



# INTEGRATED REPORT

Federazione Italiana Giuoco Calcio

2018 —★★★★



1898-2018

FEDERAZIONE ITALIANA GIUOCO CALCIO

*When the pioneers met at a Turin emporium one morning in 1898 they could not have known it was the start of a magnificent story - the story of an Association that turned football into Italy's favourite sport. 120 years have passed since then and football now occupies an important place in the home of all Italians. "Azzurro" is the colour that makes our hearts beat.*

*Over the past 120 years, football has become part of our history and our lives - first helping to unite the country, then as a way of bouncing back, and now as a tool for wellbeing and inclusion. And it still unites us.*

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## LETTER TO THE STAKEHOLDERS

Football is one of the excellence of *Made in Italy* and an asset of fundamental importance for the entire country. Thanks to the results of a research project conducted with UEFA (SROI - *Social Return on Investment Model*), we have been able to illustrate - in a rigorous, scientific manner - the returns that Italy has from football practice and the positive impact on country's finances. Specifically, the study established that the socio-economic impact of Italian football in 2017-2018 was over € 3 billion, taking into consideration the effects on the economy, as well as the social and health impact.

These figures are further testimony to the fact that football today is not just the biggest and most practiced sport in Italy, but a real tool aiding the sustainable development of an entire country from a sporting, economic and social perspective. That is why FIGC decided to embark on a journey designed to increase transparency and improve its scientific profile - to describe its strategy and the everincreasing value created by FIGC and Italian football.

The Integrated Report is one of the cornerstones of this journey. Now in its fourth edition, the document aims to set out the main data certifying the size and the framework of the Italian football system. The first chapter illustrates FIGC's identity and management model. The second chapter analyses the key figures of Italian football and the third describes the types of capital managed by FIGC and their role in creating value. The fourth chapter outlines FIGC's main strategic development programmes.

The Integrated Report has received increasingly widespread recognition among industry *stakeholder*, enabling FIGC to enhance its level of transparency as well at international level. The Association is honoured and privileged to be considered as a global best practice among sports associations and organisations. Commendation has come from some of the top research institutes in Europe and worldwide, including *Transparency International and International Integrated Reporting Council (IIRC)*, the world's leading organisation on integrated reporting standards.

Such recognition motivates FIGC to continue steadfastly on this path, while increasingly widening the horizons of the effects produced by Italian football. The goal for the future is to expand on the *legacy* produced by Big Events, an area of research of particular interest at the moment given the international tournaments being held in Italy: from the 2019 European Under 21 Championship - a roaring success in terms of stadium attendance (over 250,000 spectators, the highest ever), TV audience figures and efficiency of FIGC organisation - to the forthcoming EURO 2020, the biggest festival of European football of all time, when Rome will be one of the host cities.

We thus set out on a new journey with the aim of further testifying the key role that football plays within Italy as a whole.

**Gabriele Gravina**  
FIGC President

# METHODOLOGICAL NOTE

## OBJECTIVE OF THE REPORT

After 3 consecutive Sustainability Reports (representing 4 years of reporting) and the first 3 Integrated Reports in 2016, 2017 and 2018, FIGC decided to continue on its **journey of sustainability disclosure**, driven by the desire for continual improvement while constantly seeking new ways to innovate. Besides offering **greater transparency** in communicating with stakeholders, the Integrated Report is a fundamental tool that very clearly describes the links between objectives and the strategic plan in place, between the Association's new organisational structure and the activities carried out, between **the projects implemented and the results achieved**. All this is done with the aim of highlighting the various forms of value that FIGC is able to generate.

## AN EDITORIAL CHOICE AND A JOURNEY

FIGC's decision to produce an Integrated Report - thus becoming one of the first sports organisations in the world to do so - was refined at KickOff 2015, a **Stakeholder Engagement** event run by FIGC. On that occasion, one of the 11 working groups discussed the **concept of "value" with reference to FIGC** and listed the various elements in a creative and innovative way. It was thus possible to develop the basic structure of the Integrated Report by analysing the types of value FIGC is inclined to create - by Statute and by choice - and which tools, activities and resources (capitals) **it uses to achieve this**.

## REPORTING PERIOD AND BOUNDARIES

The qualitative and quantitative data contained in this Integrated Report relates to **activities carried out by FIGC** and its wholly-owned subsidiary Federcalcio Servizi Srl. Data on sports management refers to the last few seasons, up to and including 2017-18. Data that is not connected to sports management refers to the last few years, with a breakdown of the **activities run in the calendar year 2018**.

## REFERENCES AND REPORT STRUCTURE

This Integrated Report was prepared with the technical and methodological consultancy of PwC and the content drafted in accordance with the guidelines set out in the **Integrated Reporting Framework** published by the International *Integrated Reporting Council* (IIRC) in December 2013. To ensure continuity with the Sustainability Reports published in previous years, the Global Reporting Initiative's **Sustainability Reporting Guidelines** (GRI Standards) were followed for some of the quantitative data in this report.

## A JOURNEY OF IMPROVEMENT

The Integrated Report is part of a longer **journey of transparency which FIGC set out on in 2011**, with the aim of testifying the increasingly important role football plays in Italy at sport, economic and social level. The previous editions of the Integrated Report and **all the other publications which FIGC makes available for its internal and external stakeholders** (Sustainability Report, ReportCalcio, Management Report, The Income Statement of the Italian Football) are available on the FIGC website: <https://www.figc.it/it/federazione/federazione-trasparente/disposizioni-general/>

# A JOURNEY OF IMPROVEMENT

## FROM THE SUSTAINABILITY REPORT...

... COMMUNICATING FOOTBALL SOCIAL RESPONSIBILITY STRATEGIES



## ... TO THE INTEGRATED REPORT

... IDENTIFYING CAPITALS MANAGED AND CAPITALS AFFECTED  
... REPORTING VALUE CREATED THROUGH CAPITALS







# 0.1

## MISSION, GOVERNANCE AND OBJECTIVES

The Italian Football Association - established in 1898, recognised by FIFA in 1905 and a founding member of UEFA since 1954 - is the National Association of sports clubs and associations whose goal is to play the game of football in Italy



# 1.1 IDENTITY, MISSION AND VALUES

## \*\*\*\* THE ITALIAN FOOTBALL ASSOCIATION (FIGC)



FIGC IS THE NATIONAL ASSOCIATION OF SPORTS CLUBS AND ASSOCIATIONS WHOSE GOAL IS TO PLAY THE GAME OF FOOTBALL IN ITALY

### FIGC IS MADE UP OF



#### LEAGUES

Responsible for organising professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (National Amateur League, LND) championships



#### TECHNICAL BODIES

Italian Players' Union and Italian Coaches' Union



#### AIA

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



#### SECTORS

Technical Sector and Youth and School Sector

**1898**  
YEAR OF FOUNDATION



**1905**  
FIFA RECOGNITION



**1954**  
FOUNDING MEMBER  
OF UEFA

## THE ITALIAN FOOTBALL PYRAMID

### 2017-2018 HIGHLIGHTS



\*From 2018-2019, FIGC is directly in charge of the organization of the top-tier Women's National Championships.

## \*\*\*\* FIGC GOVERNANCE - DEVELOPMENTS DURING THE YEAR

2018 was a year of significant and profound change to FIGC governance



In **November 2017**, the day after the Italian National Team failed to qualify for the 2018 FIFA World Cup, FIGC President Carlo Tavecchio tendered his resignation. The entire FIGC Executive Committee stepped down at the same time.



The FIGC General Assembly of **29 January 2018** came to a close without succeeding in electing a new President. Four rounds of voting were not enough to elect a new FIGC president from the three candidates standing: Gabriele Gravina, Cosimo Sibilìa and Damiano Tommasi.



Following the outcome of the General Assembly, the Italian Olympic Committee (CONI) National Board met at the start of **February** and appointed its General Secretary Roberto Fabbricini as Extraordinary Commissioner of FIGC.



This period of extraordinary administration of FIGC drew to a close when a new FIGC General Assembly was called for **22 October 2018**. This led to the election of sole candidate Gabriele Gravina as FIGC President. He won a 97.2% share of the vote in the first ballot.



In **November 2018**, following the resignation of the entire management team of Federcalcio Servizi srl, a Shareholders' Assembly was called in which a new Board of Directors was appointed: Cosimo Sibilìa (President), Mauro Grimaldi and Luca Perdomi (board members).



On **30 October 2018**, the first FIGC Executive Committee meeting under the new leadership unanimously elected National Amateur League President Cosimo Sibilìa and Lega Serie A President Gaetano Micciché as deputy vice president and vice president, respectively. Subsequent meetings saw the election of the new members of the Presidential Board: Claudio Lotito (Lega Serie A), Francesco Ghirelli (Lega Pro) and Mario Beretta (Technical Bodies), who joined FIGC President Gabriele Gravina and deputy vice president Cosimo Sibilìa (members by right).

The following working groups comprising leading experts in their respective fields were set up:

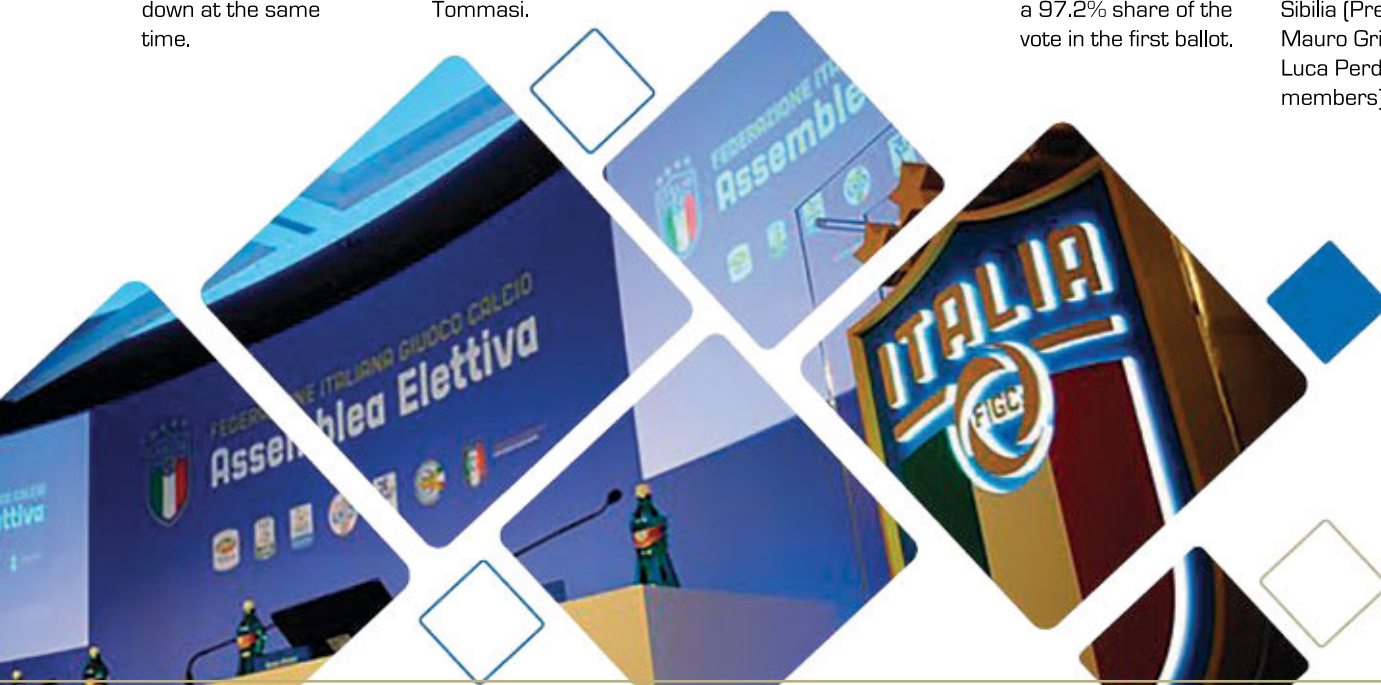
- Governance
- Sports justice
- Championships reform
- Facilities
- Marketing
- Club Italia (National Teams Area)



In the FIGC Executive Committee meeting of **30 January 2019**, the FIGC President informed the council of matters relating to the adaptation of the Statute to comply with principles issued by the Italian Olympic Committee (CONI). The appointment by the Italian Olympic Committee National Board of Professor Gennaro Terracciano to the position of Extraordinary Commissioner was announced.

Marco Brunelli was appointed CEO of FIGC.

Demetrio Albertini was appointed the new President of the Technical Sector.



## ★★★★ FIGC GOVERNING BODIES

### ★★★★ GENERAL ASSEMBLY

The main functions of the General Assembly include **adopting the FIGC Statutes**, awarding lifetime appointments to FIGC Honorary Presidents and Honorary Members (on the proposal of the FIGC Executive Committee) and electing the FIGC President and the President of the Board of Auditors.

### ★★★★ VICE PRESIDENTS

Can be **appointed to specific roles by the FIGC President**, as well as serving as legal representatives in the event that the FIGC President is absent or impeded.

### ★★★★ EXECUTIVE COMMITTEE

The FIGC **Executive Committee is FIGC's regulatory body**, providing general direction and overseeing administration. The main legislative tools issued by the FIGC Executive Committee are: **FIGC's Internal Organisational Regulations (NOIF), the Disciplinary Code and the anti-doping regulations, control standards for football clubs and the National and UEFA Licensing manuals**. The other main functions include appointing members of the Committees and Sports Justice Bodies, approving the budget and final financial statements, approving national and international programmes, coordinating competitive activities devolved to the Leagues and approving resolutions on championship formats. The Executive Committee also **examines appeals lodged** by clubs regarding admission to championships, **approves the statutes and regulations of the Leagues, the AIA and the Sectors** and approves the electoral regulations of the Technical Bodies.

### ★★★★ BOARD OF AUDITORS

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



### PRESIDENT ★★★★★

The legal representative of FIGC, the President **holds general responsibility for the sports and technical areas** and is in charge of spanning **planning, direction and control** within the Association pursuit of its **national and international sport results**. After liaising with the Vice Presidents, the FIGC President adopts administrative, technical and sporting measures which are not specifically devolved to other bodies.

### PRESIDENTIAL BOARD ★★★★★

Assists the FIGC President in preparing accounting and **management documents that sit outside of ordinary administrative practice**. It also oversees the preparation of the **financial statement** and submits **economic and financial measures regarding injury cover** for players called up by the National Teams from injury to the Executive Committee for approval.

### GENERAL SECRETARY ★★★★★

Responsible for **the institutional, administrative and economic management** of FIGC. Can work with a FIGC Secretary to assist with duties, where one is appointed by the FIGC President. The General Secretary is also responsible for the preparation of the budget and final financial statement, oversees and deals with organisation of FIGC departments and staff and implements work programmes to implement the decisions of the FIGC President and Executive Committee.

## ★★★★ GOVERNANCE BODIES IN FOOTBALL ASSOCIATIONS: INTERNATIONAL BENCHMARKING

### NUMBER OF DELEGATES WITH VOTING POWER IN ASSOCIATION GENERAL ASSEMBLIES

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



### NUMBER OF DELEGATES WITH VOTING POWER IN ASSOCIATION EXECUTIVE COMMITTEE

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



### PERCENTAGE VOTING POWER IN ASSOCIATION GENERAL ASSEMBLY

Association	Top-tier professional League	Other professional leagues	Top-tier professional clubs	Other professional clubs	Amateur football	State/Local associations	Women's football	Futsal and Beach Soccer	Players	Coaches	Referees	Other
			48%	33%	13%		2%	2%	2%			
			28%			55%	10%		7%			
			28%	14%		57%						
	51%				49%							
	38%	22			19%		9%	12%				
	6%	6			7%	50%	3%	1%	1%	1%	1%	25%
			22%	15%	63%							
	28%					53%						19%
						100%						
	12%	22%			34%				20%	10%	2%	
	1%		24%		3%	63%	1%	1%	1%			6%
	55%	36%			9%							
			30%	15%	43%		2%	4%	2%	2%	2%	
	2%		30%		57%							11%
	2%					85%		0,5%		0,5%		12%
			8%	6%	21%	14%		9%	23%	11%	8%	
	28%				72%							
	14%	12%			26%				20%			28%

## \*\*\*\* ETHICAL AND PROFESSIONAL VALUES

During 2015, FIGC updated its Code of Ethics (available on the “The Federation - Transparency” section of the figc.it website). This document collates the principles and rules that govern the commitments and ethical responsibilities to which all those who work for FIGC must adhere. The Code of Ethics is also an integral part of the Organisation, Management and Control Model, pursuant to Legislative Decree 231/2001.



HEALTH AND  
SAFETY IN THE  
WORKPLACE



CONFIDENTIALITY



VALUING  
CO-WORKERS/  
EMPLOYEES



LEGALITY/  
HONESTY



RESPECT  
FOR PEOPLE



FAIRNESS AND  
IMPARTIALITY



ENVIRONMENTAL  
SUSTAINABILITY



TRANSPARENCY



## 1.2 FIGC AND THE SDGs

### SUSTAINABLE DEVELOPMENT GOALS

17 GOALS TO TRANSFORM OUR WORLD

On 25 September 2015, the United Nations (UN) approved the 2030 Agenda for Sustainable Development, which encompassed **17 Sustainable Development Goals (SDGs)** containing 169 targets to be achieved by 2030. Below are **9 SDGs and associated targets** that FIGC has chosen to adopt in order to make its contribution to achieving the goals in the 2030 Agenda.





# FIGC FUNCTIONS AND OBJECTIVES

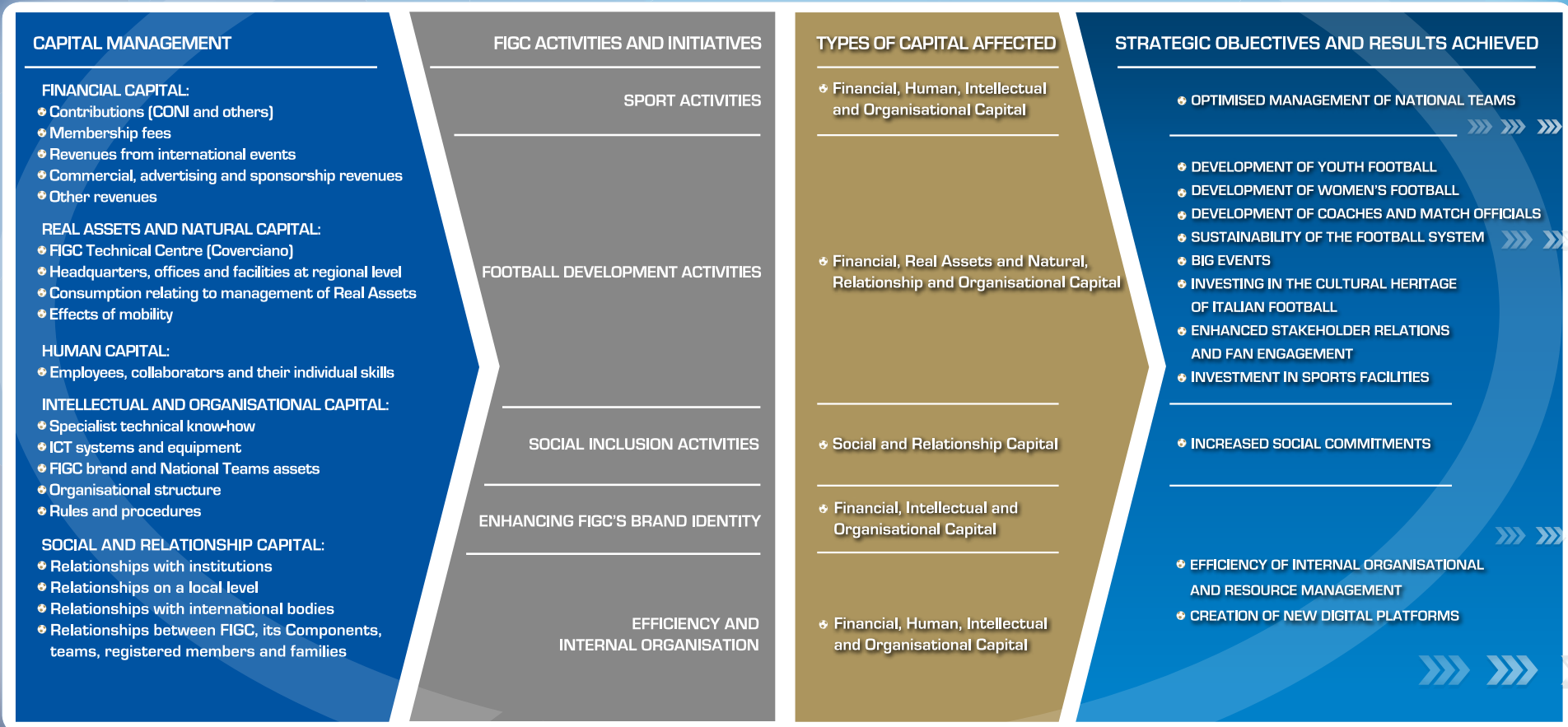


**MANAGEMENT MODEL**

MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

RISKS AND OPPORTUNITIES

STAKEHOLDER RELATIONS



VISION FOR THE FUTURE

CREATION OF VALUE OVER TIME

EXTERNAL CONTEXT

## 1.4 STRATEGIC OBJECTIVES AND MAIN PROJECTS

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

### OPTIMISED MANAGEMENT OF NATIONAL TEAMS

- REORGANISATION OF CLUB ITALIA
- IMPROVING THE RANKING OF NATIONAL YOUTH TEAMS
- CREATION OF THE AZZURRI LEGENDS

### DEVELOPMENT OF YOUTH FOOTBALL

- FIGC LOCAL DEVELOPMENT CENTRES
- FOOTBALL FOR ALL: GRASSROOT FESTIVAL AND CALCIO INTEGRATO (INTEGRATED FOOTBALL)
- “VALORI IN RETE” (VALUES ONLINE) FIGC-MIUR AGREEMENT: EDUCATIONAL AND SPORTING PROGRAMMES IN SCHOOLS



### DEVELOPMENT OF WOMEN'S FOOTBALL

- QUALIFICATION FOR 2019 FIFA WOMEN'S WORLD CUP (FIRST TIME IN 20 YEARS)
- SYNERGY WITH PROFESSIONAL MEN'S FOOTBALL
- DEVELOPMENT OF WOMEN'S FOOTBALL DIVISION (PART OF FIGC)





## DEVELOPMENT OF COACHES AND MATCH OFFICIALS

- CENTRALISED VAR CONTROL ROOM
- ACTION AGAINST VIOLENCE TOWARDS MATCH OFFICIALS
- NEW COURSES FOR YOUTH ACADEMY COACHES



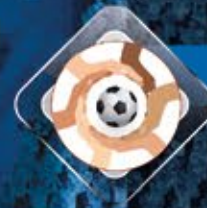
## SUSTAINABILITY OF THE FOOTBALL SYSTEM

- SUSTAINABILITY OF PROFESSIONAL FOOTBALL: NEW MULTY-YEAR CRITERIA SPANNING ORGANISATIONAL, INFRASTRUCTURAL AND ECONOMIC/FINANCIAL FACTORS
- NEW DISCIPLINARY CODE
- NEW REGULATIONS ON EQUITY OWNERSHIPS IN CLUBS



## BIG EVENTS

- 2019 UEFA EUROPEAN UNDER 21 CHAMPIONSHIP
- UEFA EURO 2020, INCLUDING OPENING MATCH
- 2019 UEFA CONGRESS



## INCREASED SOCIAL COMMITMENTS

- "RETE!" [GOAL!] PROJECT, IN COLLABORATION WITH THE MINISTRY OF THE INTERIOR, NATIONAL ASSOCIATION OF ITALIAN COMMUNITIES (ANCI) AND SPRAR CENTRES (WINNER OF UEFA'S EQUAL GAME AWARD)
- "TUTTI IN GOAL" (ALL IN GOAL)
- PROGRAMME IN COLLABORATION WITH THE MIUR QUARTA CATEGORIA PROJECT AIMED AT YOUNG PEOPLE WITH LEARNING AND SOCIAL DIFFICULTIES





## INVESTING IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL

- ITALIAN FOOTBALL HALL OF FAME
- DEVELOPMENT PROJECT FOR THE FOOTBALL MUSEUM



## EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT

- REORGANISATION AND STREAMLINING OF FIGC STRUCTURE
- STAKEHOLDER ENGAGEMENT: 6 WORKING GROUPS FOCUSING ON SPORTS JUSTICE, FACILITIES, GOVERNANCE, MARKETING, CLUB ITALIA AND CHAMPIONSHIPS REFORM
- HUMAN RESOURCES TRAINING: UEFA CERTIFICATE IN FOOTBALL MANAGEMENT (CFM), IT COURSES, LANGUAGE COURSES, ETC.



## CREATION OF NEW DIGITAL PLATFORMS

- FIGC DIGITALISATION PROGRAMME
- FOOTBALL DATA INTEGRATION 360 PLATFORM TO CREATE AN INTERACTIVE DATABASE FOR CLUB ITALIA
- ONLINE FIGC REGISTRATION SERVICE



## FAN ENGAGEMENT

- INTRODUCTION OF "E-FOOT"
- OPEN DAY OF THE FIGC TECHNICAL CENTRE IN COVERCIANO
- SOCIAL MEDIA AND VIVO AZZURRO COMMUNICATION PLAN



## INVESTMENT IN SPORTS FACILITIES

- INVESTMENT IN THE FIGC TECHNICAL CENTRE IN COVERCIANO: REMEDIATION, REDEVELOPMENT, INCREASED EFFICIENCY AND INNOVATION
- FIGC-POLIMI AGREEMENT: MASTER'S IN PLANNING, CONSTRUCTION AND MANAGEMENT OF SPORTS FACILITIES



## 1.5 NATIONAL TEAMS HONOURS

### MEN'S A NATIONAL TEAM

4 WORLD CUPS

1 EUROPEAN CHAMPIONSHIP

1 OLYMPIC GOLD

### UNDER 16

1 EUROPEAN CHAMPIONSHIP

### FUTSAL

2 EUROPEAN CHAMPIONSHIPS

### UNDER 21

5 EUROPEAN CHAMPIONSHIPS

4 MEDITERRANEAN GAMES

### BEACH SOCCER

2 EURO BEACH SOCCER LEAGUE TITLES

### UNDER 19

1 EUROPEAN CHAMPIONSHIP

### WOMEN'S UNDER 19

1 EUROPEAN CHAMPIONSHIP

### UNDER 18

2 UEFA JUNIOR TOURNAMENTS

### UNIVERSITY NATIONAL TEAM

2 UNIVERSITY CHAMPIONSHIPS

## 26 TROPHIES

WON BY THE ITALIAN NATIONAL TEAMS  
IN ALL COMPETITIONS

## 4 WORLD CUPS

WON BY  
MEN'S A NATIONAL TEAM  
IN ITS HISTORY

## 15 EUROPEAN CHAMPIONSHIPS

WON BY  
ITALIAN NATIONAL TEAMS  
AT SENIOR, YOUTH  
AND WOMEN'S LEVEL







UEFA UNDER-21 CHAMPIONSHIP 2019

BOLTON FC 1869

UEFA UNDER-21 CHAMPIONSHIP 2019

WITH ALPAP

UEFA UNDER-21 CHAMPIONSHIP 2019

EQUAL GAME  
RESPECT

# 0.2

## FIGC AND ITALIAN FOOTBALL IN FIGURES

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





## 2.1 SPORT DIMENSION

### \*\*\*\* ORGANISED AND STRUCTURED ACTIVITY: FIGC FIGURES

	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	VAR % 2009-2018
<b>CLUBS</b>	<b>14,690</b>	<b>14,653</b>	<b>14,451</b>	<b>13,908</b>	<b>13,652</b>	<b>13,491</b>	<b>13,120</b>	<b>12,795</b>	<b>12,449</b>	<b>-2.0%</b>
Professionals	132	127	119	111	111	102	96	102	99	-3.5%
Amateurs	11,642	11,469	11,260	10,702	10,316	10,071	9,746	9,446	9,273	-2.8%
Youth and School Sector	2,916	3,057	3,072	3,095	3,225	3,318	3,278	3,247	3,077	+0.7%
<b>TEAMS</b>	<b>69,908</b>	<b>71,689</b>	<b>70,329</b>	<b>60,210</b>	<b>62,295</b>	<b>61,435</b>	<b>59,535</b>	<b>66,165</b>	<b>66,492</b>	<b>-0.6%</b>
Professionals	484	470	455	475	468	418	389	526	467	-0.4%
Amateurs	17,157	17,020	16,570	15,658	15,521	15,064	14,485	14,174	13,954	-2.5%
Youth and School Sector	52,267	54,199	53,304	44,077	46,306	45,953	44,661	51,465	52,071	-0.0%
<b>REGISTERED PLAYERS</b>	<b>1,108,479</b>	<b>1,151,437</b>	<b>1,117,447</b>	<b>1,098,450</b>	<b>1,073,286</b>	<b>1,099,455</b>	<b>1,062,294</b>	<b>1,056,824</b>	<b>1,057,690</b>	<b>-0.6%</b>
Professional activity	14,476	14,447	13,894	12,907	13,062	12,211	11,586	12,319	12,125	-2.2%
Professionals	3,517	3,329	3,240	2,951	2,930	2,806	2,678	2,839	2,899	-2.4%
Young professionals	10,959	11,148	10,654	9,956	10,132	9,405	8,908	9,480	9,226	-2.1%
Amateur activity	474,493	466,371	444,653	415,338	393,718	388,954	377,153	370,540	365,034	-3.2%
Youth and School Sector activity	619,510	670,589	658,900	670,205	666,506	698,290	673,555	673,965	680,531	+1.2%
<b>FIGC TECHNICAL STAFF</b>	<b>23,857</b>	<b>24,060</b>	<b>22,057</b>	<b>22,137</b>	<b>23,474</b>	<b>24,706</b>	<b>24,757</b>	<b>26,524</b>	<b>28,880</b>	<b>+2.4%</b>
Coaches	22,310	22,476	20,445	20,510	21,792	22,921	22,964	24,483	26,662	+2.3%
Athletic trainers	263	244	289	327	340	368	385	454	497	+8.3%
Doctors	577	627	573	579	543	566	516	566	585	+0.2%
Health professionals	707	713	750	721	799	851	892	1,021	1,136	+6.1%
<b>REFEREES</b>	<b>33,040</b>	<b>34,728</b>	<b>34,267</b>	<b>34,409</b>	<b>34,381</b>	<b>34,765</b>	<b>33,674</b>	<b>32,290</b>	<b>31,812</b>	<b>-0.5%</b>
National Technical Bodies	1,978	1,899	1,918	1,874	1,870	1,888	1,883	1,913	1,859	-0.8%
Local Technical Bodies	31,062	32,829	32,349	32,535	32,511	32,877	31,791	30,377	29,953	-0.5%
<b>CLUB OFFICIALS</b>	<b>108,732</b>	<b>132,163</b>	<b>185,396</b>	<b>207,410</b>	<b>240,996</b>	<b>235,676</b>	<b>233,141</b>	<b>241,111</b>	<b>237,611</b>	<b>+10.3%</b>
<b>TOTAL REGISTERED MEMBERS</b>	<b>1,274,108</b>	<b>1,342,388</b>	<b>1,359,167</b>	<b>1,362,406</b>	<b>1,372,137</b>	<b>1,394,602</b>	<b>1,353,866</b>	<b>1,356,749</b>	<b>1,355,993</b>	<b>+0.8%</b>

### \*\*\*\* FOOTBALL PRACTICE IN ITALY



**4.6 MILLION**  
ITALIANS PLAY FOOTBALL

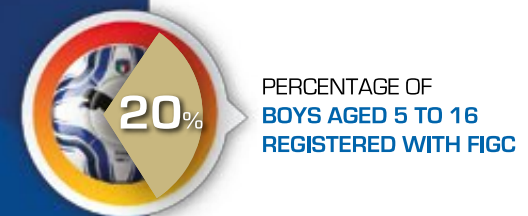


**23%**  
OF ALL  
ITALIANS WHO PLAY SPORT

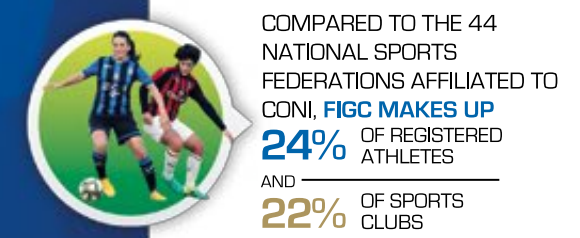


**33.6%**  
FOOTBALL IS THE  
MOST PRACTISED SPORT  
AMONG UNDER 35s

FIGC REGISTERED MEMBERS 2017-2018



OFFICIAL MATCHES 2017-2018



★★★★ THE FIGURES OF THE ITALIAN FOOTBALL SYSTEM IN 2017-2018



PLAYERS



QUALIFIED TECHNICAL STAFF



REFEREES



CLUB OFFICIALS



CLUBS



TEAMS



OFFICIAL MATCHES



FOOTBALL PITCHES



19

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

EMILIA ROMAGNA

85,641	7,155	2,274	18,541
860	5,065		
40,519	1,373		

FRIULI VENEZIA GIULIA

27,477	3,089	879	7,972
302	1,730		
14,088	441		

LAZIO

95,858	7,832	3,123	18,557
1,160	5,571		
38,581	792		

ABRUZZO

30,972	2,179	1,118	6,687
475	1,828		
16,083	275		

CALABRIA

30,366	2,918	1,326	6,037
599	1,710		
13,556	237		

BASILICATA

9,892	1,127	425	2,197
231	474		
4,814	303		

CAMPANIA

63,773	6,184	2,821	10,866
1,351	3,361		
24,888	331		

MARCHE

43,471	4,364	1,108	10,805
565	2,587		
26,067	644		

MOLISE

6,707	778	431	1,305
141	352		
3,958	128		

PIEMONTE/VALLE D'AOSTA

76,702	6,329	2,168	18,428
702	5,018		
42,522	578		

LIGURIA

29,045	3,625	1,010	7,314
286	2,597		
16,955	90		

LOMBARDIA

183,876	10,954	4,052	44,895
1,517	11,200		
99,255	2,582		

SICILIA

49,630	5,102	1,965	8,686
847	3,282		
24,159	945		

TOSCANA

85,763	8,493	2,328	23,302
769	5,867		
64,592	816		

TRENTINO ALTO ADIGE

25,763	2,453	571	5,730
295	1,417		
12,790	387		

PUGLIA

45,865	4,508	1,691	7,628
632	2,887		
20,595	234		

SARDEGNA

34,197	3,728	1,056	7,145
495	2,097		
11,566	254		

UMBRIA

23,086	2,684	917	4,982
271	1,670		
15,619	449		

VENETO

109,606	7,880	2,549	26,534
951	6,986		
65,716	1,556		



## 2.2 SOCIO-ECONOMIC IMPACT AND VALUE PRODUCED



FOOTBALL IS A FUNDAMENTAL ASSET FOR ITALY ON A SPORTING, ECONOMIC AND SOCIAL LEVEL



IN ORDER TO REPRESENT THE GROWING VALUE CREATED BY THIS SPORT, FIGC HAS LAUNCHED A RESEARCH PROGRAMME WITH UEFA WITH THE AIM OF ANALYZING THE SOCIAL RETURN ON INVESTMENT



