusébio, who passed away in January 2014.



AWARDS

FIFA Ballon d'Or	Cristiano Ronaldo, Portugal (1)
FIFA Women's World Player of the Year	Nadine Angerer, Germany (2)
FIFA World Coach of the Year for Men's Football	Jupp Heynckes, Germany (3)
FIFA World Coach of the Year for Women's Football	Silvia Neid, Germany (4)
FIFA Puskás Award	Zlatan Ibrahimović, Sweden (5)
FIFA Presidential Award	Jacques Rogge, Belgium (6)
FIFA Fair Play Award	Afghanistan Football Federation (7)
Ballon d'Or Prix d'Honneur	Pelé, Brazil (8)
FIFA FIFPro World XI	Manuel Neuer (Germany), Dani Alves (Brazil), Thiago Silva (Brazil), Sergio Ramos (Spain), Philipp Lahm (Germany), Franck Ribéry (France), Xavi Hernández (Spain), Andrés Iniesta (Spain), Lionel Messi (Argentina), Zlatan Ibrahimović (Sweden) and Cristiano Ronaldo (Portugal)



Youngsters from the Football for Hope-supported NGO *Instituto Companheiros das Américas* playing football in the Curicica/Jacarepaguá neighbourhood in Rio de Janeiro.

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**CORPORATE SOCIAL RESPONSIBILITY
 2013 HIGHLIGHTS**

- **Opening of eight Football for Hope Centres** across Africa

- Offsetting of **75% of all of FIFA's carbon emissions** (100% of FIFA's flights)

- **Financial support totalling USD 1.6m** to 63 responsible community-based organisations through Football for Hope

- **Continued collaboration** on social and environmental projects with **adidas, Sony** and **Yingli**

- 12th **FIFA Anti-Discrimination Days** at the FIFA Confederations Cup Brazil 2013

- 17th **FIFA Fair Play Days** with **activities in over 20 member associations**

- Creation of a new Task Force Against Racism and Discrimination and passing of a new **resolution on the fight against racism and discrimination** at the 63rd FIFA Congress

- **Participation** at the **commemoration of the International Day for the Elimination of Racial Discrimination** in March

- Launch of a **sustainability training course** for operators of all 2014 FIFA World Cup™ stadiums

- Announcement of **smoke-free** FIFA Confederations Cup Brazil 2013 and 2014 FIFA World Cup Brazil™

- 2nd **Football for Hope Forum** for experts in social development through football in Belo Horizonte, during the FIFA Confederations Cup



Top:
 2014 FIFA World Cup Brazil™ Organising Committee Management Board member Ronaldo Nazário (left) holds up a “No Smoking” sign next to FIFA Secretary General Jérôme Valcke during a board meeting press conference.

Bottom:
 A participant holds information material handed out at a FIFA Fair Play event during the FIFA U-20 World Cup Turkey 2013.

FOOTBALL FOR HOPE

SOCIAL DEVELOPMENT THROUGH FOOTBALL

To harness football's great potential to deliver social development, FIFA launched the Football for Hope programme in 2005. This global initiative supports responsible community projects by providing funding, equipment, training, know-how and exposure, thereby bringing hope and opportunity to underprivileged communities and improving the lives of young people.

In 2013, the Football for Hope initiative provided financial and technical support totalling **USD 1.6m for 63 programmes worldwide**, thereby contributing to the third pillar of FIFA's mission, that of building a better future.

In addition, FIFA organised the **Football for Hope Forum 2013** in Belo Horizonte, Brazil, during the FIFA Confederations Cup. Representatives from over 130 organisations across 43 countries attended the four-day seminar, with presentations, panel discussions and workshops by non-governmental organisations covering the most important issues relating to football's contribution to social development and the legacy of the 2014 FIFA World Cup Brazil™.

FIFA Partners have also continued supporting the work carried out under Football for Hope and that of the organisations that benefit from the initiative. FIFA has continued its collaboration with adidas and Sony on various capacity-development projects in Africa, Brazil and the USA, covering topics such as media skills, football training, leadership and organisation management.

"The organisations present at the forum are all doing a great job in harnessing the power of football to deal with social issues in the most underprivileged communities of the world."

Federico Addiechi, FIFA's Head of Corporate Social Responsibility

FOOTBALL FOR HOPE

20 CENTRES FOR 2010

Leading up to the 2010 FIFA World Cup™ and with the aim of contributing to a tangible social legacy for Africa, FIFA launched its official social campaign in Africa in 2007. The aim of the 20 Centres for 2010 campaign was to create 20 Football for Hope Centres for education, public health and football across the African continent.

In 2013, the **20 Centres for 2010 campaign** moved closer to completion, with **eight centres opening** their doors to young locals and the surrounding communities. These centres are located in Botswana, Cape Verde, Congo DR, Mozambique, South Africa (Alexandra and Mogalakwena), Tanzania and Zimbabwe. The community work for young people carried out at the centres includes raising awareness of HIV/AIDS and reintegration into formal education, as well as the teaching of life skills and the organisation of cultural activities. On 12-14 November, FIFA organised the **fourth annual workshop for the centre host organisations** in the township of Alexandra in Johannesburg, South Africa. The annual workshop brings the 20 centre hosts together to exchange best practices and plan for the future operations of their respective centres.

EDUCATION

The centres provide a space where football-based activities allow young people to learn outside of school and acquire new skills.

PUBLIC HEALTH

The centres address health challenges such as HIV/AIDS by offering a range of services, including health-awareness programmes and the referral of visitors to local health facilities.

SOLAR ENERGY

FIFA World Cup Sponsor Yingli Solar has continued to support this legacy campaign by delivering state-of-the-art solar technology for all centres.

FOOTBALL PITCH

The driving force of our social engagement is football. Through its universal appeal and unifying characteristics, it offers common ground to tackle a variety of social challenges and bring communities together.



Football for Hope Centre in Lesotho.

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SUSTAINABILITY AT THE 2014 FIFA WORLD CUP BRAZIL™

MINIMISING NEGATIVE EFFECTS... WHILE MAXIMISING POSITIVE ONES



The FIFA World Cup™ is the biggest single-sport competition in the world. Staging a tournament of this scale inevitably has an impact on society and the environment. As the organisers of this mega event, FIFA and the Local Organising Committee (LOC) recognise their responsibility to limit its associated negative impacts, while at the same time maximising the huge positive aspects involved.

Given the **undeniable impact** of staging international football tournaments, FIFA's strategic priorities with regard to sustainability have focused on a **socially and environmentally** responsible staging of our events, and in particular the next edition of our flagship event, the 2014 FIFA World Cup Brazil.

For Brazil, certain elements within broad areas such as organisational governance, labour practices, community involvement and development, human rights and the environment were identified as priorities. With the establishment of the **2014 FIFA World Cup™ Sustainability Strategy** in June 2012, a set of clear, ambitious and yet realistic objectives were defined for many of these elements. Since then, FIFA and the LOC have been hard at work in implementing the strategy (see next page).

Following the 2014 FIFA World Cup, and as required by the **ISO 26000 social responsibility guidelines** on which the sustainability strategy is based, FIFA will publish a **full sustainability report**. The report will be in line with the reporting standards of the Global Reporting Initiative (GRI) and is intended to highlight the strategy's main achievements, acknowledge where more work needs to be done and allow anyone who is interested to understand the approach that was taken.

SMOKE-FREE EVENTS

On 7 March 2013, FIFA and the LOC announced that both the FIFA Confederations Cup Brazil 2013 and the 2014 FIFA World Cup™ would be smoke-free events. FIFA has been promoting a healthy and positive lifestyle at all its tournaments since 2002 and has received support from the World Health Organization (WHO) in this regard.

WASTE MANAGEMENT

FIFA, the LOC and Coca-Cola implemented a waste management system for all FIFA Confederations Cup stadiums to ensure that waste was handled properly and recycled where possible. Signage themed around Fuleco™, the Official Mascot of the 2014 FIFA World Cup™, was developed to inform spectators about what to do and how to discard their waste in the two-bin system, while trained volunteers and local cooperatives managed the disposal of the waste. The same system will be in place at all 2014 FIFA World Cup™ stadiums.

SUSTAINABILITY OF FOOTBALL STADIUMS

FIFA and the LOC launched a six-day training course for all 12 stadium operators together with an experienced Brazilian training provider. The objective was to strengthen the participants' knowledge of sustainable operations at football stadiums and other sports facilities.



View of an empty Estadio do Maracana: some of the water that falls on the roof is collected, filtered and then used in bathrooms.

ANTI-DISCRIMINATION

ZERO TOLERANCE

In 2013, FIFA stepped up its fight against racism and discrimination in football with the creation of a specific Task Force and adoption of an unequivocal resolution to that end.

In March, FIFA President Blatter announced the creation of a **Task Force Against Racism and Discrimination**, appointing CONCACAF President Jeffrey Webb as chairman. The Task Force includes representatives from a variety of football community stakeholders as well as a broad panel of experts engaged in the fight against racism and discrimination.

The Task Force's first meeting resulted in a series of initial proposals, especially in the area of sanctions, which led to the adoption of a **three-point resolution on the fight against racism and discrimination** by the 63rd FIFA Congress in May 2013. This was followed up in September by the proposal of an action plan for educational and prevention measures, with a series of key priorities:

- Allocation of **additional resources** for the fight against racism and discrimination

- Development of an **anti-discrimination handbook** to be given to all member associations for **best practice** and **training**

- Recruitment and training of **anti-discrimination officers**

- **Identification of high-risk games**

- Identification and engagement of **anti-discrimination ambassadors** as part of a campaign

- Proposal of a **special award for achievements in the area of anti-discrimination**

- **Review of procedures** for incidents taking place during matches

On the International Day for the Elimination of Racial Discrimination (21 March), FIFA was invited to attend the 22nd session of the United Nations Human Rights Council in Geneva by UN High Commissioner for Human Rights Navanethem Pillay. On this occasion, Federico Addiechi, speaking on behalf of the FIFA President, promised that **"FIFA will work tirelessly...towards the day when racism no longer shames our beautiful game"**.

On 26-27 June, the 12th edition of the **FIFA Anti-Discrimination Days** took place during the semi-finals of the FIFA Confederations Cup Brazil 2013. Immediately before the match, the captains of Brazil, Italy, Spain, and Uruguay read out a declaration pledging their team's commitment to fair play, equality and solidarity, and called on spectators around the world to support them in this cause.



