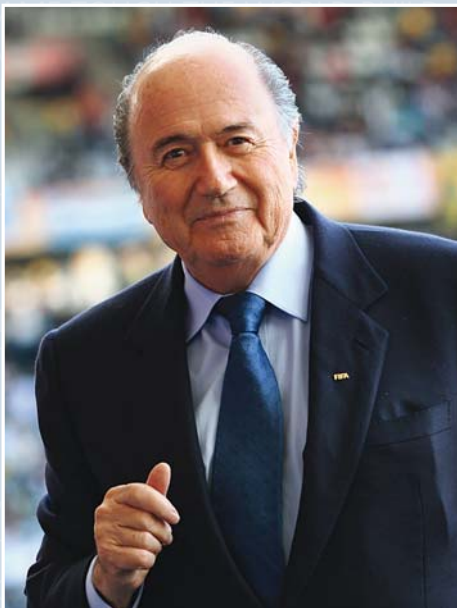




For the Game. For the World.



A handwritten signature in blue ink, which appears to be "Blatter".

Joseph S. Blatter

Dear football friends,

As world football's governing body, we take our duty to protect the game very seriously. Furthermore, our social responsibility is taking on an increasingly important role and in this, the third pillar of our mission, "build a better future", sends out a strong signal. Our work to serve people, football and our society is not simply a promise but also a duty and part of our objective of protecting the game.

Our three-pillar mission to "develop the game, touch the world and build a better future" is now firmly established and we have further developed and implemented it with great dedication.

Of course, there is still much work to do and we face up to this challenge with unstinting commitment. Together, we can use this new dimension of football to build bridges and at the same time protect its core values.

For the Game. For the World.

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Chapter 1

FIFA community

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Mission

For the Game. For the World.

The FIFA Statutes and the regulations governing their application represent the “constitution” of FIFA and world football. These documents and the key values of authenticity, integrity, performance and unity underpin FIFA’s mission: to develop the game, touch the world and build a better future.

According to the FIFA Statutes, FIFA’s objectives are as follows:

- to improve the game of football constantly and promote it globally in the light of its unifying, educational, cultural and humanitarian values, particularly through youth and development programmes;
- to organise its own international competitions;
- to draw up regulations and provisions and ensure their enforcement;
- to control every type of association football by taking appropriate steps to prevent infringements of the FIFA Statutes, regulations or decisions of FIFA or of the Laws of the Game;
- to prevent all methods or practices which might jeopardise the integrity of matches or competitions or give rise to abuse of association football.

FIFA does everything in its power to combat racism and discrimination of any kind, to promote friendly relations between every person and organisation involved in the game of football and to oblige them to observe the FIFA Statutes, regulations and principles of fair play. FIFA also provides the necessary institutional means to resolve disputes.

Member associations

One big community

The 208 member associations are FIFA's most important constituents and serve to extend the governing body's reach around the world. Responsible for controlling football on their territory, their key task is to promote football in all its forms throughout their respective countries and organise championships and other competitions.

Refereeing and disciplinary matters, the national transfer system and the fight against doping also come under the associations' remit. All the associations' decisions must take an impartial view of the interests of clubs and leagues, professional and amateur, as well as national and regional groups.



Structure

Football pyramid

Member associations are not only affiliated to FIFA but also to their respective continental governing bodies, namely the AFC (Asia), CAF (Africa), CONCACAF (North and Central America and the Caribbean), CONMEBOL (South America), the OFC (Oceania) and UEFA (Europe), who are responsible for staging international competitions for national teams and clubs in their respective jurisdictions. These bodies work closely with FIFA in numerous areas.

The clubs are the true lifeblood of football in the individual countries. To maintain the structure of the football pyramid, the leagues, as bodies representing the clubs, must be subordinate to the associations but they also enjoy certain rights that enable them to perform their important role.

Last but not least, the players form the base of the football pyramid. By signing a pioneering agreement in November 2006, FIFA and the worldwide representative organisation for professional players, FIFPro, took a decisive step forward in modernising footballing structures and promoting social relations within the football community.



FIFA Congress

Football's parliament

According to the FIFA Statutes, the FIFA Congress is the organisation's supreme body. Numerous articles dictate which items are to be discussed and which decisions are to be passed at this forum. As the legislative body of world football – football's parliament in other words – the FIFA Congress bears a particular responsibility for developing the game, the nature of which has been subject to increasingly rapid change over the past few years.

Each member association has one vote at the FIFA Congress. Amendments to the FIFA Statutes firstly require the presence of an absolute majority (half of the members plus one member) of the members eligible to vote and further a three-quarter majority of votes cast and deemed valid. Other important tasks that come under the remit of the FIFA Congress include approving FIFA's balance sheet, income statement, budget and annual activity report. The FIFA Congress is also the body that elects the FIFA President.



FIFA President

At the helm



FIFA President Joseph S. Blatter

The FIFA President holds the highest office at FIFA. He is elected for four years by those member associations represented at the FIFA Congress who are eligible to vote and he can also be re-elected. The FIFA President's rights and duties are set forth in the FIFA Statutes. He represents FIFA and presides over the FIFA Congress, Executive and Emergency Committee meetings and those committees of which he has been appointed chairman. Like the other members of the FIFA Executive Committee, he is entitled to vote and he casts the deciding vote when a ballot is tied.

Joseph S. Blatter has been at the helm of FIFA since 8 June 1998, when he was elected to succeed Dr João Havelange (Brazil) as the eighth FIFA President, ascending to the head of world football after 23 years of service to FIFA in different roles, latterly as Secretary General.

At the 2011 FIFA Congress in Zurich, Blatter was elected for a fourth term of office (running until 2015) in this position of great responsibility. The highlights of his presidency so far include the staging of the first FIFA World Cup™ on African soil in 2010 and taking FIFA's flagship tournament to further new territories in 2018 (Russia) and 2022 (Qatar). Other highlights include the consolidation and expansion of FIFA's development programmes with a view to implementing needs-based measures and broadening dialogue with political and social institutions in the spirit of social responsibility.

Committees

Expert bodies

Although football remains a simple game, its circumstances have changed dramatically. As the world governing body, FIFA must take into account a wide range of developments and other factors and decide on numerous issues in accordance with the FIFA Statutes and regulations.

Strategy is determined by the FIFA Executive Committee chaired by the FIFA President, a forum where all of the confederations can directly influence the decision-making process since each has its own representation under the FIFA Statutes. The executive's decisions are guided by the recommendations of some 22 specialist standing committees, in which representatives from the confederations and associations are able to express their various views and requirements. The FIFA administration implements the decisions passed by the FIFA Congress, the executive and the standing committees.







Administration

Highly qualified specialists

An efficient FIFA administration is required to implement decisions by the FIFA Congress and committees and to look after the needs of member associations, business partners and other stakeholders. Under the leadership of the Secretary General, FIFA employs some 340 highly qualified specialists from 40 countries at its headquarters in Zurich.