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

Represent the impact of CURRENT FOOTBALL PRACTICE on the Italian economy



REGISTERED PLAYERS WITH FIGC IN 2017-2018:

**1,057,690**

SOCIO-ECONOMIC IMPACT

**€ 3.01 BILLION**



**ECONOMY**  
**€ 742.1m**  
Direct contribution to the national economy

- € 135.5m FACILITY ECONOMIC VALUE
- € 606.6m PARTICIPATION SPENDING VALUE
- > 98,000 EMPLOYMENT CREATION

**HEALTH**  
**€ 1,215.5m**  
Healthcare savings from football participation

- € 82.2m HEALTH SAVINGS
- € 1,175.4m SUBJECTIVE WELLBEING
- -€ 42.1m ESTIMATED COST OF INJURY

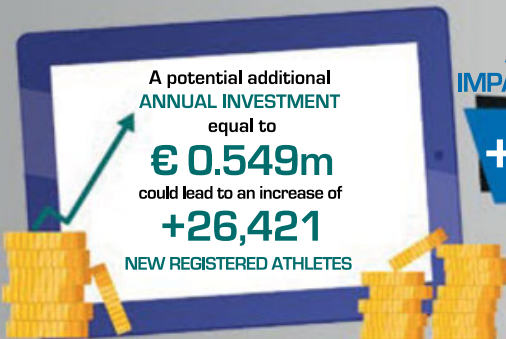
**SOCIAL**  
**€ 1,051.4m**  
Economic impact of social benefits

- € 0.37m CRIME REDUCTION
- € 182.5m NEET (Not in employment, education or training)
- € 55.9m IMPROVED EDUCATION
- € 812.7m VOLUNTEERING

**FOOTBALL PERFORMANCE**

- ITALY IS CURRENTLY RANKED IN THE TOP 10 OF ALL UEFA RANKINGS

Estimating the socio-economic impact of INVESTMENT IN GRASSROOTS FOOTBALL



ADDITIONAL SOCIO-ECONOMIC IMPACT OF NEW REGISTERED PLAYERS

**+ € 71.5 MILLION**

**ECONOMY € 15.3m**

**HEALTH € 30.4m**

**SOCIAL € 25.8m**

TOTAL SOCIO-ECONOMIC IMPACT

**€ 3.01bn + € 71.5m**  
**€ 3.08 BILLION**

## 2.3 TAX AND SOCIAL SECURITY CONTRIBUTION

### COMPARISON OF TAX AND SOCIAL SECURITY CONTRIBUTION OF PROFESSIONAL FOOTBALL

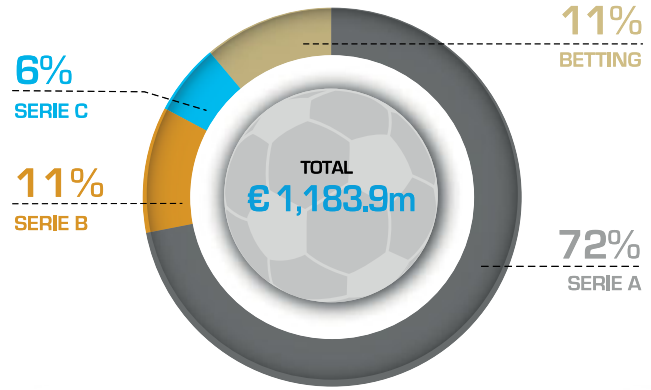
In 2016, the tax and social security contribution from professional football was nearly €1.2 billion, continuing the growth trend of recent years: between 2006 and 2016 the figure increased by 37% in overall terms, with an average annual growth of 3.2%



### Professional football alone accounts for

- 70%** of the total tax contribution generated by the Italian sports industry
- 36%** of the total generated by the macroeconomic sector relating to art, sports, entertainment and leisure activities
- The **second sector**, relating to lotteries, betting and gambling houses, is only **17%**

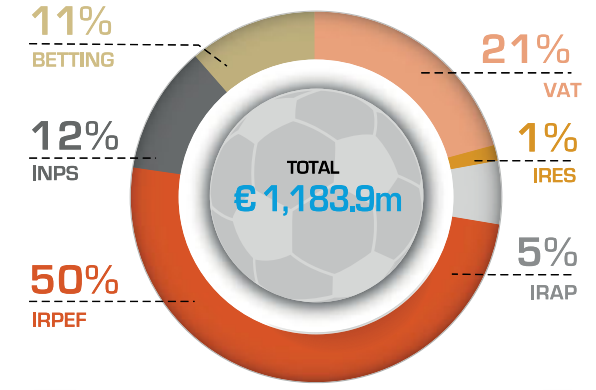
### TOTAL CONTRIBUTION DIVIDED INTO CHAMPIONSHIPS



In 2016, the number of employees with salaries of more than € 200,000 was 993, the highest figure in the last 11 years

**TAX PAYERS 9,899**  
(+5.6% COMPARED TO 2015)

### TOTAL CONTRIBUTION DIVIDED BY TYPE OF TAX



**TOTAL EMPLOYEE INCOME € 1,452.7m**  
(+7.5% COMPARED TO 2015)

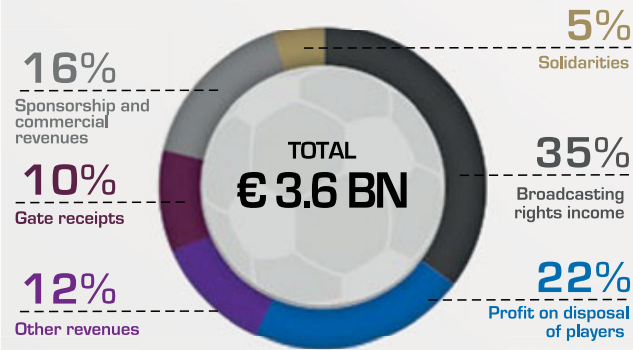


# 2.4 INTEREST, MEDIA AND COMMERCIAL PROFILE

## ★★★★ ECONOMIC AND MEDIA PROFILE

### ECONOMIC IMPACT

REVENUES GENERATED BY PROFESSIONAL FOOTBALL IN 2017-2018



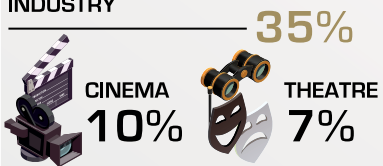
PROFESSIONAL FOOTBALL  
+ FIGC + LEAGUES + AMATEUR  
AND YOUTH CHAMPIONSHIPS  
=  
**€ 4.7 BN**  
TOTAL REVENUES  
FROM THE FOOTBALL SECTOR

IMPACT ON GDP  
WORLD FOOTBALL:  
**12%**

THE FOOTBALL BUSINESS  
IS ONE OF ITALY'S 10  
BIGGEST INDUSTRIES

### IMPACT OF FOOTBALL ON ITALIAN ENTERTAINMENT INDUSTRY

IMPACT OF FOOTBALL ON  
TURNOVER GENERATED BY  
ITALIAN ENTERTAINMENT  
INDUSTRY



IMPACT OF FOOTBALL ON  
RECORDED TURNOVER  
IN ITALIAN SPORT  
INDUSTRY



### IMPACT OF FOOTBALL ON GAMING INDUSTRY

THE MOST-SOLD PRODUCT FOR VIDEOGAME CONSOLES  
IN 2018 WAS A FOOTBALL VIDEOGAME



2 FOOTBALL VIDEO GAMES IN THE  
8 MOST SOLD FOR PC

2 FOOTBALL VIDEO GAMES IN THE 4 MOST DOWNLOADED  
ON DIGITAL PLATFORMS

### FOOTBALL BETTING

BETTING COLLECTION IN ITALY IN 2018  
**€ 9.1 BILLION**



**73%** IMPACT ON TOTAL REVENUE FROM  
SPORTS BETTING

**TOP 50** SPORTING EVENTS WITH HIGHEST BETTING  
COLLECTION ARE EXCLUSIVELY FOOTBALL MATCHES

Sports betting collection on BIG EVENTS involving  
National Teams in 2018:



FOOTBALL  
**€ 647.0m**



VOLLEYBALL  
**€ 33.2m**



BASKETBALL  
**€ 10.0m**

ESTIMATED GLOBAL BETTING COLLECTION FOR SERIE A  
**€ 25.4 BILLION**

### EMPLOYMENT



THE FOOTBALL SECTOR  
DIRECTLY INVOLVES  
**235,000**  
VOLUNTEERS  
OVER  
**40,000**  
PAID EMPLOYEES



**92%**  
OF SPORTS PROFESSIONALS  
IN ITALY WORK IN FOOTBALL

### INTEREST



**40 MILLION**  
TICKETS SOLD  
EVERY YEAR



**175.2m**  
FAN Follower  
ON SOCIAL MEDIA



**672.2m**  
VIDEO VIEWS  
ON YOUTUBE



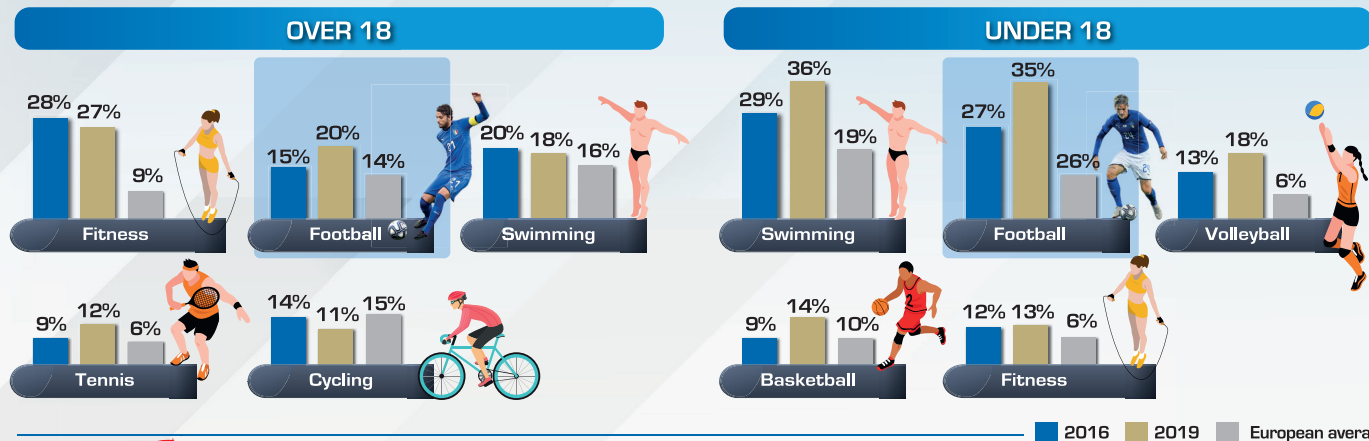
NEARLY  
**4,000**  
SPONSORSHIP  
AGREEMENTS  
(5% of which from abroad)

FIGC and professional football - aggregated data

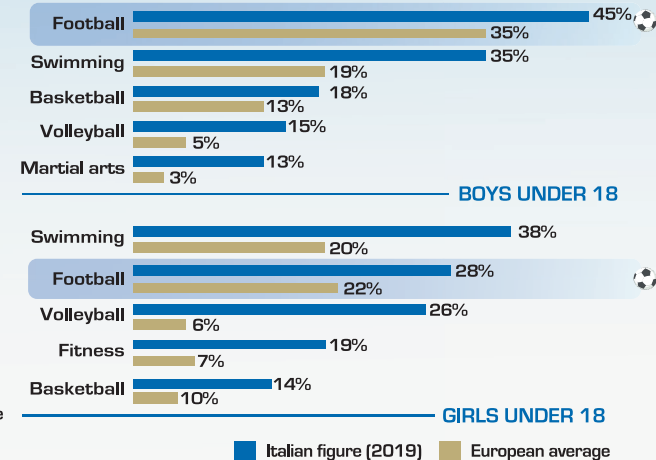


\*\*\*\* PARTICIPATION, INTEREST GENERATED AND FAN BASE

SPORT PRACTICE - 5 main sports in Italy (in %)



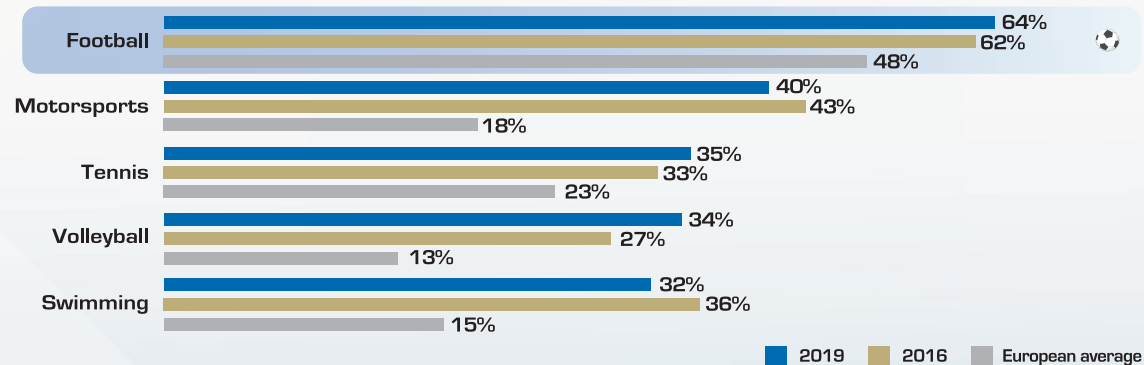
SPORT PRACTICE - BY GENDER



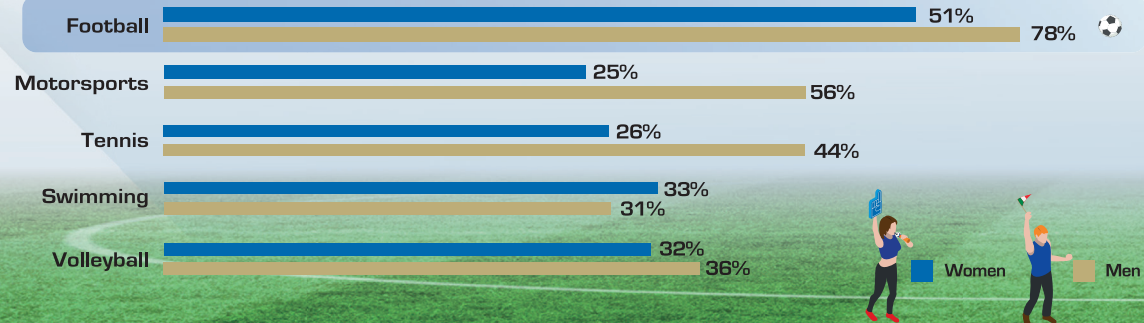
**ITALIANS (over 18) INTERESTED IN FOOTBALL: 32.4m**

Main sports in Italy	% of Italians interested (over 18)	Total interested persons (over 18)
Football	64%	32.4m
Motorsport	40%	20.3m
Tennis	35%	17.7m
Volleyball	34%	17.2m
Swimming	32%	16.2m
Athletics	31%	15.7m
Basketball	28%	14.2m
Cycling	28%	14.2m
Fitness	22%	11.2m
Skiing	21%	10.6m
Fencing	12%	6.1m
Boxing	10%	5.1m
Martial arts	10%	5.1m
Rugby union	10%	5.1m
Handball	5%	2.5m
Ice hockey	5%	2.5m
Rowing	5%	2.5m
Rugby League	5%	2.5m
Snowboarding	5%	2.5m
Baseball/Softball	4%	2.0m
Golf	4%	2.0m

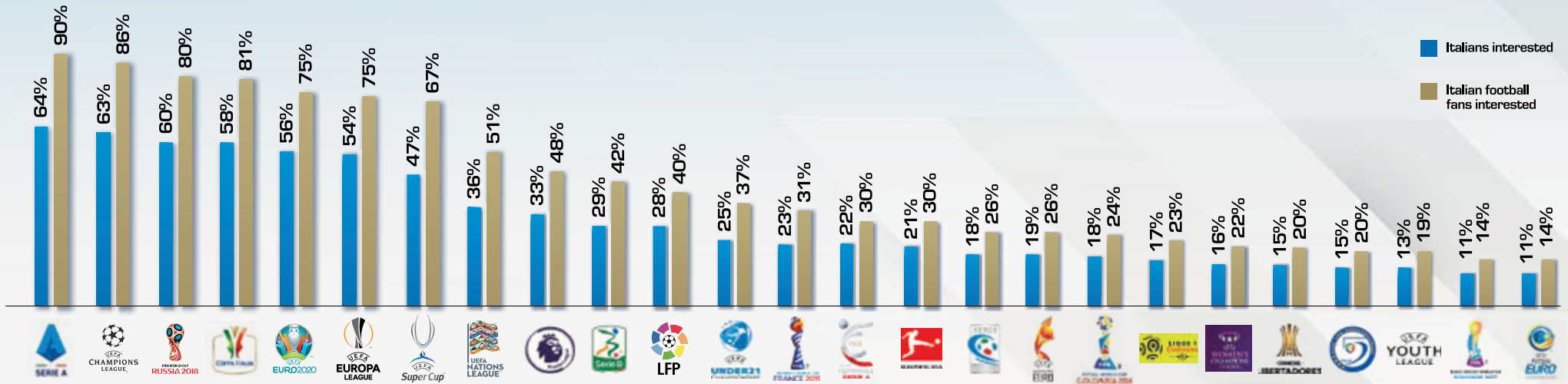
5 MOST POPULAR SPORTS



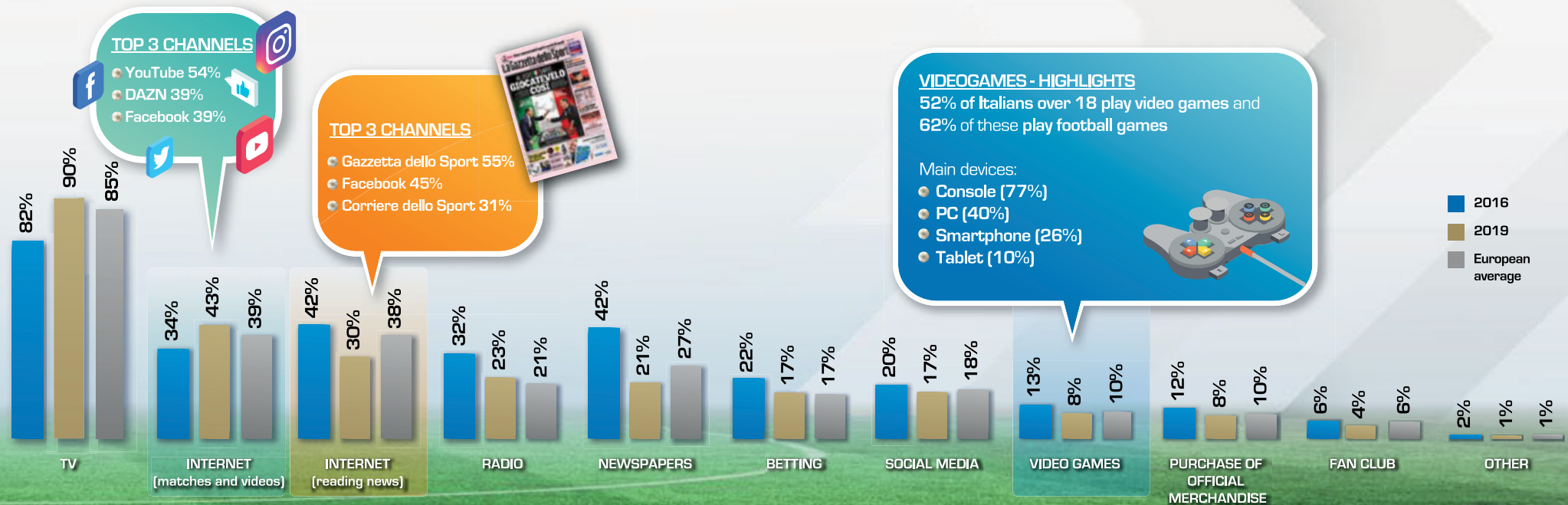
5 MOST POPULAR SPORTS - BY GENDER



### MAIN FOOTBALL COMPETITIONS GENERATING THE MOST INTEREST



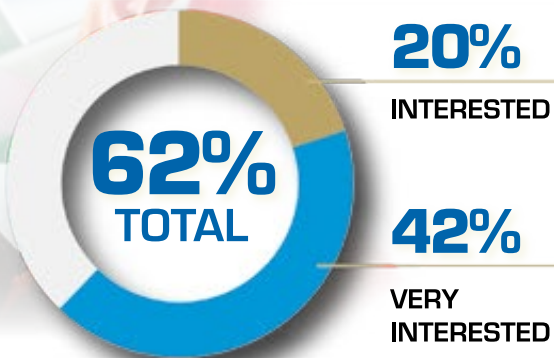
### FOOTBALL FRUITION MODALITIES



★★★★ INTEREST IN THE NATIONAL TEAM

**62%**

OF ITALIANS SAY THEY ARE VERY INTERESTED OR INTERESTED IN THE NATIONAL TEAM



AGE

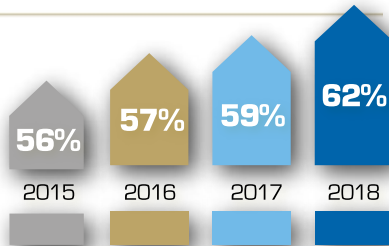


**85%**

OF THESE REGULARLY WATCH FOOTBALL ON TV

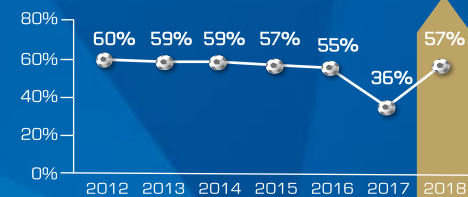
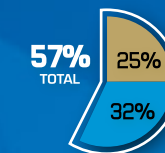


ITALIANS INTERESTED IN FOOTBALL

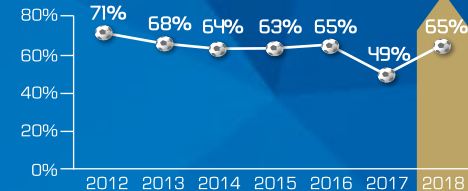
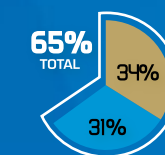


PROFILE OF THE NATIONAL TEAM'S IMAGE

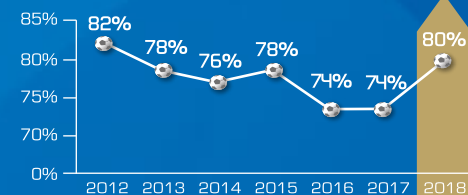
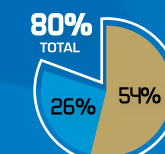
DYNAMIC



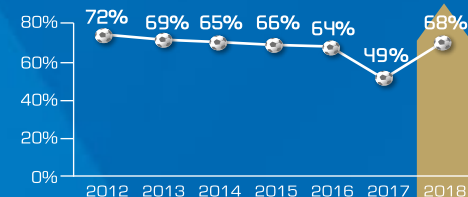
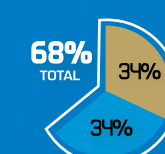
EXCITING



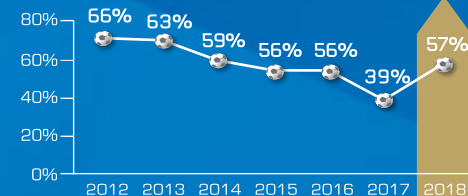
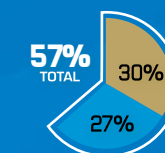
WORLD FAMOUS



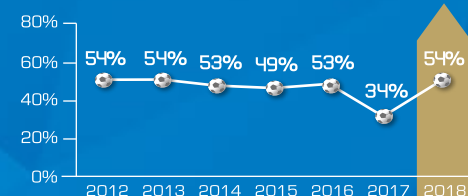
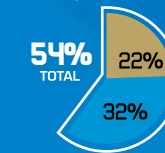
ATTRACTIVE



STIMULATING



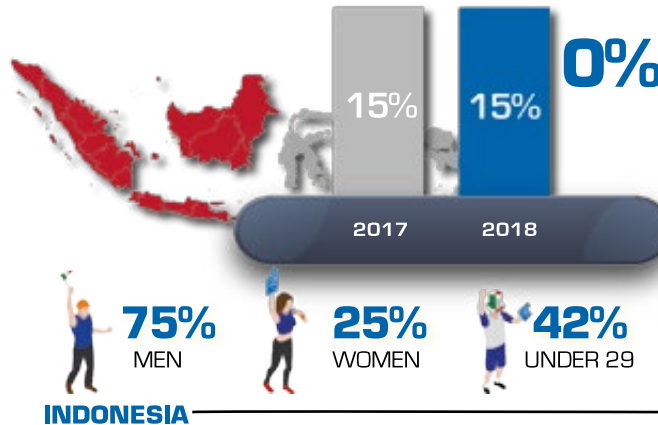
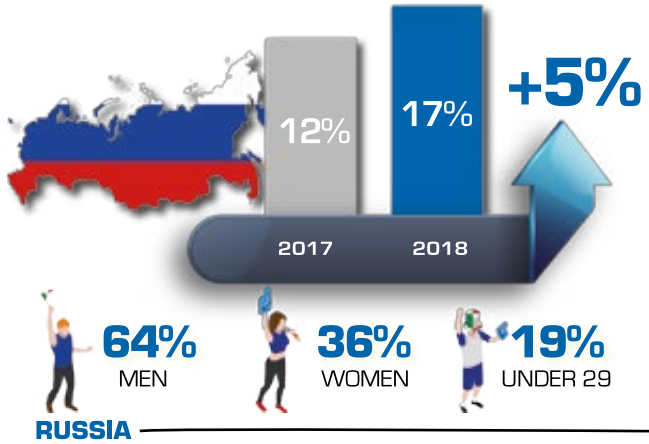
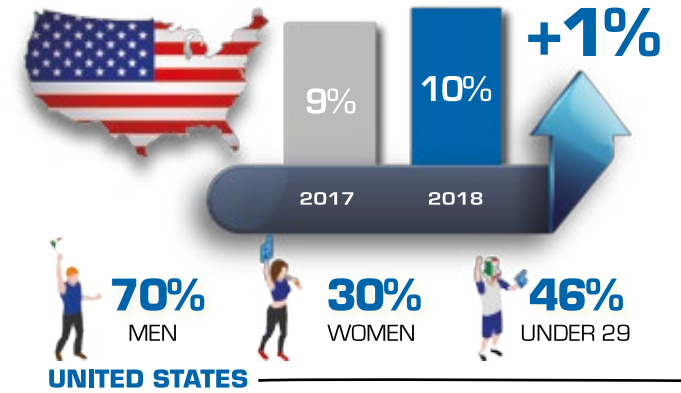
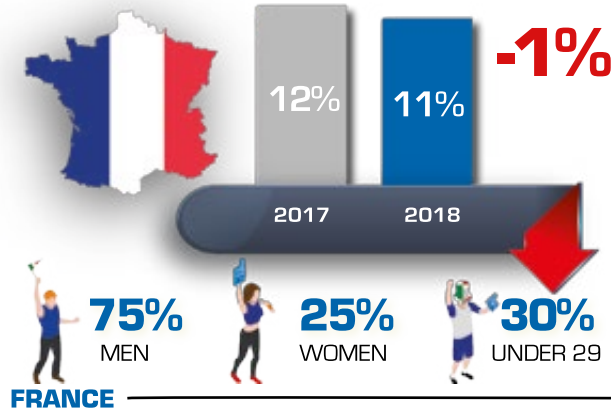
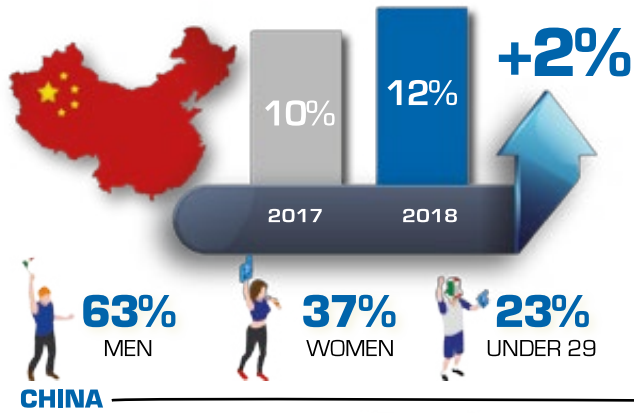
YOUNG/TRENDY



Definitely appropriate

Appropriate

INTEREST IN THE ITALIAN NATIONAL TEAM IN THE MAIN FOREIGN MARKETS



TELEVISION AUDIENCES

**MOST WATCHED BROADCAST IN AUDITEL HISTORY: ITALY V ARGENTINA, 1990 FIFA WORLD CUP SEMI-FINAL**

**27.5 MILLION**

OF TV VIEWERS (SHARE OF 87.25%)

**49 FOOTBALL MATCHES**

IN THE TOP 50 MOST-WATCHED TV BROADCASTS IN ITALY, OF WHICH

**45 NATIONAL TEAM MATCHES**

2018 HIGHLIGHTS:

- The Italian National Team is considered **world famous** abroad: this is the highest indicator in nearly all the countries considered (from 42% in France to 79% in Indonesia)
- The foreign countries in which the survey was carried out show the **indicators are largely stable**
- The **USA** is the market where the attributes have seen the **biggest increase** compared to 2017



# 0.3

## CAPITAL MANAGEMENT

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



## 3.1 FINANCIAL CAPITAL

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

### SUMMARY OF BALANCE SHEET (€000)

	2017	2018
Intangible Fixed Assets	2,785	4,620
Tangible Fixed Assets	1,072	1,039
Long-term Financial Assets	37,601	37,605
<b>Total Fixed Assets</b>	<b>41,458</b>	<b>43,265</b>
Receivables	124,418	147,583
Cash and other liquid assets	93,531	94,047
<b>Current assets</b>	<b>217,950</b>	<b>241,630</b>
<b>Accrued Income and Pre-Paid Expenses</b>	<b>2,123</b>	<b>1,835</b>
<b>TOTAL ASSETS</b>	<b>261,531</b>	<b>286,730</b>
Equity	51,297	53,136
Provisions for Contingent Liabilities	41,456	39,012
Bounded funds	2,154	2,907
Employees' Leaving Indemnity	4,058	4,472
Payables	144,135	169,647
Accrued Liabilities and Deferred Income	18,431	17,556
<b>TOTAL LIABILITIES</b>	<b>261,531</b>	<b>286,730</b>

### SUMMARY OF PROFIT AND LOSS ACCOUNT (€000)

	2017	2018
Contributions, membership fees, revenues	162,952	160,433
<b>Operating Revenues</b>	<b>162,952</b>	<b>160,433</b>
Olympic Training/National Teams	30,053	33,257
Match officials	44,190	44,751
Organisation of International Sports Events	43	772
Organisation of National Sports Events (excl. National Teams)	3,295	3,880
International bodies	1	0
Training, Research and Documentation	6,380	6,683
Sports Promotion	5,488	7,356
Sports Activity Related Transfers	4,464	4,806
Sports Facility Management	95	62
<b>Cost of Sports Activities</b>	<b>94,008</b>	<b>101,567</b>
Labour Costs	17,570	18,062
Overheads	17,266	17,981
<b>Functioning Costs</b>	<b>34,837</b>	<b>36,043</b>
Depreciation and Amortisation	14,262	9,236
Other Operating Expenses	1,199	1,430
<b>Operating Costs</b>	<b>144,306</b>	<b>148,276</b>
Financial Income / Charges	20	118
<b>Pre-Tax Result</b>	<b>18,667</b>	<b>12,275</b>
Taxes and Dues	14,161	10,437
<b>Net Result</b>	<b>4,506</b>	<b>1,838</b>

Receivables figure includes non-fixed financial assets. The financial statements may be consulted in the "Transparency" section of the figc.it website.

