

ITALIA

FIGC

SUSTAINABILITY REPORT 2013

FEDERAZIONE ITALIANA GIUOCO CALCIO



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LETTER BY THE PRESIDENT

The Sustainability Report of the Italian Football Association (FIGC) has now reached its second edition and sets out to follow up its attempt to portray Italy's multifaceted and constantly changing football environment. This edition outlines the highlights of 2012, which proved to be an extremely important year for our Association. From a sports perspective, emphasis is placed on the outstanding results achieved by the National Teams that culminated in the second place won by the A National Team at the European Championship in Poland and Ukraine. From an internal organisation perspective, the coming into force of the new By-laws was most significant, as it resulted in the adoption of a more effective and flexible organisational model that also proved to be more in line with the By-laws and Core Principles of the Italian National Olympic Committee (CONI). From a Social Responsibility perspective, 2012 was a particularly intense year for the FIGC, considering both the National Team's commitment, with its significant visits to Auschwitz and Medolla, and the profitable co-operation with institutions committed to fighting all forms of violence. A further evidence of the efforts made to spread football-related values - one of the novelties introduced in 2012 - is to be found in the launch of awareness campaigns promoted by the Italian FA to support major social issues by using the National Team players' image, which were circulated through the media, the Association's website and social media. The campaigns to end violence against women and against racism are a proof of such efforts. The 2012 Sustainability Report represented a key innovation driver within international football which met the approval of FIFA and UEFA, becoming best practice for many Italian football organisations as well as an effective reporting tool not only for football operators but also for fans and families alike.

The success gained by the first edition encouraged the FIGC to pursue even more ambitious goals and new challenges. In this connection, there has been an increase in the awareness of the value of uprightness and transparency principles and the importance to measure and own the ethical and social values of the activities carried out. In this document, the FIGC aims to report the activities carried out in 2012, from the commitment towards the development of grassroots activities to the enhancement of its technical, cultural and historical assets, these being issues on which the organisation as a whole focuses on a daily basis. Special attention was paid to the activities of FIGC Sectors, Club Italia, Safety and Integrity - both being crucial to the growth of the football system - partnerships with non profit organisations, the fight against any form of discrimination, the human capital who will have to pick up the value-related challenge in order that football may continue to play the role it has always played in the sports and non sports history of our country. In addition to providing an overview of the efforts made in 2012, the 2013 edition recalls important moments that lent value to our Association's operations in 2013, the hearing granted by Pope Francis being the most fulfilling and exhilarating of them all. The 2013 edition also features information about the activities carried out by the Leagues and Technical Bodies, as they form an integral part of the Association's endeavours while providing a vital contribution to the running of the football system in Italy. Short and long-term goals include continuing to improve the Association's operations reporting process, together with a clearer definition of the dimensions that help assess the levels of performance reached, and an increasingly greater integration of Social Responsibility in the Association's operations and governance.





METHODOLOGICAL NOTE

REFERENCE GUIDELINES

The 2013 Sustainability Report (hereinafter the “Report”) of the Italian Football Association (hereinafter the “FIGC” or “Association”), now reaching its second edition, has been drafted in accordance with version 3.1 of the Sustainability Reporting Guidelines prepared by the Global Reporting Initiative (GRI), with a level C application.

SYSTEM, PROCESS AND REPORTING PRINCIPLE

The Report is the result of a multifarious effort made by a working group consisting of FIGC personnel from different offices representing all the areas of interest related with the Sustainability Reporting of the Association. Moreover, given the complexity of the task, PricewaterhouseCoopers provided assistance in outlining the relevant background.

REPORTING PERIMETER

This Report shows year-end data pertaining to 2012, as detailed earlier, and is called Sustainability Report 2013 because the Association deems the date of disclosure to be important. Moreover, in order to ensure consistency with other publications that now play an “institutional” role (e.g. ReportCalcio), the indication of the year of publication was also preferred. The data and information shown in the Report refer to the activities of the FIGC and its subsidiary Federcalcio Srl during the financial year from 1 January 2012 to 31 December 2012, and, where available, data from previous years for comparison purposes. Information pertaining to the main projects undertaken in 2013, which will be detailed in the next edition of the Report, was also included. Information pertaining to sporting events refers to the 2011-2012 season and, where available, to previous seasons for comparison purposes. Any departure from the aforementioned criteria will be stated in the relevant sections. Financial data was sourced directly from the FIGC financial statements.

REPORTING PRINCIPLES

The reporting principles applied in the preparation of the Report follow the aforementioned guidelines drawn up by the GRI and are listed below:

Inclusiveness, Materiality, Sustainability Background - Following an accurate stakeholder mapping, the relations, involvement actions and related outcomes as well as the contents to be included in the Report were identified. Suggestions made by the Association’s stakeholders after the publication of the 2012 Sustainability Report regarding more in-depth and enriched information to be conveyed were also considered and implemented.

Balance - Data is presented in an objective and systematic manner. The indicators accounting for the results reflect performance measurement regardless of improvement or decline compared to previous periods.

Clarity and Comparability - With a view to ensuring readability, upon defining the editorial approach to the document it was decided to adopt a language as straightforward as possible and present data with images, charts and tables that would make the document all the more intelligible. Indicators are compared with those of previous years. Where no comparison is provided, it means that either changes in previous years’ data are not significant or previous years’ data is not available.

Accuracy - Data was screened by relying on an internal audit and approval process that involved the heads of the various Association’s departments and offices. The FIGC also dealt internally with the sourcing of the data and drawing up of the texts intended for the Sustainability Report, thereby ensuring a greater accuracy of the information and revising the whole document prior to its final approval.

Timeliness and Reliability - The Sustainability Report is published on a yearly basis and is circulated through the usual channels of communication used by the FIGC.

Circulation - The Sustainability Report has been provided in Italian and in English and is available on the FIGC’s institutional website.

IMPROVEMENT GOALS

By publishing the 2013 Sustainability Report, the Italian Football Association aims to continue the transparency process started with the 2012 edition to provide accurate and complete information to its stakeholders, while providing thorough information to the general public regarding its organisation, activities and performance as related to its stakeholders.

The FIGC identified some improvement actions to be developed during the following year, thereby making the Sustainability Report a constantly evolving tool. Such actions include, but are not limited to, constantly improving the internal reporting process to increase organisational effectiveness, fine-tuning existing KPIs (Key Performance Indicators) and defining new indicators if contents so require, increasing Stakeholder Engagement by building engagement and discussion systems to review mutual expectations

and identify guidelines, as well as gaining an in-depth understanding of the Association's operating environment by strengthening trust relationships.

In 2012, the Association's management also approved a CSR (Corporate Social Responsibility) Strategy Plan development scheme that identifies the Social Responsibility areas that are most relevant to the FIGC and provides, based on the expected impact, an effective management of the underlying issues. One of the improvement goals being pursued for the next edition is the completion and implementation of the CSR Strategy Plan.

In view of the newly introduced GRI Sustainability Reporting Guidelines G4, an appropriate analysis will be conducted at the beginning of next year's reporting process, the purpose being to assess the impacts of the changes to be addressed for a possible adoption thereof as early as next year.

TERMINOLOGY

- [AIA - Associazione Italiana Arbitri](#) / Italian Referees' Association
[AIC - Associazione Italiana Calciatori](#) / Italian Players' Union
[AIAC - Associazione Italiana Allenatori Calcio](#) / Italian Coaches' Union
[Alta Corte di Giustizia Sportiva presso il CONI](#) / CONI High Court of Sports Justice
[Anagrafe federale](#) / FIGC Registry
[Assemblea](#) / General Assembly
[Codice di Giustizia Sportiva](#) / Disciplinary Code
[CONI - Comitato Olimpico Nazionale Italiano](#) / Italian National Olympic Committee
[Consiglio federale](#) / Executive Committee
[Collegio dei Revisori dei Conti](#) / Board of Auditors
[Comitato di Presidenza](#) / Presidential Board
[Commissione Agenti di Calciatori](#) / Players' Agents Committee
[Commissione Antidoping FIGC](#) / FIGC Anti-doping Committee
[CAI - Commissione Arbitri Interregionali](#) / Interregional Referees' Committee
[CAN BS - Commissione Arbitri Nazionale Beach Soccer](#) / National Beach Soccer Referees' Committee
[CAN A; CAN B; CAN PRO; CAN D - Commissione Arbitri Nazionale](#) / National Referees' Committee (Serie A, Serie B, Lega PRO, Amateurs)
[CAN 5 - Commissione Arbitri Nazionale Calcio a 5](#) / National Futsal Referees' Committee
[Commissione Criteri Infrastrutturali](#) / Infrastructural Criteria Committee
[Commissione Criteri Sportivi ed Organizzativi](#) / Sporting and Organisational Criteria Committee
[Commissione disciplinare nazionale](#) / National Disciplinary Committee
[Commissioni disciplinari territoriali](#) / Regional Disciplinary Committees
[Commissione di Garanzia della Giustizia Sportiva](#) / Sports Justice Authority
[Commissione di primo grado delle Licenze UEFA](#) / First Instance UEFA Licensing Committee
[Commissione di secondo grado delle Licenze UEFA](#) / Second Instance UEFA Licensing Committee
[Co.Vi.So.C. - Commissione di Vigilanza sulle Società di Calcio Professionistiche](#) / Professional Football Financial Control Committee
[Commissione Premi di Preparazione](#) / Training Compensation Committee
[Commissione Tesseramenti](#) / Player's Registration Committee
[Commissione Vertenze Economiche](#) / Financial Dispute Committee
[CONI Servizi S.p.A.](#) / Italian National Olympic Committee Service Company
[Coordinatore nazionale dei delegati per la sicurezza](#) / National Coordinator of Safety and Security Delegates
[Corte di Giustizia Federale](#) / FIGC Court of Justice
[Federazione dei Musei del Calcio](#) / Football Museums Federation
[Fondazione Museo del Calcio](#) / Football Museum Foundation
[FIGC - Federazione Italiana Giuoco Calcio](#) / Italian Football Association
[Giudici sportivi nazionali e territoriali](#) / National and Local Sports Judges
[LND - Lega Nazionale Dilettanti](#) / National Amateur League
[NOIF - Norme Organizzative Interne Federali](#) / FIGC Internal Organizational Regulations
[NSA - Norme Sportive Antidoping](#) / Sports Anti-Doping Regulations
[Organi di Giustizia Sportiva](#) / Sports Justice Bodies
[Organi Tecnici Regionali](#) / Regional Bodies
[Organi Tecnici, Provinciali e Sezionali](#) / Technical, Provincial and Sectional Bodies
[Osservatorio Nazionale sulle Manifestazioni Sportive](#) / National Observatory on Sports Events
[Presidente federale](#) / FIGC President
[Procura federale](#) / FIGC Attorney's Office
[Segretario federale](#) / Secretary
[Settore Tecnico](#) / Technical Sector
[SGS - Settore Giovanile e Scolastico](#) / Youth and School Sector
[Sistema delle Licenze Nazionali](#) / National Club Licensing System
[TNA - Tribunale Nazionale Antidoping](#) / National Anti-Doping Tribunal

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IDENTITY
AND GOVERNANCE





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IDENTITY AND MISSION

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.

The FIGC's purpose is to:

- Promote and govern the activities of the game of football and all aspects connected with it, combining professional and amateur operations within a central structure
- Promote the exclusion from the game of football of all forms of social discrimination, racism, xenophobia and violence

Among the Association's members are the (i) Leagues, who are entrusted with the organisation of the professional (Lega Serie A, Lega Serie B and Lega Pro) and amateur (LND, National Amateur League) championships, (ii) Italian Referees' Association (AIA), who appoints the referees and assistant referees regarding matches for which the FIGC is directly responsible, (iii) Technical Bodies (i.e., the Players' Union and the Coaches' Union), (iv) Technical Sector, (v) Youth and School Sector. The National Amateur League enjoys independence with regard to regulatory, financial, organisational and administrative matters pertaining to the National Futsal Division, the Women's Football Department, the Inter-Regional Department, and the Beach Soccer Department. 19 Regional Committees, 2 independent Provincial Committees (Trento and Bolzano, recognised as Regional Committees) and 132 Provincial, District and Local Delegations of the LND operate across the national territory. The Youth and School Sector also operates through regional and provincial coordinators, while the Italian Referees' Association relies on its Regional Committees and 211 sections, compared to the 212 sections in 2011 following a reorganisations of the sections in the Region of Lombardia.

THE ITALIAN FOOTBALL ASSOCIATION

LEAGUES



PLAYERS' COACHES' UNIONS



ITALIAN REFEREES' ASSOCIATION



Italian Referees' Association

SECTORS



SETTORE TECNICO

Technical Sector



FEDERAZIONE ITALIANA GIUOCO CALCIO
Settore Giovanile e Scolastico

Youth and School Sector

HISTORY

In 2013, the Italian Football Association celebrated its 115th anniversary. Established in Turin on 16 March 1898, it played a role in making football the most important national sports phenomenon, boasting over 14,000 member clubs that field over 70,000 teams, totalling 1,400,000 registered members approximately. The history of the FIGC is at the same time the history of Italy's football and its international achievements: 4 World Cup (1934 - 1938 - 1982 - 2006), 1 European Championship (1968), 1 Olympiad (1936), in addition to the successes scored by the Youth National Teams and Italian clubs in FIFA and UEFA international competitions.

ORIGINS

In 1898, when it was first established, the FIGC launched the first one-day championship in Turin. The championship was won by Genoa club, who could not however stitch the badge on its players' shirts (badges came about as late as 1924). The debut of the National Team is dated 15 May 1910, at Milan Arena, wearing a white jersey (Italy vs France, 6-2). The following year, the blue jersey was introduced on the occasion of the match against Hungary, as a tribute to the colour of the House of Savoy. Following the standstill brought on by the Great War, Italy's football continued to grow: 1922 was the year of the first Coppa Italia (won by Vado) and the breakup of the Italian Football Confederation, albeit it immediately flowed back into the FIGC during the following year. The Thirties underscored the feats of the National Team led by coach Vittorio Pozzo, winning two World Cup (1934-1938) and one gold medal at the 1936 Olympic Games.

THE POSTWAR PERIOD

Football was one of the driving forces behind Italy's rise from the debris of war.

Those were the years of the Grande Torino (it won five national championships in a row) as well as the tragic accident that occurred at Superga (1948), which was to affect the fate of the National Team too, as it was eliminated in the first round at the 1950 and 1954 World Cup and even failed to qualify in 1958. Commissioner Bruno Zauli led the FIGC renovation process (1959), with the establishment of three Leagues (Professional, Semi-professional, Amateur) and the creation of the Technical and the Youth and School Sectors. Italy's football took centre stage again, first through the achievements of its own clubs, with special reference to Inter and Milan, and then following the outstanding performances of the A National Team led by Valcareggi, winning the European title in 1968 in Italy and then coming within an inch of the World title in Mexico (1970), where it was defeated by Brazil in the final. Success also started to arrive off of the pitch, with FIGC President Artemio Franchi being appointed as UEFA President (1973) and FIFA Vice President (1974).

THE EIGHTIES AND NINETIES

Following an unfortunate World Cup in 1978 (4th place) and the scandal of match-fixing, Italy's football rejoiced again in the wake of Enzo Bearzot's Azzurri, who won the World Cup in Spain (1982). Italy's football enters the 90s enthusiastically, with Juventus winning major international competitions, while Italy played host to the 1990 World Cup, during which Azeglio Vicini's Azzurri lost the penalty shoot-out to Argentina in the semifinal, thereby finishing third. The years that would mark Milan's success then began, with Arrigo Sacchi, the maker of such achievements, being summoned in 1991 to lead the National Team, who lost the penalty shoot-out to Brazil in the USA '94 World Cup final. It was Cesare Maldini's Under 21 National Team that enthralled us with many trophies: it won the European title in 1992, 1994 and 1996, followed by the

HISTORY



titles won by coaches Marco Tardelli and Claudio Gentile in 2000 and 2004, respectively. The 90s ended with a run of misfortune caused by France first at the 1998 World Cup, losing the penalty shoot-out in the quarter finals, and then at the 2000 European Championship, where France defeated us in the final with a golden goal scored during extra time. In December 1998, the FIGC celebrated its centenary at the Olympic Stadium in a show featuring the Azzurri vs FIFA All Stars, with the Italian National Team winning 6-2.

THE CONTEMPORARY PERIOD

Between the 90s and early 2000s, Italy's football underwent a series of profound changes: the introduction of pay-tv (1991) and the television rights issue; the reform of international competitions for clubs (1992), the effects of Bosman's sentence (1995), the legislation (1999) governing representation of technical bodies within the Association's Boards. The Under 21 Team won the bronze medal at the Athens Olympics (2004), while in Manchester (2003) was played the first all-Italian Champions League final (Milan vs Juventus). In 2006, during a difficult time for Italy's football after the investigation known as Calciopoli (football bribery), the National Team led by coach Marcello Lippi won the fourth World Cup, with France this time losing the penalty shoot-out

in the final played in Berlin. The following year, Giancarlo Abete was elected at the helm of the FIGC, with his term of office being confirmed in 2009 and 2013 (in 2011 he was also appointed as UEFA Vice President). He undertook to turn around Club Italia after the disappointing 2010 World Cup in South Africa by appointing Cesare Prandelli as new coach. We then reach present time, with the National Team thrilling the Italians at the 2012 European Championship, where it reached the final but then lost to Spain.

LIST OF FIGC PRESIDENTS SINCE 1898

2007 Giancarlo Abete	2006 Luca Pancalli <i>Commissioner</i>
2006 Guido Rossi <i>Commissioner</i>	2001 Franco Carraro
2000 Gianni Petrucci <i>CONI President and Commissioner</i>	1997 Luciano Nizzola
1996 Raffaele Pagnozzi <i>Commissioner</i>	1987 Antonio Matarrese

HISTORY



1986 Franco Carraro, Andrea Manzella <i>Commissioners</i>	1980 Federico Sordillo
1978 Artemio Franchi	1976 Franco Carraro
1967 Artemio Franchi	1961 Giuseppe Pasquale
1959 Umberto Agnelli	1958 Bruno Zauli <i>Commissioner</i>
1946 Ottorino Barassi Giovanni Mauro Giuseppe Baldo	1944 Fulvio Bernardini Ottorino Barassi
1942 Luigi Ridolfi	1933 Giorgio Vaccaro
1926 Leandro Arpinati	1924 Luigi Bozino

1923 Giovanni Mauro <i>Commissioner</i>	1921 Giovanni Lombardi Luigi Bozino
1920 Francesco Mauro <i>Interim</i>	1919 Carlo Montù
1915 Francesco Mauro <i>Regent during 1st World War</i>	1914 Carlo Montù
1913 De Rossi <i>Elected but turned down office</i>	1912 Emilio Vavassori Vittorio Rignon
1911 Alfonso Ferrero di Ventimiglia	1910 Felice Radice
1909 Luigi Bosisio	1907 Emilio Balbiano di Belgioioso
1905 Giovanni Silvestri	1898 Luigi D'Ovidio Mario Vicary

HISTORY: EURO 2012

ITALIAN NATIONAL A TEAM MATCHES AT EURO 2012

TOTAL SPECTATORS

297,809
6 matches

AVERAGE SPECTATORS

49,635
per match

AVERAGE UTILIZATION

98.9%
of stadium capacity

AVERAGE AUDIENCE

16.6 million
viewers per match

AVERAGE SHARE

65.47%
per match

At the 2012 European Championship held in Poland and Ukraine, Cesare Prandelli's National Team finished second. After succeeding in the group stage (2nd place), consisting of top ranked Spain and the two eliminated teams of Croatia and Ireland, the Italian Team defeated the English Team in the quarter finals (penalty shoot-out ending 4-2 after a 0-0 score during regular and extra time), and then gaining the upper hand in the semi-final against Germany (2-1). The Azzurri were then defeated by Spain, who won the final held in Kiev on 1 July 2012 (4-0). Back home after the event, the Italian delegation was greeted by the President of the Italian Republic, Giorgio Napolitano.

The 2012 European Championship was marked by the considerable support and interest aroused by the Italian Team: the number of spectators who turned out at the stadium to watch the 6 matches played by the Italian Team during Euro 2012 totalled 297,809, with an average of 49,635 spectators per match, while on average the stadiums were filled to 98.9% of their capacity. With regard to TV ratings, the average audience totalled almost 16.6 million spectators per match, while the average share reached 65.47%.

MATCHES PLAYED BY THE ITALIAN TEAM AT EURO 2012

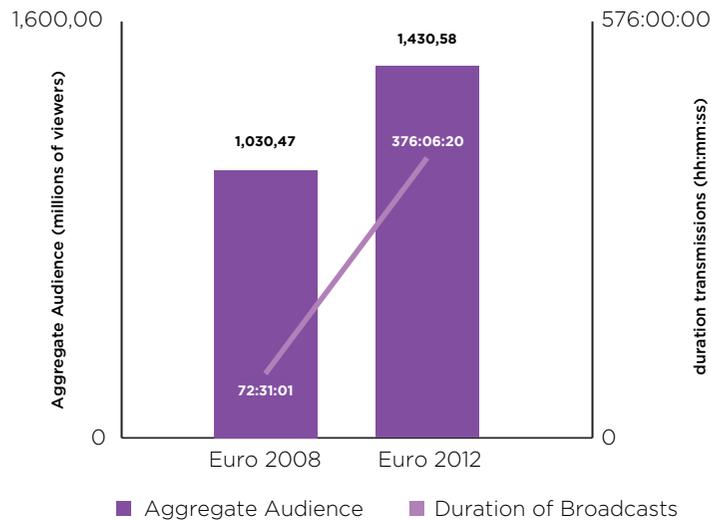
Date	Match	Result	Scorers	City	Stadium	Attendance	Audience (Rai1)	Share (Rai1)
10/06/2012	SPAIN-ITALY	1-1	61' Di Natale (I), 64' Fabregas (S)	Gdansk	PGE Arena Gdansk	38,869	12,712,078	62.68%
14/06/2012	ITALY-CROATIA	1-1	39' Pirlo (I), 72' Mandžukić (C)	Poznan	Municipal Stadium	37,096	13,101,127	66.69%
18/06/2012	ITALY-IRELAND	2-0	35' Cassano (I), 90' Balotelli (I)	Poznan	Municipal Stadium	38,794	17,473,506	59.73%
24/06/2012	ENGLAND-ITALY	0-0 (penalties 2-4)		Kiev	Olympic Stadium	64,340	17,343,995	66.40%
28/06/2012	GERMANY-ITALY	1-2	20' e 36' Balotelli (I), 92' Özil (G)	Warsaw	National Stadium	55,540	20,000,931	68.42%
01/07/2012	SPAIN-ITALY	4-0	14' Silva (S), 41' Alba (S), 84' Torres (S), 88' Mata (S)	Kiev	Olympic Stadium	63,170	18,910,071	68.72%
Total						297,809	99,541,708	
Average per Match						49,635	16,590,285	65.47%

HISTORY: EURO 2012

In order to measure the media impact produced by the Italian Team during the 2012 European Championship, data should also be benchmarked against the analysis of the duration of broadcasts and the competition overall aggregate audience. As compared to the previous 2008 edition, the event held in 2012 produced a 418.6% increase in broadcast duration (from 72 to 376 hours overall) and a 38.8% increase in aggregate audience (from 1,030,000 to 1,430,000 viewers). Television exposure gained by the FIGC official sponsors during the competition exceeded 224 hours as a whole.

The data relating to the level of interest aroused in the FIGC official profile on Facebook also proved significant. Starting from a base of 430,845 likes at the beginning of Euro 2012, the page showed a considerable feedback in terms of involvement of its own community: according to a research conducted by specialist firms Statilizer/Lewis PR aimed at measuring the interaction between the national teams participating in UEFA Euro 2012 and their fans, the FIGC Facebook Official Page ranked second, behind Germany, totalling 4,449,575 contacts and showing a +35,000 increase in likes during the event.

AGGREGATE AUDIENCE AND DURATION OF BROADCASTS FEATURING THE ITALIAN TEAM DURING EURO 2012



Note: The aggregate audience represents the total of viewers who watched programmes containing pictures and comments relating to the Italian National Team during the 2012 European Championship



ORGANISATION AND GOVERNANCE

ADOPTION OF THE NEW FIGC BY-LAWS

For the purposes of compliance with the CONI By-laws and Core Principles, on 23 October 2012 a resolution was passed to adopt the new FIGC By-laws. Below are the most significant changes made to the By-laws by Commissioner ad acta Giulio Napolitano:

- The number of elected Executive Committee members in addition to the FIGC President and the President of the Italian Referees' Association, who are ex officio members, was reduced from 25 to 19
- The number of Vice Presidents was reduced from 3 to 2, while the members of the Presidential Board decreased from 7 to 5, such Board being considered as the President's supporting body
- The provision whereby changes to the By-laws were to be passed subject to the approval of at least one third of the votes cast by the delegates of the clubs of each League and Technical Body at an Extraordinary Assembly was cancelled. The condition to approve a proposal for amendment of the By-laws will remain with respect to reaching at least three quarters of the votes of the delegates of the General Assembly
- The FIGC President was entrusted with the technical and sports planning and smooth running of the Association, under the supervision of the Executive Committee
- In his capacity as senior executive of the administrative structure, the General Manager was entrusted with administration and management duties

GOVERNANCE

The Italian Football Association pursues its goals through its own bodies, assigning them specific duties pursuant to the Association's By-laws and Internal Organisational Regulations. The FIGC bodies include:

- General Assembly
- President
- Vice Presidents
- Presidential Board
- Executive Committee
- Board of Auditors
- General Manager

At the time of publication of the Sustainability Report, executive offices were held by:

- Giancarlo Abete: President
- Carlo Tavecchio: Deputy Vice President
- Demetrio Albertini: Vice President
- Antonello Valentini: General Manager
- Antonio Di Sebastiano: Secretary

The **General Assembly** is composed of delegates from the Professional Leagues and the National Amateur League, athletes' and coaches' delegates, match official delegates. The number of delegates in each category is determined by the electoral rules issued by the Executive Committee. Pursuant to the current By-laws, the votes cast at the General Assembly are

ORGANISATION AND GOVERNANCE

allocated as follows: 34% to the Professional Leagues' delegates, 34% to the National Amateur League's delegates, 20% to the athletes' delegates, 10% to the coaches' delegates, 2% to the match officials' delegates. In order to ensure a balanced technical representation, professionals and amateurs as well as male and female athletes must be equally represented. The main duties of the General Assembly include: (i) adopting the Association By-laws, (ii) appointing the FIGC Honorary Life Presidents and Members, subject to the Executive Committee's proposal, (iii) electing the Association President and the Chairman of the Board of Auditors. In addition, the General Assembly is empowered to approve the statements of accounts in the event that they do not meet the favourable opinion of the Board of Auditors or are not approved by the Board of the Italian National Olympic Committee (CONI).