Various departments and divisions ensure that all of the football family's various needs (from the organisation of a FIFA World Cup™, legal matters, finance, communications, marketing & TV and development programmes to the dispatch of numerous documents or travel arrangements) are covered and met.



FIFA Secretary General Jérôme Valcke

History

Over 100 years on the ball

FIFA was founded on 21 May 1904 by delegates from Belgium, Denmark, France, the Netherlands, Spain, Sweden and Switzerland. FIFA's birthplace was Paris, hence its French name, Fédération Internationale de Football Association.

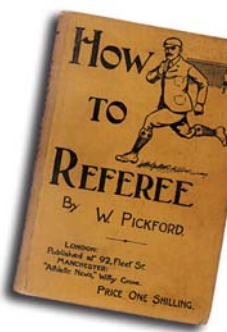
By using the name of "association football", FIFA intended to clearly distinguish it from "rugby football", better known as rugby. According to legend, the schism that led to the development of the two sports dates back to an incident during a match in the English town of Rugby in 1823, when a player for the home side picked up the ball and ran towards the opposition's goal. Another major difference that developed between the sports was the use of a round-shaped ball in association football, whereas rugby and American football opted for an oval-shaped ball.



Chronology

Key dates

- BC: Early forms of the game are mentioned in Japanese and Chinese literature and the Greek and Roman classics
- Middle ages: Evidence of the game in the British Isles, France and Italy
- 1369: King Edward III of England bans football on the grounds that it prevented subjects from practising their archery
- 1561: Influenced by the "calcio storico" played in Florence, English schoolmaster Richard Mulcaster mentions the game in a treatise on the education of young people
- 1580: Giovanni Bardi publishes rules for "calcio"
- 1680: King Charles II of England gives the game royal approval
- 1823: Football splits into association football and rugby football
- 1848: The first Cambridge Rules are laid down
- 1863: The Football Association is founded in England
- 1872: England and Scotland play the first international in the history of football. It ends 0-0
- 1883: The four British associations agree on unified statutes and laws for the game and found the International Football Association Board, which to this day remains the highest authority on the Laws of the Game
- 1886: The Football Association begins to train referees and the first meeting of the International Football Association Board is held





The Jules Rimet Cup and the Estadio Centenario in Montevideo, Uruguay in 1930

- 1888: The first-ever league championship is held, professional footballers are permitted and the referee's powers are considerably extended
- 1899: The Football Association sends a national team to play abroad. A German team visits England
- 1904: FIFA is founded on 21 May 1904 by delegates from Belgium, Denmark, France, the Netherlands, Spain, Sweden and Switzerland
- 1904: Robert Guérin becomes the first FIFA President
- 1906: Daniel Burley Woolfall succeeds Guérin as FIFA President
- 1908: First official Olympic Football Tournament in London
- 1921: Jules Rimet succeeds Woolfall as FIFA President
- 1930: First FIFA World Cup™ in Uruguay with 13 teams taking part
- 1932: FIFA moves to Zurich
- 1937/38: The Laws of the Game are codified in a different format, but they essentially remain the same
- 1954: Rodolphe William Seeldrayers succeeds Rimet as FIFA President
- 1955: Arthur Drewry serves as interim head of FIFA for six months following the death of Seeldrayers and then becomes FIFA President
- 1958: First-ever worldwide live broadcast of the FIFA World Cup™
- 1961: Sir Stanley Rous succeeds Drewry as FIFA President
- 1962: The number of FIFA members rises to 100

- 1970: The FIFA World Cup™ in Mexico is broadcast in Europe via satellite
- 1974: João Havelange succeeds Rous as FIFA President
- 1977: The first-ever FIFA World Youth Tournament is held in Tunisia (FIFA World Youth Championship as of 1981, now FIFA U-20 World Cup)
- 1979: FIFA celebrates its 75th anniversary by inaugurating its new headquarters in Hitzigweg in Zurich
- 1985: First-ever FIFA U-16 Tournament in China PR (FIFA U-17 World Championship as of 1991, now FIFA U-17 World Cup)
- 1988: The first FIFA fair play campaign begins
- 1989: First-ever FIFA Futsal World Championship (now FIFA Futsal World Cup) in the Netherlands
- 1991: First-ever FIFA Women's World Cup™ in China PR
- 1992: First edition of the predecessor to the FIFA Confederations Cup in Saudi Arabia
- 1995: FIFA.com is launched
- 1996: First-ever women's Olympic Football Tournament in Atlanta
- 1997: Comprehensive linguistic revision of the Laws of the Game
- 1998: Joseph S. Blatter succeeds Havelange as FIFA President
- 2000: First-ever FIFA Club World Cup in Brazil
- 2002: Korea and Japan co-host the first FIFA World Cup™ to be held outside Europe and the Americas; first-ever FIFA U-19 Women's World Championship in Canada (FIFA U-20 Women's World Cup since 2006)

- 2003: FIFA passes new Statutes at its Extraordinary Congress in Doha (Qatar)
- 2004: FIFA celebrates its centenary; the 2010 FIFA World Cup™ is awarded to South Africa and therefore will be hosted by an African country for the first time
- 2005: First-ever FIFA Beach Soccer World Cup in Rio de Janeiro
- 2006: FIFA moves into its new headquarters, the Home of FIFA in Zurich
- 2006: Fan Fests become a new mass phenomenon at the FIFA World Cup™ in Germany with 18 million visitors at the official public viewing events
- 2008: First-ever FIFA U-17 Women's World Cup in New Zealand
- 2010: Nineteenth FIFA World Cup™ in South Africa
- 2011: The FIFA Women's World Cup™ in Germany sets new TV viewing records



FIFA headquarters

From Paris to Zurich

The Home of FIFA at FIFA-Strasse 20, Zurich, became the new headquarters of world football's governing body in May 2006. The construction of FIFA's nerve centre was completed at breakneck speed in less than two years. Set amongst landscaped gardens of flora from the six confederations, FIFA's headquarters is an administration, conference, logistics, training and sports centre rolled into one.

FIFA has been headquartered at a number of different locations over the course of its existence. Rue Saint Honoré 229 in Paris was FIFA's home address for just under three decades.

Following the end of the First World War and in the absence of a President, the Dutch co-founder of FIFA, Carl Hirschmann, ran FIFA from Amsterdam for three years. The definitive move to Switzerland took place in 1932 when FIFA transferred to two offices in Zurich's most famous street, Bahnhofstrasse.





Then, right around the time of FIFA's 50th anniversary and the 1954 World Cup in Switzerland, FIFA moved into its own premises in the Zurich suburb of Sonnenberg, where the beautiful Villa Derwald was to provide FIFA with stylish headquarters for almost a quarter of a century, after which FIFA's steadily increasing number of employees prompted the organisation to relocate to the modern and functional FIFA House in 1979, coinciding with its 75th anniversary.