★★★★ FINANCIAL CAPITAL MANAGEMENT



FIGC's financial statement 2018 (again certified by an auditing company on a voluntary basis) a **positive net result for the year of € 1.8 million.**

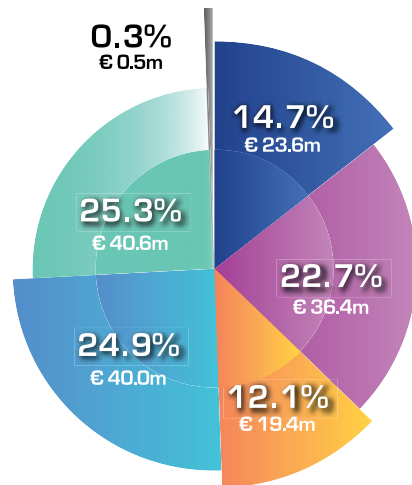


The **monitoring activity** carried out by FIGC and the development of a **policy to enhance commercial potential** have helped us achieve excellent results.

2018 FIGC FINANCIAL STATEMENT: ANALYSIS OF RESULTS

**REVENUES**

Operating revenues:  
**€ 160.4 MILLION**



- CONI contributions for sports activities
- Commercial revenue from advertising and sponsorships
- Membership fees
- Revenues from International Events
- Contributions from State, Regions and Local Authorities
- Other revenues

**COSTS**

Operating costs:  
**€ 148.3 MILLION**

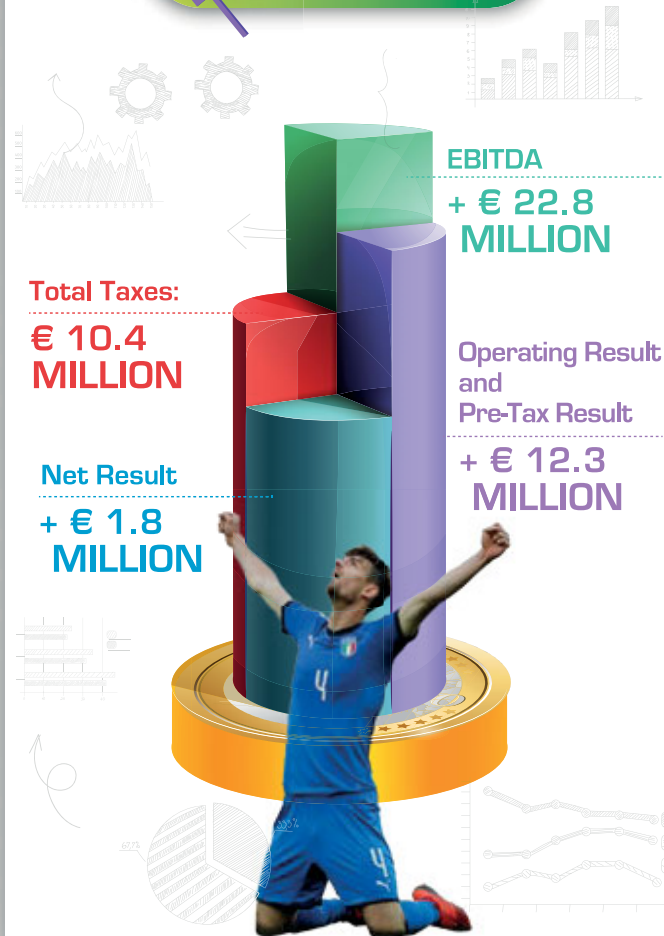
Main items of expenditure:

- **REFEREEING SECTOR:**  
**€ 56.3 MILLION**  
(38% of operating costs)
- **NATIONAL TEAMS**  
**€ 30 MILLION**  
(20% of operating costs)
- Overall investment in **youth football\*** reached **€ 26.5 MILLION**

● **Labour costs** accounted for 12.2% of Operating costs, while **Overheads** represented 12.1%

\* Costs relative to youth football also include investment in the youth National Teams and the youth refereeing sector

**FINANCIAL RESULTS**





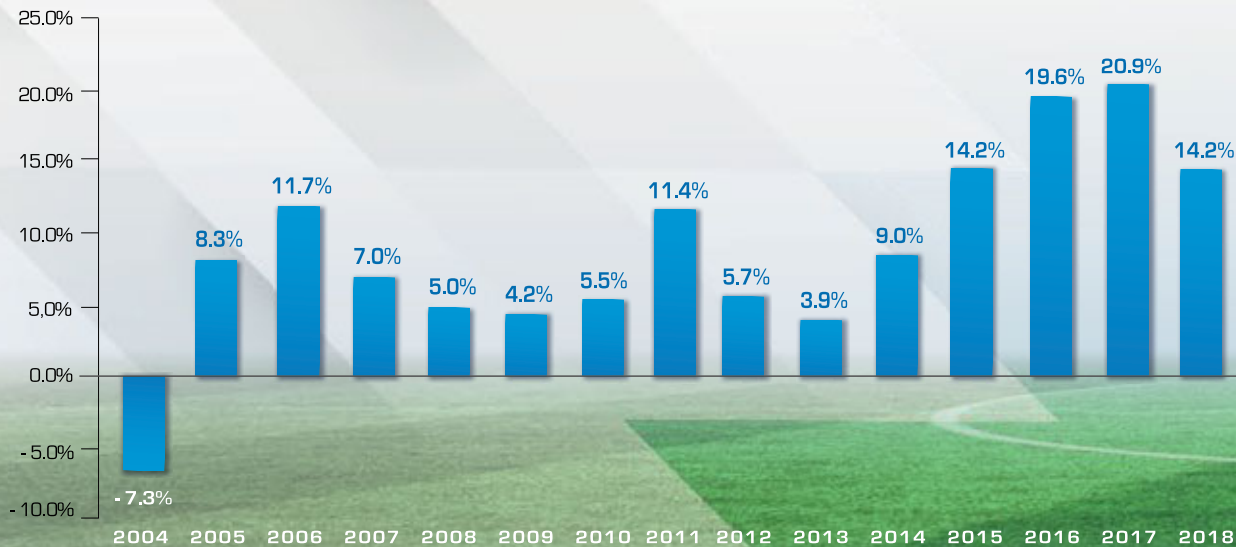
## KPI TREND



## REDUCTION IN CONI (Italian National Olympic Committee) CONTRIBUTIONS TO FIGC FOR SPORTS ACTIVITIES



## EVOLUTION OF EBITDA IN RELATION TO OPERATING REVENUES

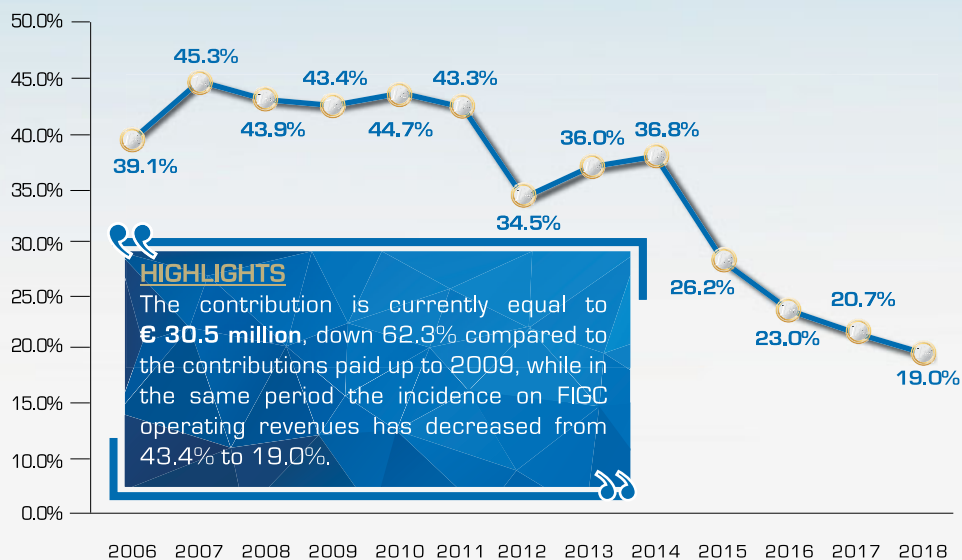


### HIGHLIGHTS

EBITDA and the ratio EBITDA over operating revenues, though lower than in the two previous years, remain among the highest levels since 2004, the earliest year for which figures can be uniformly compared.



### EVOLUTION OF CONI CONTRIBUTIONS AS A PROPORTION OF OPERATING REVENUES



**HIGHLIGHTS**  
 The contribution is currently equal to **€ 30.5 million**, down 62.3% compared to the contributions paid up to 2009, while in the same period the incidence on FIGC operating revenues has decreased from 43.4% to 19.0%.

### EQUITY



### CURRENT ASSETS



**HIGHLIGHTS**  
 From an equity perspective, net equity is on the rise, reaching € 53.1 million, with an increase in current assets of around € 24 million compared to 2017.

**NEW IN 2018 - PATENT BOX**

- In 2018, FIGC signed an agreement with the regional directorate of the Italian Revenue Agency, which sets out methods and criteria for calculating the financial contribution in case of direct use of intangible assets for the purposes of the so-called Patent Box, with reference to the tax years between 2015 and 2019.
- The agreement will allow FIGC to obtain an overall estimated net tax benefit of € 2.1 million over the five-year period, to be allocated to the youth sector and the development of women's football.

## 3.2 REAL ASSETS AND NATURAL CAPITAL

### \*\*\*\* FIGC TECHNICAL CENTRE IN COVERCIANO

RESTRUCTURING OF ARCHITECTURE  
AND FACILITIES: PRIMARY AREAS INVOLVED

- ⚽ MEDICAL WING
- ⚽ DRESSING ROOMS
- ⚽ GYM RENOVATION
- ⚽ CLASSROOMS
- ⚽ RESURFACING OF PITCHES 1, 4 AND 5
- ⚽ NEW PERFORMANCE RUNNING TRACK
- ⚽ COVERED STAND
- ⚽ AUDITORIUM (199 PEOPLE)
- ⚽ FURNISHING WITH 'MADE IN ITALY' DESIGN
- ⚽ FORESTERIA AND AULA MAGNA
- TEACHING ROOMS
- ⚽ DATA CENTRE
- ⚽ ENERGY EFFICIENCY
- ⚽ LED LIGHTING
- ⚽ WORK TO ENSURE SAFETY
- ⚽ HOTEL ACCOMMODATION
- ⚽ VAR EXPERIMENTATION CENTRE

INFRASTRUCTURE WORK TO MAKE  
THE COMPLEX MORE FUNCTIONAL  
AND MODERN

OPTIMISATION  
OF COMMERCIAL  
POTENTIAL

COMPLETION  
OF NECESSARY  
SAFETY WORK

INFRASTRUCTURE  
WORK:

## THE CONCEPT

INCREASING FOCUS  
ON THE ISSUE OF  
SUSTAINABILITY

HARNESSING FIGC'S MAIN ASSET  
AS A SPACE FOR TECHNOLOGICAL  
AND DIGITAL EXPERIMENTATION



OVERALL  
INVESTMENT

PLANNED FOR  
2016-2018

} € 7M



### FIGC TECHNICAL CENTRE IN COVERCIANO: ACTIVITIES CARRIED OUT IN 2018

301

**DAYS ON WHICH THE TECHNICAL CENTRE  
HAS HOSTED AT LEAST ONE ACTIVITY**



**CLASSROOMS**  
333 DAYS



**PITCHES**  
338 DAYS



**DRESSING  
ROOMS**  
426 DAYS

127

**DAYS OF ITALIAN NATIONAL TEAMS  
MEET-UPS**



**CAMPS FOR 8 PROFESSIONAL CLUBS  
AND 3 FOREIGN NATIONAL TEAMS**



**OTHER ACTIVITIES HELD WITH  
2 FOREIGN NATIONAL TEAMS**

68

**DAYS  
TECHNICAL SECTOR COURSES**



**EVENTS AND INITIATIVES ORGANISED BY AIA, AIC, AIAC AND LEAGUES**

🕒 208 DAYS OF ACTIVITIES

👥 10 MAJOR EVENTS, ONE OF WHICH SAW THE ATTENDANCE OF  
MORE THAN 2,000 PEOPLE PER DAY, WITH ANOTHER OF  
AROUND 1,500

### \*\*\*\* OTHER FIGC'S MATERIAL ASSETS

#### TRENTO

Improvement of the lease agreement with third parties for the first floor and review of lease agreements with the National Amateur League (LND) for the second floor

#### PALMANOVA (UD)

Restructuring of the new headquarters

#### L'AQUILA

Completion of the new building for for FIGC and National Amateur League (LND) offices

#### VERCELLI

Stadio "Luigi Bozino": management of the facility for the next 25 years has been entrusted to the municipality. The stadium will be renovated to be ready in the spring of 2019, the year in which Vercelli will be the European City of Sport.

#### ROMA

- Early buyout of the lease for the FIGC office in Via Campania, with a financial saving of € 1.3 million
- Other infrastructure work on administrative offices in Via Allegri and Via Po

#### NAPOLI

Work to ensure safety and relocation of Youth and Schools Sector offices into a temporary location

#### POTENZA

Drawing up of a free loan for use contract allowing National Amateur League (LND) to manage the facility

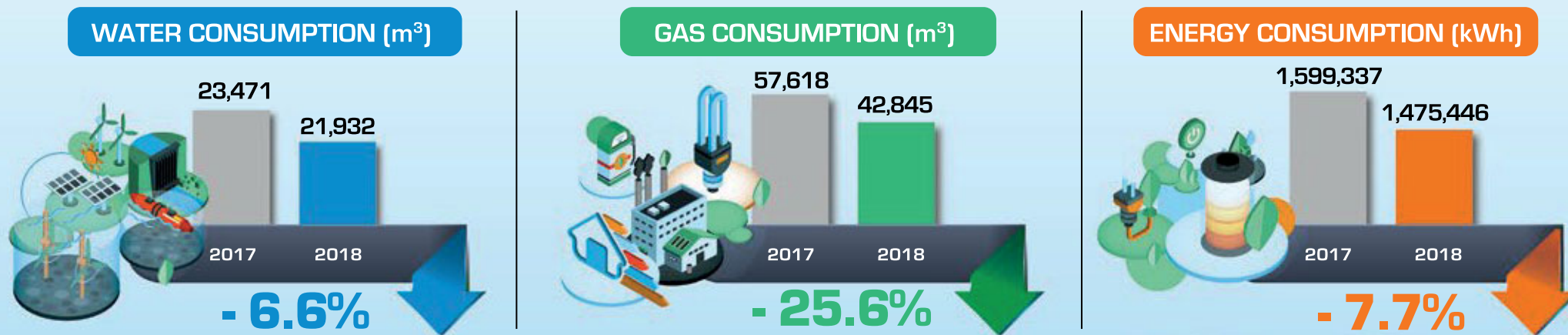
#### CATANZARO

Drawing up of a free loan for use contract allowing National Amateur League (LND) to manage the facility

#### \*\*\*\* ENERGY CONSUMPTION

According to the **efficiency policies** adopted by FIGC to reduce energy consumption and relative emissions, the Association has recorded a significant reduction of consumption and resultant emissions. Here are the **trends** as regards the energy, water and gas consumption at FIGC offices in Rome and at the Technical Centre in Coverciano, based on the **final data compiled** by Federcalcio Servizi S.r.l.

##### AGGREGATE DATA - FIGC OFFICES IN ROME AND TECHNICAL CENTRE IN COVERCIANO



## 3.3 HUMAN CAPITAL

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



EQUAL OPPORTUNITIES



BALANCE BETWEEN PERSONAL AND PROFESSIONAL LIFE



DISABLED AND PROTECTED CATEGORIES



REWARD SYSTEM



WELFARE



PROCEDURE FOR HIRING STAFF



TRAINING AND REFRESHER COURSES



SERVICES OFFERED TO EMPLOYEES AND COLLABORATORS



COURSES ON SAFETY AND SECURITY



HEALTH PROTECTION



IMPLEMENTATION OF HUMAN RESOURCES MANAGEMENT SYSTEM



ONLINE CV APPLICATION PROCESS



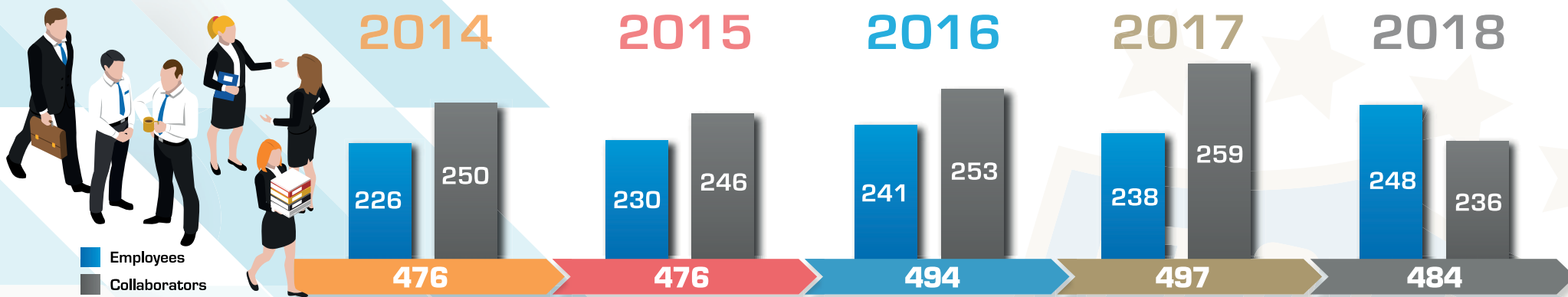
ACTIVATION OF THE PROCEDURE FOR CERTIFYING CONTRACT MODELS AND SIMPLIFYING CONTRACT TYPES



STUDY AID



\*\*\*\* FIGC HUMAN CAPITAL IN NUMBERS



FIGC EMPLOYEES

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



AGE OF FIGC EMPLOYEES IN 2018

	WOMEN	MEN	TOTAL
Under 30	2	8	10
Between 30 and 39	18	25	43
Between 40 and 49	38	48	86
Over 50	47	62	109
TOTAL	105	143	248



TYPE AND CONTRACT CATEGORIES OF FIGC EMPLOYEES IN 2018

	WOMEN	MEN	TOTAL
Executives	1	3	4
Senior managers	7	12	19
Managers	5	18	23
Specialists	30	37	67
Workers	58	51	109
Labourers	4	22	26
TOTAL	105	143	248



## LEVEL OF EDUCATION OF FIGC EMPLOYEES IN 2018

AGE GROUP	MIDDLE SCHOOL	SECONDARY SCHOOL DIPLOMA	BACHELOR'S DEGREE	FIVE-YEAR UNIVERSITY DEGREE	TOTAL
Under 30	0	3	1	6	10
Between 30 and 39	0	16	5	22	43
Between 40 and 49	4	36	0	46	86
Over 50	10	74	1	24	109
<b>TOTAL</b>	<b>14</b>	<b>129</b>	<b>7</b>	<b>98</b>	<b>248</b>

## FIGC COLLABORATORS IN 2018

	2018	2018
National Team staff (coaches, scouts, medical workers)	83	170
Referees, technical bodies, AIA coaching staff	153	157
Collaborators at FIGC Technical Centres	1	55
European Under 21 Championship 2019 organisation	1	4
European Under 21 Championship 2019/UEFA EURO 2020 organisation	0	4
Other	26	26
<b>TOTAL</b>	<b>236</b>	<b>381</b>

Only includes contractors who receive pay slips (no professional or occasional contracts)

Also includes professional engagements linked to the area of activity managed by FIGC Human Resources Department

## INTERNSHIPS THAT BEGAN IN 2018

	TOTAL
Rome City Authority	8
Florence Municipal Authority	1
Luiss Business School	1
University of Milano-Bicocca	1
European Under 21 Championship 2019 organisation	13
<b>TOTAL</b>	<b>24</b>

## 6 INTERNSHIPS IN PROGRESS AT 31/12/2018



## APPOINTMENTS AND DISMISSALS

AGE GROUP	APPOINTMENTS IN 2018			DEPARTURES IN 2018		
	WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL
Under 30	2	7	9	1	0	1
Between 30 and 39	3	11	14	2	4	6
Between 40 and 49	1	0	1	0	0	0
Over 50	0	1	1	4	3	7
<b>TOTAL EMPLOYEES</b>	<b>6</b>	<b>19</b>	<b>25</b>	<b>7</b>	<b>7</b>	<b>14</b>





## \*\*\*\* INTERNAL TRAINING ACTIVITY: 2018 HIGHLIGHTS

### INTERNAL TRAINING



**296**  
TRAINING DAYS



**144**  
IT COURSES



**152**  
ENGLISH LANGUAGE  
COURSES



**3,150**  
HOURS OF TRAINING



**170**  
EMPLOYEES  
PARTICIPATING

### INTERNATIONAL LEVEL COURSES



- In 2018, FIGC organised the third Italian edition of the UEFA Certificate in Football Management (CFM) course
- For this special edition in the year of its 120th anniversary, the Association welcomed **14 international participants** (from UEFA and the Football Associations of Greece, Malta and San Marino)
- **15 FIGC employees** took part in the course, taking the **total number** of participants to **29**



## \*\*\*\* MAXIMISING THE POTENTIAL OF INTERNAL STAFF

### ADJUSTMENT OF EMPLOYEES' REMUNERATION LEVEL

- In 2018, the pay level of around 29% of employees was adjusted
- The budget dedicated to target-based rewards and one-off bonuses for staff was maintained at the same level as in 2017
- Some FIGC employees were reclassified, so their contractual situation fits with the functions they carry out

### PERFORMANCE RECOGNITION

- The criteria for awarding performance bonuses were updated to include the following factors: respect of the budget and contribution to the improvement of financial indicators of FIGC financial statement, as well as respecting organizational procedures (in particular as regards purchases and the travel policy).

### PROFESSIONAL DEVELOPMENT PLAN FOR DESERVING STAFF MEMBERS

### HIRING OF YOUNG STAFF WITH INTERNATIONAL EXPERIENCE

### PROTECTED CATEGORIES

Selection of staff in order to satisfy the mandatory quotas, according to Law 68/99



### EXTENDING AND DIVERSIFYING COMPETENCIES

Including staff from other sectors and FIGC offices in the teams tasked with organising 'core' Association events such as the European Championship or the World Cup

### USE OF COMPENSATORY TIME-OFF AND HOLIDAY

In 2018  
**2,800** DAYS OF HOLIDAY  
 from previous years were used

The residual days of leave had fallen to just

**197 < 1,600**  
 IN 2018 AT THE END OF 2014

### USE OF ALTERNATIVE RECRUITMENT TOOLS

- Permanent contracts
- Internships
- Supply contract
- A plan for workforce hiring and stabilization to comply the organisational demands to the law provisions introduced
- Agreements with Masters in Sports Management programmes and other education institutions

### TRANSPARENCY

- Professionals that are hired arrive via a selection process carried out through the "administrative procedure for staff selection" as well as registration at the dedicated web page, found in the "work with us" section of the website.
- In 2018, 1,338 applications were monitored via the online CV application process.

\*\*\*\* COMPANY WELFARE: MAIN PROGRAMMES IN 2018



**AGREEMENT WITH THE CONI ITALIAN SPORTS MEDICINE FEDERATION**

Free check-up for FIGC staff, with discounted access extended to family members.



**AZZURRI BIRTHDAY**

An additional day of holiday to be taken on one's birthday.



**DISCOUNTS ON PRODUCTS SOLD BY FIGC SPONSORS**

Available to Association staff.



**PAY SUPPLEMENTS**

For staff to buy school books for their children.



**SECOND FAMILY DAY FOR FIGC EMPLOYEES AND THEIR FAMILIES HELD AT THE STADIO OLIMPICO IN ROME IN SEPTEMBER 2018**

- 231** PEOPLE IN ATTENDANCE
- 56** CHILDREN 5 YEARS OLD OR YOUNGER
- 40** CHILDREN AGED BETWEEN 6 AND 12
- 27** CHILDREN OVER THE AGE OF 12



## 3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL

**Intellectual and Organisational Capital**, together with the Social and Relationship Capital, is an **intangible value asset** used and managed by FIGC to create value



### FIGC'S ORGANISATIONAL STRUCTURE AND RULES OF OPERATION

Recently subject to significant revisions, updates and formalisation, these enable more efficient management of the FIGC "machine".



### NATIONAL TEAMS

Understood as the Teams which - regardless of the players, coaches and support staff - represent the value and values embodied by the "maglia azzurra", the Italian National Teams' jersey.



### EXPERTISE

Constitutes the wealth of FIGC's collective knowledge, made available for use and enhanced via the Association's ICT tools and systems.



### THE FIGC BRAND

Used and promoted not only in developing activities locally, but also in drawing up agreements with sponsors, commercial partners and the media. Its value is influenced by the work of FIGC's management and the staff quality as recognised by third parties, as well as by sporting results and its inclusiveness in relations with key stakeholders.



### SYSTEMS AND TOOLS

Designed and implemented to support FIGC's operations and its processes for creating value (internal management, external relations, etc.).

### 3.5 SOCIAL AND RELATIONSHIP CAPITAL

For FIGC, Social and Relationship Capital - the second main type of intangible value asset together with Intellectual and Organisational Capital - is the **totality of exchanges and relations the Association is able to have with stakeholders** in the context it operates in, as well as its ability to exert a level of influence both directly and indirectly.



EMPLOYEES  
AND ORGANISATION

GOVERNANCE AND CONTROL BODIES | CONI | NATIONAL SPORTS FEDERATIONS | FIFA | UEFA | FOREIGN ASSOCIATIONS

REFEREES | PLAYERS | MANAGERS | FOOTBALL CLUBS | COACHES | DOCTORS AND HEALTH PROFESSIONALS

NON-PROFIT ORGANISATIONS | SPONSORS | SUPPLIERS | UNIVERSITIES | SCHOOLS | MEDIA | FANS | FAMILIES | LOCAL BODIES | MINISTRIES



## \*\*\*\* ENHANCING SOCIAL AND RELATIONSHIP CAPITAL - 2018 HIGHLIGHTS

### FIGC-ANCI AGREEMENT



- The partnership between **FIGC** and **ANCI (National Association of Italian Municipalities)** was renewed, aimed at promoting and providing support for sporting events organised for charity
- The ANCI for the past 15 years has been operating through the **NIS (Italian National Team of Mayors)** when it comes to promoting sport and charity

### TRAINING PROGRAMMES AIMED AT THE SPORTS MEDIA



#### FORMAT:

- Training and information activities aimed at the **sports media**
- Together with the Unione Stampa Sportiva Italiana (Italian Sports Press Union), FIGC held the 10<sup>th</sup> and 11<sup>th</sup> editions of the **technical-educational refresher seminar** for sports journalists, entitled **“Il calcio e chi lo racconta”** (Football and those who tell it) in 2018

#### TOPICS OF THE SESSIONS



VAR - VIDEO ASSISTANT REFEREE



TACTICAL CLASSES



ORGANISATION OF THE EUROPEAN UNDER 21 CHAMPIONSHIP 2019



The story of Arpad Weisz, the Hungarian coach of Jewish origin who, after winning three Italian championships at the helm of Ambrosiana (Inter) and Bologna, was deported to the Auschwitz concentration camp, where he died in January 1944.

### EVENTS HELD AT COVERCIANO



- Event promoted by Confindustria Florence entitled **“Sport and business: the sporting event as a business model”**.
- First **seminar on nutrition** organized by FIGC, entitled **“The evolution of nutrition in football: phases of development and gender diversity”**.



# 0.4

## FIGC ACTIVITIES AND INITIATIVES

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

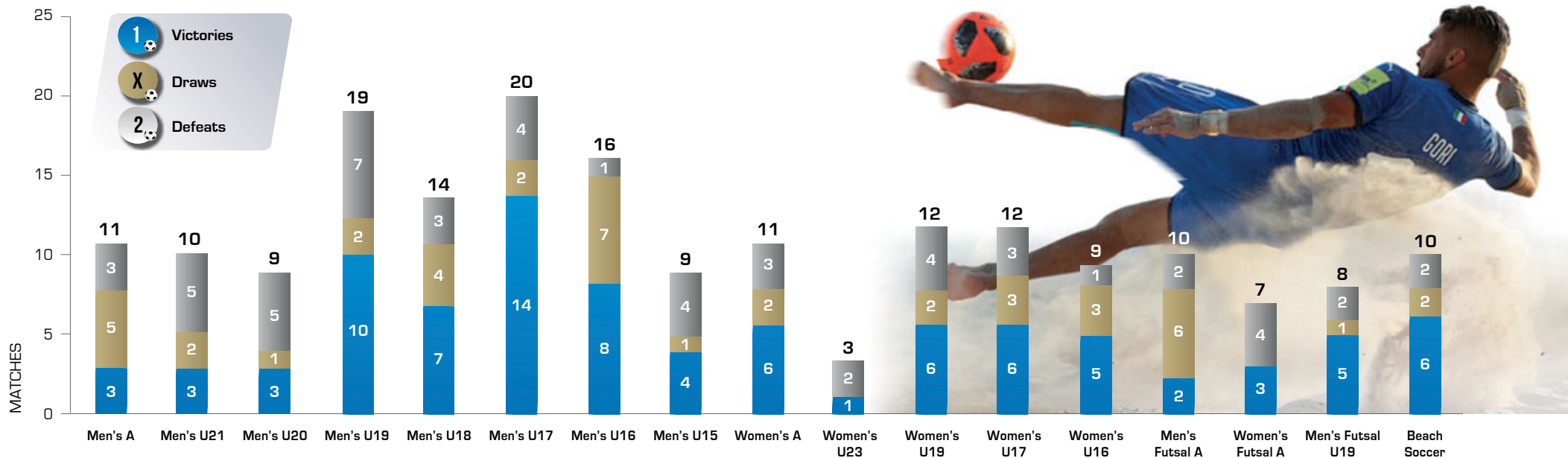




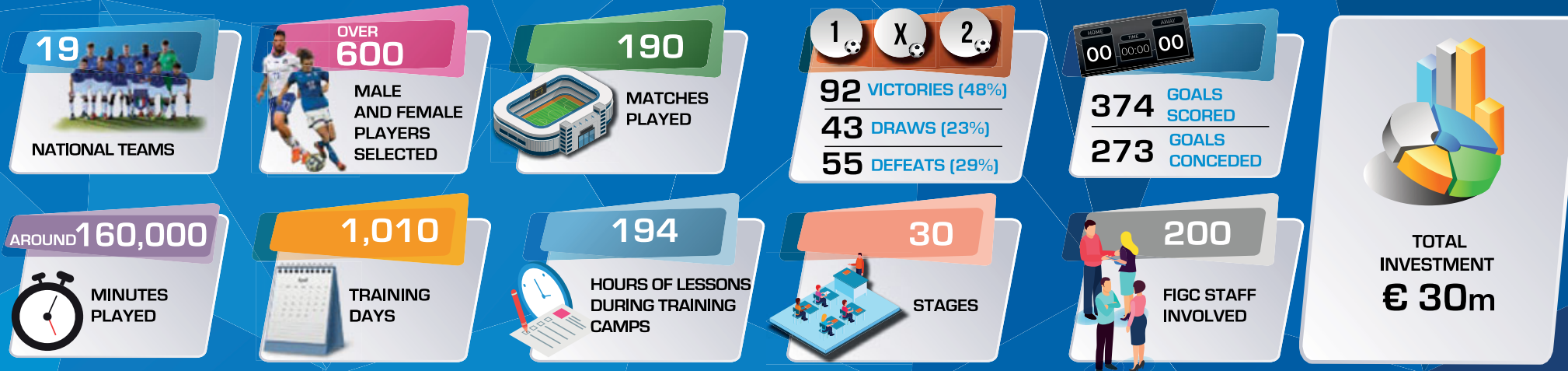
## 4.1 SPORT ACTIVITIES

2018 saw the continuation of plans to **promote the activity of the National Teams**, a strategically important sector for FIGC.

### 2018 NATIONAL TEAM MATCHES



### 2018 HIGHLIGHTS





### MEN'S A NATIONAL TEAM



- In 2018 **Roberto Mancini** officially became the **52<sup>th</sup> National Team coach** in the FIGC's 108-year-long history.
- The National Team came **second** in Group 3 of League A in the **UEFA Nations League**, ensuring its position in the top-tier for the next edition of the competition.
- **The average age** of the players selected has **fallen down considerably**, compared with the past (from over **29** for the qualifiers for the 2018 World Cup, **down to 27** for the 2018 UEFA Nations League).
- **Developing youth**: the number of **appearances made in the youth National Teams** by the selected players has increased significantly (from **416** in the UEFA EURO 2016 squad, up to **968** for the UEFA Nations League).