The **Association President** (i) is the legal representative of the FIGC, (ii) is generally responsible for the technical and sports area and performs senior planning, policyming and auditing duties pertaining to the achievement of competitive results at a national and international level, (iii) subject to consultation with the Vice Presidents, makes administrative, technical and sports decisions not specifically delegated to other bodies pursuant to the By-laws, and (iv) chairs both the Presidential Board and Executive Committee. The Association President represents the FIGC in its entirety and remains in office for four years. On 14 January 2013, with 94.34% of the votes cast on the first ballot of the elective General Assembly Giancarlo Abete was re-elected FIGC President and has now been in office since 2007. During the General Assembly, the ReportCalcio 2012 and 2012 Sustainability Report

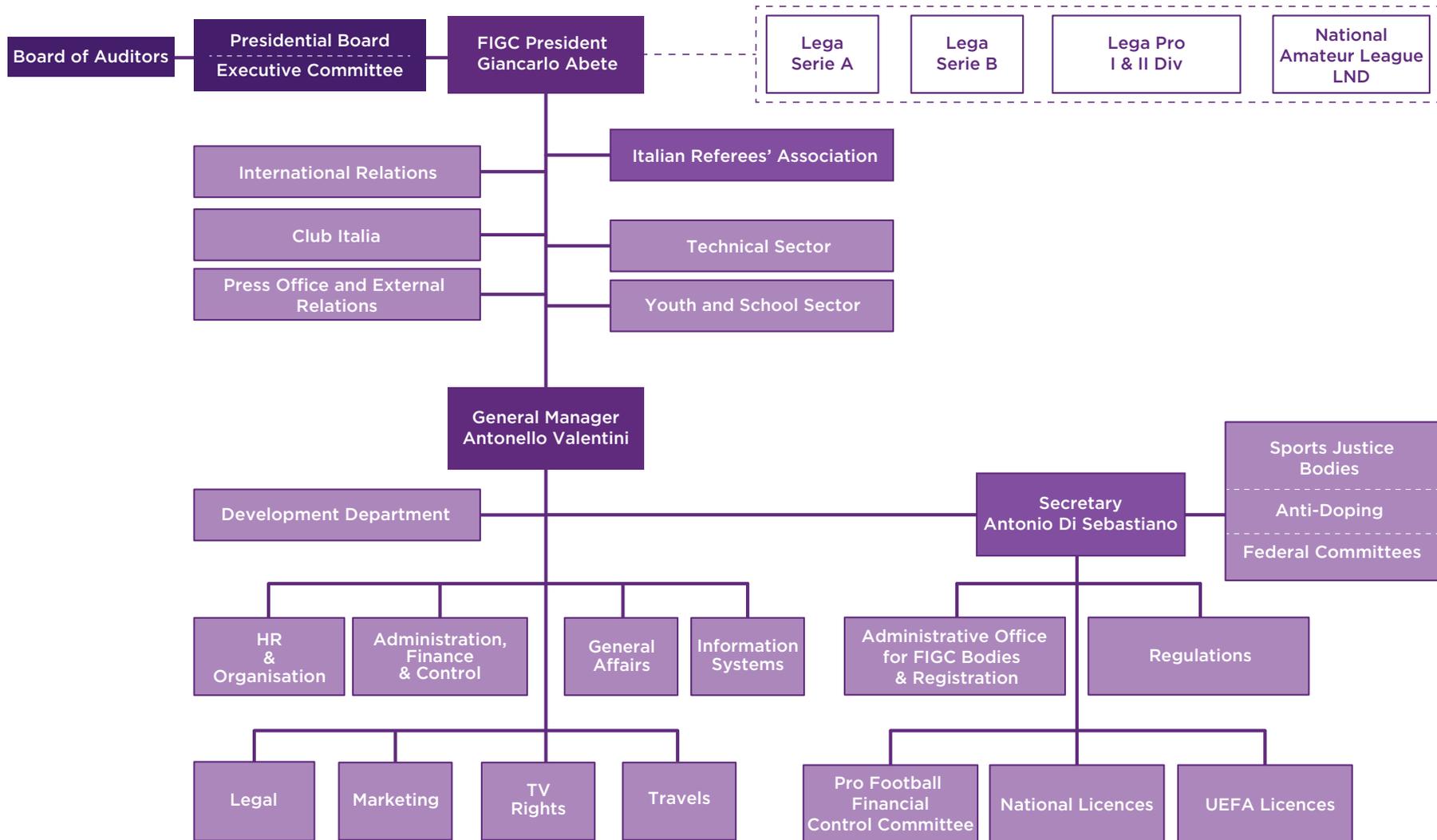
were handed out to the 256 eligible delegates in attendance as documents forming an integral part of President Abete's electoral programme.

The **Deputy Vice President** and the other **Vice President** are elected from within the Executive Committee. They may hold specific proxies granted by the President and may act as legal representatives in the event of the latter's absence or impediment.

The **Presidential Board** consists of 5 members: the Association President, the Deputy Vice President, 3 members of the Executive Committee elected from within the Committee itself so as to ensure the presence as a whole of two league representatives of the Professional Leagues, one representative of the National Amateur League and one representative of the Technical Bodies. The Presidential Board assists the President in dispatching accounting and management matters that are not deemed as part of day to day business operations, reviews the budget and financial statements layout and develops economic and financial measures covering players from accidents/injuries that may be incurred while playing for the National Teams, submitting them to the Executive Committee for approval.

President: elected by the General Assembly on 14 January 2013 (Official Report No. 114/A)
 Deputy Vice President: elected by the Executive Committee on 5 April 2013
 Vice Presidents: elected by the Executive Committee on 5 April 2013
 General Manager: appointed by the President on 6 November 2012 (Official Report No. 77/A)
 Secretary: appointed by the President on 6 November 2012 (Official Report No. 78/A)
 Chairman of the Board of Auditors: elected by the General Assembly on 14 January 2013 (Official Report No. 114/A)
 Executive Committee: members elected between 8 May 2012 and 18 January 2013

ORGANISATION AND GOVERNANCE



ORGANISATION AND GOVERNANCE

The **Executive Committee** (EC) is the regulatory, general policy-making and administrative body of the Italian Football Association. In addition to the FIGC President and the President of the Italian Referees' Association, who are ex officio members, the EC consists of 19 members: 6 members elected by the National Amateur League (LND), including the President of the LND; 7 members elected by the Professional Leagues, including their respective Presidents, to the extent of 3 members from the Serie A, 1 member from the Serie B, 3 members from the Lega Pro; 4 athletes and 2 coaches. At least one amateur player and one professional player must be included among the EC members and female athletes must be fairly represented. Likewise, coaches sitting on the EC must represent both amateur and professional categories. EC resolutions are passed by simple majority of the votes cast by eligible voters attending the meeting, unless otherwise stated in the Association By-laws or Regulations. The main regulatory provisions issued by the EC are: the Internal Organisational Regulations, the Sports Code of Justice and Antidoping Control Regulations, provisions governing the supervision of football clubs, and the UEFA Club Licensing Manual. Moreover, upon proposal of the President, the EC performs the duties as under Article 27 of the By-laws, including the approval of the budget and statements of accounts, the approval of national and international programmes, the coordination of competitive activities delegated to the Leagues. Moreover, after due consultation with the Leagues and the Technical Bodies, he makes decisions regarding the organisation of the championships. The EC also appoints the members of the Committees as laid down in the Internal Organisational Regulations and the members of the Justice Bodies and the Professional Football Financial Control Committee (Co.Vi.So.C.), hears appeals submitted by clubs for admission to their respective championships, and approves the by-laws and regulations of the Leagues, the Italian Referees' Association and the sectors, as well as the electoral rules of the Technical Bodies.

The **Board of Auditors** consists of 3 regular members, including the Chairman of the Board (appointed by the General Assembly), two members appointed by CONI and two additional alternate members also appointed by CONI, as pursuant to the applicable By-laws. The members of the Board hold office for four years and must be listed in the Register of Chartered Accountants and Registered Auditors maintained by the Ministry of Justice. The audit scope of the Board of Auditors extends to the whole economic and financial management of the FIGC and its bodies.

The **General Manager** is appointed by the FIGC President, after due consultation with CONI and the Executive Committee. He is responsible for the institutional, administrative and financial management of the Association. In the dispatch of his duties he may be assisted by a Secretary, if appointed by the President. The General Manager also arranges for the budget and statements of accounts to be prepared and supervises and deals with the organisation of the Association offices and personnel, and implements the President's and Executive Committee's resolutions.

The election or appointment to positions within the bodies of the Association require compliance with specific formal, ethical, moral and compatibility requirements as laid down in the Association By-laws. In addition to the bodies described above, the FIGC relies on an administrative organisation consisting of offices and sectors. This organization is headed by the General Manager, who reports to the President and the Executive Committee. Each office is managed and organised by an official, who is held accountable for the activity he is entrusted with. The General Manager assists and oversees the collection and publication of FIGC press releases and coordinates the other sports and regulatory activities governed by the By-laws, FIGC regulations and international rules, consistent with the decisions of the relevant bodies.

ORGANISATION AND GOVERNANCE

The FIGC entrusts the Leagues with the organisation of football championships. Each league is an association of football clubs and determines its own internal organisational structure in compliance with law provisions, CONI guidelines, the Association By-laws and Regulations. In the dispatch of its technical duties, the FIGC relies on two sectors - both vested with organisational and managerial independence - over which the Association exercises pre-period and post-period administrative control. The Technical Sector performs studies and holds courses for the promotion and improvement of football techniques. The Youth and School Sector promotes, governs and organises the activities of young players aged between 5 and 16, in the pursuit of technical, educational and social goals. It operates through Regional Coordinators aided by the LND territorial networks.

CODE OF ETHICS

The FIGC has been following its own Code of Ethics since 2003, such Code defining the ethical and moral standards of the Association and providing the employees and members of the Association bodies with behavioural guidelines to be followed both internally and in dealings with third parties or FIGC partners. The paramount goal of the Code of Ethics is to provide a clear and unambiguous definition of the values recognised and accepted by the FIGC, and support the strengthening of the Association's image insofar as the Code is considered to be a key tool for monitoring economic, financial, and social relations. Below is the full text of the FIGC Code of Ethics.

CODE OF ETHICS OF THE ITALIAN FOOTBALL ASSOCIATION

PREAMBLE

In the discharge of its tasks the Italian Football Association (hereinafter the "FIGC") complies with the laws of the State and the rules and regulations of the national, international and sports system in which it operates.

The FIGC acts in compliance with the principles of sports loyalty, freedom, dignity of the human being and respect for diversity. The FIGC repudiates any discrimination based on gender, race, language, personal and social status, political and religious creed. Given the significance of its activities and the role it plays within the Italian sports environment, in each process of its daily operations the FIGC endeavours to further its growth by reinforcing a solid image based on values of fairness and loyalty. To this end, the FIGC supports a working environment that builds on the respect, uprightness and co-operation of its employees and, based on the experience gained in the relevant sectors, ensures the engagement and accountability of employees and collaborators with respect to the specific goals to be reached and the ways to pursue them.

This Code therefore sets out to provide a clear definition of the values the FIGC recognises, owns and shares.

The FIGC undertakes to deploy an information and awareness programme regarding the provisions of this Code of Ethics and its application to the individuals concerned, the purpose being to ensure that all those who work for the FIGC discharge their tasks/duties in strict and unfailing compliance with the principles and values herein.

CHAPTER I

GENERAL PROVISIONS

Article 1

(Scope and Recipients)

1. The principles and provisions of this Code of Ethics (hereinafter referred to as the "Code") provide illustrative specifications of the general obligations of diligence, uprightness and loyalty qualifying job performance and behaviour at the workplace.

ORGANISATION AND GOVERNANCE

2. The principles and provisions of this Code shall be binding on all people who are connected to the FIGC and its sectors by organic or working relationships, including occasional work or simple co-operation, (hereinafter referred to as the “Recipients”).

3. This Code shall be notified to any third party who may receive assignments from the FIGC or have stable or temporary relationships with it.

Article 2

(General Principles)

1. This Code reflects a number of principles the compliance of which is crucial to the smooth running, reliable management and image of the FIGC. Operations, behaviours and relationships, both inside and outside the FIGC, shall refer to such principles.

2. The FIGC recognises that human resources are a key driver for its own development. The management of human resources is based on the respect of the personality and professional status of each individual.

Article 3

(Communication)

1. The FIGC shall arrange for all Recipients to become acquainted with the provisions and application of the Code, recommending that it be complied with at all times.

2. In particular, the FIGC shall:

- Circulate the Code to its Recipients
- Interpret and clarify the provisions contained in the Code
- Monitor actual compliance with the Code
- Update the Code provisions with respect to the needs arising from time to time

Article 4

(Responsibility)

Each Recipient shall perform his/her job and duties diligently, efficiently and adequately, making the best use of the tools and time available and assuming the responsibilities connected with his/her duties.

Article 5

(Uprightness)

1. All actions and operations completed and behaviours shown by each Recipient in the discharge of his/

her duties or assignments shall be guided by lawfulness - from both a formal and material perspective as pursuant to applicable law provisions and internal procedures - and uprightness principles.

2. The Recipients shall refrain from making personal use of any information, asset and equipment they may have access to in the discharge of their duties/assignments.

3. Each Recipient shall not accept or solicit, either for himself/herself or others, make recommendations or make statements that may be detrimental to the FIGC or result in undue benefits for himself/herself, the FIGC or third parties; each Recipient shall likewise decline and refrain from making any undue promises and/or offers of money or other benefits.

4. In the event that a Recipient receives an offer or request for benefits from a third party, he/she shall forthwith inform his/her line manager thereof or the person he/she is required to report any such incidents.

Article 6

(Conflict of Interest)

1. In the discharge of their duties/assignments, the Recipients shall pursue the goals and promote the general interests of the FIGC.

2. With due account being taken of the circumstances, the Recipients shall forthwith inform their managers or contact persons with respect to (i) any situation or activity where they may hold interests that are in conflict with those of the FIGC and (ii) any other circumstances where strong grounds for inappropriateness seem to exist.

Article 7

(Confidentiality)

The Recipients shall be required to treat news and information pertaining to the FIGC assets or FIGC activities as highly confidential, as laid down by law provisions, applicable regulations and internal policies and procedures.

CHAPTER II

BEHAVIOUR IN NEGOTIATIONS

Article 8

(Business Relations)

In the discharge of its negotiation tasks, the FIGC shall abide by the principles of lawfulness, loyalty and uprightness.

ORGANISATION AND GOVERNANCE

Article 9

(Relations with Suppliers)

The selection of suppliers and definition of contract terms and conditions shall be based on objective assessment and shall be consistent with internal rules.

Article 10

(Relations with Institutions)

Each Recipient, regardless of his/her role or job position, shall be required to maintain relations on behalf of the FIGC with national, community and international public institutions and sports institutions (hereinafter referred to as the "Institutions") as well as with government officials or civil servants or bodies, representatives, agents, advocates, members, employees, consultants, public function or service officers of public institutions, public administrations, public entities, including economic entities, local, national and international public entities and companies (hereinafter referred to as "Public Officials"), in compliance with applicable law provisions and based on the general principles of uprightness and loyalty.

CHAPTER III

HEALTH, SAFETY & ENVIRONMENT

Article 11

In carrying on its business, the FIGC shall abide by the principle of environmental protection and undertake to protect the Recipients' health and safety, taking all steps required by law in this respect.

CHAPTER IV

SANCTIONING PROVISIONS

Article 12

1. Compliance with the Code provisions must be considered as a key element of the Recipients' contractual obligations. With regard to FIGC employees, failure to abide by such provisions may result in non-fulfilment of employment-related primary obligations or disciplinary offence, consistent with the procedures set forth in labour regulations and further without prejudice to any legal consequences, and may likewise involve compensation for damages arising therefrom.

2. Compliance with the Code provisions must be considered as a key element of the contractual obligations undertaken by partners and/or individuals who maintain relations with the FIGC for any reason whatsoever. Failure to abide by such provisions may result in non-fulfilment of contract obligations, without prejudice to any legal consequences, including termination of contract and/or assignment, and may likewise involve compensation for damages arising therefrom.

CHAPTER V

FINAL PROVISIONS

Article 13

This Code has been approved by the Executive Committee. Any changes and/or amendments shall lie within the province of the Executive Committee, who shall also set forth terms of application thereof.

ORGANISATION AND MANAGEMENT MODEL PURSUANT TO ACT NO. 231/2001

During the second semester of 2012, the Executive Committee approved the FIGC Organisation and Management Model, which was drafted pursuant to Act No. 231/2001 and consistent with the guidelines drafted by trade associations. This initiative represents an important opportunity for the FIGC to strengthen its control system further and ensure increasingly transparent and fair dealings with third parties. The FIGC organisational model is subject to continuous review to reflect both changes in the Association's structure and regulatory changes implemented by the legislator. In particular, updates are underway following the coming into force of Act No. 190 dated 6 November 2012 setting forth "Provisions to Prevent and Restrain Corruption and Wrongdoing in Public Administration."

FIGC IN FIGURES

CLUBS AND TEAMS

In 2011-2012, the overall number of clubs stood at 14,451. While the number of professional and amateur clubs has shown a slight decrease during the past three years, the number of Youth and School Sector clubs has increased by 5.3%. An analysis of the changes that have had an impact on the number of teams shows a 2% growth of the Youth and School Sector against an overall 0.6% growth.

The Association Registry

Through its Registry Office, the Italian Football Association approves the transactions that member clubs carry out, in compliance with the Internal Organisational Regulations, to adjust their club structures to the different contingent needs. Football clubs may merge with other clubs, spin off futsal or women's football activities and change their name or address. Membership applications from newly formed clubs are also most important. Approval is subject to full compliance with the detailed regulations governing the aforesaid "changes". Once compliance is confirmed, the FIGC will certify such compliance by sending appropriate individual notifications to the clubs concerned, Committees or relevant Leagues. During the 2011-2012 season, applications were filed by a considerable number of clubs regarding mergers, spin-offs, name and/or address changes, in addition to requests for membership in order to participate in amateur championships or youth championships. Any irregularities detected in the applications, whether of a formal or material nature, were reported to the Committees who, by contacting the clubs concerned, allowed such irregularities to be corrected, their nature being specifically identified and notified beforehand. In this respect, in most cases the concerns raised were subsequently corrected. Through its Registry Office, the FIGC also monitors championship withdrawals requested by the clubs, often due to financial reasons, as rather than competing in higher championships some clubs prefer to be voluntarily relegated or transferred to youth championships. Following the Association's approval, to be granted formally by letters of notice, the FIGC will safeguard both the clubs' registration number and seniority acquired. In most cases, these withdrawals call for further action on the players, as they involve the release of some players and the retention of others. As part of the adjustments requested by the clubs, the Registry handles jurisdiction changes regarding the territorial jurisdiction of the clubs as opposed to their registered office, the purpose being to facilitate neighbourships in order to curb the travel expenses arising from the individual championships or participate in championships that are not held in the territory of natural jurisdiction.

FIGC IN FIGURES

	2009-2010	2010-2011	2011-2012	VAR ¹
Clubs	14,690	14,653	14,451	-1.38%
Professionals	132	127	119	-6.30%
Amateurs	11,642	11,469	11,260	-1.82%
Youth and School Sector	2,916	3,057	3,072	+0.49%
Teams	69,908	71,689	70,329	-1.90%
Professionals	484	470	455	-3.19%
Amateurs	17,157	17,020	16,570	-2.64%
Youth and School Sector	52,267	54,199	53,304	-1.65%
Registered Players	1,108,479	1,151,437	1,117,447	-2.95%
Professional Activity:	14,476	14,477	13,894	-4.03%
Professionals	3,517	3,329	3,240	-2.67%
Young Professionals	10,959	11,148	10,654	-4.43%
Amateur Activity	474,493	466,371	444,653	-4.66%
Youth and School Sector	619,510	670,589	658,900	-1.74%
Qualified FIGC Staff	23,857	24,060	22,057	-8.33%
Coaches	22,310	22,476	20,445	-9.04%
Athletic Trainers	263	244	289	+18.44%
Doctors	577	627	573	-8.61%
Health Professionals	707	713	750	+5.19%
Referees	33,040	34,728	34,267	-1.33%
National Bodies	1,978	1,899	1,918	+1.00%
Regional Bodies	31,062	32,829	32,349	-1.46%
Managers	108,732	132,163	185,396	+40.28%
Total	1,274,108	1,342,388	1,359,167	+1.25%

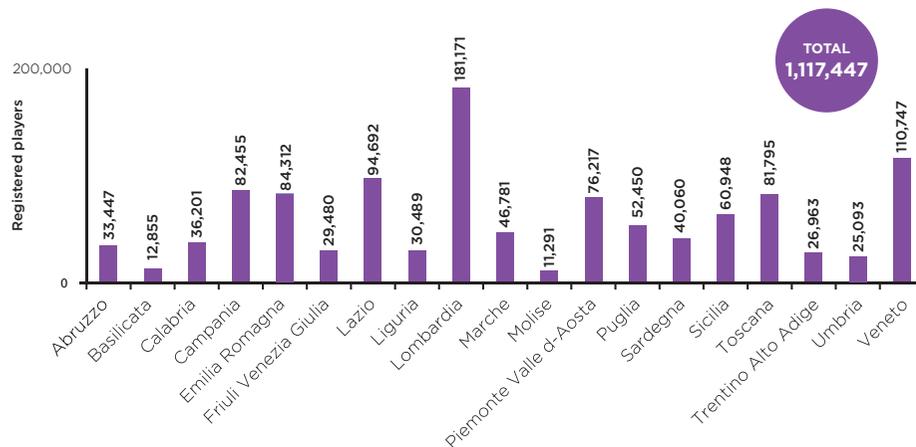
¹ Variation refers to the comparison between 2011-2012 and 2012-2013 sport seasons.

FIGC IN FIGURES

REGISTERED MEMBERS

Over the past three years, FIGC membership increased by 6.8%, totalling 1,359,167 members in the 2011-2012 season, of whom 1.1 million players, over 22,000 technical staff, over 34,000 referees and over 185,000 managers. With regard to registered players in particular, it should be stressed that professional account for approximately 1.2% of the total. The figure relating to the LND and Youth and School Sector is most significant, considering that in terms of registered players their combined data account for over 98% of the total. The chart below, outlining the geographical breakdown of FIGC registered players, shows Lombardia (181,171 members) as the region with the highest membership, followed by Veneto (110,747 members) and then Lazio (94,692). The registered player breakdown analysis pertaining to both men's and women's activities shows that men's football registered players total 1,025,706. By contrast, a decline is shown if reference is made to men's futsal football (69,334), women's football (19,332) and women's futsal football (3,075).

GEOGRAPHICAL DISTRIBUTION OF REGISTERED PLAYERS 2011-2012



REGISTERED FOREIGN PLAYERS

Among registered players, foreign players hold a significant share (50,204). They are present in all Leagues and engage in youth endeavours.

REGISTERED FOREIGN PLAYERS IN ITALY 2011-2012

Amateurs	SGS	Young Pros	Professionals	TOTAL
14,096	34,809	513	786	50,204

With regard to foreign players registered in Italy, it should be noted that in the 2011-2012 season foreign minors registered for the first time with an Italian club totalled 9,434 (accounting for almost 19% of the total foreign registered players) and came from 121 different countries. The country of origin most represented in terms of minors registered for the first time was Albania (1,685), followed by Morocco (1,555) and then Romania (1,460).

Players' Registration and Transfer

The activities conducted by the Italian FA with respect to the management and control of its own members are at the basis of Association's unity. Through its internal services and processes the FIGC guarantees and governs the following:

- Registering Italian and foreign players (professionals and amateurs) to and from foreign FAs in compliance with the FIFA Regulations and Internal Organisational Regulations
- Assessing players' eligibility and non eligibility and certification of a player's position upon request of the of Sports Justice bodies and Attorney's Offices
- Providing assistance to clubs and agents, etc., regarding the interpretation of rules and regulations and the delivery of training courses to professional clubs regarding the FIFA online procedure for the transfer of professional players from and to foreign countries
- Transferring foreign minor players in compliance with the rules issued by the FIFA on the Protection of Minors
- Processing statistics used in the various activities of the Association
- Developing a procedure regarding requests for registration of amateur players
- Filing requests with CONI for the entry visa to Italy for professional players who are citizens of non EU/EEE member countries
- Registering amateur players in the FIGC digital archives (first registration in Italy)

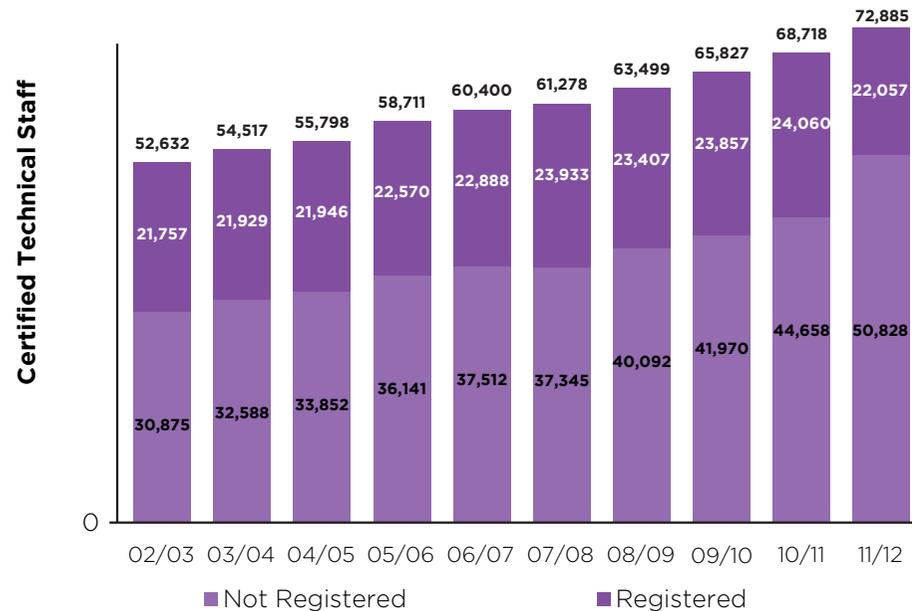
According to the FIFA Players' Status and Transfer Regulations, the transfer of professional players must be completed solely through a procedure known as TMS (Transfer Matching System). With a view to complying with such procedure, the Registration Office has trained its personnel through refresher courses organised by the FIFA.

