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1898-2018  
FEDERAZIONE ITALIANA GIUOCO CALCIO



Federazione Italiana Giuoco Calcio

# INTEGRATED REPORT 2017







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 the biggest sport in Italy and has a major influence on the country, not just socially but also in terms of the economy and tax contributions. This is why FIGC must implement a conscientious reporting journey which aims to describe to all stakeholders, both within and outside the Association, its strategic profile and the increasing value created by FIGC and Italian football.

The Italian FA has one of the highest levels of transparency among sports organisations in the world. Testimony to this are the recent endorsements by some of the most important international research institutions, including Transparency International, and together with the Association's 7 consecutive years of reporting. Since 2011 FIGC has published 8 editions of ReportCalcio, The Income Statement of Italian Football and the Management Report. After 3 Sustainability Reports (the result of 4 years of reporting, from 2011 to 2014) and 2 Integrated Reports (2015 and 2016), FIGC's portfolio of publications has now been added to with this third Integrated Report.

The Integrated Report 2017 is the result of the significant Stakeholder Consultation programme carried out by FIGC during the 4 editions of KickOff. The report was drawn up with the support of PwC, one of the leading companies in the field, in line with International Integrated Reporting Council (IIRC) standards. Unlike in previous editions, the Integrated Report 2017 consists almost entirely of infographics, the aim of which is to present the information in a more simple and direct way.

The first chapter illustrates FIGC's identity, mission and values, with an analysis of the management model. The report's strategic value is further highlighted by an examination of the impact of FIGC's activities with reference to the 17 Sustainable Development Goals (SDGs), approved by the UN in 2015.

The "FIGC and Italian Football in figures" chapter provides a comprehensive and detailed picture of Italian football with regard to sporting, financial and fiscal aspects as well as its media impact. The third chapter examines the various types of capital managed by FIGC and their role in the process of value creation. Finally, the fourth chapter covers the main strategic development programmes run by the Association in 2017, which include not just football activities but also schemes aimed at developing the sport on a wider level, social inclusion projects, together with FIGC's brand identity and internal organisation management.

2018 is FIGC's 120<sup>th</sup> anniversary and the 60<sup>th</sup> anniversary of the Federal Technical Centre in Coverciano. The year is thus both a significant milestone and a starting point on our journey towards future challenges, which we must face while constantly seeking ways to improve and innovate, aware that without investment there is no future.

**Roberto Fabbricini**

FIGC Extraordinary  
Commissioner



# METHODOLOGICAL NOTE

## OBJECTIVE OF THE REPORT

After 3 consecutive Sustainability Reports (representing 4 years of reporting) and the first 2 Integrated Reports, in 2016 and 2017, 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 2016-17. Data that is not connected to sports management refers to the last few financial years, with a breakdown of the **main activities run in the calendar year 2017**.

## REFERENCES AND REPORT STRUCTURE

This Integrated Report was 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 certain sections of this report.

## INTERNATIONAL RECOGNITION

In October 2017, a meeting was held at FIGC headquarters with Richard Howitt, CEO of the **International Integrated Reporting Council**, the world's leading authority on integrating reporting and value creation. Howitt was very **enthusiastic about FIGC's transparency journey** and identified it as an example of best practice in the reporting sector among sports organisations.

# A JOURNEY OF IMPROVEMENT

**FROM THE SUSTAINABILITY REPORT...**

**... COMMUNICATING**

...CORPORATE SOCIAL  
RESPONSIBILITY STRATEGIES

**...TO THE INTEGRATED REPORT**

**... IDENTIFYING**

CAPITALS MANAGED  
CAPITALS AFFECTED

**... REPORTING**

VALUE CREATED  
THROUGH CAPITALS













# 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)



**1898**

YEAR OF FOUNDATION



**1905**

FIFA RECOGNITION



**1954**

FOUNDING MEMBER OF UEFA

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



### THE ITALIAN FOOTBALL PYRAMID

#### 2016-17 HIGHLIGHTS

FIGC direct competence



FIGC direct competence





## ETHICAL AND PROFESSIONAL VALUES

During 2015, FIGC updated its Code of Ethics (available on the “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.





## 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.

#### RELEVANT SDGs FOR FIGC

**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**5** GENDER EQUALITY



**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**16** PEACE, JUSTICE AND STRONG INSTITUTIONS



**10** REDUCED INEQUALITIES



**11** SUSTAINABLE CITIES AND COMMUNITIES



**17** PARTNERSHIPS FOR THE GOALS







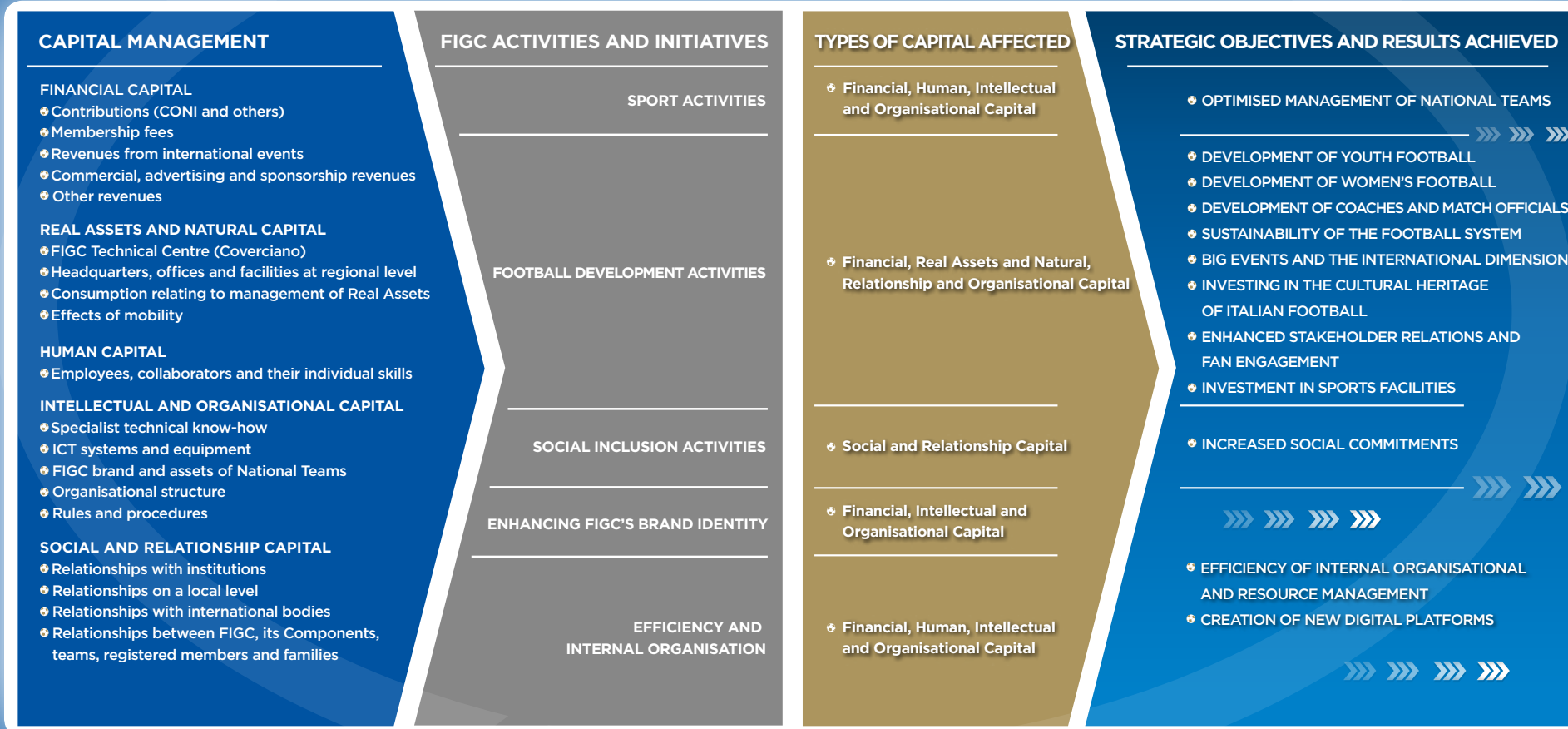


# FIGC FUNCTIONS AND OBJECTIVES

## MISSION, GOVERNANCE AND ORGANISATIONAL STRUCTURE

### RISKS AND OPPORTUNITIES

### STAKEHOLDER RELATIONS



### VISION FOR THE FUTURE

### CREATION OF VALUE OVER TIME



# 1.4 STRATEGIC OBJECTIVES AND RESULTS ACHIEVED

For FIGC, the 2015-17 three-year period was one characterised by a marked acceleration in development plans across strategic sectors. FIGC was able to invest the resources necessary to undertake new challenges designed to further its mission. All decisions taken were guided by a clear vision of the future, something that has inspired internal innovation and projects with greater external impacts.



ACHIEVED



IN PROGRESS



PLANNING

## OPTIMISED MANAGEMENT OF NATIONAL TEAMS

- ✓ Reorganisation of Club Italia and introduction of new areas: Performance and Research, Match Analysis
- ✓ Improving the ranking and results of the National Men's and Women's Youth Teams
- ✓ Completion and strengthening of technical and organisational staff
- ✓ Study support for players called up by National Youth Teams
- ✓ Introduction of 5 new National Teams
- ✓ Permanent educational modules for all National Teams coaches in Coverciano
- ⚽ Football Data Integration 360: platform for collating, analysing and integrating data on the performance of the 600 male/female players called up by the National Teams
- ✓ Strategic collaboration between Club Italia, the Technical Sector, the Youth and School Sector and professional clubs
- ✓ Creation of a new event format for National Teams matches, improvement of organisational standards



## DEVELOPMENT OF YOUTH FOOTBALL

- ⚽ Creation of FIGC Local Development Centres to invest in young players with coordinated technical and educational programmes
- ✓ Strengthening of links between education and sports through relationships with schools: FIGC-MIUR agreement, Giococalciando (UEFA Best Grassroots Project), Calcio e Le Ore di Lezione (Football and School Classes), Campionati Studenteschi (Student Championships) and Ragazze in Gioco (Girls in Football)
- ✓ Nutritional education programmes through the online "BEN-ESSERE" platform
- ✓ Football for all: Grassroots Festival and Calcio Integrato (Integrated Football)
- ✓ Synergy with professional football: educational meetings with heads of youth academies
- ✓ Reform of National Youth Championships



## DEVELOPMENT OF WOMEN'S FOOTBALL

- ✓ Compulsory women's youth academies inside every professional men's clubs
- ✓ Possibility for professional clubs to acquire the sport title from a women's club
- ✓ New National Teams and introduction of daily allowances for players in National Women's Youth Teams
- ✓ Completion of National Teams coaching staff set-up and alignment with standards in the Men's National Teams
- ✓ Women's youth football: Danone Nations Cup, U15 development programme, completion of full range of age categories and strengthening of territorial presence
- ✓ Reform of national and youth championships
- ⚽ Marketing and communications programme
- ⚽ Increased numbers of registered players



## DEVELOPMENT OF COACHES AND MATCH OFFICIALS

New Technical Sector governance model

Increased standards required to coach in youth and women's championships (licence required)

Technical trainings through new Match Analyst and Observer courses

Training of match officials

Goal-Line Technology (Serie A)

Video Assistant Referee (Serie A and Coppa Italia)

Campaign against violence towards match officials with decreased number of instances of aggression

Sustainability of professional football: new multi-year criteria spanning organisational, infrastructural and economic/financial factors

Transparency of ownership structures

Modifications to governance model of professional leagues

Compulsory training of managerial figures

Legislation on stadium fruibility: regulation of relations with organised supporter groups, introduction of Supporter Liaison Officer, introduction of "approval system", simplification of ticket purchasing procedures and update of fan card ("tessera del tifoso")

Measures against match-fixing

Agreement with Ministry of the Interior

## BIG EVENTS AND THE INTERNATIONAL DIMENSION

Men's UEFA Champions League final 2015-16 (Milan)

Women's UEFA Champions League final 2015-16 (Reggio Emilia)

European Under 21 Championship 2019 (assigned to Italy)

UEFA EURO 2020, including opening match (assigned to Italy)

2019 UEFA Congress (assigned to Italy)

Agreement with Ministry of Economic Development for the international "Made in Italy on the Field" project

Strengthening of relations with foreign FAs (bilateral meetings, knowledge sharing and 19 International Conventions)

Representation at highest level of international governing bodies (FIFA Council, UEFA Executive Committee and Vice-presidency, UEFA Committees)

"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)

Social inclusion activities (Crazy for Football, Special Olympics etc.)

"Il Calcio aiuta" (Back to Football, Back to Life) programme (earthquake emergency)

Raising awareness and fundraising

FIGC action plan against racism and discrimination

Awareness initiatives: "Razzisti? Una brutta razza" (Racists? Ugly Race) and "Tutti i colori del calcio" (All the colours of football)

Protocol with ANCI and the Ministry of the Interior on inclusion and social integration

Modification of FIGC regulations to facilitate the registration of foreign players

## INVESTING IN THE CULTURAL HERITAGE OF ITALIAN FOOTBALL

Italian Football Hall of Fame  
Antonio Ghirelli National Literature Prize  
Photography Prize  
Project for new Football Museum

KickOff: first think tank on Italian football  
First Hackathon of Italian football  
Vivo Azzurro and Città Azzurra del Calcio projects  
Communications campaign on digital and social media: FIGC best practice for fan engagement  
New CRM programme

## EFFICIENCY OF INTERNAL ORGANISATIONAL AND RESOURCE MANAGEMENT

Reorganisation and streamlining of FIGC structure  
Internal procedures, processes and workflows  
Internal control: internal audit, 231 Model, Surveillance and Risk Assessment Body  
Human resources training: Certificate in Football Management (CFM), IT courses, language courses etc.  
Development of internal resources  
Employment of young people  
Corporate welfare (Compleanno Azzurro, Family Day, free check-ups, advances for purchases of school books, etc.)  
Health and safety in the workplace (complete review of the health and safety model with inclusion of regional AIA and Youth and School Sector facilities, monitoring and clean-up of asbestos)  
Balanced management (improved economic and financial figures in the balance sheet)

Commercial development

Rebranding project and new logo launch

Transparency: ReportCalcio, Integrated Report, Conto Economico del Calcio Italiano (The Income Statement of Italian Football), Management Report

New FIGC IT, digital and tech platforms: Integrated Administration and Control System (ERP-SAP)

Self-booking platform

Extranet platform designed to optimise monitoring, transparency and services addressed to the clubs

Employee portal

New FIGC website

Football Data Integration 360 platform to create an interactive database for Club Italia



## INVESTMENT IN SPORTS FACILITIES

Investment in the FIGC Technical Centre in Coverciano: remediation, redevelopment, increased efficiency and innovation

Construction of new auditorium at the FIGC Technical Centre

Change in management of FIGC Technical Centre accommodation services

Early redemption of lease on facility in Via Campania (Rome)

Work on real estate belonging to Federcalcio Servizi

FIGC-ICS agreement: €90 million funding programme for sports facilities

FIGC-POLIMI agreement: Master's in Planning, Construction and Management of Sports Infrastructures



# 1.5 NATIONAL TEAMS HONOURS



**26 TROPHIES** WON BY ITALIAN NATIONAL TEAMS FROM ALL THE COMPETITIONS THEY HAVE TAKEN PART IN

**4 WORLD CUPS** WON BY THE A NATIONAL TEAM IN ITS HISTORY

**15 EUROPEAN CHAMPIONSHIPS** WON BY ITALIAN NATIONAL TEAMS AT SENIOR, YOUTH AND WOMEN'S LEVEL

**A NATIONAL TEAM**

4 WORLD CUPS, 1 EUROPEAN CHAMPIONSHIP, 1 OLYMPIC GOLD

**UNDER 21**

5 EUROPEAN CHAMPIONSHIPS, 4 MEDITERRANEAN GAMES

**UNDER 19**

1 EUROPEAN CHAMPIONSHIP

**UNDER 18**

2 UEFA JUNIOR TOURNAMENTS (FORERUNNER TO THE EUROPEAN UNDER 18 CHAMPIONSHIP)

**UNDER 16**

1 EUROPEAN CHAMPIONSHIP

**FUTSAL**

2 EUROPEAN CHAMPIONSHIPS

**BEACH SOCCER**

2 EURO BEACH SOCCER LEAGUE TITLES

**WOMEN'S UNDER 19**

1 EUROPEAN CHAMPIONSHIP

**UNIVERSITY NATIONAL TEAM**

2 UNIVERSITY CHAMPIONSHIPS











# 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

## 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

## 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	VAR % 2009-2017
<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>-12.9%</b>
Professionals	132	127	119	111	111	102	96	102	<b>-22.7%</b>
Amateurs	11,642	11,469	11,260	10,702	10,316	10,071	9,746	9,446	<b>-18.9%</b>
Youth and School Sector	2,916	3,057	3,072	3,095	3,225	3,318	3,278	3,247	<b>+11.4%</b>
<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>70,868</b>	<b>83,142</b>	<b>+18.9%</b>
Professionals	484	470	455	475	468	418	389	526	<b>+8.7%</b>
Amateurs	17,157	17,020	16,570	15,658	15,521	15,064	14,485	14,174	<b>-17.4%</b>
Youth and School Sector	52,267	54,199	53,304	44,077	46,306	45,953	55,994	68,442	<b>+30.9%</b>
<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>-4.7%</b>
Professional activity	14,476	14,477	13,894	12,907	13,062	12,211	11,586	12,319	<b>-14.9%</b>
Professionals	3,517	3,329	3,240	2,951	2,930	2,806	2,678	2,839	<b>-19.3%</b>
Young professionals	10,959	11,148	10,654	9,956	10,132	9,405	8,908	9,480	<b>-13.5%</b>
Amateur activity	474,493	466,371	444,653	415,338	393,718	388,954	377,153	370,540	<b>-21.9%</b>
Youth and School Sector activity	619,510	670,589	658,900	670,205	666,506	698,290	673,555	673,965	<b>+8.8%</b>
<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>+11.2%</b>
Coaches	22,310	22,476	20,445	20,510	21,792	22,921	22,964	24,483	<b>+9.7%</b>
Athletic trainers	263	244	289	327	340	368	385	454	<b>+72.6%</b>
Doctors	577	627	573	579	543	566	516	566	<b>-1.9%</b>
Health professionals	707	713	750	721	799	851	892	1,021	<b>+44.4%</b>
<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>-2.3%</b>
National Technical Bodies	1,978	1,899	1,918	1,874	1,870	1,888	1,883	1,913	<b>-3.3%</b>
Local Technical Bodies	31,062	32,829	32,349	32,535	32,511	32,877	31,791	30,377	<b>-2.2%</b>
<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>+121.7%</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>+6.5%</b>



PLAYERS



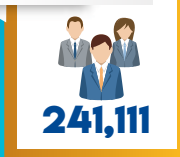
STAFF



REFEREES



MANAGERS



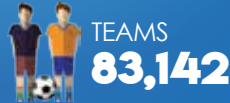
TOTAL REGISTERED MEMBERS

1,356,749

Figures from 2016-2017



CLUBS 12,795



TEAMS 83,142

OFFICIAL MATCHES IN 2016-2017



Professional football



Amateur football

572,438 OFFICIAL MATCHES

ALMOST 1,600 MATCHES PLAYED EVERY DAY



12,930 APPROVED FOOTBALL PITCHES



YOUTH ACTIVITY 838,430 UNDER 20 PLAYERS

+1.3% COMPARED TO 2015-2016



INCIDENCE OVER THE POPULATION OF ITALIAN BOYS AGED 5 TO 16 REGISTERED WITH FIGC



38,687 REGISTERED PLAYERS

IN THE YOUTH AND SCHOOL SECTOR WHO WERE BORN ABROAD





## THE FIGURES OF THE ITALIAN FOOTBALL SYSTEM IN 2016-17 – DIVIDED INTO REGIONS



PLAYERS



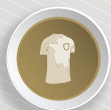
QUALIFIED TECHNICAL STAFF



REFEREES



MANAGERS



CLUBS



TEAMS



OFFICIAL MATCHES



FOOTBALL PITCHES



# 19

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

### ABRUZZO

31,159	2,794	1,169	6,871
508	2,183		
15,012	672		

### CALABRIA

30,421	2,843	1,346	6,298
635	2,087		
13,403	245		

### BASILICATA

10,164	1,079	502	2,419
257	488		
5,120	298		

### CAMPANIA

67,071	5,928	2,850	11,767
1,404	3,531		
24,536	241		

### LIGURIA

28,827	3,475	1,057	7,332
286	2,956		
17,286	90		

### LOMBARDY

182,030	10,652	4,242	45,602
1,554	15,691		
108,486	2,369		

### EMILIA ROMAGNA

84,079	6,942	2,305	18,346
875	6,170		
40,518	1,256		

### FRIULI VENEZIA GIULIA

27,414	3,138	896	7,999
299	2,273		
13,352	487		

### LAZIO

96,293	7,562	3,012	19,042
1,148	6,367		
44,127	1,163		

### MARCHE

42,719	3,503	1,119	10,660
576	3,345		
25,749	628		

### MOLISE

6,948	771	439	1,465
146	438		
4,180	177		

### PIEDMONT/VALLE D'AOSTA

75,970	6,180	2,120	18,140
725	6,526		
38,847	445		

### PUGLIA

46,675	4,358	1,701	8,031
651	3,586		
20,203	174		

### SARDINIA

34,297	3,588	1,044	7,481
534	2,378		
12,463	256		

### SICILY

50,231	4,944	2,058	9,038
885	4,116		
24,995	946		

### TUSCANY

84,388	8,217	2,365	23,037
776	7,779		
62,522	800		

### TRENTINO ALTO ADIGE

25,789	2,392	600	5,861
302	1,661		
13,261	344		

### UMBRIA

22,921	2,564	920	5,189
278	1,939		
14,402	449		

### VENETO

109,428	7,849	2,545	26,533
956	8,844		
64,793	1,890		

# 2.2 TAX AND SOCIAL SECURITY CONTRIBUTION

In 2015, the tax and social security contribution from professional football was **OVER 1.1 BILLION EUROS, A RECORD HIGH IN THE LAST TEN YEARS**



## 2015 CONTRIBUTION

**9%**  
€ 104.3M

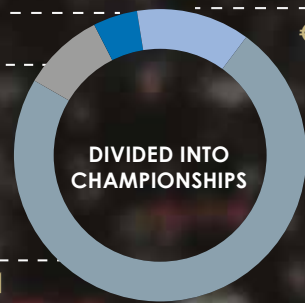
**5%**  
€ 54.4M

**11%**  
€ 121.3M

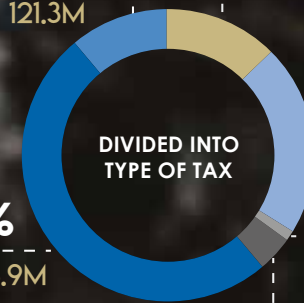
**13%**  
€ 140.4M

**13%**  
€ 140.4M

**73%**  
€ 803.4M



**50%**  
€ 548.9M



**21%**  
€ 236.2M

**1%**  
€ 6.0M

**4%**  
€ 49.7M

- SERIE A
- SERIE B
- LEGA PRO
- TAX REVENUE FROM FOOTBALL BETS

- IRPEF
- INPS
- IRAP
- IRES
- VAT
- TAX REVENUE FROM FOOTBALL BETS

**€ 1,351,7M**  
EMPLOYEE INCOME

**9,371**  
TAXPAYERS

**TOTAL CONTRIBUTION**  
**€ 1,102,5M**

### IN THE LAST 10 YEARS,

tax and social security contribution of professional football amounted to

**€ 10.2 BILLION**

Italian National Olympic Committee (CONI) contributions to FIGC were equal to

**€ 708.9 MILLION**



PER EACH EURO INVESTED BY THE ITALIAN GOVERNMENT IN FOOTBALL, the State obtains a tax and social security contribution equal to

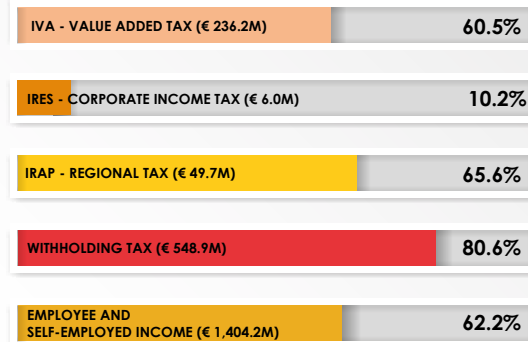


**= € 14.4**



### TAX CONTRIBUTION

Compared to the total number of organizations operating in the sports industry (about 50,000 companies and clubs), **just the 96 professional football clubs** in 2015 had an impact of:









## 2.3 INTEREST, MEDIA AND COMMERCIAL PROFILE



**28 MILLION**  
PEOPLE OVER THE AGE OF 14  
SAY THEY ARE INTERESTED IN FOOTBALL

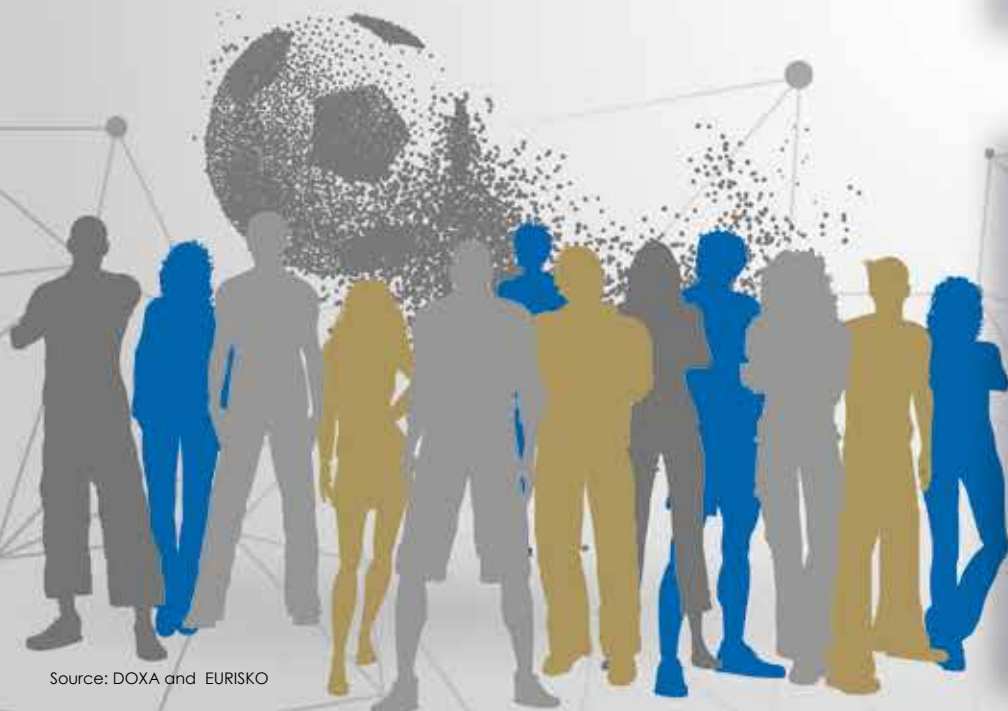


**39 MILLION**  
TICKETS SOLD  
EVERY YEAR



IN EUROPE, **ITALY** IS THE COUNTRY WHERE  
**PEOPLE TALK THE MOST**  
**ABOUT FOOTBALL**

On average 8 hours per person every week



Source: DOXA and EURISKO



RELEVANCE ON MEDIA  
AND SOCIAL NETWORKS



**7.7 MILLION**  
TOTAL NUMBER OF **FANS AND**  
**FOLLOWERS** OF THE ITALIAN  
NATIONAL TEAMS ON 31/12/2017

**+2.4 MILLION**  
MORE THAN IN 2015



FOOTBALL AND YOUNG PEOPLE

**53%** OF ITALIAN BOYS BETWEEN 5 AND  
13 YEARS OLD PLAY FOOTBALL



WATCH FOOTBALL  
ON TV



WATCHES  
MATCHES LIVE



USES FOOTBALL-RELATED  
DIGITAL PRODUCTS  
(SOCIAL MEDIA, APPS AND VIDEO GAMES)



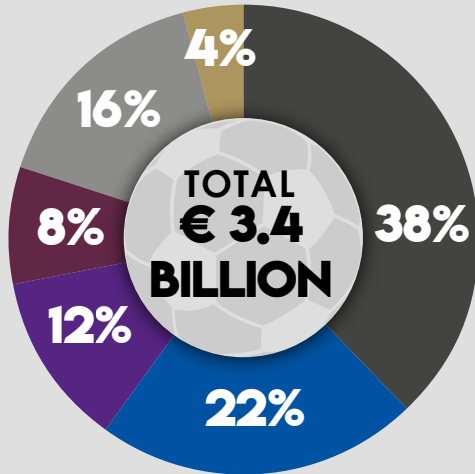
COLLECTS  
STICKERS

THERE ARE **9 FOOTBALLERS** IN THE TOP-10 MOST POPULAR  
ATHLETES AMONG YOUNG ITALIANS



## FINANCIAL IMPACT

### REVENUES GENERATED BY PROFESSIONAL FOOTBALL IN 2016-17



- PROFIT ON DISPOSAL OF PLAYERS
- BROADCASTING RIGHTS INCOME
- SOLIDARITIES
- GATE RECEIPTS
- SPONSORSHIP AND COMMERCIAL REVENUES
- OTHER INCOME

PROFESSIONAL FOOTBALL  
+ FIGC + THE LEAGUES  
+ AMATEUR AND  
YOUTH CHAMPIONSHIPS

=  
**€ 4.5 BILLION**

↓  
TOTAL  
REVENUES FROM THE  
FOOTBALL SECTOR



### COMPARISON OF TRENDS IN VALUE OF PRODUCTION OF PROFESSIONAL FOOTBALL AND ITALIAN GDP



IMPACT ON GDP  
OF WORLD FOOTBALL  
**11.8%**

TOTAL ESTIMATED ECONOMIC  
DIRECT AND INDIRECT IMPACT  
EQUAL TO **€ 18.1 BILLION**

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

TRANSFER MARKET: IN SUMMER 2017,  
ITALIAN FOOTBALL WAS THE THIRD-LARGEST SECTOR  
OF THE ITALIAN ECONOMY IN TERMS  
OF INVESTMENT IN THE M&A MARKET, BEHIND ONLY  
THE PUBLIC SECTOR AND FINANCIAL  
INSTITUTIONS, AHEAD OF THE  
INDUSTRIAL SECTOR AND ENERGY  
AND HEALTH

## IMPACT OF FOOTBALL ON ITALIAN ENTERTAINMENT SECTOR

IMPACT OF FOOTBALL ON **TURNOVER** GENERATED BY ENTERTAINMENT SECTOR **35%**



**CINEMA**  
**11%**



**THEATRE**  
**7%**

IMPACT OF FOOTBALL ON RECORDED **REVENUES** OF ITALIAN SPORT **81%**

## EMPLOYMENT

THE FOOTBALL SECTOR DIRECTLY INVOLVES



OVER  
**235,000** VOLUNTEERS  
**40,000** PAID EMPLOYEES

## FOOTBALL BETTING

REVENUES GENERATED IN ITALY IN 2017 **€ 8.1 BILLION**

**73%** IMPACT ON TOTAL REVENUES FROM BETS ON SPORTS

THE **TOP-50** SPORTING EVENTS THAT GENERATED THE **MOST REVENUES** IN THE HISTORY ARE ALL FOOTBALL MATCHES

ESTIMATED GLOBAL REVENUES FOR SERIE A **€ 25.4 BILLION**

## FANTASY SPORT IN ITALY



**6 MILLION** PEOPLE

**16 MILLION** VIRTUAL TEAMS REGISTERED IN COMPETITIONS

**€ 12 MILLION** ANNUAL TURNOVER FROM THIS SECTOR

## IMPACT OF FOOTBALL ON VIDEO-GAME SECTOR

THE **MOST-SOLD PRODUCT** ON A VIDEO CONSOLE IN 2017 WAS A FOOTBALL GAME



**2 FOOTBALL GAMES** IN THE TOP-6 MOST-SOLD VIDEO GAMES (VIDEO CONSOLES)



**2 FOOTBALL GAMES** IN THE TOP-6 MOST-DOWNLOADED GAMES ON DIGITAL PLATFORMS

## PRE-SEASON TRAINING CAMPS AND SUMMER SCHOOLS

IN SUMMER 2017, TRENITINO ALTO ADIGE HOSTED PRE-SEASON FOR **22 PROFESSIONAL TEAMS**

**100,000** FANS INVOLVED  
**€ 13 MILLION** IN TURNOVER INCLUDING ACCOMMODATION BUSINESS AND ALL COLLATERAL SERVICES

IN SUMMER 2017 **PROFESSIONAL CLUBS ORGANISED** A TOTAL OF  
**33** SUMMER CAMPS  
**27,000** YOUNG FOOTBALLERS INVOLVED  
**€ 11 MILLION** ECONOMIC IMPACT ESTIMATED

# 92%

OF SPORTS PROFESSIONALS IN ITALY WORK IN FOOTBALL (3,645 PLAYERS AND 2,833 MEMBERS OF TECHNICAL STAFF)

2 FIGC AND ITALIAN FOOTBALL IN FIGURES





INTEREST IN THE NATIONAL TEAM

**59%**

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

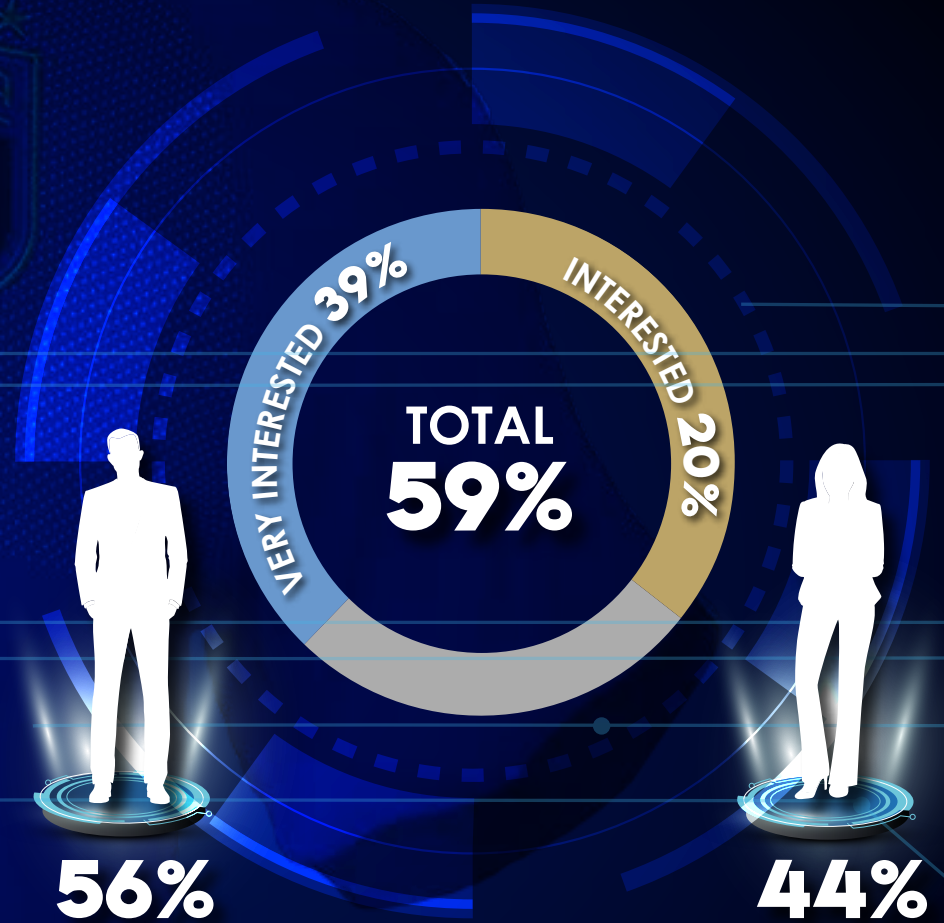
— 2017 DATA

**83%**

OF THESE REGULARLY WATCH FOOTBALL ON TV



PROFILE OF ITALIANS INTERESTED IN THE NATIONAL TEAM



ITALIANS INTERESTED IN THE NATIONAL TEAM

**56%**

2015

**57%**

2016

**59%**

2017



### FAVOURITE SPORTS ON TV (DATA IN %)



ABROAD, INTEREST IN THE ITALIAN NATIONAL TEAM REGISTERS FIGURES COMPRISED BETWEEN 9% IN THE UNITED STATES AND 15% IN INDONESIA



### TELEVISION AUDIENCES



**MOST WATCHED BROADCAST**  
 IN THE HISTORY OF ITALIAN  
 TELEVISION:  
 1990 WORLD CUP SEMI-FINAL  
 BETWEEN ITALY AND ARGENTINA  
**27.5 MILLION**  
 VIEWERS (SHARE 87.25%)



**49** FOOTBALL  
 MATCHES  
 IN THE TOP-50  
 MOST-WATCHED TV  
 BROADCASTS IN ITALY,  
**45** OF WHICH FEATURED  
 THE NATIONAL TEAM



DAVIDE SEMPRE CON NOI 13 D



PRE CON NOI 13 D



# 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)

	2016	2017
Intangible Fixed Assets	1,174	2,785
Tangible Fixed Assets	1,055	1,072
Long-Term Financial Assets	37,601	37,601
<b>Total Fixed Assets</b>	<b>39,830</b>	<b>41,458</b>
Receivables	54,381	124,418
Cash and other liquid assets	62,425	93,531
<b>Current assets</b>	<b>116,806</b>	<b>217,950</b>
<b>Accrued Income and Pre-Paid Expenses</b>	<b>2,148</b>	<b>2,123</b>
<b>TOTAL ASSETS</b>	<b>158,783</b>	<b>261,531</b>
<b>Equity</b>	<b>46,791</b>	<b>51,297</b>
<b>Provisions for Contingent Liabilities</b>	<b>32,288</b>	<b>41,456</b>
<b>Bounded Funds</b>	<b>1,604</b>	<b>2,154</b>
<b>Employees' Leaving Indemnity</b>	<b>3,572</b>	<b>4,058</b>
<b>Payables</b>	<b>64,972</b>	<b>144,135</b>
<b>Accrued Liabilities and Deferred Income</b>	<b>9,556</b>	<b>18,431</b>
<b>TOTAL LIABILITIES</b>	<b>158,783</b>	<b>261,531</b>

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

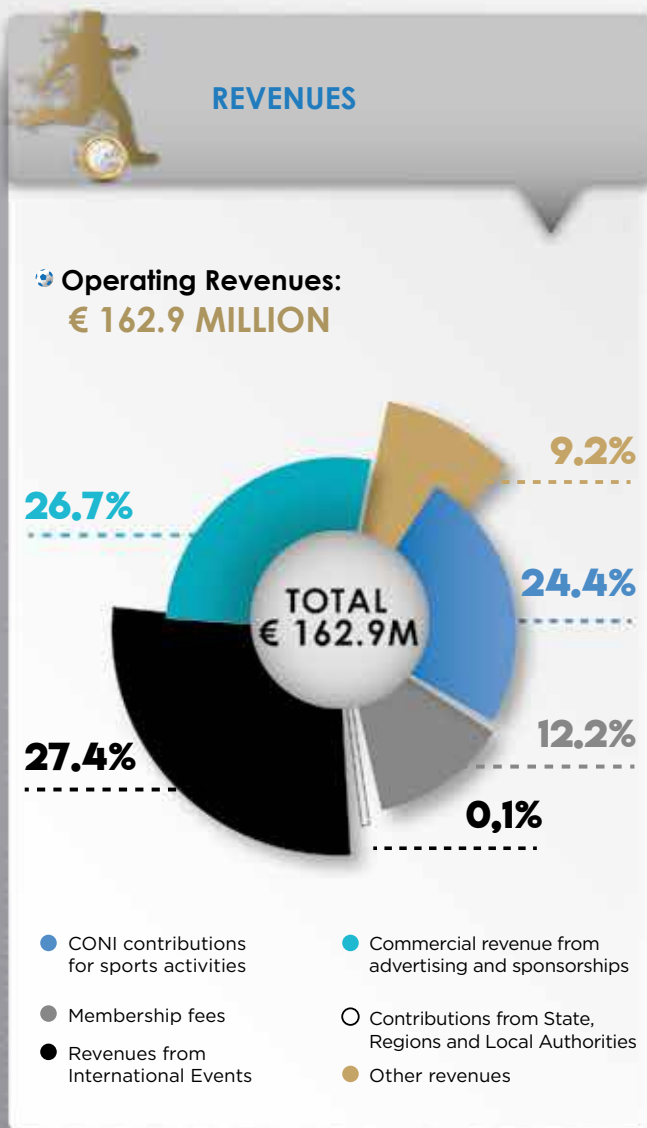
	2016	2017
Contributions, membership fees, revenues	174,124	162,952
<b>Operating Revenues</b>	<b>174,124</b>	<b>162,952</b>
Olympic Training / National Teams	37,966	30,053
Match officials	43,727	44,190
Organisation of International Sports Events	4,110	43
Organisation of National Sports Events (excl. National Teams)	3,221	3,295
International Bodies	0	1
Training, Research and Documentation	6,277	6,380
Sports Promotion	5,226	5,488
Sports Activity Related Transfers	4,534	4,464
Sports Facility Management	18	95
<b>Cost of Sports Activities</b>	<b>105,080</b>	<b>94,008</b>
Labour Costs	17,483	17,570
Overheads	17,368	17,266
<b>Functioning Costs</b>	<b>34,851</b>	<b>34,837</b>
Depreciation and Amortisation	10,922	14,262
Other Operating Expenses	2,153	1,199
<b>Operating Costs</b>	<b>153,006</b>	<b>144,306</b>
Financial Income / Charges	7	20
<b>Pre-Tax Result</b>	<b>21,124</b>	<b>18,667</b>
Taxes and Dues	15,199	14,161
<b>Net Result</b>	<b>5,925</b>	<b>4,506</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

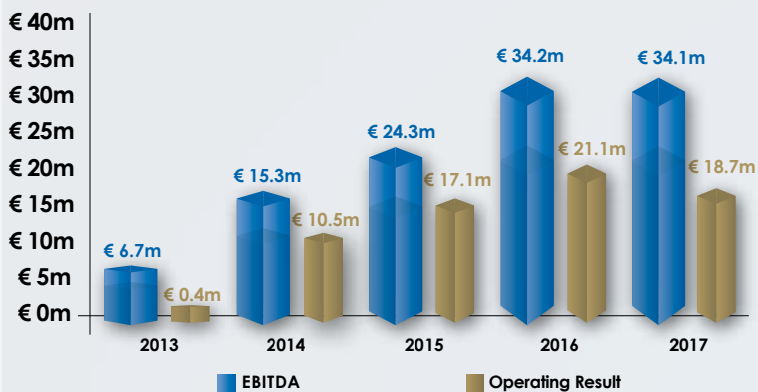
During 2017, FIGC's operational management worked on the structure of revenues and costs, following the strategic plan, yielding a positive impact on the Association's financial position.

### 2017 FIGC FINANCIAL STATEMENT: ANALYSIS OF RESULTS





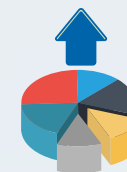
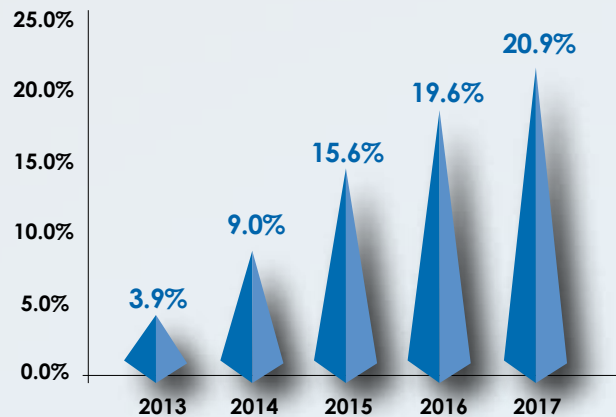
### KPI TREND



#### HIGHLIGHTS

For the indicators used, the figures recorded in the 2016 and 2017 Financial Statements are the best since 2004, the earliest year for which figures can be uniformly compared.

### EVOLUTION OF EBITDA IN RELATION TO OPERATING REVENUES

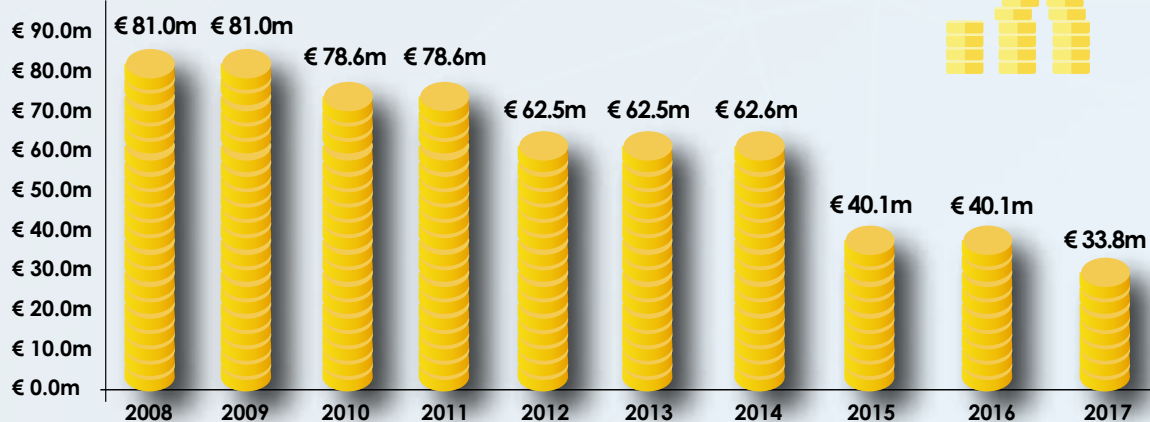


#### HIGHLIGHTS

The incidence of EBITDA in relation to the Operating Revenues has grown strongly. In 2017 it reached the highest proportion recorded since 2004.



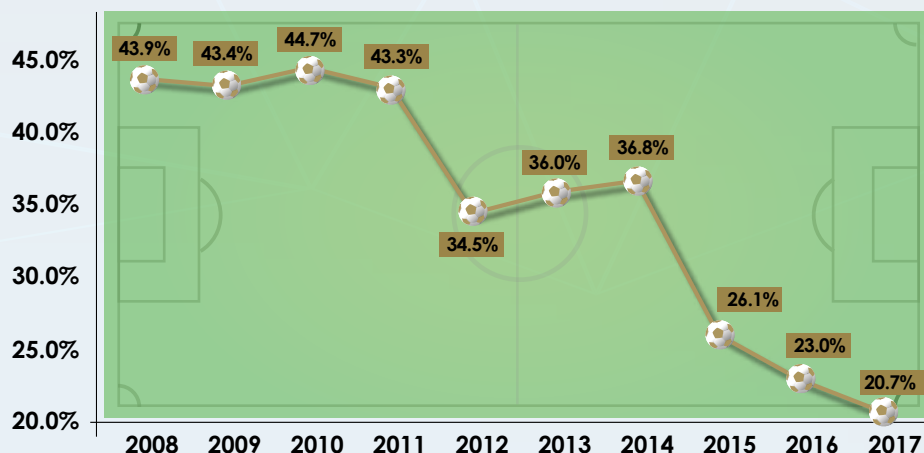
### REDUCTION IN CONI (Italian National Olympic Committee) CONTRIBUTIONS TO FIGC FOR SPORTS ACTIVITIES



#### HIGHLIGHTS

CONI contributions for 2017 stood at 33.8 million euros, which marks a reduction of 58% compared to the figure provided in 2009.

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



**HIGHLIGHTS** Despite the reduction in CONI contributions, FIGC has worked to maintain, or indeed **improve, its qualitative, technical, professional, institutional and, above all, sporting standards.**



### FINANCIAL PROFILE: LIQUIDITY RATIO

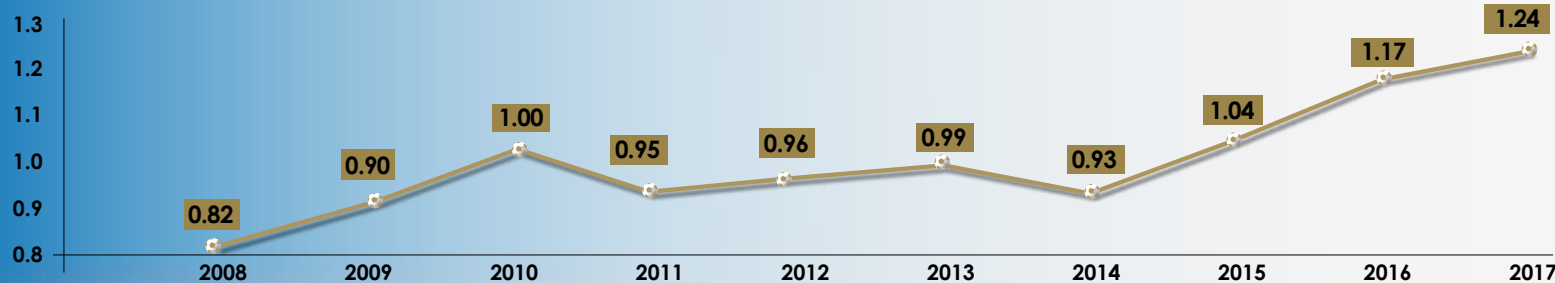
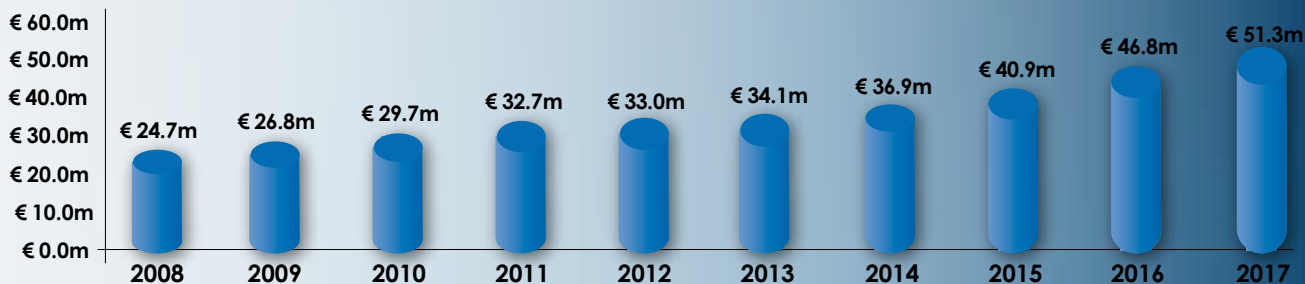


**HIGHLIGHTS** During the previous 3 financial years, the **liquidity ratio has grown strongly**, rising from 1.02 in 2015 to 1.19 in 2016 before increasing to a record figure of 1.63 in 2017.