### MEN'S YOUTH NATIONAL TEAMS



- The Under 21 Team continued **preparations ahead of** the 2019 European Championship.
- **The Under 19 Team** took part in the **European Championship**, finishing as runner-up and qualified for the Under 20 World Cup for the second time in a row, a result that no Italian youth National Team had ever previously achieved. This was with the **youngest side in the competition**, with six Italian players were chosen in the UEFA squad of the tournament.
- **The Under 18** finished as **runner-up in the Mediterranean Games**
- **The Under 17** took part in the **European Championship**, only **succumbing to defeat in the final** on penalties against Netherlands. The National Team also enjoyed success in the prestigious **4 Nations Tournament**.
- **The Under 19 UEFA ranking** went from 20<sup>th</sup> in 2015-2016 to an **all-time best position** of fourth in 2019-2020, while the Under 17 went up from 15<sup>th</sup> in 2012-2013 to 6<sup>th</sup> in 2019-2020. Over the last 10 years, only Spain in 2010 and England in 2017 have been able to reach the European Championship final in both age categories in the same year.

### WOMEN'S NATIONAL TEAMS



- **The Women's A Team** took part in the Cyprus Cup, reaching **the final for the first time**.
- Milena Bertolini's side **made history** in June 2018 by **qualifying for the 2019 World Cup** in France, 20 years on from the team's previous appearance in the competition, with seven wins in eight games, 19 goals scored and just 4 conceded
- The **Women's Under 19 and Under 17 Teams** took part in the **European Championships** and were knocked out in the group stage, while the **Under 16** finished as runner-up its UEFA tournament.

## BEACH SOCCER AND FUTSAL



- The **Beach Soccer National Team** were crowned during the Euro Beach Soccer Superfinal in Alghero, winning the continental tournament for the second time, 13 years on from their only previous triumph. At the same time, the team sealed qualification for the **2019 European Games in Minsk**.
- **Gabriele Gori** once again proved that he is among the world's top Beach Soccer players, by scoring **seven times in the European Championship** reaching 199 goals with the National Team. His overhead kick against Ukraine was selected by Beach Soccer Worldwide as **one of the top 10 goals in 2018**.
- The **Men's Futsal** Team took part in the **European Championship**, getting knocked out in the group stage, while the **Men's Under 19** came third in the **Tournament of Nations**.

### 2018 AWARDS

THE CAPTAIN OF THE WOMEN'S A NATIONAL TEAM, **SARA GAMA**, AND BEACH SOCCER NATIONAL TEAM MEMBER, **SIMONE MARINAI**, WERE WINNERS IN CONI'S "EXCELLENT ATHLETE, EXCELLENT STUDENT" INITIATIVE, AIMED AT ACTIVE ATHLETES WHO HAVE STOOD OUT WHILE COMPLETING THEIR MASTER'S OR BACHELOR'S DEGREE

## ITALIAN NATIONAL TEAMS HIGHLIGHTS 2016-2019



EURO BEACH SOCCER LEAGUE  
TITLE (2018)



IN 2017 AND 2018, ALL FOUR MEN'S  
AND WOMEN'S U19 AND U17 TEAMS QUALIFIED  
(FOR THE FIRST TIME EVER) FOR THE  
EUROPEAN CHAMPIONSHIPS



4 EUROPEAN CHAMPIONSHIP FINALS  
(2 MEN'S UNDER 19 AND 2 MEN'S UNDER 17)



BRONZE MEDAL AT THE 2017 UNDER 20  
MEN'S WORLD CUP (FIRST-EVER MEDAL)  
AND FOURTH PLACE AT THE 2019 U20 WORLD CUP



1 MEDITERRANEAN GAMES FINAL  
(MEN'S UNDER 18)



IN 2019, THE WOMEN'S A TEAM QUALIFIED  
FOR THE WORLD CUP FOR THE FIRST TIME IN  
20 YEARS, REACHING THE QUARTER FINALS



BRONZE MEDAL AT THE  
2019 UNIVERSIADE

## \*\*\*\* ITALIAN NATIONAL TEAMS: MEDIA INTEREST AND PROFILE IN 2018

### MEN'S A NATIONAL TEAM



**751m**  
VIEWERS

GLOBAL  
CUMULATIVE  
AUDIENCE

**3,071**  
HOURS

TOTAL DURATION  
OF BROADCASTS

**€ 2.8m**

TV RIGHTS  
REVENUE  
PER GAME

**7.0m**  
26.94% SHARE

AVERAGE AUDIENCE  
PER MATCH IN ITALY

### AVERAGE AUDIENCE PER EVENT



UEFA NATIONS LEAGUE

**7,728,940**

VIEWERS

SHARE 33.0%  
(ITALY MATCHES)



MAIN NON-FOOTBALL  
SPORTING EVENT

GIRO D'ITALIA

**1,698,373**

VIEWERS

SHARE 13.6%

### MEN'S YOUTH NATIONAL TEAMS



UEFA  
UNDER-19  
CHAMPIONSHIP  
FINLAND 2018

The final, broadcast live on Rai 2 at 6:30 pm, had **AN AVERAGE TV AUDIENCE OF 1.5 MILLION VIEWERS (11% SHARE)**, with peaks during extra-time of over 2.2 million viewers (13.8%)



UEFA  
UNDER-17  
CHAMPIONSHIP  
ENGLAND 2018

The final, broadcast live on Rai 4 at 7:15 pm, had a **TV AUDIENCE OF 181,674 VIEWERS**, with a share of 0.91%

### STADIUM ATTENDANCE



**612,771**

TOTAL SPECTATORS

AVERAGE ANNUAL GROWTH (2010-2018)  
OF AVERAGE STADIUM ATTENDANCE  
(top 3 Italian football competitions)



Men's A National Team:  
**+7.1%**



Serie C:  
**+6.5%**



Serie B:  
**+5.8%**

### TELEVISION AUDIENCE



**48**

MATCHES  
BROADCAST



**TOTAL**  
**84.6m**



**83.3m**

TV AUDIENCE



**1.3m**

LIVE STREAMING VIEWERS



**€ 33.0m**

TV RIGHTS VALUE

SPORTS BETTING ON NATIONAL TEAMS



**€ 29.5m**  
OVERALL REVENUES IN 2018



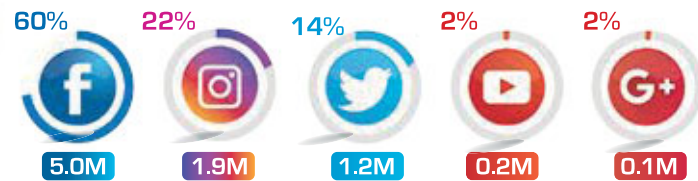
**€ 0.8m**  
TAX REVENUE

SOCIAL PLATFORMS

**8.3m FANS AND FOLLOWERS**

OF THE ITALIAN NATIONAL TEAMS IN 2018

7.5% growth on 2017 and 56.2% compared to 2015



YOUTUBE RESULTS



**379 VIDEOS UPLOADED**

TO THE OFFICIAL YOUTUBE CHANNEL OF THE ITALIAN NATIONAL TEAMS

**14.3 MILLION VIEWS**

with a 55% increase in online advertising revenue compared to 2017

BEACH SOCCER AND FUTSAL - HIGHLIGHTS

EURO Beach Soccer League Superfinal 2018 - Alghero

EUROPEAN CHAMPIONS



- 4 MATCHES
- 6,000 SPECTATORS
- 150,555 TV AUDIENCE
- 5,917 STREAMING AUDIENCE

UEFA Futsal Championship 2018

KNOCKED OUT IN THE GROUP STAGE



- 2 MATCHES
- 13,869 SPECTATORS
- 56% OCCUPANCY
- 30.4m AUDIENCE (entire competition)

WOMEN'S A NATIONAL TEAM - HIGHLIGHTS



WINNER OF QUALIFYING GROUP Group 6

- 8 MATCHES
- 20,058 SPECTATORS
- 0.8m TV AUDIENCE
- 0.2m STREAMING AUDIENCE



QUALIFICATION FOR THE 2019 WORLD CUP AFTER A 20-YEAR ABSENCE



ITALY v BELGIUM Ferrara, 10-04-2018  
**7,500 SPECTATORS**



ITALY v PORTUGAL Florence, 08-06-2018  
**6,500 SPECTATORS**

WOMEN'S A NATIONAL TEAM STREAMING AUDIENCE - FOCUS 2017-2018

COMPETITION	MATCH	DATE	YouTube VIEWERS	f VIEWERS
2019 FIFA World Cup qualifiers	Belgium v Italy	04/09/18	12,500	111,000
2019 FIFA World Cup qualifiers	Portugal v Italy	28/11/17	11,000	94,000
Cyprus Cup 2018	Italy v Spain	07/03/18	17,122	
Cyprus Cup 2018	Finland v Italy	05/03/18	14,118	
Cyprus Cup 2018	Wales v Italy	02/03/18	12,256	
Cyprus Cup 2018	Italy v Switzerland	28/02/18	16,026	



## 4.2 FOOTBALL DEVELOPMENT ACTIVITIES

### \*\*\*\* DEVELOPING YOUTH FOOTBALL



Youth football with over  
**833,000** BOYS AND GIRLS  
 REGISTERED WITH FIGC

continued to be an asset of  
 strategic importance in 2018

### FIGC LOCAL DEVELOPMENT CENTRES



- Local centres of excellence for **developing, educating** and **providing training** to male and female players aged between 13 and 15
- Introduced in 2015**
- 20 Centres** opened in 2018, resulting in a

**TOTAL OF  
 50 LDCs**

### SPONSORS INVOLVED



### LOCAL DEVELOPMENT CENTRES: STRATEGIC POSITIONING



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

REGIONAL TEAMS  
 MEN'S AND  
 WOMEN'S U15

**FIGC LOCAL DEVELOPMENT  
 CENTRES BOYS U13  
 AND U15, GIRLS U15**



TECHNICAL  
 TRAINING



CULTURAL  
 PRINCIPLES



TRAINING  
 SESSIONS



NUTRITIONAL  
 EDUCATION



MEDICAL  
 AND FITNESS  
 TESTS



LOCAL  
 REFERENCE  
 POINT





## LOCAL DEVELOPMENT CENTRES PROGRAMME

FIGC CENTRES ACTIVE  
IN EARLY 2019

50  
ACTIVE  
CENTRES

### CALL-UPS TO YOUTH NATIONAL TEAMS

- **Men's National Teams:** between 2017 and 2018, the number of LDC developed players who received call-ups to the U15 National Team increased from 1 to 6
- **Women's National Teams:** 14 of the 20 girls called up to the U16 National Team at the start of 2019 had developed at LDCs, while 7 of the 20 girls selected for the U17 National Team had come through the LDC system
- **EUROPEAN BENCHMARK**

Analysis of the main European Leagues has shown that 78% of players called up to their National Teams between the ages of 12 and 14 were still playing amateur football (LDCs target segment)

## 2018 HIGHLIGHTS

### SPORTS ACTIVITY

- 5,000 young players involved, of which 3,750 registered in the U14 and U13 and 1,250 in the U15, belonging to 1,600 clubs
- Over 1,600 training sessions
- 5,000 hours of work in total (a 50% increase on the previous year)
- Introduction of **Local Development Centres National Tournament** (420 young players involved)
- **Local Development Centres Open Days** involved 4,300 players, 800 clubs, 900 coaches and club officials and over 3,000 parents

### TRAINING ACTIVITY FOCUSING ON EDUCATIONAL, BEHAVIOURAL AND PSYCHOLOGICAL ASPECTS

- 200 meetings and 150 educational workshops, for a total of 1,000 hours of training
- Involvement of 4,000 parents, 900 clubs and 1,600 coaches and club officials
- In 2018, there was a specific focus on the topic of nutrition, following an agreement between FIGC, the Italian Association of Human Nutrition (SINU) and Ferrero's Nutrition & Sustainability Department

### ORGANISATIONAL STRUCTURE

- 20 Regional Organisational Managers
- 100 Organisational Managers and Coordinators
- 54 Head Coordinators
- 200 UEFA licenced coaches
- 50 Athletic Trainers
- 50 Goalkeeper Coaches
- 60 Doctors
- 60 Physiotherapists/medical staff
- 65 Sports Psychologists

### LOCAL PROMOTION AND MONITORING

- Over 2,500 visits and observations of local clubs
- 2,200 hours of training for local coaches
- 1,500 match observations undertaken by LDC coaches at local clubs

## SCHOOL ACTIVITY: FIGC-MIUR FRAMEWORK SCHEME

- Collaboration developed to assist **students, teachers and parents** and promote **sporting activity** at every stage of the education system.
- In 2017-2018 the project saw in total the involvement of:



**200,000**  
STUDENTS



**4,292**  
TEACHERS



**4,140**  
SCHOOLS

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

## VALORI IN RETE 2017-2018



### GIOCOCALCIANDO

Primary school

The project was named **Best Grassroots Project in European football** by the UEFA Executive Committee as part of the 2017 Grassroots Awards. In 2018, UEFA included the project in its new UEFA Play platform to be shared with other European Associations as a best practice.

- **50,261 STUDENTS**
- **637 TEACHERS**
- **779 SCHOOLS**  
[+54% COMPARED TO 2016-2017]
- **2,790 CLASSES**



### FOOTBALL AND SCHOOL CLASSES



**8,991**  
HOURS

**83,891**  
STUDENTS  
[+15% COMPARED TO  
2016-2017]

**214**  
PROJECTS



### GIRLS ON THE PITCH

Middle school

- **6,265 FEMALE STUDENTS**  
[+116% COMPARED TO 2016-2017]
- **266 TEACHERS**
- **244 SCHOOLS**



### STUDENT CHAMPIONSHIPS

Middle and high school

- **43,710 STUDENTS**
- **2,732 SCHOOLS**  
[+28% COMPARED TO 2016-2017]
- **2,725 TEACHERS**

### SCHOOL ACTIVITY: OTHER INITIATIVES

- "Sport for All" project
- Agreement for Integrated Educational Activity
- Agreement with high schools for Alternating School and Work
- Refereeing courses in schools
- Agreements with Sports Science courses



**UN GOAL PER LA SALUTE  
(A GOAL FOR HEALTH)**

- Raising adolescents' awareness about doping and health protection
- Project developed in collaboration with the Italian Committee for UNICEF
- **30 LOCAL DEVELOPMENT CENTRES INVOLVED IN 2018**
- INVOLVED
  - **500 YOUNGSTERS**
  - **600 PARENTS**
  - **200 COACHES**



**EUROPEAN WEEK OF SPORT**

- Schedule of events involving thousands of young male and female athletes across Italy
- CONI Kinder+Sport Trophy
- Women's Open Days and Local Development Centres Open Days (71 events across Italy)
- White Night of Sport and Walking Football

**NATIONAL STAGE OF THE STUDENT CHAMPIONSHIPS**

- **556 BOYS AND GIRLS PARTICIPATING**
- **73 MATCHES**
- **EDUCATIONAL AND TEACHING ACTIVITIES RUNNING IN PARALLEL**



**GRASSROOTS FESTIVAL**

- **COVERCIANO, JUNE 2018**
- **900 YOUNG MALE AND FEMALE PLAYERS**
- **2,000 PARTICIPANTS**, including chaperones and staff
- Over **50 SCHOOLS** and **FOOTBALL SCHOOLS**
- "Integrated football" matches aimed at including disabled children in football
- Workshop formativo "Football for life"



**GRASSROOTS-FOOTBALL IN SCHOOLS**

- **FEBRUARY 2018**
- International UEFA seminar supported by FIGC and organised in Coverciano
- **3 DAYS OF TALKS AND DEBATES** analysing the diffusion of football activity in schools



**NATIONAL YOUTH CHAMPIONSHIPS FOR PROFESSIONAL CLUBS**

- **UNDER 17, UNDER 16 AND UNDER 15**
- **261 TEAMS**
- **3,498 MATCHES**
- **NATIONAL FINALS IN JUNE 2018 (EMILIA ROMAGNA):**
  - **22 CLUBS**
  - **500 PLAYERS**
  - **200 CLUB OFFICIALS**
  - **30,000 STADIUM SPECTATORS**
  - **78,811 VIEWERS**  
Total audience (Live streaming on FIGC's YouTube channel)
  - **543,545 MINUTES OF VIEWING**  
(OVER 9,075 HOURS)



### UNDER 13 NATIONAL CHAMPIONSHIPS



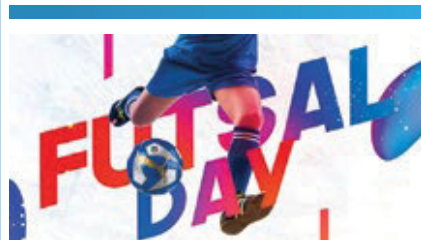
#### Under 13 Fair Play Elite Tournament

- Esordienti categories (10-12 years) of professional clubs and Elite Football Schools
- Organisation of sporting activities and focus on issue of fair play
- **OVER 500 TEAMS** PARTICIPATING IN 2018



#### Under 13 Fair Play Pro Tournament

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



### YOUTH FUTSAL: "I LOVE FUTSAL"

- Promotion of youth Futsal
- **19 EVENTS ORGANISED** ACROSS ITALY
- AROUND **1,000 YOUNG MALE AND FEMALE PLAYERS** INVOLVED



### SCIENTIFIC DIMENSION

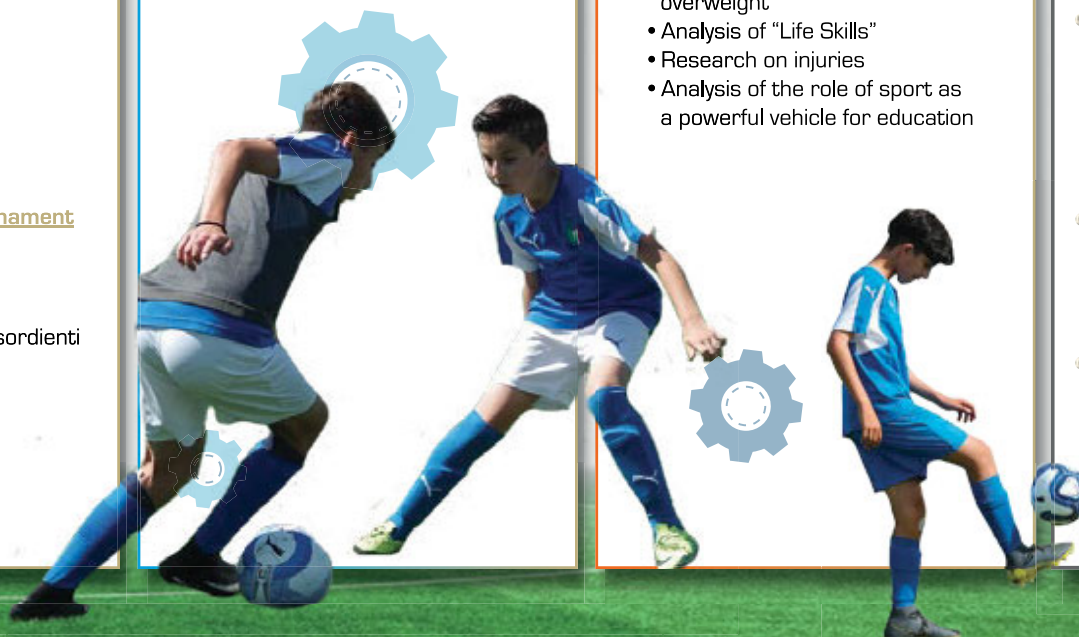
- Launch of an **online census programme** on youth activity
- Publication of **scientific studies** into key topics on the FIGC website
  - Drop-off of sporting activity in adolescence
  - Study into the link between a sedentary lifestyle and being overweight
  - Analysis of "Life Skills"
  - Research on injuries
  - Analysis of the role of sport as a powerful vehicle for education



### YOUTH ACTIVITY RULES AND REGULATIONS NEW DEVELOPMENTS FOR 2018-2019

Introduction of a mandatory requirement to use qualified coaches in both grassroots and competitive activities:

- Clubs that carry out Youth and School Sector activities in at least one grassroots category (Piccoli Amici, Primi Calci, Pulcini and Esordienti) must register a **Grassroots Technical Director** with a **UEFA qualification** (UEFA Pro, UEFA A, UEFA B, UEFA Grassroots C) or a **Young Footballers Instructor qualification** (pre-1998) or a **Category 3 Coaching qualification** (pre-1998)
- As of the 2020-2021 season, clubs that carry out activities in the **Piccoli Amici, Primi Calci, Pulcini and Esordienti** categories must also have at least one coach with a **UEFA qualification per category** (UEFA Pro, UEFA A, UEFA B, UEFA Grassroots C) or a **Young Footballers Instructor qualification** (pre-1998) or **Category 3 Coaching qualification** (pre-1998)
- Teams in the Piccoli Amici and Primi Calci categories may also be coached by **Athletic Trainers** with a qualification from the **Technical Sector** or who have a **degree in Sports Science** or an **Institute of Physical Education (ISEF) diploma**
- **Technical supervision** of all competitive teams in the Youth and School Sector must be entrusted to a coach with a qualification from the **Technical Sector**. This rule will come into force from the start of the 2019-2020 season for the Giovanissimi Provinciali category



★★★★ TECHNICAL TRAINING

**91,382** QUALIFIED TECHNICAL STAFF FOR FIGC  
IN 2017-2018 (+2.9% COMPARED TO 2016-2017)

**28,880** REGISTERED  
TECHNICAL STAFF

OF WHICH



**26,662**  
COACHES



**585**  
DOCTORS



**1,136**  
HEALTH PROFESSIONALS



**497**  
ATHLETIC TRAINERS

DURING 2018

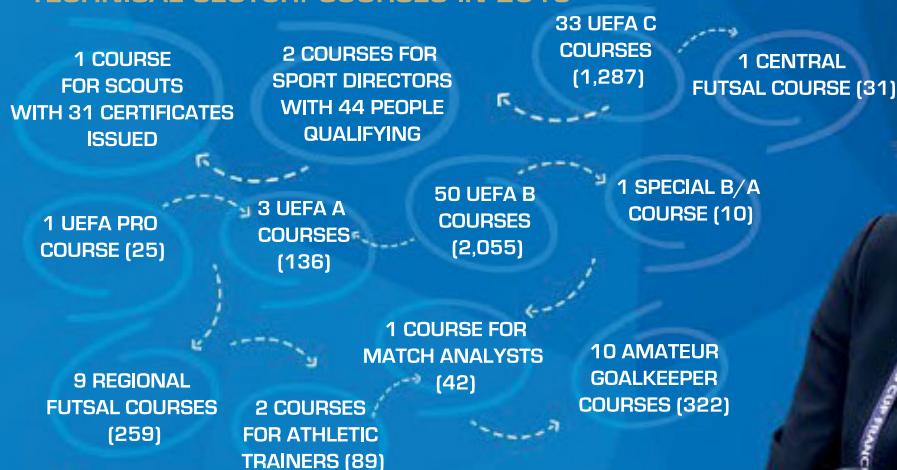
**4,331 COACHES**

WERE QUALIFIED

**€ 1.5m** ANNUAL INVESTMENT  
IN COURSES

**€ 3.1m** REVENUES GENERATED BY  
EDUCATIONAL ACTIVITIES

TECHNICAL SECTOR: COURSES IN 2018



A UEFA A Licence course reserved for coaches working in Women's football was also launched. This was open to coaches registered with clubs in the Women's Serie A and Serie B.



LABORATORY ON TRAINING METHODOLOGIES AND BIOMECHANICS APPLIED TO FOOTBALL: RECOGNITION IN 2018



*The British Journal of Sports Medicine*, one of the most prestigious industry-specific publications in the world, analysed the 50 most-cited articles in the field of medicine and science applied to the world of football. Third in the list of the most-cited authors was Carlo Castagna, the man behind the "Technical Sector's laboratory on training methodologies and biomechanics applied to football" workshop.



REGULATORY DEVELOPMENTS



In 2018, FIGC undertook a historic reform of the Technical Sector Regulations:

- General principle: to look after youth training and entrust this to well-prepared and qualified coaches
- The new regulations came into force from the start of the 2018-2019 season as part of a gradual process of introduction that will be completed in the 2020-2021 season

Key regulations:

- Mandatory requirement to have qualified coaches in all youth categories
- Introduction of a goalkeeper coach for the first team and youth teams
- Requirement of UEFA A Licence for Women's Serie A in 2018-2019, to be extended to Serie B in 2020-2021
- Creation of Regional Amateur Coach, Amateur Goalkeeper Coach and Youth Sector Goalkeeper Coach roles



### \*\*\*\* MATCH OFFICIALS ACTIVITY

# 31,812

 REGISTERED MATCH OFFICIALS  
FOR FIGC IN 2017-2018

OF WHICH



## 30,163

  
MALE


## 1,649

  
FEMALE

#### 2018 ACTIVITY

# 583,155

 TOTAL APPOINTMENTS




## 411,256

  
MAIN REFEREES


## 85,993

  
ASSISTANT REFEREES



## 85,906

  
REFEREE OBSERVERS


## 403,088

  
OFFICIAL MATCHES  
WITH A REFEREE

#### TRAINING PROGRAMMES IN 2018



## 209

  
COURSES  
(one for each  
AIA Section)

## 4,807

  
ASPIRING  
REFEREES


## 3,939

 BECAME REFEREES


#### ENHANCING THE INTERNATIONAL DIMENSION

- In April 2018, the FIGC **Technical Centre in Coverciano** hosted the final meeting for the 36 referees and 63 assistant referees selected by FIFA for the 2018 World Cup
- This event was the culmination of a **series of seminars that have taken place in the last 3 years**, including a session staged in Coverciano in April 2017 (**27 years after the last FIFA referee seminar** hosted in Italy), with 61 referees attending



#### HEALTH PROTECTION

- Purchase of **229 cardioverter-defibrillators**
- These were allocated to the **209 AIA Sections** and **20 AIA Regional Committees**
- Organisation of **courses in partnership with the Italian Red Cross** to provide training and qualifications to selected people on how to use the equipment
- **Funds from 104A/2014 sanctions** (violence against match officials) were used to pay for the equipment

## \*\*\*\* PROFESSIONAL FOOTBALL SUSTAINABILITY

### STRATEGIC FRAMEWORK



FINANCIAL  
SUSTAINABILITY



INTERNATIONAL  
COMPETITIVENESS



INCENTIVISATION  
FOR "VIRTUOUS" INVESTMENTS  
IN THE MEDIUM AND LONG TERM  
(SPORTS FACILITIES, YOUTH  
ACADEMIES AND SOCIAL ACTIVITIES)



TRANSPARENCY  
IN OWNERSHIP  
STRUCTURES

### DEVELOPMENT OF PROFESSIONAL YOUTH FOOTBALL



- Introduction of **Serie A clubs' "B teams"** playing in Serie C (from 2018-2019)
- **Objective:** to ensure that young players eligible for selection by youth National Teams are playing more and have access to the best conditions for development

### OTHER LEGISLATIVE AND REGULATORY MEASURES



The Association has initiated the process of introducing a regulation whereby **5% of permanent transfer fees** will have to be paid to the clubs where the player in question developed



The Italian Government has decided to intervene by **modifying the way revenue from broadcast rights to sports events** is allocated, ruling that 5% of revenue from the rights is allocated to the clubs participating in Serie A on the basis of the **minutes played by young players developed in Italian youth academies**

### NEW NATIONAL LICENSING MANUAL

Requirements for registering clubs in professional championships in 2018-2019 (Serie A, Serie B, Serie C)

#### SPORTING AND ORGANISATIONAL CRITERIA

- Introduction of regulations for developing girls' football
- Creation of a range of age categories for girls at all professional clubs
- Attendance at training courses by managerial staff

#### INFRASTRUCTURAL CRITERIA

- Raising the quality standards of stadiums
- Reaching compliance with the parameters indicated by UEFA

#### LEGAL AND FINANCIAL CRITERIA

- Implementation of control indicators
- Implementation of Financial Fair Play rules
- Break-even rule



OBJECTIVE: ACHIEVE BALANCED FINANCIAL STATEMENT



### NATIONAL LICENSING – NEW REFORMS

- Objective: to ensure that championships start on time (from 2019-2020) by bringing forward deadlines for legal obligations
- Raise of liquidity ratio and introduction of indicator of capitalisation (for Serie B and C clubs)
- Introduction of sanction whereby clubs that have failed to pay salaries, IRPEF tax and INPS contributions will be excluded from their Leagues



### TRAINING OF MANAGEMENT FIGURES

Activity by FIGC Sport Directors and Managers Committee

- 15 TRAINING MEETINGS
- 75 HOURS OF TRAINING
- 800 PARTICIPANTS

## RESULTS OF NATIONAL LICENSING

Significant results were achieved also in 2017-2018 thanks to the reform of the National Licensing System

## LEGAL AND ECONOMIC/FINANCIAL CRITERIA

Improvement of the economic and financial situation of professional football

	Average 2014-2016	Average 2016-2018	Var, %
VALUE OF PRODUCTION	€ 2,742m	€ 3,451m	+26%
OPERATING COSTS	€ 2,489m	€ 2,694m	+8%
EBITDA	€ 253m	€ 757m	+199%
CLUBS WITH NEGATIVE NET RESULT	85%	75%	-10%
WAGES/VALUE OF PRODUCTION	58%	50%	-8%
NET RESULT	-€ 454m	-€ 186m	+59%
NET EQUITY	€ 94m	€ 424m	+352%
EQUITY RATIO	2%	8%	+6%
DEBT/VALUE OF PRODUCTION	126%	120%	-6%

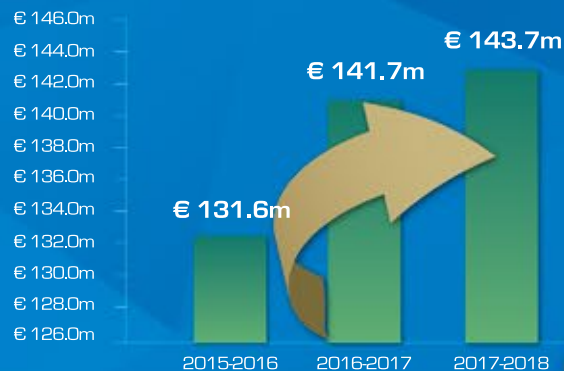
## Comparison with Italy



Between 2015 and 2017, the **value of production of professional football** in Italy grew by an average of **11.5%** per year, while growth in Italy's GDP (at current prices) never exceeded **2.2%**.

The **net equity of professional football clubs** grew by **228%**, while the FTSE MIB (the benchmark stock market index for the Italian stock exchange) grew by **14%**

## INVESTMENT IN YOUTH FOOTBALL



Between 2015-2016 and 2017-2018, the overall **budget** of professional clubs in Serie A, Serie B and Serie C for the **development of youth academies** increased by **9.2%** from € 131.6 million to € 143.7 million

## SPORTING AND ORGANISATIONAL CRITERIA

## Investment in Women's football



Policy regulations on the development of Women's youth football in professional Men's clubs saw the total number of **female players registered** at Serie A, Serie B and Serie C clubs in the 2017-2018 season rise to

**4,256 PLAYERS**

(of which **90%** under the age of 18)

## INFRASTRUCTURAL CRITERIA

## Infrastructural development of professional football

Improvements in main infrastructural parameters (comparison between 2015-2016 and 2017-2018)

	UEFA standard seating	Lighting system fixed cameras (lux)	Number of Skyboxes	Size of hospitality areas (m <sup>2</sup> )
	+6.1%	+7.5%	+9.4%	+18.0%
	+1.7%	-1.5%	+31.0%	+17.7%
	+16.3%	+5.5%	+23.4%	+4.0%



## Increase in stadium attendance

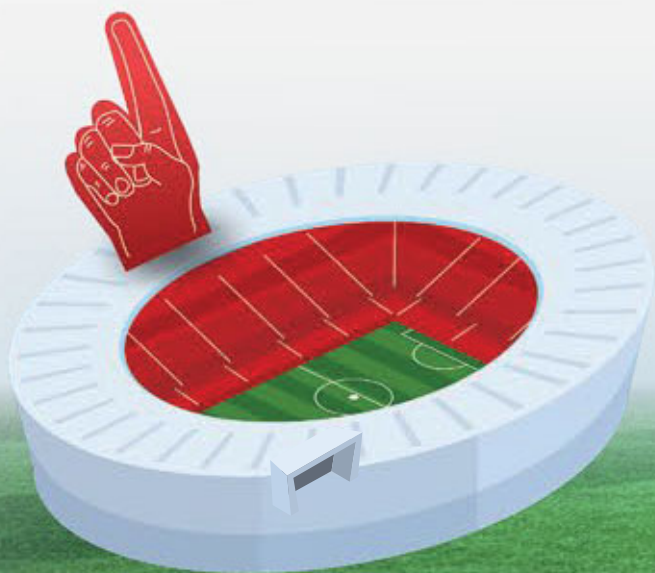
Between 2014-2015 and 2017-2018, **attendance at Italian stadiums for high-level competitions** (professional Leagues and National Teams) **increased by 1.5 million** from 15.4 million to 16.9 million.