FIGC IN FIGURES

COACHES AND OTHER TECHNICAL STAFF

The trend of certified technical staff shows an increase virtually in all categories: coaches, physical trainers, doctors and healthcare professionals. Such a significant uptrend increased the total number of certified technical staff from 52,632 in the 2002-2003 season to 72,885 in the 2011-2012 season. Over the same period, the number of registered technical staff members (i.e. actually employed with the clubs) showed an upgrowth in the region of 1.4%, increasing from 21,757 in the 2002-2003 season to 22,057 in the 2011-2012 season. In the past season, the FIGC registered technical staff headcount decreased by 2,003 members. Over the past ten seasons, only one other season (2008-2009) showed a decrease in the FIGC registered technical staff headcount.

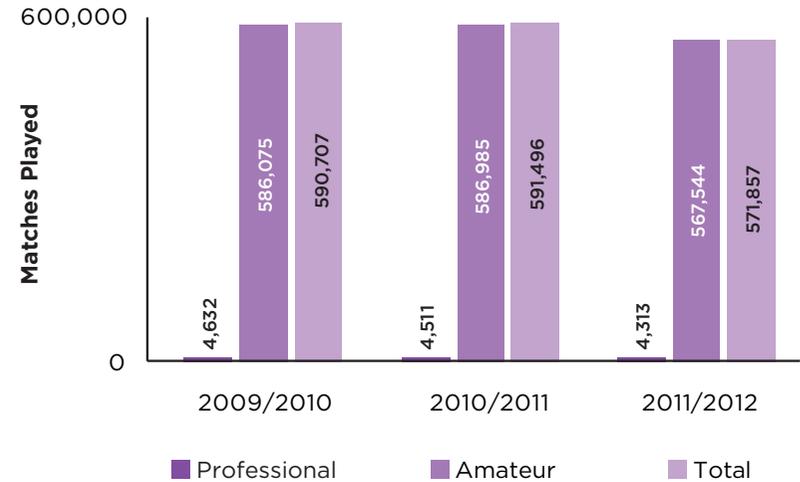
CERTIFIED TECHNICAL STAFF COMPARISON



OFFICIAL MATCHES PLAYED

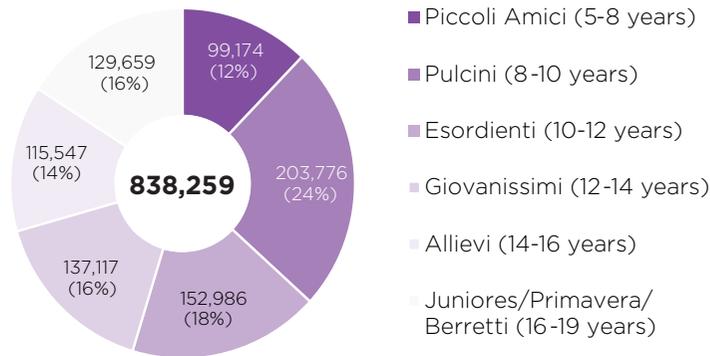
In the 2011-2012 season, 571,857 official matches were played in the different championships, league cups and supercups. More than 4,300 matches were played in professional competitions (Serie A, Serie B, First Division, Second Division, Primavera, Berretti). Amateur and youth activity proved most impactful, considering that in the single 2011-2012 season the number of official matches played totalled 567,544, with an incidence on the overall data exceeding 99%. Moreover, according to an estimate of the LND, approximately 130,000 matches need to be added to the official matches, such additional matches relating to tournaments, friendlies and recreation, entertainment and promotional activities at the national, regional and provincial levels.

COMPARISON OF OFFICIAL MATCHES PLAYED



FIGC IN FIGURES

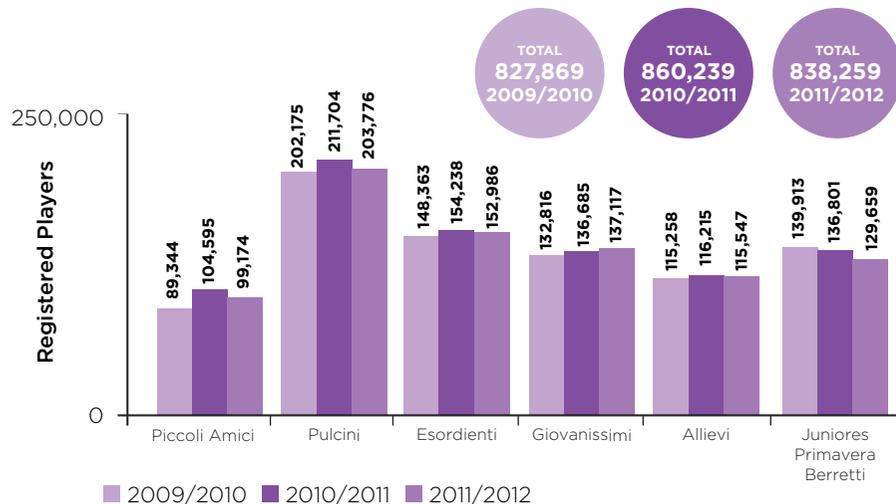
YOUTH ACTIVITY BY CATEGORY 2011-2012



YOUTH ACTIVITY

Youth Activity refers to the whole range of activities involving all registered players aged between 5 and 9. During the 2011-2012 season, registered players totalled 838,259, showing a slight decrease of around 2.5% compared to the previous season (860,239) as a result of a lower number of clubs. A review of the changes recorded in each youth category, which in terms of shares reflect the previous year's trend, shows a decrease in the following categories in particular: -5.2% in the very first age bracket (Piccoli Amici); -3.7% in the Pulcini; -0.8% in the Esordienti; -5.2% amongst Juniores, Primavera and Berretti. The number of players aged 12-14 (Giovanissimi) shows an increase, albeit minor (0.3%).

YOUTH ACTIVITY COMPARISON BY CATEGORY



Training Compensation Committee

Clubs requesting first time registration as “young pro”, “young amateur” or “non professional” in respect of players who in the previous season were registered under the Youth Sector on a yearly retention basis, are required to pay a “training compensation fee” to the club the player was previously registered with. Such fee is determined according to a benchmark updated at the end of each sports season, based on the processing of several statistical indexes. Given the sensitivity of the activity under review, the FIGC has set up an ad-hoc “Training Compensation Committee” who is empowered to resolve first instance disputes on the subject, provides clarifications to the clubs regarding the players’ registration in order to lodge any appeals, and sees to the annual update of the benchmark depending on statistical index changes.

In the 2011-2012 sports season, the Training Compensation Committee reviewed 1,277 appeals, of which 857 were upheld, 140 were rejected, 75 were considered inadmissible and 205 waivers. Since the 2003-2004 sports season, the Committee has reviewed 10,299 appeals, of which 6,191 were upheld, 664 were considered inadmissible, 2,021 were rejected and 1,423 waivers.

FIGC DUTIES

The Association's activities are manifold and well-structured, given the number of bodies to which the Association delegates organisational powers, while regulatory, authority-related and supervisory duties are discharged by the Association itself. To promote and govern football the FIGC carries out the following duties and tasks:

- Keeping international football relations, also for the purpose of harmonising the various sports calendars
- Governing sports matters pertaining to the National Teams
- Dealing with the technical, organisational and financial management of the National Teams
- Performing regulatory and guarantor-related duties, with special reference to sports justice, referees and controls regarding clubs
- Promoting the National Technical School and youth training grounds by regulating and setting, among other things, the Technical, Youth and School Sectors' policy goals and objectives
- Providing sports medicine safeguard as well as preventing and restraining the use of prohibited substances and methods that alter the athletes' natural physical performances
- Regulating FIGC membership for clubs and associations and registration of individuals
- Defining championship systems and formats in conjunction with the relevant Leagues, subject to consultation with the Technical Bodies
- Setting requirements and criteria for the promotion and relegation to and participation in the championships and adopting a licensing system to participate in professional championships in line with the UEFA licensing standards governing European competitions, devising systems that ensure compliance of the clubs' organisational, operational, economic/management-related and financial balance requirements, relying on technical bodies to the extent as necessary
- Issuing, subject to the grounded opinion of the Leagues and associations representing the Technical Bodies, regulations governing the registration of player and the fielding of athletes who cannot be included in the line-up of the National Teams
- Defining the criteria for allocating the resources granted to the FIGC and safeguarding the principle of financial solidarity between professional and amateur football
- Issuing the guiding principles for the regulations of the Leagues and the Italian Referees' Association, consistent with the Association's By-laws, CONI's, FIFA's and UEFA's policies as well as applicable law provisions, and checking compliance therewith
- Recognising athletes' and coaches' unions that by comparison are most representative in terms of membership and territorial and category extent, for the purpose of defining electoral procedures for the Association's bodies and discharging other duties as under the FIGC By-laws, without prejudice however to the freedom of association both categories are entitled to
- Dealing with situations where conflicts of interest exist
- Discharging all the other duties as pursuant to law provisions, the Association's By-laws and other provisions laid down by the national and international sports regulatory framework, as well as any other duty deemed to be of general interest for the FIGC

For an in-depth analysis of the bodies and sectors that make up the Association's structure and to become acquainted with the Association's commitment to social matters, reference should be made to Part Two (Association's Activity) and Part Three (Social Responsibility).

SPORTS JUSTICE BODIES

The Sports Justice Bodies established pursuant to the Association's By-laws act in compliance with the principles of full independence, autonomy, impartiality and confidentiality. The FIGC co-ordinates the activities of the offices of the central justice bodies to ensure the smooth and effective running of the system. The members of the Sports Justice Bodies are bound by the strictest compliance with the principles of confidentiality and may not issue statements to the press or other media with regard to hearings underway or in respect of which they have been called upon to pass judgement. Pursuant to the Association's By-laws, a Sports Justice Authority is established to guarantee the independence, autonomy, impartiality and confidentiality of Sports Justice Bodies. The Authority (i) reviews the applications and then provides the Executive Committee with the names of the candidates who are eligible for appointment as members of the Sports Justice Bodies; (ii) submits opinions and proposals regarding internal procedures; (iii) recommends disciplinary regulations for the members and (iv); takes disciplinary actions against all the members of the aforesaid Bodies.

The Sports Justice Bodies include the:

- National and Local Sports Judges
- FIGC Attorney's Office
- National Disciplinary Committee and Local Disciplinary Committees
- FIGC Court of Justice
- Other specialist bodies as mandated by the Association's By-laws and regulations.

Sports Judges are divided into national and local sports judges.

National Sports Judges are judges of the court of first instance responsible for national championships and competitions as well as for sports activities organised directly by the LND. **Local Sports Judges** are judges of the court of first instance responsible for championships and competitions at the local level. Sports judges of the court of first instance judge the acts by whomever committed during all championships and competitions organised by the

Leagues and the Youth and School Sector, based on official document findings and elements of evidence.

Sports judges of the court of first instance also judge on the proper running of matches, except for acts that pertain to decisions of a technical or disciplinary nature made on the field by the referee or that are deemed to be at the latter's sole technical discretion.

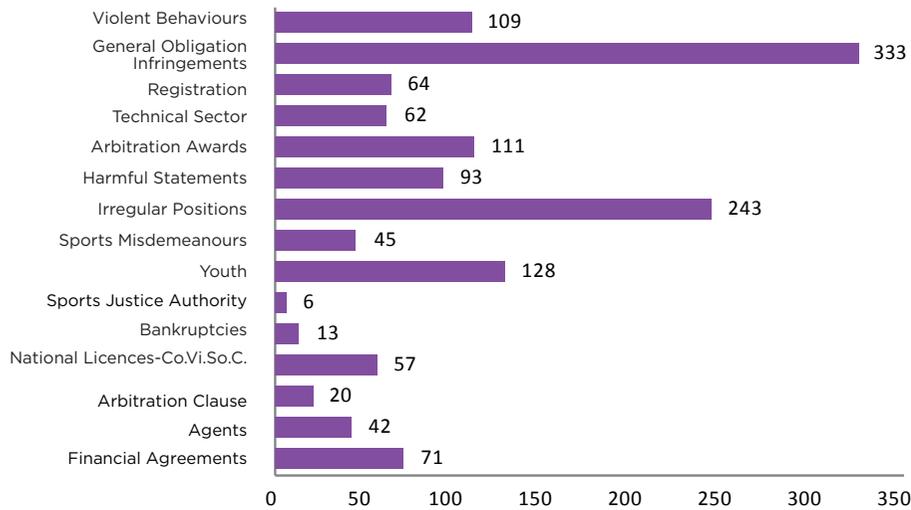
The **FIGC Attorney's Office** discharges both investigating and examining duties, except for doping-related matters, which lie within the province of CONI Attorney's Office. The FIGC Attorney's Office may refer cases to the National Disciplinary Committee or the Local Disciplinary Committees. Moreover, upon a complaint being filed or a request being made, it is the task of the Attorney's Office to start all investigations deemed necessary to ascertain violations of the By-laws and regulations, except for cases pertaining to regional registrations, which are the responsibility of the relevant regional commissions, whose bodies may, in special circumstances, request the Attorney's Office to take action. The Attorney's Office further carries out any other investigation expressly required by Association's bodies. As at 31 December 2012, the Attorney's Office consisted of 1 Attorney General, 1 Vicarious Attorney, 5 Deputy Attorneys, 108 Assistant Attorneys and 182 Associates, plus 1 Secretary, 10 Employees and 7 Consultants.

PROCEEDINGS STARTED IN 2012

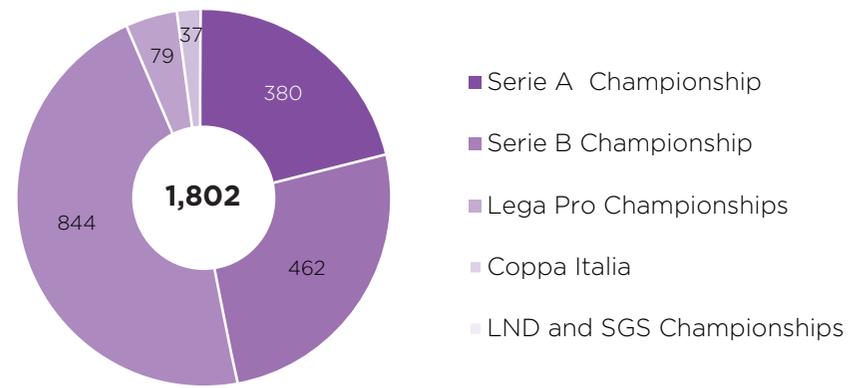


SPORTS JUSTICE BODIES

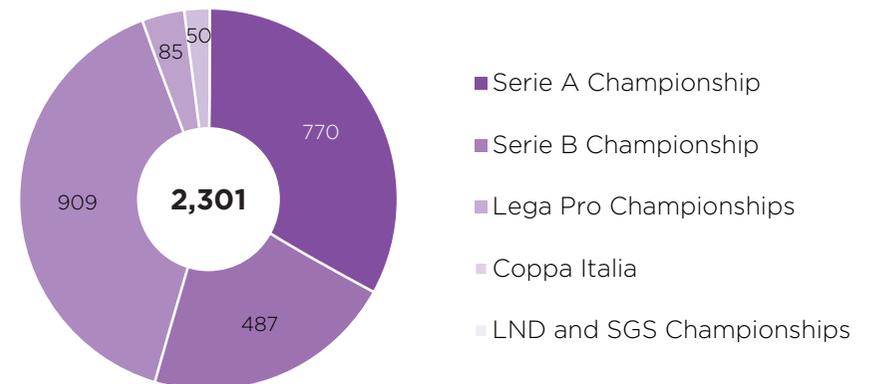
TYPES OF VIOLATIONS PERTAINING TO PROCEEDINGS STARTED IN **2012**



BREAKDOWN OF COMPETITIONS CONTROLLED BY ATTORNEY'S OFFICE MEMBERS IN **2012**



BREAKDOWN OF APPOINTMENTS ORDERED TO PERFORM CONTROLS DURING MATCHES IN **2012**



MEETINGS AND PROCEEDINGS BEFORE JUDICIAL BODIES IN **2012**

Judicial Body meetings attended by the Attorney's Office	451
Proceedings dealt with during the aforesaid meetings	1,435

SPORTS JUSTICE BODIES

The **National Disciplinary Committee** is a court of first instance in proceedings started upon referral by the Attorney's Office with respect to championships and competitions at the national level for matters affecting more than one area, proceedings concerning executives of the Association and members of the Italian Referees' Association operating at a national level, and for other matters covered by Association's rules and regulations. The Committee also acts as a court of appeal in respect of appeals lodged against local disciplinary commissions in proceedings started upon referral by the Attorney's Office. It consists of at least fifteen members, including one Chairman and three Vice Chairmen, one of whom will act as Deputy Chairman in the event of the Chairman's impediment as well as performing any other duties he may be entrusted with by the Chairman himself. The Committee will pass judgment with the participation of three members, including the Chairman or one of the Vice Chairmen. In the event of combined or particularly complex proceedings, it may rule with the participation of five members. The Chairman of the National Disciplinary Committee selects the cases where extra attendance is required at the board meeting by the two additional members having specific expertise in management-related matters.

The National Disciplinary Committee consists of:

- 42 judging members (Counsels, University Teachers, Judges of the National Audit Office)
- 8 additional members with specific expertise in management-related matters (Chartered Accountants)
- 2 representatives of the Italian Referees' Association performing advisory duties on technical and competition-related matters

In 2012, the National Disciplinary Committee met 114 times. 110 Official Reports were issued, which were from time to time notified to the parties concerned by registered letter, fax or e-mail.

In 2012, 607 proceedings were dealt with as a whole, of which:

- 479 were started upon referral by the Attorney's Office (452 upheld, 23 rejected, 3 inadmissible, 1 deemed as nonsuit)
- 128 were started by deed of appeal against rulings issued by local disciplinary committees, of which 73 were submitted by the Attorney's Office and 55 by registered players and clubs (89 upheld, 21 rejected, 18 inadmissible)

Due to referral notification problems or fact-finding investigations, records pertaining to 8 proceedings were returned to the Attorney's Office, 139 positions (players and clubs) were plea bargained and 96 proceedings were submitted to the Court of Justice for appeal.

The **Local Disciplinary Committees**, located within each Regional Committee of the National Amateur League, act as courts of first instances in proceedings started upon referral by the Attorney's Office with respect to championships and competitions at a local level, proceedings pertaining to AIA members performing duties locally and for all the other matters as laid down by the Association rules and regulations. They also act as courts of appeal in respect of appeals lodged against decisions made by local sports judges, without prejudice to Article 44, section 1, of the Code of Sports Justice. The Local Disciplinary Committees consist of at least seven members, including one Chairman and one Deputy Chairman who will act as Chairman in the event of the latter's impediment as well as performing any other duties he may be entrusted with by the Chairman himself. The Local Disciplinary Committees reach their decisions with the input of the Chairman or Deputy Chairman and two members. In the event of absence or impediment, the Chairman is replaced by the Deputy Chairman or, in the event of the latter's absence or impediment, by the senior member in office or the oldest member in the event of seniority being equal. The Local Disciplinary Committees also act as courts of first instance with respect to non financial sanctions inflicted or recommended by the clubs on their own professional

SPORTS JUSTICE BODIES

and young registered players as well as non professional coaches. Proceedings started following an appeal lodged by a registered member must be submitted within the seventh day after the date on which the registered member is notified of the disciplinary action. The appeal must be filed complete with the applicable fee. The Chairman of each Disciplinary Committee defines the composition of the individual panels of judges beforehand, specifying the reporting judges and agenda as well. The Disciplinary Committees pass judgement with the support of an AIA member performing consultative technical and competition-related duties. With regard to proceedings of first instance, once the relevant Disciplinary Committee receives the records, and having ascertained that the deed whereby charges are being challenged has been notified to the parties by the Attorney's Office as under Article 38, the Chairman will arrange for the notification of the summons for the hearing, specifying that the deeds will remain on file for up to five days prior to the date scheduled for the trial, and that until then the parties may review and request copy thereof, file briefs, petitions and whatever they deem fit for their defence. The deadline for appearing before the Sports Justice Body may not be less than ten days as from the date of receipt of the summons.

The **FIGC Court of Justice** acts as the court of appeal against decisions made by national sports judges and the National Disciplinary Committee. Its tasks are:

- Pass judgement on review and revocation proceedings
- Upon appeal by the FIGC President, pass judgement on decisions made by national or local sports judges and local disciplinary committees
- Upon request of the Attorney's Office, pass judgement in respect of (i) eligibility criteria being met by candidates running for Association positions and (ii) incompatibility of FIGC executives
- Upon request of the FIGC President, interpret the Association By-laws and

other regulations, provided that judgement does not pertain to matters being reviewed by Sports Justice Bodies or already judged by them

- Perform the other duties as laid down by the Association rules and regulations

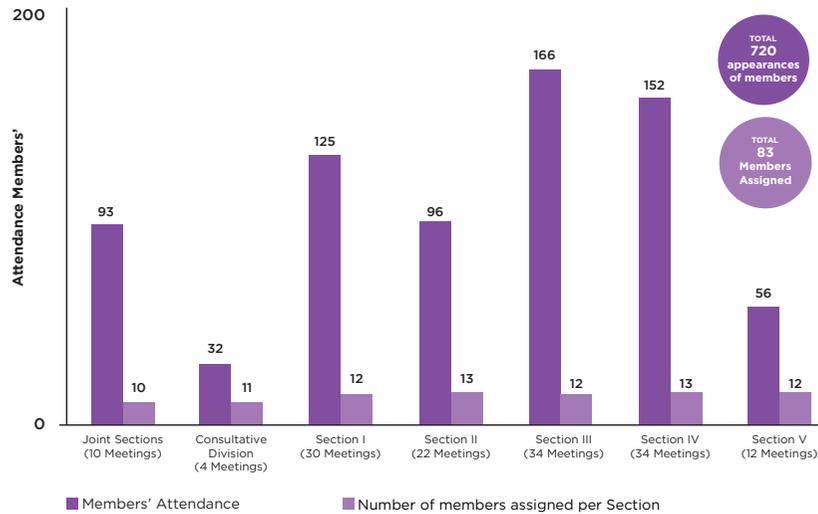
Below is some information regarding the activity of the FIGC Court of Justice:

- 672 sentences (c/w orders)
- 640 complaints reviewed by the different Sections (Joint, I, II, III, IV, V)
- 30 complaints reviewed by the Consultative Section
- 146 meetings
- 720 appearances at meetings of the different Sections (Joint, I, II, III, IV, V)



SPORTS JUSTICE BODIES

FIGC COURT OF JUSTICE MEMBERS' ATTENDANCE IN 2012



The following bodies also operate within the Sports Justice framework:

- **Players' Registration Committee**, acting as a court of first instance in respect of all disputes regarding players' registrations, transfers and releases.

In 2012, the Registration Committee dealt with 86 complaints consisting of:

- 89 requests for registration cancellation
- 2 requests for cancellation/validation of contracts
- 5 requests for judgement from other Association Bodies

- **Financial Dispute Committee**, acting as a court of first instance in respect of financial disputes involving clubs, including disputes regarding compensation for damage, disputes concerning training or technical education compensation or career awards. The Committee is also empowered to pass judgement on appeal and has final jurisdiction on disputes regarding training compensation and disputes pertaining to allowances, reimbursements and indemnities to be granted to players competing in the LND national championships.

In 2012, the Financial Dispute Committee dealt with 149 complaints consisting of:

- 76 appeals against decisions of the Training Compensation Committee
- 7 complaints for damages to sports facilities
- 52 appeals against decisions of the LND Financial Agreement Committee
- 8 complaints for career indemnities
- 6 complaints of various nature

FIGC COURT OF JUSTICE APPEALS IN 2012

Type	Upheld Partially Upheld	Rejected	Inadmissible and Waivers	Orders	Total
Joint Sections	23	71	18	7	119
Section I	40	68	7	8	123
Section II	34	57	14	1	106
Section III	33	98	43	8	182
Section IV	25	37	12	6	80
Total	168	337	101	36	642
	Opinions		Investigation extension requests		Total
Consultative Section	1		29		30
GRAND TOTAL					672

ITALIAN REFEREES' ASSOCIATION

The **Italian Referees' Association** (AIA - Associazione Italiana Arbitri) is responsible for the recruitment, training, technical, associative and disciplinary management of Italian football referees. The AIA consists of national and district Technical Bodies:

- National Referees' Committee (CAN A; CAN B; CAN PRO; CAN D)
- Interregional Referees' Committee (CAI)
- National Futsal Referees' Committee (CAN5)
- National Beach Soccer Referees' Committee (CAN BS)
- Regional Technical Bodies
- Provincial and Sectional Technical Bodies

To become regular referees candidates are required to pass a test after attending a training course held in one of the 211 AIA Sections operating across the national territory as part of the 18 Referees' Regional Committees and 2 Referees' Provincial Committees (Bolzano and Trento). Below is a summary of the requirements to be met in order to become a referee as pursuant to Article 1 of the AIA Regulations. Referees must:

- be aged between 15 and 35
- hold a secondary school diploma
- hold a health certificate attesting their fitness to engage in sports competitive activities
- produce a statement certifying that they have never been subject to any bankruptcy proceedings
- produce a statement certifying that they have not been convicted for wilful crime during the past ten years

Annual membership renewal will be automatic if members are in good standing with regard to their membership payments, health certificates and fulfilment of mandatory technical and association duties. With regard to the number of member referees, membership remained virtually unchanged compared to the previous season.