### EQUITY AND STRUCTURAL INDEX

**EQUITY**  
CONSTANTLY  
INCREASING



**STRUCTURAL INDEX**

EQUITY  
TO FIXED  
ASSETS RATIO





# 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 4 AND 5
- ⚽ NEW PERFORMANCE RUNNING TRACK
- ⚽ COVERED STAND
- ⚽ AUDITORIUM (250 PEOPLE)
- ⚽ FURNISHING WITH 'MADE IN ITALY' DESIGN
- ⚽ FORESTERIA AND AULA MAGNA TEACHING ROOMS
- ⚽ DATA CENTRE
- ⚽ ENERGY EFFICIENCY
- ⚽ LED LIGHTING
- ⚽ WORK TO ENSURE SAFETY
- ⚽ VAR (VIDEO ASSISTAN REFEREE) EXPERIMENTATION CENTRE



OVERALL INVESTMENT PLANNED FOR THE 2016-2018 TRIENNIAL

**€ 5.5M**

# CONCEPTS:

OPTIMISATION OF COMMERCIAL POTENTIAL

INFRASTRUCTURAL WORK TO MAKE THE COMPLEX MORE FUNCTIONAL AND MODERN

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

INCREASING FOCUS ON THE ISSUE OF SUSTAINABILITY

COMPLETION OF NECESSARY SAFETY WORK







**ACTIVITIES  
CARRIED OUT IN 2017:  
ITALIAN NATIONAL TEAMS**

**112 DAYS OF TEAM MEET-UPS**  
**103 TRAINING SESSIONS 10 FRIENDLIES**  
**2 TOURNAMENTS**

**19 MEET-UPS OF OTHER TEAMS**

**37 INSTITUTIONAL  
AND COMMERCIAL  
EVENTS**

**+243%  
REVENUES INCREASE  
COMPARED  
TO 2016**

**OTHER FIGC'S MATERIAL ASSETS**



**L'AQUILA**

Establishment of a **new base**, which will allow for the relocation of FIGC offices currently set up at third-party premises and the subsequent transfer of part of the building to the National Amateur League (LND)

**ROME**

**Early buyout** of the lease for the FIGC office in Via Campania, with a **financial saving of 1.3 million euros**

**Transition to LED lighting systems** in all 3 FIGC bases in Rome, resulting in a **reduced environmental impact** and estimated **savings** of more than **30,000 euros per year**

**BENEVENTO**

**AVELLOLA**  
Completion of negotiations to **sell off the sports facility**

**FOGGIA**

Renting out of the **sports facility** which for many years has been unused and abandoned

**PALMANOVA (UD)**

**Restructuring** of the new headquarters

**ANCONA**

**VALLEMIANO:** agreement with the municipality of Ancona for a **rental contract**, under which an annual fee will be paid to Federcalcio Servizi. The municipality takes responsibility for ordinary and extraordinary maintenance

**VIA SCHIAVONI:** redevelopment of offices and the adjacent sporting facility, as well as **work to ensure their safety**



## 3.3 HUMAN CAPITAL

Human Capital has been the **central pillar of interest** of FIGC strategy since 2015 and comprises strategic assets of primary importance.



EQUAL OPPORTUNITIES



BALANCE BETWEEN PERSONAL AND PROFESSIONAL LIFE



DISABLED AND PROTECTED CATEGORIES



REWARD SYSTEM



WELFARE



PROCEDURE FOR HIRING STAFF



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



TRAINING AND UPDATING COURSES



SERVICES OFFERED TO EMPLOYEES AND COLLABORATORS



COURSES ON SAFETY AND SECURITY



HEALTH PROTECTION



IMPLEMENTATION OF HUMAN RESOURCES MANAGEMENT SYSTEM



LAUNCH OF ONLINE CV APPLICATION PROCESS

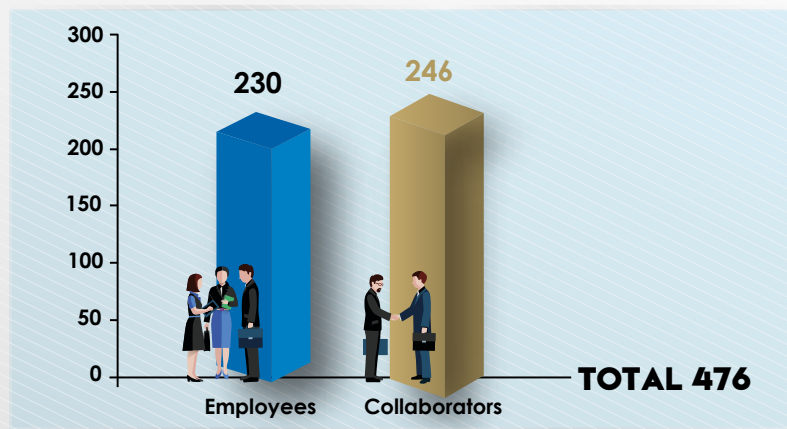


STUDY AID

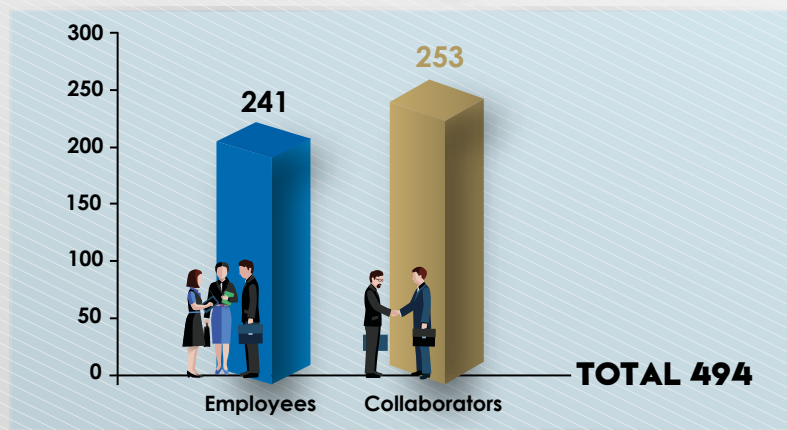


### FIGC HUMAN CAPITAL IN NUMBERS

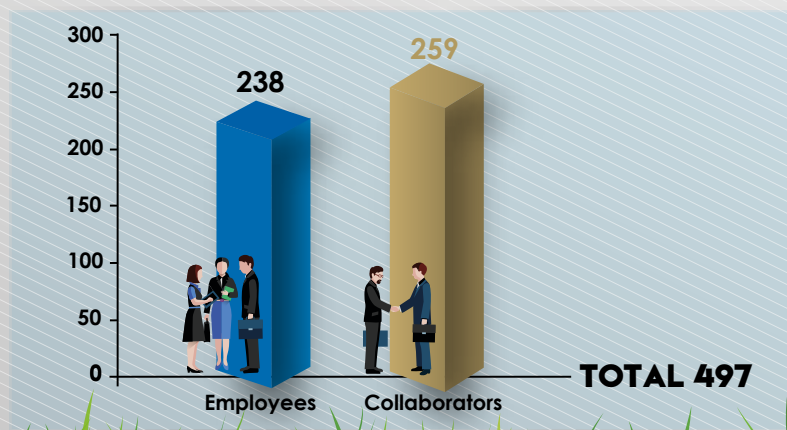
2015



2016



2017



### FIGC EMPLOYEES

		WOMEN	MEN	TOTAL
2015	Number	102	128	230
	Percentage	44%	56%	100%
2016	Number	103	138	241
	Percentage	43%	57%	100%
2017	Number	107	131	238
	Percentage	45%	55%	100%



### AGE OF FIGC EMPLOYEES IN 2017

	WOMEN	MEN	TOTAL
Under 30	3	2	5
Between 30 and 39	21	22	43
Between 40 and 49	34	48	82
Over 50	49	59	108
<b>TOTAL</b>	<b>107</b>	<b>131</b>	<b>238</b>



### TYPE AND CONTRACT CATEGORIES OF FIGC EMPLOYEES IN 2017

	WOMEN	MEN	TOTAL
Executives	1	2	3
Senior managers	7	12	19
Managers	4	15	19
Specialists	26	34	60
Workers	63	54	117
Labourers	6	14	20
<b>TOTAL</b>	<b>107</b>	<b>131</b>	<b>238</b>



## LEVEL OF EDUCATION OF FIGC EMPLOYEES IN 2017

AGE GROUP	MIDDLE SCHOOL	SECONDARY SCHOOL DIPLOMA	BACHELOR'S DEGREE	FIVE-YEAR UNIVERSITY DEGREE	TOTAL
Under 30	0	1	0	4	5
Between 30 and 39	0	13	4	26	43
Between 40 and 49	5	34	0	43	82
Over 50	10	74	1	23	108
<b>TOTAL</b>	<b>15</b>	<b>122</b>	<b>5</b>	<b>96</b>	<b>238</b>



## FIGC COLLABORATORS IN 2017

	2017	2017
National Teams staff (coaches, scouts, medical workers)	78	155
Referees, technical bodies, AIA coaching staff	151	155
Collaborators at FIGC Technical Centres	0	33
Other	30	31
<b>TOTAL</b>	<b>259</b>	<b>374</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 2017

	TOTAL	7 INTERNSHIPS IN PROGRESS AT 31/12/2017
Rome City Authority	11	 5 WOMEN 2 MEN
Florence Municipal Authority	1	
University of Cassino and Southern Lazio	1	
LUISS Business School	1	
<b>TOTAL</b>	<b>14</b>	



AGE GROUP	APPOINTMENTS IN 2017		DEPARTURES IN 2017		TURNOVER RATE % 2017	
	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN
Under 30	3	1	1	4	0.33	NR
Between 30 and 39	4	4	2	10	0.10	0.45
Between 40 and 49	1	1	0	1	0.00	0.02
Over 50	1	1	2	0	0.04	0.00
<b>TOTAL EMPLOYEES</b>	<b>9</b>	<b>7</b>	<b>5</b>	<b>15</b>		



## INTERNAL TRAINING ACTIVITY: 2017 HIGHLIGHTS

As part of its development of Human Capital, FIGC has pursued the process of maximising the potential of existing staff members by continuing to **incentivise their training**.



### INTERNAL TRAINING: COURSES PLANNED IN 2017

- Operating systems
- Foreign languages
- Legal matters

# 204

# 4,680

INTERNAL STAFF  
MEMBERS  
INVOLVED

TOTAL HOURS  
OF LESSONS AND  
UPDATING COURSES



### WORKPLACE HEALTH AND SAFETY

# 268

# 52

INTERNAL STAFF  
MEMBERS  
INVOLVED

TOTAL HOURS  
OF LESSONS AND  
REFRESHER COURSES



### INTERNATIONAL DIMENSION Organisation in 2016 and 2017 of the UEFA Certificate in Football Management Course

A high-level training programme  
conducted entirely in English

# 41

FIGC EMPLOYEES PARTICIPATED



## MAXIMISING THE POTENTIAL OF INTERNAL STAFF

### ADJUSTMENT OF EMPLOYEES' REMUNERATION LEVEL

In 2017, the figure dedicated to target-based rewards for staff, including one-off bonuses, was increased significantly

### PERFORMANCE RECOGNITION

Criteria for the awarding of individual rewards:

- Objective evaluation of the quality of the work carried out
- Adherence to budget
- Contribution to improvements in functional/financial indicators of the FIGC Financial Statement
- Adherence to company procedures

### PROFESSIONAL DEVELOPMENT PLAN FOR DESERVING STAFF MEMBERS

### HIRING OF YOUNG STAFF WITH INTERNATIONAL EXPERIENCE

### 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 and the World Cup

### USE OF COMPENSATORY TIME-OFF AND HOLIDAY

**3,000** DAYS OF HOLIDAY were used during 2017

Residual days of leave from previous years:

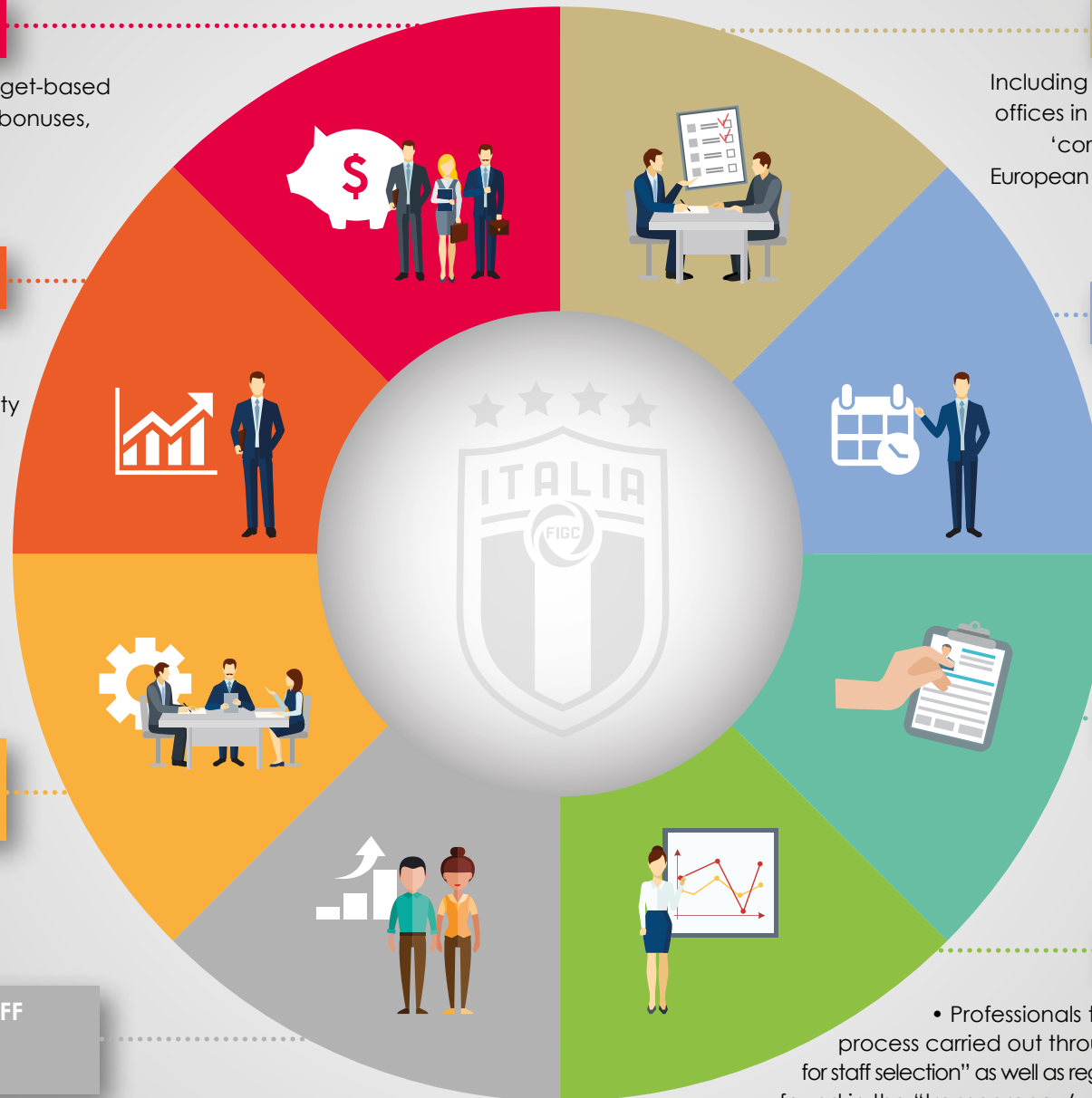
**1,600** > **215**  
at the end of 2014 at the end of 2017

### USE OF ALTERNATIVE RECRUITMENT TOOLS

Agreements with Masters in Sports Management programmes and other education institutions

### INCREASE IN THE LEVEL OF 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 "transparency/work with us" section of the website.
- In 2017, 1,249 applications were monitored via the online CV application process.



**AGREEMENT WITH THE 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.



**THE FIRST-EVER FAMILY DAY FOR FIGC EMPLOYEES AND THEIR FAMILIES TOOK PLACE AT THE STADIO OLIMPICO IN ROME IN MAY 2017**

**339**  
PEOPLE IN ATTENDANCE

**33**  
CHILDREN 5 YEARS OLD OR YOUNGER

**40**  
CHILDREN AGED BETWEEN 6 AND 12

**27**  
CHILDREN OVER THE AGE OF 12



**PAY SUPPLEMENTS**

For staff to buy school books for their children.



## 3.4 INTELLECTUAL AND ORGANISATIONAL CAPITAL

This is one of the two main types of intangible value asset - the other being Social and Relationship Capital - **used and managed by FIGC as one of the primary contributors** to the Association's ability to create value and values over time.

### 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

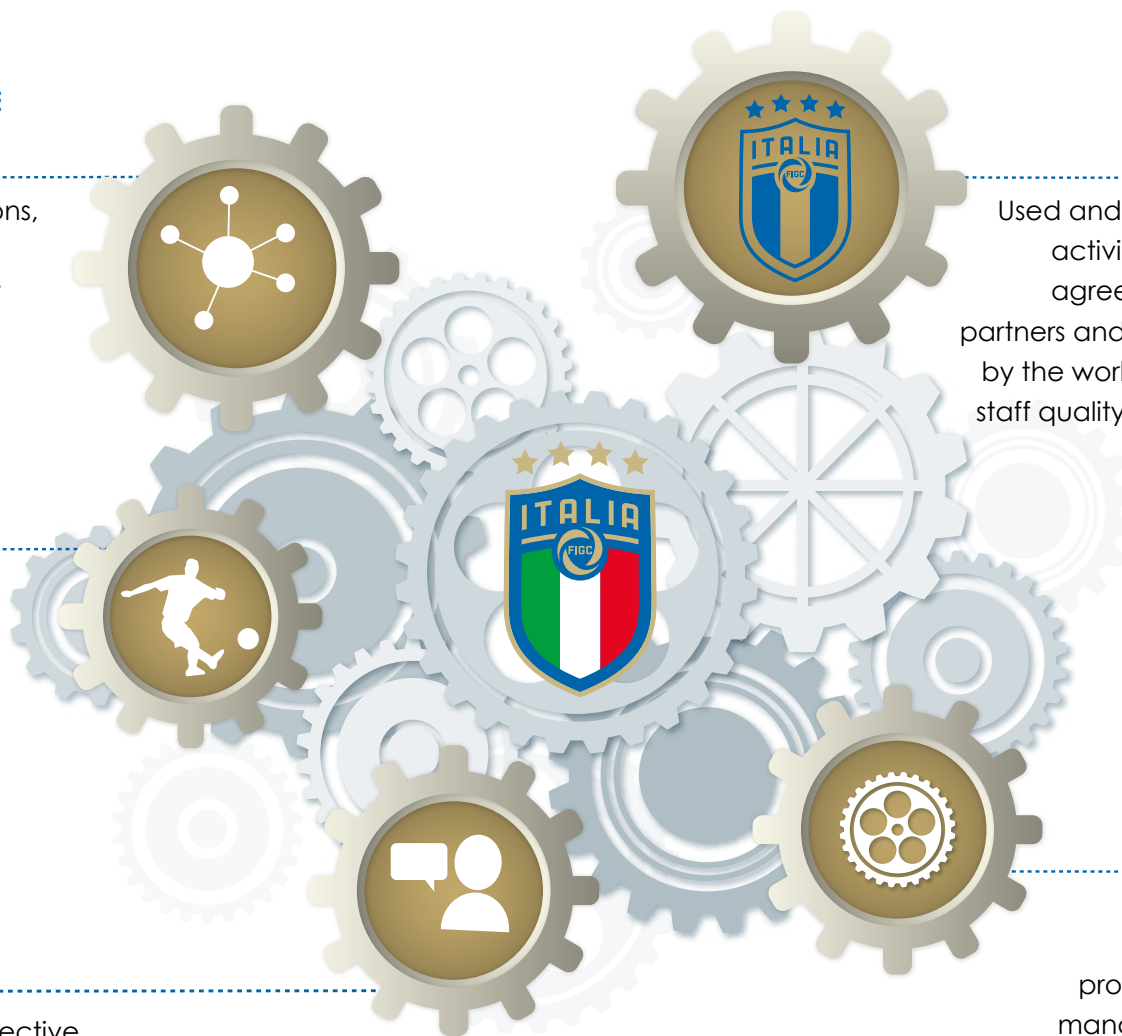
Constitutes the wealth of FIGC's collective knowledge, made available for use and enhanced via the Association's ICT tools and systems.

### 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 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 FOOTBALL

REFEREES

PLAYERS

MANAGERS

FOOTBALL CLUBS

COACHES

DOCTORS AND HEALTH PROFESSIONALS

NON-PROFIT ORGANISATIONS

SPONSOR

SUPPLIERS

UNIVERSITIES

SCHOOLS

MEDIA

FANS

FAMILIES

LOCAL BODIES

MINISTRIES

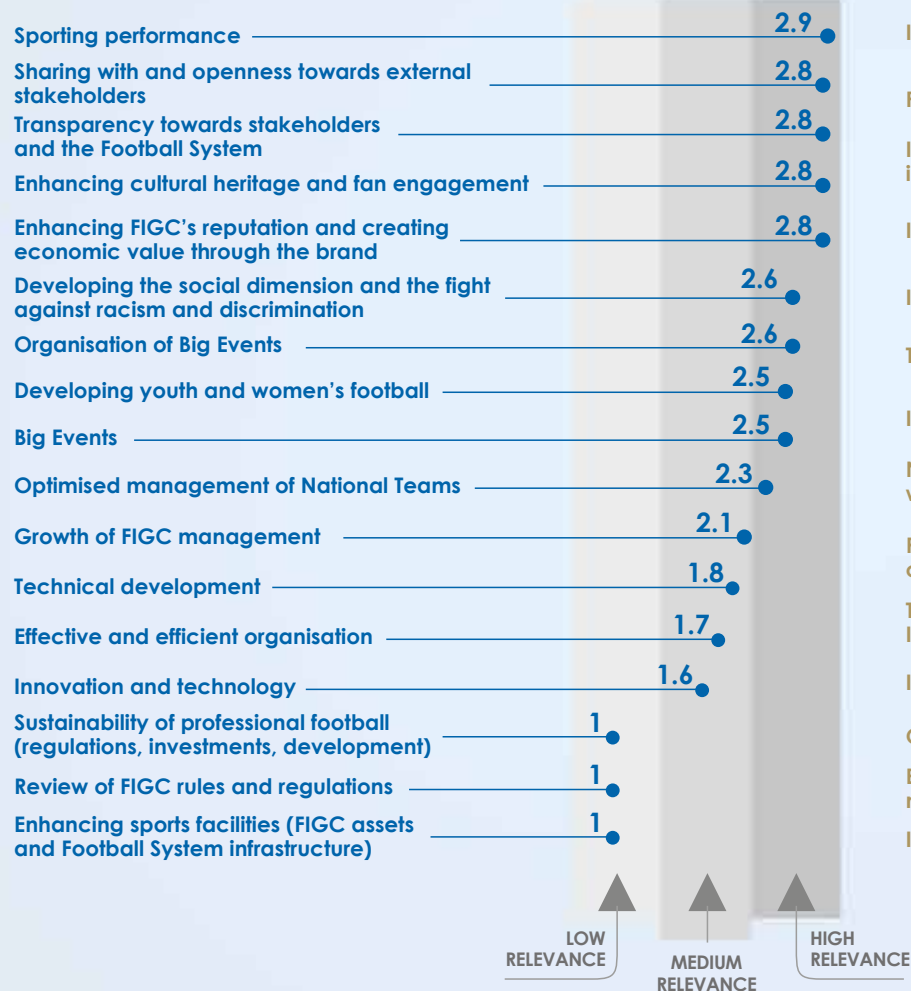




## FIGC AND THE MEDIA: MATERIALITY ASSESSMENT AND STAKEHOLDER ENGAGEMENT

FIGC has introduced a study that aims to identify priority matters for the media and the specialised sports press, as well as to pick out useful indicators to gauge the value created by FIGC for such stakeholders.

### RELEVANCE OF FIGC ACTIVITY FOR THE MEDIA SECTOR



### EFFECTIVENESS OF THE OUTCOME INDICATORS FOR MEASURING THE VALUE CREATED BY FIGC IN ITS RELATIONSHIP WITH THE MEDIA SECTOR



The tables summarise the main findings of the study, conducted via the administering of specific questionnaires during the KickOff 2018 event.