★★★★ **REVIEW OF FIGC REGULATIONS**

**STADIUM ACCESSIBILITY**

- Implementation of the **Memorandum of Understanding on Stadium Accessibility**, signed in 2017 by FIGC, CONI, the Italian Minister of the Interior, the Minister for Sport, the Leagues and the Technical Bodies, which **introduced a new model for the management** of security and stadiums, strengthening the legal framework around this issue
- Modification of Article 62 of the FIGC Internal Organisational Rules (NOIF) to **allow the referee to temporarily suspend matches** in the event of chants or banners of a racist or discriminatory nature
- Modification of Disciplinary Code: **reintroduction of exemptions and mitigating circumstances** for cases of racism and discrimination
- Great attention on the **development and training of Supporter Liaison Officers (SLOs) and stewards**



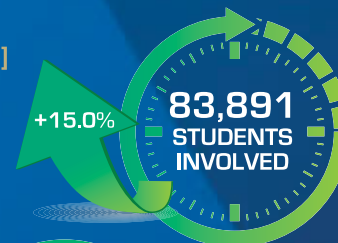
2016-2017



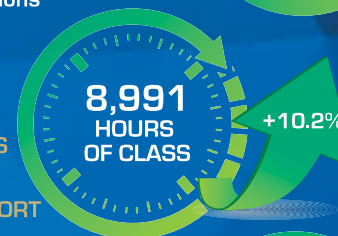
**IL CALCIO E LE ORE DI LEZIONE [FOOTBALL AND SCHOOL CLASSES]**

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

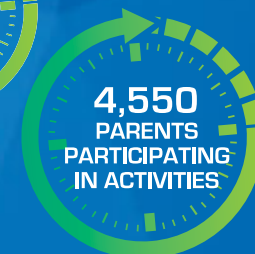
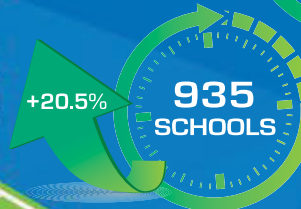
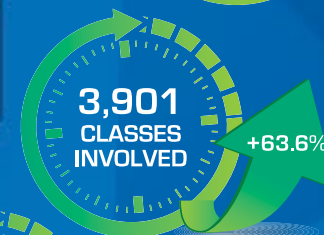
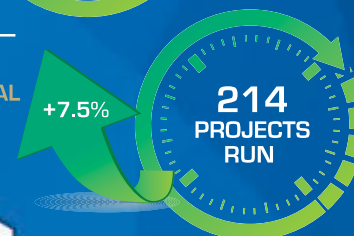
2017-2018



**RAISING STUDENTS' AWARENESS ON SOCIAL TOPICS RELATING TO RESPECT AND POSITIVE SUPPORT**



**ORGANISATION OF EDUCATIONAL INITIATIVES IN SCHOOLS WITH SPECIAL GUEST APPEARANCES**



## COMBATING VIOLENCE AGAINST MATCH OFFICIALS



- Rule introduced in 2015 whereby clubs whose FIGC registered members commit acts of violence towards match officials **must pay the refereeing costs** and **administrative costs**.



This fund generated **€ 117,615 in 2018**, bringing the total funds raised by FIGC through **sanctions** against clubs in the National Amateur League to around **€ 724,000**

- **New rule** introduced in 2018 **regarding disciplinary offences linked to violence against match officials**, with the introduction of **case law for violent conduct** and a significant **increase in the minimum bans** for such offences:



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

## FIGHT AGAINST ILLEGALITY IN SPORT



- During the **Élite Round of Men's Under 19 National Team** (stage in Friuli-Venezia Giulia), FIGC has organized a **workshop on the fight of corruption and match-fixing**, with the attendance of **100 players of 4 National Teams** participating to the tournament

- A similar initiative has been organized in the Netherlands with **Men's Under 17 National Team** participating in the Élite Round for **Under 17 European Championship**



- Introduction of **new regulations to combat match-fixing**
- Organisation of numerous **training and awareness meetings**, as part of youth National Teams training camps

## PLEA BARGAINS REGULATIONS



- Rule introduced in 2015: deadline of **30 days for the payment of fines** (in accordance with articles 23 and 32 sexies of the Disciplinary Code)



**€ 2.2M**  
**INCOME FROM FINES**  
in the three-year period 2016-2018

★★★★ SPORTS JUSTICE AND REGULATORY ACTIVITY IN 2018



SPORTS JUSTICE

FIGC PROSECUTOR'S OFFICE

- 1,409 cases opened
- 1,949 matches examined
- 1,022 additional matches examined ("TV examination")
- 3,241 appointments

NATIONAL FEDERAL COURT

- 80 meetings
- 619 cases

FEDERAL COURT OF APPEAL

- 53 meetings
- 233 rulings

NATIONAL SPORTS COURT OF APPEAL

- 82 meetings
- 382 rulings

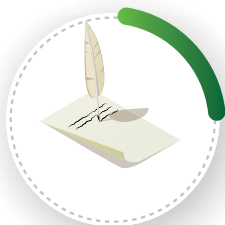
REGULATORY AUTHORITY

- 1 meeting



FIGC REGULATORY AFFAIRS

- 4 FIGC Executive Committee meetings and 2 Presidential Board meetings
- 484 official statements



NATIONAL LICENSING

- 194 checks by Co.Vi.So.C. (Professional Football Financial Control Committee)
- 12 meetings of the Infrastructural, Sporting and Organisational Committee



UEFA LICENSING AND FINANCIAL FAIR PLAY

- UEFA Licences were granted to 14 clubs
- Analysis of over 1,600 reports regarding Supporter Liaison Officer activity



SPORT DIRECTORS AND MANAGERS COMMITTEE

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



ANTI-DOPING AND HEALTH PROTECTION COMMITTEE

- 2,840 urine tests
- 336 blood tests
- 672 matches checked



PLAYER'S STATUS

- 1,004 international transfers for professional players
- 9,613 international transfers of amateur players
- 1,572 requests to register a foreign minor for the first time



SPORT AGENTS COMMITTEE

- 254 agents registered
- 770 registrations to the provisional FIGC Sports Agents Registry
- 2,453 representation contracts registered
- Nearly € 200 million paid by professional players and clubs for the services of sports agents



AWARD COMMITTEE

- 888 requests and appeals examined
- Confirmed and approved awards amount to over € 1.8 million



REGISTRY

- 965 new clubs affiliated
- 426 name changes
- 118 mergers and 15 splits



\*\*\*\* **SPECIAL PROJECTS: KICKOFF 2018**



KickOff 2018 is the fourth edition of an event promoted by FIGC to launch new ideas to foster the development of Italian football, through the contribution of individuals from different sectors of society, such as economics, culture, science, politics, sport and journalism.



**FIGC TECHNICAL CENTRE IN COVERCIANO (19-20 MAY 2018)**



**RESIDENTIAL EVENT (48 HOURS)**



**FIRST AND ONLY THINK TANK ON ITALIAN FOOTBALL**



**300 PARTICIPANTS SELECTED FROM DIFFERENT SECTORS OF ITALIAN SOCIETY**



**OBJECTIVE: TO FIND NEW IDEAS AND DEVELOP INITIATIVES FOR THE DEVELOPMENT OF ITALIAN FOOTBALL**



KickOff 2018 closed in the renovated auditorium of the FIGC Technical Centre in Coverciano, with a fascinating debate entitled "La Storia Siamo Noi" (We are History), which looked back on the history of Italian football over the last 60 years. It relived the most significant moments, from the defeats to the great successes, as well as discussing how football is intertwined with the history of Italy.



**1. GROWING BY PLAYING AT HOME: THE LOCAL DEVELOPMENT CENTRES**

**2. THE PEAK OF INTEGRATION: RETE! PROJECT**

**3. FOOTBALL IS PINK: DEVELOPMENT OF WOMEN'S FOOTBALL**

**4. A MEMORABLE EXPERIENCE: FOOTBALL MUSEUM**



**THE 11 PLAY TEAMS THEME "THE INSTITUTIONS WALK ON THE LEGS OF PEOPLE"**

The activities of the 11 workshops, called "play teams", were based around this theme. The workshops put forward medium- and long-term programmes, presented in brief before the final talk.

**5. LET'S BUILD THE FUTURE: STADIUMS AND SPORTS INFRASTRUCTURE**

**6. FOOTBALL MANAGERS AND VALUE CREATION: FOOTBALL ECONOMICS**

**7. ALL ROADS LEAD TO ITALY: BIG EVENTS**

**8. FOOTBALL IN A CLICK: DIGITAL ENGAGEMENT**

**9. FROM STRATEGY TO VALUE CREATION: MATERIALITY ANALYSIS AND STAKEHOLDER ENGAGEMENT**

**10. CAPTAINS OFF THE PITCH: LEADERSHIP ENGAGEMENT**

**11. LET'S BUILD AN IMAGE OF VALUE: REPUTATION**

KICKOFF: ACHIEVEMENTS AND OUTPUTS

FIGC INTEGRATED REPORT

ITALIAN FOOTBALL'S "OFFICIAL" TALK

2019 EUROPEAN UNDER 21 CHAMPIONSHIP AND EURO 2020: PROMOTION AND BUILD-UP PROGRAMME

DIGITAL BEN-ESSERE PLATFORM FOR NUTRITIONAL EDUCATION

FIGC LOCAL DEVELOPMENT CENTRES: INVOLVEMENT, GROWTH AND SHARING

B2B AND B2C DIGITAL PLATFORM

CELEBRATIONS FOR FIGC'S 120<sup>TH</sup> ANNIVERSARY AND 60<sup>TH</sup> ANNIVERSARY OF FIGC TECHNICAL CENTRE IN COVERCIANO

MASTER'S COURSE ON PLANNING, CONSTRUCTION AND MANAGEMENT OF SPORTS FACILITIES

ORGANISATION OF ITALIAN FOOTBALL'S FIRST HACKATHON

EXPORTING ITALIAN FOOTBALL'S TECHNICAL EXPERTISE: FIGC-MAECI AGREEMENT AND AGREEMENTS WITH OTHER ASSOCIATIONS

CRAZY FOR FOOTBALL: PROGRAMME OF SCHOOL ACTIVITIES AND BUILD-UP TO WORLD CUP 2018

INVESTMENT IN TRAINING: COMPULSORY COURSES IN ACCORDANCE WITH NATIONAL LICENSING SYSTEM

IMPLEMENTATION AND DEVELOPMENT OF RETE! PROJECT

THE NEW FIGC WEBSITE

THE NEW ITALIAN FOOTBALL MUSEUM OPERATING PLAN

STAKEHOLDER ENGAGEMENT: IMPACT OF FIGC STRATEGIES ON MAIN STAKEHOLDERS

FOOTBALL AS AN EDUCATIONAL MODEL

TECHNICAL LABORATORY OF EXCELLENCE FOR SPORTS FACILITIES

FOOTBALL AND SCHOOL CLASSES: NEW FORMAT



## \*\*\*\* WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY

### RESULTS ACHIEVED

#### FEMALE REGISTERED PLAYERS



#### COMPARISON OF FEMALE PLAYERS REGISTERED BY MEN'S PROFESSIONAL CLUBS

	2015-2016			2016-2017			2017-2018			Variation 2015-2018
	Under 12	Over 12	Total	Under 12	Over 12	Total	Under 12	Over 12	Total	
Serie A	454	130	584	652	349	1,001	825	856	1,681	+1,097
Serie B	409	161	570	529	236	765	743	488	1,231	+661
Serie C	15	-	15	41	6	47	911	433	1,344	+1,329
<b>TOTAL</b>	<b>878</b>	<b>291</b>	<b>1,169</b>	<b>1,222</b>	<b>591</b>	<b>1,813</b>	<b>2,479</b>	<b>1,777</b>	<b>4,256</b>	<b>+3,087</b>

### PILLARS OF THE DEVELOPMENT PROGRAMME

- SPORTING DIMENSION: INCREASED NUMBER OF REGISTERED MEMBERS, CLUBS AND TEAMS
- LOCAL DEVELOPMENT CENTRES: KEY ROLE IN ASSESSING TALENT
- YOUTH ACTIVITIES AND LINKS WITH SCHOOLS AND UNIVERSITIES
- SYNERGY BETWEEN FUTSAL AND 11-A-SIDE FOOTBALL
- INTRODUCTION OF NATIONAL LICENSING SYSTEM
- PROFESSIONAL TRAINING AND SPECIALISATION
- COMMUNICATION AND MARKETING STRATEGY

### OBJECTIVES ACHIEVED

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

## DEVELOPMENT OF WOMEN'S FOOTBALL - 2018 HIGHLIGHTS

## REFORMING OF NATIONAL LICENSING



**OBJECTIVE:** TO FACILITATE THE INVESTMENT OF MEN'S CLUBS IN WOMEN'S FOOTBALL

- Regulation on the registration of Under 12 girls by professional men's clubs:  
2,479 FEMALE PLAYERS REGISTERED BY MEN'S SERIE A AND SERIE B CLUBS (2017-2018)

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

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

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



## SEVERAL OTHER CLUBS IN SERIE B, INCLUDING:



## CREATION OF A FIGC FUND EQUAL TO € 1.64 MILLION TO SUPPORT INVESTMENT IN WOMEN'S FOOTBALL BY MEN'S SERIE B AND SERIE C CLUBS



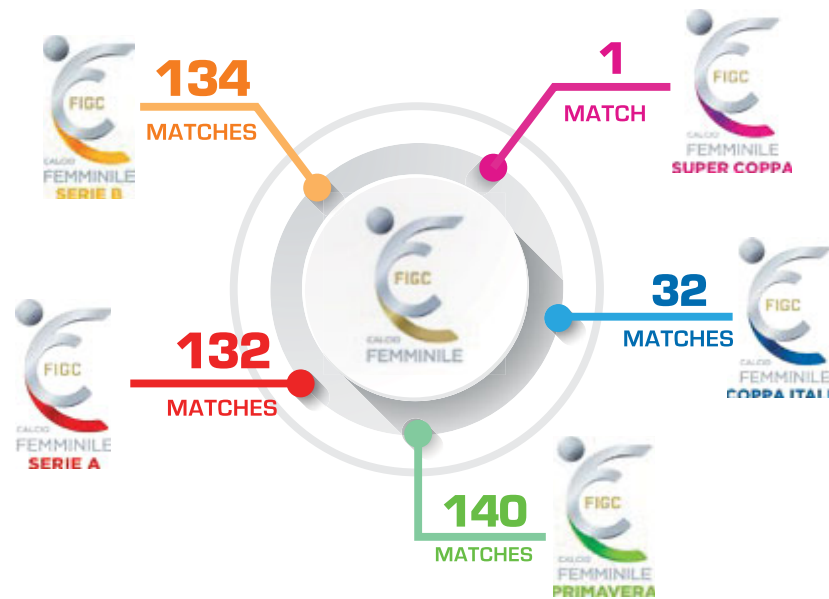


## ORGANISATION OF NATIONAL CHAMPIONSHIPS

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



## NATIONAL CHAMPIONSHIPS 2018-2019 - HIGHLIGHTS



Juventus v Fiorentina (Turin, 24/07/2019) is the highest-attended women's match ever in Italy.

**39,027 SPECTATORS**

in comparison with the previous record of 14,000



**439**

TOTAL MATCHES ORGANISED BY FIGC



**287**

FEMALE PLAYERS LINED UP IN SERIE A



**448**

GOALS SCORED IN SERIE A



**4**

STADIUMS USED WITH CAPACITY HIGHER THAN 20,000



**ALMOST 2.0m**

TOTAL AUDIENCE (SERIE A AND COPPA ITALIA)



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



## WOMEN'S YOUTH FOOTBALL

### NATIONAL TOURNAMENTS 2018-2019

#### DANONE NATIONS CUP (UNDER 12 GIRLS' TOURNAMENT)

- The largest Under 12 football tournament in the world: since 2000 it has seen participation from **2.5 MILLION PLAYERS AGED BETWEEN 10 AND 12** from over 40 countries
- The success of the **THIRD ITALIAN EDITION:**



**68**  
TEAMS  
(UP BY 6 ON THE PREVIOUS EDITION AND BY 30 ON THE FIRST EDITION)

**34**  
PROFESSIONAL CLUBS  
FROM MEN'S SERIE A, B AND C

**282**  
MATCHES

#### UNDER 15 GIRLS' TOURNAMENT:



**125**  
TEAMS  
PARTICIPATING

**704**  
MATCHES

#### UNDER 17 GIRLS' TOURNAMENT:



**35**  
TEAMS  
PARTICIPATING

**288**  
MATCHES

### GIRLS' UNDER 15 DEVELOPMENT PLAN

#### OBJECTIVES

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

#### FORMAT

- 16 **Local Squads Selected**
- **National Tournament**
- **Final Training Camp**, to which the best 36 players from the tournament are invited



### LOOKING AFTER TALENT: THE WOMEN'S FOOTBALL SUPPLY CHAIN IN ITALY

- - - - A NATIONAL TEAM

- - - - U23 NATIONAL TEAM

- - - - U19 NATIONAL TEAM

- - - - U17 NATIONAL TEAM

- - - - U16 NATIONAL TEAM

- - - - PROGETTO "CALCIO+"

- - - - REGIONAL U15 TEAMS

- - - - U15 LOCAL DEVELOPMENT CENTRES

- - - - U12 DANONE NATIONS CUP

- - - - GRASSROOTS AND FOOTBALL SCHOOLS



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

**18 PLAYERS SELECTED FOR THE WOMEN'S A NATIONAL TEAM DURING WORLD CUP 2019 QUALIFICATION PASSED THROUGH THE PROGRAMME**

## PROMOTIONAL EVENTS

- **WOMEN'S FOOTBALL OPEN DAYS (MAY AND SEPTEMBER 2018):**  
Sports and fun events were organised in each Italian region, providing girls with the opportunity to play and test their skills



**70** EVENTS | **4,000** PLAYERS INVOLVED



## COMMUNICATIONS ACTIVITIES

- Launch of new FIGC **WEB PLATFORM** dedicated to women's football:  
**LIVE MATCH COVERAGE, HIGHLIGHTS, INFO AND STATISTICS ON TEAMS, UPDATED IN REAL TIME**
- Creation of **WOMEN'S FOOTBALL DIVISION ACCOUNTS ON FACEBOOK, TWITTER, INSTAGRAM AND YOUTUBE**

INCREASE IN CONTENT RELATING TO THE WOMEN'S NATIONAL TEAMS ON THE OFFICIAL VIVO AZZURRO



- **LIVE STREAMING** on digital FIGC channels to allow fans to follow Women's National Teams matches

**6**  
MATCHES STREAMED  
between 2017 and 2018



**83,022**  
YOUTUBE  
VIEWS



**205,000**  
FACEBOOK  
VIEWS



**288,022**  
TOTAL  
VIEWS

## ENHANCING THE SCIENTIFIC DIMENSION



- FIGC has for the first time obtained funding through the UEFA Research Grant Programme, which provides funding for academic researches
- FIGC decided to sponsor a study designed to identify the strategic advantages for a professional men's club in creating a women's football division, both from strategic and managerial perspectives, which is a central theme of FIGC Women's football development programme.

★★★★ SPORTS INFRASTRUCTURE

INVESTMENT SUPPORT:  
FIGC-ICS AGREEMENT



Introduction of a € 90 million interest free funding scheme for local bodies and clubs, to be used for infrastructural work on Italian stadiums and sports facilities

**Stadio GIOVANNI ZINI CREMONA**

- Increased number of backrest seats in accordance with UEFA regulations
- Creation of spectator services
- Enhancement of toilets and catering services
- Strengthening of security

**Stadio NEREO ROCCO TRIESTE**

- Increased number of backrest seats in accordance with UEFA regulations
- Renovation of benches and away team changing rooms
- Additional work involving fire-safety system and media area

**Stadio PINO ZACCHERIA FOGGIA**

- Extension of pitch-side benches
- Construction of new toilets and mixed zone for the media
- Installation of new lighting system for the pitch
- Improvements to audio system

OVERALL INVESTMENT  
€ 7.7M

TRAINING:  
FIGC-POLIMI AGREEMENT



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

- Top course in Italy focusing on sports facilities, one of the most recognised training initiatives on the international stage

Management module: most relevant speakers

UEFA	BARCELONA	GALATASARAY	JUVENTUS	ATALANTA	ESPANYOL	AJAX	BENFICA
FROSINONE	NIELSEN SPORTS	UDINESE	CAGLIARI	TORINO	CREMONESE	NOVARA	FIFA WORLD CUP QATAR 2022
ARSENAL	AVIVA STADIUM	KPMG	LIVERPOOL	SPAL	BOLOGNA	ATLETICO BILBAO	QATAR 2022

FOOTBALL AND ENVIRONMENTAL SUSTAINABILITY: TACKLE PROJECT



- Programme funded by the European Commission delivered in collaboration with 7 national and international partners (including FIGC), based in Sant'Anna High School, Pisa
- Project of European Commission funded by the "LIFE" programme
- Objective:** to improve the management of football events and focus attention on environmental protection and related issues in the football industry, by engaging with key stakeholders
- Ahead of UEFA EURO 2020, TACKLE project will develop Guidelines for Environmental Management in sports facilities

## ★★★★ TECHNOLOGICAL INNOVATION



### VIDEO ASSISTANT REFEREE (VAR) TECHNOLOGY FOR THE VIDEO ASSISTANCE OF MATCH OFFICIALS



#### VIDEO ASSISTANT REFEREE (VAR) - TIMELINE

- 1** **OCTOBER 2014**  
 For the first time, FIGC expresses its interest in introducing on-field technology to FIFA
- 2** **2015-2016**  
 Introduction of Goal-Line Technology (GLT) in Serie A. In 2015-2016 and 2016-2017, Serie A was the only League in the world to use both Goal-Line referees and technology
- 3** **MAY 2016**  
 IFAB grants the request of FIGC/Lega Serie A to join the testing programme
- 4** **JULY 2016**  
 Agreement signed between FIFA, IFAB and Lega Serie A specifying the timeline of testing, the competitions to be involved and budgeted costs
- 5** **AUGUST 2016**  
 Appointment of Hawk-Eye as supplier, same provider used by Lega Serie A for Goal-Line Technology
- 6** **SEPTEMBER 2016 - JUNE 2017**  
 Video Assistant Referee testing
  - MILESTONE FIRST FIFA TRIAL IN ITALY V FRANCE FRIENDLY MATCH (BARI, SEPTEMBER 2016)
  - ADDITIONAL TRIALS IN TWO FURTHER ITALIAN NATIONAL TEAM FRIENDLY MATCHES IN 2016
  - "OFFLINE" TESTING IN SERIE A FROM OCTOBER 2016
  - TRAINING FOR 22 REFEREES/VARS (210 HOURS OF TRAINING AND 60 MATCHES ANALYSED)
  - FROM JANUARY 2017, ONLINE TESTING IN 5 NATIONAL YOUTH TEAMS FRIENDLY MATCHES
  - FINAL EIGHT PRIMAVERA CHAMPIONSHIP: INTRODUCTION OF ONLINE VAR IN 2016-2017
- 7** **AUGUST 2017**  
 IFAB grants final approval for Video Assistant Referees to be used in Serie A and Coppa Italia in 2017-2018 season, one year in advance of initial predictions
  - Italy was the **7<sup>TH</sup> COUNTRY** to begin testing and the **3<sup>RD</sup> COUNTRY** to be authorised to officially introduce VAR



#### COVERCIANO CENTRAL STAGE

In December 2017, the “**VAR simulator**” was created in Coverciano. It was the first learning facility in the world designed to **perfect the use of on-field technology** and was made available to other Associations and international organisations



#### HUMAN CAPITAL

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



#### UEFA TESTING

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



**THE ITALIAN MODEL  
LEGACY**

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



**STUDY, PLANNING  
AND DEFINITION OF  
ORGANISATIONAL MODEL**



**SHARING PROJECT  
WITH MEDIA**



**QUALITY OF HUMAN  
CAPITAL INVOLVED  
IN THE PROJECT**



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



**HIGH STANDARD OF  
ITALIAN REFEREEING**



**INTEGRATION WITH  
TV PRODUCTION**



**COLLABORATION AND  
SYNERGY BETWEEN ALL  
STAKEHOLDERS INVOLVED**



**INTERNATIONAL PROFILE AND  
CREDIBILITY OF PROJECT  
LEADER (ROBERTO ROSETTI)**



**USE OF VAR IN SERIE A AND COPPA ITALIA IN 2017-2018: HIGHLIGHTS**

	2016-2017	2017-2018	VARIATION	VAR. %
TOTAL YELLOW CARDS	1,719	1,508	-211	-12.3%
PROTESTS	137	113	-24	-17.5%
SIMULATIONS	34	22	-12	-35.3%
UNSPORTING BEHAVIOUR	114	107	-7	-6.1%
TOTAL RED CARDS	97 (11 for dissent)	91 (1 for dissent)	-6	-7.1%

**USE OF VAR: TYPE OF EPISODES**



**397  
MATCHES**



**2,023 CHECKS  
(5.1 PER MATCH)**



**117 CORRECT REVIEWS  
(1 EVERY 3.39 MATCHES)**



**18 INCORRECT  
REVIEWS**



**PERCENTAGE OF  
INCORRECT REFEREEING  
DECISIONS WITHOUT VAR: 5.78%**



**PERCENTAGE OF  
INCORRECT REFEREEING  
DECISIONS WITH VAR: 0.89%**

## ★★★★ ENHANCING THE INTERNATIONAL DIMENSION

In 2018, FIGC continued the important process of enhancing its **international dimension**, based on a strategy encompassing **5 key pillars**:

### 1 ORGANISATION OF INTERNATIONAL SEMINARS AND WORKSHOPS



- Regional UEFA Club Licensing & Financial Fair Play Workshop (January 2018, Rome)
- UEFA Study Group Scheme on school activity (February 2018, Coverciano)
- XX ECA General Assembly (March 2018, Rome)
- UEFA Study Group Scheme on "Fitness in Football" (May 2018, Coverciano)
- UEFA Grassroots Panel (October 2018, Rome)

### 2 COLLABORATIONS WITH OTHER FOOTBALL ASSOCIATIONS



- Knowledge** and experience exchange programmes: organisation of **regular meetings** between FIGC management and other foreign Football Associations:



## 19 INTERNATIONAL CONVENTIONS SIGNED BY FIGC



### TECHNICAL COOPERATION

Collaboration between AIAC (Italian Coaches' Union), Coverciano Coaching School and the Uzbekistan Football Association: organisation of a seminar on training methodologies, aimed at technical directors of football schools and coaches in youth academies from all over Uzbekistan



3

## INTERNATIONAL RECOGNITION IN 2018

**UEFA GROW AWARD**

- UEFA assigned to FIGC the “**Creativity and Innovation Award**” in the “Engagement” category for the organisation of the **First Hackathon** on Italian Football (held in Trento in October 2017)
- FIGC was the **first sports federation** in the world to **organise this kind of event**, showing once again the importance and strategic relevance of **investing in technological innovation**



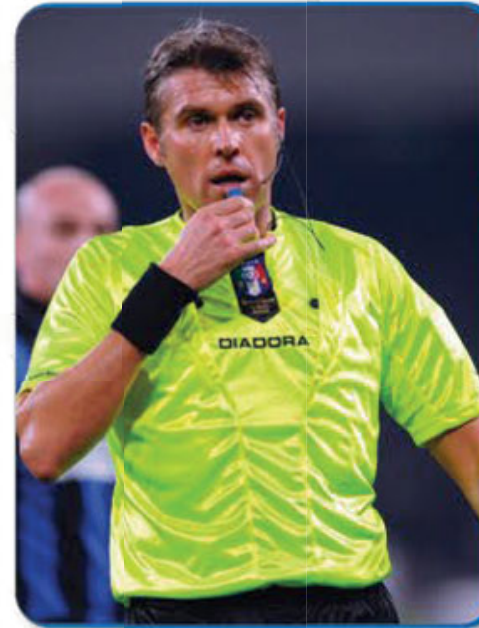
**GIANLUIGI BUFFON AND GIORGIO CHIellini** were included in 2017 UEFA Champions League Best XI. Chiellini was also included in the **50 man shortlist for 2018 UEFA Team of the Year**



3 players from the Women's A National Team, **BARBARA BONANSEA, ALICE PARISI AND ELENA LINARI**, were named among **55 woman shortlist** for FIFpro Women's World XI

4

## REPRESENTATION IN LEADING INTERNATIONAL BODIES



- Former international referee **Roberto Rosetti**, responsible for the Italian VAR testing programme and FIFA VAR project leader in worldwide competitions, was named as UEFA's new chief refereeing **officer and chairman of UEFA Referees Committee**
- Rosetti replaced **Pierluigi Collina**, who continues to contribute in the key role of **President of FIFA Referees Committee**
- Italy** has a very high level of representation in **leading international bodies**:



**22** ITALIAN MEMBERS  
in UEFA Committees and Panels



**6** ITALIAN MEMBERS  
in FIFA Committees and Panels

5

## INTERNATIONAL SPORTS POLITICS



- FIGC formally announced its **support for Aleksander Čeferin's candidacy** for UEFA Presidency ahead of the Congress held in Rome on 7 February 2019, which was called **to confirm the President** of the European Confederation



## ITALIAN FOOTBALL: AN INTERNATIONAL EXCELLENCE

FIGC IS RANKED...

**5<sup>TH</sup>** ...IN EUROPE IN TERMS OF THE NUMBER OF REGISTERED PLAYERS AND FOOTBALL CLUBS

**4<sup>TH</sup>** ... IN TERMS OF NUMBER OF TEAMS

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

### QUALIFIED COACHES 2017-2018 - TOP 5

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



### ITALIAN REFEREES - INTERNATIONAL RECOGNITION

IFFHS World's Best Referee comparison of winning referees nationalities (1987-2018)

Country	Number of awards	Awarded referees
Italy	9	6 Pierluigi Collina, 1 Roberto Rosetti, 2 Nicola Rizzoli
Hungary	5	4 Sándor Puhl, 1 Viktor Kassai
Germany	5	1 Aron Schmidhuber, 3 Markus Merk, 1 Felix Brych
Denmark	3	2 Howard Webb, 1 Mark Clattenburg
Brazil	2	1 Romualdo Filho and José Roberto Wright
Norway	2	2 Peter Mikkelsen
France	2	2 Michel Vautrot
Uruguay	2	1 Horacio Elizondo and Néstor Pitana
Portugal	1	1 Pedro Proença
Switzerland	1	1 Massimo Busacca

Finals refereed by Italian match officials

Competition	Year
FIFA World Cup (3)	1978, 2002 and 2014
Olympic Games (1)	1996
UEFA European Championship (3)	1936, 1996 and 2008
European Cup/ UEFA Champions League (7)	1968, 1970, 1988, 1991, 1999, 2000 and 2013
UEFA Cup/ Europa League (5)	1974, 1979, 2004, 2010 and 2019
UEFA Cup Winners' Cup (9)	1967, 1981, 1983, 1985, 1987, 1992, 1995, 1996 and 1998
UEFA Super Cup (5)	1975, 1986, 1997, 2006 and 2017

TOGETHER WITH SPAIN, ITALY LEAD THE WAY IN EUROPE IN TERMS OF INTERNATIONAL REFEREES AND IS SECOND AS REGARDS NUMBER OF FEMALE REFEREES

### FEMALE REGISTERED REFEREES IN EUROPE - TOP 5 LEAGUES, 2017-2018



### INTERNATIONAL REFEREES IN EUROPE - TOP 5 LEAGUES, 2017-2018



IN 2018, ITALIAN MATCH OFFICIALS REFEREED A TOTAL OF 61 MATCHES ABROAD INCLUDING 34 MATCHES IN THE UEFA CHAMPIONS LEAGUE AND EUROPA LEAGUE, 14 NATIONAL TEAM MATCHES AND 3 MATCHES IN FOREIGN LEAGUES



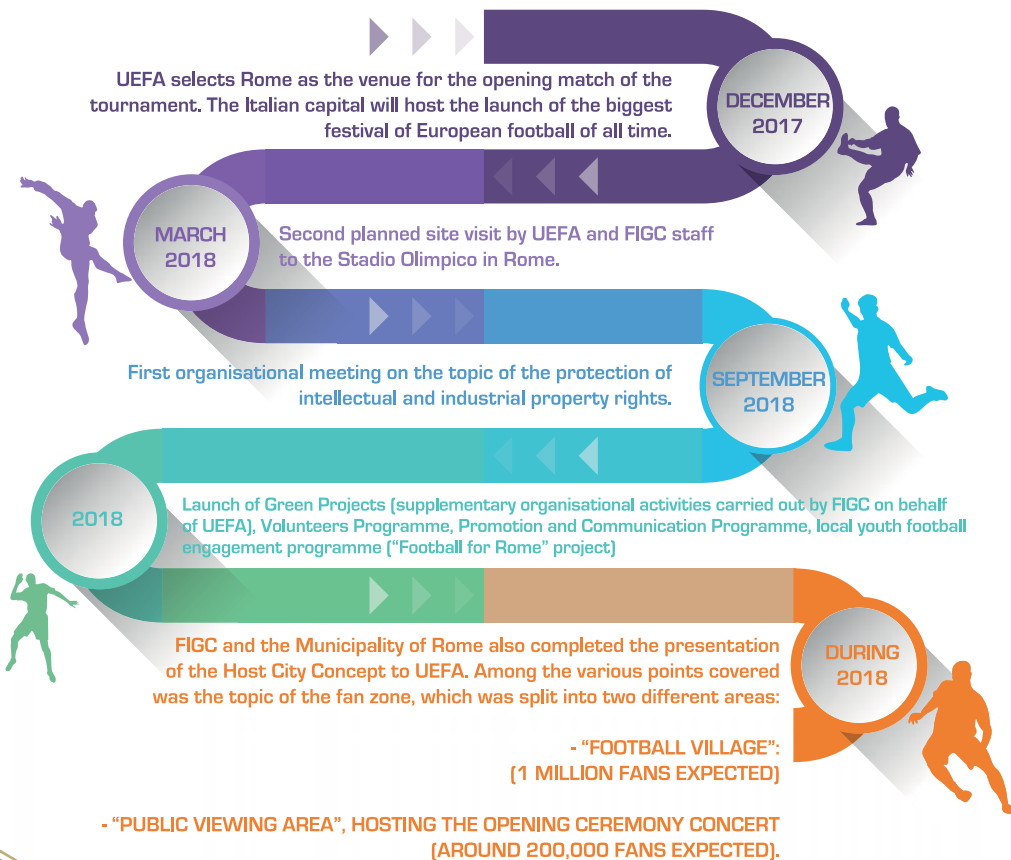


## ★★★★ **BIG EVENTS**

### UEFA EURO 2020

The tournament will celebrate the 60<sup>th</sup> anniversary of the European Championship, with **24 teams** playing in **12 different venues across Europe**.