2011-2012 AIA INDICATORS

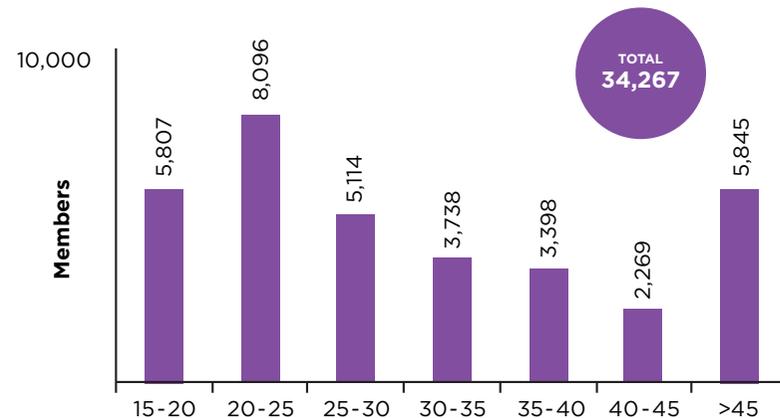
Indicator	Amount
Total members	34,267
New members (year 2011)	4,893
Resignations	2,723
Memberships not Renewed	67
Membership Withdrawals	1,798
Average Age	23

NEW MEMBER COMPARISON

Year	Registrations
2006-2007	4,633
2007-2008	3,991
2008-2009	4,001
2009-2010	5,138
2010-2011	5,718
2011-2012	4,893

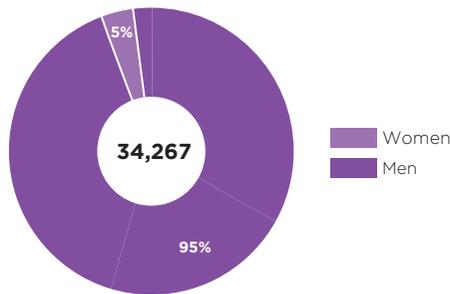
The refereeing workforce totals 34,267 members, of whom 40% are aged below 25, and includes 1,764 women, an outright record in Europe.

AIA MEMBERS BY AGE GROUP IN 2011-2012



ITALIAN REFEREES' ASSOCIATION

AIA MEMBERS' CLASSIFICATION BY GENDER IN 2011-2012



Women sitting on the AIA National Technical Bodies are distributed as follows across the various championships:

- 2 Assistant Referees in the Serie B
- 1 Regular Referee in 1st and 2nd Division
- 5 Regular Referees and 14 Assistant Referees in the Serie D Championship
- 5 Regular Referees on the Interregional Referees' Committee for the Eccellenza, Promozione, Juniores and Women's Championships
- 19 Regular Referees in National Futsal Championships

Women's participation in AIA activities accounts for 5% of total membership, with some regions (Abruzzo, Molise and Sardegna) showing a percentage in excess of 10%.

INTERNATIONAL REFEREES

Traditionally, Italian referees have played a major role in the world's most prestigious football competitions. The high level of technical and physical training delivered to its members has always enabled the Italian Referees' Association (AIA) to stand out amongst international peer associations, the most highly valued representative of the refereeing category in the past years

being Pierluigi Collina. He was recognised as the world's best referee by the International Federation of Football History & Statistics (IFFHS) for as many as six years in a row, from 1998 to 2003. In 2012, Italian referees officiated 109 international matches, including 19 Champions League matches, 17 Europa League matches, 5 2014 World Cup qualifying matches, 1 match related to Euro 2012 and 1 match related to the 2012 London Olympics.

The record book of Italian international referees includes names such as: Nicola Rizzoli, Paolo Tagliavento, Gianluca Rocchi, Daniele Orsato, Mauro Bergonzi, Paolo Valeri.

A European-wide comparison in the various refereeing categories shows that Italy is the country with the highest number of international referees and assistant referees in the FIFA ranking. According to the data shown in the 2012 edition of the Refereeing International Lists, Italy is ranked in the world top range in terms of appointed referees.

INTERNATIONAL REFEREES IN 2012

	RR	RR W	AR	AR W	RR F	RR F W	Beach Soccer	TOTAL
Italy	10	3	10	4	4	2	3	36
France	9	4	10	4	3	0	3	33
Germany	10	4	10	4	2	0	0	30
Portugal	9	3	10	0	4	0	2	28
Greece	7	4	10	4	2	0	0	27
England	8	3	10	4	2	0	0	27
Belgium	7	3	10	2	4	0	0	26
Spain	8	0	10	0	4	0	3	25
Austria	7	1	10	4	2	0	0	24

RR = Regular Referees (men)

RR W = Regular Referees (women)

AR = Assistant Referees (men)

AR W = Assistant Referees (women)

RR F = Regular Referees - Futsal (men)

RR F W = Regular Referees - Futsal (women)

ITALIAN REFEREES' ASSOCIATION

THE AIA CODE OF ETHICS

The AIA complies with its own Code of Ethics, which can be downloaded from the www.aia-figc.it website, to provide the refereeing environment with established rules governing sports ethics so as to ensure not only the correct discharge of technical and refereeing duties, but also the smooth running of the AIA's internal activities and proper relations with the FIGC institutions.

The Code of Ethics mainly focuses on uprightness and loyalty as fundamental values of the refereeing activity both on the playing field as well as in daily life. Emphasis is also placed on the fight against doping and the use of psychotropic substances of any kind, violence of any form, racism and all other forms of discrimination. Referees act as guarantors of compliance with the rule and their behaviour and image on and off the pitch should at all times promote the educational value of sport and fair competition. The Code of Ethics also addresses other major social topics, such as equal opportunities and relations with the media, as well as environmental safeguard and health and safety in social endeavours.

THE BOARD OF GUARANTORS

The Board of Guarantors established under the AIA Regulations consists of one Chairman, representing CONI, and two Members, one appointed by the FIGC and one appointed by the AIA. Its task is to define the Referees' Code of Ethics to be submitted to the AIA National Committee for approval. The Guarantors also act as controllers of the AIA organisation, recommending organisational models to both the FIGC President and AIA President in order to guarantee the maximum effectiveness and highest morality of the AIA, full compliance with the Code of Ethics by the members and prevention of any violation of the regulations.

REFEREES' TRAINING

The AIA holds technical meetings on a regular basis, as they are a crucial referee's training and assessment tool made available to each technical body. During these meetings, the following activities are carried out:

- Learning sessions (using multimedia facilities where appropriate) for the analysis of regulation-related cases that impact the seventeen rules of the game of football
- Specific types of physical training and subsequent conditioning tests to be conducted individually at the 59 training grounds deployed across the national territory

At the section and regional level, two meetings per sports season are held on average, totalling as many as 462 training events having organisational and technical characteristics similar to those of the National Technical Bodies. National meetings consist on average of at least 5 hours of daily teaching and 3 hours of training and physical drills for at least 2 days work. The number of teaching hours during district meetings is the same as that of national meetings. On average, district meetings last 1-2 days.

AIA NATIONAL MEETINGS IN 2012

CAN A	24
CAN B	20
CAN PRO	13
CAN D	2
CAI	2
CAN 5	3
CAN B S	3

ITALIAN REFEREES' ASSOCIATION

THE "TALENT & MENTOR" PROJECT

In addition to meetings, the AIA organises other events for the training of its members. One of them is the "Talent & Mentor" Project, which was launched after the AIA-FIGC signed the UEFA Referee Convention in 2009. This project consists of having experts of the Refereeing Technical Sector train a group of trainers who are "entrusted" with particularly talented referees. The project is designed to reinforce the referees' breeding ground. The Talent & Mentor group is made up of 28 mentors for 108 talents having strong knowledge background and technical expertise. Each Regional Referees' Committee (CRA) identifies four talents within its own organisation and notifies their names to the Technical Sector and the Mentors. The four talents are then allocated based on the highest category of use in Promozione (2) and First Category (2) championships. When choosing the talents, consideration is given to characteristics such as future usability and age (preferably 21 years old or younger). Upon notifying the names of the talents to the Technical Sector, each CRA will include a brief profile outlining three strengths and three weaknesses for each talent. The CRA will choose the talent based on a deep knowledge of their skills and potentials. As a result, except in the event of particularly capable and promising referees newly-appointed to officiate in First Category, the selection will focus on talents who have already officiated as part of the CRA for at least half sports season. Each mentor coaches four talents (except for the two Provincial Referees' Committees of Trento and Bolzano, who coach two talents) in five different matches throughout the sports season. Mentors conduct and submit approximately 550 reviews to the Technical Sector, Talent and CRA. Moreover, quarterly meetings of a chiefly technical nature are staged with the Talent, Mentor and CRA.

VOLUNTEERS

Voluntary work performed by approximately 34,000 people is at the core of the existence and operations of the AIA. Except for some individuals, such as Serie A and Serie B referees and assistants and those in charge of the National Technical Bodies, members are not paid for the institutional activities they carry out. Only in a very few cases (national and district managers, executives) is a daily allowance granted pursuant to the applicable rules governing amateur sport, such allowance being either fixed or linked to the single service provided to the association. As a rule, in addition to refunding the living expenses they incur when officiating, active referees receive an allowance, which becomes all-inclusive of the expenses relating to regional and provincial championships. All the others - in the region of several thousands individuals - perform voluntary work in district organisations (i.e., Sections and Regional Committees) offering expertise and professional support without receiving any consideration.



ITALIAN REFEREES' ASSOCIATION

THE AIA SOCIAL ACTIVITIES

From a solidarity perspective, each year the 211 Sections operating across the national territory organise and promote social campaign awareness initiatives. Some of them are designed to raise funds for external organisations (e.g. AVIS, UNICEF, etc.) or provide support to organisations who are committed to promoting socially important topics.

Below are some of the initiatives promoted by the AIA:

- Maratona Telethon (Telethon Marathon)
- Un gol per la ricerca-AIRC (One Goal for Research against Cancer)
- Partita del cuore (Match of the Heart) for Legality as a tribute to Judges Falcone and Borsellino
- Matches of Solidarity for Earthquake victims in Emilia Romagna from the National Referees' Team
- World Day for Social Justice (ActionAid)
- "Non mi gioco il cuore" (I won't risk my heart) campaign in cooperation with the Forum Nazionale dei Giovani (National Youth Forum)

In addition, the AIA has signed a free agreement with the Italian Association of Hotels for the Youth (AIG), a leading accommodation

company that boasts 93 facilities across the national territory and has connections with 5,000 hostels throughout the world. The agreement is expected to prove beneficial from a referees' recruiting perspective, considering the opportunities of interchange with youth associations. The agreement is intended for young members and their families, providing a travelling service with low-cost overnights.



LEGA SERIE A

IDENTITY AND GOVERNANCE



Lega Serie A

The Lega Serie A (LNPA) is a private association to whom the Italian National Olympic Committee (CONI) and the FIGC entrust the organisation of the Serie A Italian Professional Championship as well as other competitions (Coppa Italia, Supercoppa, Primavera, Coppa Italia Primavera, Supercoppa Primavera), with

the LNPA defining the relevant calendar and setting dates and times thereof. It associates (in each sports season, that is from 1 July of the calendar year to 30 June of the following calendar year) professional sports clubs affiliated with the FIGC who are eligible to participate in the Serie A championship. The LNPA acts proactively and effectively with its own member clubs and other football authorities to improve the quality of football both in Italy and abroad. The LNPA governance bodies are: the General Assembly, President, Vice President, Board Members, FIGC Executive Committee members, General Manager and Board of Auditors. In the pursuit of its goals, the LNPA is vested with organisational and administrative powers and performs all duties pertaining to its member clubs. Each club is independent and operates in compliance with the rules as laid down by the relevant institutions. The Assembly represents the venue where clubs may recommend new rules or changes to existing rules. The LNPA Regulations/By-laws represent the agreement between the LNPA and its member clubs defining the structure, management and operations of the League.

International Institutions

The European Professional Football Leagues

The LNPA has been among the most active members of the European Professional Football Leagues (EPFL) since its foundation in 1997, providing

full support to all of the institutional activities carried out by this sports organisation. As part of the EPFL, the LNPA has participated in study groups on key topics pertaining to sport and football in particular, acting as a key contributor towards the achievement of important sports policy results: from the reform of the FIFA Regulations to the transfers of players, the change of the international coordinated competition calendar, the harmonisation of market windows, the football social dialogue within Europe.

The European Club Association

LNPA member clubs have provided a crucial contribution to the full efficiency of the European Club Association (ECA) by having eight clubs acting as full or “associate” members and having its own executives appointed to the managing board of the association, including the first Vice President.

Auditing, Supervisory and Ethical Committees

On 20 April 2012, the LNPA General Assembly adopted its own Organisational Model pursuant to Act No. 231/2001 and the relevant Code of Ethics. The Supervisory Board established under Article 6 of the aforesaid Act is vested with the required initiative and control powers to ensure effective and efficient supervision on the running, observance and maintenance of the Organisational Model. Guidelines were also recommended, with the clubs being required to follow them in order to adopt a consistent internal model designed, among other things, to prevent sports frauds. In the near future, the introduction of such models will become an eligibility requirement for clubs wishing to participate in the Serie A Championship.

LEGA SERIE A

ACTIVITIES AND FIGURES

During the 2011-2012 sports season, the Lega Serie A dealt with the organisation of the following competitions:

Serie A Championship

The Serie A Championship is the most prestigious and appealing competition organised by the LNPA. Participation is extended to 20 clubs, with the club ranking first winning the title of Champion of Italy. The teams ranked immediately below are eligible for participation in the European Cups of the following season. The teams finishing in the bottom three positions of the ranking are relegated to the Serie B Championship.

2011-2012 HIGHLIGHTS

380 SERIE A MATCHES
8,362,025 TOTAL SPECTATOR ATTENDANCE (**2,968,398** TICKET PAYERS AND **5,393,627** SUBSCRIPTION HOLDERS)
EURO 75,000,000 TOTAL RECEIPTS
332,939,092 TOTAL TV VIEWERS (SKY AND MEDIASET PREMIUM)
8,761,555 AVERAGE TV VIEWERS PER DAY

Coppa italia

The teams competing in the different categories play in different stages of the competition, with preliminary rounds being contested by the teams playing in lower categories, while 8 "top seeded" teams (i.e., teams participating in the UEFA Champions League or UEFA Europa League and the top ranked teams in the Serie A Championship of the previous season that do not take part in European Cups, until the eight places reserved for the "top seeded" teams are filled) will join the competition in the last 16. The whole event is a knockout single-leg tournament, except for the semi-finals, where home and away matches are played.

2011-2012 HIGHLIGHTS

79 COPPA ITALIA MATCHES
26 MATCHES BROADCAST LIVE, OF WHICH 1 ON FACEBOOK AND 1 ON YOUTUBE
518,021 TOTAL SPECTATOR ATTENDANCE
EURO 9,500,000 TOTAL RECEIPTS
83,176,237 TOTAL TV VIEWERS (RAI + LA7)
12 MATCHES WITH MORE THAN **3,000,000** AVERAGE TV VIEWERS

Supercoppa

The Supercoppa is the opening event of the sports season. It is a single leg competition between the Serie A winner and Coppa Italia winner.

2011-2012 HIGHLIGHTS

1 SUPERCOPPA MATCH (MILAN VS INTER, BEIJING - 6 AUGUST 2011)
80,000 TOTAL SPECTATOR ATTENDANCE
6,139,364 AVERAGE TV VIEWERS IN ITALY (41.11% SHARE)

The "Primavera" Championship

"Primavera" teams are composed of players who have reached their 15th year of age and who are under 19 in the year the sports season starts. The Championship, which was named in memory of Giacinto Facchetti, consists of three stages:

- Preliminary rounds, with three groups consisting of 14 teams each and home and away matches. Once the preliminary stage is completed, the teams ranked first and second in each group will access the final stage directly. The teams ranked third and fourth and two best teams ranked fifth will compete in the play-offs to qualify for the final stage

LEGA SERIE A

- Round qualifying for the final stage (play-off), where eight teams are paired with one another in a tennis-like draw consisting of 6 single-leg matches (4 quarter finals and 2 semi-finals). The two teams winning the semi-final will access the final stage
- The Final Eight stage, held according to a knockdown single-leg format (quarter finals, semi-final and final). The team winning the final is awarded the Primavera Champion of Italy title

2011-2012 HIGHLIGHTS

642 PRIMAVERA COMPETITION MATCHES (559 CHAMPIONSHIP, 82 COPPA ITALIA, 1 SUPERCOPPA)

84 MATCHES BROADCAST LIVE (69 PRIMAVERA CHAMPIONSHIP, 14 COPPA ITALIA PRIMAVERA, 1 SUPERCOPPA PRIMAVERA)

25,000 SPECTATOR ATTENDANCE IN THE 7 MATCHES OF THE FINAL STAGE

27,000 SPECTATORS TURNED OUT APPROXIMATELY IN THE 2 COPPA ITALIA PRIMAVERA FINALS (JUVENTUS - ROMA)

10,000 SPECTATORS TURNED OUT FOR PRIMAVERA SUPERCUP (ROMA VS FIORENTINA)

1,338,605 TOTAL TV VIEWERS (SPORTITALIA), WITH AN AVERAGE OF 191,223 VIEWERS PER PRIMAVERA CHAMPIONSHIP MATCH

319,384 TV VIEWERS (1.26% SHARE) FOR THE MATCH WITH THE HIGHEST AUDIENCE (ROMA VS. LAZIO)

336,912 TV VIEWERS (SPORTITALIA) FOR THE 2 COPPA ITALIA PRIMAVERA FINALS

69,508 TV VIEWERS (SPORTITALIA) FOR SUPERCOPPA PRIMAVERA

Coppa Italia Primavera

The Coppa Italia Primavera is held entirely on a knockdown basis. In the 2011-2012 season, the Coppa Italia Primavera totalled 82 matches.

Supercoppa Primavera

The Supercoppa Primavera is a single-leg competition between the winners of the Primavera Championship and Coppa Italia Primavera, and it is played on the former's pitch.

Summary of Operating Data

Below is a summary of the LNPA operating data:

- The total value of the audiovisual rights of the Serie A Championship increased from Euro 712,4 million in 2009-2010 (LNP and subjective rights) to € 915.5 million in 2010-2011, to Euro 931 million in 2011-2012, to Euro 955 million expected in 2012-2013 (+34% in the three-year period)
- Increase in the "general mutual aid" (intended for the other categories) provided by the LNPA: from Euro 57,6 million in 2009-2010 (LNP) to Euro 93 million in 2010-2011, to Euro 96,5 million in 2011-2012, to Euro 96,7 million expected in 2012-2013 (+68% in the three-year period)
- Euro 1,010 million invoiced by the League and its member clubs for centrally marketed audiovisual rights, other collective rights of the LNPA, access to feed, membership fees

LEGA SERIE A

SOCIAL RESPONSIBILITY

During each sports season, the Lega Serie A promotes several social responsibility projects, leveraging the importance and visibility of football to launch awareness campaigns on social issues. In the 2011-2012 season, twenty “Days of Solidarity” were held in Serie A stadiums, affording partner associations with the highest possible visibility by displaying midfield banners, using megascreens to show awareness videos, having children enter the pitch wearing dedicated jerseys or other actions designed for the different projects. In detail, the following associations were supported: Aaito, Aido, Aifo, Airc, Alt, Cooldown, Diabete Italia, Emergency, Fai, FAO, Fondazione Vialli e Mauro, Lilt, Save the Children, Sin, Special Olympics, Telethon, Unicef, VIS.

Junior TIM Cup

This project was launched in 2012 as part of the agreement entered into by and between the CSI (Centro Sportivo Italiano - Italian Sports Centre), TIM and the Lega Serie A to form an important alliance between top level sport and grassroots sport to support football development in parish youth clubs, promoting a tournament involving thousands of boys throughout Italy. The “Junior TIM Club - Football in Parish Youth Clubs” is a 7-aside football tournament restricted to under 14 players starring the parish youth clubs of the 16 cities whose teams compete in the 2012-2013 Serie A Championship. Adding to the appeal of the competition is the outstanding performance offered by the participating teams, some of which have the chance to play in Serie A stadiums in Championship competition pre-matches. The final stage is scheduled to take place at the Olympic Stadium in Rome on the occasion of the Coppa Italia final. The CSI, TIM and the Lega Serie A also undertook to set up a “Board of Guarantors” for the allocation of resources (coming from the “fine fund” maintained with the League) to support socio-educational projects across the territory, e.g. training sports instructors, supporting youth teams, building new facilities and supplying sports material.

LEGA SERIE B

IDENTITY AND GOVERNANCE



Lega Serie B

The Lega Serie B was established in 2010 following its spin-off from the Lega Nazionale Professionisti. It is a private entity that gathers the FIGC clubs that participate in the Serie B Football Championship employing professional players. In accordance with the Association By-laws, the League organises the Serie B Championship as well as any other event exclusively restricted to member clubs, and further participates in the organisation of events restricted to more Leagues. The Lega Serie B discharges its duties and tasks through the League bodies. The General Assembly defines the general policies and administrative and management strategies. The main duties of the General Assembly include electing the President, appointing the Board Members, the Chairman of the Board of Auditors and its members, the General Manager, the consultants and the members of the Ethics Committee. The Managing Board is the executive body performing chiefly duties and tasks pertaining to revenue management, reporting, planning and coordination of the sports activities of member clubs and the League representative teams. The Board of Auditors verifies compliance with the By-laws and the principles of proper administration of the League.

Auditing, Supervisory and Ethics Committees

The League is very much aware of the need to ensure fairness and transparency conditions in the conduct of association-related activities, so as to safeguard its position and image. To this end, it has adopted and implemented an Organisational, Management and Control Model as under Act 231/2001. By adopting such a model, the structure of which is similar to and comparable with that of organisational, management and control models as under Article 9, section 5, of the FIGC By-laws, the organisation is able to comply with state regulations as well as provisions laid down by the sports regulatory system.

The Ethics Committee draws up the Code of Ethics and makes its adoption compulsory, subject to the FIGC approval. The Ethics Committee also develops rules of procedures to ensure that investigative and judging duties are discharged in compliance with the full right to a fair hearing in which each party is given the opportunity to respond to the evidence against them.

ACTIVITIES AND FIGURES

The competitions organised by the Serie B League in 2011-2012, include those staged in conjunction with other Leagues, are:

- Lega Serie B
- Coppa Italia
- Primavera Championship
- Coppa Italia Primavera
- Supercoppa Primavera

Serie B Championship

This Championship follows a calendar comprising an initial stage called Regular Season and a final stage comprising play-offs and play-outs, spanning a total period of ten months. The Regular Season is divided into two rounds, home and away, each comprising 21 days. On each day, 11 matches are played, during which 22 teams compete in head to head matches. Promotion to Serie A is obtained through direct access by the top two championship finishers and a third team winning the play-offs, while the bottom three ranked teams and a fourth team losing the play-outs will be directly relegated to the Lega Pro. Play-offs will be played only if the distance between the team ranked third in the Regular Season and the fourth team does not exceed 9 points, otherwise the team ranked third is automatically promoted to Serie A. Play-outs will be played if the distance between the team ranked fifth from last and the team ranked fourth from last in the Regular Season does not exceed 4 points, otherwise the fourth from last will be relegated directly to the Lega Pro

LEGA SERIE B

2011-2012 HIGHLIGHTS

42 DAYS TOTALLING **462** REGULAR SEASON MATCHES
6 PLAY-OFF MATCHES
2 PLAY-OUT MATCHES
470 TOTAL MATCHES
2,940,861 TOTAL SPECTATORS

Summary of Operating Data

Below is a summary of the main operating data referring to the resources allocated to the clubs and the financial data of the Serie B League for the 2011-2012 sports season.

- Mutual Aid: Euro 65.3 million
- FIGC Agreement: Euro 11.5 million
- Coppa Italia: Euro 2.9 million
- Title Sponsor: Euro 2.2 million
- Operating Income - Contributions, sales and services (membership fees, championship ball revenues, cost recovery, etc.): Euro 4.57 million
- Operating Expenses - Overheads (audiovisual productions, labour cost, service and consulting fees, depreciation, etc.): Euro 4.54 million
- Operating Result - Profit: Euro 0.09 million

SOCIAL RESPONSIBILITY

Starting from the 2011-2012 season, the Serie B resolved to commit to Solidarity and Social Responsibility issues in an organised and regular manner.

B Solidale - The New Social Responsibility Platform

B Solidale is the tool whereby in each sports season the League and member clubs select, through a tender process, a small number of NPOs to support, promote and assist, participating in the development of projects and certifying the results achieved.

The 5 focus areas identified are:

- Childhood
- Third Age
- Differently Abled
- Scientific Research
- Social Hardship

The 5 NPOs selected in the 2011-2012 sports season were:

- Arché (Childhood)
- Auser (Third Age)
- Lega del Filo d'Oro (Differently Abled)
- Fondazione Vialli e Mauro (Scientific Research)
- ASD Dogma Onlus (Social Hardship)

The selected NPOs may receive financial support and benefit from several communication tools provided by the League: the stadium (pre-match referees' and captains' jerseys; megascreens inside the stadiums; audio messages before the match and during halftime; display areas for the distribution of promotional material inside the stadiums; official magazines of the clubs); media (national and local TV broadcasters, national and local press, radio) and the web (official website www.bsolidale.it, dedicated link on the Serie B official website and Club's official websites, dedicated web space on the websites of partner companies, dedicated page on social networks).

LEGA SERIE B

Support to Earthquake Victims

Following the tragic earthquake that hit Emilia Romagna in 2012, the Lega Serie B supported a number of projects promoted by Caritas Italiana to help earthquake victims. On the occasion of the eight play-off and play-out matches held in the 2011-2012 season, the clubs involved assigned 10% of the receipts for the construction of 3 Community Centres in the municipalities of Medolla, Fossa di Concordia and Mirandola.

“A Pitch for San Patrignano”

The Lega Serie B participated in a project promoted by the FIGC in conjunction with the Leagues, Technical Bodies and the Institute for Sports Credit (ICS), enabling works to get underway for the construction of an artificial turf football pitch within the Community of San Patrignano. Donations made by the Lega Serie B through the “B Solidale” Project totalled Euro 350,000.