The further development of football required FIFA to acquire additional office and meeting space in the former Hotel Sonnenberg and other locations, before the acute lack of space rendered it essential to build the modern-day Home of FIFA.

Finance

Transparency

According to article 69, paragraph 2 of the FIFA Statutes, FIFA's revenue and expenditure "shall be managed so that they balance out over the financial period". Furthermore, "FIFA's major duties in the future shall be guaranteed through the creation of reserves".

Approximately 90 per cent of FIFA's revenue is generated through the sale of television, marketing, hospitality and licensing rights for the FIFA World Cup™. The revenue from the commercialisation of these rights and sufficient equity is of crucial importance to FIFA because, in addition to funding its range of development programmes and covering general running costs, it must also finance the organisation of various international tournaments, including, most notably, the FIFA World Cup™. Almost 70% of expenditure flows back into football development in the form of financial support, development programmes and funding competitions.

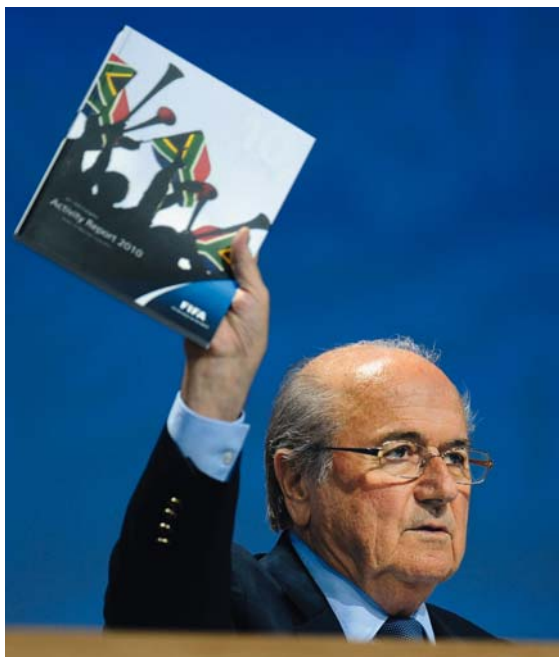
At the beginning of 2003, FIFA began to voluntarily draw up its financial statements in accordance with International Financial Reporting Standards (IFRS), which otherwise only apply to listed companies in Europe. As most of FIFA's activities take place in the "dollar zone", the governing body's balance sheet and income statement are drawn up in US dollars.

Football governance

Pioneering role

As a world governing body, FIFA must fulfil numerous different requirements. FIFA has played a pioneering role among international sporting federations in the area of governance, issuing regulations and reports (e.g. the FIFA Financial Report) in close cooperation with legal and accounting specialists.

To ensure a separation of powers, the independent Ethics Committee, established as the third judicial body under the FIFA Code of Ethics, is responsible for watching over the entire football community and helping to tackle current challenges in football such as illegal betting, bribery and other prohibited activities. Under the Code of Ethics, disciplinary sanctions can be imposed on offending officials, players, players' agents and match agents.



FIFA Marketing Partnerships

FIFA's Marketing Affiliates for the 2007-2014 period are divided into three categories. The top tier consists of six FIFA Partners, who enjoy close ties to FIFA and its diverse projects and competitions for the 2007-2014 period.

These are followed by FIFA World Cup Sponsors, who have global rights in connection with the 2010 and 2014 FIFA World Cups™ as well as the 2009 and 2013 FIFA Confederations Cups, and National Supporters, who hold local sponsorship rights for a particular competition in their country.

In addition, FIFA and its licensees offer a wide range of high-quality products as part of special licensing programmes.

FIFA Partners



FIFA TV

A viewing experience

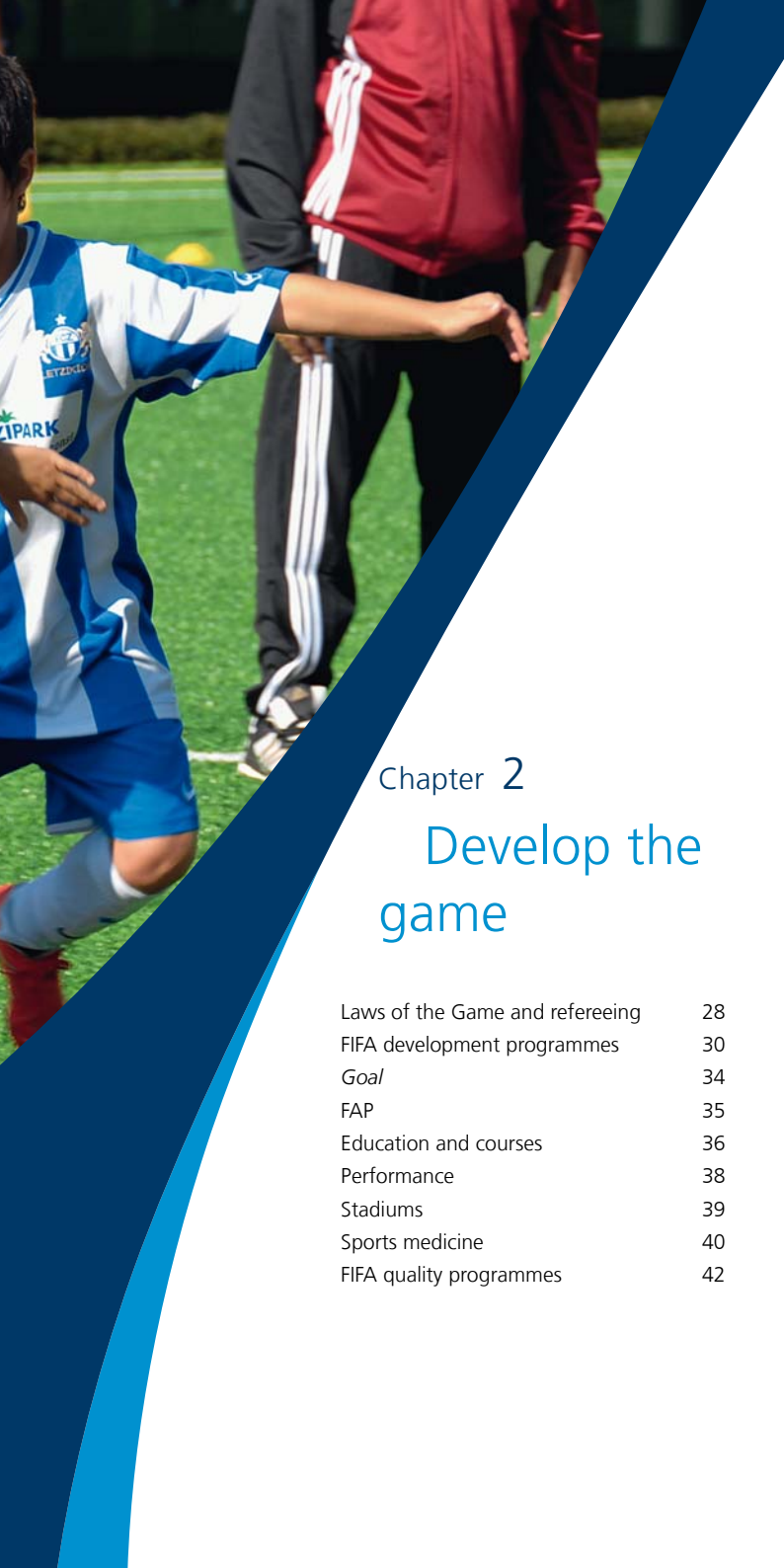
FIFA's myriad football competitions, spearheaded by the FIFA World Cup™, can be followed by hundreds of millions all over the world thanks to the medium of television. To this end, FIFA's TV Division manages and maintains a close relationship with its many media rights licensees with the principal objective of delivering the best-possible viewing experience of football on TV screens.