### ROAD TO EURO 2020



- 60** CELEBRATION OF 60 YEARS OF EUROPEAN CHAMPIONSHIP
- 24** NATIONAL TEAMS PARTICIPATING
- 31** DAYS OF COMPETITION (12 JUNE TO 12 JULY 2020)
- 12** HOST COUNTRIES
- 4** MATCHES TAKING PLACE AT THE STADIO OLIMPICO (3 GROUP-STAGE MATCHES AND 1 QUARTER-FINAL)



**3 MILLION**

TICKETS AVAILABLE TO FANS (20% increase on UEFA EURO 2016)



**5 BILLION**

ESTIMATED GLOBAL TV AUDIENCE



**13.3 MILLION**

ESTIMATED ATTENDANCE AT FAN ZONES



**12,000**

VOLUNTEERS INVOLVED IN EVENT ORGANISATION



THE EUROPEAN CHAMPIONSHIP IS THE 3<sup>RD</sup> BIGGEST SPORTS EVENT IN THE WORLD in terms of TV audience, fan attendance, tourism and economic impact

## 2019 EUROPEAN UNDER 21 CHAMPIONSHIP: HIGHLIGHTS



**15** DAYS OF COMPETITION  
(16-30 JUNE 2019)

**5** ITALIAN CITIES INVOLVED: Bologna, Cesena, Reggio Emilia, Trieste and Udine, as well as San Marino, which is involved in the hosting of the final phase of a major international tournament for the first time

**12** NATIONAL TEAMS PARTICIPATING: the tournament will act as a qualifier for the football tournament of the 2020 Olympic Games in Tokyo

**276** PLAYERS INVOLVED

**21** MATCHES IN TOTAL

- ESTIMATED ECONOMIC IMPACT OF NEARLY € 35 MILLION
- THE TOURNAMENT IS ONE OF THE MOST IMPORTANT FOOTBALL EVENTS IN THE WORLD



**OVER 250,000**  
TOTAL SPECTATORS  
AT THE STADIUM



**NEARLY 12,000**  
AVERAGE ATTENDANCE PER GAME.  
HIGHEST AVERAGE ATTENDANCE  
IN LAST FIVE EDITIONS

## ROAD TO 2019 EUROPEAN UNDER 21 CHAMPIONSHIP:



## LAUNCH OF FIGC-MIUR PROJECT: #TIFIAMOEUROPA



## CONCEPT

Project designed to promote the education and culture of the 11 countries that will be hosted by Italy in June 2019. School classes who sign up to the programme will "adopt" one of the 12 finalists and their country, gaining a deeper understanding of the culture of the participating nations, with a particular focus on their flags and anthems

## OBJECTIVE:

To encourage students to participate and become promoters of positive values as FAIR SUPPORT and INCLUSION. The programme engages students from all Italian schools and their families too

## OTHER EVENTS



In 2018, Italy was also chosen to host:

- The UEFA Congress in Rome on 7 February 2019. Since 2002 Italy had not hosted the Congress, which is the most important football governance event in Europe
- FIFA Futsal World Cup qualifiers group (22-27 October 2019)
- Elite Round, Men's Under 19 European Championship (March 2019)
- Elite Round, Women's Under 17 European Championship (March 2019)

## \*\*\*\* FIGC'S INTERNATIONAL PROFILE

### SPECTATORS AND SOCIAL MEDIA MATCHES PLAYED ABROAD - MAIN COUNTRIES

COUNTRY	MEN'S A NATIONAL TEAM	OTHER NATIONAL TEAMS	TOTAL
England	109,000	13,420	122,420
France	34,000	24,950	58,950
Portugal	52,000	3,180	55,180
Poland	41,692	5,000	46,692
Switzerland	19,000	1,904	20,904
Slovenia	0	18,180	18,180
Belgium	12,500	5,150	17,650
Finland	0	16,000	16,000
Germany	0	9,850	9,850
Other 19 Nations	0	30,816	30,816
<b>TOTAL</b>	<b>268,192</b>	<b>128,450</b>	<b>396,642</b>

TOTAL SPECTATORS FOR  
ITALIAN NATIONAL TEAMS IN 2017-2018

Matches  
played in Italy (70)

216,129

35%

TOTAL  
SPECTATORS  
612,771

65%

Matches  
played abroad (120)

396,642

### FANS AND FOLLOWERS ON SOCIAL MEDIA: PROVENANCE AS OF 31/12/2018

	Italian National Football Team		@Vivo_Azzurro		@azzurri		@azzurri
Total fan	4,961,120	Total followers	663,011	Total followers	518,710	Total followers	1,850,400
Italy	31%	Italy	40%	Italy	19%	Italy	42%
Algeria	5%	USA	5%	USA	12%	Indonesia	4%
Egypt	5%	France	4%	United Kingdom	8%	Brazil	4%
Indonesia	4%	Brazil	4%	Canada	5%	Egypt	2%
Brazil	4%	Mexico	3%	Indonesia	5%	Algeria	2%
France	3%	United Kingdom	3%	Mexico	3%	Other Nations	46%
Mexico	3%	Indonesia	3%	Saudi Arabia	3%		
USA	3%	Canada	2%	Brazil	3%		
Germany	2%	Venezuela	2%	France	2%		
Other Nations	39%	Other Nations	34%	Other Nations	40%		

**MEDIA ANALYSIS**

**GLOBAL CUMULATIVE AUDIENCE AND BROADCAST DURATION – MEN'S A AND UNDER 21 NATIONAL TEAMS (2018) AND SERIE A (2017-2018)**

breakdown by geographic area

ITALY			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	692,864	90	7,698
U21 NATIONAL TEAM	28,149	31	908
SERIE A	497,647	14,136	35

EUROPE (EXCLUDING ITALY)			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	44,669	1,587	28
U21 NATIONAL TEAM	320	61	5
SERIE A	138,228	56,538	2

NORTH AMERICA			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	2,922	119	25
U21 NATIONAL TEAM	8	7	1
SERIE A	14,182	3,231	4

ASIA PACIFIC			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	3,166	588	5
U21 NATIONAL TEAM	146	25	6
SERIE A	113,849	23,555	5

CENTRAL AND SOUTH AMERICA			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	1,604	165	10
U21 NATIONAL TEAM	172	20	9
SERIE A	64,542	12,155	5

AFRICA AND THE MIDDLE EAST			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	5,940	522	11
U21 NATIONAL TEAM	295	26	11
SERIE A	268,717	11,800	23



TOTAL			
	CUMULATIVE AUDIENCE (000)	BROADCAST DURATION (HOURS)	AVERAGE AUDIENCE PER HOUR OF BROADCAST (000)
A NATIONAL TEAM	751,165	3,071	245
U21 NATIONAL TEAM	29,090	168	173
SERIE A	1,097,165	121,415	9

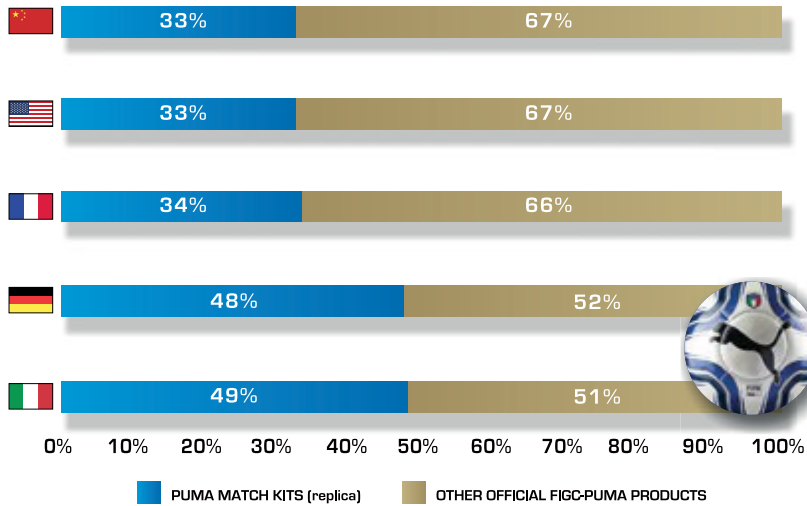
**CUMULATIVE AUDIENCE MEN'S A AND UNDER 21 NATIONAL TEAMS main foreign markets in 2018**



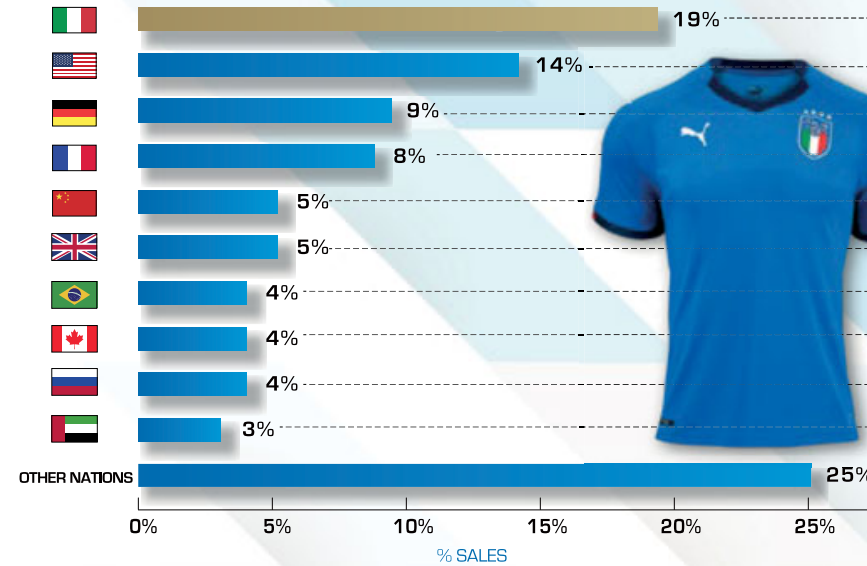
**GLOBAL CUMULATIVE AUDIENCE OF ITALIAN FOOTBALL:**  
**1.9 BILLION TV VIEWERS**  
 (nearly 125,000 hours of broadcast)

## OFFICIAL FIGC-PUMA MERCHANDISE 2018

### NET SALES BY PRODUCT TYPE IN LEADING MARKETS



### NET SALES - TOP 10 MARKETS IN 2018



	Sales via PUMA retail	Sales via large-scale retail
Italy	34%	66%
USA	81%	19%
Germany	37%	63%
France	26%	74%
China	76%	24%
UK	14%	86%
Brazil	19%	81%
Canada	72%	28%
Russia	43%	57%
OTHER NATIONS	28%	72%
	45%	55%

### NET SALES BY GEOGRAPHICAL AREA



### Overseas PUMA stores with highest sales figures in 2018 - Top 15

	COUNTRY	CITY
1	Netherlands	Roermond
2	Germany	Herzogenaurach
3	United Arab Emirates	Dubai
4	Canada	Vaughan
5	Canada	Edmonton
6	USA	Orange City
7	USA	Orlando
8	France	Roppenheim
9	Canada	Montreal
10	USA	Orlando
11	USA	New York
12	Canada	Vancouver
13	Brazil	Itupeva
14	Germany	Metzingen
15	Canada	Toronto

ITALIA

4



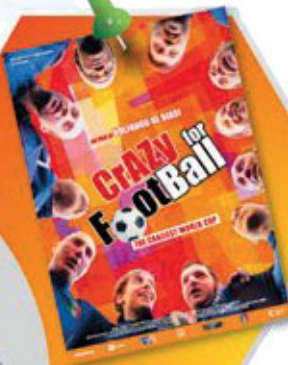


## 4.3 SOCIAL INCLUSION ACTIVITIES

### ★★★★ ENHANCING THE SOCIAL DIMENSION

#### CRAZY FOR FOOTBALL

- DOCUMENTARY **SPONSORED BY FIGC**
- WINNER OF THE **“DAVID DI DONATELLO”** AND **“NASTRO D’ARGENTO”**
- IT **RECOUNTS THE ACTIVITIES OF THE FIRST ITALIAN FUTSAL NATIONAL TEAM FOR PSYCHIATRIC PATIENTS**



#### “CRAZY FOR FOOTBALL AT SCHOOL”

- IN NOVEMBER 2017, THE PROJECT WON THE PRESTIGIOUS **“UEFA FOUNDATION FOR CHILDREN AWARD”**
- SCREENING IN **12 THEATRES ACROSS ITALY**
- 3,800 STUDENTS INVOLVED**
- LAUNCH OF A **SOCIAL MEDIA CONTEST**



#### DREAM WORLD CUP 2018

IN MAY 2018, FIGC SUPPORTED THE ORGANISATION OF THE **“DREAM WORLD CUP 2018”** IN ROME

- FUTSAL WORLD CUP FOR PSYCHIATRIC PATIENTS**
- 140 PARTICIPATING ATHLETES** FROM 10 COUNTRIES TOOK PART
- OVER 200 ORGANISATIONS INVOLVED:** SPORTING CLUBS, MEDICAL AND MENTAL HEALTH CENTRES FROM ALL OVER THE WORLD
- THE ITALIAN NATIONAL TEAM WON THE COMPETITION** WEARING OFFICIAL JERSEYS PROVIDED BY FIGC
- GREAT MEDIA COVERAGE** (TOURNAMENT LIVE BROADCAST ON RAI)



#### SPECIAL OLYMPICS

- SUPPORT FOR THE **XVIII EUROPEAN FOOTBALL WEEK**
- LAUNCH PRESS CONFERENCE AT FIGC HEADQUARTERS, TRAINING CAMP ORGANISED IN COVERCIANO
- THE EVENT WAS STAGED FROM 19 TO 27 MAY 2018 ACROSS 50 EUROPEAN COUNTRIES, WITH OVER 45,000 ATHLETES WITH AND WITHOUT LEARNING DIFFICULTIES TAKING PART



#### “CRAZY FOR FOOTBALL” AT COVERCIANO

- THE **“CRAZY FOR FOOTBALL AT COVERCIANO”** INITIATIVE TOOK PLACE ON 13 NOVEMBER 2018
- FIGC PRESIDENT **GABRIELE GRAVINA**, MEN’S A NATIONAL TEAM COACH **ROBERTO MANCINI** AND ITALY PLAYERS MET PUPILS FROM THE **ENRICO FERMI SCIENTIFIC LYCEUM** IN SULMONA, THE WINNING SCHOOL IN THE SOCIAL MEDIA CONTEST

★★★★ **EMERGENCY**

**"BACK TO FOOTBALL, BACK TO LIFE" PROJECT**



SUPPORT FOR FOOTBALL CLUBS IN AREAS AFFECTED BY THE EARTHQUAKES IN SUMMER 2016



OBJECTIVE: TO ENSURE PEOPLE CAN PRACTISE SPORTS AGAIN AND RETURN TO NORMALITY



**2017** FIRST WAVE OF ACTION:  
77 DISLOCATED CLUBS FROM 51 MUNICIPALITIES



**2018** SECOND WAVE OF ACTION:  
147 ADDITIONAL DISLOCATED CLUBS FROM 83 MUNICIPALITIES

**TOTAL**

224 DISLOCATED CLUBS FROM 134 MUNICIPALITIES ACROSS 4 REGIONS

- Clubs involved in the first wave of action
- Clubs involved in the second wave of action



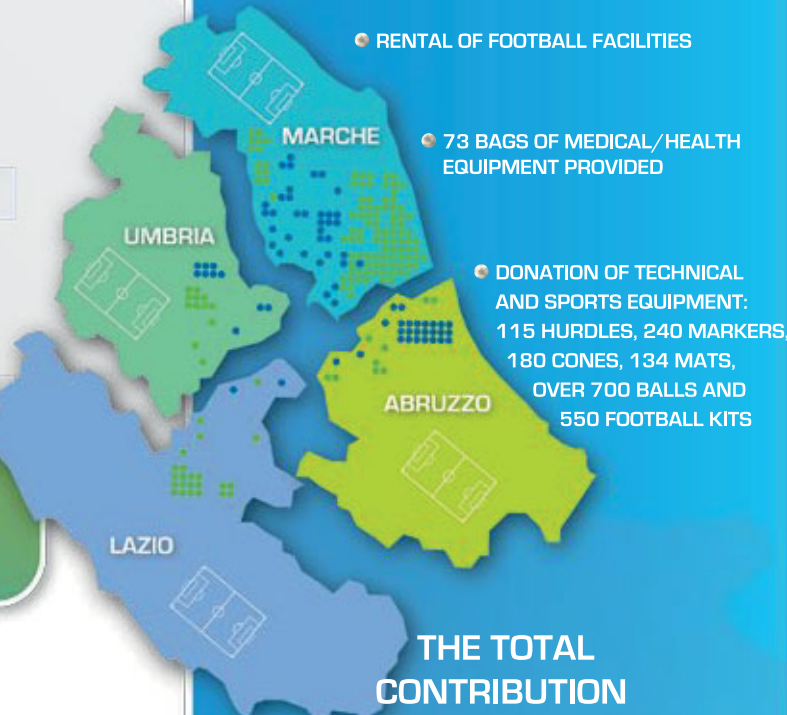
SUPPORT FROM UEFA, LEGA SERIE B, NATIONAL AMATEUR LEAGUE, THE FOOTBALL ASSOCIATIONS OF JAPAN AND SAN MARINO



PARTNERS: PUMA, FIAT, SIXTUS ITALIA, LISKI SPORT EQUIPMENT

**"BACK TO FOOTBALL, BACK TO LIFE" ECONOMIC SUPPORT**

- COVERAGE OF ADMINISTRATION COSTS (CHAMPIONSHIP REGISTRATION AND INSURANCE)
- COVERAGE OF COSTS FOR REGISTRATION OF QUALIFIED COACHES
- INFRASTRUCTURE WORKS AND VEHICLE HIRE
- RENTAL OF FOOTBALL FACILITIES



THE TOTAL CONTRIBUTION AMOUNTED TO

**€ 1.1 MILLION**



**"GENOVA IN OUR HEARTS"**

- FIGC USED THE MATCH AGAINST UKRAINE TO SHOW ITS SUPPORT TO THE CITY OF GENOVA AFTER THE TRAGIC COLLAPSE OF THE MORANDI BRIDGE
- THE AZZURRI VISITED THE SITE OF THE TRAGEDY TO PAY THEIR RESPECTS TO THE 43 VICTIMS



- MATCH PARTNERSHIP
  - SMS FUNDRAISING ACTIVITIES PROMOTED ON RAI 1
  - PLAYER MASCOTS WALKED ONTO THE PITCH WEARING "GENOVA IN OUR HEARTS" T-SHIRTS
  - PATCH ON ITALIAN NATIONAL TEAM JERSEYS
  - THE MATCH WAS HALTED IN THE 43<sup>RD</sup> MINUTE OF THE FIRST HALF TO REMEMBER THE VICTIMS
- ALL PERSONS DISPLACED BY THE COLLAPSE WERE INVITED TO ATTEND THE GAME
- THE COACH AND PLAYERS MET ORPHANS AND CHILDREN FROM THE AFFECTED AREA
- FIGC AWARDED THE 11 ORPHANS BURSARIES FOR THE NEXT 3 YEARS TO SUPPORT THEIR SCHOOLING AND SPORTING ACTIVITIES



**€ 49,500** DONATED TO CHILDREN ORPHANED BY THE TRAGEDY

\*\*\*\* AWARENESS AND FUNDRAISING CAMPAIGNS

AIRC



- Fundraising activities organised to coincide with Italy v Portugal at the Stadium Giuseppe Meazza in Milan

- The **1 Giorni Della Ricerca (Research Days) campaign** raised a total of **€ 6.7 million**

- The **Un Gol Per La Ricerca (Goal For Research) campaign** raised a total of **€ 127,000** with support from FIGC, LEGA SERIE A and AIA

- **Funding provided for 2 three-year bursaries for young Italian researchers**



VERONESI FOUNDATION



- Support for **fundraising activities**

- Objective: to support **scientific research** to ensure more effective treatment for children's leukaemia



WORLD HEART DAY



- In partnership with UEFA, **FIGC once again supported World Heart Day**, established by the World Heart Federation

- **Objective: increase awareness of cardiovascular diseases** and provide education on the benefits of a healthy and active lifestyle

- **Serie A dedicated matchday 6** to the initiative

- FIGC contributed to spread the campaign by giving exposure **through its social media** and with the **digital platform Ben-Essere**

- In the **feedback report** sent to its Member Associations, UEFA underlined **the contribution of FIGC** in supporting this initiative

## INSIEME CONTRO IL CANCRO FOUNDATION

insieme **G** contro il cancro



- Collaboration started as part of the celebrations for FIGC's 120<sup>th</sup> anniversary
- Support for fundraising activities in collaboration with PUMA through the creation of the "Pallone della salute" (health ball)

### 15,000 balls sold

in stands located in/at:

- 20 squares across Italy
- 15 Local Development Centres
- 10 sporting clubs
- 5 Italian National Teams matches
- Other events (including the Tennis Italian Open Championships in Rome)

### TOTAL FUNDS RAISED:

€ 141,757.70

7,000 information booklets on cancer prevention were distributed, with participation from 70 young oncologists, who provided healthy lifestyle tips



## ITALIAN REFEREES' ASSOCIATION SOCIAL ACTIVITIES

AS PART OF AN ARRAY OF SOCIAL ACTIVITIES, 2018 SAW AIA SUPPORT SEVERAL AWARENESS CAMPAIGNS INVOLVING REFEREES, WITH SOME COINCIDING WITH SERIE A MATCHES



FONDAZIONE



ASSOCIAZIONE ITALIANA SCLEROSI LATERALE AMIOTROFICA



## ITALIAN REFEREES' 10K RUNNING CHAMPIONSHIPS WITHIN THE ITALIAN ATHLETICS FEDERATION



6 STAGES ACROSS ITALY: LODI, ROME, BARI, SALERNO, ACIREALE AND FERMO



THE EVENT HAS GROWN SIGNIFICANTLY OVER THE PAST 3 EDITIONS THANKS TO THE PARTICIPATION OF A HIGH NUMBER OF REFEREES AND A PARTNERSHIP WITH THE ITALIAN ATHLETICS FEDERATION



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



# DAVIDE SEMPRE CON NOI 13

- IN MARCH 2018, FIGC RALLIED AROUND FIORENTINA AND THE FAMILY OF DAVIDE ASTORI, THE FIORENTINA AND ITALIAN NATIONAL TEAM PLAYER, WHO TRAGICALLY PASSED AWAY
- ALL ITALIAN NATIONAL TEAMS WHO PLAYED IN THE DAYS FOLLOWING THE TRAGIC EVENT TOOK TO THE PITCH WITH A BLACK ARMBAND AS A SIGN OF THEIR MOURNING AND OBSERVED A MINUTE'S SILENCE
- A MINUTE OF SILENCE WAS OBSERVED IN THE MORE THAN 30 FIGC LOCAL DEVELOPMENT CENTRES ACTIVE THROUGHOUT ITALY AT THAT TIME
- BOYS AND GIRLS AT THE CENTRES ALSO ATTENDED AN EVENT THAT SOUGHT TO REFLECT ON WHAT HAPPENED AND TO REMEMBER THE ITALIAN PLAYER AND HIS RISE FROM THE AC MILAN YOUTH SECTOR TO THE ITALIAN NATIONAL TEAM
- A BURIAL CHAMBER WAS SET UP INSIDE THE FIGC TECHNICAL CENTRE IN COVERCIANO, WITH OVER 15,000 PEOPLE VISITING IT TO PAY THEIR LAST RESPECTS TO THE FIORENTINA CAPTAIN



\*\*\*\* FUNDRAISING FOR NO-PROFIT ORGANISATIONS



ONLINE AUCTIONS

AIRC - Cancer research

INSIEME CONTRO IL CANCRO FOUNDATION

Cancer research

FONDAZIONE PIEMONTESE PER LA RICERCA SUL CANCRO

Cancer research

SOLETERRE FOUNDATION - Children's cancer

STELLE NELLO SPORT - Genoa Emergency - Morandi Bridge collapse

UEFA FOUNDATION FOR CHILDREN - Children



CHARITABLE PURCHASES



FIGC supported FUNDRAISING ACTIVITIES FOR CHILDREN by purchasing UNICEF's Christmas cards.



As part of the "Una Sorpresa per la Vita 2018" Easter campaign, FIGC SUPPORTED THE AIL by purchasing chocolate eggs from the organisation for its employees and collaborators

STADIUM WALKABOUTS

Donation of VIP experiences (stadium walkabouts) to online fundraising platforms

INSIEME CONTRO IL CANCRO FOUNDATION

Italy v Poland, Bologna

FONDAZIONE PIEMONTESE PER LA RICERCA SUL CANCRO

Italy v Netherlands, Turin

AIRC - Italy v Portugal, Milan



## \*\*\*\* DONATIONS AND PATRONAGES

### SOCIAL INITIATIVES FUND



In 2018, FIGC donated €231,398, an amount 3 times than 2017, in support of:

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

### SUPPLY OF EQUIPMENT



● ALLOCATION OF TECHNICAL/SPORTS EQUIPMENT AND GOODS FOR SPORTS EVENTS, SOCIAL INITIATIVES AND FUNDRAISING INITIATIVES FOR CHARITABLE CAUSES

● IN 2018, FIGC DONATED EQUIPMENT WORTH A TOTAL OF €47,336, OVER 3 TIMES THE TOTAL VALUE OF EQUIPMENT DONATED IN 2017

### INSTITUTIONAL PATRONAGE



In 2018, FIGC patronaged 87 events:

- 17 SPORTS ACTIVITIES
- 24 CULTURAL ACTIVITIES
- 46 SOCIAL ACTIVITIES



★★★★ **FIGHT AGAINST RACISM AND DISCRIMINATION**

**FOREIGN REGISTERED MEMBERS 2017-2018 BY GEOGRAPHIC REGION**

Country	Amateurs	Youth and School Sector	Young Professionals	Professionals	Total football players	Referees	Registered coaches	Aggregated total	Foreign minors registered for the first time for FIGC
Europe	8,313	22,995	273	535	32,116	1,042	17	33,175	5,949
Africa	8,956	11,583	152	111	20,802	579	0	21,381	3,798
Asia	365	2,183	6	5	2,559	73	0	2,632	866
South America	1,174	2,425	11	141	3,751	154	1	3,906	638
Central America	152	300	2	2	456	10	0	466	87
North America	23	130	3	1	157	24	0	181	55
Oceania	0	0	0	1	1	2	0	3	0
<b>TOTAL</b>	<b>18,983</b>	<b>39,616</b>	<b>447</b>	<b>796</b>	<b>59,842</b>	<b>1,884</b>	<b>18</b>	<b>61,744</b>	<b>11,393</b>

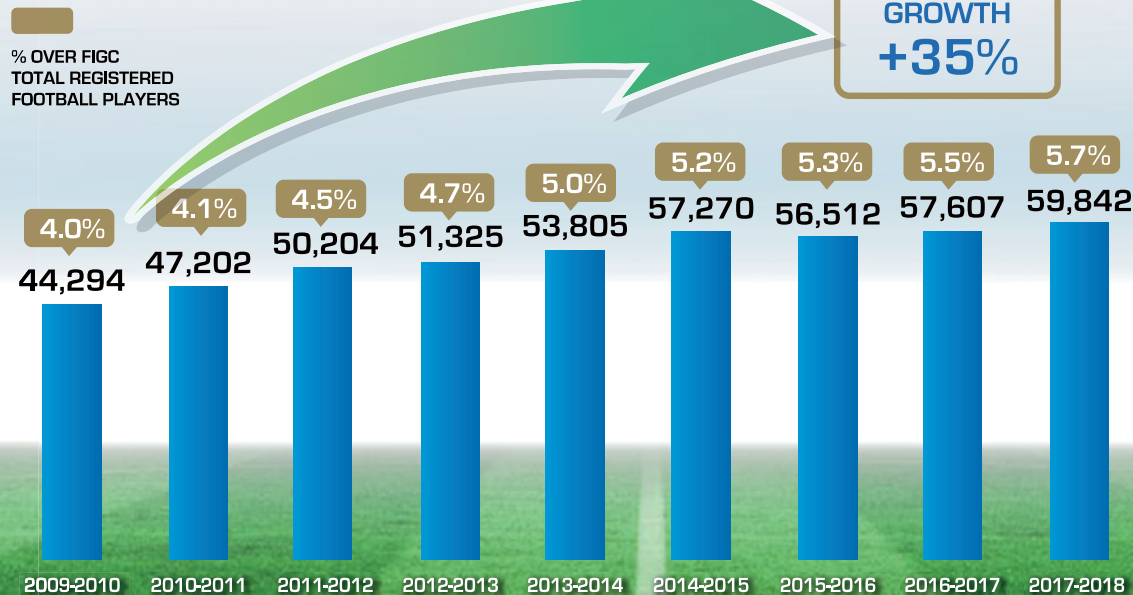
ITALIAN FOOTBALL IS AN INCREASINGLY IMPORTANT VEHICLE FOR SOCIAL INTEGRATION:

**61,744**

**REGISTERED MEMBERS BORN ABROAD IN 2017-2018**

A FIGURE THAT HAS CONSISTENTLY INCREASED IN RECENT YEARS

**REGISTERED FOREIGN PLAYERS**

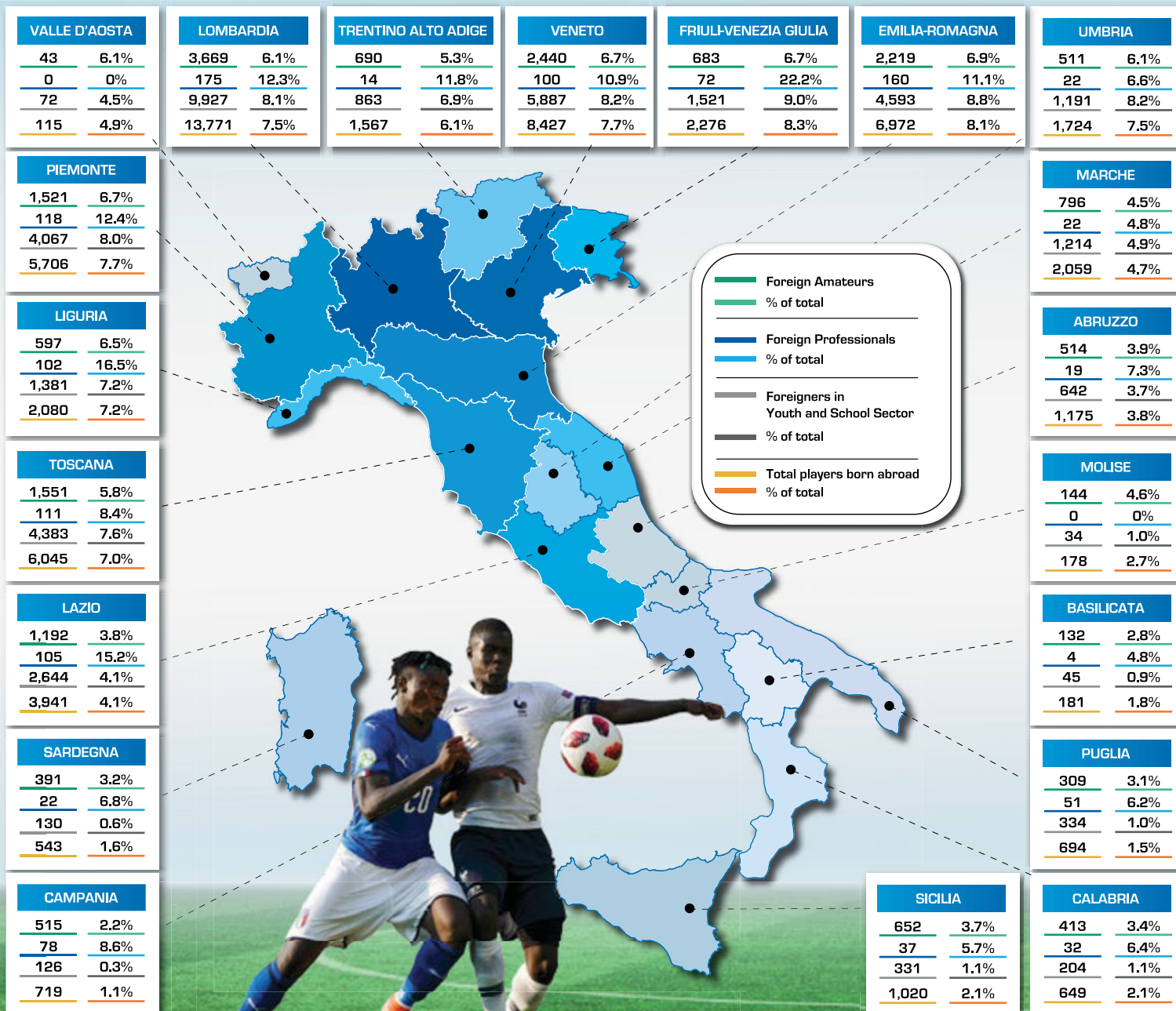




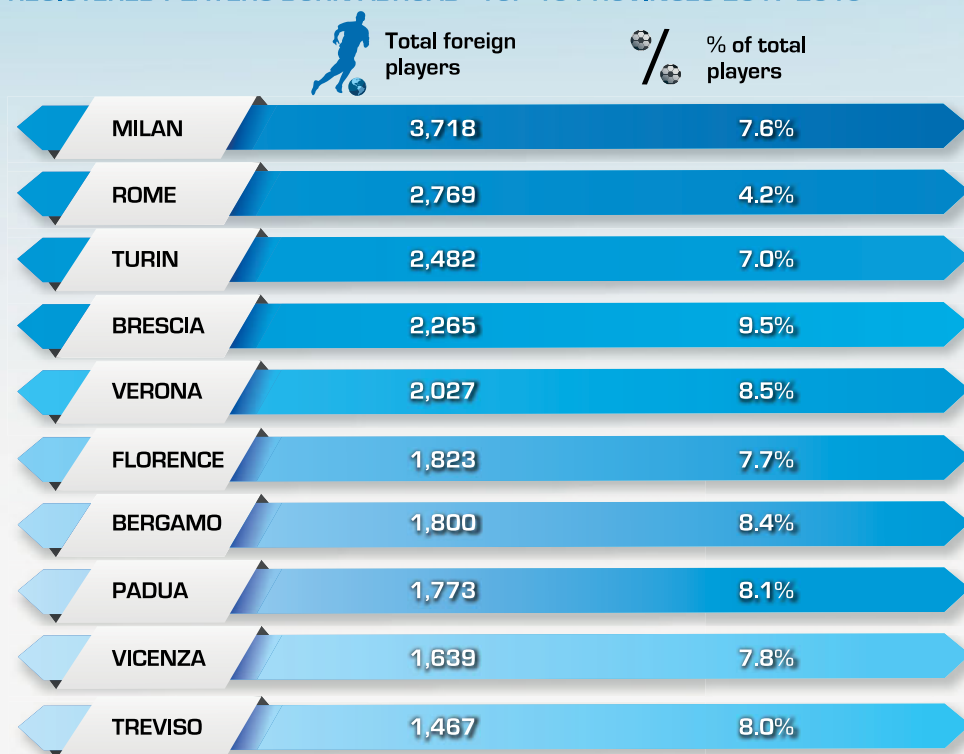
## FOREIGN REGISTERED PLAYERS - TOP 10 COUNTRIES PER GROWTH 2015-2018



## FOREIGN REGISTERED PLAYERS BORN ABROAD: REGIONAL BREAKDOWN 2017-2018



## REGISTERED PLAYERS BORN ABROAD - TOP 10 PROVINCES 2017-2018



## % OF TOTAL REGISTERED PLAYERS - TOP 10 PROVINCES



network  
**fare**

FIGC CONTINUED TO SUPPORT THE "FOOTBALL PEOPLE WEEKS" ACTION WEEK AGAINST DISCRIMINATION IN 2018, AS IT HAS DONE EVERY YEAR SINCE 2011. THE EUROPE-WIDE INITIATIVE IS PROMOTED BY FOOTBALL AGAINST RACISM IN EUROPE (FARE)