Italy and Spain hold up the "SAY NO TO RACISM" banner before their FIFA Confederations Cup Brazil 2013 semi-final.

"Despite the many victories we have won in football against discrimination and prejudice, we know we still have a problem today and we know more has to change. We have to step up our efforts, to keep fighting."

FIFA President Blatter

FOOTBALL FOR THE PLANET

TREADING LIGHTLY

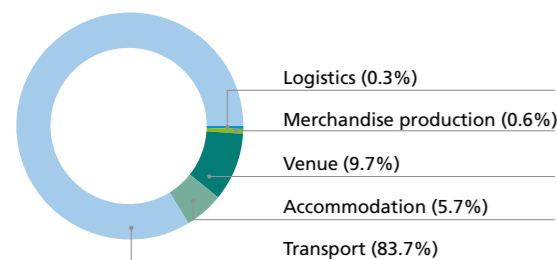
Building on the environmental programmes that have been implemented for FIFA competitions since the 2006 FIFA World Cup™ in Germany, FIFA launched a new official programme for the protection of the environment in 2013: Football for the Planet.

Football for the Planet aims to **minimise the negative impact** of FIFA's operations and tournaments on the environment and to use FIFA competitions to **raise awareness on environmental issues**.

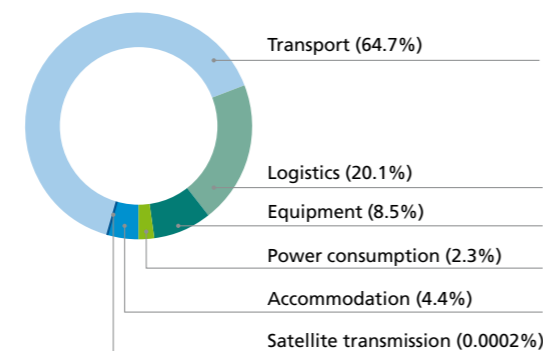
In an effort to understand the environmental impact of the 2014 FIFA World Cup™, FIFA and the Local Organising Committee (LOC) conducted a **carbon footprint analysis** of the tournament. The total carbon footprint was estimated at 2.7 million tonnes of CO₂ emissions.

FIFA has also analysed the **carbon footprint** of its **TV productions** for the 2014 FIFA World Cup, which was estimated at around 24,670 tonnes of CO₂ emissions. In 2013, FIFA once again **offset 75% of its total carbon footprint** through Gold Standard-certified carbon mitigation projects in all six FIFA zones. For the 2014 FIFA World Cup, FIFA and the LOC will compensate for their emissions through verified carbon offsetting projects and also encourage their stakeholders to lower their carbon footprint.

2014 FIFA WORLD CUP OVERALL CARBON FOOTPRINT



2014 FIFA WORLD CUP TV PRODUCTIONS CARBON FOOTPRINT



FIFA FAIR PLAY CAMPAIGN & EMERGENCY SUPPORT

PLAYING FAIR AND HELPING THOSE IN NEED

FIFA continued to promote fair play both on and off the pitch through its well-known institutional campaign on the topic, and provided close to USD 1.8 million in emergency aid to communities in need.

The 17th **FIFA Fair Play Days** took place on 6-10 September, with over **20 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 World Cup Turkey 2013 on 10 July, with the captains of France, Ghana, Iraq and Uruguay reading out a declaration on the importance of fair play both on and off the pitch.

The **FIFA Fair Play Award 2013** went to the **Afghanistan Football Federation** following a year of remarkable achievement in grassroots football in which it built the necessary infrastructure to develop football throughout the country and nurture a professional league despite enduring over a decade of war.

FIFA also went beyond its fair play commitment in 2013 by providing **emergency support** to certain countries in order to help restore human dignity and ease the suffering caused by crises and natural disasters.

EMERGENCY ASSISTANCE

- **Jordan:** support to **Syrian refugees** (construction of football turf pitches): **USD 1 million**
- **Costa Rica:** **USD 272,500** for the **reconstruction of the football stadium** that was damaged by an earthquake



Sunset view of FIFA's corporate stand in the Fan Zone in Marrakech during the FIFA Club World Cup Morocco 2013.

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TELEVISION

**SALES AND DISTRIBUTION
WELL ON TRACK**

Record-breaking viewing figures and the inauguration of 4K technology (4 times HD) at the FIFA Confederations Cup Brazil 2013, solid progress in rights placement for the 2014 FIFA World Cup Brazil™ and steady growth in the popularity of FIFA's YouTube channel were some of the highlights of what was a particularly fruitful year for FIFA TV.

Sales and distribution

In the area of sales and distribution, FIFA TV is entering the final stages of the rights placement activities for the 2014 FIFA World Cup Brazil, while keeping an eye on the longer-term opportunities available in the 2015-2018 and 2019-2022 periods. The **FIFA Confederations Cup Brazil 2013** continued the tradition of recent editions of this event, with strong broadcaster interest in the rights across the world. FIFA received record service bookings from **93 Media Rights Licensees** worldwide, processing **3,340 broadcast accreditations** and providing content and production services to **110 "world feed" takers** at the event.

In Africa, FIFA continued its relationship with the African Union of Broadcasters (AUB) for the 2014 FIFA World Cup, **signing up with 20 AUB members well** in advance of the tournament. FIFA also provided training for TV production personnel, commentators and feature producers in football production at two "FIFA-AUB Legacy Weeks" in Gabon and Namibia.



The Sales & Distribution Department is in the process of placing the remaining broadband and mobile rights for the 2014 FIFA World Cup. Of particular interest for the Media Rights Licensees are the **multimedia services** that FIFA TV has created with the aim of assisting licensees in their exploitation on digital and second screen platforms such as mobile phones and tablets. The flexibility of the services, which can be booked through HBS, is **highly appreciated by the rights licensees**. It permits them to benefit from fully managed solutions in the form of customisable applications for tablets and smartphones as well as a web player. It also permits them to integrate content in the way they want to on their own platforms.

In the area of social media, FIFA TV is continuing its work and negotiations with the main social media platforms and coordinating activations with its Media Rights Licensees. **FIFA's YouTube channel is developing successfully**, both in terms of views and subscribers. This positive performance has led to the decision to open it up for commercial exploitation as of November 2013. At the same time, discussions are ongoing with other platforms, such as Twitter, in order to provide a bespoke clip-based service to football fans following FIFA activities.

Broadcaster servicing

In the lead-up to the 2014 FIFA World Cup™, the Broadcaster Servicing Department continued to liaise with some **134 Media Rights Licensees** (TV, broadband, mobile and radio rights) over **191 territories**. The total amount of media companies that will be using the images of the tournament is estimated to be over 1,000. This comprises head licensees and sub-licensees in all categories, but excludes public viewing licensees.

An important part of this work was the preparation of FIFA guidelines such as the **Media Rights Manual**, which sets out the production and commercialisation rules that all broadcasters will follow in 2014. Another key document, the **Public Viewing Regulations** for Brazil, was implemented and tested during the FIFA Confederations Cup Brazil 2013. The department also serviced all the 2013 FIFA events with teams working both on-site in Brazil (FIFA Confederations Cup and the 2014 FIFA World Cup Brazil Final Draw), Turkey, Tahiti, the UAE and Morocco, and providing support from FIFA's headquarters in Zurich.

Furthermore, the department has prepared various **news access guidelines and procedures** for the FIFA World Cup, providing an important framework for journalists and media companies in view of the large number expected to visit Brazil in 2014.

Two successful **FIFA World Broadcaster Meetings** were held in Rio in relation to the preparation of the 2014 FIFA World Cup, one in April and one after the Final Draw in December. **500 delegates** from broadcasters around the world participated in the plenary sessions and bilateral meetings. »

FIFA Films

In 2013, FIFA Films continued to take important strides forward with regard to the future of FIFA's audiovisual heritage. As part of the upgrade of the FIFA Films archive, the **remastering and colour-grading of FIFA's film archive** is still ongoing, ensuring that future (and current) generations will be able to see past FIFA matches in stunning high definition (HD) quality.



In addition, FIFA Films continued its work supporting FIFA events through the management of the **TV show for the 2014 FIFA World Cup Final Draw**, the creation of the in-stadium **infotainment programmes**, and sourcing of **video footage for events such as the FIFA Ballon d'Or and FIFA Congress**. FIFA Films also played a key role in the **provision of content to the FIFA YouTube channel**, which showcases nearly 1,500 FIFA films and promotional videos under the guidance of FIFA TV. It has now attracted more than **530,000 subscribers and nearly 44 million views** to date. FIFA Films continued to serve its clients with archive material and programming as well as FIFA Futbol Mundial, a monthly magazine show which reaches 53 broadcasters around the world. Overall, close to 200 archive usage agreements were concluded in 2013. »

Over 1,000 media companies will broadcast images from the FIFA World Cup™.

FIFA TV'S HOST BROADCASTERS

FIFA Confederations Cup Brazil 2013	HBS
2014 FIFA World Cup Final Draw	TV production by TV Globo TV show supervision by FIFA TV Host broadcasting services by HBS
FIFA U-20 World Cup Turkey 2013	Saran Media
FIFA Beach Soccer World Cup Tahiti 2013	Mediapro
FIFA U-17 World Cup United Arab Emirates 2013	Al Jazeera
FIFA Club World Cup Morocco 2013	Al Jazeera



Host broadcasting production

The department made important progress in the preparation of the 2014 FIFA World Cup™ by delivering a successful FIFA Confederations Cup 2013, thoroughly testing the infrastructure and workflow at six of the 12 World Cup venues. Although a real FIFA World Cup set-up was only done at the Belo Horizonte venue, FIFA TV, Sony and HBS were able to test the **ground-breaking 4K production** (4 times HD) in Belo Horizonte during the tournament. After a very successful result, FIFA TV announced at the International Broadcasting Convention in Amsterdam in September that the FIFA World Cup final at the Maracana will be produced in 4K. Furthermore, FIFA TV is working with NHK on 8K, a future technology that will achieve 16 times HD.

After very diligent and detailed work on the TV production plans of the event, FIFA was able to confirm the **host broadcasting plans with HBS**, FIFA's appointed host broadcaster for the events in Brazil. The Sales & Distribution team continues to work closely with HBS on the multimedia product and service offering for the 2014 FIFA World Cup.