FIFA embarked on a new era in TV strategy in 2007 when it successfully brought the entire broadcast operation in-house, ranging from the actual sale of rights, the development of a comprehensive footage archive (FIFA Films) to client servicing and overall decisions on production and event operations.

FIFA TV is responsible for the overall contractual and commercial content of the media rights (TV, radio, broadband and mobile audiovisual rights) and for the implementation of the agreements reached with media rights licensees on such content.







Chapter 2

Develop the game

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Laws of the Game and refereeing

Simply universal

The sole responsibility for the Laws of the Game lies with the International Football Association Board (IFAB), a body that convenes once a year to discuss the Laws. The IFAB is composed of FIFA (four votes) and, in recognition of their historic role in the formal codification of the game, the four British associations (England, Scotland, Wales and Northern Ireland with one vote apiece).

The fact that a three-quarter majority is needed for proposed amendments to be passed means that the Laws of the Game have only, after 125 years of meetings, ever been subjected to minor changes. Only amendments that have been carefully considered, tried and tested find their way into the Law book.

Even today, the 17 Laws are still based on those that were approved by the newly founded IFAB in 1886 and then revised in 1937. In March 1997, the IFAB gave the go-ahead for a complete revision of the Laws of the Game, which gave rise to a re-formulated, illustrated, updated and simplified version.

Any of FIFA's 208 member associations are able to forward in writing [by a stipulated deadline prior to the Annual General Meeting] suggestions or proposed alterations to the Laws of the Game, requests for experimentation with the Laws of the Game and other items for discussion.

The Laws, which are universal, are applied by the referees and as such, they have a key role to play in football. FIFA's commitment to refereeing reflects the importance of match officials, with the governing body organising courses and regular performance tests to continuously monitor and improve international referees.

When it comes to selecting, training and supervising prospective referees for competitions, FIFA insists not only on physical fitness and a thorough knowledge of the Laws, but also on tact and the ability to work under relentless psychological pressure.

The history and development of the Laws of the Game

- 1580: Giovanni Bardi publishes laws for a game called "calcio"
- 1823: Football splits into association football and rugby football
- 1848: The first Cambridge Rules are laid down
- 1863: The Football Association is founded in England
- 1883: The four British associations agree on unified statutes and laws for the game and found the International Football Association Board, which to this day remains the highest authority on the Laws of the Game
- 1886: The International Football Association Board convenes for its first meeting on 2 June
- 1891: Introduction of the penalty kick
- 1913: FIFA becomes a member of the IFAB
- 1925: The offside law is changed from three to two players
- 1937/38: New system of codification for the Laws of the Game, which are still based on the previous Laws
- 1997: The Laws of the Game are revised



FIFA has targeted technical development programmes in women's football, grassroots football, futsal, beach soccer and refereeing, while also ensuring that these programmes fit seamlessly into the existing development programmes.

Today, FIFA's focus is on strengthening its member associations' capacities to manage and develop football. Through the Performance Programme, FIFA helps participating members reach their maximum potential on and off the football pitch in the areas of governance, organisation, marketing, communications, finances and technical development.







Goal

A house of football for everyone

In 1999, FIFA President Joseph S. Blatter announced his vision of a house of football for each and every member association.

The *Goal* Programme is an expression of solidarity that supports the associations with tailor-made projects, such as the construction of association headquarters and technical centres, but also other projects including, among others, football pitches, youth talent academies and IT software and hardware.

Whenever possible, *Goal* projects are carried out in collaboration with the confederations and government authorities. FIFA's conscious decision to limit its funding to a relatively modest USD 500,000 per project ensures not only that as many associations as possible can benefit from the programme, but also that the associations are encouraged to look for funding themselves, to show initiative and to ask the public and private sectors in their country to play a role in football development.

This cooperation within the framework of the *Goal* Programme has helped to significantly improve relations between associations and government authorities. By the end of 2011, over 90% of all FIFA member associations had benefited from *Goal*. More than 550 projects have been approved in 194 member associations.



FAP

Heavyweight

The Financial Assistance Programme (FAP) aims to empower member associations to manage their finances effectively. The FAP enables associations to put long-term plans in place and invest in the development of women's football and the game at youth level, while also strengthening their own administration.

FIFA offers financial assistance and technical advice specifically with this purpose in mind. Each association receives USD 250,000 per year, while every confederation is granted USD 2.5 million. This means that over the course of any given year, USD 67 million – more than twice the budget of the *Goal* Programme – is distributed. Fifteen per cent of FAP funding must be invested in women's football.

Every association and confederation is also obliged to have its FAP funds examined by a local auditing company before sending a report to FIFA.



building, on more goalkeeper training for association coaches, as well on as the further development of futsal and beach soccer.

The Refereeing Assistance Programme, introduced in 2008, aims at increasing the level of refereeing in all of FIFA's 208 member associations while encouraging each association to develop its own refereeing development programmes. The programme focuses on three areas: the technical aspect of refereeing, the fitness training of referees and the structuring of refereeing in the member associations.

Courses and programmes such as Com-Unity, member association courses and FUTURO III are ongoing and spotlight technical issues while stressing the social values of football and the game's educational, cultural, economic and political influences.



Stadiums

Safety = comfort

Safe, modern stadiums, together with the necessary security concepts and plans with an emphasis on preventive measures, are part and parcel of football. Security in stadiums is the responsibility of the organisers of the game itself, whereas safety and security outside stadiums is a matter for the relevant local authorities.

Mindful of the obligations of the organisers of the game, FIFA demands that stadiums provide spectator comfort with suitable seating, refreshments and sanitary installations. FIFA is also totally opposed to any fences being erected between the stands and the pitch as such barriers are potential death traps.