INTEGRATION THROUGH FOOTBALL:  
THE RETE! PROJECT



CONCEPT

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

**OBJECTIVE**

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

**RETE! 2018 - FOCUS**

**585** TRAINING SESSIONS AND EDUCATIONAL ACTIVITIES

**FINAL TOURNAMENT** IN COVERCIANO

**MIXED ACTIVITIES** WITH PARTICIPATION FROM SPRAR YOUNGSTERS AND THEIR ITALIAN PEERS

In 2018, the RETE! project was again supported by

TOP SPONSOR

TECHNICAL SPONSOR

**RETE! PROJECT THROUGH THE YEARS: GROWING NUMBERS**

Year	Youngsters Involved	SPRAR Projects
2018	508	39
2017	397	30
2016	275	26
2015	237	24

**TOTAL 1,417 YOUNGSTERS INVOLVED OVER THE LAST 4 YEARS**

**INTERNATIONAL RECOGNITION**

- **Financial support:**
  - "UEFA Football and Refugees Grant Scheme"
  - "UEFA Football and Social Responsibility"
- Inclusion in the "UEFA Football and Refugees Good Practice Guide"

FIGC was the **first European Football Association** present on the UEFA Equal Game web platform for combatting racism, by means of a **web documentary** which recounts the RETE! Project

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



SCIENTIFIC STUDY ON THE EFFECTS OF THE **RETE! PROJECT**, UNDERTAKEN IN COLLABORATION WITH THE UNIVERSITÀ CATTOLICA



**30 SPRAR PROJECTS AND 384 YOUNGSTERS** TAKING PART



CIRCULATION OF **QUESTIONNAIRES** (BEFORE AND AFTER SPORTING ACTIVITIES)

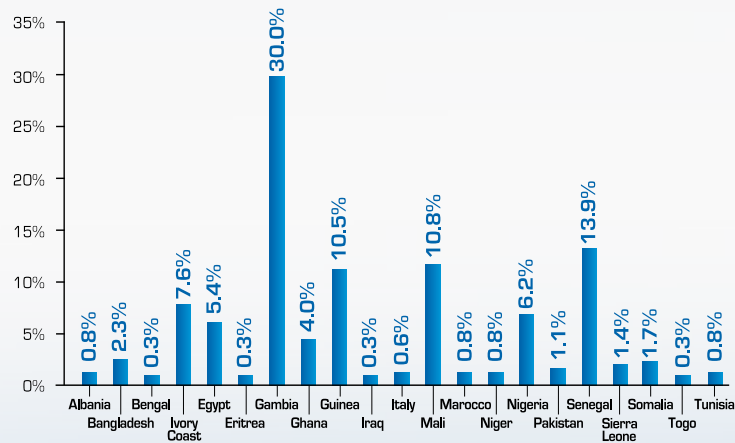


**OBJECTIVE:** TO GAUGE THE EXTENT TO WHICH FOOTBALL CAN PROVIDE A VEHICLE FOR INTEGRATION AND INFLUENCE LEVELS OF WELLBEING AND HAPPINESS

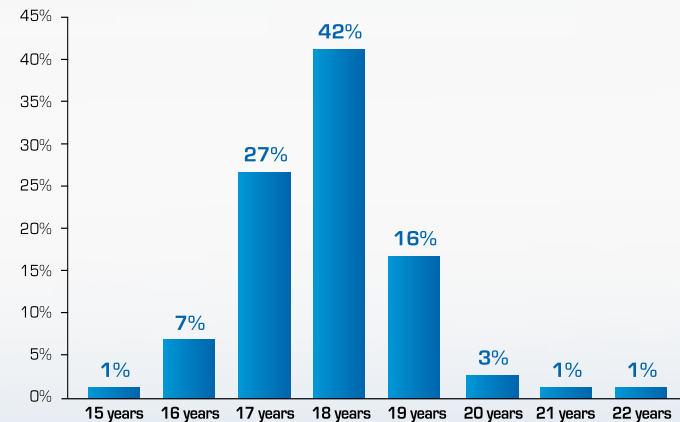


**RETE! 2018 - SURVEY RESPONDENTS**

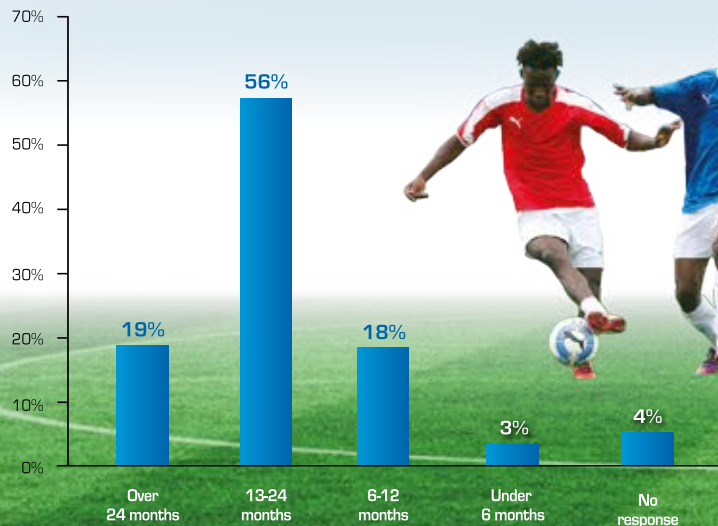
**Origin**



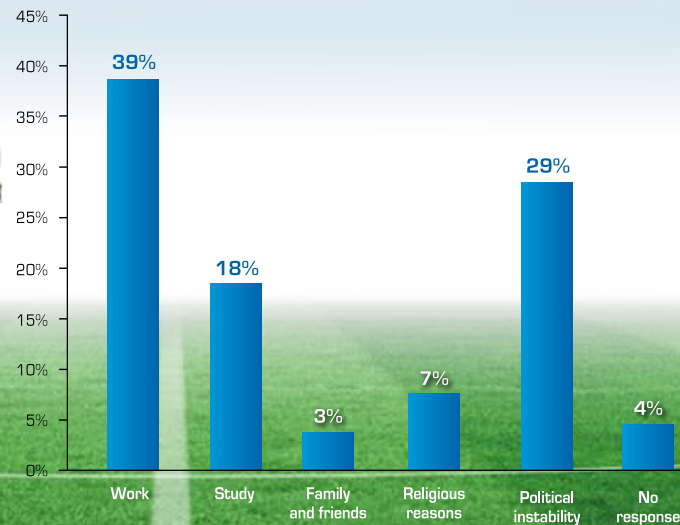
**Age**



**Length of stay in Italy**



**Reason for migration**



**MIGRATION JOURNEY**

**TRAVELLED WITH**

- Acquaintances 23%
- Family 5%
- Nobody 70%
- No response 2%

**LENGTH OF JOURNEY**

- Less than 6 months 21%
- 6-12 months 43%
- 13-24 months 20%
- Over 24 months 8%
- No response 8%

**ROUTE**

- Libya to Italy 77%
- Tunisia to Italy 2%
- Other 20%
- No response 1%



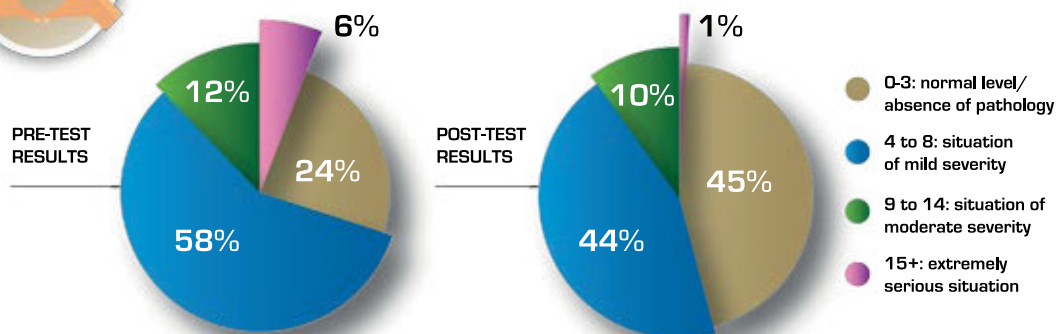
## RETE! PROJECT 2018: EFFECTS OF FOOTBALL ON PEOPLE WITH VULNERABILITIES



### SOCIAL INCLUSION INDICATOR



### BECK HOPELESSNESS SCALE (BHS)



### FEAR OF MISSING OUT SCALE (FOMOS)



### CONCLUSIONS

- The tests show **positive changes** towards improved **emotional stability** and a feeling of **social inclusion**
- Sporting activities** allow us to develop **social and civil skills** such as **teamwork, discipline** and **creativity**



## INCLUSION AND AWARENESS: OTHER PROJECTS

### MODIFICATION OF FIGC REGULATIONS TO FACILITATE THE REGISTRATION OF FOREIGN PLAYERS

IN RECENT YEARS, FIGC HAS COMPLETELY REWORKED ITS REGULATIONS TO FACILITATE AND PROMOTE THE REGISTRATION PROCESS FOR YOUNG FOREIGN PLAYERS:

- Every underage amateur foreign player who has been legally residing in Italy for any time before or on their tenth birthday can be registered according to the same procedures used for Italians
- All underage foreign players who have been legally registered in any Italian school for at least a year can be registered according to the same procedures used for Italians
- Measures to facilitate access to registration procedures for non-EU underage amateur players who are requesting asylum in Italy on the grounds of humanitarian protection



### MEMORANDUM ON SOCIAL INCLUSION AND INTEGRATION

- A memorandum of understanding with a view to using football to promote the social inclusion of foreign minors and young adults taken in by Italy's reception system was planned by FIGC, the Ministry of the Interior and the National Association of Italian Municipalities (ANCI) at the end of 2017, and signed in January 2018
- The initiative further enhances and develops RETE! Project, with the aim to contribute to a complete organization of youngsters taken in by the National System, accompanying them towards to legal age of 18. The goal is to reach a harmonious socialization through the involvement of Italian and foreign youngsters in football





Hall of Fame of Italian Football - established in 2011 celebrate individuals who have left a permanent mark on Italian football.

#### ITALIAN PLAYERS



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

#### VETERAN ITALIAN PLAYERS



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

#### ITALIAN FOOTBALL EXECUTIVES



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

#### FOREIGN PLAYERS



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

#### COACHES



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

#### FEMALE ITALIAN PLAYERS



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

#### ITALIAN REFEREES



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

#### “DAVIDE ASTORI” FAIR PLAY AWARD



Igor Trocchia (2018)

#### SPECIAL AWARD



Gianni Brera (2018)



The award winners of the VII Edition of the Hall of Fame of Italian Football, which took place in the stunning setting of the Salone dei Cinquecento in Florence's Palazzo Vecchio in April 2018

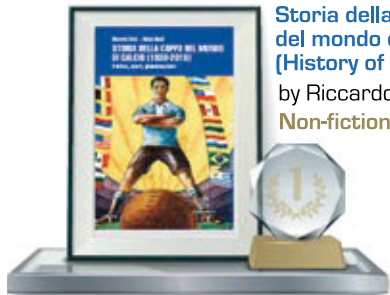




**VII EDITION**  
Literature Award



**123 RECORDED ARTWORKS**



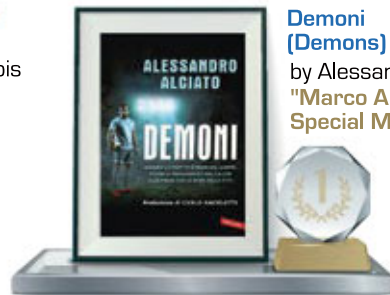
**Storia della Coppa del mondo di calcio (History of the World Cup)**  
by Riccardo Brizzi e Nicola Sbetti  
Non-fiction Category



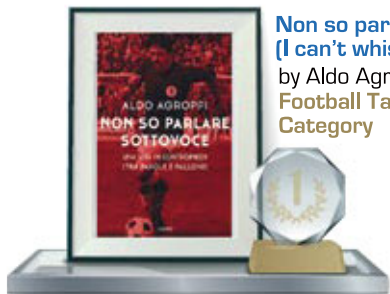
**Lo stretto necessario (The Strictly Necessary)**  
by Pierluigi Pardo  
Narrative Category



**New Media & Digital Football**  
by Daniele Chieffi, Cristiano Habetswallner and Marcel Vulpis  
Economics and Management Category



**Demoni (Demons)**  
by Alessandro Alciato  
"Marco Ansaldo" Special Mention



**Non so parlare sottovoce (I can't whisper)**  
by Aldo Agropi  
Football Tales Category



**Organizzazione liquida (Liquid Organisation)**  
by Massimo Lucchesi  
Technical Category

**La Cultural Intelligence nel calcio (Cultural Intelligence in Football)**  
by Guglielmo De Feis  
Specialist Study Category



**IV EDITION**  
Photography Contest  
**RECORD NUMBER OF ENTRIES**

**3 PHOTOS SELECTED BY THE PANEL**

**"IL CALCIO È DEI BAMBINI" (FOOTBALL BELONGS TO CHILDREN)**  
by Gabriele Borrini



**"NEL CUORE UN PALLONE E UN AMICO" (A BALL AND A FRIEND IN THE HEART)**  
by Lavinia Quagliotti



**"CALCIO E AMICIZIA" (FOOTBALL AND FRIENDSHIP)**  
by Maria Gatti





★★★★ **120<sup>TH</sup> ANNIVERSARY OF FIGC  
AND 60<sup>TH</sup> ANNIVERSARY  
OF FIGC TECHNICAL CENTRE  
IN COVERCIANO**

EVENTS

In 2018, to mark the **120<sup>th</sup> anniversary of FIGC** and the **60<sup>th</sup> anniversary of the FIGC Technical Centre in Coverciano**, FIGC organised a **packed schedule of celebrations**, consisting of events organised over a period of **eight months**, between 14 March and 12 November

The extensive range of celebratory events organised by FIGC involved the whole country:



**INSTITUTIONS  
AND LOCAL AUTHORITIES**



**THE ITALIAN  
FOOTBALL FAMILY**



**COMMERCIAL PARTNERS  
AND MEDIA**



**PRATICANTS**



**ENTHUSIASTS AND SUPPORTERS**

CELEBRATION CALENDAR: MAIN EVENTS

**14  
MARCH**

**SHOW OFF**

Press conference unveiling calendar of activities

**15  
MARCH**

**120 YEARS IN ONE DAY**

Day of broadcast on Rai looking back at 120 years of FIGC

**19  
MARCH**

**OPEN DOORS  
TO THE FUTURE**

Open Days in the 40 FIGC Local Development Centres

**26  
MARCH**

**COACHING  
EXCELLENCE**

Presentation of FIGC Technical Sector's Panchina d'Oro award

**17 TO  
18  
APRIL**

**FOOTBALL  
FOR ALL**

Open Days in 22 squares across Italy for the 120<sup>th</sup> anniversary

**9  
APRIL**

**WHEN HEROES  
BECOME LEGENDS**

Hall of Fame of Italian Football in Florence



**15 APRIL  
A SIP OF HISTORY**

Presentation of FIGC's 120<sup>th</sup> anniversary wine at Vinitaly in Verona

**APRIL  
28 TO  
06  
MAY**

**TOGETHER  
#WEPLAYSTRONG**

Women's Football Week

**6  
MAY**

**ONE SYMBOL MANY JERSEYS**

All football clubs wear the commemorative jersey for the 120<sup>th</sup> anniversary



**19-20 MAY  
THE INSTITUTIONS WALK  
ON THE LEGS OF PEOPLE**

KickOff 2018 in Coverciano



**30 MAY  
LET'S TALK  
ABOUT NUMBERS**

ReportCalcio 2018 presentation

4  
JUNE**WHERE IT ALL BEGAN/  
LEAFING THROUGH HISTORY**History conference and presentation of the book commemorating FIGC's 120<sup>th</sup> anniversary at Juventus Stadium (Turin)22  
SEPTEMBER**PARTNERS  
ON THE PITCH**

Azzurri Partner's Cup in Coverciano

**12 NOVEMBER  
60 YEARS  
WORTH COLLECTING**Presentation of Coverciano 60<sup>th</sup> anniversary stamp**8 JUNE  
EUROPEAN CHAMPIONS**

Meeting with the 1968 winners in Coverciano

25 TO  
29  
SEPTEMBER**PLAY TO GROW**

Finals of the Student Championships in Senigallia

12  
NOVEMBER**WE COACH SUCCESS**

International coaching symposium in Coverciano and Panchina d'oro

15 TO  
30  
JUNE**OPEN DOORS  
TO THE FUTURE**

Open Days in the 40 FIGC Local Development Centres

28  
SEPTEMBER**OUR FAVOURITE  
TEAM**

FIGC Family Day at the Stadio Olimpico (Rome)

16 TO  
17  
JUNE**LESSONS ON  
A GREEN PITCH**

Grassroots festival in Coverciano

8  
OCTOBER**PROTAGONISTS ON  
AND OFF THE PITCH**

Azzurri Partner Day

**21 DECEMBER  
EMOTIONS IN WORDS**Antonio Ghirelli  
National Football Literature Award7  
JULY**A DAY AS  
A CHAMPION**

Vivo Azzurro Cup in Coverciano

**17 OCTOBER  
WHO WE ARE,  
WHY WE DO IT**

Presentation of FIGC Integrated Report

15  
OCTOBER**SCIENCE  
AND NUTRITION**

Conference on the science of nutrition

**19 JULY  
120 YEARS WORTH  
COLLECTING**Presentation of FIGC's 120<sup>th</sup> anniversary stamp

1898-2018

FEDERAZIONE ITALIANA GIUOCO CALCIO

## CELEBRATIONS CALENDAR: SPECIAL INITIATIVES

120

LOGO  
OF THE PROGRAMME



CREATION OF A WINE  
IN COLLABORATION WITH THE  
SAN PATRIGNANO COMMUNITY

SUPPORT FOR  
"INSIEME CONTRO IL CANCRO"  
FOUNDATION

WHICH ORGANISED THE "BALLS OF  
HEALTH" INITIATIVE



TWO STAMPS  
COMMEMORATING THE  
HISTORY OF FIGC  
AND COVERCIANO

"120 YEARS OF PASSION.  
1898-2018

ITALIAN FOOTBALL ASSOCIATION  
BOOK"



SPECIAL SECTIONS IN THE  
SPECIALIST UNDICI MAGAZINE  
AND PANINI STICKER ALBUM

TRAVELLING EXHIBITIONS ON THE  
HISTORY OF FIGC:

ORGANISED IN 14 CITIES  
AND TRAVELLING 4,000 KM

30,000 FANS  
INVOLVED



ON 6 MAY, TO MARK THE  
ANNIVERSARY OF THE FIRST  
ITALIAN CHAMPIONSHIP, PLAYERS  
FROM ALL CLUBS FROM MEN'S SERIE A  
RIGHT DOWN TO AMATEUR LEVEL  
- INCLUDING MATCH OFFICIALS -  
WORE THE 120<sup>TH</sup> ANNIVERSARY  
LOGO ON THEIR JERSEYS



3 PROMOTIONAL  
VIDEOS



In October 2018, Italian President Sergio Mattarella hosted FIGC delegation at Quirinale (Italian President Office), celebrating FIGC's 120<sup>th</sup> anniversary





\*\*\*\* FIGC: 120 YEARS OF HISTORY



**1898-1909**  
THE ORIGINS OF THE ASSOCIATION



**1898**  
Genoa win the first title in the history of Italian football

- 1898** On 15 March, the first meeting takes place to set up the Football Association. The deed is signed by the notary on 26 March and Mario Vicary is the first President
- On 8 May, the first championship is held in Turin on a single day. Genoa win it and claim the first title in the history of Italian football
- 1905** The Italian Foot-Ball Federation is recognised by FIFA
- 1909** The name of the association changes to FIGC: Federazione Italiana Giuoco Calcio



**1910**  
Italy win their first ever game 6-2 against France

**1910-1929**  
FROM FOOTBALL TO CALCIO



**1911**  
The National Team opts for blue jerseys

- 1910** On 15 May, the National Team play the first ever game, beating France 6-2
- 1911** On 6 January, Italy play in "Azzurro" jerseys for the first time against Hungary at the Milan Arena
- On 27 August, at the L'Orologio restaurant in Milan, the Italian Referees' Association (AIA) is established
- 1913** The first Italian National Championship takes place, split into two groups. Pro Vercelli beat Lazio 6-0 in the final
- 1922** The Coppa Italia is born: Vado win the first edition with a 1-0 win over Udinese in Vado Ligure on 16 July
- 1924** The Scudetto shield is won for the first time: Genoa beat Savoia in the final
- 1928** On 9 June, Italy win the Olympic bronze medal in Amsterdam



**1913**  
The first national championship

**1930-1938**  
GLORY YEARS



**1934**  
The National Team wins the World Cup in Italy

- 1930** On 11 May, Italy win their first international trophy: the International Cup (Antonin Švehla Cup)
- 1934** On 10 June, Italy win their first World Cup title with a 2-1 extra-time win over Czechoslovakia in Rome



**1934**  
WORLD CUP

- 1935** On 24 November, Italy win their second International Cup in Milan
- 1936** Italy win Olympic gold in Berlin on 15 August



**1936**  
The gold medal at the Berlin Olympics



**1936**  
OLYMPIC GOLD

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



**1938**  
WORLD CUP



**1938**  
The National Team wins the World Cup in France

## 1939-1958 FROM WAR TO RECONSTRUCTION



**1949**  
Il Grande Torino, captained by Valentino Mazzola

- 1947** ● The FIGC Youth Sector is established
  - 1949** ● **On 4 May**, the plane carrying the Torino team crashes in Superga
  - 1950** ● Without the Torino players, Italy are eliminated from the World Cup in Brazil in the first round
  - 1954** ● FIGC is among the founding members of UEFA
  - 1958** ● Italy fail to qualify for the World Cup in Sweden
- Reform of FIGC: the league structure is introduced, AIA becomes a FIGC sector, the Technical Sector is set up and the Youth Sector becomes the Youth and School Sector. **On 6 November**, the FIGC Technical Centre in Coverciano is opened

## 1959-1980 FOOTBALL DURING THE BOOM ERA

- 1967** ● Artemio Franchi becomes FIGC President
- 1968** ● **On 10 June**, Ferruccio Valcareggi's National Team win the European Championship on home soil



## 1968 EUROPEAN CHAMPIONSHIP

- 1970** ● **On 21 June**, Italy finish runners-up at the World Cup in Mexico after losing to Brazil
- 1973** ● **On 15 March**, Artemio Franchi is elected UEFA President. He becomes FIFA Vice President the following year
- 1978** ● Enzo Bearzot's Italy start to show what they can do at the World Cup in Argentina. **On 25 June**, Sergio Gonella becomes the first Italian referee to officiate a World Cup final



**1982**  
Italy win the World Cup in Spain



**1990**  
The National Team finishes third in Italia '90

## 1981-1990 TOWARDS THE CENTRE OF THE WORLD

- 1982** ● **On 11 July**, Enzo Bearzot leads Italy to a third World Cup title after a win over West Germany in the final



## 1982 WORLD CUP

- 1987** ● **On 22 July**, Italy win the World Military Cup for the first time in 14 years, beating West Germany in the final
- 1990** ● Italy hosts the World Cup but Azeglio Vicini's side can only manage a third-place finish after losing to Diego Maradona's Argentina on penalties

## 1991-1999 THE ITALIAN SCHOOL

- 1992** ● **On 3 June**, the U21 National Team win the European Championship after a two-leg final in Sweden
- 1994** ● **On 20 April**, U21 National Team become European Champions for the second time in a row, beating Portugal in the final
- 1994** ● **On 17 July**, Arrigo Sacchi's Italy finish as runners-up at USA 1994 after losing to Brazil on penalties
- 1996** ● **On 31 May**, U21 National Team win their third consecutive European Championship with a penalty shoot-out win over Spain in Barcelona



## 1997 SUMMER UNIVERSIADE GOLD MEDAL



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



**1968**  
The National Team wins the European Championship in Italy

**1997** On 30 August, the University National Team wins the Summer Universiade for the first time

**1998** FIGC celebrate its centenary at the Stadio Olimpico with a match between Italy and FIFA All Stars (Italy win 6-2)

## 2000-2006 THE NEW MILLENNIUM

**2000** On 22 May, the Football Museum is opened in Coverciano

On 4 June, Marco Tardelli's Italy U21 win the European Championship with a 2-1 win over Czech Republic in Bratislava, with Andrea Pirlo scoring both goals

On 2 July, Dino Zoff's National Team finish second at the European Championship, losing to a France golden goal in the final in Rotterdam

**2002** On 30 June, Pierluigi Collina referees the final between Brazil and Germany

**2003** On 24 February, the Futsal National Team win the European Championship, beating Ukraine 1-0 in the final in Caserta

On 26 July, Italy U19 become European Champions with a 2-0 win over Portugal in the final



## U19 AND FUTSAL NATIONAL TEAMS EUROPEAN CHAMPIONS IN 2003

**2004** On 8 June, the U21 National Team beat Serbia and Montenegro 3-0 in the final to win the European Championship



## 1992 1994 1996 2000 2004 EUROPEAN U21 CHAMPIONSHIP



2006  
Italy win  
the World Cup in Germany

On 27 August, Italy U21 win the bronze medal at the Athens Olympics

**2006** On 9 July, Italy win their fourth World Cup title by beating France on penalties in the final



## 2006 WORLD CUP

## 2007-2018 THE MODERN ERA

**2008** On 19 July, the Women's U19 win the European Championship, beating Norway in the final



## WOMEN'S U19 NATIONAL TEAM EUROPEAN CHAMPIONS IN 2008



2008  
U19 Women's National Team  
win the European Championship

**2012** On 1 July, Cesare Prandelli's Italy side finish second at the European Championship held in Poland and Ukraine, losing to Spain in the final

**2014** Nicola Rizzoli referees the World Cup final between Germany and Argentina

On 8 February, the Futsal National Team win the European Championship in Antwerp with a 3-1 victory over Russia in the final



2014  
The Futsal National Team  
win the European Championship



2004  
The U21 National Team  
wins the European Championship



## FUTSAL NATIONAL TEAM EUROPEAN CHAMPIONS IN 2014



**2015**  
The University National Team triumph at the Summer Universiade

2015

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



## UNIVERSITY NATIONAL TEAM UNIVERSIADE 2015

2016

On 1 September, FIGC begins testing VAR in collaboration with FIFA: first test in Bari

On 14 September, Evelina Christillin becomes the first woman elected to the FIFA Council

2017

On 11 June, Italy U20 achieve their first third-place finish at the World Cup in South Korea

On 13 November, Giampiero Ventura's Italy side fail to qualify for the World Cup in Russia

2018

FIGC celebrates its 120th anniversary and the 60th anniversary of the FIGC Technical Centre in Coverciano

The Beach Soccer National Team win the European Championship



## BEACH SOCCER NATIONAL TEAM EUROPEAN CHAMPIONS IN 2018



**2018**  
Beach Soccer National Team win the European Championship





## ★★★★ FAN ENGAGEMENT: OTHER INITIATIVES



In February 2018 it took place the historic first  
**OPEN DAY IN THE FIGC  
TECHNICAL CENTRE IN COVERCIANO**



**NEARLY 2,000 PEOPLE**  
were able to get a first-hand glimpse of the pitches on which the **National Teams** train and the classrooms where **professional figures** figures in the world of football study, with the opportunity to visit the Italian **Football Museum**



### 2018 HIGHLIGHTS

THE INFORMAL YET AUTHORITATIVE PLATFORM VIA WHICH FIGC COMMUNICATES WITH THE GENERAL PUBLIC OF ITALIAN FOOTBALL FANS



THE NUMBER OF REGISTERED USERS ON VIVOAZZURRO.IT INCREASED BY 11,000 MEMBERS COMPARED TO 2017, TAKING THE TOTAL TO 146,000 REGISTERED USERS WITH THE OVER 105,000 USERS SUBSCRIBING FOR THE NEWSLETTER



642 NEW VIVO AZZURRO STADIUM CARDS WERE ISSUED, BRINGING THE TOTAL NUMBER OF MEMBERS OF THE ITALIAN NATIONAL TEAM FAN CLUB UP TO 12,300, AN INCREASE OF 6% ON 2017



ONE OF THE MOST SUCCESSFUL INITIATIVES WAS THE ORGANIZATION OF **FAN MATCHES** BETWEEN SUPPORTERS OF THE ITALIAN NATIONAL TEAM AND SUPPORTERS OF THE OPPOSING TEAM, WHICH WERE ORGANISED AROUND AZZURRI MATCHES DURING THE YEAR. A TOTAL OF **49 VIVO AZZURRO MEMBERS** TOOK PART IN THE **3 MATCHES** HELD IN 2018 (ONE IN ITALY AND TWO ABROAD AGAINST ENGLISH, FRENCH AND UKRAINIAN FANS)



ORGANISATION OF **VIVO AZZURRO DAY**, WHICH SAW **ITALY FANS** ATTEND NATIONAL TEAM TRAINING SESSIONS, MEET THE PLAYERS AND VISIT BOTH THE TRAINING CENTRE AND THE MUSEUM OF FOOTBALL



ORGANISATION OF THE FIRST EDITION OF THE **VIVO AZZURRO CUP**. **96 PARTICIPANTS** PLAYED IN THE TOURNAMENT

CITTÀ AZZURRA DEL CALCIO: 2018 EVENTS



PROMOTIONAL INITIATIVE ORGANISED AROUND NATIONAL TEAMS MATCHES

**27** EVENTS ORGANISED



**34,000** PEOPLE INVOLVED



CITY DRESSING



DISPLAY OF TROPHIES WON BY ITALY



SEMINARS ON YOUTH FOOTBALL



REFRESHER COURSES FOR INDUSTRY STAKEHOLDERS (journalists, security personnel, etc.)