The Host Broadcasting Production Department was also responsible for the global broadcast of FIFA's events in 2013. **Over 300 hours of live international broadcast** were produced and successfully delivered in collaboration with FIFA TV's host broadcasters.

FIFA TV Brazil

FIFA TV is represented by two employees in its local office in Rio de Janeiro, which enables it to liaise closely with the constituent groups on-site (LOC, HBS, TV Globo, federal government entities, etc.) and support FIFA TV departments in Zurich.

FIFA TV's Brazil-based colleagues act as an interface and as the "eyes and ears" for FIFA TV's various departments and have been closely involved in a number of important projects, including the International Broadcast Centre (located in Rio de Janeiro), the ongoing implementation process of the Government Guarantee relating to IT&T, public viewing, TV-specific topics relating to the FIFA Fan Fest and procedures for non-rights holders in Brazil.

Furthermore, the office in Brazil coordinates the broadcaster coordination meetings (BCMs) chaired by FIFA TV, which are the formal meetings between FIFA, the LOC and HBS relating to the implementation of the Technical Annex of the Hosting Agreement. There have been seven such meetings to date.



An aerial TV camera at the Estadio Mineirao in Belo Horizonte during the FIFA Confederations Cup Brazil 2013.

FIFA produced over 300 hours of live international broadcast.

MARKETING

ANTICIPATION GROWS AFTER AN EXCITING YEAR

As the whole of FIFA looks ahead to the 2014 FIFA World Cup™, the Marketing Division has been particularly busy gearing up for our flagship event. With a number of unique programmes implemented, the FIFA Confederations Cup Brazil 2013 was a big marketing success. 2013 was also marked by the announcement of a new commercial programme for the 2018 and 2022 FIFA World Cups™ and the design of a new FIFA corporate identity.

FIFA Confederations Cup not just a dress rehearsal

The FIFA Confederations Cup Brazil 2013 was an important platform for the continued evolution of the **Official Look programme** developed for the 2014 FIFA World Cup. The final stage of the Official Look started to appear in public in the second half of 2013 as the football world's attention began focusing on a return to Brazil next June.

Fuleco™, the **Official Mascot of the 2014 FIFA World Cup™**, was ubiquitous at the FIFA Confederations Cup and has been a great success. The colourful three-banded armadillo now has its own Facebook and Twitter pages and can be seen in association with many programmes and events, including the current FIFA World Cup™ Trophy Tour by Coca-Cola. In parallel, almost 1,000 boys and girls were recruited from across Brazil to participate in the **FIFA Youth Programme** activities. Thanks in large part to FIFA's Commercial Affiliates, some **960 youngsters** aged between six and 17 performed duties as player escorts, flag bearers and essential ball crews. The FIFA Youth Programme took

centre stage at one of the daily media briefings at the tournament, during which the world's press had its chance to hear directly from some of the youngsters involved in the initiative.

The FIFA Confederations Cup also marked the first time that **FIFA's retail and merchandising programme** had been managed in-house. Around **80 international licensees** have been appointed to bring a special range of products to market for both the FIFA Confederations Cup and the 2014 FIFA World Cup. In Brazil, 65 licensees have been appointed, 40 of which have been charged with producing a specific range of product concepts for clothing, headwear, footwear, plush accessories, fan items, balls, stationery and homeware – in total, some **1,500 product designs** were made available for the FIFA Confederations Cup.

In addition, the **FIFA Online Store** was launched on 7 May 2013 for both Brazil-based and international customers. It is the first time that FIFA has launched an e-commerce platform on this scale, including an exclusive store operator for the host country. This gives fans in close to 200 countries the opportunity to purchase not only official licensed products for the 2014 FIFA World Cup™ in Brazil but also memorabilia celebrating all FIFA competitions.

As part of the FIFA Quality Programme, **goal-line technology (GLT)** featured at the FIFA Confederations Cup for the first time. FIFA confirmed the appointment of GoalControl GmbH as the official GLT provider for the tournament in April 2013. GLT was also in place for the FIFA Club World Cup Morocco 2013 – the first time the technology had been operated in Africa. »



Left:
Johnson & Johnson health screening
centre at the FIFA Confederations Cup
Brazil 2013.

Centre:
Fuleco™ – the Official Mascot of the 2014
FIFA World Cup Brazil™.

Right:
Participants of the FIFA Confederations
Cup Brazil 2013 Youth Programme.

- 1 Aeroplane used for the FIFA World Cup™ Trophy Tour by Coca-Cola.
- 2 Emirates cabin crew at the FIFA Confederations Cup Brazil 2013 award ceremony.
- 3 Visa stadium tours at the FIFA Confederations Cup Brazil 2013.
- 4 Hyundai-Kia official ground transportation at the FIFA Confederations Cup Brazil 2013.



FIFA Partners on the road to the 2014 FIFA World Cup Brazil™

In addition to their programmes for the FIFA Confederations Cup, FIFA's Partners have also been busy unveiling their **FIFA World Cup activation programmes** which are already capturing the imagination of football fans all over the world.

A nine-month, 90-destination **FIFA World Cup Trophy Tour** by Coca-Cola began in September, and has gathered momentum with every stop-off, thanks to a comprehensive campaign that supplements media coverage with a strong social network presence. Exclusive Facebook Q&A sessions with the likes of FIFA Ambassadors **Dwight Yorke** and **Christian Karembeu** helped create even more buzz, as did the presence on the tour of **Gabriel Calderón**, a former Argentina player and now a coach, helping to bring the original FIFA World Cup Trophy closer to the fans.

In November, FIFA and Sony unveiled details of **"SuperSong"**, a worldwide music contest aimed at giving budding songwriters a unique opportunity to have their song recorded by one of Sony Music's global superstars, **Ricky Martin**, and which will be included in the official FIFA World Cup™ album.

Rio de Janeiro's renowned Parque Lage provided the perfect backdrop for the launch of the Official Match Ball for the 2014 FIFA World Cup Brazil, the **adidas Brazuca**. The ball was unveiled just a few days prior to the 2014 FIFA World Cup Final Draw during a 3D light projection show in the presence of Clarence Seedorf and Cafu among other footballing legends and public figures.

In addition to its now traditional medal crew activities, **Emirates** launched their much sought-after **"Destination Challenge"** game, whereby ticket holders to the matches in the Rio de Janeiro and Belo Horizonte stadiums qualified for the chance to win flights with the airline. On the ground, motor shows in various Host Cities throughout Brazil proved to be particularly popular activations for **Hyundai and Kia** in a country that already houses the motor giant's most modern manufacturing plant. **Visa's "Football Experience" marketing platform** helped fans get up close to the action at each of the 16 FIFA Confederations Cup Brazil 2013 matches, with the result that 480 fans had a matchday experience they will never forget.

If there is a common theme among FIFA's Marketing Affiliates as we go into a FIFA World Cup year, it is the **integral role of social media** and associated online platforms in their campaign philosophy. **adidas, Castrol, Coca-Cola, Continental, Hyundai-Kia and Sony**, to name just six, all revealed online projects as part of the real-time campaigns that many FIFA Partners are putting into practice. »

FIFA CONFEDERATIONS CUP BRAZIL 2013

FIFA PARTNERS



FIFA CONFEDERATIONS CUP SPONSORS



FIFA World Cup Sponsors

FIFA's sponsors activated a range of programmes at the FIFA Confederations Cup 2013 in order to engage and excite fans on the ground in Brazil as well as those watching the action from home. Here's a look at some of the highlights:

- **Budweiser's** Man of the Match awards were chosen by FIFA.com users for the first time.

- **Castrol** helped FIFA ensure that the hospitality programme was the most successful in the event's history, entertaining some 556 guests as part of its activation.

- **Continental** launched the free-to-download "ContiRioKick" application as part of the tyre manufacturer's "Contisoccer" online offering.

- **Johnson & Johnson** provided backpacks filled with Johnson & Johnson products along with health screening centres and interactive areas for all FIFA volunteers.

- **McDonald's** player escort programme provided 352 locally recruited children aged between 6 and 10 with a once-in-a-lifetime opportunity.

- **Oi** joined forces with FIFA Partner Sony to launch their "You Are Taking Part" initiative, which offered the chance to win tickets to games in one of the six Host Cities once customers had committed to an Oi smartphone plan and a Sony smartphone.

- **The Marfrig Group** launched their slogan "Taste is our Field", which was used in various advertising campaigns, sales promotions and stakeholder relationship actions and for special and exclusive moments both on and off the pitch.

- FIFA's first-ever renewable energy sponsor, **Yingli Solar**, was the driving force behind ensuring that the newly renovated Estadio do Maracana in Rio de Janeiro is powered by solar energy.

Branded Licensee highlights at the FIFA Confederations Cup

FIFA Branded Licensees at the FIFA Confederations Cup Brazil 2013 also provided an impressive array of programmes:

- **Hublot** unveiled eye-catching **countdown clocks** in Sao Paulo and Rio de Janeiro.

- **Champagne Taittinger** and **Lidio Carraro's "Faces"** range were chosen as the **official FIFA champagne** and **official licensed wine** respectively for both the FIFA Confederations Cup and the 2014 FIFA World Cup™.

- **Panini** issued a special album of stickers featuring only FIFA Confederations Cup participating teams to commemorate the tournament and launched a **new album** and **trading card game** in the lead-up to 2014's flagship event called "Road to 2014 FIFA World Cup Brazil™".

- **Correios**, the national postal service of Brazil, is a central part of **FIFA's philatelic programme** and will produce a range of stamps in a variety of designs, having already issued a special "FIFA Confederations Cup Brazil" souvenir sheet featuring two stamps highlighting the Official Emblem and the Official Trophy.



Huge demand in Brazil

Ticket sales for the FIFA Confederations Cup Brazil 2013 broke all previous records for the tournament, with over **800,000 tickets** sold in total, which represents 89% of the available allocation. This is testimony to the success of the **Join the Champions** campaign that was devised by FIFA and the LOC to promote the event and drive sales in Brazil.

Not surprisingly, the for-Brazilians-only initiative that **discounted ticket prices** for students, Bolsa Familia and elderly people by 50% proved very popular. As part of the government's legacy objectives, the purchasing of tickets online aimed at increasing internet use across Brazil's social strata was deemed a success.

Ticket sales for the 2014 FIFA World Cup™ have been up and running since 20 August, with huge demand all over the world. A total of **6,164,682 requests** were received during the **first sales phase** which ended on 10 October, and **3,505,656 tickets** had been requested by the close of the **second sales phase** on FIFA.com.