In the latest edition of FIFA's dedicated stadium book, a group of experts from around the world look at stadium construction in specific detail. It is obligatory, among other things, for associations to appoint their own security officer to act as an interface between FIFA, the relevant confederation and local authorities in any matters relating to safety and stadiums at competitions.

In addition, any stadium hosting a match in the FIFA World Cup™ preliminary competition now has to meet a number of minimum standards defined by a group of FIFA experts.

Implementing the “11+” injury prevention programme has led to a considerable reduction of injuries, and the Pre-Competition Medical Assessment has helped identify players at risk of sudden cardiac death.

The “11 for Health” programme goes one step further and uses football to increase children’s health knowledge in a structured, yet playful manner. Publications, conferences and presentations, online information and awareness campaigns disseminate relevant medical expertise throughout the football family and the sports community. An increasing number of FIFA Medical Centres of Excellence worldwide offer superb medical care and promote prevention.

FIFA’s anti-doping strategy aims to protect players’ health while also preserving the integrity of the game. Only doctors carry out doping controls, and their worldwide network is part of the educational approach in line with the World Anti-Doping Code.



artificial football turf pitches, called the FIFA Quality Concept for Football Turf.

In February 2004, the International Football Association Board (IFAB) formally approved artificial football turf by permitting its use in the Laws of the Game.

In order to emphasise the quality of a FIFA RECOMMENDED pitch, FIFA decided to use the designation “football turf” for all artificial turf fields which are tested according to FIFA requirements and are awarded one of the FIFA quality marks, “FIFA RECOMMENDED 1 STAR” or “FIFA RECOMMENDED 2 STAR”.

Further developing this project, FIFA has launched the FIFA Preferred Producer Initiative to assure customers that artificial turf fields globally meet FIFA requirements in terms of quality, performance and safety standards.







Chapter 3

Touch the world

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moves to further new territories in Russia (2018) and Qatar (2022).

The 2010 FIFA World Cup™ in South Africa again enraptured the globe. It was shown in every single country and territory including Antarctica and the Arctic Circle, and it generated record-breaking viewing figures in many TV markets. The in-home television coverage of the competition reached over 3.2 billion people or 46.4% of the global population.

Almost 3.1 million fans flocked to the stadiums to see the 64 matches, while millions more converged on the various Fan Fests throughout South Africa and in various other cities around the world.

Spain were ultimately crowned champions for the first time ever and became only the eighth team to lift the coveted trophy. The other seven teams to triumph in the 19 FIFA World Cup™ competitions held to date are Argentina, Brazil, England, France, Germany, Italy and Uruguay.

In fact *La Roja*, as the Spaniards are referred to, became the first team to win the global showpiece having lost their opening game as well as the first European side to lift the trophy outside their own continent.

2014 FIFA World Cup™

Brazilian football samba

On 30 October 2007, FIFA President Joseph S. Blatter delighted Brazilian football fans by announcing that the country would host the 2014 FIFA World Cup™ from 12 June to 13 July. The South American nation will therefore enjoy a second opportunity to welcome the world's finest football teams, 64 years on from hosting the 1950 edition.

Brazil boast a staggering list of honours having clinched five FIFA World Cups™, eight *Copa América* titles, five FIFA U-20 World Cups, three FIFA U-17 World Cups, two FIFA Confederations Cups, four FIFA Futsal World Cups, three FIFA Beach Soccer World Cups and dozens of continental trophies. Few associations have left anything like the same mark on international football.

Brazil's most devastating football moment came in the final of the 1950 FIFA World Cup™, a tournament they hosted. Watched by 174,000 supporters packed into the legendary Maracanã stadium, the *Seleção* let the fourth edition of the Jules Rimet Trophy slip from their grasp in a 2-1 defeat to Uruguay.

In 2014, FIFA World Cup™ matches will be hosted in Belo Horizonte, Brasília, Cuiabá, Curitiba, Fortaleza, Manaus, Natal, Porto Alegre, Recife, Rio de Janeiro, Salvador and São Paulo.



FIFA WORLD CUP
Brasil

FIFA Fan Fest

Spectacular football on giant screens

Following the success of the FIFA Fan Fest at the 2006 FIFA World Cup™ in Germany, FIFA and its key stakeholders provided this free-access platform in all South African host cities in 2010 and, for the first time, in a further six cities around the world.

Fans without stadium tickets were able to experience the 31-day event in the South African venues of Johannesburg, Cape Town, Durban, Mangaung/Bloemfontein, Rustenburg, Tshwane/Pretoria, Polokwane, Nelspruit and Nelson Mandela Bay/Port Elizabeth as well as in Rome, Paris, Berlin, Sydney, Mexico City and Rio de Janeiro.

In total, more than six million fans worldwide came together to watch 64 matches of spectacular football on giant screens at official FIFA Fan Fests in 2010, which will remain a vital part of all future FIFA World Cups™.



FIFA Confederations Cup Festival of champions

The FIFA Confederations Cup was first designated as a FIFA competition in 1997 and it now occupies a firm and coveted place in the international football calendar. Two earlier editions of the tournament, in 1992 and 1995, were played under the title of the Intercontinental Championship for the King Fahd Cup.

The tournament is now held every four years and always one year ahead of the FIFA World Cup™. It also serves as a major rehearsal for the country hosting the next FIFA World Cup™, giving them an important competition to perform a practice run.

The 2013 tournament in Brazil will, without doubt, be a vibrant spectacle of exquisite football action and whet the appetite for the 2014 FIFA World Cup™ itself.

By bringing together the winners of each confederation's championship, the reigning world champions and the forthcoming FIFA World Cup™ hosts, the FIFA Confederations Cup boasts a field of competitors that fully justifies its billing as a "festival of champions".



FIFA Women's World Cup™

The women's game

Although the women's game has been part and parcel of football for over 30 years, it has come on in leaps and bounds since FIFA staged the first Women's World Championship in China PR in 1991.

Twenty years later, the FIFA Women's World Cup 2011™ in Germany took the feminine side of the world's most popular sport to a whole new level thanks to the fans' unprecedented enthusiasm, packed stadiums, TV viewing records, top-quality football and a brand new champion.



In its young history, only teams from the USA (1991 and 1999), Norway (1995), Germany (2003 and 2007) and now Japan (2011) have been crowned world champions.

The first youth tournament for women was created in 2002 with the U-19 Women's World Championship in Canada. Two years later, this competition was played again in Thailand before the tournament became the FIFA U-20 Women's World Cup for the 2006 (Russia), 2008 (Chile) and 2010 (Germany) editions.

In 2008, a major milestone was reached when the inaugural FIFA U-17 Women's World Cup was held in New Zealand, marking the first time ever that men and women had had the same youth tournament structure in football. The second women's U-17 competition was staged in Trinidad & Tobago in 2010.

These youth competitions, the establishment of national and even some semi-professional leagues in various countries, and the broadening of grassroots football resulted in growing public interest and are testimony to the dynamic upswing of the women's game. Today, some 29 million girls and women play football.