The “RESPECT” Campaign

The “RESPECT” Project reflects the guidelines resulting from the UEFA Respect Campaign as adjusted to the Italian context, as shown in the

“Manifesto for Respect” containing the guiding principles of the Code of Ethics of the Serie B of which it forms an integral part. Starting from the 2012-2013 sports season, the distinctive logo of the Project will be displayed on all playing fields and throughout the Championship through patches to be applied on the players’ jerseys, flash-interview backdrops, pitchside boards, website and dedicated YouTube channel, official websites of the League and clubs. The RESPECT campaign also comprises an editorial project designed to spread the “knowledge of the rules”, a fundamental prerequisite in order to abide by them.

The first publication named “Regoliamoci” (Let’s Regulate Ourselves) sets out to make competition rules easier to understand by circulating the “Rules of the Game of Football”.

The Oath

Starting from the 2012-13 Serie B Championship, at the beginning of each sports season - prior to the start of the matches in the first two days - the team captains will take a solemn oath of loyalty towards the fans and enthusiasts, the jersey and history, with coaches and clubs also being involved.

LEGA PRO

IDENTITY AND GOVERNANCE



Lega Pro

The Lega Pro was established in the 1935-36 sports season. Following a number of structure and organisation changes, in the 1981-82 season the National Semi-professional League changed its name to Serie C National League, keeping this name until the 1986-87 season, when it became the Serie C Professional League. On 19 June 2008, the Serie C

Professional League changed again its name to Lega Pro.

The Lega Pro is a private entity gathering clubs affiliated with the FIGC that participate in Lega Pro Championships relying on the services of professional players. The Lega Pro is also responsible for defining the competition calendars, setting the relevant dates and times. In the pursuit of its goals, the Lega Pro is vested with organisational and administrative powers and performs all the duties and tasks that pertain to its member clubs, except for those that lie with the FIGC as under law provisions, the By-laws or Internal Organisational Regulations of the FIGC itself. The governance bodies of the League are the (i) General Assembly, which represents the whole of the member clubs and sets policies regarding the sports, organisational and financial management of the League; (ii) President, who represents the League for all intents and purposes and acts as the liaison officer in respect of relations with the FIGC; (iii) Managing Board, who is vested with all the powers required for the ordinary and extraordinary management of the League; (iv) Executive Committee.

Auditing, Supervisory and Ethics Committees

For the purpose of advocating the values conveyed by football, the Lega Pro has defined its own Code of Ethics. Following a first draft of this set of behavioural rules to which the League, clubs, officials and players are committed, in April 2012 an updated version was approved. The new version includes binding rules

that each single registered player of each single member club is required to observe upon entering a Championship. The clubs that observe and apply such Code will, should their players be involved in match fixing incidents, have their strict liability reduced. On 7 May 2012, an Ethics Committee was established and presented in Rome for the purpose of monitoring the adoption and observance of the Code of Ethics by the clubs.

ACTIVITY AND FIGURES

The Lega Pro Championship, Coppa Italia Lega Pro, Supercoppa and Berretti

The Lega Pro organises directly First and Second Division Championships, the Coppa Italia Lega Pro, the First and Second Division Supercoppa and the Berretti. During the 2012 calendar year, the total number of official matches organised stood at 2,448, in addition to 60 friendlies.

2011-2012 HIGHLIGHTS

1ST DIVISION: **632** MATCHES INCLUDING PLAY-OFF AND PLAY-OUT MATCHES
 2ND DIVISION: : **818** MATCHES INCLUDING PLAY-OFF AND PLAY-OUT MATCHES
 COPPA ITALIA LEGA PRO: **154** MATCHES
 BERRETTI: **1,133** MATCHES
 1ST AND 2ND DIVISION SUPERCOPPA: **4** MATCHES
 FRIENDLIES: **60** MATCHES

LEGA PRO

National Teams

The National Teams of the Lega Pro include one Under 21-20 National Team and one Under 19-18 National Team.

During the 2012 calendar year, the National Teams of the Italian Professional Football League engaged in the following activities:

Under 20 Pro League National Team

- 3 selection camps (30 players per stage attended)
- 2 training camps ahead of international matches (22 players per camp attended)
- 1 official match of the 2012-2013 U20 Regional Competition Tournament
- 2 official matches of the 2011-2013 International Challenge Trophy
- 2 international friendly matches

Under 19 and 18 Pro League National Team

- 1 selection camp (30 players attended)
- 6 official matches of the International Tournament in Dubai
- 1 triangular competition with the Under 19 National Team and a Serie D Team

Four-way Tournament

As in every year, in January 2012 the Lega Pro staged the Four-way Tournament, which was attended by 72 players (Under 21, 20 and 19) belonging to First and Second Division clubs.

Summary of Operating Data

In 2012, the Lega Pro received and therefore made payments to First and Second Division clubs related to revenues from the agreement entered into with the FIGC for the enhancement of young players totalling Euro 16 million.

As a result of the system of mutual aid from higher Leagues, the Lega Pro distributed Euro 4,739,435 as well as mutual aid as under Act 9/2008 (Melandri's Law) for the seasons from 2008-2009 to 2011-2012, totalling Euro 39,298,524, of which Euro 1,780,441 to those on the roll in the 2008-2009 season, Euro 1,773,563 to those on the roll in the 2009-2010 season and Euro 17,872,260 to those on the roll in the in each of the 2010-2011 and 2011-2012 seasons. In addition to the above amounts, the Pro League disbursed Euro 1,651,832, after expenses, in respect of TV rights relating to the agreement entered into with RAI and local televisions.

SOCIAL RESPONSIBILITY

Lega Pro — Sportradar Agreement

The Lega Pro has entered into an agreement with Sportradar, a world leading company in the supply of sport-related data and statistics specialising in particular in anti-fraud services and services ensuring the integrity of data pertaining to sports betting. Sportradar, based in Switzerland, has a global reach in the production and transfer of match-data of sports events in real time from the venue of the event (stadium) to the customer, the purpose being to supply live betting to the public. Information relating to match results, highlights, goals, line-ups and substitutions, first-half partial results and any other sports-related information or news is therefore provided in real time. Sportradar also specialises in anti-fraud services and services ensuring the integrity of sports betting data. The company has developed and uses a complex and advanced multi-tier system called Fraud Detection System (FDS). This system is designed to identify any sports event that may be manipulated by monitoring sports betting markets worldwide. Should the system detect suspicious betting patterns, Sportradar experts will drill down through the data and review such data in detail, sending information to the Lega Pro who

LEGA PRO

will in turn submit the information reports to its own offices and personnel as well as the Sports Betting Information Unit (UISS) and the Sports Betting Investigation Group (GISS), both being located within the Ministry of Interior.

Lega Pro and Ethics

The strategy adopted by the Pro Lega Pro to fight sports betting manipulations rests on three cornerstones:

- Partnership with Sportradar, a world leading agency in the fight against fraud and data monitoring
- Spreading of values, adoption of the Code of Ethics and reliance on the Ethics Committee
- Establishing a dedicated office that performs monitoring, training, educational and prevention tasks with respect to match-fixing (Integrity Office)

The efforts made over the past two years have yielded considerable results, showing a downtrend in suspicious matches: in the 2011-2012 championship, suspicious matches reported dropped by approximately 65% compared to

the previous season. As regards education and prevention activities related to match fixing, the League has started a profitable co-operation with FIFA, UEFA, INTERPOL and UISS.

As part of these activities, training was delivered to: 1,200 athletes, 360 individuals including coaches, officials and chairmen/presidents, 110 referees of the CAN PRO, totalling 1,670 operators.

Moreover, on the occasion of the Sport Integrity Symposium held by the Sorbonne University and the ICSS (International Centre for Sport Security) in Paris from 11 to 13 September 2012, the League was the only sports League in the world ever invited to illustrate its own action model and the activities carried out to counter match fixing.

Distance Adoptions

For over 20 years, the Lega Pro, with the support of the clubs and relying on Caritas' aid, has been involved in childhood issues by supporting distance adoptions of children from other continents who lack family support.

LEGA NAZIONALE DILETTANTI

IDENTITY AND GOVERNANCE



Lega Nazionale Dilettanti

The Lega Nazionale Dilettanti - National Amateur League (LND) co-ordinates competitive and amateur activities of non professional football at all levels, gathering - on a private and non-profit basis - FIGC member clubs that take part in national, regional and provincial championships relying solely on non professional players. The National

Amateur League enjoys regulatory, financial, organisational and administrative independence and consists of 18 Regional Committees and 2 Independent Provincial Committees (Trento and Bolzano), 137 Delegations (109 provincial, 19 district and 9 local delegations), including the Inter-Regional Department, Women's Football Department, Beach Soccer Department and Futsal Division. The governance bodies of the League include the (i) General Assembly; (ii) President; (iii) Deputy President and Vice Presidents; (iv) Presidential Board; (v) Managing Board; (vi) Board of Auditors. The President represents the League and acts as liaison officer in respect of relations with the FIGC, he also being a member of the FIGC Executive Committee. The Presidential Board attends to the operational running of the League, while the Managing Board discharges regulatory duties within the framework of the League's internal regulations and outlines the general technical, sports and administrative policies of the activities carried out by the League, Committees, Divisions, Departments and Delegations.

Auditing, Supervisory and Ethics Committees

Since 2011, the League has been following the Organisational, Management and Control Model as under Act 231/2001 governing the "Administrative Responsibility of legal entities, clubs and associations, including those lacking legal status." As a result, in addition to the aforesaid Organisational Model, the League has adopted its own Code of Ethics and is assisted by the relevant Supervisory Board. With regard to the auditing of the administrative activities

conducted by its own Regional Committees and the Futsal Division, the National Amateur League (LND) relies on the Internal Audit Service, which is made up of about 20 members - all being subject matter experts - and is co-ordinated by an Executive Committee. Audits are performed on a regular basis through inspections conducted on the premises of each Committee and Division, as well as by using appropriate information technology tools provided by the LND.

ACTIVITY AND FIGURES

The National Amateur League represents the 11,260 sports clubs and associations, including those engaging in women's football, futsal and beach soccer, censused in 2011-2012, such clubs and associations relying on the services of non professional registered players. Through its own district entities, the League manages the entire sports activity lying within its province, including - as far as Committees and Delegations are concerned - Youth and School Sector activities. By adding the 3,072 purely youth sector clubs to the 11,260 League clubs censused in 2011-2012, the total number of clubs belonging to the LND stands at 14,332, totalling 69,874 teams. Every year, more than 700,000 matches are played, with 1,103,553 registered players were involved being involved in the 2011-2012 season.

The competitive and amateur non professional football activities co-ordinated and organised by the LND in 2012 relate to the following categories:

- National and international activities organised centrally by the LND (organisation of the Coppa Italia - national stage of play-offs between second ranked in the Eccellenza and Juniores - national stage of the Regions' Tournament, Under 18 National Amateur Team and Serie D Team activities).
- Activities carried out by the LND Inter-Regional Department (organisation of the Serie D National Championship, National Juniores Championship and Coppa Italia).
- Activities carried out by the Futsal Division (organisation of the Serie A

LEGA NAZIONALE DILETTANTI

National Championship, Serie A2 National Championship, Serie B National Championship, Under 21 National Championship, National Women's Championship, Coppa Italia and Supercoppa).

- Activities carried out by the Beach Soccer Department (organisation of the Serie A Championship, Coppa Italia and Supercoppa)
- Activities carried out by the Women's Football Department (organisation of the Serie A National Championship, Serie A2 National Championship, National Primavera Championship, Coppa Italia and Supercoppa).
- Regional, amateur and youth activities (organisation of the Eccellenza Championship, Promozione Championship, First Category Championship, Second Category Championship, Regional Juniores Championship, Regional Allievi Championship, Regional Giovanissimi Championship, Coppa Italia - regional stage of the Region Cup and Province Cup).
- Regional and provincial activities - Futsal (organisation of the Serie C (C1 and C2) Championship, Women's Serie C Championship, Under 21 Men's and Women's Championship, Men's and Women's Under 18 Juniores Championship, Men's and Women's Allievi and Giovanissimi activities).
- Regional and provincial activities - Women's Football (organisation of the Serie C Championship, Serie D Championship and juniores activities).

2011-2012 HIGHLIGHTS

11,260 AMATEUR CLUBS PLUS **3,072** PURELY YOUTH SECTOR CLUBS

69,874 TEAMS

APPROXIMATELY **700,000** MATCHES PLAYED AS PART OF THE LND

1,103,553 REGISTERED PLAYERS

MORE THAN **16,000** SPORTS FACILITIES CERTIFIED, OF WHICH

APPROXIMATELY **1,600** BUILT IN ARTIFICIAL TURFS

Summary of Operating Data

Below is a summary of the main operating data of the National Amateur League pertaining to the 2011-2012 sports season.

The League's P&L account showed receipts in the region of Euro 19m, the most significant of which (Euro 10m) related to institutional income, such as annual membership fees and championship entry fees paid by the clubs, together with fines charged in respect of National Amateur Football Championships. Income from sundry contributions collected stood at Euro 5.5m approximately. Other income (Euro 3.5m) related to recovery of costs advanced on behalf of Regional Committees and member clubs, fees receivable for the organisation of amateur and recreational activities, fees receivable for the organisation of skill-building and refresher courses.

Expenses showed costs pertaining to (i) institutional operations of the League's bodies (Euro 2.5m approx.); (ii) contributions to clubs and Regional Committees (Euro 6m approx.); (iii) organisation of Official Championships, recreational activities and tournaments (Euro 1m approx.). The League's operating costs stood at Euro 3.5m approximately, while labour costs relating to League's employees totalled Euro 4.4m approximately. Residual costs comprised costs pertaining to provisions, depreciation, taxes and sundry operating charges totalling as a whole Euro 1.5m approximately. In 2012, the LND reinforced its operations with respect to the co-ordination, orientation and promotion of sports activities, considering the widespread reach it has consolidated over the years nation-wide. In this connection, insurance, health, safety and tax services were enhanced. Support and consulting services provided to member clubs and registered players were also improved relying, among other things, on the work performed by committees aimed at assisting the League's key district organisations.

LEGA NAZIONALE DILETTANTI

In 2012, the computerisation process started, involving both central and district organisations. To this end, procedures to apply for membership and participate in championships through the online system were implemented. Endeavours also increased in terms of representation with state and territorial institutions, the latter being especially made aware of the current situation brought on by the economic crisis. In 2012, the LND launched again a major marketing scheme that enabled financial resources to be found and subsequently allocated to the development of its institutional activities. In conjunction with marketing policies, efforts were made to enhance the League's internal and external communications by improving its website, increasing its presence in social networks and circulating regional editions of the official magazine Calcio Illustrato ("Illustrated Football").

SOCIAL RESPONSIBILITY

The LND promotes sports activity at all age groups and advocates the values of sports loyalty, rule compliance and social solidarity. The League sponsored conventions and publications as well as events and projects, including charitable ones. The LND's commitment to national and international youth and amateur football endeavours was also confirmed through the funding of

tournaments that enhanced the sports and technical qualities of the players of its club members. The National Amateur League started a number of initiatives that combined and still combine cost-effectiveness with environmental protection, such as the "Kicking Away Waste" and "The Renewables Enter" projects, ensuring a reduction in operating costs as well as the adoption of virtuous behaviours aimed at safeguarding the environment. The LND promoted the free-of-charge installation of low-flow showerheads in amateur sports facilities. These devices allow water to be mixed with air particles slashing bathing water consumption up to 50%, while water economisers ensure energy savings too. The LND also launched a scheme to curb power consumption costs inside sports facilities by adopting an integrated approach to energy improvement through a range of complementary actions: saving solutions, technological streamlining options, using renewable energy sources (photovoltaic systems, wind farms, solar panelling and thermal systems). In 2012, the LND confirmed once again its commitment to solidarity. Over the past five years, it assigned more than Euro 2m to social purposes, such as the reconstruction and restoration of several facilities damaged by the earthquake that hit the Modena area, genetic research (Telethon and Borgonovo's Foundation), and the promotion of the culture of safety on football pitches (Alessandro Bini's Association).

ITALIAN PLAYERS' UNION



IDENTITY AND GOVERNANCE

Italian Players' Union

The Italian Players' Union (AIC) was established in 1968 to protect the moral, professional and financial interests of professional team players, such safeguard also being extended to amateur teams since April 2000. The AIC consists of more than 13,000 members and plays a major role in terms of dialogue with the FIGC and the Leagues regarding the relationship between players and clubs: collective agreement and standard agreement, rules governing the registration of foreign players, rules applicable to the players' agents, operation of refereeing boards, rules governing relationships between players and clubs with respect to advertising rights. Membership may be granted to:

- Italian and/or foreign players registered with clubs that participate in Italian professional and non professional championships organised by the FIGC
- Italian players registered with clubs participating in foreign professional championships
- Players, no longer active, who have been registered with clubs that participated in Italian professional championships

In addition, the AIC has representatives sitting on former ENPALS (Social Security Institution for Workers in the Entertainment Business), End of Career Contingency Fund and FIGC Committees. It also actively participates in the activities of both FIFPro, the organisation that gathers major Players' Unions worldwide, and CIDS, the Confederation that gathers the main Italian associations of sportsmen and coaches of various sports. The organisational

structure of the Italian Players' Union consists of two separate sectors: AIC and AIC Service. While AIC is responsible for institutional operations, AIC Service deals with the management of commercial operations. In detail, AIC Service manages advertising activities, the use of registered professional players' image right, publishing activities, use of the AIC logo and the organisation of meetings/conventions pursuing cultural and promotional goals. The governance structure of AIC consists of the following: (i) General Assembly, (ii) Managing Board; (iii) President; (iv) Executive Committee; (v) Board of Auditors and (vi) Board of Advisors. The governance structure of AIC Service consists of the following: (i) Members Assembly, (ii) Managing Board; (iii) Chairman; (iv) Board of Auditors. AIC's communication tools include the monthly magazine "Il Calciatore" (The footballer), which is circulated to players, clubs and all football operators.

Auditing, Supervisory and Ethics Committees

According to the by-laws of the Italian Players' Union, members and individuals who hold offices or are members of institutional bodies must meet specific formal, ethical and moral criteria. Integrity and fairness qualities and ethical and moral standards in dealings with both internal entities and third parties are guaranteed by the Board of Advisors, who will (i) rule over matters pertaining to the admission or expulsion of members as may be decided by the Managing Board, and (ii) adopt disciplinary provisions against members following any infringement of statutory duties.

The Board of Auditors' task is to perform an active control on the Union's operations, verifying the correct economic and financial management thereof and drafting the annual report.

ITALIAN PLAYERS' UNION

ACTIVITIES AND FIGURES

In its more than forty-year long life, AIC has reached several goals, including: the recognition of the players' image right, retirement fund, injury care, end of career indemnity, "player's release" under Act No. 91 dated 23 March 1981 following the Melandri's Act whereby athletes and coaches were allowed to sit on the CONI's and Sports Federations' Managing Boards. Emphasis is placed on the Union's endeavours to facilitate and support the discharge of insurance formalities for active players, players approaching end of career or who have reached retirement age (voluntary continuation, redemptions, reconciliations, pensioning). Moreover, the Union provides an exclusive information and education service through specialised publications and a dedicated online section that allows access to specific programmes, forms and data. Through its own sectors and the tasks performed by them, the Union also contributes to the renowned and widespread Panini football player sticker album.

HIGHLIGHTS 2011-2012

12,308 TOTAL MEMBERS

2,258 PROFESSIONALS

316 YOUNG PROFESSIONALS

9,734 AMATEURS

100% OF PROFESSIONAL TEAMS BEING REPRESENTED

Summary of Operating Data

AIC FINANCIAL POSITION 2012

Total Costs: Euro 2,212,193

- Services: Euro 1,697,506
- Labour Costs: Euro 179,626
- Donations to members and third parties: Euro 54,712
- Sundry Operating Charges: Euro 70,460
- Interests payable and financial charges: Euro 162,249
- Taxes: Euro 47,640

Total Income: Euro 2,117,146

- Membership Fees: Euro 200,495
- Contributions: Euro 87,242
- Income from Subsidiaries: Euro 1,513,476
- Other Income: Euro 315,933

AIC SERVICE FINANCIAL POSITION 2012

Total Costs: Euro 7,397,876

- Purchases and Meetings: Euro 414,465
- Services: Euro 2,966,570
- Labour Costs: Euro 850,671
- Depreciation and Amortisation: Euro 112,441
- Interest Payable and Kindred Outlays: Euro 100,634
- Contingent Liabilities and Taxes: Euro 2,953,095

Total Income: Euro 9,853,678

- Income from Image Rights: Euro 9,092,619
- FIFPro Royalties: Euro 528,189
- Financial Income and Extraordinary Proceeds: Euro 232,870

ITALIAN PLAYERS' UNION

SOCIAL RESPONSIBILITY

In 2012, AIC helped organise charitable events to support various institutions, individual players facing financial problems as well as social activities to support active and no longer active players. The first two types of activities named above were carried out through AIC ONLUS (Non Profit Organisation).

AIC ONLUS

AIC ONLUS is a non profit organisation that pursues social solidarity purposes by carrying on its activities in the following areas: healthcare, social welfare and socio-healthcare, safeguard of civil rights, charity, education and culture. AIC ONLUS supports players, former players and family members facing financial hardship or situations involving significant psycho-physical disability, distress and social exclusion. The aforesaid solidarity purposes may also be pursued by establishing internal trusts. On the occasion of celebrations, anniversaries or awareness-building campaigns, AIC ONLUS promotes fund raising initiatives to support the Union's activities.

Activities aimed at supporting the players include the following projects.

Pre-championship Training Centre

The Pre-championship Training Centre of the Italian Players' Union (formerly FOC, Football Organisation Centre) is one of the qualifying services provided by AIC to unemployed players. The Centre sets out to act as a reference point for all players whose contract has reached expiration and who are waiting to find a new club and can thus use the Centre for appropriate pre-championship training purposes.

Ancora in Carriera - Still Active

Organised by the Union and now having reached its third edition, "AIC-Still

Active" is a course open to all professional players and former players who wish to leverage the skills acquired on the playing field to undertake a new professional career. The goal of the course is to train the participants for a post-football career, providing them with appropriate tools and insights to embark on a new professional experience.

"FOOTBALL: Rules, Technique, History and Management"

The Italian Players' Union and San Raffaele Telematics University of Rome have established the first university syllabus entirely dedicated to football, its specificities and peculiarities. An insight into the football phenomenon from all perspectives: technical, financial, legal, managerial, historical, communicative and social. An innovative cultural project designed to develop football culture and intended for students, AIC members and all football enthusiasts.

Azzurrissimi

The term "Azzurrissimi" refers to all the players who have worn the jersey of a national team and intend to carry on their sports experience as advocates of football and its related values and spirit. "Azzurrissimi" are players who have represented Italy during their professional career and who show up on the pitch on special occasions.

AIC Camps

AIC Camps are football summer camps restricted to boys aged between 7 and 13, where football activities are carried out in a holiday and entertainment context, under the banner of sports fair play and respect for the rules and the opponents. While based on high teaching standards, AIC Camps do not aim to train professional players, their paramount goal being to spread the values owned by AIC.

ITALIAN COACHES' UNION

IDENTITY AND GOVERNANCE



Italian Coaches Union

The Italian Coaches' Union (AIAC) was established in 1966 as a non political and non profit organisation whose purpose is to:

- Safeguard the sports, professional, moral and financial interests of football coaches
- Promote and develop the game of football, with special reference to youth sectors
- Provide training to youth players

AIAC pursues its goals by (i) developing a central and territorial organisation for coaches and all football operators to rely upon; (ii) promoting the values of sports; (iii) actively participating in Italy's football organisation; and (iv) representing coaches in negotiations pertaining to the execution of collective labour agreements.

The Union consists of two divisions: the professional division and the amateur division, with the former comprising professional coaches and the latter comprising amateur coaches. Each division is empowered to deal with matters lying exclusively within its own sphere of interest with full functional independence, while matters of common interest will lie with the Union's relevant bodies. AIAC governance bodies include the (i) General Assembly; (ii) President; (iii) Vice Presidents; (iv) Managing Board; (v) Board of auditors; and

(vi) Board of Advisors. AIAC representation with local institutions is entrusted by proxy to Groups having territorial jurisdiction. These Groups will in turn establish internal Provincial Groups whose task is to co-ordinate the Union's activities at a local level pursuant to the Regional Group's goals and the Union's policy. Each Provincial Group has its own by-laws, which must comply with the standard draft provided and approved by the Regional Managing Board.

Auditing, Supervisory and Ethics Committee

The Union's ethical duties are discharged by the Board of Advisors, consisting of three regular members (one for the professional division and two for the amateur divisions) chosen from among Union members who have gained extensive legal experience. The Board of Advisors will settle any dispute that might arise between the Union members and will have final and sole jurisdiction on disciplinary matters, matters pertaining to the admission and expulsion of members and any other matter that may arise in respect of the interpretation and application of AIAC's By-laws. The Union's operations and financial management will be controlled by Board of Auditors consisting of three regular members (one for the professional division and two for the amateur divisions) chosen from among Union members who have gained extensive legal and administrative experience. The Board of Auditors will form its opinions on the financial report prepared by the Managing Board on the occasion of the General Assembly and will perform audits on the adequacy of the Union's accounting procedures on a regular basis throughout the year.

ITALIAN COACHES' UNION

ACTIVITIES AND FIGURES

Coaches certified by the FIGC Technical Sector may apply for IAAC membership.

HIGHLIGHTS 2012

631 PROFESSIONAL COACHES

13,249 AMATEUR COACHES

13,880 TOTAL MEMBERS

In the pursuit of its goals, AIAC relies on the following financial sources:

- Payments made by founding members and Union members
- Income from Union assets
- Receipts from the organisation of recreational and cultural events
- Donations and contributions from the Italian Football Association, public entities, individuals and legal entities

AIAC may also source funds from the execution of commercial agreements with third parties.