Beyond tickets, the response to FIFA's call for volunteers in Brazil was overwhelming, with almost 100,000 people vying for the 20,600 positions available. For the first time ever, **FIFA's Volunteer Programme**, offered by McDonald's for the two tournaments, required applicants to participate in an online training process when applying.



Match tickets for the FIFA Confederations Cup Brazil 2013 Group A match between Brazil and Mexico at the Estadio Castelao in Fortaleza, Brazil.

Marketing highlights from other FIFA tournaments

Tickets for the **FIFA Beach Soccer World Cup Tahiti 2013** sold out before the first ball was kicked, leading to an **average match attendance of 3,430**. Merchandising sales were boosted by a new official store, with some **15,000 items** being sold over the course of the tournament.

An extensive trophy tour in the lead-up to the **FIFA U-17 World Cup UAE 2013**, ambassadorial roles for high-profile local players and celebrities, a special scheme that focused on 21 schools across the Emirates, and a free supply of tickets to children under 17 ensured that a broad feeling of local ownership surrounded the event.

The **FIFA Interactive World Cup** success story continued, with the event being honoured as the **Football Brand of the Year Award** at the Football Business Awards in London. In addition, it was once again named by Guinness World Records as the **largest online gaming tournament in the world** for the fourth year running. This year's season kicked off in October with a ceremonial opening game at the iconic Estadio do Maracana in Rio de Janeiro.

Beyond 2014

In October, FIFA announced a **new commercial programme** that, for the first time, offers companies the opportunity to purchase regional sponsorship packages for the 2018 and 2022 editions of the FIFA World Cup™. FIFA's new innovative commercial structure will be in place as of 2015.

FIFA Marketing Affiliates who have already agreed engagements for the 2018 and 2022 editions of the FIFA World Cup are **adidas, Coca-Cola, Hyundai-Kia, Visa, Gazprom** (2018 only) and **Anheuser-Busch InBev**. Increased exposure to the work of our Commercial Affiliates was ensured this year with the launch of an online e-zine version of our **Marketing Highlights publication**.

→ Links to all e-zine versions produced for this year's tournaments can be found at:
<http://www.fifa.com/aboutfifa/organisation/marketing/highlights.html>

LEGAL AFFAIRS

AT THE HEART OF FIFA'S WORK

The 2012 trend of an increasing number of legal challenges continued apace in 2013, with FIFA's Legal Affairs Division being at the heart of a variety of projects and challenges that were tackled in 2013.

Players' Status & Governance

The popularity of the dispute resolution system put at the disposal of the various stakeholders of the football community by FIFA is evident, with players and clubs increasingly trying to resolve contractual disputes before FIFA's Dispute Resolution Chamber (DRC). Equally, associations, clubs and coaches, as well as licensed players' and match agents, ask the Players' Status Committee to adjudicate in an increasing number of disputes.

In this context, the Players' Status & Governance Department is constantly looking for new means and implementing new measures to further increase the efficiency of its case handling. 2013 saw a **significant increase in the number of decisions passed** by the relevant bodies, due in particular to the greater frequency of the DRC meetings. The recent appointment of a new deputy chairman for the DRC should also contribute to this trend.

At the same time, the **quality of the work remained high**, as evidenced by the fact that the vast majority of the rulings by FIFA's decision-making bodies that were appealed were subsequently confirmed by the Court of Arbitration for Sport (CAS).

AT A GLANCE

- **1,634 claims** lodged with the Dispute Resolution Chamber and Players' Status Committee
- **1,481 applications** submitted by member associations relating to the protection of minors
- **132 requests** for the provisional registration of players after an international transfer
- **403 information requests** concerning the FIFA Statutes and other regulations

→ For information on players' status matters, please visit the FAQ section on FIFA.com

The many investigations conducted, in particular regarding the protection of minors, as well as employment-related disputes between players and clubs with a variety of different interests at stake, required very close attention. Both the quantity and complexity of the questions raised by parties involved in pending proceedings has grown significantly. In addition, the turbulent financial times continued to make it difficult for some parties to meet their financial obligations, which has also resulted in a higher number of disputes. Queries in relation to the registration of players and the non-compliant use of the transfer matching system (TMS) were also regularly submitted to the attention of the relevant services.

A final point to note is the issue of the eligibility of players to play for representative teams, which continues to gain importance. Member associations are increasingly approaching FIFA in order to obtain clarification in this highly technical matter.

Transfer matching system (TMS)

FIFA Transfer Matching System GmbH (FIFA TMS) continued to expand its activities in 2013. Since the establishment of the Premium Content and Services Department in August 2012, FIFA TMS has launched **two new service offerings**. Transfer market data and reports (launched in April 2013) have now been sold in 25 countries. FIFA TMS has also developed the **Domestic Transfer Matching System (DTMS)** and the related service for its implementation, which will facilitate member associations' electronic management of transfers at the domestic level (the first DTMS is planned to go live in late 2014).

Regarding compliance, over **1,300 cases were opened** regarding clubs' and member associations' violations of the rules regarding the use of TMS and the applicable provisions of the FIFA Regulations on the Status and Transfer of Players. Of these cases, **80% were resolved directly between FIFA TMS and the affected party**. In 2013, FIFA TMS also commenced targeted visits to certain clubs and associations to assist them with their compliance and to ensure the effective functioning of TMS.

FIFA TMS has also made progress when it comes to the proficiency levels of its user community: the 24/7 online education tools that are available on the platform for TMS users contributed to a 10% reduction in the amount of requests received relating purely to educational topics. »

Commercial Legal

In 2013, the Commercial Legal Department's involvement in the enactment and implementation of the necessary **legal framework for the 2014 FIFA World Cup Brazil™** continued. In preparing for FIFA's flagship tournament across Brazil, a delegation of the Commercial Legal Department provided legal support for the staging of the FIFA Confederations Cup Brazil 2013.

In June 2013, the **General FIFA World Cup Bill was enacted in Russia** for the 2018 FIFA World Cup™. Similar negotiations are pending with the Qatari Local Organising Committee and government regarding the necessary implementation of the government guarantees for the 2022 FIFA World Cup™.

In addition, the **sales process for sponsorship and media rights** for the FIFA World Cups in 2018 and 2022 was successfully launched and will continue throughout 2014.

Corporate Legal

In 2013, the Corporate Legal Department was kept busy supporting member associations with the **revision of their statutes** and the **implementation of a comprehensive set of standards** for their institutional operations.

The department was also **heavily involved in FIFA's governance reform process**, in particular in the drafting of the proposed amendments to the FIFA Statutes that were submitted to the 63rd FIFA Congress, as well as in the review and drafting of other FIFA regulations implementing the reform proposals. The department also led the process relating to the set-up and implementation of a confidential reporting system that allows individuals both within and outside of FIFA to confidentially and anonymously report potential infringements and/or misconduct in relation to the **FIFA Code of Ethics**, the regulatory framework relating to match manipulation and/or any other FIFA regulations.



Disciplinary & Governance

The Disciplinary & Governance Department supported the FIFA Disciplinary Committee's handling of **over 1,000 cases in 2013**, with sanctions being imposed for violations relating to a variety of FIFA regulations. While a relatively small number of appeals were lodged, the vast majority of the decisions were confirmed by the FIFA Appeal Committee and CAS.

Numerous cases relating to **doping and match manipulation**, including the extension of over 240 sanctions imposed by member associations in relation to the latter, were also dealt with in 2013, as were issues concerning **infringements at FIFA competitions** taking place in 2013, including the FIFA Confederations Cup Brazil 2013, and qualifying matches for the 2014 FIFA World Cup Brazil (approximately 350 matches).

It should also be noted that for the first time, the members of the Disciplinary Committee and the Appeal Committee were elected by the FIFA Congress on the occasion of the 63rd FIFA Congress.

This was also the case for the members of the investigatory and adjudicatory chambers of the FIFA Ethics Committee. Of particular note are the numerous investigations being conducted by the investigatory chamber in relation to potential breaches of the FIFA Code of Ethics. In addition, the Ethics Committee is continuing to assist in the process of strengthening the principles of good governance and compliance throughout FIFA's different areas of activity.



COMMUNICATIONS & PUBLIC AFFAIRS

SPEAKING WITH A STRONGER VOICE

In line with FIFA's key objectives of openness and transparency, the Communications & Public Affairs Division went to great lengths to inform and engage with its many stakeholders. The construction of a state-of-the-art TV studio at the Home of FIFA, the launching of *The FIFA Weekly* magazine, and an increased emphasis on strategic and digital communications were among the many innovations in 2013.

Corporate Communications

The expanding Corporate Communications Department managed FIFA's communications with an increasingly broad spectrum of internal and external stakeholders. Its guiding principles in 2013 were to **articulate and convey FIFA's corporate messages** to the general public, to manage the organisation's image and reputation responsibly, and to increase public interest in its activities.

To that end, the department placed **renewed emphasis on strategic communications**, basing its operations on robust opinion-polling research. Among other initiatives, the department led the production of the **corporate TV advertisements** for use by broadcasters during the 2014 FIFA World Cup™ and future FIFA tournaments, as well as a series of **award-winning corporate films** on FIFA's social and football development activities.

Editorial duties included speech and copywriting for FIFA management, the publication of new *The FIFA Weekly* magazine and this Activity Report, as well as correspondence with the general public.

In addition, the department had **increased presence at FIFA tournaments** with the development of a **corporate stand** in the Fan Zones, providing visitors with a unique "FIFA brand experience". It also coordinated the implementation of the **Handshake for Peace** at the FIFA Club World Cup Morocco 2013.

Back in Zurich, thousands of visitors were welcomed to the Home of FIFA, and given a tour and a presentation about FIFA. Several invitational events and staff workshops were also organised, and the lobby was periodically dressed to showcase FIFA tournaments.

Media

Two key priorities guided the work of the Media Department in 2013: **showcasing the breadth of FIFA's work** throughout the world, and **improving the services provided to media representatives**.

A greater headcount and close cooperation with other departments has led to the elaboration and execution of **more ambitious and comprehensive communication plans** surrounding key events. Beyond traditional media releases and press conferences, a wider range of products were offered, including video and audio material for TV and radio broadcasters and a systematic use of Twitter – with **nearly 70,000 followers on @fifamedia** – to promote our stories.