# 4 FIGC ACTIVITIES AND INITIATIVES



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



# 4.1 SPORT ACTIVITIES

2017 saw the continuation of plans to promote the activity of the National Teams, a strategically important sector for FIGC.

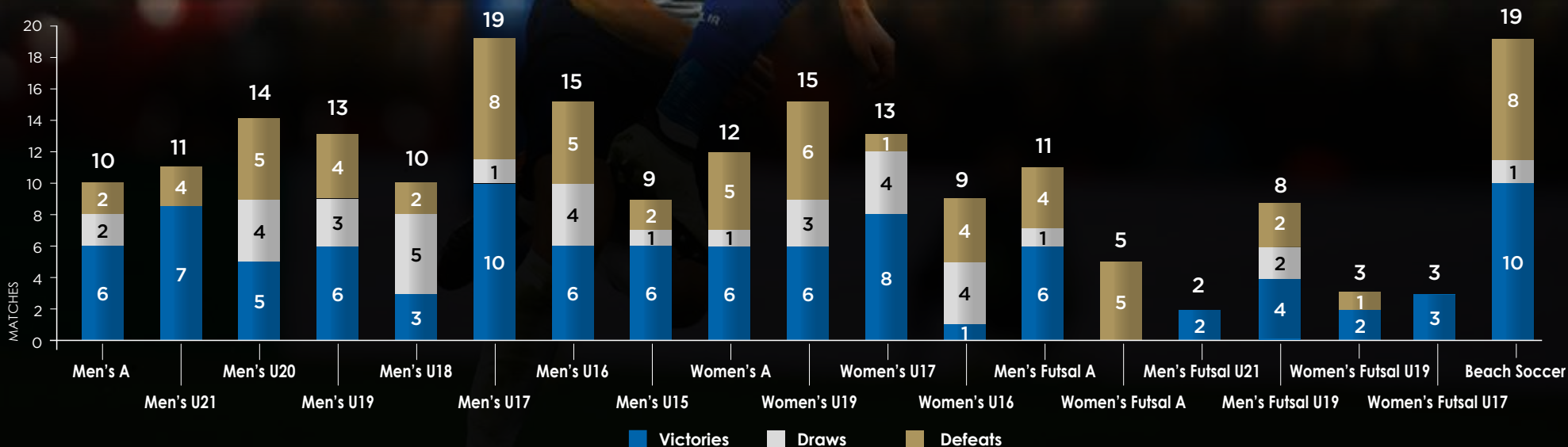
**201** OFFICIAL MATCHES PLAYED

**97** VICTORIES

**36** DRAWS

**68** DEFEATS

2017 National Teams Matches



2017 OFFICIAL ACTIVITY

**19** NATIONAL TEAMS

**991** TRAINING DAYS

**600** MALE AND FEMALE PLAYERS SELECTED

**200** MEMBERS OF STAFF INVOLVED

**126** DAYS OF SUPPORT FROM TUTORS FROM FORO ITALICO UNIVERSITY OF ROME

**252** HOURS OF LESSONS DURING TRAINING CAMPS FOR YOUNG MALE AND FEMALE PLAYERS









### MEN'S A NATIONAL TEAM

- THE MEN'S A NATIONAL TEAM FAILED TO QUALIFY FOR THE 2018 FIFA WORLD CUP.
- CREATION OF AN EXPERIMENTAL NATIONAL TEAM WITH AN AVERAGE AGE OF PLAYERS SELECTED OF AROUND 22 YEARS.



### MEN'S YOUTH NATIONAL TEAMS

- THE UNDER-21 TEAM TOOK PART IN THE EUROPEAN CHAMPIONSHIP IN POLAND, REACHING THE SEMI-FINALS.
- THE UNDER-20 TEAM WON A BRONZE MEDAL AT THE 2017 WORLD CUP, THE FIRST MEDAL IN THE HISTORY OF THE NATIONAL REPRESENTATIVE.
- BOTH THE UNDER-19 AND UNDER-17 TEAMS WON THEIR RESPECTIVE EUROPEAN QUALIFICATION GROUPS WITHOUT LOSING A SINGLE GAME.
- PATRIZIA PANICO BECAME THE FIRST FEMALE COACH TO LEAD AN ITALIAN MEN'S NATIONAL TEAM AS SHE TOOK CHARGE OF THE UNDER-16 SIDE IN THE FRIENDLY MATCH AGAINST GERMANY IN VERONA ON 22 MARCH 2017.



### WOMEN'S NATIONAL TEAMS

- ⚽ THE WOMEN'S A TEAM PARTICIPATED IN THE 2017 EUROPEAN CHAMPIONSHIP AND WAS KNOCKED OUT AT THE GROUP STAGE.

---

- ⚽ UNDER NEW COACH MILENA BERTOLINI, THE WOMEN'S A TEAM BEGAN ITS QUALIFICATION CAMPAIGN FOR THE 2019 FIFA WORLD CUP, WHICH THEY SECURED IN 2018.

---

- ⚽ BOTH THE UNDER-19 AND UNDER-17 TEAMS SUCCESSFULLY WON THE FIRST PHASE OF QUALIFICATION FOR THE EUROPEAN CHAMPIONSHIP.



### BEACH SOCCER AND FUTSAL

- ⚽ THE BEACH SOCCER NATIONAL TEAM FINISHED FOURTH AT THE 2017 WORLD CUP.

---

- ⚽ THE BEACH SOCCER NATIONAL TEAM THEN WENT ON TO WIN THE 2018 EURO BEACH SOCCER LEAGUE.

---

- ⚽ THE MEN'S FUTSAL A TEAM SECURED QUALIFICATION FOR THE 2018 EUROPEAN CHAMPIONSHIP.



### Italian National Teams: highlights of the last three years (2016-2018)

- ⚽ EURO BEACH SOCCER LEAGUE TITLE (2018)
- ⚽ BRONZE MEDAL AT THE 2017 U-20 MEN'S WORLD CUP (FIRST-EVER MEDAL)
- ⚽ 1 MEDITERRANEAN GAMES FINAL (MEN'S UNDER-18 TEAM)
- ⚽ IN 2017, THE MEN'S AND WOMEN'S UNDER-19 AND UNDER-17 TEAMS ALL QUALIFIED FOR THE ELITE ROUND OF THE EUROPEAN CHAMPIONSHIP, AND IN 2018 ALL FOUR TEAMS QUALIFIED FOR THE EUROPEAN CHAMPIONSHIP FOR THE FIRST TIME EVER
- ⚽ 3 EUROPEAN CHAMPIONSHIP FINALS (2 FROM THE MEN'S UNDER-19 TEAM AND 1 FROM THE MEN'S UNDER-17 TEAM)
- ⚽ THE WOMEN'S A TEAM QUALIFIED FOR THE 2019 WORLD CUP AFTER 20 YEARS AWAY FROM THE COMPETITION



# ITALIAN NATIONAL TEAMS: MEDIA INTEREST AND PROFILE IN 2017



## MEN'S A NATIONAL TEAM

**1.1 BN**  
VIEWERS

GLOBAL  
CUMULATIVE  
AUDIENCE

**155.8M**  
VIEWERS

EUROPEAN  
QUALIFIERS 2017:  
GLOBAL AUDIENCE

**8M**  
**31.9%**  
SHARE

AVERAGE  
AUDIENCE  
PER MATCH  
IN ITALY

**€ 3.3M**

TV RIGHTS  
REVENUE  
PER GAME

**14,798,821**  
VIEWERS  
**48.5% SHARE**

THE ITALY V SWEDEN MATCH WAS MOST-VIEWED TELEVISION EVENT OF THE YEAR AND ONE OF THE MOST-FOLLOWED LIVE EVENTS IN THE HISTORY OF THE INTERNET IN ITALY

## STADIUM ATTENDANCE



**661,881**

TOTAL  
SPECTATORS

**65%**

OF ATTENDANCE  
WAS ACCOUNTED  
BY GAMES  
PLAYED ABROAD

## TELEVISION AUDIENCE



**117.6M**  
SPECTATORS

TOTAL AUDIENCE  
FOR NATIONAL  
TEAMS IN ITALY

**9**  
MATCHES

INVOLVING THE MEN'S A TEAM AND ONE MATCH INVOLVING THE MEN'S UNDER-21 TEAM WERE IN THE TOP 20 MOST-WATCHED TV EVENTS IN ITALY IN 2017 (SPORTS PROGRAMMES)

**€ 38.8M**

TOTAL TV  
RIGHTS VALUE

**47**  
MATCHES

BROADCAST  
ON TV

## MEN'S YOUTH NATIONAL TEAMS

**5.5M**  
VIEWERS

AVERAGE AUDIENCE FOR MEN'S UNDER-21 TEAM MATCHES AT THE 2017 EUROPEAN CHAMPIONSHIP (30.5% SHARE)

UP ON THE 3.7M VIEWERS IN 2015 (19.4% SHARE) AND 3.6M IN 2013 (11.2%)

**530,000**  
VIEWERS  
(4% SHARE)

AUDIENCE FOR THE MEN'S UNDER-20 TEAM'S 2017 WORLD CUP SEMI-FINAL

AROUND 8 TIMES HIGHER THAN THE AVERAGE AUDIENCE FOR OTHER YOUTH NATIONAL TEAM MATCHES





SPORTS BETTING ON NATIONAL TEAMS .....

€ 32M

OVERALL REVENUES  
IN 2017

€ 0.8M

TAX  
REVENUES



SOCIAL PLATFORMS .....

7.7M  
FANS AND  
FOLLOWERS

OF THE ITALIAN  
NATIONAL TEAMS  
IN 2017

65%



5.0M

17%



1.3M

14%



1.1M

2%



0.2M

2%



0.1M



321

VIDEOS UPLOADED

TO THE OFFICIAL YOUTUBE CHANNEL  
OF THE ITALIAN NATIONAL TEAMS  
IN 2017, RESULTING IN A TOTAL  
OF NEARLY 15 MILLION VIEWS AND  
37 MILLION MINUTES VIEWED

SILVER  
BUTTON



FIGC VIVO AZZURRO WONS  
THE "SILVER PLAY BUTTON AWARD"  
BY YOUTUBE AFTER REACHING  
100,000 SUBSCRIBERS

ENHANCING THE MEDIA PROFILE OF THE  
WOMEN'S NATIONAL TEAMS



WOMEN'S A TEAM  
PORTUGAL V ITALY

28/11/2017

First Italian National Team match in history to be  
broadcast live on Facebook



FACEBOOK



94,000  
VIEWS

FIGC "VIVO AZZURRO"



11,000  
VIEWS

- COMPLETE COVERAGE OF THE CYPRUS CUP, WITH 18,000 VIEWS
- DIGITAL COMMUNICATIONS STRATEGY DURING 2017 EUROPEAN CHAMPIONSHIP:
  - PHOTO SHOTS
  - LIVE COMMENTARY OF GAMES
  - PRODUCTION OF 44 PIECES OF EXCLUSIVE VIDEO CONTENT
- WOMEN'S UNDER-17 NATIONAL TEAM:
  - COMPLETE COVERAGE IN "RIVISTA" UNDICI MAGAZINE
  - DURING THE ELITE ROUND, THE TEAM WAS FOLLOWED BY A RAI CREW WHICH PRODUCED EXCLUSIVE CONTENT





# 4.2 FOOTBALL DEVELOPMENT ACTIVITIES

## DEVELOPING YOUTH FOOTBALL



Italian football's main strategic asset

**OVER 838,000**  
BOYS AND GIRLS  
REGISTERED WITH FIGC

## LOCAL DEVELOPMENT CENTERS: STRATEGIC POSITIONING

YOUTH NATIONAL TEAMS BOYS' U15 AND GIRLS' U16

REGIONAL TEAMS BOYS' AND GIRLS' U15

## FIGC LOCAL DEVELOPMENT CENTRES

### LOCAL CENTRES OF EXCELLENCE FOR TRAINING

UNDER-15 MALE AND FEMALE FOOTBALLERS, AS WELL AS LOCAL COACHES AND MANAGEMENT FIGURES

INTRODUCED  
IN 2015

37  
ACTIVE  
IN EARLY 2018

200  
THE FINAL TARGET

## INVOLVED SPONSORS



FIGC LOCAL DEVELOPMENT CENTRES  
U14 BOYS, U13 BOYS, U15 GIRLS





## LOCAL DEVELOPMENT CENTRES PROGRAMME FIGC CENTRES ACTIVE IN EARLY 2018

### 2017-2018 HIGHLIGHTS

**500 VISITS AND OBSERVATIONS/CHECKS**  
at matches by coaches at local clubs

**1<sup>ST</sup> EDITION OF NATIONAL TOURNAMENT**

**ORGANISATION OF OPEN DAYS IN JUNE 2017**

**100** DAYS OF ACTIVITY

**3,000** BOYS AND GIRLS INVOLVED

FROM **438** DIFFERENT CLUBS

AS WELL AS **2,241** PARENTS AND **336** COACHES



**56**  
PSYCHOLOGISTS

**200**  
**90**  
**60**  
**2**

TRAINING MEETINGS  
TRAINING WORKSHOPS  
TECHNICAL WORKSHOPS  
LABORATORIES:  
FIGHT AGAINST DOPING  
AND FIGHT AGAINST  
PREJUDICE

**52**  
PHYSIOTHERAPISTS

**37**  
ORGANISATIONAL  
MANAGERS

**51**  
DOCTORS

**37**  
**111**  
**37**  
**37**

HEAD COORDINATORS  
COACHES  
ATHLETIC TRAINERS  
GOALKEEPER COACHES

**900**  
U15 GIRLS  
**2,800**  
U14 AND U13  
BOYS

**37**  
ACTIVE  
CENTRES

**1,250**  
DAYS OF ACTIVITY  
(TRAINING SESSIONS,  
WORKSHOPS AND  
OPEN DAYS)

**TOTAL NUMBER OF CENTRES PLANNED (when fully running)**

**CENTRES ACTIVE in early 2018**

## SCHOOL ACTIVITY: FIGC-MIUR FRAMEWORK SCHEME

In 2016-2017 the project saw the involvement of almost **200,000 STUDENTS**



## VALORI IN RETE 2016-2017

### PRIMARY SCHOOL

#### GIOCOCALCIANDO

Commitment, fun, honesty and respect

**1,622 CLASSES**  
**32,440 STUDENTS**  
**2,433 TEACHERS**



9-10 YEARS



The programme was named **Best Grassroots Project in European football** by the UEFA Executive Committee as part of the 2017 Grassroots Awards

### MIDDLE SCHOOL

#### GIRLS ON THE PITCH

Equal opportunities

**145 SCHOOLS**  
**2,900 FEMALE STUDENTS**  
**150 TEACHERS**



11-13 YEARS



#### FOOTBALL AND SCHOOL CLASSES

Fair play, non-violence and positive support, inclusion

**8,160 HOURS**  
**199 PROJECTS**  
**72,976 STUDENTS**



### MIDDLE AND HIGH SCHOOL

#### STUDENT CHAMPIONSHIPS

Legality

**2,137 SCHOOLS**  
**90,000 STUDENTS**  
**3,690 TEACHERS**



11-18 YEARS



#### SCHOOL ACTIVITY: OTHER INITIATIVES

- Agreement for Integrated Educational Activity
- Agreement on Alternating School and Work
- Student-Athlete Trial, Ministerial Decree 935/2015



## DEVELOPING YOUTH FOOTBALL - OTHER STRATEGIC PROJECTS



### YOUTH ACTIVITY: FUTSAL CAMP

HIGHLIGHTS FROM  
LAST 4 SEASONS:

**157 YOUNGSTERS**

UNDER 17 AND UNDER 15

**6,000 PLAYERS  
WATCHED  
ACROSS ITALY**



### GRASSROOTS FESTIVAL (COVERCIANO, JUNE 2017)

SPORTS AND EDUCATIONAL  
ACTIVITIES

**60**  
FOOTBALL SCHOOLS

**2,000**  
PARTICIPANTS



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

RAISING ADOLESCENTS'  
AWARENESS ABOUT DOPING  
AND HEALTH PROTECTION

**4**  
NATIONAL EVENTS

**1,100**  
BOYS AND GIRLS  
INVOLVED



### INTEGRATED FOOTBALL TOURNAMENT

OBJECTIVE:

**TO INCLUDE  
DISABLED  
CHILDREN  
IN FOOTBALL  
ACTIVITIES**



### BEN-ESSERE DIGITAL PLATFORM

RAISING AWARENESS  
ON NUTRITION AND LEADING  
A HEALTHY LIFESTYLE

OUTPUT FROM  
**KICKOFF 2015**

AIMED AT:  
**COACHES  
PARENTS  
YOUNG  
FOOTBALLERS**





**NATIONAL YOUTH CHAMPIONSHIPS FOR PROFESSIONAL CLUBS (UNDER 17, UNDER 16, UNDER 15)**

**258 TEAMS**  
TOOK PART  
OVER  
**3,200 MATCHES**

**NATIONAL FINALS**  
IN JUNE 2017 - EMILIA-ROMAGNA

**20 CLUBS**  
**500 FOOTBALLERS**

**200 MANAGERS**

**30,000 SPECTATORS**  
AT STADIUMS

**236,517 VIEWERS**  
TOTAL AUDIENCE  
(FIGC YOUTUBE - LIVE STREAMING)

**1.3 MILLION**  
MINUTES VIEWED

**UEFA YOUTH DEVELOPMENT PROGRAMME UNDER 13 FAIR PLAY ELITE**

ORGANISATION OF TECHNICAL/TRAINING MEETINGS FOR ELITE FOOTBALL SCHOOLS

**450**  
CLUBS INVOLVED

**YOUTH AND SCHOOL SECTOR TRAINING**

**115 COURSES**

ORGANISED

GRASSROOTS LEVEL (ENTRY LEVEL)

**4,750**  
ASPIRING INSTRUCTORS  
AND ASSISTANTS INVOLVED

**YOUTH ACTIVITY RULES AND REGULATIONS: NEW IN 2017**

**NEW WAYS**  
OF PLAYING 9-A-SIDE IN  
**ESORDIENTI CATEGORY**

**QUALIFIED COACHES**  
ARE NOW A **REQUIREMENT**  
IN PROVINCIAL CHAMPIONSHIPS

**NATIONAL GIRLS' U15 CHAMPIONSHIP HAS BEEN SET UP**





## TECHNICAL TRAINING

**88,779**

QUALIFIED TECHNICAL STAFF  
FOR FIGC IN 2016-2017

**26,524**

REGISTERED TECHNICAL STAFF

**24,483**  
COACHES

**1,021**  
HEALTH  
PROFESSIONALS

**454**  
ATHLETIC  
TRAINERS

**566**  
DOCTORS

**4,203**

COACHES  
WERE QUALIFIED

**62**

ATHLETIC TRAINERS  
WERE ADDED  
TO YOUTH ACADEMIES

**€ 1.3M**

ANNUAL INVESTMENT  
IN COURSES

### TECHNICAL SECTOR: COURSES IN 2017

1 COURSE FOR SCOUTS,  
WITH 25 CERTIFICATES  
ISSUED

2 COURSES FOR  
SPORT DIRECTORS  
WITH TECHNICAL  
SPECIALISATION,  
84 PEOPLE QUALIFIED

8 FUTSAL COURSES  
(236 PEOPLE  
QUALIFIED)

54 UEFA B  
COURSES  
(2,129)

16 AMATEUR  
GOALKEEPER  
COURSES  
(544)

23 UEFA C  
COURSES  
(880)

2 UEFA A  
COURSES  
(99)

2 COURSES FOR  
ATHLETIC TRAINERS  
(89)

1 COURSE  
FOR MATCH ANALYSTS  
(40),  
THE FIRST-EVER  
RUN BY FIGC

1 UEFA PRO  
COURSE  
(25)

1 SPECIAL B/A  
COURSE  
(9)

1 COURSE FOR  
GOALKEEPER  
COACHES  
(43)

## MATCH OFFICIALS ACTIVITY

# 32,290

REGISTERED MATCH OFFICIALS  
FOR FIGC IN 2016-2017

# 30,695

MALE MATCH OFFICIALS

# 1,595

FEMALE MATCH OFFICIALS

### 2017 ACTIVITY

# 616,037

TOTAL APPOINTMENTS

# 433,301

OFFICIAL MATCHES  
WITH A REFEREE



## ENHANCING THE INTERNATIONAL DIMENSION

- IN APRIL 2017 A FIFA SEMINAR WAS HELD AT THE FIGC TECHNICAL CENTRE IN COVERCIANO FOR INTERNATIONAL MATCH OFFICIALS ON THE PRELIMINARY LIST FOR THE 2018 WORLD CUP IN RUSSIA, 27 YEARS AFTER THE PREVIOUS FIFA REFEREE SEMINAR HOSTED IN ITALY
- IN 2018 FIFA CHOSE COVERCIANO AS THE BASE FOR THE FINAL MEETING TO PREPARE MATCH OFFICIALS FOR THE WORLD CUP, WHICH SAW THE USE OF THE VAR SIMULATOR, THE WORLD'S FIRST VAR TRAINING TOOL

## OFFICIAL APPOINTMENTS IN 2017

	REFEREES	ASSISTANT REFEREES	REFEREE OBSERVERS	TOTAL APPOINTMENTS
REGIONAL ACTIVITY	413,803	84,778	78,047	576,628
NATIONAL ACTIVITY	19,498	13,113	6,798	39,409
<b>TOTAL</b>	<b>433,301</b>	<b>97,891</b>	<b>84,845</b>	<b>616,037</b>

## TRAINING PROGRAMMES IN 2017



**209**  
COURSES  
(one for each  
AIA Section)



**4,798**  
ASPIRING  
REFEREES



**3,349**  
BECAME  
REFEREES

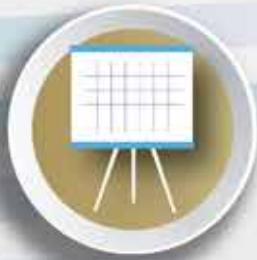


## PROFESSIONAL FOOTBALL SUSTAINABILITY

### STRATEGIC FRAMEWORK



- FINANCIAL SUSTAINABILITY
- INTERNATIONALLY COMPETITIVENESS
- TRANSPARENCY



### INTRODUCTION OF NEW GOVERNANCE MODEL FOR PROFESSIONAL LEAGUES

- NEW GUIDELINES
- INTRODUCTION OF A MODERN AND MORE EFFICIENT GOVERNANCE MODEL

### TRAINING OF MANAGERIAL STAFF

ACTIVITY BY FIGC SPORTS DIRECTORS AND MANAGERS COMMITTEE

**16** TRAINING MEETINGS  
**64** HOURS OF TRAINING  
**780** PARTICIPANTS



### NEW NATIONAL LICENSING MANUAL

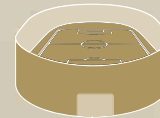
REQUIREMENTS FOR REGISTERING CLUBS IN PROFESSIONAL CHAMPIONSHIPS IN 2017/18 (SERIE A, SERIE B, SERIE C)

### SPORTING AND ORGANISATIONAL



- 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 conformity with the parameters indicated by UEFA (UEFA Stadium Infrastructure Regulations)

### LEGAL AND FINANCIAL CRITERIA



- Implementation of control indicators
- Implementation of policy rules on Financial Fair Play

**OBJECTIVE:**  
ACHIEVE BREAK-EVEN



## RESULTS OF NATIONAL LICENSING REFORM

Significant results were achieved even in 2016/17 thanks to the reform of the National Licensing System.