The aforesaid financial resources are also intended to fund ordinary institutional activities:

- Operation of the Union's Central Bodies and contribution to the activities carried out by the Regional Groups
- Circulation of L'allenatore ("The Coach") magazine, official communication medium
- Maintenance of online platforms
- Free legal aid to members
- Replenishment of solidarity fund to cover amounts due to coaches by clubs failing to enter championships
- Organisation of training and refresher courses

SOCIAL RESPONSIBILITY

During 2012, the AIAC organised and developed the following social responsibility activities:

- Granting contributions to AIFO, Libera - Associations, Names and Numbers Against Mafias, Borgonovo Foundation
- Developing training projects promoted in conjunction with the IRC Community (Italian Resuscitation Council)
- Organising sports events (e.g. matches played by the National Coaches' Team), with receipts being assigned to charity institutions

STAKEHOLDER ANALYSIS

In the 2013 edition of the Sustainability Report, the meaning of the English word “stakeholder” was analysed, starting from the etymology of the expression “to hold a stake” (i.e. to hold an interest, a right), so to explain its meaning as related to the FIGC.

A stakeholder in an organisation is “any group or individual who can affect or is affected by the achievement of the organisation’s objectives”.

Unlike the table view used in the previous edition to analyse the relationship between activities and stakeholders, in the 2013 edition of the Sustainability Report it was decided to represent the stakeholders in an aggregate fashion to ensure a better understanding.

According to an organicistic view of the stakeholder theory, the operation of an organisation depends on the interdependence of the different parts that make it up with reference to both the elements of the internal environment (e.g. employees, members, etc.) and the external environment (e.g. fans, media, suppliers, etc.).

In a continuous interchange of activities and influences, each stakeholder contributes to the pursuit of the FIGC objectives and football as a whole.

FIGC STAKEHOLDERS

Coaches
Doctors and Healthcare Professionals
Executives
Families
Fans
FIFA
FIGC Employees and Organisation
Football Clubs
Foreign Football Associations
Italian Olympic Committee (CONI)
Local Authorities
Media
Ministries
National Sports Associations
Non Profit Organisations
Players
Referees
Schools
Sponsors
Sports Promotion Organisations
Stewards
Suppliers
UEFA
Universities

¹Freeman, 1984, “Strategic management. A stakeholder approach”. Pitman.



2

ASSOCIATION
ACTIVITIES





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YOUTH AND SCHOOL SECTOR

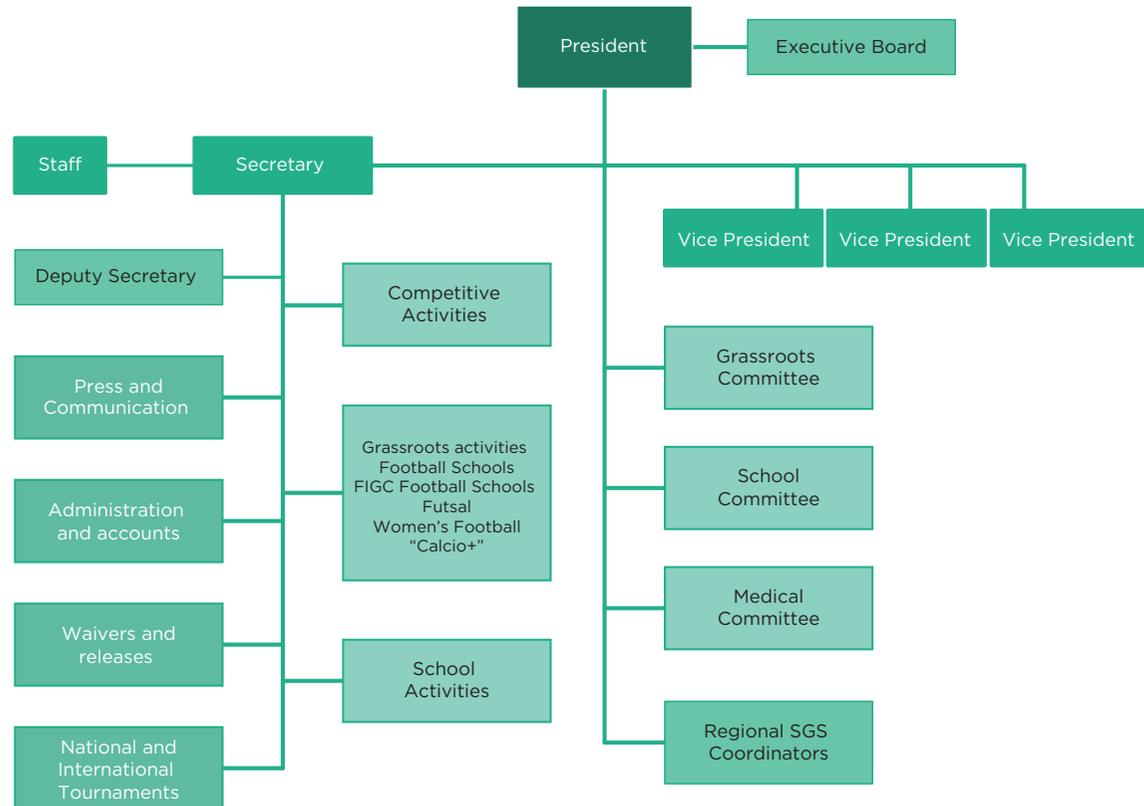
The Youth and School Sector (SGS) is the body through which the Italian Football Association promotes, regulates and organises the activities of young players between the ages of 5 and 16, pursuing technical, educational and social aims.

The rules under which the activities of the SGS are organised are issued in accordance with the UN Charter on the Rights of Children in Sports. For further details, see Part Three (Social Responsibility).

The national central structure of the Youth and School Sector consists of a President, a post filled until 28 August 2013 by Gianni Rivera, and now occupied by Luca Pancalli, appointed by the Executive Committee at the suggestion of the FIGC President, assisted by an Executive Board and the Committee for Grassroots Activity, School Activity and Medical Activity. At a local level the SGS is represented by the SGS FIGC Regional Coordinator, who is appointed by the FIGC President and assisted by a group of volunteers, including an expert for grassroots activities and an expert for school activities. Throughout the country there are approximately 250 SGS collaborators, who are mainly physical education instructors and/or qualified FIGC technical personnel, supporting and overseeing activities in football schools and other schools participating in projects and programmes.

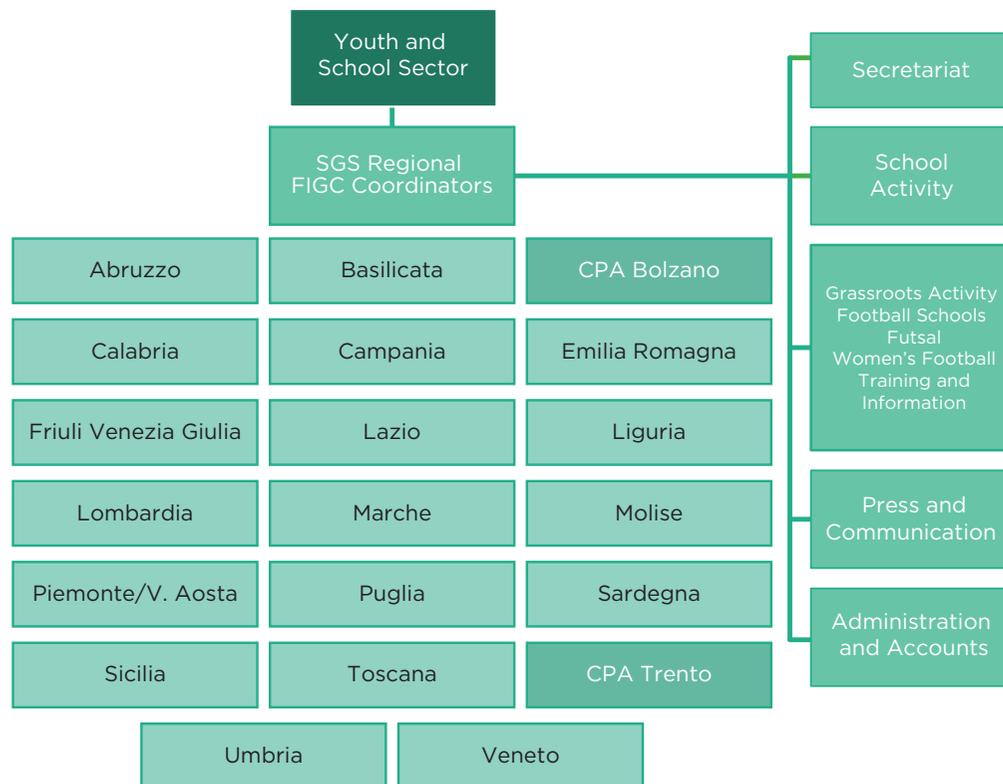
With regard to the activities of the SGS in specific terms, this sector operates through its central and regional bodies, as well as through the corresponding

ORGANISATION CHART



YOUTH AND SCHOOL SECTOR

REGIONAL ORGANISATION



bodies of CONI and other parties active in the areas of promoting physical activity and developing sports among youngsters. In particular, the SGS regulates youth football activities and is responsible for the promotion of football in schools at large.

At the same time, it organises the national championships of the Allievi and Giovanissimi categories (including the Under-16 and Under-14 teams of professional clubs), while the championships reserved for amateur clubs and exclusively Youth School Clubs are organised locally by the Regional Committees and by the Provincial and District delegations of the LND (National Amateur League).

SGS also:

- promotes appropriate endeavours to disseminate the educational values of sports
- disseminates knowledge about hygiene, medicine and psychology among clubs, coaches and instructors, also in light of the results of specific research carried out by the Technical Sector
- defines relations with the primary and secondary school system, establishes rules, criteria and parameters for recruitment and training activities, as well as for the sporting, moral and social protection of young players.

YOUTH AND SCHOOL SECTOR

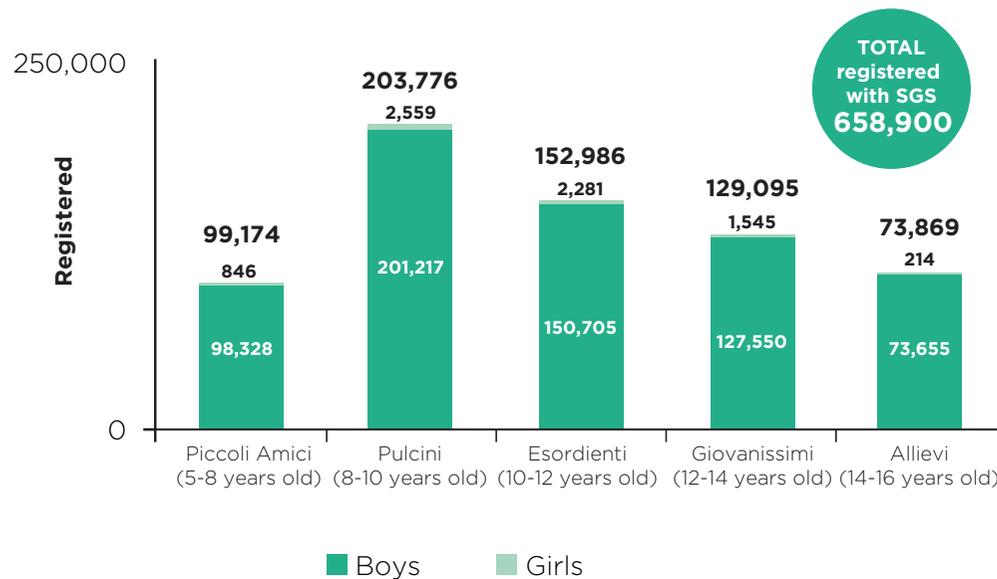
THE SGS IN FIGURES

In the 2011-2012 season, the number of young footballers annually registered with the SGS numbered 658,900, a slight fall (-1.7%) compared with 2010-2011. The youth category having the highest percentage of the total (31%) was the Pulcini, with 203,776 young footballers registered.

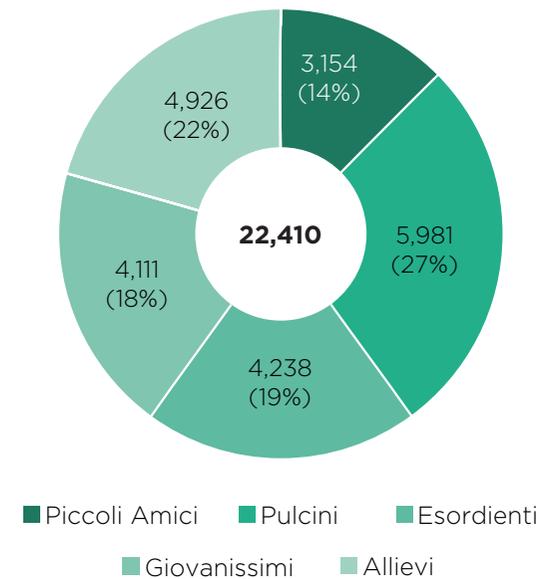
A total of 53,304 teams took part in SGS activities, 65% of which in the Pulcini and Esordienti categories.

During the course of the 2011-2012 season furthermore the number of SGS members taking part in Futsal leagues amounted to 22,410, 41% of whom aged between 5 and 10 years.

SGS REGISTERED PLAYERS BY AGE CATEGORY AND SEX 2011-2012



SGS FUTSAL REGISTERED PLAYERS 2011-2012



YOUTH AND SCHOOL SECTOR

RATIO OF REGISTERED PLAYERS TO TOTAL POPULATION BY AGE GROUP

A comparison of the figures on the number of registered youth players (in Youth and School Sector, young amateurs and young professionals) and the male population in Italy by age group shows that at 30 June 2012 more than one youngster in five between the ages of 5 and 16 was registered with the FIGC.

In the Pulcini and Esordienti categories the ratio to the total population by age group shows even more significant figures, reaching 23% and 26% respectively. Looking at figures for girl footballers it emerges that about 0.3% of girls aged between 5 and 16 are registered with the FIGC, basically in line with figures for the previous season.



BOYS 5-16 YEARS OF AGE

	Registered	Population	Density
5-7 years of age	98,331	881,375	11.16%
8-10 years of age	201,223	875,206	22.99%
11-12 years of age	150,706	579,678	26.00%
Total	450,260	2,336,259	19.27%
13-14 years of age	135,032	578,960	23.32%
15-16 years of age	113,429	583,606	19.44%
Total	248,461	1,162,566	21.37%

GIRLS AGED 5-16 YEARS

	Registered	Population	Density
5-7 years of age	843	831,589	0.10%
8-10 years of age	2,553	827,457	0.31%
11-12 years of age	2,280	547,211	0.42%
13-14 years of age	2,085	545,300	0.38%
15-16 years of age	2,118	549,064	0.39%
Total	9,879	3,300,621	0.30%

Note: The calculated figure is the ratio between the number of registered players and the total population for the various age groups. The total number of registered players is greater than that given on the previous page (658,900) due to the inclusion in this analysis of players registered as “young amateurs” and “young professionals”

YOUTH AND SCHOOL SECTOR

CLUBS AND FOOTBALL SCHOOLS

In Italy 9,346 clubs participated in youth sector official activities, and 7,189 of those were engaged in the grassroots category (5-12 years). Depending on the requirements possessed, these clubs are divided into three typologies:

- qualified football schools
- football schools
- grassroots centres

Some of the requirements are as follows:

- dissemination to all parents of the “Children’s Rights Charter” (Carta dei Diritti dei Bambini)
- participation in official FIGC activity in the grassroots categories
- nomination of a football school manager
- nomination of a reference physician
- presence of a minimum number of technical staff qualified or specially trained by the Youth and School Sector, depending on the type of football school
- participation in meetings and information/training activities for coaches, officials and parents

QUALIFIED FOOTBALL SCHOOLS

In order to give greater stimuli to clubs and offer a larger number of services to families, as well as improving the organisation of Football Schools, also in terms of teaching, the Youth and School Sector, in order to obtain the status of “Qualified Football School”, asks clubs to meet, in addition to the requirements given in the paragraph above, the following additional criteria:

- information and training activities aimed at coaches, officials, parents and young players, with at least 5 meetings, including one devoted to the Rules of the Game
- the support of a psychologist
- the development of a specific project to be carried out locally in one or more of the following areas: activities for girls, agreement with a local school, integration with the disabled, social initiatives in the local area

In the 2011-2012 season 232 clubs were recognised as “Qualified Football Schools”. Of these 12 obtained this distinction for having developed a project with disabled persons and 15 for having developed a social project in the local area.

Official SGS activity is regulated considering the foremost needs of the child. In greater detail, for the categories Pulcini (8-10 Years) and Esordienti (10-12 Years) matches are played on small-sized pitches and over three “halves”. All children entered on the team sheet are guaranteed at least one full “half”, without being substituted. It is also possible to use timeouts to talk to children and avoid behaviour that is counterproductive for learning. With regard to playing according to the rules, it is possible to use the self-refereeing formula, compulsory for Pulcini since the 2011-2012 season. The use of a Green Card has also been developed to encourage Fair Play during the game.

YOUTH AND SCHOOL SECTOR

In 2012 furthermore, local activity dedicated to football schools and clubs performing youth activity was developed through a number of information and training initiatives:

- 93 CONI-FIGC courses for football school instructors not in possession of Association qualifications
- 95 information courses for grassroots football centres
- 34 courses for club officials
- 64 courses for manager-referees
- 61 courses on BLS-D (Basic Life Support - Defibrillation), first aid and use of the semi-automatic defibrillator
- 137 training courses for coaches
- 137 meetings with psychologists (aimed mainly at adults)
- 427 information meetings for coaches, officials, parents and young players

A total of 1,916 visits were made to Football Schools, and 1,876 match checks took place during grassroots category matches. At the end of the season events were organised for various categories, providing information to youngsters, parents, officials and coaches, such as:

- “Fun Football” for Piccoli Amici
- “You’re Good at... Football School” (Sei Bravo a... Scuola Calcio) for Pulcini
- a “Fairplay Tournament” for Esordienti
- a “Girls Tournament”
- a “Tournament for Under 15 Regional girls’ teams”

SCHOOL PROJECTS

Some activities carried out by the Youth and School Sector are specifically aimed at schools. In 2012 the SGS promoted three particularly significant projects:

- “SuperClass Cup”, dedicated to Upper Secondary Schools
- “I Love Futsal” (Io Calcio a 5), dedicated to Lower Secondary Schools
- “Values Take to the Field” (I Valori Scendono in Campo), dedicated to Primary Schools

SUPERCLASS CUP

The SuperClass Cup is a training project launched to heighten the awareness of pupils, teachers and parents about the importance and practice of responsible behaviour. The three editions of the years 2009, 2010 and 2011 were reserved to the classes of the 2nd, 3rd and 4th year of Secondary Schools, public and private, in 28 Italian provinces. In 2011-2012 the classes entered were involved in interdisciplinary class work aimed at working out a draft law relating to one of the following thematic areas: the environment and sustainable development, the use of new media, safe and responsible driving.

Each class also took part in a Futsal football tournament, promoting values such as fair play, friendship, solidarity, integration, respect, fun and imagination. To obtain victory 50% of the final score came from class work, and 50% for the result on the pitch in the Futsal tournament.

To encourage the participation of all classes, including those not involved in the study competition reserved for winning classes in each school, in 2011-2012 the study area was enriched with a second competition: the “Good Governance SuperClass Cup” which, based on scores for works produced, gave a virtual ranking rewarding the class that achieved the highest level.

YOUTH AND SCHOOL SECTOR

I LOVE FUTSAL

This project was begun in 2012 by the Youth and School Sector in collaboration with the Futsal Division, and is aimed at boys and girls from Lower Secondary Schools. It offers the possibility of also involving local football clubs in the activity, consisting of a training course aimed at teachers and given by teachers/lecturers of the FIGC Youth and School Sector, who also lend their support during sporting activity performed by classes, with games and participation in school tournaments.

The aim is to foster the creation of School Sports Centres within schools that take part in official FIGC activities, in particular those aimed at girls (FIGC membership and registration of young girl players).

In the start-up phase in 2012 all regions were made aware of the project, with 25 schools involved in the experimental phase.

VALUES TAKE TO THE FIELD

“Values Take to the Field” is a training project that combines, enhances and links different activities. This initiative has taken the legends, rules and values of football to educational districts in large and small Italian schools, with the main aims of promoting the sports-related and cultural identity of Italy, combating all forms of violence and, parallel thereto, rediscovering the passion for sport.

The project got under way in 2008-2009 with the involvement of pupils in the 2nd cycle of primary schools in 10 Italian “sample” regions for a total of 57 provinces, and was extended in 2009-2010 to all regions for a total of 100 Italian provinces.

Worthy of note among other training initiatives are:

- the “School Referee” (L’Arbitro Scolastico) Project, in conjunction with the AIA and Ministry of Education (MIUR) to enable young students to take a course to qualify as a school referee and referee matches in their own school
- agreements between schools and sports clubs designed to favour the continuity of education at a regional level and interdisciplinary knowledge useful for developing a sports culture
- the support provided by the FIGC to the Ministry of Education and CONI for the organization of the Student Sports Games

SUPERCLASS CUP

ACADEMIC YEAR	REGIONS	SCHOOLS	CLASSES	PARTICIPANTS
2008-2009	10	28	56	1,120
2009-2010	20	196	875	17,500
2010-2011	20	223	962	19,240
2011-2012	20	171	605	12,100

VALUES TAKE TO THE FIELD

ACADEMIC YEAR	REGIONS	SCHOOLS	CLASSES	PARTICIPANTS
2008-2009	10	345	2,070	41,400
2009-2010	20	565	3,390	67,800
2010-2011	20	545	3,270	65,400
2011-2012	20	544	3,264	65,280

YOUTH AND SCHOOL SECTOR

PROTECTING THE REGISTRATION PROCESS

The Association system contains a number of regulations designed to protect youngsters, according to the various FIGC principles of action mentioned previously. In particular, the rules establish that youngsters up to the age of 16 can be registered only within the region they are residing in, or in a neighbouring province if from another region. In the presence of some minimum essential requirements (regulated by art. 40 ter of the FIGC internal organisational regulations, which guarantee the providing of board, lodging and support, also in leisure time) it is possible to obtain a special dispensation from the FIGC President, after consulting with the President of the Youth and School Sector for youngsters aged between 14 and 16.

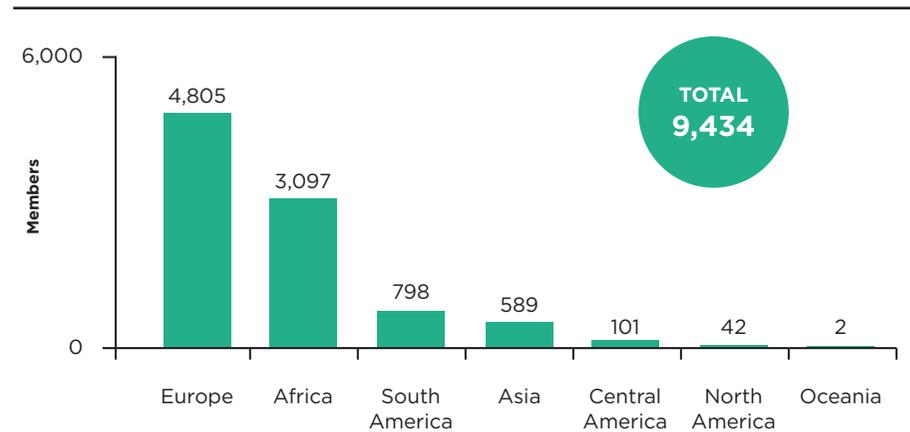
THE REGISTRATION OF YOUNG FOREIGN PLAYERS

Carrying on with the growing role of integration and social inclusion played by Italian football all over the country, in 2011-2012 the total number of foreign players registered with the Youth and School Sector was 34,809, 5.8% up on 2010-2011 and 10.3% up on the figure for the 2009-2010 season.

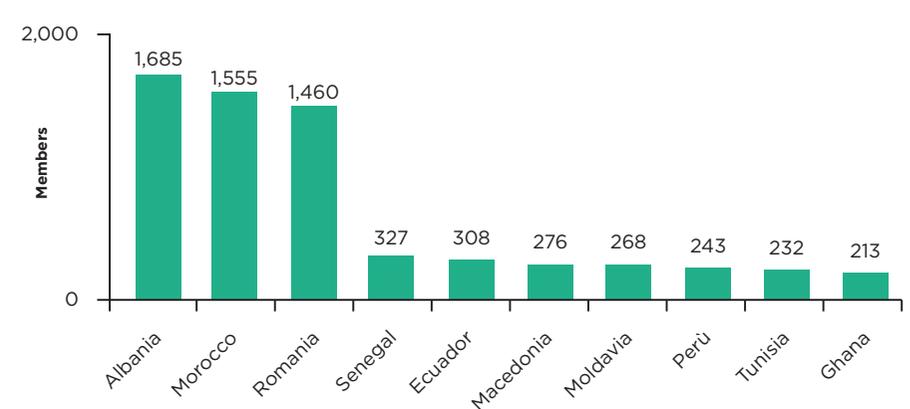
THE REGISTRATION OF YOUNG FOREIGN PLAYERS

In 2011-2012 there was a parallel and significant rise in the number of “first-registration foreign minors”: 9,434, a 23% rise compared with 7,657 first-registration players in 2010-2011. 51% of these players were from Europe, and 33% from Africa (a total of 3,097 minors registering for the first time, 40% up on 2010-2011). The three nations most represented in these figures were Albania (1,685), Morocco (1,555) and Romania (1,460).

FIRST-REGISTRATION FOREIGN MINORS BY AREA OF ORIGIN **2011-2012**



TOP TEN COUNTRIES FROM WHICH FIRST-REGISTERED FOREIGN MINORS COME **2011-2012**



YOUTH AND SCHOOL SECTOR

Further to rules issued by FIFA regulating the first-registration of foreign minors, the FIGC has been granted permission to apply relative procedures through its own in-house body. To provide the necessary guarantees, FIGC has set up a special Committee for evaluating documentation sent by the Club concerned, referring to the provisions of Art. 19 of FIFA Rules for the Protection of Minors, and ratifies the results of its research for registration purposes.

RULES GOVERNING THE ORGANISATION OF TRAINING CAMPS AND “TESTING” OF YOUNG PLAYERS

When organising team selection camps for young players, clubs must meet a number of requirements to protect young players taking part, including:

- the fact that the selection camp must be run by a qualified coach registered with the same club
- the presence of a physician and an ambulance
- the non-participation of children still to reach the age of twelve (the age at which competitive activity may begin)

In 2012, in order to monitor and regulate the ways in which clubs “test” young players, the Youth and School Sector introduced new rules and procedures for the club to conform to, for instance the presence of a human relations expert, to evaluate the appropriateness of including a young player aged between 10 and 12, or youngsters aged between 12 and 16 from another region.