However, FIFA recognises that a great deal of work still needs to be done and therefore continues to actively promote women's football and support the sport financially through dedicated development programmes, courses, training sessions and workshops.

By running frequent information campaigns and raising public awareness, FIFA has systematically stimulated interest in the game. Furthermore, football helps to raise women's standing in society and also helps them overcome social and cultural obstacles.

Youth competitions

Pledges for the future

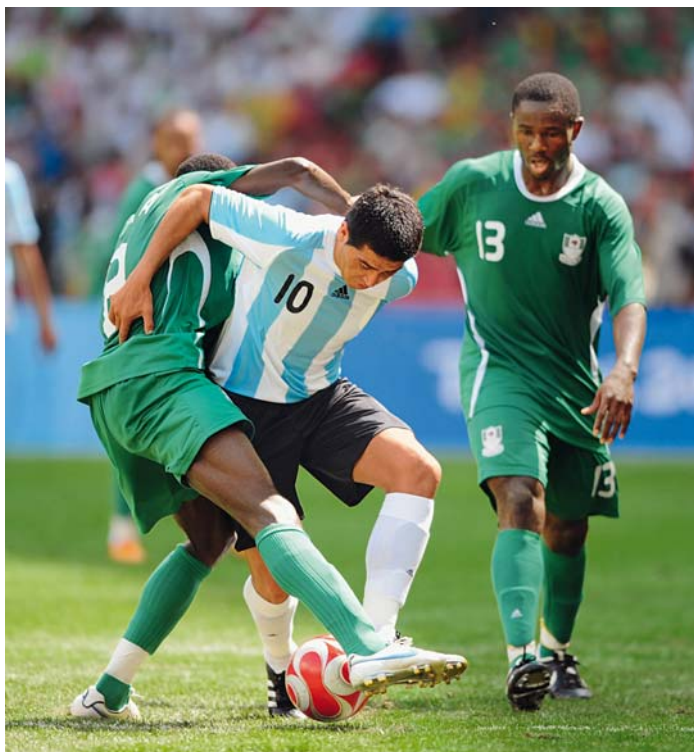
In the mid-1970s, FIFA declared the strengthening of youth football as a top priority, with the aim of enabling young players to build towards the FIFA World Cup™ at senior level. Today, both the men's and women's game boast biennial youth tournaments in both the U-17 and U-20 age groups. FIFA's first youth competition was staged in Tunisia in 1997 for male players under the age of 19 and was repackaged into a U-20 competition four years later. Encouraged by the success of the U-20 event, FIFA organised a U-16 championship in China PR in 1985, which paved the way for what is now the FIFA U-17 World Cup.

Countless world stars such as Diego Maradona, Dunga, Marco van Basten and Lionel Messi earned their international spurs playing in either a U-17 or U-20 World Cup.

In 2008, the first-ever FIFA U-17 Women's World Cup was staged, marking the first time that men and women had had the same youth tournament structure in football. For more information on women's football, see the previous section.

Youth competitions are open to all confederations and are true showcases of world football. In addition, these tournaments give smaller associations the opportunity to host a FIFA World Cup and profit from the many benefits.





In 2012, football will undoubtedly continue to thrill crowds at the Games in London – the city where football made its official Olympic debut back in 1908.

When the Youth Olympic Games were first introduced in 2009, football tournaments for boys and girls between the ages of 14 and 18 formed part of the agenda. These maiden football tournaments were won by Bolivian boys and Chilean girls.





FIFA Club World Cup

An elite club

The popularity of the FIFA Club World Cup is rapidly growing, and with each year that passes this young competition is acquiring a new dimension, as reflected in the increased television coverage and media interest.

It is a unique competition in that it spotlights the best club teams in the world by bringing together the champions of the six confederations for a yearly showdown. Since 2007, the champion club of the host country has also been invited to participate.

The precursor of this exciting tournament was a FIFA Club World Championship in 2000, which was held in Brazil and won by one of the two home sides, Corinthians. In 2004, the FIFA Executive Committee unanimously decided on a new format and the current FIFA Club World Cup was launched in 2005. This tournament is now billed as the "championship of champions".

After Japan successfully staged this competition for four successive years from 2005 to 2008, the FIFA Club World Cup moved to the United Arab Emirates in 2009 and 2010 but is returning to Japan for 2011 and 2012.



FIFA Futsal World Cup/FIFA Beach Soccer World Cup

Speed and spectacle

Football can be played just about anywhere, including on a small indoor pitch or on sand. Futsal and beach soccer have consequently become two booming branches of the game.

Futsal is now played in 130 countries around the world. The techniques used in futsal hone a wide range of skills requiring split-second reflexes, quick thinking and precise passing.

Beach soccer has also carved a permanent niche for itself in the international sports calendar.

The success of the first FIFA Beach Soccer World Cups in Rio de Janeiro in 2005, 2006 and 2007, coupled with the enthusiasm palpable in the associations of every confederation, bear witness to the universal appeal of beach soccer.

In 2008, the FIFA Beach Soccer World Cup left its Brazilian home after three wonderful tournaments and has since been staged successfully in Marseilles (2008), Dubai (2009) and Ravenna (2011).

One of FIFA's main objectives will be to continue developing futsal and beach soccer around the world. Having issued standard Laws of the Game for beach soccer and produced a coaching handbook and film demonstrating the sport in 2006, and having followed that up with new teaching material in 2010 and 2011, FIFA now has sufficient means to ensure that this branch of football is firmly anchored in the associations.



FIFA Interactive World Cup

Virtual wizards

The FIFA Interactive World Cup unites the fans' passion for football with the world of interactive entertainment. The launch of this FIFA competition in 2004 represented yet another milestone in the over 100-year history of world football's governing body.

With the help of this innovative project, FIFA is exploring further opportunities to promote and develop the game of football at all levels worldwide. This ground-breaking initiative ensured that FIFA was the first international sports body to launch a new tradition and test fans' computer gaming skills around the globe in an entirely new manner.



FIFA/Coca-Cola World Rankings

Knowing your place

Ever since it was established in 1993, the FIFA/Coca-Cola World Ranking has become a permanent feature in international sports reporting and a global yardstick for FIFA's member associations.

The FIFA/Coca-Cola World Ranking is a constant source of heated debate – and rightly so. After a slight revision in 1998, it was remodelled in 2006 according to the principle of evolution rather than revolution. The criteria for the award of points are:

- Matches: only "A" international matches
- Result: win = three points, draw = one point
- Importance of match: status of competition
- Strength of opponent: depending on world ranking position
- Regional strength: on basis of World Cup results
- Period of assessment: previous four years
- Number of matches per year: at least five

Ten years after the FIFA/Coca-Cola World Ranking was set up, women's football was also given an objective indicator with which to measure its teams' standings. By creating the FIFA/Coca-Cola Women's World Ranking, FIFA has given the boom in women's football additional, well-deserved publicity.