### IMPROVEMENT OF FINANCES IN PROFESSIONAL FOOTBALL

Over the last two seasons (2015/16 and 2016/17) there has been an **improvement in the financial sustainability of the professional game**

### BUDGET FOR DEVELOPMENT OF YOUTH SECTORS

**+ 7.1%**  
compared to 2015/16



### INVESTMENT IN YOUTH FOOTBALL

**+ 4.6% AVERAGE ANNUAL INCREASE**

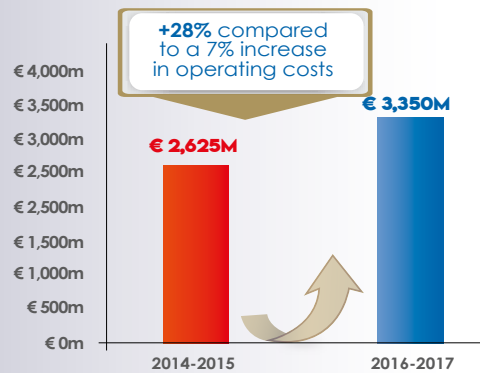
Minutes played by Italian Under-21 players in Serie A in the last four seasons

**€ 141.7M**

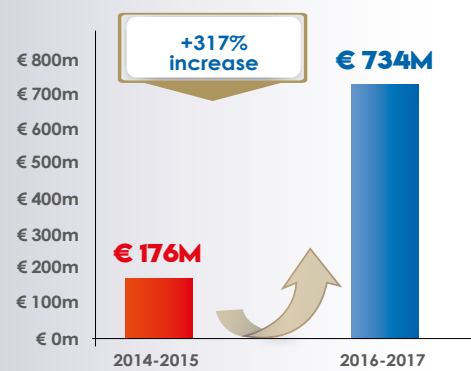
Budget set aside by professional clubs in 2016/17 to develop youth sectors

## HIGHLIGHTS: FINANCIAL INDICATORS IN PROFESSIONAL FOOTBALL

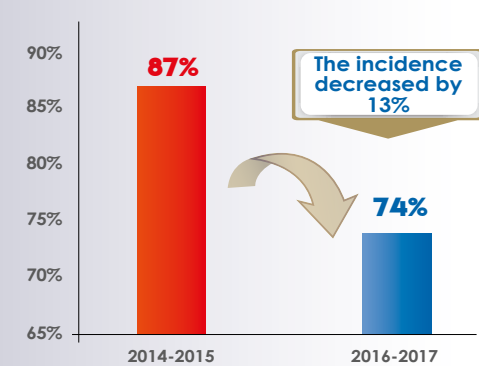
### VALUE OF PRODUCTION



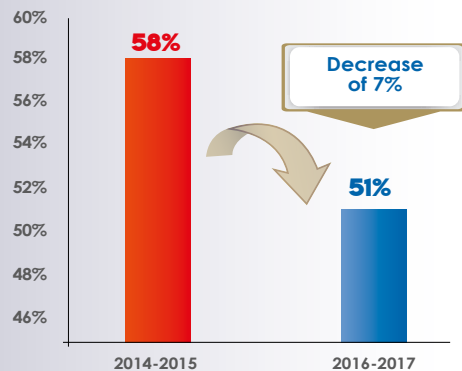
### EBITDA



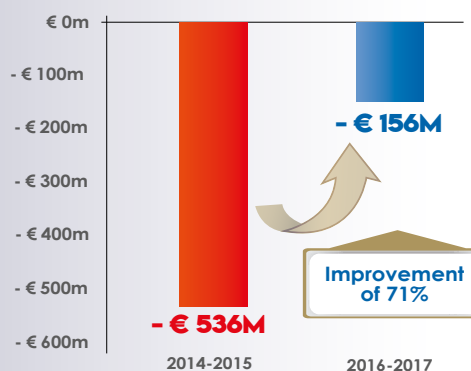
### CLUBS WITH NEGATIVE NET RESULT



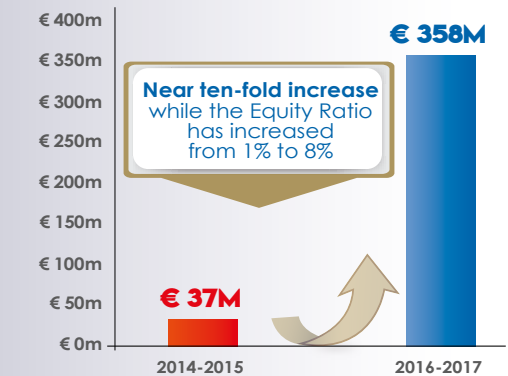
### WAGES/VALUE OF PRODUCTION



### NET RESULT



### EQUITY





## RESULTS ACHIEVED BY CHANGES TO FIGC REGULATIONS

The process of reviewing FIGC **rules and regulations** affected not just the professional football system but several other **important areas** too.

### COMBATING VIOLENCE AGAINST MATCH OFFICIALS

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



**239**

INCIDENTS OF SERIOUS VIOLENCE REPORTED IN 2017, a significant decrease compared to the past



**€ 173,325**

MONEY RECOVERED FROM FINES used to buy over 200 semi-automatic defibrillators, which were sent to local facilities across Italy

### CHANGES TO DISCIPLINARY CODE WITH REGARD TO PLEA BARGAINS

**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)

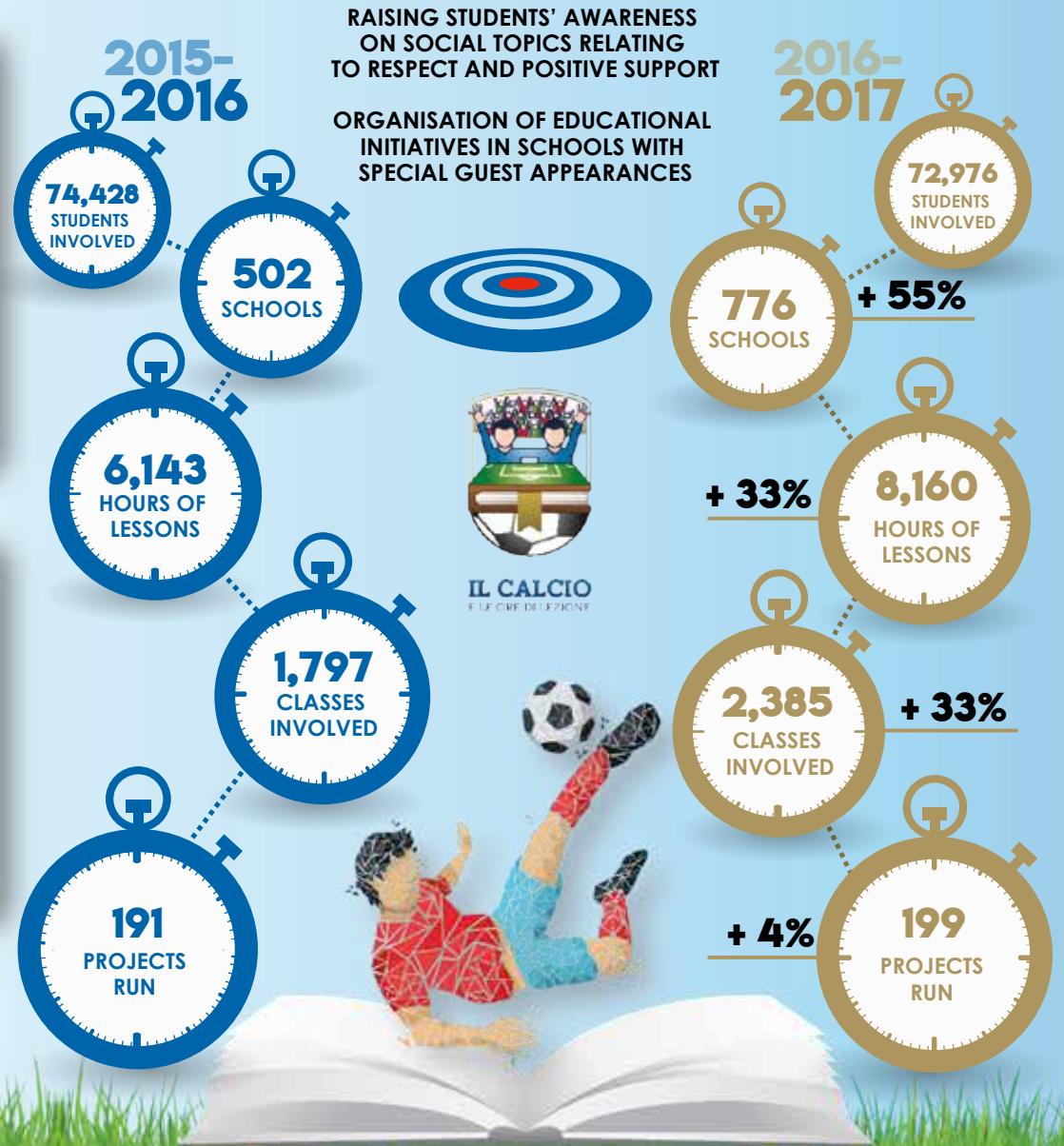


**€ 2M**

INCOME FROM FINES IN THE TWO-YEAR PERIOD 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.





### USABILITY OF STADIA

- MEMORANDUM OF UNDERSTANDING ON STADIUM ACCESSIBILITY, SIGNED BY FIGC, ITALIAN OLYMPIC COMMITTEE, ITALIAN MINISTRY OF THE INTERIOR, MINISTER FOR SPORT, THE LEAGUES AND TECHNICAL BODIES
- PROCEDURE FOR BUYING TICKETS AND SEASON TICKETS HAS BEEN SIMPLIFIED
- APPROVAL SYSTEM: CLUBS ARE ALLOWED TO REVOKE SEASON TICKETS FROM FANS WHO ARE NOT WELCOME
- CHANGES TO FAN CARD ("TESSERA DEL TIFOSO") : WITHIN THREE YEARS IT WILL BECOME A LOYALTY CARD



### VIOLATION OF THE RULES

- Collaboration with AAMS (Sports Betting Authority) to flag abnormal betting patterns
- Organisation of 4<sup>th</sup> meeting of UEFA Working Group on match-fixing
- Italy signed Convention on the Manipulation of Sports Competitions in 2017
- Organisation of training meetings on match-fixing



## SPORTS JUSTICE AND REGULATORY ACTIVITY IN 2017

**SPORTS JUSTICE****FIGC PROSECUTOR'S OFFICE**

- 1,311 cases opened
- 2,052 matches examined
- 3,166 appointments

**NATIONAL FEDERAL COURT**

- 79 meetings
- 576 cases

**FEDERAL COURT OF APPEAL**

- 62 meetings
- 243 rulings

**NATIONAL SPORTS COURT OF APPEAL**

- 80 meetings
- 402 rulings

**REGULATORY AUTHORITY**

- 3 meetings

**PLAYER'S STATUS**

- 767 International transfers of professional footballers
- 7,500 international transfers of amateur footballers
- 2,800 Requests to register a foreign minor for the first time
- 300 International transfers for young professionals

**SPORTS AGENTS COMMITTEE**

- Registration of **616 AGENTS**
- Income of approximately **€ 308,000** from enrolment fees
- 2,029 representation **CONTRACTS**
- Income of approximately **€ 612,350** registration fees

**NATIONAL LICENSING**

- 260 CHECKS by Co.Vi.So.C. (Professional Football Financial Control Committee)
- 99 PROFESSIONAL CLUBS were admitted in 2017/18:
  - 20 in Serie A, 22 in Serie B and 57 in Serie C

**ANTI-DOPING AND HEALTH PROTECTION COMMITTEE**

- 683 Matches checked
- 317 Random tests
- 366 Targeted tests
- 2,581 Tests conducted (basic urine + EPO + GH + blood)
- 410 Matches attended by anti-doping representatives

**UEFA LICENSING AND FINANCIAL FAIR PLAY**

- 13 LICENCES were granted for the 2017/18 season
- ANALYSIS OF OVER 1,500 REPORTS regarding Supporter Liaison Officer activity

**AWARD COMMITTEE**

- 962 REQUESTS and appeals examined
- Confirmed and approved awards amount to over **€1.4 MILLION**

**SPORT DIRECTORS AND MANAGERS COMMITTEE**

- 150 PEOPLE joined the Special List of Sports Directors

**REGISTRY**

- 951 New clubs affiliated
- 484 Name changes, 130 Mergers and 14 Splits







## SPECIAL PROJECTS: KICKOFF 2017



**FIGC TECHNICAL CENTRE IN COVERCIANO  
(20-21 MAY 2017)**



**250 PARTICIPANTS SELECTED FROM DIFFERENT  
FIELDS: POLITICS, ECONOMICS, CULTURE, SCIENCE**



**RESIDENTIAL EVENT (48 HOURS)**



**12 WORK GROUPS "PLAY TEAMS"**



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



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



**THEME: "TEAMWORK IS THE FUTURE"**

**“ THE SUCCESS OF KICKOFF  
IS ILLUSTRATED BY THE NUMBER  
OF INITIATIVES PUT FORWARD  
DURING THE EVENT AND LATER  
DEVELOPED AND IMPLEMENTED  
BY FIGC ”**





## KICKOFF: ACHIEVEMENTS AND OUTPUTS

TECHNICAL  
LABORATORY OF  
EXCELLENCE FOR  
SPORTS FACILITIES

FOOTBALL AND  
SCHOOL CLASSES:  
NEW FORMAT

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

FIGC LOCAL  
DEVELOPMENT  
CENTRES:  
INVOLVEMENT,  
GROWTH  
AND SHARING

THE NEW  
FIGC WEBSITE

IMPLEMENTATION  
AND DEVELOPMENT  
OF RETE! PROJECT

FIGC  
INTEGRATED  
REPORT

FOOTBALL AS  
AN EDUCATIONAL  
MODEL

2019 EUROPEAN  
UNDER-21  
CHAMPIONSHIP  
AND 2020 EUROPEAN  
CHAMPIONSHIP:  
PROMOTION AND  
COMMUNICATION  
PROGRAMME

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

ITALIAN  
FOOTBALL'S  
"OFFICIAL"  
TALK

THE NEW ITALIAN  
FOOTBALL MUSEUM:  
OPERATING PLAN

# KICKOFF

DIGITAL  
BEN-ESSERE  
PLATFORM FOR  
NUTRITIONAL  
EDUCATION

ORGANISATION  
OF ITALIAN  
FOOTBALL'S  
FIRST HACKATHON

STAKEHOLDER  
ENGAGEMENT:  
IMPACT OF  
FIGC STRATEGIES  
ON MAIN  
STAKEHOLDERS

B2B AND B2C  
DIGITAL PLATFORM

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

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

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



## WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY

In January 2015, FIGC began a process characterised by an **upwards trend** in investment, media attention and number of registered players.

**THE DEVELOPMENT PROGRAMME DURING 2017 WAS FURTHER UPDATED**

**SPORTING DIMENSION:  
INCREASED NUMBER  
OF REGISTERED PLAYERS,  
CLUBS AND TEAMS**

**COMMUNICATION  
AND MARKETING  
STRATEGY**

**PROFESSIONAL  
TRAINING AND  
SPECIALISATION**

**LOCAL DEVELOPMENT  
CENTRES: KEY ROLE  
IN ASSESSING TALENT**

**YOUTH ACTIVITIES  
AND LINKS WITH  
SCHOOLS  
AND UNIVERSITIES**

**SYNERGY  
BETWEEN FUTSAL  
AND 11-A-SIDE FOOTBALL**

**FUTURE INTRODUCTION  
OF NATIONAL  
LICENSING SYSTEM**



## DEVELOPMENT OF WOMEN'S FOOTBALL – 2017 HIGHLIGHTS

### REFORMING OF NATIONAL LICENSING

- ❖ REGULATION ON THE REGISTRATION OF UNDER-12 GIRLS BY PROFESSIONAL MEN'S CLUBS:
  - **2,086 FEMALE FOOTBALLERS REGISTERED** BY MEN'S SERIE A AND SERIE B CLUBS (2015-16 AND 2016-17)
  - **INCREASE IN QUALITY OF COMPETITIONS**
- ❖ 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 WOMEN'S SERIE A
- ❖ CREATION OF A FIGC FUND WORTH **€ 1.64 MILLION** TO SUPPORT INVESTMENT IN WOMEN'S FOOTBALL BY SERIE B AND LEGA PRO CLUBS



### GOVERNANCE

- ❖ **Review of the make-up of the Committee** for the promotion and development of women's football
- ❖ Italian National Team captain **Sara Gama** named **President of the Committee**



### WOMEN'S YOUTH FOOTBALL: NATIONAL TOURNAMENTS

- ❖ **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** BETWEEN THE AGES OF 10 AND 12 **FROM OVER 40 COUNTRIES**
- ❖ THE SUCCESS OF THE SECOND ITALIAN EDITION:



**62 TEAMS**  
(up by 24 on the previous edition)



**23 PROFESSIONAL CLUBS**  
(for an overall total of 30 teams)



**190 MATCHES**



### UNDER-15 GIRLS' TOURNAMENT:

**DEFINITION OF COMPETITION FORMAT**



## GIRLS' UNDER-15 DEVELOPMENT PLAN



### OBJECTIVES:

- ❖ CREATION OF A PRIMARY OBSERVATORY ON WOMEN'S YOUTH FOOTBALL
- ❖ SYNERGY WITH NATIONAL TEAMS

**+250%** 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

**80%** OF FEMALE PLAYERS SELECTED BY THE UNDER-19 NATIONAL TEAM

Evolution of the **Progetto Calcio+** programme, which has developed the majority of the female players selected for the Italian National Teams

**68%**  
Under 17

**42%**  
A National Team

**68%**  
Under 16

## COMMUNICATION AND PROMOTION



### COMMUNICATION ACTIVITIES

- ❖ Enhancing the **media profile** of the women's game
- ❖ Live streaming of **Women's National Teams** matches on the **FIGC website**

### PROMOTION INITIATIVES

#### AZZURRE PER UN GIORNO (AZZURRE FOR A DAY)

**4**

EVENTS ORGANISED

**160**

GIRLS INVOLVED

Experience of Italian National Team meet-ups

#### WOMEN'S FOOTBALL DAY (SEPTEMBER 2017)

**20**

REGIONAL EVENTS

Average participation of 100 girls per event

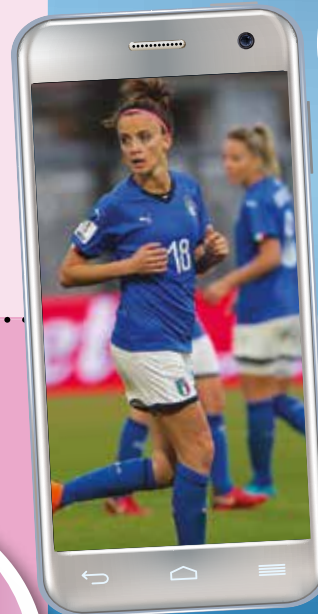
#### WOMEN'S FOOTBALL OPEN DAYS (SEPTEMBER 2017)

**4,000**

PLAYERS INVOLVED

**45**

REGIONAL EVENTS



## RESULTS OF THE WOMEN'S FOOTBALL DEVELOPMENT PROGRAMME IN ITALY (2015-2017)



### GOVERNANCE

- Women's Football Development Area
- Meetings with regional women's football coordinators
- Youth and School Sector women's football delegate: new local role



### SPORTING DIMENSION

- Women's or mixed activity now one of the requirements for football schools to be recognised as such
- Creation of a Women's Youth Football department at every professional men's football club
- Option to transfer the sport titles
- Modified format of national championships
- Review of youth leagues



### NATIONAL TEAMS

- Completion of technical and delegation staff
- Scouting of Italian female players
- Purchase of research and study equipment
- Meetings between National Teams and clubs technical staff
- Creation of 11-a-side National Teams (Under 23 and Under 16) and Futsal National Teams (A and Under 17)
- Daily allowances for Under-19 and Under-17 players



### MARKETING AND COMMUNICATIONS

- Dedicated section on FIGC website
- Use of ambassadors
- Use of Vivo Azzurro and Città Azzurra programmes to enhance National Teams
- Definition and implementation of a promotional strategy linked to Big Events



### YOUTH ACTIVITY

- Additional events organised around the country
- Promotion of National Teams through the "Azzurre per un giorno" (Azzurre for a day) project
- Development of new playing and competition opportunities on a national and international level (Under 12 – Danone Nations Cup)
- Development plan for Under 15s, together with the associated national tournament and Calcio+ project



### RESULTS ACHIEVED

	2014-2015	2016-2017	DIFFERENCE
Total players	22,564	23,903	+1,339
U12s registered with LNP, A and B	0	1,173	+1,173
Clubs with women's football	604	709	+105
UEFA-qualified coaches	298	432	+134
Women's National Teams matches	40	53	+13
Women's National Teams	4	7	+3
Women's National Team staff members	29	41	+12

### OBJECTIVES MET

- Creation of a plan with wider buy-in from stakeholders
- Update of the format of the women's Serie A and Serie B leagues
- Review of the youth leagues
- Creation of new National Teams (11-a-side and Futsal)
- Professionalisation of Women's National Teams
- Creation of interest of professional men's clubs in investing in women's football
- Organisation of the UEFA Women's Champions League final in 2016
- Completing the various age categories along the talent development route





## SPORTS INFRASTRUCTURE

### INVESTMENT SUPPORT: FIGC-ICS AGREEMENT

In 2017, an additional **€10 million** of investment was agreed, taking the total to **€90 million**

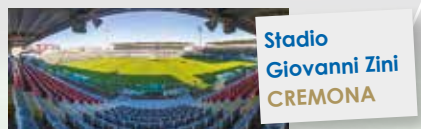
Objective of the additional investment: to support work on stadiums involved in the European Under 21 Championship in 2019

### INITIAL RESULTS OF THE AGREEMENT



**Stadio Nereo Rocco TRIESTE**

- Increased number of seats in accordance with UEFA regulations
- Renovation of benches and away dressing room
- Additional work involving fire-safety system and media areas



**Stadio Giovanni Zini CREMONA**

- Increased number of seats in accordance with UEFA regulations
- Creation of public services
- Improvements to toilets and catering services
- Strengthening of security arrangements



**Stadio Pino Zaccheria FOGGIA**

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

OVERALL INVESTMENT: **€7.7M**

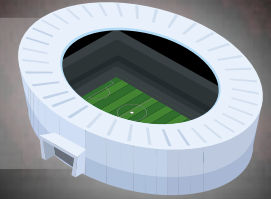


### TRAINING: FIGC-POLIMI AGREEMENT

Launch of the Master's Course on Planning, Construction and Management of Sports Facilities.



POLITECNICO MILANO 1863



### MANAGEMENT MODULE - MOST RELEVANT SPEAKERS



UEFA



BARCELONA



GALATASARAY



NIELSEN SPORTS



ESPANYOL



AJAX



BENFICA



FROSINONE



JUVENTUS



ATALANTA



UDINESE



CAGLIARI



TORINO



CREMONESE



NOVARA



## TECHNOLOGICAL INNOVATION

FIRST  
**HACKATHON**  
OF ITALIAN FOOTBALL

**48-HOUR**  
RESIDENTIAL  
EVENT

OVER  
**400**  
**APPLICATION**  
REQUESTS

**INNOVATION**  
MARATHON

**158 HACKERS**  
PARTICIPATING  
(149 MEN AND 9 WOMEN)



THEMES OF THE  
**CHALLENGES:**  
ACTIVE REGISTRATION  
AND MATCH ANALYSIS

OBJECTIVE:  
FORGE NEW  
AVENUES OF  
**DEVELOPMENT**  
FOR ITALIAN FOOTBALL

**SPONSORSHIP**  
FROM  
**EU INSTITUTIONS**  
(EUROPEAN COMMISSION AND  
EUROPEAN PARLIAMENT)

**FIRST-RATE PARTNERS**  
INCLUDING GOOGLE, THE MICROSOFT GLOBAL SPORTS INNOVATION CENTRE,  
ITALIASTARTUP, SAP AND PUMA



FIGC is the  
**FIRST FOOTBALL ASSOCIATION**  
in the world to have  
**ORGANISED**  
A FOOTBALL HACKATHON





## TECHNOLOGY ON THE PITCH

- GOAL-LINE TECHNOLOGY (GLT) IN SERIE A SINCE 2015-2016
- FIGC SELECTED BY IFAB TO TEST VIDEO ASSISTANT REFEREE (VAR) TECHNOLOGY

### VAR TESTING

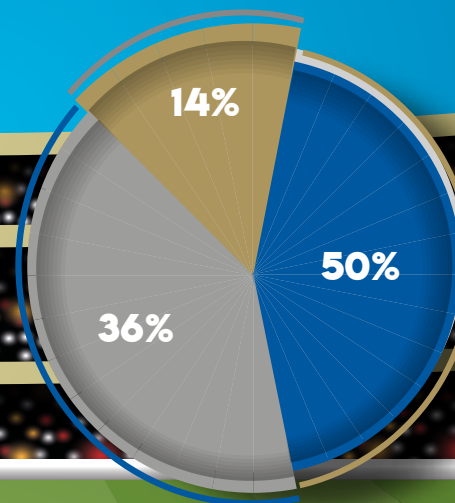
- MILESTONE FIRST FIFA TRIAL IN ITALY V FRANCE FRIENDLY (BARI, SEPTEMBER 2016)
- ADDITIONAL TRIALS IN TWO FURTHER ITALIAN NATIONAL TEAMS FRIENDLIES IN 2016
- "OFFLINE" TESTING IN SERIE A FROM OCTOBER 2016
- TRAINING FOR 22 REFEREES/VAR OPERATORS (210 HOURS OF TRAINING AND 60 MATCHES ANALYSED)
- LIVE TESTING IN 5 NATIONAL YOUTH TEAM FRIENDLIES BEGAN IN JANUARY 2017
- INTRODUCTION OF VAR IN SERIE A FROM 2017-2018 SEASON

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

	2016-2017	2017-2018	VARIATION	% VARIATION
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 protes.)	91 (1 protes.)	-6	-7,1%

### USE OF VAR: TYPE OF EPISODES

- RED CARDS
- PENALTIES
- GOALS



**397 MATCHES**



**2,023 CHECKS**  
(1 IN EVERY 5.1 MATCHES)



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



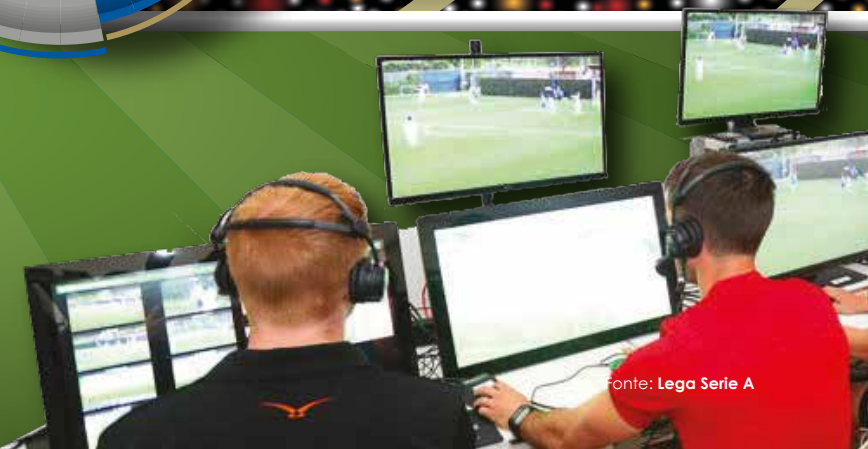
**18 INCORRECT REVIEWS**



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



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



## ENHANCING THE INTERNATIONAL DIMENSION

### INTERNATIONAL SPORTS POLITICS: 2017 HIGHLIGHTS

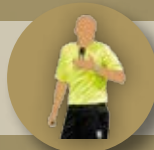
# FIFA

For the Game. For the World.