While 2013 was, unsurprisingly, dominated by the FIFA Confederations Cup and preparations for the 2014 FIFA World Cup™, the department managed to achieve good coverage of other key FIFA activities which are usually lower on the media agenda. Particular attention was drawn to the introduction of new development programmes, FIFA's efforts in Cyprus, Palestine and Kosovo, the work of the Task Force Against Racism and Discrimination, the progress made on the 20 Centres for 2010 campaign, the introduction of biological profiling of athletes in the fight against doping, and the use of goal-line technology.

Last but not least, the department maintained a **very high standard for its media operations** at the many FIFA competitions and events throughout 2013, swiftly handling the numerous media requests it received during a particularly busy year. »



Examples of FIFA's corporate publications.



View of FIFA's TV studio control room.

Public Affairs

The Public Affairs Department continued its **proactive engagement** with public authorities and political institutions on a variety of regulatory matters and on broader topics of public policy interest, communicating FIFA's position and views in order to raise awareness of FIFA's mission and initiatives and contribute to policy discussions in the field of sport.

More specifically, the department was involved in areas such as the FIFA governance reform process, the reform of FIFA's regulatory framework on players' agents, the fight against match manipulation, FIFA's assessment of third-party ownership and a collaborative study on the economic impact of sports organisations based in Switzerland. The department also participated in a series of political working groups at EU level on a number of the aforementioned matters. Furthermore, it contributed to policy debates on matters of common interest to the sports movement at the international level (UNESCO and other UN entities).

Within Switzerland, the department organised a **series of roundtable discussions** between FIFA and members of the Swiss Parliament in Bern. It also hosted a political meeting on sport policy matters with representatives from the Committee for Science, Education and Culture of the Swiss National Council at the Home of FIFA in Zurich.

Documentation

The Documentation Department was kept busy with a **steady increase in the flow of information** as it carried out its main responsibilities of procuring, entering, maintaining and evaluating data, documents and images.

In providing content for a wide range of communications channels, the department relied on the **two main databases** of FAST (competitions, results, scorers, addresses, committees, etc.) and FIDOM (document management system), to which interested members of staff and third parties can be given access. The content of these databases, as well as the physical documentation centre and library at the Home of FIFA, continued to be a boon for fans, football historians and statisticians alike, welcoming various visitors throughout the year.

In addition, the department sent a representative to the FIFA competitions that took place in 2013 in order to conduct on-site data processing and to produce ready-to-go content such as statistical kits or the daily statistical bulletin called "**Stats of the Day**". It also provided content and support for the on-going FIFA Museum project.

Digital

2013 was a **ground-breaking year for FIFA.com**. Some remarkable figures were produced by the website thanks to its new "live" capabilities, an increasing presence across social media channels and the **launch of the FIFA App** on iOS and Android for both mobile and tablet devices.

Live blogging was piloted at the FIFA Confederations Cup and successfully continued at the Final Draw for the 2014 FIFA World Cup™ and the announcement of the FIFA Ballon d'Or nominees, making it a key factor of the new offering, along with the launch of the new and improved **World Match Centre**.

The FIFA App was released in the build-up to the Final Draw, bringing together the key elements of the website to make sure FIFA.com users have up-to-the-minute news, updates and **live scores from 85 of the world's top leagues** on their mobile and tablet device, wherever they are.

KEY FIFA.COM STATS IN 2013

- **1.8 billion page views** in 2013 – every third visitor to FIFA.com from a mobile device.
- **30 million people visited FIFA.com in 30 days** during the FIFA Confederations Cup and FIFA U-20 World Cup.
- **16.5 million people read FIFA.com's content** from the FIFA Confederations Cup and the FIFA U-17 World Cup – for the first time in the website's history, a majority of visitors to a tournament page came from mobile devices.
- **8 million FIFA.com members.**
- **1.3 million downloads** of the FIFA App in its first week – **no. 1 sports app in 111 countries.**
- **108,160 page views per second on Final Draw day** – **4.3 million visitors** visited the site throughout the day.





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2013
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Shk. Salman Bin Ebrahim Al Kahlifa
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 Member



Lydia Nsekera
 Member



Moya Dodd
 Co-opted member



Sonia Bien Aime
 Co-opted member



Jérôme Valcke
 Secretary General

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- 1 France celebrate after winning the FIFA U-20 World Cup Turkey 2013.
- 2 Nigeria hoist the winners' trophy at the FIFA U-17 World Cup UAE 2013.
- 3 Dante of FC Bayern Munich lifts the FIFA Club World Cup trophy after victory in the final against Raja Casablanca.
- 4 Blue Stars/FIFA Youth Cup back-to-back champions FC Zurich pose for the cameras after a convincing victory over Botafogo FR in the final.

- 5 Bruce Grannec receives his second FIFA Interactive World Player of the Year award from Borussia Dortmund head coach Jürgen Klopp.
- 6 The Seleção celebrate winning the FIFA Confederations Cup Brazil 2013.
- 7 Jubilant Russian players lift the winners' trophy at the FIFA Beach Soccer World Cup 2013 in Tahiti.

FIFA Calendar
 2013

Date	Place	Event
7 January	Zurich	FIFA Ballon d'Or
6 February		Friendly matchday
1-3 March	Edinburgh	IFAB Annual General Meeting
22-26 March		International matchdays
25 March	Istanbul	Official Draw for the FIFA U-20 World Cup Turkey 2013
8-9 May	Zurich	Blue Stars/FIFA Youth Cup 2013
30-31 May	Mauritius	FIFA Congress
4 June		Friendly matchday
5 June	Papeete	Official Draw for the FIFA Beach Soccer World Cup Tahiti 2013
7-11 June		International matchdays
14-18 June		International matchdays
15-30 June	Brazil	FIFA Confederations Cup Brazil 2013
21 June – 13 July	Turkey	FIFA U-20 World Cup Turkey 2013
14 August		Friendly matchday
26 August	Abu Dhabi	Official Draw for the FIFA U-17 World Cup UAE 2013
6-10 September		International matchdays
18-28 September	Tahiti	FIFA Beach Soccer World Cup Tahiti 2013
11-15 October		International matchdays
17 October – 8 November	UAE	FIFA U-17 World Cup UAE 2013
15-19 November		International matchdays
6 December	Salvador da Bahia	Final Draw for the 2014 FIFA World Cup Brazil™
11-21 December	Morocco	FIFA Club World Cup Morocco 2013

2014*

Date	Place	Event
13 January	Zurich	FIFA Ballon d'Or
28 February – 2 March	Zurich	IFAB Annual General Meeting
1 March	Montreal	Official Draw for the FIFA U-20 Women's World Cup Canada 2014
5 March		Friendly matchday
15 March – 5 April	Costa Rica	FIFA U-17 Women's World Cup Costa Rica 2014
28-29 May	Zurich	Blue Stars/FIFA Youth Cup 2014
10-11 June	Sao Paulo	FIFA Congress
12 June – 13 July	Brazil	2014 FIFA World Cup Brazil™
5-24 August	Canada	FIFA U-20 Women's World Cup Canada 2014
14-26 August	China	Youth Olympic Football Tournaments 2014 – Girls
15-27 August	China	Youth Olympic Football Tournaments 2014 – Boys
1-9 September		Official or friendly matches
6-14 October		Official or friendly matches
10-18 November		Official or friendly matches
10-20 December	Morocco	FIFA Club World Cup Morocco 2014

* subject to change

Results

FIFA Confederations Cup Brazil 2013



Group A – Brazil, Japan, Mexico, Italy

Date	City	Match	Referee	Result
15.06.	Brasilia	Brazil v Japan	Pedro Proenca (POR)	3-0 (1-0)
16.06.	Rio de Janeiro	Mexico v Italy	Enrique Osses (CHI)	1-2 (1-1)
19.06.	Fortaleza	Brazil v Mexico	Howard Webb (ENG)	2-0 (1-0)
19.06.	Recife	Italy v Japan	Diego Abal (ARG)	4-3 (1-2)
22.06.	Salvador	Italy v Brazil	Ravshan Irmatov (UZB)	2-4 (0-1)
22.06.	Belo Horizonte	Japan v Mexico	Felix Brych (GER)	1-2 (0-0)

Ranking

	Team	MP	W	D	L	F-A	GD	Points
1	Brazil	3	3	0	0	9-2	7	9
2	Italy	3	2	0	1	8-8	0	6
3	Mexico	3	1	0	2	3-5	-2	3
4	Japan	3	0	0	3	4-9	-5	0

Group B – Spain, Uruguay, Tahiti, Nigeria

Date	City	Match	Referee	Result
16.06.	Recife	Spain v Uruguay	Yuichi Nishimura (JPN)	2-1 (2-0)
17.06.	Belo Horizonte	Tahiti v Nigeria	Joel Aguilar (SLV)	1-6 (0-3)
20.06.	Rio de Janeiro	Spain v Tahiti	Djamel Haimoudi (ALG)	10-0 (4-0)
20.06.	Salvador	Nigeria v Uruguay	Bjorn Kuipers (NED)	1-2 (1-1)
23.06.	Fortaleza	Nigeria v Spain	Joel Aguilar (SLV)	0-3 (0-1)
23.06.	Recife	Uruguay v Tahiti	Pedro Proenca (POR)	8-0 (4-0)

Ranking

	Team	MP	W	D	L	F-A	GD	Points
1	Spain	3	3	0	0	15-1	14	9
2	Uruguay	3	2	0	1	11-3	8	6
3	Nigeria	3	1	0	2	7-6	1	3
4	Tahiti	3	0	0	3	1-24	-23	0

Semi-finals

Date	City	Match	Referee	Result
26.06.	Belo Horizonte	Brazil v Uruguay	Enrique Osses (CHI)	2-1 (1-0)
27.06.	Fortaleza	Spain v Italy	Howard Webb (ENG)	0-0 AET PSO 7-6

Match for third place

Date	City	Match	Referee	Result
30.06.	Salvador	Uruguay v Italy	Djamel Haimoudi (ALG)	2-2 AET (2-2, 0-1) PSO 2-3

Final

Date	City	Match	Referee	Result
30.06.	Rio de Janeiro	Brazil v Spain	Bjorn Kuipers (NED)	3-0 (2-0)