SCHOOL EVENTS



UNIVERSITY WORKSHOPS



SOCIAL ACTIVITIES AND WORKSHOPS

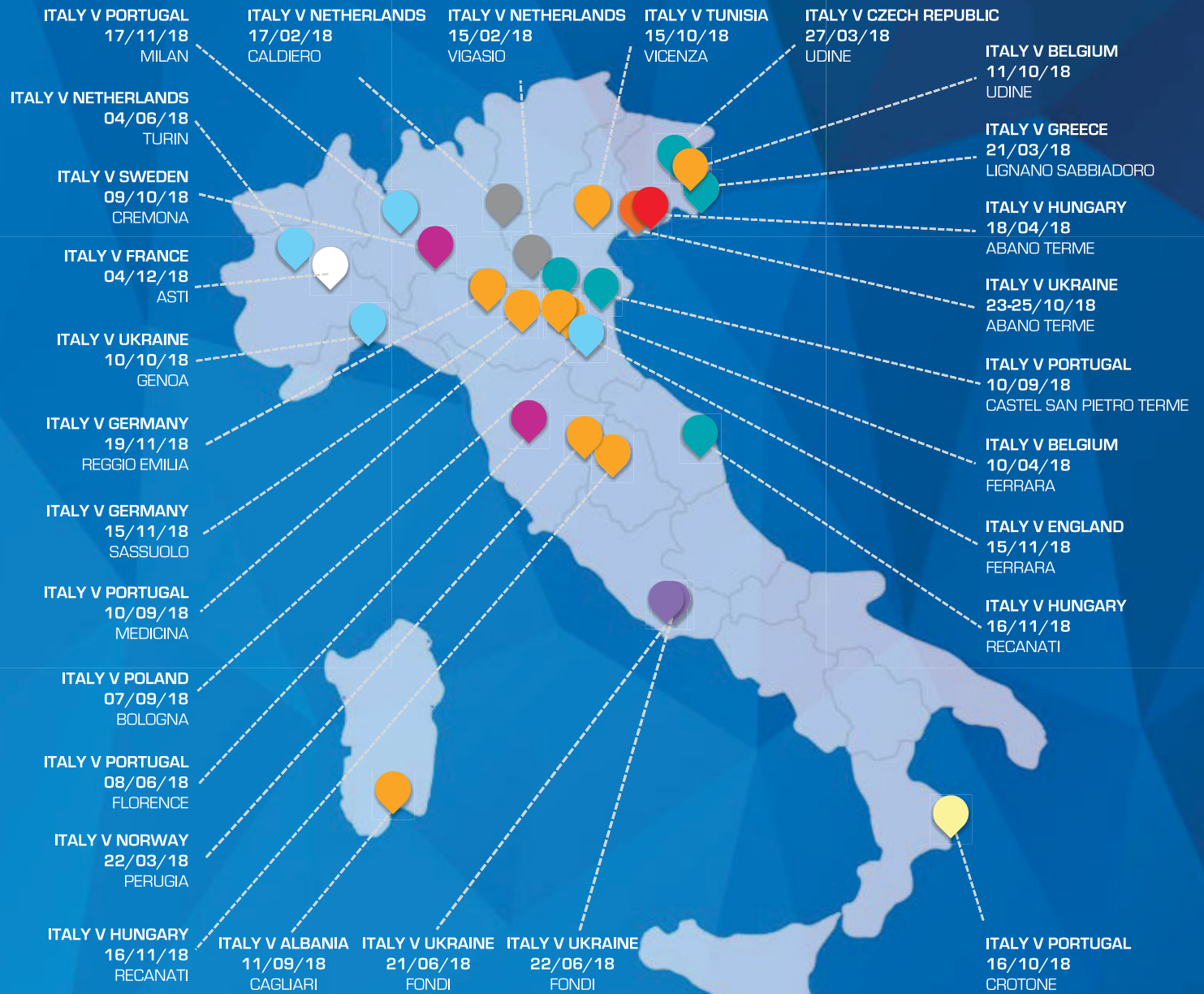


FAN MATCH



FAN ENGAGEMENT AT THE STADIUM

- MEN'S A NATIONAL TEAM
- MEN'S U15
- MEN'S U16
- MEN'S U18
- MEN'S U19
- MEN'S U20
- MEN'S U21
- WOMEN'S A NATIONAL TEAM
- MEN'S FUTSAL
- WOMEN'S FUTSAL



\*\*\*\* **CULTURAL HERITAGE OF ITALIAN FOOTBALL:  
MUSEUM OF FOOTBALL FOUNDATION**



**CONCEPT**

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



**6  
ROOMS**



**800 EXHIBITS**  
OF VARIOUS TYPES



**17,095 VISITS (2018)**  
IN LAST 4 YEARS, WITH VISITORS  
NUMBERS MORE THAN DOUBLING

**2018 HIGHLIGHTS**

**TEMPORARY EXHIBITIONS**

**8 EDUCATIONAL PROGRAMMES**  
FOR SCHOOLS AND YOUTH FOOTBALL CLUBS

**PRESENTATIONS OF  
BOOKS AND OTHER  
CULTURAL INITIATIVES**

SUPPORT FOR ORGANISATION OF  
**DREAMERS 1968:**  
"HOW WE WERE, HOW WE'LL BE"

**9<sup>TH</sup> EDITION OF THE "CALCIO CULTURA" [FOOTBALL CULTURE] PROJECT**  
PSYCHOEDUCATIONAL PROJECT DESIGNED TO PROMOTE SPORTS CULTURE:

**61 SCHOOL CLASSES**  
INVOLVED

**SINCE 2009, 10,000 CHILDREN HAVE PARTICIPATED**  
EXPLORING THEMES SUCH AS THE VALUES OF SPORT AND DOPING,  
UNDER THE GUIDANCE OF THE PROJECT PSYCHOLOGISTS

**OTHER INITIATIVES**

- At the end of 2018, a new item was added to the Football Museum, as Italian Futsal player Gianfranco Angelini donated the gloves he wore when Italy won the 2003 European Championship at the PalaMaggiò in Caserta. The Futsal National Team sector is already home to five jerseys belonging to other players who have gone down in the history of Italian Futsal
- FIGC set up a committee to adopt a scientific and historical approach to assess the various requests FIGC has received regarding the allocation of Scudetto titles for seasons dating back to the beginning of the 20<sup>th</sup> century, coordinated by the Vice President of the Football Museum
- Support for the launch of the new FIGC logo



**HISTORY OF THE NATIONAL TEAM JERSEY**



*Olympics  
1928*



*Silvio Piola jersey  
1935*



*Berlin Olympics  
1936*



*Black jersey  
1938*



*Dino Zoff jersey  
1968*



*Marco Tardelli jersey  
1982*



*Paolo Maldini jersey  
1990*



*Roberto Baggio jersey  
1994*



*Fabio Cannavaro jersey  
2006*

## 4.4 ENHANCING FIGC'S BRAND IDENTITY

In 2018, FIGC continued its relevant commercial development programme

### TECHNICAL SPONSOR



### TOP SPONSORS



### PREMIUM PARTNERS



### LUXURY & FASHION OUTFITTER



### OFFICIAL PARTNERS



### MEDIA PARTNERS



### TECHNICAL SUPPLIERS



IN 2018 FINANCIAL STAMENT, FIGC'S REVENUE FROM ADVERTISING AND SPONSORSHIP FEES WAS EQUAL TO

**€ 40.6 MILLION**

● Advertising and sponsorship fees ● Income from exchange operations ● Royalties

Note: the above FIGC partners have in place an agreement at the day of Integrated Report 2018 - 13 November 2019

\*\*\*\* **MAIN CORPORATE EVENTS IN 2018**



**SECOND EDITION OF THE AZZURRI PARTNER CUP**



**FOOTBALL TOURNAMENT DEDICATED TO PARTNERS OF THE ITALIAN NATIONAL TEAMS**



**PLAYED ON THE PITCHES AT THE FIGC TECHNICAL CENTRE IN COVERCIANO**



**12 PARTICIPATING TEAMS REPRESENTING FIGC SPONSORS**

**AZZURRI PARTNER DAY 2018**



**ANNUAL MEETING BETWEEN THE ITALIAN NATIONAL TEAM AND FIGC PARTNERS**



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



\*\*\*\* FIGC-PUMA STRATEGIC PARTNERSHIP

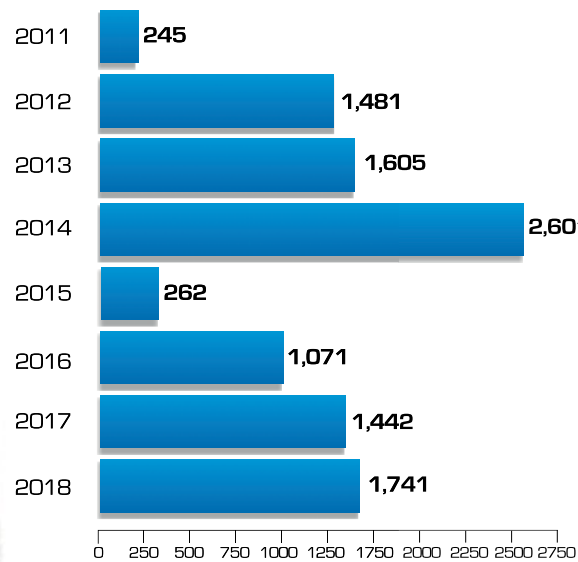
ITEMS SOLD



\* SALES RELATED ONLY TO PUMA RETAIL

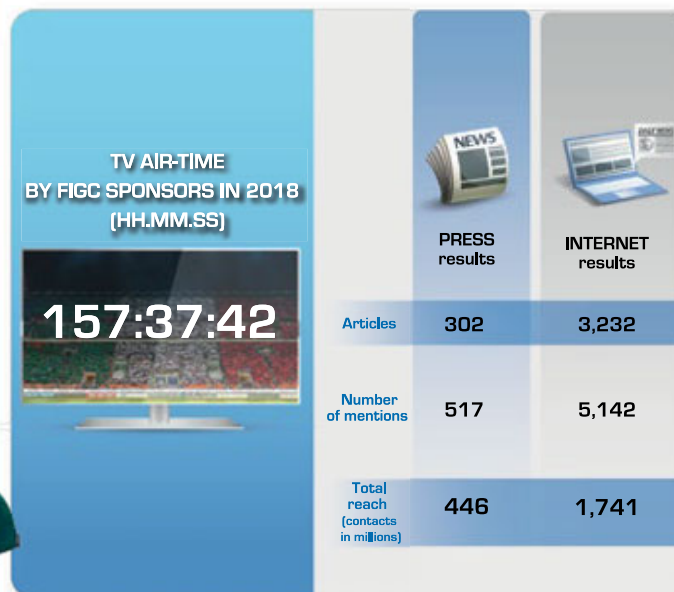
\*\*\*\* MEDIA VISIBILITY BENEFITING FIGC SPONSORS

COMPARISON OF FIGC SPONSORS APPEARANCES ONLINE IN 2018 - TOTAL REACH

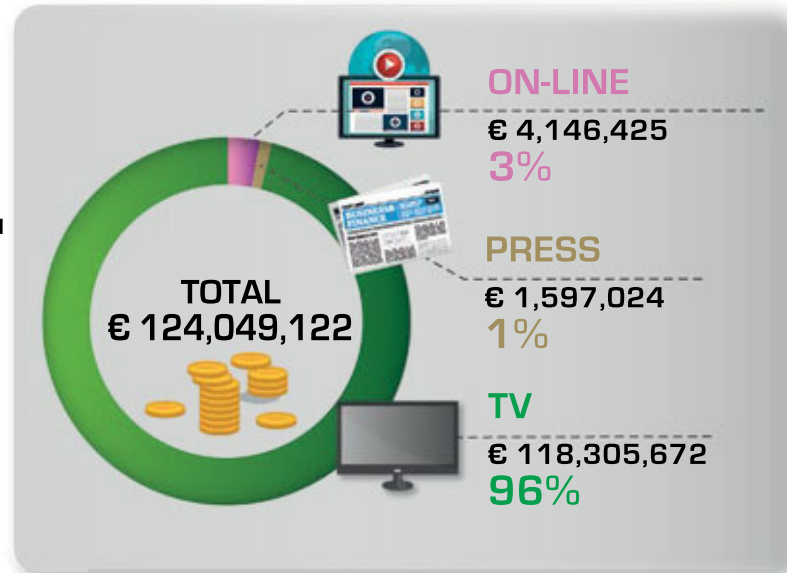


INTERNET CONTACTS IN MILLIONS

TV AIR-TIME AND APPEARANCE IN THE PRESS AND ON THE INTERNET BY FIGC SPONSORS IN 2018



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



LEGEA

THE NEW TECHNICAL SPONSOR OF THE ITALIAN REFEREES' ASSOCIATION

- Agreement for the technical sponsorship and official supply of the AIA's sports clothing from the 2019-2020 season for a duration of three years
- Historic Italian sportswear brand LEGEA will design the match kits, training wear, as well as footwear, through an innovative collection dedicated to the AIA
- LEGEA therefore becomes the technical sponsor on the shirts worn by the almost 32,000 Italian referees and in all the over 400,000 competitive matches organised by FIGC with a referee from the Association





## ★★★★ OTHER COLLABORATIONS AND INITIATIVES



- During the opening of the FIGC Local Development Centre in Gela, ENI organised the **#energiaperlanazionale** bootcamp, in which young videomakers were challenged to produce educational videos **to portray the energy involved in playing football**



- The launch of the **TV advertisement** for the start of the 2018 World Cup in Russia, in which **ENI celebrated the Azzurri through memories and emotions**, promoting the importance of always supporting Italy, both on and off the pitch
- A story filled with passion and enthusiasm**, the same emotions that are packed into the **150-gram weight of the National Team jersey**



- The launch of the regional **"Il nostro calcio con ENI"**, ("OUR FOOTBALL WITH ENI") programme, which is aimed at youth amateur football and is structured with the **National Amateur League** regional committee in Basilicata.
- The project aims to **develop and promote sport and engage with sporting culture** in a bid to boost social integration, ensure health, educate and coach youngsters



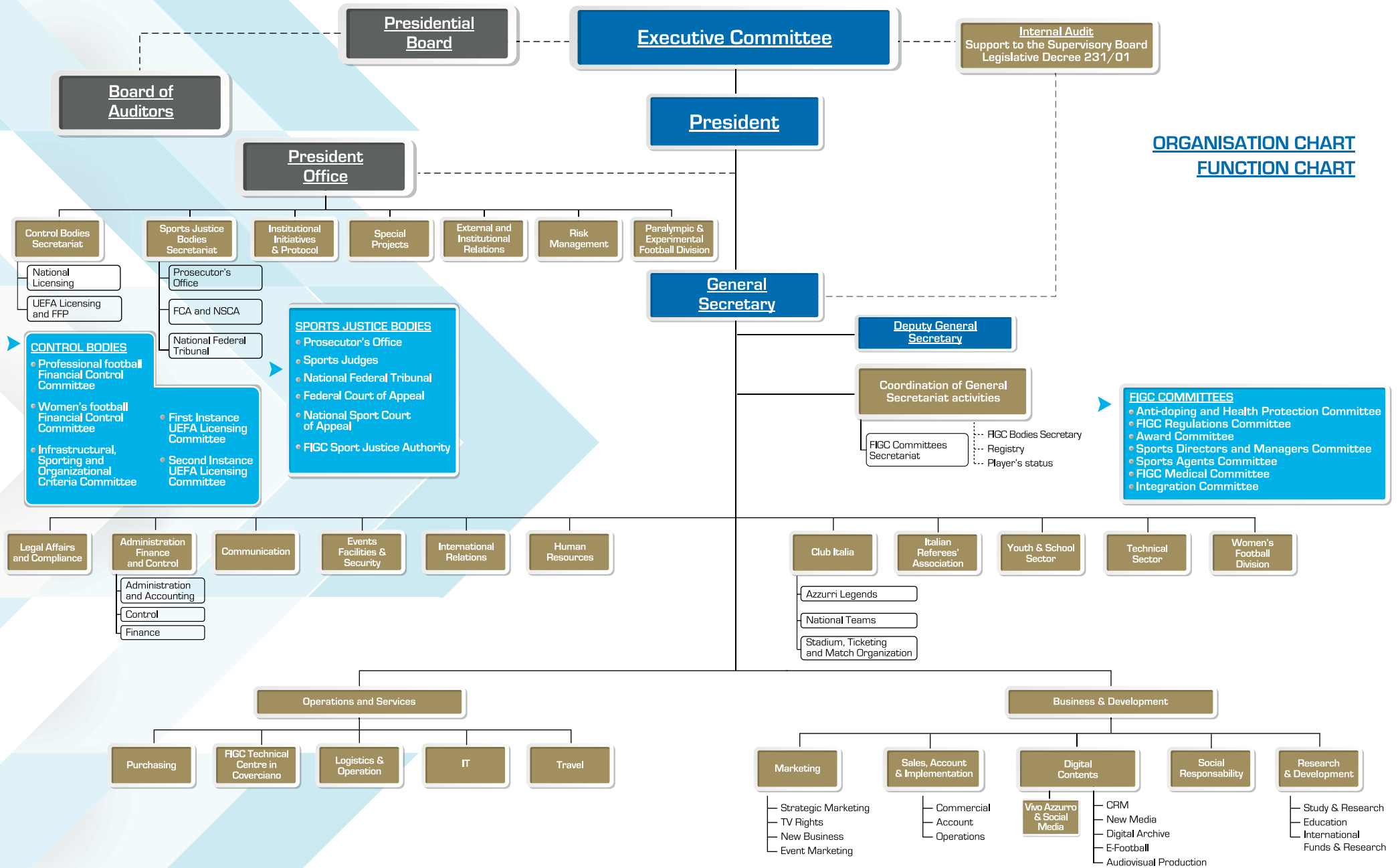
- The launch of the **"Insieme Funziona"** ('it works together') project, which targets primary schools in Gela, Sicily
- Through concrete testimonies, the programme aims to **tackle social everyday topics** to encourage younger generations to **think about the notions of inclusion and acceptance**
- Presence and participation of **many testimonials from people involved with FIGC**
- The project involved a total of around **150 children aged 9 or 10 from 6 schools**, establishing a distance collaboration between classes for **the writing of a collective novel**, the construction of a **mechanical prototype** and the **creation of a digital animation**







# 4.5 EFFICIENCY AND INTERNAL ORGANISATION



## ★★★★ FIGC REORGANIZATION



- In July/August 2019, FIGC governance set out its first step to reorganise the Association's structures and bodies.
- The organisational restructuring takes into account the upcoming transition of the CEO to the role of General Secretary, imposed by the current regulatory backdrop.

### THE RESTRUCTURING TAKES UP THE SIGNIFICANT REFORMS APPROVED BY FIGC'S LEADERSHIP:

- New structure for Club Italia
- New organisational structure for Sports Justice Bodies and supervisory bodies
- Incorporation of the Women's Football Division within FIGC

### THE REORGANIZATION PROCESS SOUGHT THE FOLLOWING OBJECTIVES:

- Strengthening and increasing the efficiency of the Association's structure
- Rationalisation of internal processes and levels of coordination
- Internalisation of marketing and commercial functions
- Creation of new top-level functions to oversee strategic areas
- Development of new products and content with significant added value
- Improvement of relations with all stakeholders (internal and external to FIGC)

### THE NEW ADMINISTRATIVE STRUCTURE SEEKS TO ACHIEVE THE FOLLOWING GOALS:

- Provide support, according to criteria of efficiency, effectiveness and cost-effectiveness, the processes to enhance FIGC Human Capital
- Find new and larger economic resources
- Increase the quality of services provided
- Boost FIGC's international dimension
- Attract new world-class events
- Consolidate the medium-to-long-term investment capacity





### COMPLIANCE TO EUROPEAN REGULATIONS ON PRIVACY

- Assessment of federal processes related to the treatment of personal data and opportunity for training for interviewees
- Implementation of the guidelines provided in the regulations through the necessary documentation (e.g.: compensation registry, information to stakeholders, appointment of the responsible, etc.)
- Operational instruction for the management of “Data Breach” cases.



### NEW PROCEDURES AND OPERATING GUIDELINES

- “Guidelines for FIGC procedures management” drawn up
- New operational instructions concerning personal “Data Breach”
- Instructions concerning the purchase of local goods and services for the Italian Referees’ Association and Youth and School Sector
- New operational instructions on managing the involvement of minors during National Teams matches
- Definition of guidelines on procurement (goods, services, trips) for FIGC events



### SUPERVISORY BOARD

- The Supervisory Board met five times and conducted two inspections
- Update of 2019 general and special components of the organisation, management and control model pursuant to Legislative Decree 231/01 updated
- Appointment of Supervisory Board members for the next 3 years
- Definition of information flows of interest, of specific relevance to the more sensitive areas of FIGC

### RISK ASSESSMENT AND INTERNAL AUDIT: 2018 HIGHLIGHTS

- Update to the 2015 Risk Control Self-Assessment
- Preparation of the 2018-2019 Audit Plan
- The methodology used (CRSA) tasks the management with the self-assessment process, identification of specific activities of relevance, as well as the identification and assessment of associated risks, and the checks/mitigating factors that exist or need to be implemented
- More relevant risks for FIGC: reputation and compliance, management of relations with Public Administration, fulfilment on duties on health and security on workplace

★★★★ **MANAGEMENT CONTROLS:  
FIGC SAFEGUARDS**

FIGC has developed and provided itself with an extensive control system (an internal, administrative, accounting and finance control system), which has the following safeguards in place:



FIGC IS THE FIRST ITALIAN SPORTS FEDERATION TO INTRODUCE INTERNAL AUDITING



RISK ASSESSMENT



COMPLIANCE FUNCTION TO ENSURE REGULATORY CONFORMITY



ORGANISATION, MANAGEMENT AND CONTROL MODEL, PURSUANT TO LEGISLATIVE DECREE 231/2001 AND CODE OF ETHICS



SUPERVISORY BOARD



ADMINISTRATION AND ACCOUNTING REGULATION



**19 OPERATING PROCEDURES AND INSTRUCTIONS:**

1. Guidelines for managing federal procedures
2. Management of corporate obligations
3. Management of monetary and financial flows
4. Management of acquisition of goods and services
5. Human Resources selection
6. Use of company IT tools
7. Relations with Public Administration
8. FIGC membership cards
9. Divestment of depreciable assets
10. Awarding of institutional patronage and issuing of contributions
11. Travel and expenses covered for employees
12. Allocation and use of mobile phones
13. Allocation of legal roles
14. Acquisition of goods and services for FIGC Technical Sector courses and territorial courses
15. Acquisition of goods and services for the Youth and School Sector
16. Guidelines for managing FIGC procedures on the involvement of minors during National Teams matches
17. Breach of Private Data
18. Purchasing of goods and services by the AIA's regional structures
19. Flows of information for FIGC Supervisory Board



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



INITIATION OF THE PROCESS TO ALLOW FOR MANAGEMENT PERFORMANCE CHECKS ON A QUARTERLY BASIS (RATHER THAN ON A HALF-YEARLY BASIS): ONCE FULLY OPERATIONAL, THE CHECKS WILL BE CONDUCTED ON A MONTHLY BASIS



INTRODUCTION OF THE INTEGRATED MANAGEMENT SYSTEM (SAP ERP)



VOLUNTARY EXTERNAL AUDIT OF FINANCIAL STATEMENT, CONDUCTED BY AN INDEPENDENT THIRD-PARTY AUDIT COMPANY



INTRODUCTION OF THE PURCHASES FUNCTION, TASKED WITH ISSUING ORDERS, ACCORDING TO THE NORMS INTRODUCED BY THE PURCHASE PROCEDURE



SUPPLIER REGISTER WITH ONLINE SIGN UP



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



STANDARDISING SUPPLY CONDITIONS AND THE SHARING OF CONTRACTUAL CLAUSES

### \*\*\*\* SAFETY IN THE WORKPLACE

- **ENVIRONMENTAL AUDIT**, TO CHECK PROBLEMS RELATED TO ASBESTOS OR MAN-MADE VITREOUS FIBRES
- **NO EXAMPLES** OF POTENTIAL **RISK** TO BE DISCLOSED
- ESTABLISHMENT OF **MONITORING AND REMEDIATION PROGRAMMES** FOR ANY PROBLEMS FOUND
- APPOINTMENT OF **WORKERS' HEALTH AND SAFETY REPRESENTATIVES** AND **NEW HEALTH AND SAFETY OFFICERS**
- **TRAINING AND INFORMATION PROGRAMMES** FOR ALL FIGC EMPLOYEES AND COLLABORATORS
- TRAINING COURSES EXTENDED TO **FIGC LOCAL DEVELOPMENT CENTRES** AND ALL VOLUNTEERS AT **REGIONAL AIA AND YOUTH AND SCHOOL SECTOR OFFICES** (WHO WERE GIVEN A BRIEF HEALTH AND SAFETY IN THE WORKPLACE HANDBOOK)
- VARIOUS **TECHNICAL INSPECTIONS** CARRIED OUT AT DIFFERENT FIGC OFFICES
- **ENVIRONMENTAL TESTS**
- MANAGEMENT OF **HEALTH SURVEILLANCE** OF FIGC EMPLOYEES
- COMPLETION OF **EMERGENCY ACTION PLANS** AND **EVACUATION DRILLS**











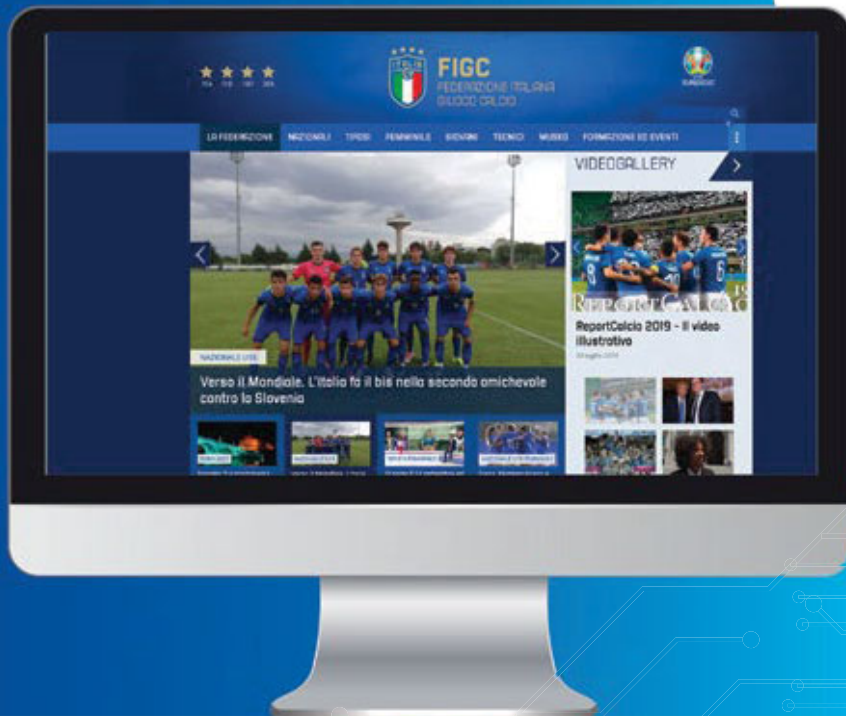
★★★★ **NEW IT, DIGITAL AND TECHNOLOGY PLATFORMS**

**THE NEW FIGC WEBSITE**

IN OCTOBER 2018, FIGC LAUNCHED ITS NEW **MULTIMEDIA AND MULTI-CHANNEL MEDIA PORTAL**, WHICH CAN BECOME THE DIGITAL REFERENCE POINT FOR ITALIAN FOOTBALL



THE NEW WEBSITE BROUGHT TOGETHER FIGC'S **DIGITAL RESOURCES**, TO CREATE AN ITALIAN FOOTBALL HUB WHERE ALL THE CONTENT PREVIOUSLY AVAILABLE ON DIFFERENT PLATFORMS CAN BE FOUND IN ONE PLACE



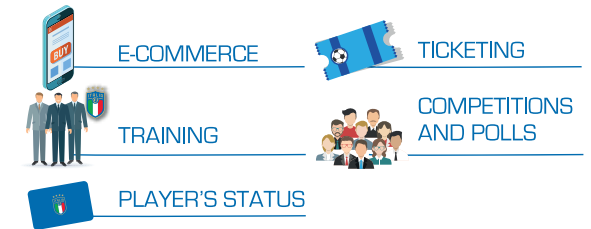
»»» **SITE SECTIONS**



»»» **NEW CONTENT**

- PRODUCTION OF EXCLUSIVE PHOTOS AND VIDEOS
- LIVE MATCHES
- NEW STATS SOFTWARE FOR ALL NATIONAL TEAMS
- VIDEO STREAMING
- RESULTS AND RANKINGS

• AREA RESERVED FOR REGISTERED USERS WHICH GIVES ACCESS TO DEDICATED SERVICES:



»»» **DATA MIGRATION FROM OLD TO NEW WEBSITE**



All the old FIGC, youth and school sector, women's football, technical sector, Football Museum, Vivo Azzurro and football e-library services sites were integrated into a single portal



»»» **LEGACY**

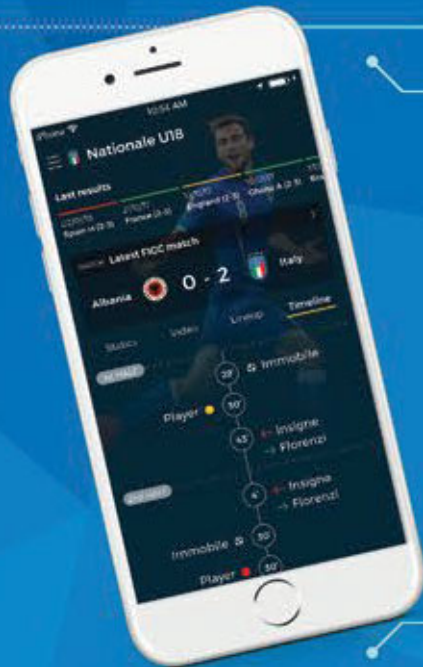
- INNOVATIVE IMPACT FOR ALL TARGET AUDIENCES
- INCREASE IN PORTAL TRAFFIC
- END OF PREVIOUS WEB FRAGMENTATION
- A SINGLE, UNIFORM VISUAL COMMUNICATION STYLE
- EASIER ACCESS TO CONTENT

## FOOTBALL DATA INTEGRATION 360

### CONCEPT



A new digital platform for Club Italia to collect, share and analyse the performance data of more than 600 male and female players called up to the Italian National Teams



### HOW IT WORKS



Each area of Club Italia (Technical, Medical, Scouting, Match Analysis, Performance & Research) helps to insert data and information within the platform



### GOAL



To improve the performances of individual players and the different National Teams through statistical correlations with the possibility to make assessments and predictions



### SHARING



Data is made available to the National Teams coaches, players' clubs and the players themselves via dedicated accounts

## OTHER PROJECTS



### NEW SAP-ERP INTEGRATED ADMINISTRATION AND CONTROL SYSTEM



The introduction of SAP made it possible to set up a new advanced, integrated working model within FIGC



The new system helped maximise internal organisational efficiency, speed up information transfer and improve information consistency



Implementing the new system also made it possible to run management performance checks on a quarterly basis (rather than on a half-yearly basis), opening up the possibility of running monthly checks on the budgets of the different cost centres



The ultimate aim is to be able to take advantage of any operating or management margins and improve FIGC'S policy of fully exploiting its commercial potential



In 2018, FIGC's operational structure moved to the 'production phase' and completely abandoned the previous DafoWin accounting system after 15 years.



Training courses for all internal staff involved were also completed



FIGC worked with the Italian Referees' Association and the Youth and School Sector regarding the management and control of accounting at a local level



An important change was the decision to centralise accounting records, which no longer remain with the regional offices but are delegated to the central AIA and Youth and School Sector administration. This enabled regional referees' committees to switch from financial accounting to economic and assets accounting

### FIGC PLATFORM - WOMEN'S FOOTBALL

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

### EXTRANET PLATFORMS

New Platform for the digital management of various processes involving sports clubs and other FIGC stakeholders



### EXTRANET: MODULES

M O D U L E S	UEFA LICENSING	CLUBS: Serie A • Serie B
	NATIONAL LICENSING	CLUBS: Serie A • Serie B • Serie C
	PLAYER'S STATUS	• Professional and amateur clubs • Leagues • LND Regional Committees
	FIGC REGISTRY	All clubs • LND Regional Committees
	SPORTS AGENTS	Agents and clubs
	SUPPORTER LIAISON OFFICER	CLUBS: Serie A • Serie B • Serie C



★★★★ **TRANSPARENCY****FIGC PUBLICATIONS****ReportCalcio**  
(9 editions)

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

**Sustainability Report**  
(3 editions covering 4 years of reporting)

Document illustrating FIGC's activities, identity and mission

**Integrated Report**  
(4 editions)

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

**The Income Statement of the Italian Football**  
(2016 edition)

Analysis of the economic dimension of Italian football in general, including for the first time amateur and youth football, FIGC, the Leagues' governing bodies besides professional football

**Management Report**  
(4 editions)

Report designed to aid analysis, monitoring and forecasting business performance



FIGC publications can be found in the "Transparency" section of the Association website, along with the Code of Ethics, budget, financial statement and Organisational, Management and Control Model pursuant to Legislative Decree 231/2001.











## Integrated Report 2018 - Editorial Staff

### Coordination and editing

Niccolò Donna, Cristina Blasetti and Guglielmo Cammino

All FIGC offices took part in drawing up the Integrated Report.

*The fourth Integrated Report continues the push for transparency embarked upon by FIGC, which is committed to pursuing ambitious objectives in an increasingly complex system and wants to remain a point of reference for those who share in our Integrated Journey.*

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