Elected to the FIFA Council in September 2016, **Evelina Christillin** during 2017 was named Vice President of FIFA's Football Stakeholders Committee

**Pierluigi Collina** was appointed president of the FIFA Referees Committee



In April 2017, FIGC CEO **Michele Uva** was elected as a member of UEFA's Executive Committee.

The FIGC CEO was also chosen as one of the 3 Executive Committee members that make up the Finance Committee. He was also appointed as the President of the Club Licensing Committee and the Vice President of the National Team Competitions Committee, as well as being named on the Board of the joint UEFA-ECA body overseeing business development for club competitions.

In September 2017, Michele Uva was named UEFA Vice President.

Juventus President **Andrea Agnelli** joined the UEFA Executive Committee in his capacity as the new President of the European Club Association (ECA)



**Giorgio Marchetti** (already UEFA's Director of Competitions), was appointed as the new Deputy General Secretary

## INCREASED INTERNATIONAL REPRESENTATION

In 2017, Italy had 17 representatives on various UEFA Committees and Panels and 5 on the FIFA equivalents.



4 FIGC ACTIVITIES AND INITIATIVES

## UEFA CONGRESS (Rome, 7 February 2019)

- FIGC tasked with organising the next UEFA Congress
- Italy has not hosted the event since 2003
- The Congress will be the most important European sports politics event in 2019



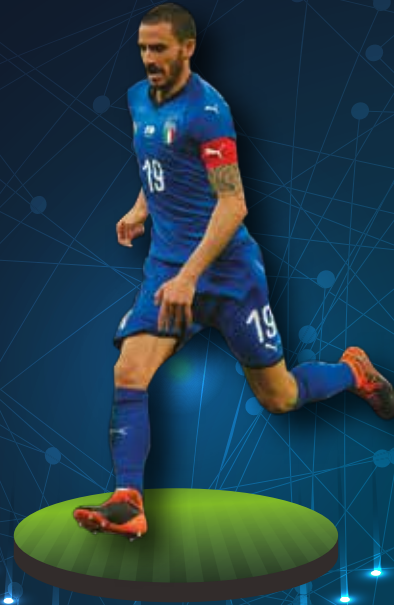


## INTERNATIONAL RECOGNITION IN 2017



**GIANLUIGI BUFFON**

NAMED THE BEST FIFA GOALKEEPER AND THE BEST GOALKEEPER IN THE 2016-2017 UEFA CHAMPIONS LEAGUE



**LEONARDO BONUCCI**

INCLUDED IN THE FIFA FIFPRO WORLD XI FOR 2017, ALONGSIDE GIANLUIGI BUFFON



**GIANLUCA ROCCHI**

SELECTED BY FIFA TO PARTICIPATE IN THE 2017 CONFEDERATIONS CUP AND BY UEFA TO REFEREE THE 2017 EUROPEAN SUPER CUP



**FRANCESCO TOTTI**

IN 2017, THE UEFA PRESIDENT HONOURED THE FORMER ROMA CAPTAIN WITH THE PRESTIGIOUS PRESIDENT'S AWARD

## COLLABORATIONS WITH OTHER FOOTBALL ASSOCIATIONS

### MEETINGS ORGANISED IN 2017



SWEDISH FA



GERMAN FA



ENGLISH FA

**ISSUES DISCUSSED:**  
Shared European football development projects

### SPECIAL PROJECTS

- State visit by the Dutch Royal Family to Milan (June 2017):** organisation of sports activities for young players from different social and cultural backgrounds (Italians and young refugees)
- Display of Italy's 4 World Cups in the Albanian city of Shkodër,** to coincide the Albania v Italy match in October 2017

### 19 INTERNATIONAL CONVENTIONS SIGNED FA

In September 2017, a significant memorandum of understanding was agreed with the **Libyan Football Association** as part of efforts to help the country normalise through sport and football.



### KNOWLEDGE AND EXPERIENCE EXCHANGE PROGRAMMES

Organisation of regular meetings on various issues between FIGC management and other football associations.



## BIG EVENTS

### UEFA EURO 2020

With the **competition touring through Europe**, it will act as a symbolic bridge, bringing the continent together and **involving the largest number of fans possible** from across Europe.



**UEFA EURO 2020™**



**ROMA**  
CITTÀ OSPITANTE

**DECEMBER 2017:**  
UEFA SELECTS THE STADIO OLIMPICO AS THE VENUE FOR THE OPENING MATCH. ROME WILL HOST THE LAUNCH OF THE BIGGEST FESTIVAL OF EUROPEAN FOOTBALL OF ALL TIME.

**ROME**  
**STADIO OLIMPICO**



**GROUP STAGE**  
Match 1: Group A: Friday 12 June 2020, 21:00CET  
Match 14: Group A: Wednesday 17 June 2020  
Match 26: Group A: Sunday 21 June 2020

**QUARTER-FINAL**  
Match 48: W43 v W44: Saturday 4 July 2020, 21:00CET





### UEFA EURO 2020: HIGHLIGHTS

**60** CELEBRATION OF 60 YEARS OF EUROPEAN FOOTBALL CHAMPIONSHIP

**24** NATIONAL TEAMS TAKING PART IN THE EVENT

**31** DAYS IN THE TOURNAMENT (12 JUNE TO 12 JULY 2020)

**12** HOST COUNTRIES

**4** MATCHES TAKING PLACE AT THE STADIO OLIMPICO (3 GROUP-STAGE MATCHES AND ONE QUARTER-FINAL)



**3M**

TICKETS  
AVAILABLE  
TO FANS



**740M**

ESTIMATED  
TV AUDIENCE  
ACROSS EUROPE



**3,500M**

ESTIMATED  
GLOBAL  
TV AUDIENCE



**THE EUROPEAN CHAMPIONSHIP IS THE THIRD-BIGGEST SPORTING EVENT IN THE WORLD**

in terms of audience, fan attendance, tourism and economic revenues.



**15** DAYS IN THE EVENT  
(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 TAKING PART: the tournament will act as a qualifier for the 2020 Olympic men's football tournament 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. **The European Under 21 Championship** held in Poland in 2017 saw:



**250,000**  
SPECTATORS  
AT STADIUMS



**432 MILLION**  
INTERACTIONS  
ON SOCIAL MEDIA



**127 MILLION**  
TV VIEWERS  
AROUND THE WORLD

- In 2017, the Italian Government allocated **€5 million** in special funding for FIGC in order to **support the organisation of the event.**

UEFA EURO 2020 AND THE EUROPEAN UNDER 21 CHAMPIONSHIP 2019 CONFIRM ITALY'S STATUS AS ONE OF THE LEADING PLAYERS IN EUROPEAN FOOTBALL, WITH THE FOLLOWING EVENTS ALREADY HOSTED IN THE COUNTRY OVER THE PAST NINE YEARS:



**UEFA MEN'S  
CHAMPIONS LEAGUE  
FINAL 2008-2009  
(ROME)**



**UEFA  
EUROPA LEAGUE  
FINAL 2013-2014  
(TURIN)**



**UEFA WOMEN'S  
CHAMPIONS LEAGUE  
FINAL 2015-2016  
(REGGIO EMILIA)**



**UEFA MEN'S  
CHAMPIONS LEAGUE  
FINAL 2015-2016  
(MILAN)**



**200,000**  
SPECTATORS

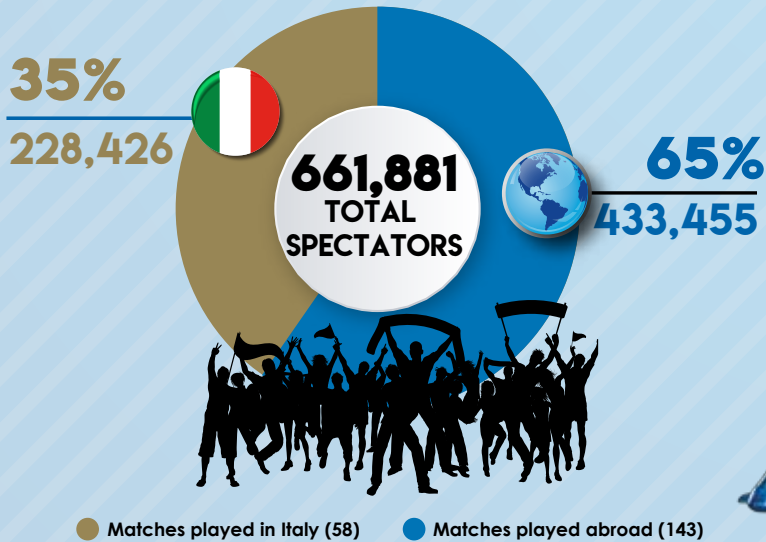


**€ 90M**  
ECONOMIC  
IMPACT



## FIGC'S INTERNATIONAL PROFILE: SPECTATORS AND SOCIAL MEDIA

### Total spectators for matches involving Italian National Teams in 2017



### Matches played abroad – main nations



	Men's A spectators	Spectators for other National Teams	Total
Spain	83,000	12,300	95,300
Poland	-	58,649	58,649
Netherlands	44,000	12,903	56,903
South Korea	-	50,713	50,713
Sweden	49,193	800	49,993
Albania	16,000	1,000	17,000
Portugal	-	17,000	17,000
France	16,500	200	16,700
Bahamas	-	11,750	11,750
19 other Nations	-	59,447	59,447
<b>TOTAL</b>	<b>208,693</b>	<b>224,762</b>	<b>433,455</b>

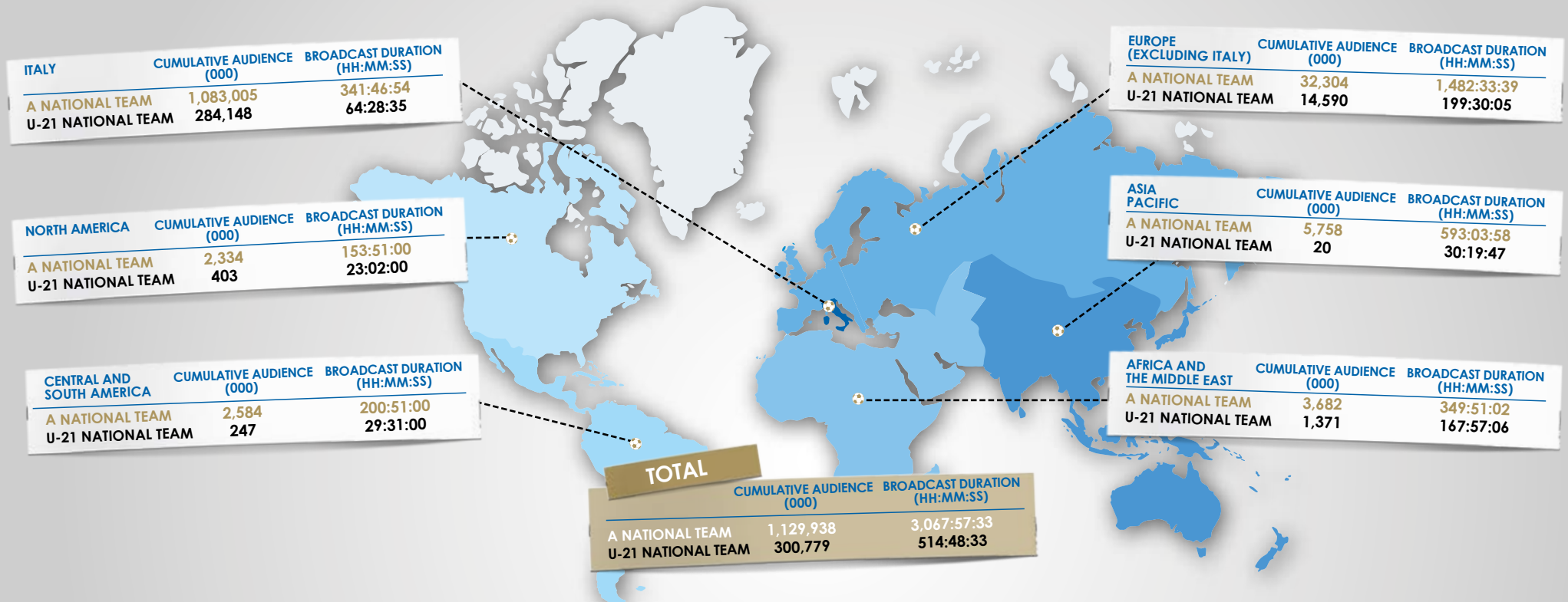
### Fans and followers on social media: provenance as of 31/12/2017

Facebook	Italian National Football Team	Twitter	Twitter @Vivo_Azzurro	Twitter	Twitter @azzurri	Instagram	Instagram @azzurri
Total fans	5,019,200	Total fans	640,544	Total fans	495,814	Total fans	1,291,978
	31%		46%		21%		46%
	5%		6%		12%		4%
	5%		3%		8%		2%
	4%		3%		5%		2%
	4%		3%		4%		2%
	3%		3%		4%	Other Nations	44%
	3%		2%		3%		
	3%		2%		3%		
	2%		2%		2%		
Other Nations	40%	Other Nations	30%	Other Nations	38%		

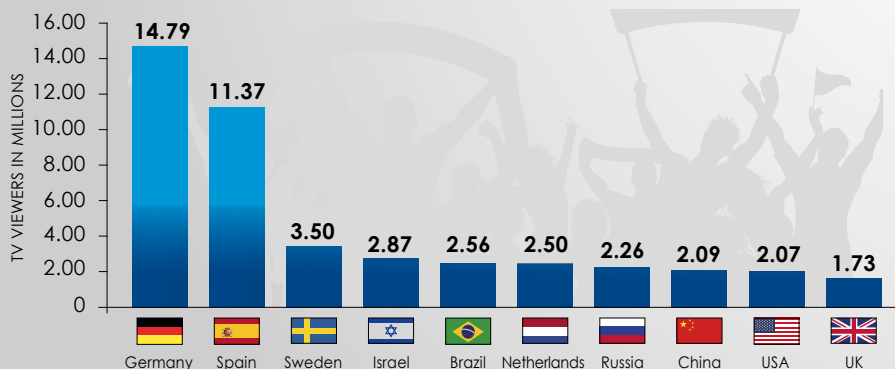


# FIGC'S INTERNATIONAL PROFILE: MEDIA ANALYSIS

## Global cumulative audience and broadcast duration in 2017



## Cumulative audience – main foreign markets in 2017



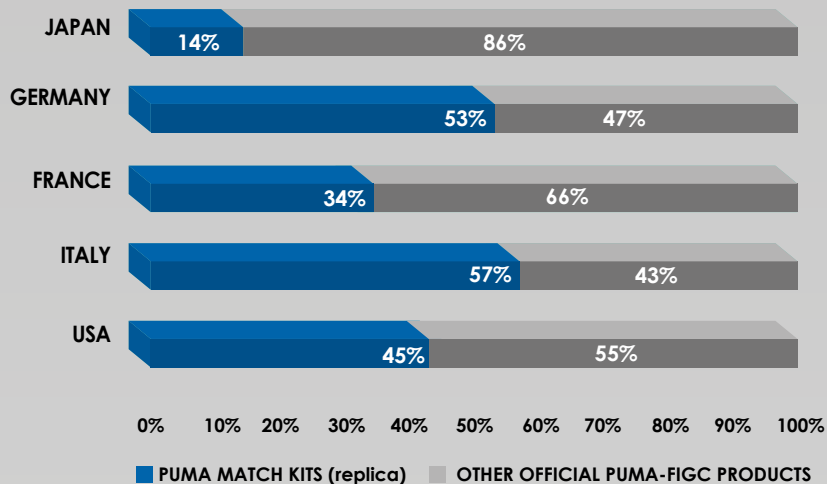
## Cumulative audience 2017 – breakdown by competition



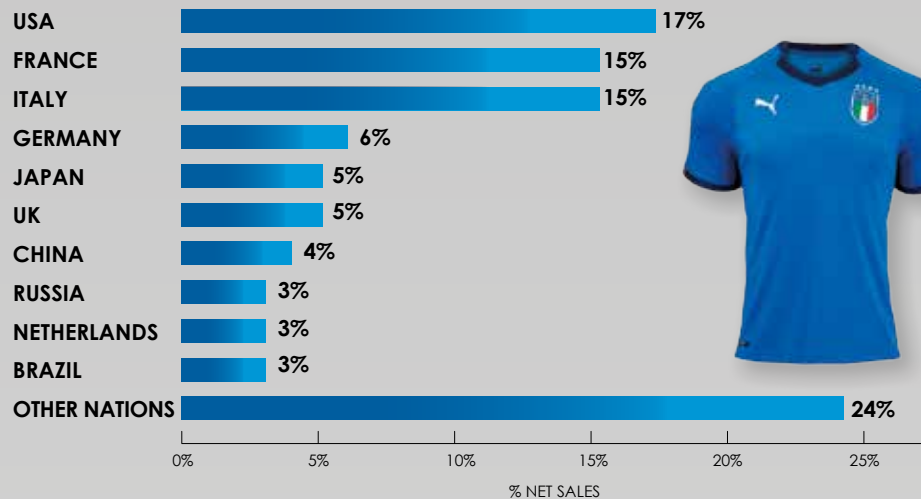


## FIGC'S INTERNATIONAL PROFILE: OFFICIAL FIGC-PUMA MERCHANDISE 2017

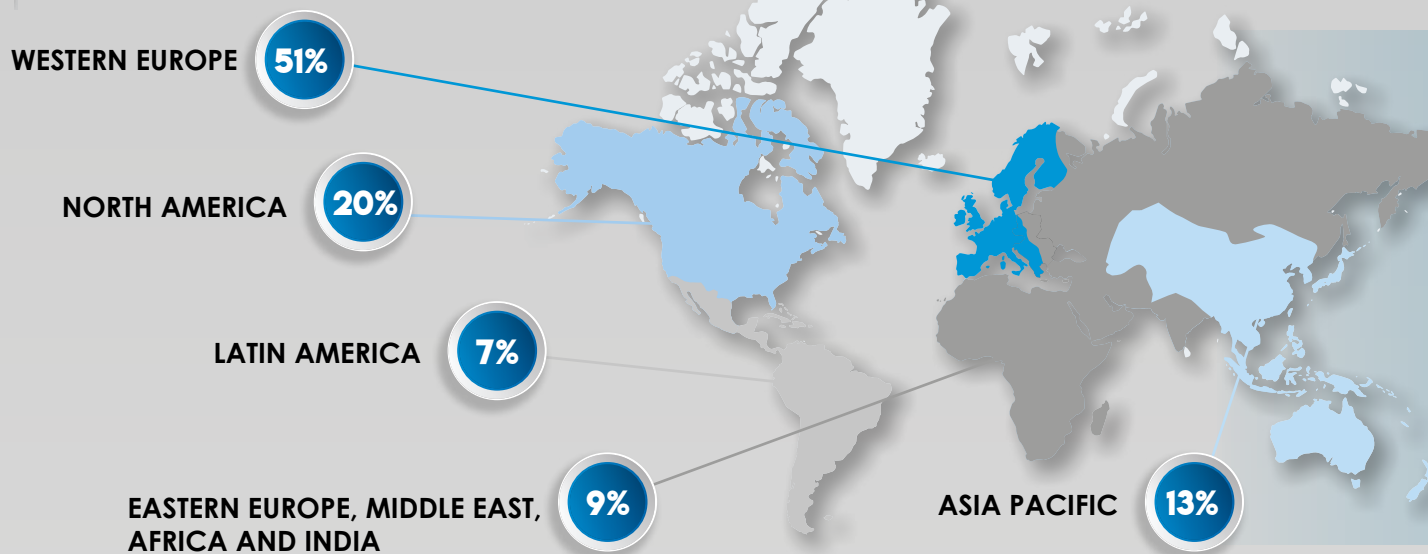
### NET SALES BY PRODUCT TYPE IN LEADING MARKETS



### NET SALES – TOP 10 MARKETS



### NET SALES BY GEOGRAPHICAL AREA



### OVERSEAS STORES WITH HIGHEST SALES FIGURES IN 2017 – TOP 15

	NATION	CITY
1		Netherlands - Roermond
2		Germany - Herzogenaurach
3		USA - Orlando
4		USA - Orlando
5		USA - New York
6		United Arab Emirates - Dubai
7		Germany - Metzingen
8		Japan - Nagashima
9		USA - Auburn
10		USA - Somerville
11		Japan - Gotemba
12		USA - Chicago
13		USA - Allen
14		USA - Miami
15		USA - Chicago



**DAVIDE SEMPRE CON NOI**  
**13**



# 4.3 SOCIAL INCLUSION ACTIVITIES

## ENHANCING THE SOCIAL DIMENSION

### Social Responsibility strategic plan

- ❖ In 2017, FIGC launched a **new strategic plan**
- ❖ Each year the Association will select an **underlying theme**
- ❖ Objective: to organise the Association's social responsibility programmes in **a more rational way**



### Crazy For Football

- ❖ Winning documentary at the **"David di Donatello"** awards
- ❖ Patronaged by FIGC, the film recounts the adventure of the **first Italian National Team** made up entirely of people with various mental health issues
- ❖ In 2017, the film was screened around Italy and won the **"UEFA Foundation for Children Awards"**



### Special Olympics

- ❖ Support for the **17th European Football Week**, a sports projects designed to help people with intellectual disabilities

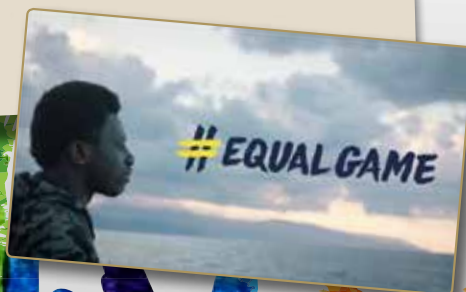


[www.equalgame.com](http://www.equalgame.com)



### UEFA Equal Game Campaign

FIGC is the first European Football Association to join the **digital UEFA Equal Game platform**, focusing on the fight against discrimination



### UEFA Foundation For Children - Dream Request

- ❖ FIGC arranged for **Julien's dream** to meet Gianluigi Buffon and Giorgio Chiellini to **come true** at Italy's European Qualifier against Macedonia in Turin



### Fourth Category

**Seven-a-side tournament** for youngsters with learning and relationship difficulties, **supported by FIGC**

## EMERGENCY: "BACK TO FOOTBALL, BACK TO LIFE" PROJECT

Support for football clubs in the areas affected by the earthquakes in summer 2016



Objective: to ensure people can practise sports again, with a particular focus on young people and children



The total contribution, including supply of technical, sports and health equipment, amounted to

**€ 1,1 MILLION**

**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



### BACK TO FOOTBALL, BACK TO LIFE: ECONOMIC SUPPORT

Coverage of part of administration costs:

- Championships registration fees
- Footballers insurance fees

Coverage of costs linked to technical and operational support:

- Registration of dedicated qualified coaches for Youth and School Sector activities

Coverage of various other costs:

- Small-scale works and ordinary maintenance activities
- Transport hire services
- Hire of alternative sports facilities where usual facilities are unfit for purpose
- Additional extraordinary costs relating to emergency situations



Support from UEFA, National Amateur League, Lega Serie A, Lega Serie B, the Football Associations of Japan and San Marino, PUMA, Sixtus Italia and Liski Sport Equipment, as well as the many individual donors who took part in the fundraising activities through a range of initiatives, such as RAI's live broadcast of "Un Goal per l'Italia" ("A Goal for Italy") from Norcia.



## AWARENESS AND FUNDRAISING CAMPAIGNS

Even in 2017, FIGC supported **awareness and fundraising campaigns** run by non-profit organisations around a range of social issues.