THE GRASSROOTS FESTIVAL

The most important national event is the Grassroots Festival, held every year at the Coverciano Technical Centre.

In 2012 the fourth edition of the Grassroots Festival was staged, dedicated in particular to the UEFA Grassroots Charter.

About 1,000 children and 1,500 spectators took part in the festival, representing the worthiest Football Schools and Clubs from all over Italy belonging to the following categories:

- Football Schools performing activities for “You’re good at... Football School” (22 teams with children aged between 8 and 10)
- Futsal Schools with teams from the Pulcini category (12 teams with children aged between 8 and 10)
- Clubs that have won the regional “Young Girls” title (11 teams with girls aged between 12 and 14)
- Schools involved in the project “I Love Futsal” (8 teams with girls aged between 11 and 13)



YOUTH AND SCHOOL SECTOR

In order to raise the awareness of people attending the event – both children and their parents – ample coverage was given during activities to so-called “unified football”, when youngsters with disabilities play with the boys and girls of participating clubs. For the event, held on 15 and 16 June 2012, a conference was organised, called “The UEFA Grassroots Charter: Towards the 7th Star”, attended by the coaches and officials of clubs present, as well as Regional Federal Coordinators of the Youth and School Sector and the Grassroots Activity Experts of each region.

ACTIVITIES FOR GIRL PLAYERS

The Youth and School Sector has embarked on a process for the development of women’s football involving various actors (Schools, Sports Clubs, Regional Committees and Club Italia), performed throughout the season, with regional, inter-regional and national events, ending in the summer with the “Calcio+” summer camp. The project, undertaken with the collaboration of the Futsal Division, involves mainly Under-15 girl players, in particular girls from “Middle” schools. Activities include:

- the “I Love Futsal” project for Middle Schools, aimed at both boys and girls, with the possibility of involving local football clubs interested in cooperating. The Youth and School Sector, with the collaboration of the Futsal Division, trains teachers and provides support during the activity through its teachers/lecturers, encouraging the creation of School Sports Centres taking part in official FIGC activities and events dedicated to girl players (e.g. “Women’s Football Day”)
- “Centres for the Development of Women’s Football” project: after the positive experience of the Centre which opened in Turin, every region in 2012 has been working to prepare for the opening of a centre for the development of women’s football in which to involve primary school girls (e.g. in the project “Values take to the field”) and middle school girls (e.g. the “I Love Futsal” project). The project sees the involvement of men’s and women’s clubs, local communities, schools interested in developing this activity and encouraging the involvement of girls in football activity
- “Women’s Football Day”: in 2012 a national day dedicated to women’s football became an official event. The day was celebrated on 14 April 2012 with an event organised at the Stadio Flaminio in Rome and about 20 events organised in each region, involving all elements of the Association. The events involved all girls that play or would like to play football, from the ages of 5 to 15. In all Major League matches played on or around that date moreover (11-a-side and 5-a-side, both men and women), men and women players took to the pitch in a special jersey marking the day
- “Girls Under 15 Regional Teams Tournament”, through which, with the collaboration of Club Italia, the best 36 young girl footballers were chosen to take part in the “Calcio+” summer camp. The tournament entails the organisation of a first round with 4 inter-regional events (lasting 2 days) and one national event (finals with 8 teams, lasting a week)
- “Calcio+” summer camp for Under-15 girl players: this activity is the concluding part of the season’s activity in Schools and Centres for the Development of Women’s Football, carried out at a local level on the occasion of “Women’s Football Day”, during which regional coaches have the chance to select the best girl players for the U-15 regional teams. All regions take part in the Tournament organised by the Youth and School Sector which, with the co-operation of Club Italia and the coach of the

YOUTH AND SCHOOL SECTOR

women's U-17 National Team chooses the best 36 players for the summer camp. During this camp the girls were involved in coaching, educational and research activities (skill-related, physical, psychological tests, and so on) performed in collaboration with the Physical Sciences degree course of the University of Rome "Tor Vergata".



Women's Football Day 2012

On the occasion of the FIFA Conference on Women's Football, organised in Rome from 11 to 14 April 2012, the FIGC organised a number of activities to promote "Women's Football Day".

The main event was staged on 14 April 2012 in Rome at the Stadio Flaminio. Invitations had gone out to all girls taking part in Pulcini and Esordienti activities in clubs belonging to the Provincial Delegation of Rome and the Lazio Regional Committee. Also involved were girls that had been involved in FIGC projects in schools. The event concept focused primarily on technical activity (play and games), with the pitch divided into 4 zones and games played among girls having the same age and experience. At the same time a teaching activity was organised to highlight the educational value of football. This activity centred on a drawing competition based on the motto "Live Your Goals", the FIFA campaign for the development of women's football worldwide. The winning girls received jerseys of the national women's team signed by the Under-20 team members.

In addition to the Stadio Flaminio event, Women's Football Day also saw the organisation of other Grassroots Festivals in all other Italian regions, with the collaboration of the Youth and School Sector, Women's Football Department, Club Italia and regional committees. On the weekend of 14 and 15 April 2012 the players of major leagues came onto the pitch alongside girls wearing the official event jersey. This was done in the following leagues: men's Serie A, Serie B and Lega Pro, women's Serie A and Serie A2, men's Serie A and Serie A2 Futsal and women's Serie A Futsal.

TECHNICAL SECTOR

ACTIVITIES

In 2012 the Technical Sector organised a total of 84 courses for 2,183 Coaches and 57 Sports Managers, with 8,500 hours of teaching in the classroom and on the field. Below are the main educational and training initiatives carried out by the Technical Sector.

Courses for Coaches

- 55 courses for UEFA B coaches, organised in cooperation with AIAC and local LND committees throughout the country, each made up of 144 hours of teaching
- 2 AIC special courses for out-of-contract players, each made up of 144 hours of teaching
- 4 courses for 1st, 2nd, 3rd amateur category and Regional Junior coaches consisting of 60 hours of teaching
- 1 UEFA B/A special course for players that won the 2006 World Cup, for a total of 156 hours of teaching
- 2 courses for UEFA A Second Category courses for professional coaches, organised at Coverciano, each having 192 hours of teaching
- 1 Master course for First Category UEFA PRO Professional Coaches, organised at Coverciano, each having 256 hours of teaching

Courses for Trainers

- 1 course for Trainers, organised at Coverciano, with 160 hours of training

Courses for Futsal Coaches

- 9 courses for Futsal Coaches, organised around the country, with a total of 64 hours of teaching
- 1 course for Futsal Coaches – Level 1, organised at Coverciano with a total of 80 hours of teaching

Specialisation Courses

- 1 course for Goalkeeping Coaches, organised at Coverciano, total of 32 hours of teaching

Courses for Sports Managers

- 1 course for Professional Sports Managers, total of 92 hours of teaching
- 3 courses for Sports Management Assistants of Amateur Clubs, total of 48 hours of teaching

International Courses

- 3 UEFA Study Group Scheme courses

Visits of foreign delegations and teams

- 7 foreign delegations and teams (Zenit St Petersburg – the club held a number of training sessions, US coaches, Spanish Under 17 National team, Iranian Under 23 National Team, Macedonian Under 17 National Team, Arab delegation of coaches, delegation of Russian Association accompanied by its President)

State-of-the-art facilities

The Coverciano complex houses the latest generation of reinforced grass pitches. The pitch project forms part of broader plans to endow the Federal Technical Centre of Coverciano with modern, cutting-edge facilities. The reinforced grass pitch is a patented Italian creation, generating fruitful collaboration between the FIGC, University of Pisa, LND and CONI. The covering consists of a 100% covering of natural grass planted on an artificial base that protects the roots of the grass. This ensures stability and a uniform base, as well as good drainage, allowing players to play on a top-quality surface.

TECHNICAL SECTOR

In 2012, in addition to training and educational activities, the Technical Sector's Study Centre drafted a number of documents relating to technical, tactical, psychological, cultural and social topics published in the six issues of the "Technical Sector Newsletter".

METHODOLOGY AND BIOMECHANICAL LABORATORY APPLIED TO FOOTBALL

In 2012 the methodology and biomechanical laboratory applied to football conducted numerous practical researches on football performance at different competitive levels. The main aim of these researches was to determine the validity of repeatability of some field and laboratory tests (analysis of the quality of measurements) used to evaluate the physical performance of men's and women's national youth teams. In order to help with the preparation of national youth teams, a section dedicated to studying training loads was implemented within the laboratory set-up.

The main activities performed related to:

- Athletic tests on the men's and women's U-16, U-17, U-18, U-19, U-20, U-21 and National A Teams
- Isokinetic tests for Serie A and Serie B referees
- Experimentation with Bologna Calcio: physiological-biomechanical analysis of positions during play developed by Maurizio Viscidi
- Experimentation with Us Borgo A Buggiano 1920 (Lega Pro): optimisation of small-sided games in football training using experimental and state-of-the-art approaches
- Experimentation at AIC session: evaluation of training loads during summer camp
- Experimentation with Viareggio and Settignanese Calcio (overseen by Dr Juliano da Silva): direct assessment of some field tests of stamina (TCAR) and the ability to repeat sprints (5x30m).

To complete the research projects conducted the methodology and biomechanical laboratory applied to football has received the assistance of Italian and foreign research institutes. The results of this activity have been published in scientific journals and presented as abstracts or oral presentations in Italian and foreign scientific congresses.

Researches published in 2012 in leading international scientific journals:

- Comparing the physical demands of friendly matches and small-sided games in semi-professional soccer players. *J Strength Cond Res.* (March)
- Relationship between indicators of training load in soccer players. *J Strength Cond Res.* (March)
- Reliability, sensitivity and validity of the assistant referee intermittent endurance test (ARIET) - a modified Yo-Yo IE2 test for elite soccer assistant referees. *J Sports Sci.* (April)
- Physical and Physiological Demands of Field and Assistant Soccer Referees During America's Cup. *J Strength Cond Res.* (May)
- Effect of competition on salivary cortisol, immunoglobulin a, and upper respiratory tract infections in elite young soccer players. *J Strength Cond Res.* (May)

Research Projects completed and presented as abstracts at scientific congresses:

- Considerations on Vertical Jump performance in elite men and women players
- Yo-Yo IR1 and match performance: longitudinal validity
- Relations between individual training load and aerobic performance in professional players in pre-season training
- Repeatability of Yo-Yo Intermittent Recovery Test in non-professional players

TECHNICAL SECTOR

- Yo-Yo Intermittent Recovery Test for Refereeing Performance: Study of short- and medium-term Repeatability
- Analysis of short-term Repeatability of Mognoni test performed in the Laboratory
- Analysis of repeatability of the reactivity index in young elite goalkeepers
- Short- and long-term repeatability of the 5x30m test
- Profile of training heart rate and aerobic fitness in professional players
- Aerobic efficiency and metabolic power in football: a case study
- Profile of Changes of Direction in Professional Players
- Analysis of Specificity of changes in direction in elite referees: descriptive study
- Validity of test 45-15 (Gacon Test) in young Players

Congresses

- “Relationship between endurance field tests and match performance in youth soccer” at Faculty of Physical Sciences of the University of Coimbra (Coimbra - Portugal - March 2012)
- Congress presenting the injury prevention programme 11+. Event organised in collaboration with FIFA F-MARC (Coverciano, 4 March 2012)
- “Fitness training and testing in Football” Wingate World Congress of Exercise and Sport Sciences, Wingate Institute (Israel, March 2012)
- Keynote lecture given by Carlo Castagna entitled “Football Officials Performance and Training: the evidence” at the Third World Congress on Science and Soccer held at the International Congress Centre (Ghent, Belgium, 15 May 2012)
- 1st AIPAC International Congress “Training in Soccer” - Carlo Castagna (Keynote lecture on “Physiology and performance in football: the evidence”); Elena Castellini (“Measuring internal and external load in football”) (22 May 2012)
- “Training and evaluation in football” - Training Champions. Technogym (Cesena, May 2012)
- “Respuesta fisiológica en baloncesto y su relación con aspectos técnicos-tácticos. Diferencias rendimiento del jugador en función de su nivel y rol posicional.” II Congreso Internacional de la Ciencias a la Pista (San Sebastian - Spain, June 2012)
- “Evidence and physical training in football” - IV Science and Sport, Science and Football congress: Research applied to training (June 2012)
- Congress on GPS “GPS Legend and Reality”. Report by Carlo Castagna: “GPS, legend and reality, functions and uses of new systems for monitoring internal and external loads” (Urbino, 12 October 2012)
- FIFA workshop on the physiological evaluation of referees for the Brazil 2014 World Cup. Address: “The Ability to Repeat Sprint in Football Referees” at FIFA HQ during the workshop “2014 WC FIFA Referees Fitness Instructors” (Zurich - Switzerland, 24 September 2012)
- “Performance Analysis in Basketball” PhD Course on Team-Sports Physiology, August Krogh Institute, Department of Exercise and Sport Sciences Faculty of Science, University of Copenhagen (Copenhagen - Denmark, November 2012)
- “Fitness Testing in Team-Sports” PhD Course on Team-Sports Physiology, August Krogh Institute, Department of Exercise and Sport Sciences, Faculty of Science, University of Copenhagen (Copenhagen - Denmark, November 2012)

TECHNICAL SECTOR

“LIVE” ONLINE TEACHING

In the sphere of training, a considerable contribution has been made by efforts to organise “live” lessons online, in which lecturers of the Coaches School or experts invited by the School are available to everyone, on a predetermined day and time, to answer questions online.

During the course of 2012 seven online live Debates were organised on the following topics:

- “Medicine at the service of football” (Paolo Zeppilli and Maria Grazia Rubenni)
- “Physical preparation based on scientific evidence” (Carlo Castagna, Elena Castellini)
- “Coach-team communication” (Felice Accame)
- “Development of the role of goalkeeper, technical-tactical preparation and his integration in team play” (Massimo Cacciatori)
- “Technical and tactical training in Futsal” (Roberto Menichelli)
- “Training methods: comparison between Italian and European youth football” (Maurizio Viscidi)
- “A technical summary of women’s football in Italy” (Antonio Cabrini).

WEBSITE

In order to disseminate information about its activities, the Technical Sector has its own website: *www.settoretecnico.figc.it*

This instrument has become very valuable for all actors operating in the sector, as average figures for 2012 show:

- 1,700 “hits” a day
- 51,456 monthly hits
- 239,613 pages viewed a month
- 34% of contacts reached without going through search engines

Of particular significance is the gradual rise in contacts compared with the previous year. It was seen that in 2011 the site received an average of 46,874 monthly visits, with a minimum of 36,508 visits in December and a peak of 58,198 visits in October. In 2012 there was an average of 51,456 monthly visits (a rise of about 15%), with a minimum of 38,809 in August and a maximum of 59,196 in September.

The Technical Sector site also has some new services:

- the multimedia section Photogallery and Videogallery, showing photos and film clips
- the Video Teaching section, part of the Interactive Classroom project, making available study videos on the subjects of communication, medicine, training methods, physical training, psychology, skills and tactics, produced by experts from the Technical Sector
- a direct link to the reference site of the Calcio e-library project, the digital bibliographical catalogue of texts, documents, journals, researches, theses and monographs owned by and at the disposal of the FIGC

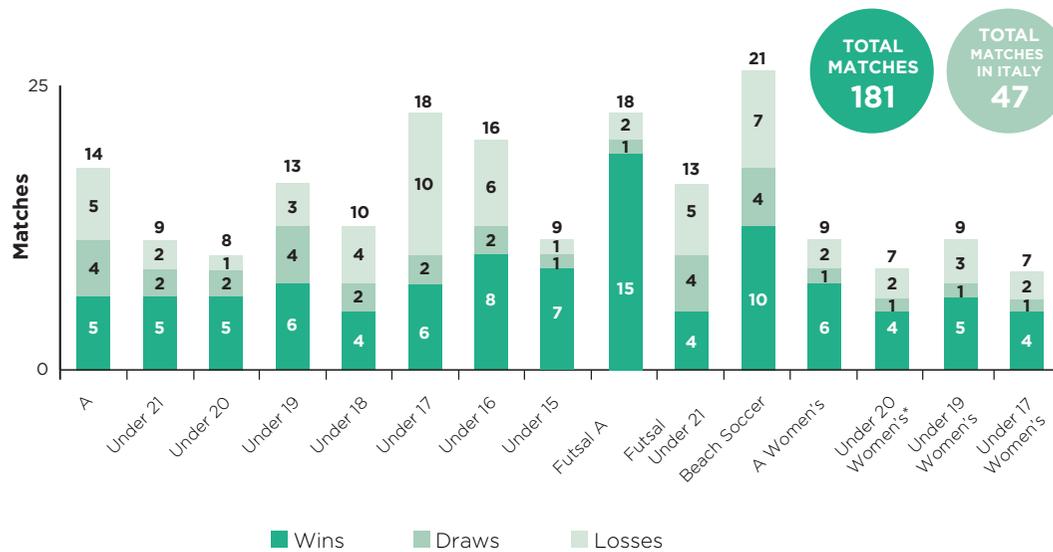
CLUB ITALIA

Club Italia, presided over by Demetrio Albertini (currently FIGC Vice President), is the body created in November 2002 by the Association in order to unify and coordinate the management of all National Teams along the lines of a football club, in which the A National Team, or Senior team, is the first team and dependent upon it, in terms of operations and programming, are the 13 other National men's and women's Teams (Football, Futsal, Beach Soccer).

During 2012 the National Teams played (in Italy and abroad) a total of 181 matches, with a record of 94 victories, 32 draws and 55 defeats.

In 2012 national teams played 47 matches in Italy. The regions where they played most often were Emilia Romagna, Friuli Venezia Giulia, Lombardia and Veneto, with 7 matches each.

MATCHES OF NATIONAL TEAMS 2012



REGIONAL BREAKDOWN OF MATCHES PLAYED IN ITALY BY NATIONAL TEAMS IN 2012



Note: The women's U20 National Team was formed as an exceptional measure out of the previous year's U19 National Team, which had qualified for the FIFA U20 World Championship (staged in Japan in August 2012), thanks to the result obtained in the U19 European Championship.

CLUB ITALIA

NATIONAL A TEAM

From 15 May 1910 to 31 December 2012 the National A Team played 737 games, winning 396, drawing 191 and losing 150. During the course of its history the National A Team has won 4 World Cups, one European Championship and an Olympic Tournament. In 2012 the National A Team took part in the European Championship in Poland and Ukraine, reaching final and qualifying for the Confederations Cup, staged in Brazil in 2013, where it came third. During 2012 the Italian National A Team played a total of 14 matches, recording 5 wins, 4 draws and 5 losses (4 of which in friendlies). The team scored 18 goals and let in 19. For the 4 matches played in Italy the average attendance was about 24,000 spectators, for a total of almost 96,000 spectators.

NATIONAL A TEAM CALENDAR 2012

Date	Venue	Match	Result
29/02/2012	Genova	Italy - USA	0 - 1
01/06/2012	Zurich	Italy - Russia	0 - 3
10/06/2012	Gdansk	Spain - Italy	1 - 1
14/06/2012	Poznan	Italy - Croatia	1 - 1
18/06/2012	Poznan	Italy - Eire	2 - 0
24/06/2012	Kiev	England - Italy	0-0 (2-4 after penalties)
28/06/2012	Warsaw	Germany - Italy	1 - 2
01/07/2012	Kiev	Spagna - Italy	4 - 0
15/08/2012	Berne	England - Italy	2 - 1
07/09/2012	Sofia	Bulgaria - Italy	2 - 2
11/09/2012	Modena	Italy - Malta	2 - 0
12/10/2012	Yerevan	Armenia - Italy	1 - 3
16/10/2012	Milano	Italy - Denmark	3 - 1
14/11/2012	Parma	Italy - France	1 - 2

The match watched by most spectators was Italy-Denmark, played on 16 October 2012 at the Giuseppe Meazza stadium in Milan, with over 39,000 spectators.

In 2012 Senior team matches broadcast on television posted an average share of 44.9%, with an average audience of 11.2 million viewers. The total TV audience, i.e. all TV viewers who in 2012 watched programmes containing images and contents pertaining to the Senior team (highlights, live matches, matches shown later, news), has been calculated at 2,486.53 million viewers, watching a total in excess of 627 hours of TV scheduling.

AVERAGE AUDIENCE AND SHARE FOR NATIONAL A TEAM 2012

Type	Date	TV Channel	Match	Venue	Kick-off Time	Audience	Share	Viewing peak	Share peak
FRIENDLY	29/02/12	Rai 1	Italy-USA	Genova	20:46:51	7,290,769	25.09%	8,302,481	27.73%
FRIENDLY	01/06/12	Rai 1	Russia-Italy	Zurich	20:46:28	6,833,694	28.48%	7,708,240	31.52%
EUROPEAN CHAMPIONSHIP	10/06/12	Rai 1	Spain-Italy	Gdansk	18:00:35	12,712,078	62.68%	15,141,703	65.56%
EUROPEAN CHAMPIONSHIP	14/06/12	Rai 1	Italy-Croatia	Poznan	18:00:24	13,101,127	66.69%	16,004,578	68.26%
EUROPEAN CHAMPIONSHIP	18/06/12	Rai 1	Italia-Eire	Poznan	20:46:55	17,473,506	59.73%	18,543,781	62.42%
EUROPEAN CHAMPIONSHIP	24/06/12	Rai 1	England-Italy	Kiev	20:44:58	17,343,995	66.40%	19,438,587	76.01%
EUROPEAN CHAMPIONSHIP	28/06/12	Rai 1	Germany-Italy	Warsaw	20:47:30	2,000,931	68.42%	21,784,843	73.01%
EUROPEAN CHAMPIONSHIP	01/07/12	Rai 1	Spain-Italy	Kiev	20:47:28	18,910,071	68.72%	19,788,523	70.01%
FRIENDLY	15/08/12	Rai 1	England-Italy	Berne	20:57:39	3,767,058	26.33%	4,077,655	27.94%
WORLD CUP QUALIFYING	07/09/12	Rai 1	Bulgaria-Italy	Sofia	20:45:41	7,048,067	30.70%	7,688,743	36.34%
WORLD CUP QUALIFYING	11/09/12	Rai 1	Italy-Malta	Modena	20:45:46	7,157,818	26.83%	8,185,013	29.99%
WORLD CUP QUALIFYING	12/10/12	Rai 1	Armenia-Italy	Yerevan	19:00:21	7,516,344	33.23%	10,301,906	36.98%
WORLD CUP QUALIFYING	16/10/12	Rai 1	Italy-Denmark	Milano	20:46:30	10,494,155	35.53%	11,354,904	37.34%
FRIENDLY	14/11/12	Rai 1	Italia-France	Parma	20:51:19	7,650,689	26.16%	8,498,142	28.27%

CLUB ITALIA

MEN'S NATIONAL YOUTH TEAMS

Men's national youth teams played 83 matches in 2012 (41 wins, 27 losses and 15 draws). In greater detail, all youth teams played numerous matches and took part in training camps as follows:

- the Under 21 National Team played 9 matches and took part in 3 camps
- the Under 20 National Team played 8 matches and took part in 1 camp
- the Under 19 National Team played 13 matches and took part in 2 camps
- the Under 18 National Team played 10 matches and took part in 1 camp
- the Under 17 National Team played 18 matches and took part in 1 camp
- the Under 16 National Team played 16 matches
- the Under 15 National Team played 9 matches and took part in 4 camps

In 2012 the Under 21 National Team qualified for the European Championships, staged in Israel in June 2013. There it came second behind Spain, the reigning champions for this category. In May 2013 the National Under 17 team came second in the European Championships staged in Slovakia, losing in the final to Russia on penalties but qualifying for the final stages of the Under 17 World Cup in the United Emirates in 2013.

WOMEN'S NATIONAL TEAMS

From 7 September 2005 to 31 December 2012 the women's National A team played 97 matches against 36 opponents, obtaining 51 victories, 11 draws and 35 defeats. During the course of 2012 women's teams were involved in 32 matches (19 victories, 4 draws and 9 defeats), of which:

- 9 played by the A National Team
- 7 played by the Under 20 National Team
- 9 played by the Under 19 National Team
- 7 played by the Under 17 National Team

NATIONAL FUTSAL TEAMS

In 2012 the National A Futsal Team took part in the European Championships in Croatia and the World Cup in Thailand, finishing third in both competitions. During the year the National A Futsal team played a total of 18 matches,

obtaining 15 wins, 1 draw and 2 losses, while the National Under 21 Futsal team took part in 13 matches, obtaining 4 wins, 4 draws and 5 losses.

BEACH SOCCER NATIONAL TEAM

In 2012 the Beach Soccer National Team played 21 matches, with 10 victories, 7 losses and 4 draws.

NATIONAL TEAM VICTORIES		
NATIONAL TEAM	VICTORIES	EDITION
A	4 World Cups	1934, 1938, 1982, 2006
	1 European Championship	1968
	1 Olympic Tournament	1936
Under 21	5 European Championships	1992, 1994, 1996, 2000, 2004 1959, 1963, 1967, 1997
	4 Mediterranean Games	
Under 20	-	
Under 19	1 European Championship	2003
Under 18	2 UEFA Junior Tournaments	1958, 1966
	(European tournament before Under 18 European Championship)	
Under 17	-	
Under 16	1 European Championship	1982
Under 15	-	
Futsal	1 European Championship	2003
Futsal U21	-	
Beach Soccer	1 Euro Beach Soccer League	2005
Women's A Team	-	
Women's U20	-	
Women's U19	1 European Championship	2008
Women's U17	-	

TV AND MEDIA

In exercising its institutional functions of defending and promoting the sport of football, managing and organising National Teams and maximising revenues deriving from the exploitation of its distinguishing features and rights, the FIGC enters into agreements for the sale of radio and television rights.

AUDIOVISUAL RIGHTS

As part of the functions of the TV Rights and New Media Office on 30 May 2011 FIGC and RAI entered into an agreement for the exploitation of rights for the 4-year period 2011-2014. With this agreement, FIGC granted to RAI audiovisual licensing rights for FREE TV, Pay TV and Pay-per-view mode and television broadcasting rights in IP-TV mode, Internet rights and mobile telephony rights with regard to all official home matches and friendly matches of the National A Team and Under 21 Team. With regard to official matches and friendly matches played overseas of the National A Team and Under 21 Team RAI is authorised to acquire the relative rights from the owners, be they Associations or third party agencies, if the FIGC has not already acquired them.