Approximately 3,000 international matches were taken into account to form the basis for the FIFA/Coca-Cola Women's World Ranking. FIFA's aim in maintaining the women's world ranking is not only to promote women's football but also to provide a realistic assessment of the teams based on reliable data and to analyse the statistics available on women's football.

FIFA World Cup trophies

Objects of desire



After Brazil became the owners of the Jules Rimet Trophy by winning the FIFA World Cup™ for a third time in Mexico on 21 June 1970, FIFA set about creating a new trophy for the tenth FIFA World Cup™ finals in 1974.

Designed by Italian sculptor Silvio Gazzaniga in 1972, the FIFA World Cup Trophy is familiar to about 90% of the world's population and the thrill of holding the trophy aloft as a world champion is the greatest feeling in the world for any footballer.

Weighing 6.175kg and measuring 36.8cm in height, the trophy is made of 18-carat gold. The pedestal is decorated with two layers of semi-precious malachite, while the base of the trophy has enough space for the inscriptions of the 17 winners up to and including the 2038 FIFA World Cup™. The FIFA World Cup Trophy is a challenge cup and a permanent possession of FIFA. The winning association receives a replica – not of pure gold but gold-plated.

The predecessor to the current FIFA World Cup Trophy was the Jules Rimet Trophy. Two years before the first FIFA World Cup™ in Uruguay in 1930, a clause was inserted in the competition regulations that the champions would be awarded a trophy, and French sculptor Abel Lafleur set about creating the cup especially for this purpose.

The original 35cm cup weighed 3.8kg moulded out of sterling silver and was gold-plated. The pedestal was made of a blue semi-precious stone, lapis lazuli. Small gold plates inscribed with the names of the trophy and all nine winners from 1930 to 1970 adorned the pedestal.

The winning teams in all of the other FIFA competitions are also awarded a trophy. A dedicated copy of each trophy

is produced for each competition and presented to the champions for them to keep. The Olympic Football Tournaments are the only exception to this rule, as the winners there receive either gold, silver or bronze medals in true Olympic tradition.

In addition to titles and trophies, FIFA bestows other distinctions at all of its competitions. The best male and female players are honoured with the adidas Golden Ball award, the top male and female goalscorers are presented with the adidas Golden Boot award (which is called the adidas Golden Scorer award at the FIFA Beach Soccer World Cup), the best goalkeeper receives the adidas Golden Glove award, while the fairest team is singled out for the FIFA Fair Play award. Furthermore, the best young players at the FIFA World Cup™ and the FIFA Women's World Cup™ are rewarded with the Hyundai Best Young Player award.

FIFA has also launched a series of badges that are sported on team shirts by the reigning champions of some of FIFA's most prestigious competitions. One such badge is the World Champions Badge, which was first awarded to the Italian national team in honour of their victory at the 2006 FIFA World Cup™ in Germany.



FIFA Ballon d'Or

An Oscar for football's elite

A new chapter in football history was opened in 2010 with the news that the former FIFA World Player of the Year award and *France Football's* former Ballon d'Or had been merged to become the FIFA Ballon d'Or.

This coveted trophy for men and the FIFA Women's World Player of the Year awards are the equivalent of an Oscar in football and mark the zenith of a player's career. These trophies are bestowed upon the winners during an annual gala evening that assembles the crème de la crème of the footballing world.



Two further awards, the FIFA World Coach of the Year for Men's Football and the FIFA World Coach of the Year for Women's Football, were introduced at the 2010 gala, while the FIFA FIFPro World XI award, which honours the best eleven players of the year as chosen by their peers, has been in existence since 2009.

In addition, FIFA also honours other exceptional moments and gestures in football. The FIFA Presidential Award is bestowed upon a person or institution that has made a superlative contribution to football without seeking to monopolise the limelight.

The FIFA Puskás Award, created in honour and memory of legendary Hungarian international Ferenc Puskás, is presented to the man or woman who has scored the most beautiful goal of the past year according to a public vote.

The FIFA Fair Play Award commends persons or institutions for their fair play, an issue that has always been of crucial significance to world football's governing body.



Communication

Open dialogue

As the custodian and patron of the world's most popular sport, FIFA is committed to keeping its countless partners and stakeholders regularly informed of its manifold activities, decisions passed and action taken.

FIFA has thus cultivated a system of permanent dialogue through various types of media in the form of an integrated communications policy. Circulars inform the member associations of any binding decisions taken by the various FIFA committees, of progress achieved in FIFA tournaments and any other information vital to the associations.

The monthly *FIFA World* magazine gives further insight into every facet of our sport. The current Laws of the Game, FIFA Directory, Referees List, Activity Report, Financial Report and Technical Report for each of the FIFA competitions are some examples of FIFA's numerous publications.

The ever-growing range of extranets, such as the FIFA Media Channel, allows FIFA to reach out to the various communities in the world of football. The internet, where FIFA has set a benchmark with its FIFA.com website, plays a crucial role in communication, as does the usage of social networks such as Twitter.



New media

Global football network

FIFA was one of the pioneers on the internet. It was one of the first sports federations to launch its own website – FIFA.com – way back in November 1995. The official FIFA World Cup™ site has seen its traffic grow from 2 billion page views in 2002, to 4.2 billion page views in 2006, and onto a record-breaking 6.3 billion pages for one month in 2010, with 150 million unique users.

FIFA has a web 2.0 strategy in the shape of the latest version of FIFA.com. Some fantastic content, including exclusive videos, live streaming and unrivalled written coverage, help make FIFA.com one of the best-loved football websites in the world.

Its popularity has also been boosted by a vast 5.5 million army of users, drawn into FIFA.com’s dedicated Club section by the chance to debate the big football issues and make friends with fellow users from around the world, plus take part in exciting, interactive games and competitions, and to compete for some superb prizes.