### AIRC

- **Italy v Sweden** (Milan, 13 November 2017)
- **Communication** and fundraising **activities** on the pitch, in the media and on social channels
- **Charity auction:** 15 exclusive walkabouts for the game against Sweden
- The **I Giorni della Ricerca** ("Research Days") campaign **raised a total of € 5.2 million**



### UNHCR

- **Support for the #WithRefugees campaign**, promoted by the UN High Commissioner for Human Rights





### UNITALSI

As part of an array of social activities, 2017 saw **AIA support several awareness campaigns involving referees**, with some coinciding with Serie A matches



### ITALIAN REFREES' ASSOCIATION SOCIAL ACTIVITIES

As part of an array of social activities, 2017 saw **AIA support several awareness campaigns involving referees**, with some coinciding with Serie A matches





FUNDRAISING FOR NON-PROFIT ORGANISATIONS

ONLINE AUCTIONS

🏆 **FONDAZIONE PIEMONTESE PER LA RICERCA SUL CANCRO:**  
cancer research

🏆 **STELLE NELLO SPORT:** assistance programmes

🏆 **SPECIAL OLYMPICS:** disabilities and inclusion



STADIUM WALKABOUTS

🏆 **FONDAZIONE PIEMONTESE PER LA RICERCA SUL CANCRO:**

15 walkabouts for the Italy v Macedonia match (Turin, Juventus Stadium, 6 October 2017)

🏆 **IO POSSO:**

15 walkabouts for the Italy v Albania match (Palermo, Stadio Renzo Barbera, 24 March 2017)



As part of the **“Una Sorpresa per la Vita 2017”** Easter campaign, FIGC bought chocolate eggs from the organisation for its employees and collaborators



FIGC supported fundraising activities by purchasing UNICEF's Christmas cards



FIGC helped to support the community by purchasing products made at San Patrignano for FIGC employee Christmas packages

CHARITABLE PURCHASES

## DONATIONS AND PATRONAGES

### SOCIAL INITIATIVES FUND



In 2017, FIGC donated **€ 73,950** 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 FIGC-branded goods for sports events, social initiatives and fundraising initiatives for charitable causes

• In 2017, FIGC donated equipment worth a total of **€ 15,373**

### INSTITUTIONAL PATRONAGE



In 2017, FIGC patronaged **82 events**:

- 12 sports activities
- 17 cultural activities
- 2 cultural/social activities
- 20 social activities
- 31 sports/social activities





## FIGHT AGAINST RACISM AND DISCRIMINATION

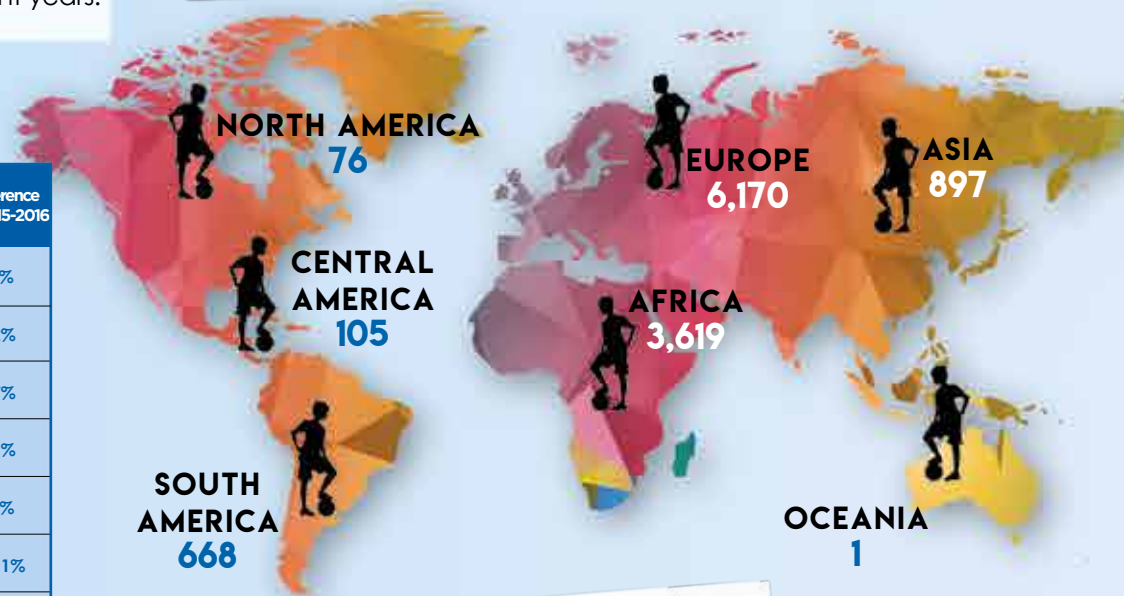
### FIGC'S FOREIGN REGISTERED MEMBERS

Foreign registered members represent 4.4% of the total number, reaching a **total of 59,687 in the 2016-2017 season** a figure that has grown significantly in recent years.

### FOREIGN REGISTERED MEMBERS 2016-2017 BY GEOGRAPHIC REGION

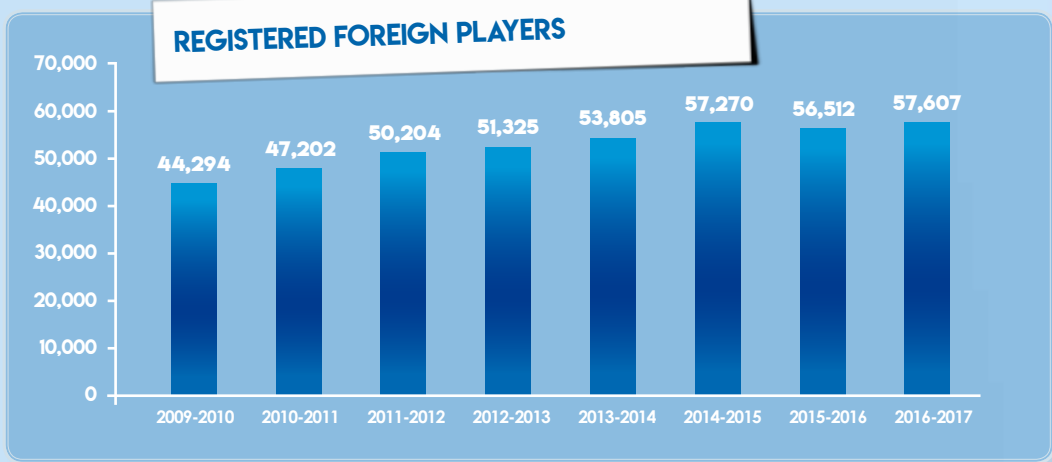
	Amateurs	Youth and School Sector	Young Professionals	Professionals	Total football players	Referees	Registered coaches and technical staff	Aggregated total	% difference with 2015-2016
Europe	8,556	22,576	300	480	31,912	1,111	35	33,058	+0.7%
Africa	7,354	11,013	168	123	18,658	636	12	19,306	+2.2%
Asia	377	2,124	11	4	2,516	73	8	2,597	+4.7%
South America	1,175	2,506	21	159	3,861	148	9	4,018	+2.6%
Central America	157	317	3	3	480	12	2	494	-0.8%
North America	17	150	4	2	173	27	2	202	+359.1%
Oceania	3	1	1	2	7	4	1	12	+9.1%
<b>Total</b>	<b>17,639</b>	<b>38,687</b>	<b>508</b>	<b>773</b>	<b>57,607</b>	<b>2,011</b>	<b>69</b>	<b>59,687</b>	<b>+1.7%</b>

### BREAKDOWN OF FOREIGN MINORS REGISTERED FOR THE FIRST TIME FOR FIGC IN 2016-17 BY GEOGRAPHIC REGION



**TOTAL 11,536**

### REGISTERED FOREIGN PLAYERS



## BREAKDOWN OF FOREIGN PLAYERS IN 2016-17 BY COUNTRY OF ORIGIN

RANK	EUROPE	AFRICA	ASIA	SOUTH AMERICA	OTHER CONTINENTS
1	Albania 12,255	Morocco 7,496	India 610	Ecuador 1,377	Dom. Republic 222
2	Romania 9,947	Senegal 2,444	China 532	Perù 1,107	United States 163
3	Moldova 1,486	Nigeria 1,542	Philippines 366	Brazil 629	El Salvador 127
4	Macedonia 1,354	Tunisia 1,137	Sri Lanka 248	Colombia 282	Cuba 58
5	Kosovo 916	Ghana 1,095	Pakistan 217	Bolivia 177	Honduras 33
Other Nations	44 Countries 5,954	36 Countries 4,944	24 Countries 543	5 Countries 289	Another 9 Countries 57
<b>TOTAL</b>	<b>31,912</b>	<b>18,658</b>	<b>2,516</b>	<b>3,861</b>	<b>660</b>



network  
**fare**

FIGC continued to support the action week against discrimination promoted by **FARE (Football Against Racism in Europe)** in 2017, as it has done every year since 2011.





## INTEGRATION THROUGH FOOTBALL: THE RETE! PROJECT

- Launched in 2015 by the FIGC Youth and School Sector 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 (16-20 years) **seeking international protection** and staying at SPRAR's network of centres



**Objective**  
to promote integration and encourage **social and intercultural inclusion** through football.



# RETE!

150

REGIONAL MEETINGS  
on technical and sports matters

INTEGRATED FACILITY

with participation from Italian and foreign youngsters living at the SPRAR project in Trapani

1

2015

237 YOUNGSTERS INVOLVED  
24 SPRAR PROJECTS

2016

275 YOUNGSTERS INVOLVED  
26 SPRAR PROJECTS

2017

397 PARTICIPANTS

FROM

30 SPRAR PROJECTS

IN 11 ITALIAN REGIONS

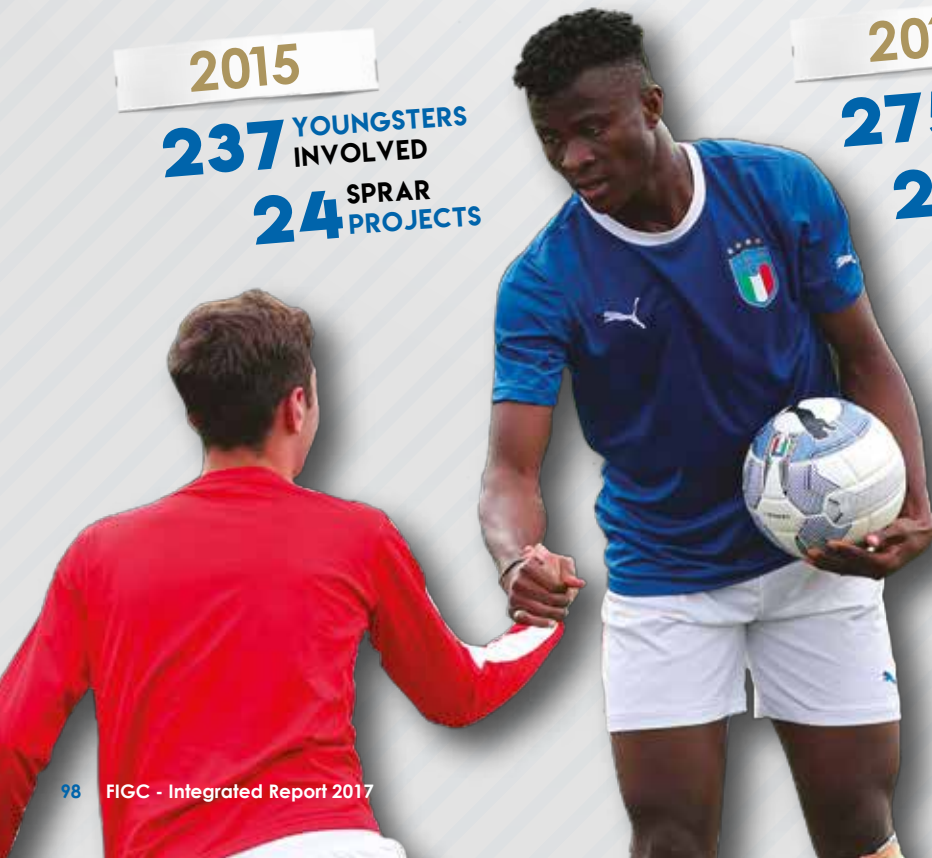


In 2017, the RETE! project was supported by

TOP SPONSOR



TECHNICAL SPONSOR



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



**SCIENTIFIC STUDY**  
undertaken in collaboration with the Università Cattolica del Sacro Cuore in Rome



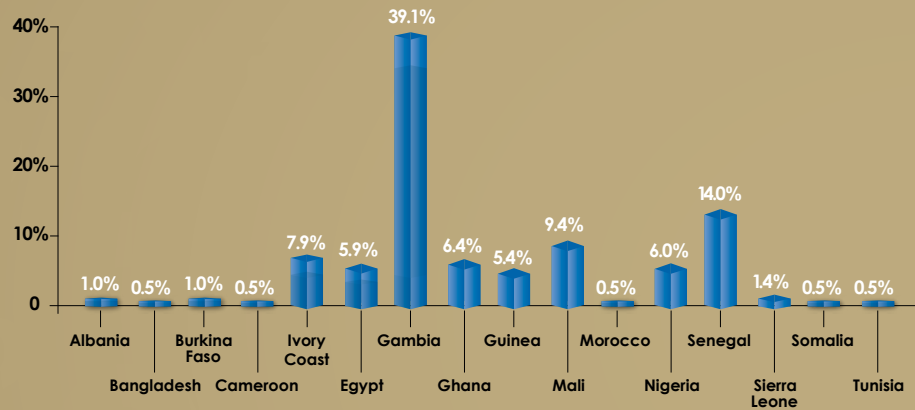
**OBJECTIVE**  
to gauge the extent to which football can influence levels of wellbeing and happiness



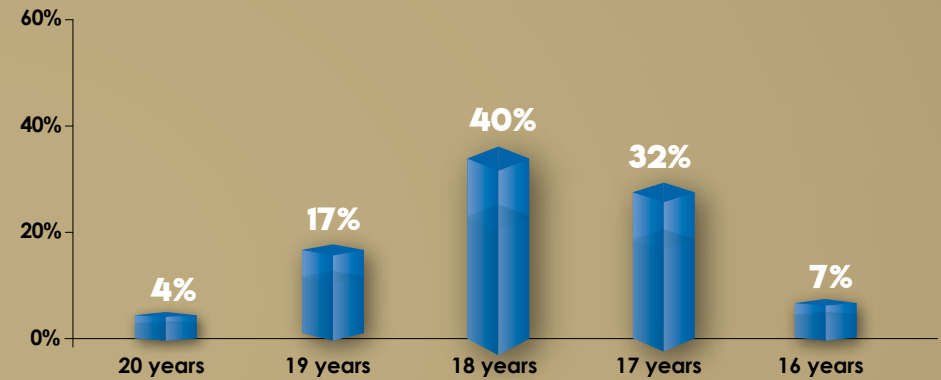
**PARTICIPANT RESPONSES**  
show that football represents a powerful tool for promoting inclusivity

RETE! PROJECT 2017: QUESTIONNAIRE OUTPUTS

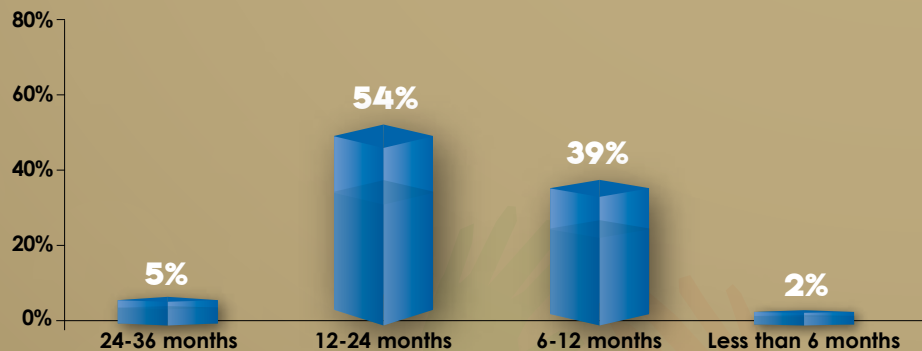
PROVENANCE



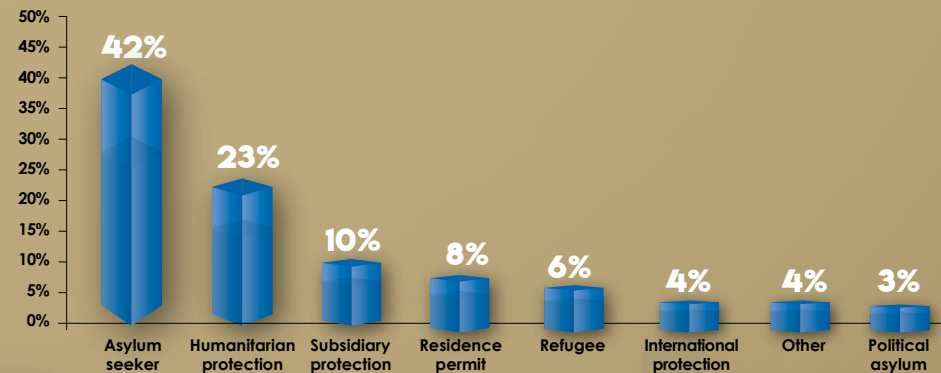
AGE



LENGTH OF STAY IN SPRAR PROJECT



REASON FOR MIGRATION





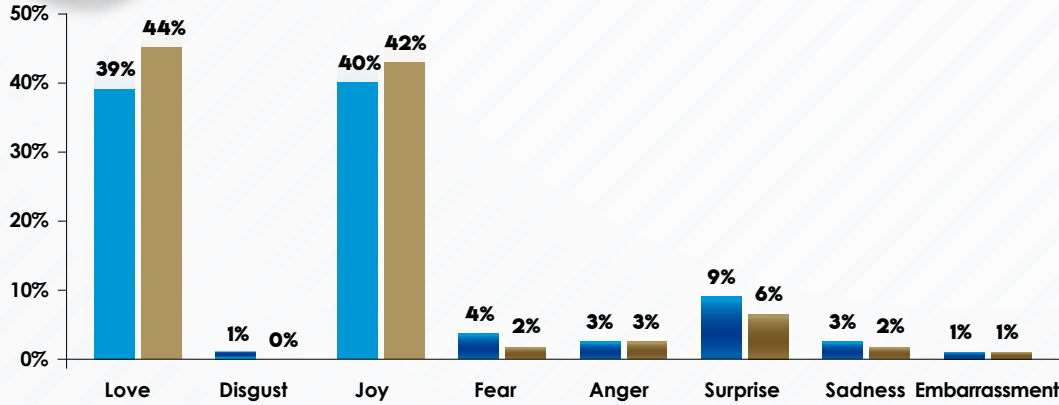
RETE! PROJECT 2017: EFFECTS OF FOOTBALL ON PEOPLE WITH VULNERABILITIES

4 FIGC ACTIVITIES AND INITIATIVES



EMOTIONS EXPRESSED

BEFORE FINAL TOURNAMENT  
AFTER FINAL TOURNAMENT



RETE!



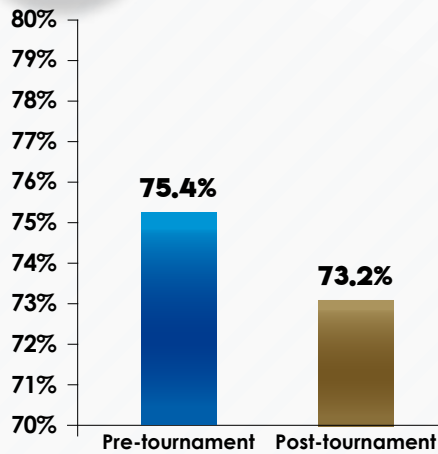
CONCLUSIONS

Benefits of the initiative:

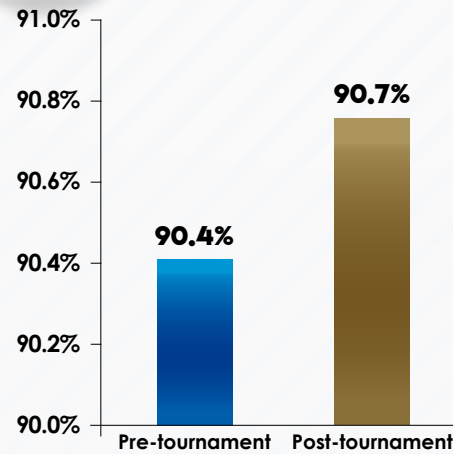
- IMPROVED WELLBEING
- INCREASED HAPPINESS
- GROWING FEELING OF FREEDOM
- LESS LONELINESS



EMOTIONAL FRAGILITY INDICATOR



SOCIAL INCLUSION INDICATOR



### INCLUSION AND AWARENESS: OTHER PROJECTS



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

In recent years, FIGC has strongly modified its regulations on a number of occasions to **facilitate 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 overage 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 children and young adults that have been 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.**





## CULTURAL HERITAGE AND FAN ENGAGEMENT

### HALL OF FAME OF ITALIAN FOOTBALL

Established in 2011 to celebrate individuals who have left a permanent mark on Italian football.

**SERGIO CAMPANA**  
Italian football executive



**BRUNO CONTI**  
Veteran Italian player



**OSVALDO BAGNOLI**  
Italian coach



In 2017, the HALL OF FAME of Italian football inducted a further **11 LEGENDARY FIGURES**



**HALL OF FAME DEL CALCIO ITALIANO**

**ALESSANDRO DEL PIERO**  
Italian player



**RUUD GULLIT**  
Foreign player



**ELISABETTA VIGNOTTO**  
Female Italian player



#### POSTHUMOUS AWARDS

- 🏆 STEFANO FARINA
- 🏆 RENATO DALL'ARA
- 🏆 ITALO ALLODI
- 🏆 ARPAD WEISZ
- 🏆 AZEGLIO VICINI

HALL OF FAME DEL CALCIO ITALIANO

## ANTONIO GHIRELLI NATIONAL FOOTBALL LITERATURE AWARD

Together with the "Fotografiamo il nostro Calcio" (Italian football photography) contest



### VI EDITION LITERATURE AWARD

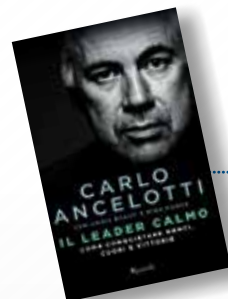
RECORD OF PARTICIPANT BOOKS:

**130** RECORDED  
ARTWORKS



**DUELLANTI  
(DUELLISTS)**  
by Paolo Condò

**NARRATIVE CATEGORY**



**IL LEADER CALMO  
(QUIET LEADERSHIP)**  
by Carlo Ancelotti

**ECONOMICS  
AND MANAGEMENT CATEGORY**



**LA VITA IN NOVANTA MINUTI  
(LIFE IN NINETY MINUTES)**  
by Walter Veltroni

**NON-FICTION CATEGORY**



**IL SENSO DEL GIOCO  
(THE MEANING OF THE GAME)**  
by Francesco D'Arrigo

**TECHNICAL CATEGORY**



**IL CALCIO DEI BAMBINI  
(CHILDREN'S FOOTBALL)**  
by Isabella Croce

**SPECIALIST  
STUDY CATEGORY**



**L'ULTIMO RIGORE DI FARUK  
(FARUK'S LAST PENALTY)**  
by Gigi Riva

**WINNER**  
"MARCO ANSALDO"  
SPECIAL MENTION

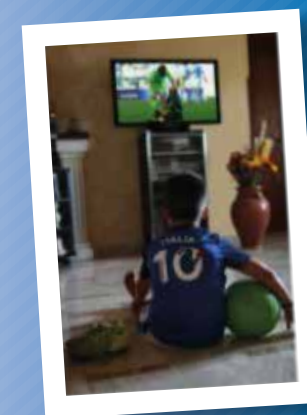


### III EDITION PHOTOGRAPHY CONTEST

RECORD NUMBER OF ENTRIES

**3,500**

VOTES CAST IN JUST ONE WEEK  
ON THE FIGC FACEBOOK PAGE



**NEGLI OCCHI DI UN BAMBINO,  
UN GESTO DA GIGANTE!  
(A GIANT'S ACTION IN THE EYES OF A CHILD)**  
by Federica Ramundo

**WINNER**  
Italian football photography contest





AWARD FOR THE BEST PLAYERS OF THE ITALIAN NATIONAL TEAMS

Online poll involving

15,000 FANS



AWARD FOR THE BEST COACHES IN ITALIAN FOOTBALL IN THE 2016-17 SEASON:

Serie A: **Maurizio Sarri** (Napoli)

Serie B: **Ivan Juric** (Crotone)

Lega Pro: **Leonardo Semplici** (SPAL)

Women's Serie A: **Milena Bertolini** (Brescia)

Women's Serie B: **Federica D'Astolfo** (Reggiana)

Special recognitions: **Claudio Ranieri** (Leicester) and **Sergio Pirozzi** (Amatrice)

2017 HIGHLIGHTS



The number of registered users on VivoAzzurro.it reached to a **TOTAL OF 135,000**, an increase of **AROUND 19,000**



**OVER 100,000 REGISTERED USERS** of the VivoAzzurro newsletter

VIVO AZZURRO FAN CLUB AND VIVO AZZURRO STADIUM CARD



**1,306 NEW VIVO AZZURRO STADIUM CARDS ISSUED** bringing the total number of members of the Italian National Teams **FAN CLUB UP TO 11,700**, an increase of just under 10% from 2016.