Results
FIFA U-20 World Cup Turkey 2013



Group A – France, Ghana, USA, Spain

Date	City	Match	Referee	Result
21.06.	Istanbul	France v Ghana	Wilmar Roldan (COL)	3-1 (0-0)
21.06.	Istanbul	USA v Spain	Bakary Gassama (GAM)	1-4 (0-3)
24.06.	Istanbul	France v USA	Carlos Vera (ECU)	1-1 (0-0)
24.06.	Istanbul	Spain v Ghana	Benjamin Williams (AUS)	1-0 (1-0)
27.06.	Istanbul	Spain v France	Jonas Eriksson (SWE)	2-1 (1-0)
27.06.	Kayseri	Ghana v USA	Nawaf Shukralla (BHR)	4-1 (1-0)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Spain	3	3	0	0	7-2	5	9
2 France	3	1	1	1	5-4	1	4
3 Ghana	3	1	0	2	5-5	0	3
4 USA	3	0	1	2	3-9	-6	1

Group B – Cuba, Korea Republic, Nigeria, Portugal

Date	City	Match	Referee	Result
21.06.	Kayseri	Cuba v Korea Republic	Cuneyt Cakir (TUR)	1-2 (1-0)
21.06.	Kayseri	Nigeria v Portugal	Victor Carrillo (PER)	2-3 (0-2)
24.06.	Kayseri	Cuba v Nigeria	Viktor Kassai (HUN)	0-3 (0-2)
24.06.	Kayseri	Portugal v Korea Republic	Walter Lopez (GUA)	2-2 (1-1)
27.06.	Istanbul	Korea Republic v Nigeria	Peter O'Leary (NZL)	0-1 (0-1)
27.06.	Kayseri	Portugal v Cuba	Wilmar Roldan (COL)	5-0 (3-0)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Portugal	3	2	1	0	10-4	6	7
2 Nigeria	3	2	0	1	6-3	3	6
3 Korea Republic	3	1	1	1	4-4	0	4
4 Cuba	3	0	0	3	1-10	-9	0

Group C – Colombia, Australia, Turkey, El Salvador

Date	City	Match	Referee	Result
22.06.	Trabzon	Colombia v Australia	Milorad Mazic (SRB)	1-1 (0-0)
22.06.	Trabzon	Turkey v El Salvador	Sandro Ricci (BRA)	3-0 (1-0)
25.06.	Rize	Australia v El Salvador	Stephane Lannoy (FRA)	1-2 (1-2)
25.06.	Rize	Turkey v Colombia	Noumandiez Doue (CIV)	0-1 (0-0)
28.06.	Trabzon	Australia v Turkey	Roberto Garcia (MEX)	1-2 (0-0)
28.06.	Gaziantep	El Salvador v Colombia	Neant Alioum (CMR)	0-3 (0-2)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Colombia	3	2	1	0	5-1	4	7
2 Turkey	3	2	0	1	5-2	3	6
3 El Salvador	3	1	0	2	2-7	-5	3
4 Australia	3	0	1	2	3-5	-2	1

Group D – Mexico, Greece, Paraguay, Mali

Date	City	Match	Referee	Result
22.06.	Gaziantep	Mexico v Greece	Peter O'Leary (NZL)	1-2 (1-1)
22.06.	Gaziantep	Paraguay v Mali	Nawaf Shukralla (BHR)	1-1 (1-1)
25.06.	Gaziantep	Mexico v Paraguay	Nicola Rizzoli (ITA)	0-1 (0-0)
25.06.	Gaziantep	Mali v Greece	Roberto Moreno (PAN)	0-0
28.06.	Trabzon	Greece v Paraguay	Bakary Gassama (GAM)	1-1 (0-0)
28.06.	Gaziantep	Mali v Mexico	Cuneyt Cakir (TUR)	1-4 (0-2)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Paraguay	3	1	2	0	3-2	1	5
2 Greece	3	1	2	0	3-2	1	5
3 Mexico	3	1	0	2	5-4	1	3
4 Mali	3	0	2	1	2-5	-3	2

Group E – Chile, Egypt, England, Iraq

Date	City	Match	Referee	Result
23.06.	Antalya	Chile v Egypt	Jonas Eriksson (SWE)	2-1 (1-1)
23.06.	Antalya	England v Iraq	Roberto Garcia (MEX)	2-2 (1-0)
26.06.	Antalya	Chile v England	Alireza Faghani (IRN)	1-1 (1-0)
26.06.	Antalya	Iraq v Egypt	Damir Skomina (SVN)	2-1 (1-1)
29.06.	Antalya	Iraq v Chile	Stephane Lannoy (FRA)	2-1 (1-1)
29.06.	Bursa	Egypt v England	Antonio Arias (PAR)	2-0 (0-0)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Iraq	3	2	1	0	6-4	2	7
2 Chile	3	1	1	1	4-4	0	4
3 Egypt	3	1	0	2	4-4	0	3
4 England	3	0	2	1	3-5	-2	2

Group F – New Zealand, Uzbekistan, Uruguay, Croatia

Date	City	Match	Referee	Result
23.06.	Bursa	New Zealand v Uzbekistan	Antonio Arias (PAR)	0-3 (0-1)
23.06.	Bursa	Uruguay v Croatia	Neant Alioum (CMR)	0-1 (0-1)
26.06.	Bursa	New Zealand v Uruguay	Alberto Undiano (ESP)	0-2 (0-1)
26.06.	Bursa	Croatia v Uzbekistan	Victor Carrillo (PER)	1-1 (0-1)
29.06.	Antalya	Uzbekistan v Uruguay	Viktor Kassai (HUN)	0-4 (0-1)
29.06.	Bursa	Croatia v New Zealand	Sandro Ricci (BRA)	2-1 (1-0)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Croatia	3	2	1	0	4-2	2	7
2 Uruguay	3	2	0	1	6-1	5	6
3 Uzbekistan	3	1	1	1	4-5	-1	4
4 New Zealand	3	0	0	3	1-7	-6	0

Round of 16

Date	City	Match	Referee	Result
02.07.	Istanbul	Spain v Mexico	Alireza Faghani (IRN)	2-1 (0-1)
02.07.	Gaziantep	Greece v Uzbekistan	Noumandiez Doue (CIV)	1-3 (1-1)
02.07.	Istanbul	Nigeria v Uruguay	Milorad Mazic (SRB)	1-2 (0-0)
02.07.	Gaziantep	France v Turkey	Alberto Undiano (ESP)	4-1 (2-0)
03.07.	Kayseri	Portugal v Ghana	Carlos Vera (ECU)	2-3 (0-1)
03.07.	Bursa	Croatia v Chile	Walter Lopez (GUA)	0-2 (0-0)
03.07.	Trabzon	Colombia v Korea Republic	Damir Skomina (SVN)	1-1 AET (1-1, 0-1) PSO 7-8
03.07.	Antalya	Iraq v Paraguay	Roberto Moreno (PAN)	1-0 AET

Quarter-finals

Date	City	Match	Referee	Result
06.07.	Rize	France v Uzbekistan	Sandro Ricci (BRA)	4-0 (3-0)
06.07.	Bursa	Uruguay v Spain	Roberto Garcia (MEX)	1-0 AET
07.07.	Kayseri	Iraq v Korea Republic	Benjamin Williams (AUS)	3-3 AET (2-2, 2-1) PSO 5-4
07.07.	Istanbul	Ghana v Chile	Nicola Rizzoli (ITA)	4-3 AET (2-2, 1-2)

Semi-finals

Date	City	Match	Referee	Result
10.07.	Bursa	France v Ghana	Nawaf Shukralla (BHR)	2-1 (1-0)
10.07.	Trabzon	Iraq v Uruguay	Jonas Eriksson (SWE)	1-1 AET (1-1, 1-0) PSO 6-7

Match for third place

Date	City	Match	Referee	Result
13.07.	Istanbul	Ghana v Iraq	Sandro Ricci (BRA)	3-0 (2-0)

Final

Date	City	Match	Referee	Result
13.07.	Istanbul	France v Uruguay	Roberto Garcia (MEX)	0-0 AET PSO 4-1

MP = matches played W = wins D = draws L = losses F-A = goals for - against GD = goal difference
PSO = on penalties AET = after extra time

Results
FIFA U-17 World Cup UAE 2013



Group A – Brazil, Slovakia, United Arab Emirates, Honduras				
Date	City	Match	Referee	Result
17.10.	Abu Dhabi	Brazil v Slovakia	Marco Rodriguez (MEX)	6-1 (3-0)
17.10.	Abu Dhabi	United Arab Emirates v Honduras	Gianluca Rocchi (ITA)	1-2 (1-1)
20.10.	Abu Dhabi	Slovakia v Honduras	Abdulahman Abdou (QAT)	2-2 (0-1)
20.10.	Abu Dhabi	United Arab Emirates v Brazil	Mark Clattenburg (ENG)	1-6 (0-3)
23.10.	Abu Dhabi	Slovakia v United Arab Emirates	Juan Soto (VEN)	2-0 (1-0)
23.10.	Ras Al-Khaimah	Honduras v Brazil	Wolfgang Stark (GER)	0-3 (0-2)

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Brazil	3	3	0	0	15-2	13	9
2	Honduras	3	1	1	1	4-6	-2	4
3	Slovakia	3	1	1	1	5-8	-3	4
4	United Arab Emirates	3	0	0	3	2-10	-8	0

Group B – Uruguay, New Zealand, Côte d'Ivoire, Italy				
Date	City	Match	Referee	Result
17.10.	Ras Al-Khaimah	Uruguay v New Zealand	Wolfgang Stark (GER)	7-0 (2-0)
17.10.	Ras Al-Khaimah	Côte d'Ivoire v Italy	Nestor Pitana (ARG)	0-1 (0-0)
20.10.	Ras Al-Khaimah	Uruguay v Côte d'Ivoire	Craig Thomson (SCO)	1-1 (0-1)
20.10.	Ras Al-Khaimah	Italy v New Zealand	Elmer Bonilla (SLV)	1-0 (0-0)
23.10.	Abu Dhabi	New Zealand v Côte d'Ivoire	Abdulahman Abdou (QAT)	0-3 (0-1)
23.10.	Ras Al-Khaimah	Italy v Uruguay	Khalil Al Ghamdi (KSA)	1-2 (1-1)

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Uruguay	3	2	1	0	10-2	8	7
2	Italy	3	2	0	1	3-2	1	6
3	Côte d'Ivoire	3	1	1	1	4-2	2	4
4	New Zealand	3	0	0	3	0-11	-11	0