In addition to the four official FIFA languages (English, French, Spanish and German) and the language of the host country of a particular competition (e.g. Chinese for the FIFA Women’s World Cup 2007™), FIFA.com is hoping to reach

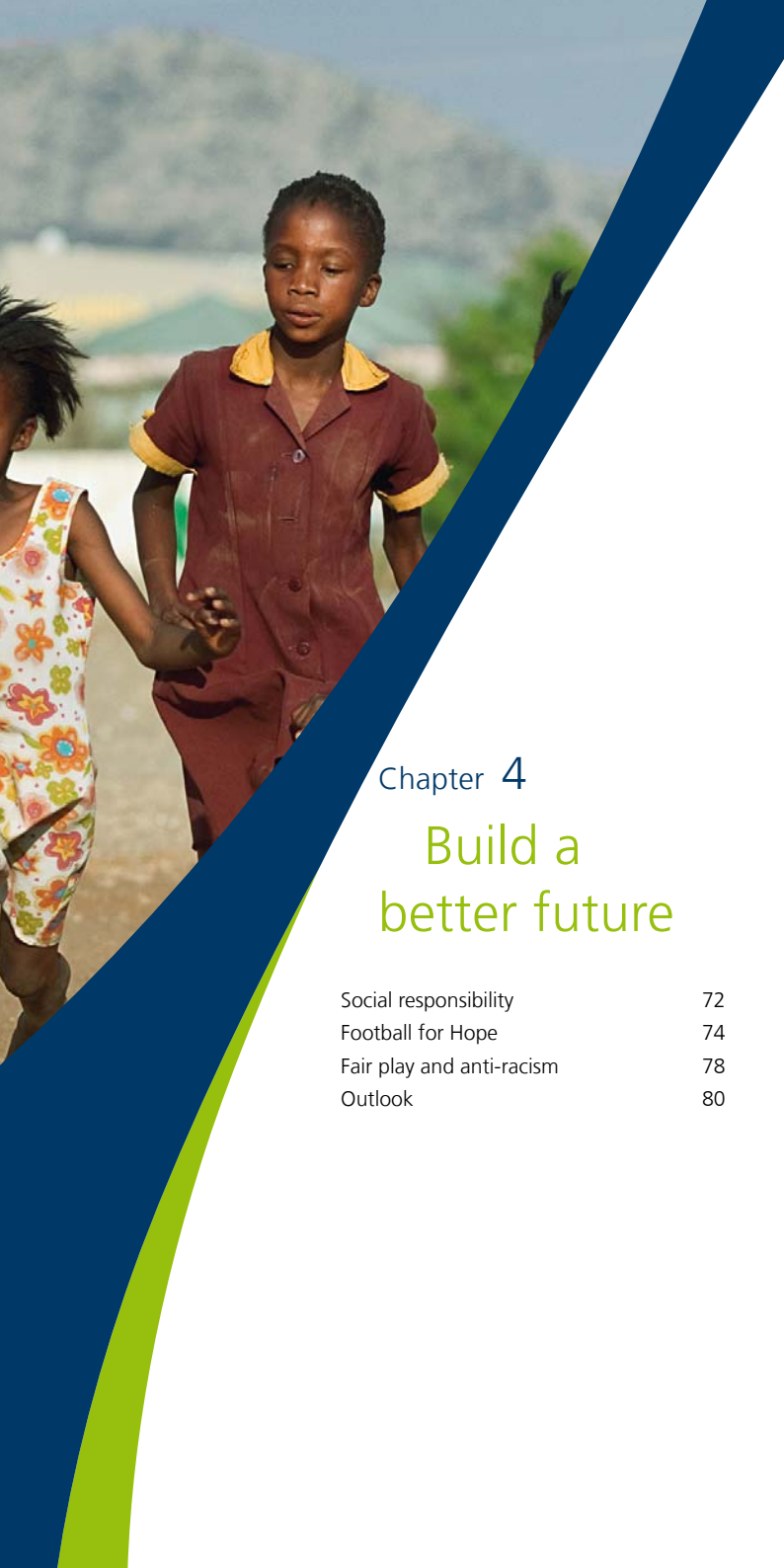


out to other fan bases around the world in their mother tongue wherever possible. The latest milestones in this mission have been the launch of Portuguese (Brazilian) and Arabic versions of FIFA.com.

Furthermore, FIFA.com offers a plethora of FIFA services, ranging from the sale of tickets and lists of accommodation for every FIFA event to information on the Local Organising Committee of each individual FIFA competition. FIFA's business partners are also represented with bespoke online partnership programmes that enable partners, sponsors and suppliers alike to reach out directly to FIFA.com's ever-expanding football community.







Chapter 4

Build a better future

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in CSR initiatives. The ever-increasing importance of CSR is reflected in the fact that the bid committees for the 2018 and 2022 FIFA World Cups™ were asked to provide FIFA with detailed plans of their contribution towards sustainable social development and environmental protection in their own country as well as around the world through the FIFA World Cup™.

The programmes and projects should include and complement FIFA's ongoing social responsibility activities and initiatives and, in particular, Football for Hope. The combined efforts will certainly create positive synergies and win-win situations for both sides, all for the benefit of social development and people in need.

Football for Hope

Ray of light

FIFA has been performing development work within football for more than 30 years. Now, thanks to the financial resources at its disposal, FIFA is in a position to take its work a step further in the coming years and, in doing so, make a contribution to the development of society at large through football.

Building a better future is part of FIFA's mission, and to achieve this goal FIFA has declared Football for Hope to be an initiative of key strategic importance.

Football for Hope uses the power of the game for social development. It brings together, supports, advises and strengthens successfully operating organisations using football for social development in the areas of children's rights and education, health promotion, peacebuilding, anti-discrimination and social integration, and the environment.



The activities of Football for Hope include:

- Football for Hope programme support, through which more than 200 projects tackling social issues with the aid of football are supported in over 70 countries
- The Football for Hope Forum, where the world's leading professionals in the field of development through football discuss how to best drive the field forward
- The Football for Hope Festival that takes place during the FIFA World Cup™ and celebrates the power of the game for positive social change
- The Official Campaigns of the FIFA World Cup™ that address specific social issues relevant to the host country







Fair play and anti-racism

Rejecting black-and-white thinking

In today's fast-changing environment, FIFA views itself as the guarantor of traditional sporting values. The worldwide fair play campaigns that FIFA launched in 1988 are among the most important actions that the governing body has undertaken to highlight the principle of ethical conduct as one of the foundations of football and sport in general.

The international FIFA Fair Play Day, which takes place every year, is another strategic mainstay that endorses fair play in the game. During these FIFA Fair Play Days, FIFA calls on its member associations to organise activities dedicated to fair play and to highlight its importance on and off the pitch.

Ever since the approval of the Buenos Aires Resolution by the Extraordinary FIFA Congress in 2001, FIFA has further bolstered its social activities with the annual Anti-



Discrimination Day, an occasion that offers the football community the opportunity to voice its collective opposition to this unseemly blot on society, just as should be the case throughout the year.

Since 2002, FIFA's Anti-Discrimination Days have taken place during at least one of FIFA's competitions. The activities include a special pre-match protocol, during which the team captains read a short declaration against discrimination. After the declaration, the teams and referees come together to display a "Say No to Racism" banner. Involving the captains, teams and referees attracts the attention of the spectators in the stadium and on television, and allows FIFA to send out an unequivocal message against discrimination.



Outlook

Final whistle?

Never. A match, a league championship or a season might be over at the sound of the final whistle, but the next kick-off is always just around the corner – signalling new hope and excitement for the next game.

Against this background of constant renewal, the essence of football remains unchanged: the unpredictable results, the elation of victory and the anguish of defeat. Football will never cease to be a moving experience.



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