**VIVO AZZURRO DAY:** an event organised in collaboration with the FIGC Technical Centre in Coverciano which saw Italy fans attend a National Team training session, meet the players and visit both the training centre and the Museum of Football.

During 2017, additional **FAN MATCHES WERE ORGANISED** against fans of the Azzurri's opponents. The Vivo Azzurro office organised 3 matches in Italy (Palermo, Empoli and Milan) and 1 abroad (Amsterdam).



# CITTÀ AZZURRA DEL CALCIO: 2017 EVENTS

4 FIGC ACTIVITIES AND INITIATIVES

- PROMOTIONAL INITIATIVE ORGANISED AROUND NATIONAL TEAMS MATCHES
- WIDESPREAD PARTICIPATION FROM GENERAL PUBLIC, ADMINISTRATIVE BODIES AND EDUCATIONAL AND SPORTING INSTITUTIONS

**20 EVENTS**

ORGANIZED IN 2017

**25,000 PEOPLE**

INVOLVED

## TYPE OF ACTIVITY



CITY DRESSING



DISPLAY OF TROPHIES WON BY ITALY



SEMINARS ON YOUTH FOOTBALL



UPDATING COURSES FOR STAKEHOLDERS (journalists, security personnel, etc.)



SCHOOL EVENTS



UNIVERSITY WORKSHOPS



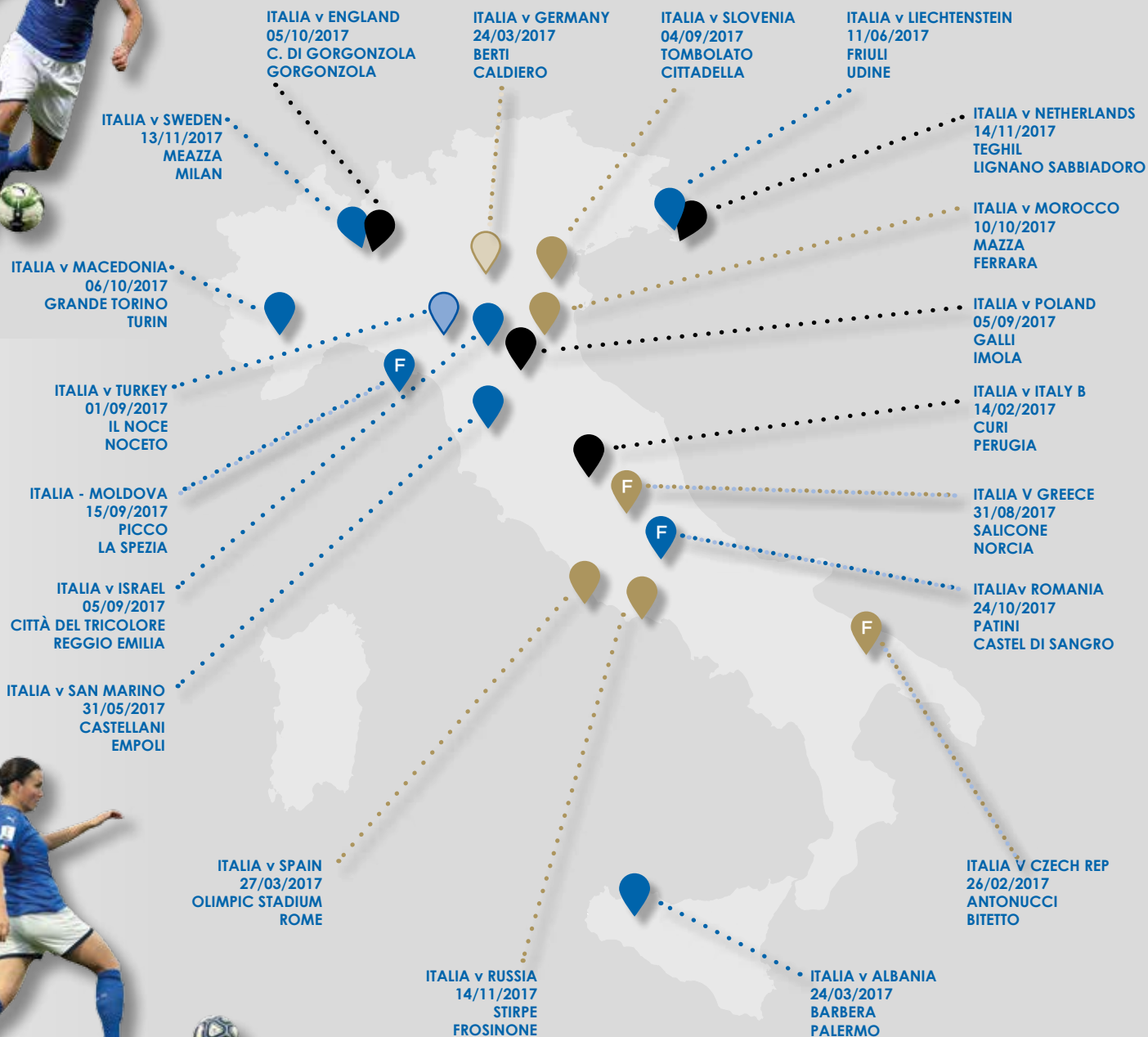
SOCIAL ACTIVITIES AND WORKSHOPS



FAN MATCHES



- A NATIONAL TEAM
- UNDER 20
- UNDER 16
- UNDER 21
- UNDER 19
- WOMEN'S A
- WOMEN'S UNDER 17



## CULTURAL HERITAGE OF ITALIAN FOOTBALL MUSEUM OF FOOTBALL FOUNDATION

- 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



### NEW EXHIBITS



## 6 ROOMS

## 800 EXHIBITS OF VARIOUS TYPES

### 2017 HIGHLIGHTS:

11,000 VISITS

EDUCATIONAL TOURS FOR SCHOOLS  
AND YOUTH FOOTBALL CLUBS

LAUNCH OF EXHIBITION ON "GRANDE TORINO"

INAUGURATION OF OFFICIAL STORE

PRESENTATIONS OF BOOKS AND  
OTHER CULTURAL INITIATIVES

INCREASED REVENUES (+125%)



**SIGNED POSTCARD**  
of the National Team in 1947



**MATCH TICKET**  
for Italy v Spain, the replay  
of the 1934 World Cup  
quarter-final at the Stadio Berta  
in Florence on 1 June



**COMMEMORATIVE JERSEY**  
to commemorate the 800<sup>th</sup>  
match played by the National Team,  
against Albania in Shkodër  
on 9 October 2017



**1934 WORLD CUP  
WINNER'S MEDAL**



Addition of  
**A DISPLAY CASE**  
dedicated to the  
**HISTORY OF ITALIAN FUTSAL**

In November 2017, in partnership with the City of Milan and as part of the "Milano Città Azzurra" programme, FIGC organised a **temporary exhibition** at the Palazzina Appiani, in the Arena Civica, with the initiative proving to be a **great success in terms of attendance and the interest generated**. An additional **temporary exhibition** was also organised **in Udine** in 2017.



# 4.4 ENHANCING FIGC'S BRAND IDENTITY

## COMMERCIAL DEVELOPMENT

In addition to finalising several sponsorship and partnership agreements, FIGC continued to consolidate the large number of projects it runs in collaboration with its sponsors and partners.



**TECHNICAL SPONSOR**



**TOP SPONSOR**



**PREMIUM SPONSOR**



**LUXURY PARTNER**

ERMANNO SCERVINO

**OFFICIAL PARTNER**



**TECHNICAL SUPPLIER**



● FIGC REVENUES DERIVED FROM ADVERTISING AND SPONSORSHIP IN 2017 REACHED

**€ 43.5 MILLION**

THE HIGHEST FIGURE IN THE LAST 14 YEARS



### 2017 EVENTS

- ANNUAL MEET-UP BETWEEN THE NATIONAL TEAM AND FIGC PARTNERS (JUNE 2017, COVERCIANO)
- AZZURRI PARTNER CUP (SEPTEMBER 2017, COVERCIANO) TOURNAMENT DEDICATED TO SPONSORS OF THE NATIONAL TEAM



## FIGC-PUMA STRATEGIC PARTNERSHIP



In 2017, nearly **600,000 OFFICIAL FIGC-PUMA PRODUCTS** were sold, **85% ABROAD**



### OCTOBER 2017: PRESENTATION OF NEW HOME KIT

In collaboration with the “Kamp Seedorf” collective, **huge murals representing Buffon** were painted in cities around the world he has played in (Paris, Tokyo, Berlin, Johannesburg, Rio de Janeiro and Moscow).

## MEDIA VISIBILITY BENEFITING FIGC SPONSORS



**9K**  
FAN GROWTH



**128K**  
PROFILE VIEWS



**2.2M**  
TOTAL IMPRESSIONS



**7%**  
ENGAGEMENT RATE



**146 K**  
TOTAL POST LIKES



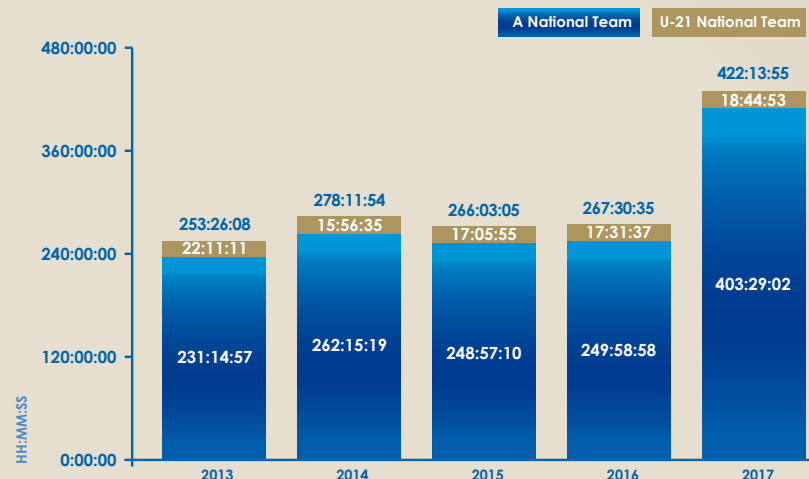
**2.1M**  
SNAPCHAT FILTER IMPRESSIONS



**1.5M**  
IG STORY IMPRESSIONS

## MEDIA VISIBILITY BENEFITING FIGC SPONSORS

### Television air-time for FIGC sponsors (HH:MM:SS)



### Appearances in the press and on the internet for FIGC sponsors in 2017



#### ARTICLES

**554**  
PRESS

**2,654**  
INTERNET



#### NUMBER OF MENTIONS/IMAGES

**876**  
PRESS

**5,975**  
INTERNET



#### TOTAL REACH (CONTACTS IN MILLIONS)

**866**  
PRESS

**1,442**  
INTERNET



## COLLABORATION BETWEEN FIGC AND EUROVITA ASSICURAZIONI



SHIRT SPONSORS FOR ALL  
**32,000+ ITALIAN REFEREES**  
**IN ALL 450,000 OFFICIAL MATCHES**  
**ORGANISED WITH A FIGC-APPOINTED MATCH OFFICIALS**

Market research by Nielsen Sports: the sponsorship  
increased brand awareness **FROM 1% TO 40%**



### OTHER COLLABORATIONS AND INITIATIVES: -----



PROMOTIONAL ACTIVITIES  
ORGANISED IN STORES DURING  
HOME MATCHES OF THE  
A NATIONAL TEAM



SOCIAL-MEDIA ACTIVITIES  
DURING NATIONAL-TEAM MATCHES



**SAN CARLO**

**"SFIDA GLI AZZURRISIMI SAN CARLO" COMPETITION**



**Posteitaliane**

DEVELOPING PROJECTS THAT FOCUS PARTICULARLY ON A LOCAL LEVEL AND ON SPORTS AND CULTURAL ACTIVITIES CAPABLE OF PROMOTING VALUES OF INTEGRATION, TEAM SPIRIT AND FAIR PLAY IN COMPETITION, ESPECIALLY AMONG YOUNG PEOPLE



**ERMANNO SCERVINO**

**DESIGNING FORMALWEAR FOR THE WOMEN'S NATIONAL TEAM FOR THE FIRST TIME**

**ORGANISING A PHOTOSHOOT**



NUMEROUS EDITORIAL, DIGITAL AND SOCIAL-MEDIA INITIATIVES. ENI ALSO SUPPORTED THE INAUGURATION OF A FIGC LOCAL DEVELOPMENT CENTRE IN GELA, GIVING YOUNG BOYS AND GIRLS FROM THE LOCAL TERRITORY THE OPPORTUNITY TO TAKE PART IN A SIGNIFICANT PROJECT PROVIDING EDUCATION AND TRAINING THROUGH FOOTBALL





# LOGO EVOLUTION THROUGH HISTORY



**2017**  
**COMMERCIAL LOGO**

- LAUNCH OF NEW LOGO
- REBRANDING PROGRAMME
- NEW BRAND IDENTITY
- NEW "OFFICAL" FIGC FONT



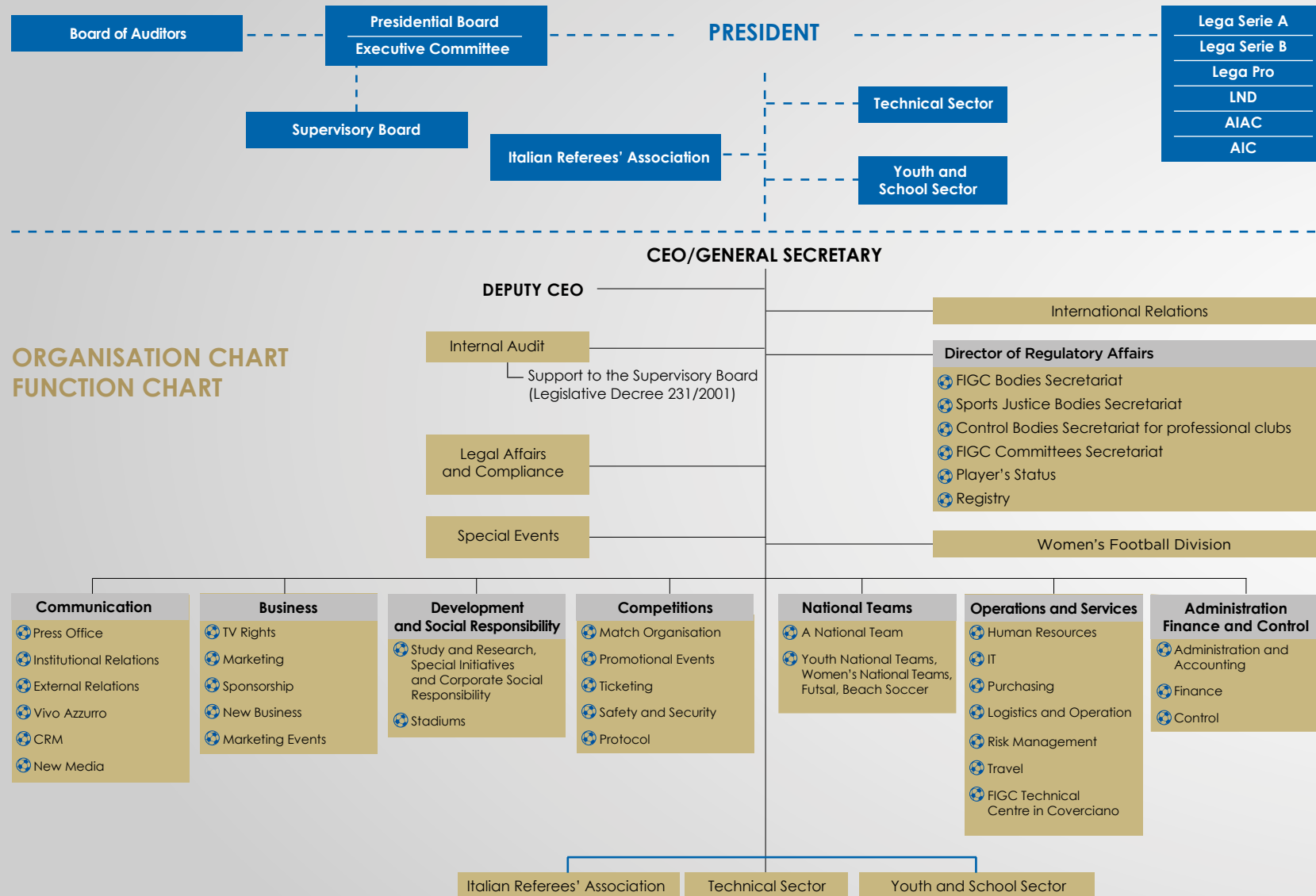


ESPANA VS ITALIA

EUROPEAN QUALIFIERS



# 4.5 EFFICIENCY AND INTERNAL ORGANISATION



ORGANISATION CHART  
FUNCTION CHART

## SPORTS JUSTICE BODIES AND COMMITTEES



### SPORTS JUSTICE BODIES

- FIGC Sports Justice Authority
- FIGC Prosecutor's Office
- Sports Judges
- National Federal Tribunal
- National Sport Court of Appeal
- Federal Court of Appeal

### SUPERVISORY BODIES FOR PROFESSIONAL CLUBS

#### National Licensing

- Professional Football Financial Control Committee
- Infrastructural, Sporting and Organisational Criteria Committee

#### UEFA Licensing and Financial Fair Play

- First Instance UEFA Licensing Committee
- Second Instance UEFA Licensing Committee

### FIGC COMMITTEES

- Anti-doping and Health Protection Committee
- FIGC Regulations Committee
- Award Committee
- Sports Directors and Managers Committee
- Sports Agents Committee
- FIGC Medical Committee
- Football Risk Profiles Committee
- Integration Committee



### EFFECTIVE AND EFFICIENT ORGANISATION

- Introduction of the new FIGC 'Business' area
- Insertion of the "Special Events" function



### TRANSPOSAL OF THE NEW EUROPEAN PRIVACY REGULATIONS

- Working group with all offices represented
- Data handling and privacy procedures



### SUPERVISORY BOARD, RISK ASSESSMENT AND INTERNAL AUDIT

- The Supervisory Board defined the information flows with the various FIGC areas and initiated the process to review the organisation, management and control model.
- The company Risk Assessment approach was updated
- Internal Audit highlights from 2017:



- Alignment of core internal procedures in relation to the implementation of the integrated SAP system
- Monitoring of corrective action following the non-conformity of the audit of the "Logistical management of AIA meet-ups/events"
- Annual report on Internal Audit activity
- Audits of "Security management for company systems and information" and of the process of "FIGC purchases for AIA"



## 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:



THE ITALIAN FA IS THE FIRST ITALIAN SPORTS FEDERATION TO INTRODUCE INTERNAL AUDIT



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



14 NEW OPERATING PROCEDURES AND INSTRUCTIONS:

1. Management of corporate obligations
2. Management of monetary and financial flows
3. Management of acquisition of goods and services
4. Human resources selection
5. Use of company IT tools
6. Relations with Public Administration
7. FIGC membership cards
8. Divestment of depreciable assets
9. Awarding of institutional patronage and issuing of contributions
10. Travel and expenses covered for employees
11. Allocation and use of mobile phones
12. Allocation of legal roles
13. Acquisition of goods and services for National Technical Sector Courses and local Technical Sector Courses
14. Acquisition of goods and services for the Youth and School Sector



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

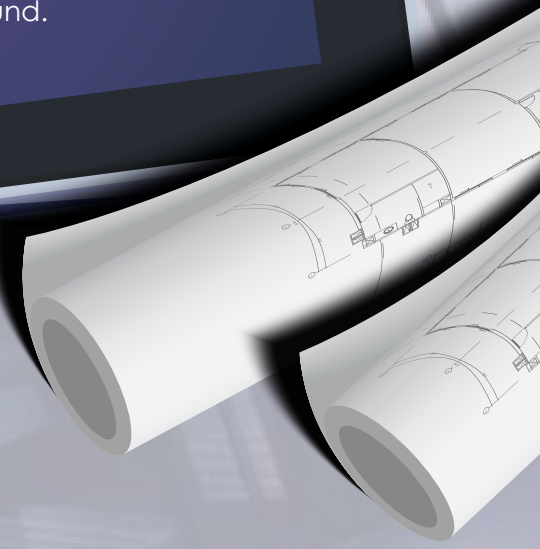


STANDARDISING SUPPLY CONDITIONS AND THE SHARING OF CONTRACTUAL CLAUSES



### SAFETY IN THE WORKPLACE

- **ENVIRONMENTAL AUDIT** to check for 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.







## NEW IT, DIGITAL AND TECHNOLOGICAL PLATFORMS

### NEW INTEGRATED ADMINISTRATION AND CONTROL SYSTEM

- Replacement of the current administration system **after nearly 15 years.**
- Introduction of a model based on **SAP technology**, an Enterprise Resource Planning (ERP) system.
- **Training programmes** on using the new integrated system.

**SAP-ERP: : From a working approach organised by Functions...  
...to a company organised by Processes**

### NEW FIGC WEBSITE PROJECT

- A programme to create an innovative new **multimedia, multi-channel platform** capable of becoming the first online port of call for Italian football as a whole.

- The new FIGC website will **bring all of the information** present on the existing portals together **into one platform.**

### EXTRANET PLATFORM

- **OBJECTIVE:** to simplify the various processes managed by FIGC, and required by football clubs and the other main stakeholders, and allow these to be managed digitally.

### OPERATING MODEL

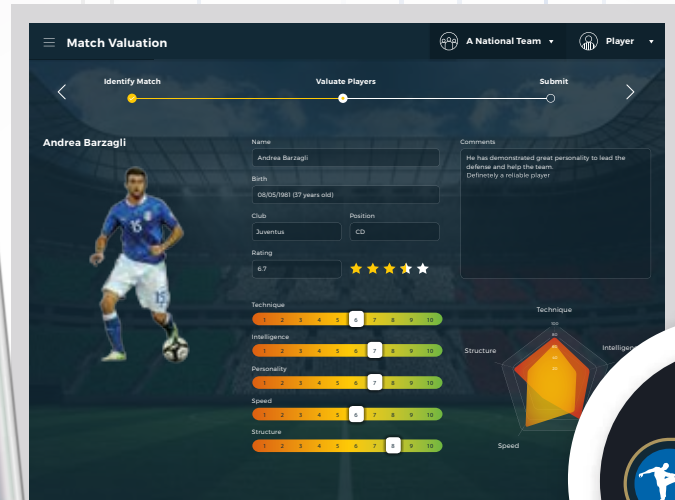




## NEW DIGITAL PLATFORM FOR CLUB ITALIA: FDI 360

An interactive system to keep track of all 600 male and female footballers called up every year by the 19 Italian National Teams, monitoring multiple aspects, such as physical and technical performance in both training and matches, in addition to medical, nutritional and neurophysiological information and even a predictive analysis on propensity to injury.

**Objective:** to improve interaction with clubs and share as much information as possible with them.



## OTHER PROJECTS



### ONLINE SELF-BOOKING PLATFORM



- Allows all departments **to independently manage their bookings**, in accordance with the Travel Policy.
- Improvement in **efficiency in terms of managing services** for booking travel and company trips.

#### 2017 HIGHLIGHTS :



**2,128**  
REQUEST



**1,926**  
TRANSACTIONS

### EMPLOYEE PORTAL



- The system will make it easier to **consult documentation** (payslips, income tax statements, HR correspondence) and **manage day-to-day movements** (overtime, holidays, other).

### OTHER PROJECTS COMPLETED IN 2017



- **Bolstering the internet network** across the FIGC structure
- The new **“Cube” email platform**
- The **Extranet** platform for the **Youth and School Sector**
- Analysis and development of **upgrades to the software** used at the **FIGC Technical Centre in Coverciano**
- **IT audit** – an Internal Audit was carried out with a specialised consulting company, with the aim of **improving security and governance of IT systems**







## TRANSPARENCY

FIGC has further consolidated its position among **the sports organisations with the highest level of transparency worldwide.**

### FIGC PUBLICATIONS

<p><b>ReportCalcio</b> (8 editions)</p> <p>Annual report on the main figures relating to Italian and international football</p>	
<p><b>Sustainability Report</b> (3 editions covering 4 years of reporting)</p> <p>Document illustrating FIGC's activities, identity and mission</p>	
<p><b>Integrated Report</b> (3 editions)</p> <p>Report designed to illustrate FIGC's main strategic programmes focusing on creating value</p>	
<p><b>The Income Statement of Italian Football</b> (2016 edition)</p> <p>Analysis of the economic dimension of Italian football in general, including for the first time amateur and youth football, FIGC, the Leagues' governing bodies and professional football</p>	
<p><b>Management Report</b> (3 editions)</p> <p>Report designed to aid analysis, monitoring and forecasting of business performance</p>	

FIGC publications can be found in the "Transparency" section of the Association website, along with the Code of Ethics, budget, financial statement and data on football agents.



## Integrated Report 2017 - Editorial Staff

### **Coordination and editing**

Niccolò Donna, Cristina Blasetti and Guglielmo Cammino

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

The third 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*.

### **For more information**

[centrostudi@figc.it](mailto:centrostudi@figc.it)

### **Special thanks to**

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Youth and School Sector  
Technical Sector

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Via Gregorio Allegri, 14  
00198 Rome, Italy  
[figc.it](http://figc.it)