Group C – Croatia, Morocco, Panama, Uzbekistan				
Date	City	Match	Referee	Result
18.10.	Fujairah	Croatia v Morocco	Jair Marrufo (USA)	1-3 (0-3)
18.10.	Fujairah	Panama v Uzbekistan	Daniel Bennett (RSA)	0-2 (0-0)
21.10.	Fujairah	Croatia v Panama	Norbert Hauata (TAH)	1-0 (1-0)
21.10.	Fujairah	Uzbekistan v Morocco	Raul Orosco (BOL)	0-0
24.10.	Fujairah	Uzbekistan v Croatia	Elmer Bonilla (SLV)	2-1 (1-1)
24.10.	Sharjah	Morocco v Panama	Pavel Kralovec (CZE)	4-2 (2-1)

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Morocco	3	2	1	0	7-3	4	7
2	Uzbekistan	3	2	1	0	4-1	3	7
3	Croatia	3	1	0	2	3-5	-2	3
4	Panama	3	0	0	3	2-7	-5	0

Group D – Tunisia, Venezuela, Russia, Japan				
Date	City	Match	Referee	Result
18.10.	Sharjah	Tunisia v Venezuela	Khalil Al Ghamdi (KSA)	2-1 (1-0)
18.10.	Sharjah	Russia v Japan	Heber Lopes (BRA)	0-1 (0-1)
21.10.	Sharjah	Tunisia v Russia	Dong Jin Kim (KOR)	1-0 (0-0)
21.10.	Sharjah	Japan v Venezuela	Badara Diatta (SEN)	3-1 (2-1)
24.10.	Fujairah	Venezuela v Russia	Daniel Bennett (RSA)	0-4 (0-3)
24.10.	Sharjah	Japan v Tunisia	Norbert Hauata (TAH)	2-1 (0-1)

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Japan	3	3	0	0	6-2	4	9
2	Tunisia	3	2	0	1	4-3	1	6
3	Russia	3	1	0	2	4-2	2	3
4	Venezuela	3	0	0	3	2-9	-7	0

Group E – Canada, Austria, Iran, Argentina				
Date	City	Match	Referee	Result
19.10.	Dubai	Canada v Austria	Slim Jedidi (TUN)	2-2 (0-1)
19.10.	Dubai	Iran v Argentina	Pavel Kralovec (CZE)	1-1 (1-1)
22.10.	Dubai	Canada v Iran	Heber Lopes (BRA)	1-1 (0-1)
22.10.	Dubai	Argentina v Austria	Jair Marrufo (USA)	3-2 (1-1)
25.10.	Dubai	Argentina v Canada	Mark Clattenburg (ENG)	3-0 (1-0)
25.10.	Al Ain City	Austria v Iran	Raul Orosco (BOL)	0-1 (0-1)

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Argentina	3	2	1	0	7-3	4	7
2	Iran	3	1	2	0	3-2	1	5
3	Canada	3	0	2	1	3-6	-3	2
4	Austria	3	0	1	2	4-6	-2	1

Group F – Mexico, Nigeria, Iraq, Sweden				
Date	City	Match	Referee	Result
19.10.	Al Ain City	Mexico v Nigeria	Svein Oddvar Moen (NOR)	1-6 (1-2)
19.10.	Al Ain City	Iraq v Sweden	Juan Soto (VEN)	1-4 (0-1)
22.10.	Al Ain City	Mexico v Iraq	Slim Jedidi (TUN)	3-1 (2-0)
22.10.	Al Ain City	Sweden v Nigeria	Nestor Pitana (ARG)	3-3 (2-1)
25.10.	Dubai	Nigeria v Iraq	Gianluca Rocchi (ITA)	5-0 (4-0)
25.10.	Al Ain City	Sweden v Mexico	Dong Jin Kim (KOR)	0-1 (0-0)

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Nigeria	3	2	1	0	14-4	10	7
2	Mexico	3	2	0	1	5-7	-2	6
3	Sweden	3	1	1	1	7-5	2	4
4	Iraq	3	0	0	3	2-12	-10	0

Round of 16				
Date	City	Match	Referee	Result
28.10.	Abu Dhabi	Italy v Mexico	Nestor Pitana (ARG)	0-2 (0-1)
28.10.	Sharjah	Japan v Sweden	Badara Diatta (SEN)	1-2 (0-2)
28.10.	Abu Dhabi	Brazil v Russia	Khalil Al Ghamdi (KSA)	3-1 (0-0)
28.10.	Sharjah	Honduras v Uzbekistan	Pavel Kralovec (CZE)	1-0 (0-0)
29.10.	Ras Al-Khaimah	Uruguay v Slovakia	Marco Rodriguez (MEX)	4-2 (3-0)
29.10.	Fujairah	Morocco v Côte d'Ivoire	Craig Thomson (SCO)	1-2 (0-1)
29.10.	Dubai	Argentina v Tunisia	Svein Oddvar Moen (NOR)	3-1 (1-1)
29.10.	Al Ain City	Nigeria v Iran	Heber Lopes (BRA)	4-1 (3-0)

Quarter-finals				
Date	City	Match	Referee	Result
01.11.	Dubai	Brazil v Mexico	Svein Oddvar Moen (NOR)	1-1 (0-0) PSO 10-11
01.11.	Al Ain City	Honduras v Sweden	Abdulahman Abdou (QAT)	1-2 (1-0)
02.11.	Sharjah	Uruguay v Nigeria	Jair Marrufo (USA)	0-2 (0-1)
02.11.	Sharjah	Argentina v Côte d'Ivoire	Wolfgang Stark (GER)	2-1 (2-0)

Semi-finals				
Date	City	Match	Referee	Result
05.11.	Dubai	Sweden v Nigeria	Heber Lopes (BRA)	0-3 (0-1)
05.11.	Abu Dhabi	Argentina v Mexico	Gianluca Rocchi (ITA)	0-3 (0-2)

Match for third place				
Date	City	Match	Referee	Result
08.11.	Abu Dhabi	Sweden v Argentina	Badara Diatta (SEN)	4-1 (3-1)

Final				
Date	City	Match	Referee	Result
08.11.	Abu Dhabi	Nigeria v Mexico	Craig Thomson (SCO)	3-0 (1-0)

MP = matches played W = wins D = draws L = losses F-A = goals for - against GD = goal difference
PSO = on penalties AET = after extra time

Results

FIFA Beach Soccer World Cup Tahiti 2013



Group A – Spain, USA, Tahiti, United Arab Emirates

Date	City	Match	Referee	Result
19.09.	Papeete	Spain v USA	Mariano Romo (ARG)	5-4
19.09.	Papeete	Tahiti v United Arab Emirates	Felipe Varejao (BRA)	3-2
21.09.	Papeete	United Arab Emirates v Spain	Hugo Pado (SOL)	2-5
21.09.	Papeete	USA v Tahiti	Suwat Wongsuwan (THA)	3-5 AET (3-3)
23.09.	Papeete	United Arab Emirates v USA	Gumercindo Batista (PAN)	4-6
23.09.	Papeete	Tahiti v Spain	Bakhtiyor Namazov (UZB)	2-4

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Spain	3	3	0	0	14-8	6	9
2 Tahiti	3	1	1	1	10-9	1	5
3 USA	3	1	0	2	13-14	-1	3
4 United Arab Emirates	3	0	0	3	8-14	-6	0

Group B – Argentina, El Salvador, Netherlands, Solomon Islands

Date	City	Match	Referee	Result
19.09.	Papeete	Argentina v El Salvador	Alexander Berezkin (RUS)	4-1
19.09.	Papeete	Netherlands v Solomon Islands	Bessem Boubaker (TUN)	0-2
21.09.	Papeete	Solomon Islands v Argentina	Christian Zimmermann (SUI)	5-8
21.09.	Papeete	El Salvador v Netherlands	Serdar Akcer (TUR)	5-1
23.09.	Papeete	Solomon Islands v El Salvador	Patricio Blanca (CHI)	6-7
23.09.	Papeete	Netherlands v Argentina	Said Hachim (MAD)	5-5 AET (5-5) PSO

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Argentina	3	2	0	1	17-11	6	6
2 El Salvador	3	2	0	1	13-11	2	6
3 Solomon Islands	3	1	0	2	13-15	-2	3
4 Netherlands	3	0	1	2	6-12	-6	2

Group C – Senegal, Ukraine, Brazil, Iran

Date	City	Match	Referee	Result
18.09.	Papeete	Senegal v Ukraine	Jose Cortez (ECU)	5-4
18.09.	Papeete	Brazil v Iran	Ruben Eiriz (ESP)	4-1
20.09.	Papeete	Iran v Senegal	Tomasz Winiarczyk (POL)	5-3
20.09.	Papeete	Ukraine v Brazil	Ebrahim Almansory (UAE)	2-4
22.09.	Papeete	Iran v Ukraine	Serdar Akcer (TUR)	2-3
22.09.	Papeete	Brazil v Senegal	Suwat Wongsuwan (THA)	8-3

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Brazil	3	3	0	0	16-6	10	9
2 Iran	3	1	0	2	8-10	-2	3
3 Ukraine	3	1	0	2	9-11	-2	3
4 Senegal	3	1	0	2	11-17	-6	3

Group D – Paraguay, Côte d'Ivoire, Russia, Japan

Date	City	Match	Referee	Result
18.09.	Papeete	Paraguay v Côte d'Ivoire	Bakhtiyor Namazov (UZB)	10-6
18.09.	Papeete	Russia v Japan	Said Hachim (MAD)	4-1
20.09.	Papeete	Japan v Paraguay	Oscar Velasquez (SLV)	3-1
20.09.	Papeete	Côte d'Ivoire v Russia	Miguel Aguilar (MEX)	2-5
22.09.	Papeete	Japan v Côte d'Ivoire	Patricio Blanca (CHI)	4-3 AET (2-2)
22.09.	Papeete	Russia v Paraguay	Christian Zimmermann (SUI)	4-3 AET (3-3)

Ranking

Team	MP	W	D	L	F-A	GD	Points
1 Russia	3	2	1	0	13-6	7	8
2 Japan	3	1	1	1	8-8	0	5
3 Paraguay	3	1	0	2	14-13	1	3
4 Côte d'Ivoire	3	0	0	3	11-19	-8	0

Quarter-finals

Date	City	Match	Referee	Result
25.09.	Papeete	Brazil v Japan	Serdar Akcer (TUR)	4-3
25.09.	Papeete	Argentina v Tahiti	Ruben Eiriz (ESP)	1-6
25.09.	Papeete	Spain v El Salvador	Patricio Blanca (CHI)	2-1
25.09.	Papeete	Russia v Iran	Hugo Pado (SOL)	6-5

Semi-finals

Date	City	Match	Referee	Result
27.09.	Papeete	Spain v Brazil	Said Hachim (MAD)	2-1 AET (1-1)
27.09.	Papeete	Russia v Tahiti	Patricio Blanca (CHI)	5-3

Match for third place

Date	City	Match	Referee	Result
28.09.	Papeete	Brazil v Tahiti	Gionni Matticoli (ITA)	7-7 AET (6-6) PSO 1-0

Final

Date	City	Match	Referee	Result
28.09.	Papeete	Spain v Russia	Serdar Akcer (TUR)	1-5

Results

FIFA Club World Cup Morocco 2013



Play-off for quarter-final

Date	City	Match	Referee	Result
11.12.	Agadir	Raja Casablanca v Auckland City FC	Bakary Gassama (GAM)	2-1 (1-0)

Quarter-final

Date	City	Match	Referee	Result
14.12.	Agadir	Guangzhou Evergrande FC v Al Ahly SC	Sandro Ricci (BRA)	2-0 (0-0)
14.12.	Agadir	Raja Casablanca v CF Monterrey	Alireza Faghani (IRN)	2-1 AET (1-1, 1-0)

Semi-final

Date	City	Match	Referee	Result
17.12.	Agadir	Guangzhou Evergrande FC v FC Bayern Munich	Bakary Gassama (GAM)	0-3 (0-2)
18.12.	Marrakech	Raja Casablanca v Atletico Mineiro	Carlos Velasco Carballo (ESP)	3-1 (0-0)

Match for fifth place

Date	City	Match	Referee	Result
18.12.	Marrakech	Al Ahly SC v CF Monterrey	Mark Geiger (USA)	1-5 (1-4)

Match for third place

Date	City	Match	Referee	Result
21.12.	Marrakech	Guangzhou Evergrande FC v Atletico Mineiro	Alireza Faghani (IRN)	2-3 (2-2)

Final

Date	City	Match	Referee	Result
21.12.	Marrakech	FC Bayern Munich v Raja Casablanca	Sandro Ricci (BRA)	2-0 (2-0)

Results
 75th Blue Stars/FIFA Youth Cup



Group A			
Date	City	Match	Result
08.05.	Zurich	Manchester United v FC Blue Stars	1-0
08.05.	Zurich	Zenit St. Petersburg v FC Zurich	0-2
08.05.	Zurich	Torino FC v Manchester United	0-1
08.05.	Zurich	FC Zurich v FC Blue Stars	2-0
08.05.	Zurich	Zenit St. Petersburg v Torino FC	1-0
08.05.	Zurich	Manchester United v FC Zurich	0-0
09.05.	Zurich	FC Blue Stars v Zenit St. Petersburg	1-2
09.05.	Zurich	Torino FC v FC Zurich	0-4
09.05.	Zurich	Manchester United v Zenit St. Petersburg	2-1
09.05.	Zurich	FC Blue Stars v Torino FC	0-1

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	FC Zurich	4	3	1	0	8-0	8	10
2	Manchester United	4	3	1	0	4-1	3	10
3	Zenit St. Petersburg	4	2	0	2	4-5	-1	6
4	Torino FC	4	1	0	3	1-6	-5	3
5	FC Blue Stars	4	0	0	4	1-6	-5	0

Group B			
Date	City	Match	Result
08.05.	Zurich	Botafogo FR v Grasshopper Club	2-1
08.05.	Zurich	Borussia Dortmund v FC Basel	3-2
08.05.	Zurich	WYNRS N.Z. v Botafogo FR	1-1
08.05.	Zurich	FC Basel v Grasshopper Club	2-1
08.05.	Zurich	Borussia Dortmund v WYNRS N.Z.	0-0
08.05.	Zurich	Botafogo FR v FC Basel	2-0
09.05.	Zurich	WYNRS N.Z. v FC Basel	0-2
09.05.	Zurich	Grasshopper Club v Borussia Dortmund	0-0
09.05.	Zurich	Botafogo FR v Borussia Dortmund	2-1
09.05.	Zurich	Grasshopper Club v WYNRS N.Z.	2-0

Ranking								
	Team	MP	W	D	L	F-A	GD	Points
1	Botafogo FR	4	3	1	0	7-3	4	10
2	FC Basel	4	2	0	2	6-6	0	6
3	Borussia Dortmund	4	1	2	1	5-5	0	5
4	Grasshopper Club	4	1	1	2	4-4	0	4
5	WYNRS N.Z.	4	0	2	2	1-5	-4	2

Match for ninth place			
Date	City	Match	Result
09.05.	Zurich	FC Blue Stars v WYNRS N.Z.	1-1 PSO 2-4

Match for seventh place			
Date	City	Match	Result
09.05.	Zurich	Torino FC v Grasshopper Club	1-3

Match for fifth place			
Date	City	Match	Result
09.05.	Zurich	Zenit St. Petersburg v Borussia Dortmund	1-0

Match for third place			
Date	City	Match	Result
09.05.	Zurich	Manchester United v FC Basel	0-2

Final			
Date	City	Match	Result
09.05.	Zurich	FC Zurich v Botafogo FR	5-0

Results
 FIFA Interactive World Cup 2013



Quarter-finals	
Match	Result
August Rosenmeier v Bruce Grannec	0-1
Oscar Martin v Abdulaziz Alshehri	0-1
Andrei Torres Vivero v Kai Wollin	2-1
Rafael Riobo v Andres Botero	4-2

Semi-finals	
Match	Result
Bruce Grannec v Abdulaziz Alshehri	2-2 (4-2)
Andrei Torres Vivero v Rafael Riobo	4-2

Match for third place	
Match	Result
Abdulaziz Alshehri v Rafael Riobo	0-1

Final	
Match	Result
Bruce Grannec v Andrei Torres Vivero	1-0

OBITUARIES

GONE, BUT NOT FORGOTTEN

Every year, the world of football loses some of its most celebrated figures. In these pages, FIFA once again pays tribute to some of the most prominent among the many we have lost.

Four former Brazilian stars will sadly not get the chance to experience another FIFA World Cup™ in their homeland. Credited with having revolutionised the position of right-back, two-time World Cup winner **Djalma Santos** passed away in July, aged 84. He was followed a few months later by his team-mate at left-back, **Nilton Santos**, 88, fellow defender **Nilton de Sordi**, 82, and the goalkeeper from that memorable era, **Gilmar**, 83. German football also lost two of its own World Cup winners in **Ottmar Walter**, 89, and **Heinz Flohe**, 65.

More legendary goalkeepers sadly appeared in obituary columns this year, including Moroccan **Allal Ben Kassou**, 72, who earned 116 caps for his country, iconic Spaniard **Antoni Ramallets**, 89, **Bert Trautmann**, also 89, the German prisoner of war who became a legend in England, his adopted country, and England goalkeeper **Bert Williams**, 93.

The African football community lost two big names in Cameroon playmaker **Louis-Paul M'Fédé**, 52, a veteran of two World Cups and winner of the CAF Africa Cup of Nations in 1988, and **Emmanuel Quarshie**, 59, captain of Ghana's 1982 Africa Cup of Nations-winning side, while South America mourned the passing of Uruguay's **Carlos Ariel Borges**, 82, scorer of the first-ever goal in the *Copa Libertadores*.

Sadly, some of the deaths this year involved younger individuals whose lives were cut short, such as Ecuadorian forward **Cristian Benítez** who suffered a fatal heart attack at the tender age of 27 and former Italian international front man **Stefano Borgonovo**, whose long battle with motor neurone disease ended in June. He was only 49.

A number of ex-coaches also passed away over the past year, including 75-year-old **Luis Aragonés**, who led Spain to the UEFA EURO 2008 title, 59-year-old **Bruno Metsu**, who guided Senegal to the quarter-finals of Korea/Japan 2002, 80-year-old **José Mehdi Faria**, who steered Morocco to the last 16 at Mexico 1986, a first for an African team, **Abdelhamid Kermali**, 81, the mastermind behind Algeria's Cup of Nations triumph on home soil in 1990, and **Richard Møller Nielsen**, 76, who coached Denmark to glory at UEFA EURO 1992.

In officiating circles, we had cause to lament the passing of former FIFA referees **Gerhard Schulenberg**, **Arturo Yamasaki**, **Ferdinand Biversi**, **Benjamin Dwomoh**, **Jim McCluskey** and **Lajos Németh**, as well as assistant referee **Momini Ouangraoua**.

At administrative level, FIFA Honorary Member **Sir Arthur George** (Australia) passed on at the age of 98, as did fellow former association presidents **José Saavedra Banzer** (Bolivia), **U Win** (Myanmar), **Pekka Hämäläinen** (Finland), **Mari Martínez** (Philippines), **Richard Thompson** (Bermuda), **Vlatko Marković** (Croatia), **Dr Nicolás Delfino Puccinelli** (Peru) and **Gunnar Ericsson** (Sweden). At the Home of FIFA, the author and FIFA Order of Merit holder **Walter Lutz**, who collaborated on a number of different FIFA publications over many years, will be sorely missed, as will former Protocol Committee member **Pierre Huth**.

Three notable servants of the game were also lost in the CONCACAF region in former North American Soccer League Commissioner **Phil Woosnam**, 80, legendary sports physician **Dr Rudy Gittens** of Canada, 80, and father of Cap-Haitian football **Paul Calixte**.

We also remember Preston North End and England legend **Sir Tom Finney**, 91, whose unwavering loyalty saw him lace up an astounding 433 times for his league club.

Finally, special tributes go to **Nelson Mandela**, 95, who passed away in early December and shared FIFA's unwavering belief in the extraordinary power of football to unite people in peace and friendship and to teach basic social and educational values, and to Portuguese all-time great **Eusébio**, 71, whose glittering career and contribution to the game will never be forgotten.

The football community is mourning these and many other recently departed friends.



Eusébio da Silva Ferreira (1942-2014)

Nelson Mandela (1918-2013)

Sir Tom Finney (1922-2014)

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