FIGC REVENUES FROM AUDIOVISUAL RIGHTS 2012

Origin	€
National A Team	19,200,000
National U21 Team	2,550,000
Subsidiary rights	1,935,349
Total	23,685,349

Note: The calculation of revenues from television rights does not include figures for the 2012 European Championships, since the TV rights belong to UEFA.



Major Events Department

Working directly with the FIGC President and General Manager, the Major Events Department harmonises activities performed by various Offices on the occasion of major international events hosted by the FIGC and the participation of the Italian National Team in European Championships, World Cups and Confederations Cup. The Major Events Department supports the sectors involved, implementing the UEFA and FIFA guidelines and rules for the organisation of major events, dealing with administrative aspects and monitoring operations in the various stages of the project.

In 2012 the Major Events Department managed Italy's participation in the European Championships in Poland and Ukraine, programming, jointly with other offices involved, the activities of different sectors depending on the technical and logistical needs of the National Team and UEFA's directives, following the contracting of venues identified in Poland and Ukraine and planning additional services needed in situ, identifying the best venue for creating and setting up Casa Azzurri to facilitate and valorise media activities and promote those of sponsors. The Major Events Department has also forged ties with local Authorities and Administrations, and with UEFA and the Organising Committee, in order to start the procedures needed to obtain permits and authorisations and undertake joint initiatives to promote the event and local social activities.

MARKETING AND COMMERCIAL ACTIVITIES

THE MARKETING SECTOR

Falling within the remit of the FIGC Marketing Department are: valorisation of the brand and distinguishing features of the FIGC and National Teams, development of new business opportunities, analyses and support with decision making, with special reference to the economic evaluation of commercial agreements and monitoring of the competitive scenario,

commercial management of sports events involving the National A Team and management and development of relations with its commercial partners, through an in-house structure that may include the support of an Advisor. The Commercial Partners of the National Teams consist of: a technical sponsor, three top sponsors, seven official sponsors, six official partners, one media partner, three suppliers, two of which technical and one logistical.



Figures refer to date of publication of 2013 Sustainability Report

MARKETING AND COMMERCIAL ACTIVITIES

At the time of publication of the Sustainability Report 2013 global revenues deriving from sponsorships for the National teams relating to 2012 exceeded 35 million Euro. It is noted that with the technical sponsor Puma the FIGC has developed and rolled out projects for social ends at a local level, also in support of the Youth and School Sector, with the involvement of local actors and fans.

THE ADVISOR

An Advisor supports the FIGC Marketing Office with the management of its commercial and sponsorship activities. In particular, it provides assistance and advice in the search for commercial partners on a non-exclusive basis, with the Association also reserving this right, and with the definition of packages of sponsorship rights, with specific suggestions for valorising the positions of commercial sponsors and partners of the National teams, as well as assistance with the management of commercial partners. The process for selecting the Advisor is carried out by an “ad hoc” panel which assesses offers received. This evaluation takes into account a number of aspects: the economic offer, commissions, minimum guaranteed amounts for the 4-year period and documentation attesting to the established and specialist experience in the sports marketing sector in terms of promotion and advertising. The panel sends a report to the Presidential Board giving the pros and cons of each offer, and the Presidential Board chooses the Commercial Advisor based on the Panel’s recommendations.

CASA AZZURRI

Casa Azzurri is a point of reference for followers of the National team. The primary aim of the Casa Azzurri project is to be the trailblazer for image enhancing actions, communication, public relations, commercial promotion and trading in favour of the Italian “product” in Italy and overseas. In addition to hosting the media centre and the rooms where almost all press conferences of the National team are held (Coach and Players), Casa Azzurri is a frame of reference for followers of the National team, partners and everyone else wishing to come into contact with the Azzurri in the final stages of World Cups and European Championships. At the UEFA 2012 European Championships in Poland and Ukraine the Casa Azzurri was created in Krakow, at the Rotunda Cultural Centre. Furthermore Casa Azzurri “on tour” had the opportunity to follow the Italian delegation to the match venues of the National team. At the 2012 edition in Poland and Ukraine Casa Azzurri hosted about 22,000 people,

Relations with RCS Sport

For the period 2011-2014 the FIGC has renewed the agreement retaining RCS Sport as exclusive advisor for consultancy and the valorisation of sponsorship rights for all the Italian National football teams. The Association has renewed its confidence in RCS Sport thanks to the experience of four years’ collaboration and the great success enjoyed by all the Italian National teams



MARKETING AND COMMERCIAL ACTIVITIES

including the representatives of local and international institutions, Association guests and partners and the general public from Italy and elsewhere. The temporary venue is to be found close to the stadium where the Italian national team is due to play, serving as a meeting place for an international public, from the spheres of sport, culture, politics, entertainment and television. Casa Azzurri is a source of pride for the Association, being one-of-a-kind in Europe and indeed the world. The brand and event, conceived and managed by the Association, has developed into a veritable international structure through the eight editions of the World Cups and European Championships. This project has become a permanent structure enhancing the image of Italy abroad, with



its colours, design, culture, art, food and wine, music and of course sport. Important Italian companies have been able to develop business relations in the countries that have hosted the World Cups and European Championships, they have hosted their own buyers and conducted team-building activities with their own offices abroad.

Ministries, regions, provinces and publically owned companies have taken their industrial and craft-based assets onto a highly visible stage in order to foster their globalization. Ministries have met with the Italian communities in the tournament host countries, encouraging 'back home' tourism and social exchanges. Institutes have presented all that tourism and agribusiness have to offer, informing, communicating, disseminating and promoting their products, services and values.

E-COMMERCE

FIGC Store is the e-commerce website created by the FIGC on the occasion of the 2012 European Championship in collaboration with its technical sponsor PUMA and IT provider Officina delle Idee. FIGC Store is a virtual showcase dedicated to merchandising, with products relating to the Italian national football team, about 350 items in different sizes and colours. The website received about 100,000 visits in its few months of activity in 2012, and is one of the most requested services by the community of fans following the National team via the fidelity programme Vivo Azzurro. It is now possible to buy "Azzurri" products anywhere in the world, taking advantage of special discounts and promotions.

PROTECTING THE BRAND

In order to communicate effectively and standardise the image that the Association projects to its target audience, any use of the brand, identity

MARKETING AND COMMERCIAL ACTIVITIES

and distinguishing features that interprets and represents the image of the eAssociation and related values must be authorised in advance. Under development are the “brand and packaging guides”, which have the aims of adding to protection of the brand and of FIGC products and of allowing regulated and uniform use on the part of firms authorised in advance to use the brand for commercial ends. The Marketing Office is responsible for safeguarding the FIGC brand, its use and reproduction in all forms, and also manages the authorisation of logo use in patronage granting procedures. Use of the logo must conform in full to parameters fixed in the Corporate Identity Manual approved by the FIGC in 2010 in order to ensure its visual and design identity.

SPONSOR DAY

The Sponsor Day organised by the FIGC is the annual meeting-event bringing together the Association, players and corporate partners. This event is stipulated in the annual sponsorship contracts signed by the FIGC with various sponsors and partners and is also an opportunity to forge ties among Commercial Partners of the National team to foster the development of b2b activities. In European Championship and World Cup years this Sponsor Day is held as part of the pre-championship training camps. The President of the Italian FA invites the presidents, CEOs and marketing managers of partner companies to participate in a meeting with players, coaches and staff of the National Team. For the FIGC Sponsor Day is an important opportunity for communicating and meeting with its stakeholders, given the national profile of the event.



COMMUNICATION ACTIVITIES

In order to ensure prestige, promptness, timeliness and confidentiality with respect to its stakeholders, the FIGC manages corporate communications through the Press and Public Relations Office working on the basis of well-defined guidelines. This work is carried out through:

- the use of standard tools (press releases, official statements, website, press conferences, press/TV/radio interviews, publications, social networks linked to the Vivo Azzurro programme - Facebook profile, Twitter, YouTube - Newsletter and Vivo Azzurro App)
- a pyramid-based PR process providing an essential reinforcement of the communication flow and an element of confidentiality
- constant monitoring of the media using ad hoc tools (online press review, audio/video/web survey, press agency scrolling, web surfing, social networks)

With regard to the activities of endorsement of social responsibility campaigns, the close ties between the FIGC and the TV broadcasting rights holder (RAI) is regulated on a contractual basis. The Press and Public Relations Office conducts organizational activities (media operations) during major sporting events (qualifiers, friendly matches, specific projects for the final stages of the FIFA/UEFA tournaments such as the Casa Azzurri MediaCenter). The Press and Public Relations Office defines, implements and manages facilities and services dedicated to the mass media and communications.

On the occasion of National Team matches in 2012 support was provided for addressing the press at 260 events, including:

- A National Team: 46 Coach press conferences (24 for friendlies and World Cup 2014 qualifying matches, 22 during final phase of Euro 2012), 105 meetings with players and mixed zone (38 for friendlies and World Cup qualifying, 67 for Euro 2012)
- Under 21 National Team: 24 Coach conferences and 52 meetings with players

and mixed zone, the Head Coach was supported in 9 TV broadcasts, 26 exclusive interviews with newspapers and websites and 8 radio interviews

- Women's National Team: 6 Coach conferences and 5 meetings with women players
- National Youth Teams: 17 press conferences with Coach and players of men's teams and 5 press conferences for the women's Under 20 team at the FIFA World Cup 2012 in Japan

During the course of the year, journalistic support was provided to RAI on the occasion of:

- 44 days at the National Team camp prior to Euro 2012 for the broadcasting of "Diretta Azzurra" from Coverciano or from "Casa Azzurri" in Poland/Ukraine (live, features and services on the National Team)
- 38 matches broadcast live or shown later on RAI channels (14 A Team matches, 12 Under 21 matches, 5 Women's matches, 7 Youth Team matches)

FIGC COMMUNICATION ACTIVITIES 2012

News and Press Releases	number
News in brief published	1,517
Press Releases	790
Mediagallery	
Photo folders	183
Videos published	199

WEBSITES

The FIGC website www.figc.it is divided into two macro-areas: one section dedicated to FIGC official communications and one to the community of Vivo Azzurro users, www.vivoazzurro.it.

COMMUNICATION ACTIVITIES

FIGC WEBSITE

The Association's official website is designed to disseminate to the outside world information regarding activity performed by the FIGC, its history, structure and staff, and components of the Association. In the website users can find the Association's rules and regulations (By-laws, Internal Organisational Regulations, Disciplinary Code, Regulations, Anti-doping rules, the rules of football), statistical data referring to all National teams, the latest news, official communiqués, press releases and Media Area (services). The site also contains publications (ReportCalcio, Sustainability Report, promotional brochures and leaflets on courses), video clips and photos, a photographic archive reserved for commercial partners, a section dedicated to e-commerce (ticketing & merchandising) and an area on Youth and School Sector activity. In 2012 the FIGC website had 674,962 unique visitors viewing 3,315,896 pages and staying an average of 2'06".

In 2012 a Media Area was created, covering the main needs of information operators:

- accreditation procedure and access to Accreditation Centre
- access to FIGC Media Centre (videos and photos)
- News archive
- access to Vivo Azzurro Programme
- published brochures archive
- information and practical tools for the media

VIVO AZZURRO WEBSITE

With the aim of promoting the creation of a real and recognisable community of fans that identify with the positive values of Italian football and its National team, the website www.vivoazzurro.it has undergone significant changes that have increased its communication potential, offering community users an instrument full of new contents and exclusive services. The increase in information on the Azzurri and FIGC activities, the development of the

multimedia section and integration with the official Facebook page have further reinforced the site's mission as a forger of closer direct ties with National team fans.

In 2012 the Vivo Azzurro website had 564,958 unique visitors viewing 2,057,041 pages and staying for an average of 1'50".

PRESS CONFERENCES

The FIGC Press and External Relations Office provides support for relations with the press on the occasion of conferences or awareness actions relating to social issues. With regard to 2012 activities, support to the press was given for the following initiatives:

- Organisation of workshop "Football and those who talk about it" (in collaboration with USSI)
- Meeting of Referees - Captains - Coaches - Officials from Serie A, B, Lega Pro
- Support for press on the occasion of hearings of FIGC attorney's office and actions following on from investigations into illegal betting in football (National Disciplinary Committee and FIGC Court of Justice).
- Presentation in Genoa of New Puma Away Kit for national team
- UEFA/FIGC Workshop on Women's Football
- Press conference ReportCalcio 2012 and Sustainability Report 2012
- Conference "Research on SLA: from genetics to treatment" at Coverciano technical centre
- Support with US Acli activity for "Premio Bearzot", an award presented during US Acli Sport in Tour (when a FIGC delegation consisting of Ciro Ferrara and Angelo Peruzzi met youngsters from the Nisida youth detention centre)
- Support for the FIGC/Amref campaign "Water in the centre" with Demetrio Albertini as testimonial
- Support with FARE - Football Against Racism in Europe - general assembly
- Support for 4th FIFA Conference on Women's Football

COMMUNICATION ACTIVITIES

- Conference to present the 2012 Special Olympics calendar of events at FIGC HQ
- Support with initiative “AIL Easter eggs” (Italian Leukaemia Association) at FIGC HQ
- Support for campaign to combat violence against women “If not now when” (May and October, Parma for the matches Italy-Luxembourg postponed and Italy-France)
- Support with the “Antonio Ghirelli” National Literature award (Coverciano, May)
- Communication for raising funds for “Cure2Children” Foundation (Campi Bisenzio, May, event attended by Albertini and Prandelli)
- Support for Amicopets campaign against abandoning pets: jerseys of National team up for auction, proceeds going to ENPA (National Animal Protection Association)
- Press conference for nomination of Dino Zoff to Football Hall of Fame in Mexico (FIGC HQ)
- Support with “Avanti Emilia”: a t-shirt signed by National A player Alessandro Diamanti up for auction, proceeds going to charity, in favour of populations hit by the earthquake in Emilia
- Meeting with Associations for Palestine: reception of document supporting the cause of Mahmoud Sarsak, player of the Palestinian National team detained for three years in Israel
- Support to Media during National team’s visit to the concentration camps of Auschwitz and Birkenau (June, Poland)
- Launch of press campaign “An emotion lasting 30 years. 11 July 1982 11 July 2012”: celebrating the 1982 World Cup win (July) through the pages of sports newspapers
- Organisation of AIA Press conferences on new staff (Roma, July), Can A Camp (Sportilia, August) and Pre-championship camp (Coverciano, August)
- Presentation of 2012 nominations to Hall of Fame (Roma, September) and Support to organisers of prize-giving ceremony (Florence, Palazzo dei Cinquecento, December)
- Communication for handing over of FIGC commemorative plaque for thirtieth anniversary of the massacre in the refugee camps of Sabra and Shatila
- Support with organisation of Azzurri training at Medolla, a show of solidarity to the populations hit by the earthquake
- Communication for meetings of Club Italia officials with Heads and Coaches of Youth Sector of professional clubs for development of youth football (Coverciano)
- Support for fundraising campaign “Growth: from emergency to sustainability”, promoted by Cooperazione Italiana, in collaboration with Italy’s Permanent Representation to the UN in Rome, and with International Food Organisations based in Rome - FAO, IFAD, WFP and Bioversity International
- Communication for “Il sole dentro” (The sun inside), Paolo Bianchini’s film about the true story of Yaguine’s and Fodè’s letters, two Guinean adolescents who in 1999 wrote a letter addressed to “Their Excellencies the members and heads of Europe” in which they seek help in order to have schools, food, medical treatment
- Support with the Save the Children campaign “Every One” to put a stop to infant mortality, responsible for the deaths of 6.9 million children every year (Milan, October)
- Communication for the competition “Write a Story”, an initiative conceived by Ciscod (Italian Committee for Sport against Drugs) in collaboration with CONI and Ministry of Education: Buffon’s jersey to the winning writers (‘I am a hero’ by two girl pupils of S. Bruzzi school, Farini d’Olmo, PC)
- Communication for Coni-Ussi Literary and Journalistic awards
- Communication for Cesare Prandelli’s visit to Fiat plant in Pomigliano D’Arco

COMMUNICATION ACTIVITIES

- Organisation of Press conference for 8th edition of “Karol Wojtyła” trophy (FIGC HQ)

The FIGC Press and External Relations Office provides across-board support for the promotion and dissemination of all social responsibility activities promoted by the FIGC. For more information about these initiatives, refer to Part Three (Social Responsibility).

MEDIA PLUS

The Media Plus project, made possible thanks to funding through the UEFA HatTrick programme, has been designed in order to improve and simplify the FIGC’s communication system, with the development of a new accreditation system for main events organised by the Association, in particular National team matches.

The project consists of the implementation of two technologies:

- a system for online accreditation reserved for the Media (Press, Radio, TV, New Media)
- an accreditation management and printout software (“Get your badge”).

The online accreditation system is intended to facilitate and automate user registration: the site www.accreditations.figc.it has a multilingual interface (English, French, German, Spanish, Portuguese, Dutch and Italian) conforming to international standards where it is possible to register, find out about events and send an accreditation request, checking the relative progress at any time. There are two types of registration: individual (freelance) or multiple (entities having more than one correspondent). Users can also receive news and updates about events via email or SMS. All collected data are sent to a software programme that prints out the accreditation; the personal badge is also valid as an entrance ticket, with the printing of a bar code and relative tax stamp on the badge. The new accreditation system was inaugurated on 14 November 2012 for the matches Italy - France (A team, Parma) and Italy - Spain (Under 21, Siena), and is now fully operational. So far about 250 users have registered. The system improves media registration procedures and, as a

result, simplifies and renders more secure stadium entry procedures. As part of the same project, the Orazio Full Search application has been financed. This is a software platform for media documentation bringing together in a single database the various information sources (printed and audiovisual materials, agencies, web), which are catalogued and indexed in a single archive updated on a daily basis with available flows. Thanks to an ad hoc application for mobile devices (iOS and Android), Orazio Full Search has considerably enriched the operational potential of the communication structure.

COMMUNICATION ACTIVITY DURING EURO 2012

Communication activities performed by the Press and External Relations Office in 2012 include media operations and media activities organised and performed during the UEFA 2012 European Championship staged in Poland and Ukraine. The relevance of the tournament within the framework of international sporting events and the need to enhance FIGC brand equity through quality services, an authoritative voice, identity and innovation have helped to outline a profile of media relations expressly dedicated to UEFA’s Euro 2012.

The project was broken down into three stages:

- a preliminary organisational phase, harmonised within the general scheme elaborated by the FIGC
- operational plans and implementation of services planned for activities the pre-European Championship camp (14-15 May / 21 May - 1 June) staged at Coverciano technical centre and two friendlies against Luxembourg (Parma, 29 May - later postponed because of the Emilia earthquake) and Russia (Zurich, 1 June)
- planning and organisation of the Media Centre implemented within the framework of the B2B project “Casa Azzurri” (Krakow, 5 June - 2 July), and media relations activity following the A team in Euro 2012 matches.

COMMUNICATION ACTIVITIES

The pre-Euro 2012 camp saw an average daily participation of about 50 journalists, daily television coverage with the programme “Diretta Azzurra” broadcast by RAI Sport 1 (about 4 hours a day, plus related features), 28 press conferences, 10 training sessions open to the press and a friendly match the week broadcast live on TV.

“Casa Azzurri - Krakow” hosted FIGC communication events relating to Euro 2012, except for media activities managed directly by UEFA at the match stadia. In detail, the media centre had a 100-seat press room, 2 Press conference rooms (200 and 60 seats respectively), FIGC press office, television studios and sets (RAI Sport, Radio RAI, Mediaset). The structure hosted a daily average of 150 accredited journalists, 32 press conferences, RAI Sport and Radio RAI broadcasts.

The Municipal Stadium of Krakow (official training centre for the Italian National Team) also hosted 14 training sessions open to the press, 2 of which also open to the general public. Ample media coverage was given to the visit of the full Italian delegation to the Auschwitz-Birkenau Memorial (6 June 2012).

With regard to communication events managed by UEFA (accreditation, pre/post match media activity, *uefa.com*, *uefa.tv*), the FIGC provided full and quality assistance, working in complete harmony with the organisers and making a useful contribution to the success of the event.

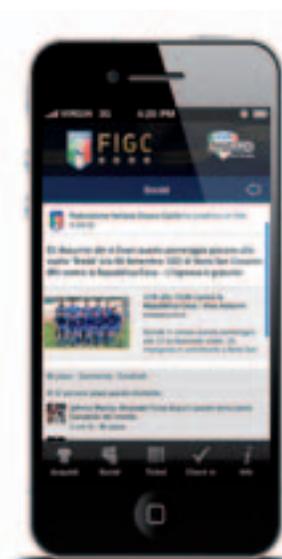
WEB AND MOBILE CHANNELS

The need to meet the growing demand for prompt interaction with stakeholders, closely tied up with the spread of mobile communication devices (tablets, smartphones), has encouraged the development of products using “intangible” media, with significant effects in terms of quality, promptness and consistency of services on offer. In particular:

- the strictly online publication in the Media Area section of the site *www.figc.it* of FIGC brochures and media guides produced in-house (during the final stages of major international competitions)
- the implementation of a free app: “FIGC Vivo Azzurro” (iOS version)

“FIGC VIVO AZZURRO” APP

Launched on the occasion of Italy’s participation in UEFA’s Euro 2012, the “FIGC Vivo Azzurro” app for tablets and smartphones provides both text and exclusive multimedia contents published on the two FIGC web platforms, plus information on ongoing competitions updated in real time. The app was downloaded about 15,000 times, and users gave it a rating of 4 out of 5 stars. Downloads came from the following countries: Italy, France, Germany, England, Canada, USA, Switzerland, Brazil, Belgium, Thailand, Australia, Venezuela, Turkey, Sweden, Mexico, Luxembourg, China, Guatemala.



PROMOTIONAL ACTIVITIES AND CRM

VIVO AZZURRO

Vivo Azzurro is the informal yet authoritative medium via which the Association communicates to some of its important stakeholders, namely Italian football fans.

Vivo Azzurro sets out to be a reference model in educating the footballing public, promoting a culture of sporting passion, responsibility and fair play, and inspiring youngsters. The FIGC's objectives for the project are:



- to promote the positive values of the Azzurra jersey, raising the sense of pride and belonging to the great family of Italian football, and sharing its principles: respect, fair play, fun, humility, creativity, effort, pride, passion, sacrifice and team spirit
- to involve stakeholders in general by developing new channels of interactive communication with the general public, helping to create a sense of belonging to a broad community that identifies with the ethical values of sport and individual and collective responsibility
- to reward those who follow the National Team and Italian football in general and comply with a code of conduct, creating a proactive relationship between the Italian Association and the extended community represented by the footballing public

Vivo Azzurro therefore identifies the programme for furthering relations with the general public of the National Team and of Italian football as a whole, seeking to be a preferred channel of direct communication, and to spread a positive vision and proactive behaviour, respecting the values of sport.

WEB & COMMUNITY

The main communication channel is the website dedicated to the programme www.vivoazzurro.it, integrated with the Association's main site (www.figc.it), offering information, entertainment and commercial services to users, including the Merchandising Store and E-ticketing. In 2012 the website recorded 220,000 unique visits a month, with a peak of 800,000 pages viewed in a month, being a point of reference for those that love football and the Italian National Team and aimed at all age groups, families, sets of fans, groups of friends and above all everyone involved in the various regional events organised by the Association.

Communication also includes a regular newsletter, published every two weeks and sent out to 50,000 users subscribed to the community, and a Facebook page (inaugurated on 10 May 2012 and integrated with the sites www.figc.it and www.vivoazzurro.it), which quickly became the leading social network channel for the National Team, with 630,000 "likes" (figures through 30 June 2013), an average frequency during A National Team matches of about 1 million views and peaks exceeding 2 million. The community profile is also vast and varied. 45% of users are women, while geographically users also come from outside Europe, such as Africa (in particular Egypt), North and South America (Venezuela, USA, Brazil), and Asia (Indonesia). In 2012 furthermore a Twitter profile and a Smartphone and Tablet application were created, while in 2013 an official YouTube channel was opened.

THE CARD

Services include a multipurpose ID card which, in addition to showing club membership, is the main instrument for obtaining the following benefits:

PROMOTIONAL ACTIVITIES AND CRM

- priority and discounts when buying tickets for National Team matches, including Euro 2012 final phase matches
- regular newsletter dedicated to club members and customised access to the site
- "Fan card" function for all professional matches
- reserved area for website users to manage their personal profile and use exclusive services
- direct access to sports venues in preferred and/or facilitated mode of entry through special entrances and sectors
- discounts on technical materials and National Team merchandising
- participation in exclusive events for Vivo Azzurro members (e.g. Hall of Fame, Sponsor Day)

Further services are being developed, such as: organisation of package tours for National Team matches, a wide range of products and services included in the *welcome pack*, a system of advantages and discounts at a local level for National Team matches and a fidelity system enabling the card member to earn points and exclusive advantages for purchasing products and services offered by the FIGC and/or its commercial partners.

CITTÀ AZZURRA

Promotional activities performed through the Vivo Azzurro brand make use of the active participation of local FIGC committees and sectors with the aim of forging closer ties with the large footballing family present at a local level in Italy. The Città Azzurra project is a programme of social, cultural, sporting and educational activities, created to involve citizens, local administrations, schools and sports clubs. Among events organised using this format a great media success was the programme developed with the town of Medolla (Modena) bearing witness to the solidarity and participation of the footballing world in the drama of the earthquake that hit the local population so badly. "Vivo Azzurro per Medolla" activities were performed around the official match played by the A National Team against Malta, a World Cup 2014 qualifier, involving a total

of 5,000 people of all ages residing locally. The FIGC and the entire football world went to great lengths to make a tangible contribution to a number of solidarity initiatives and to refurbish sports facilities in earthquake-hit areas, with a medium-term project that will involve all in-house components, the three professional leagues, the National Amateur League, players, coaches and referees. The Città Azzurra per Medolla programme includes the organisation of the following activities aimed at the general public:

- training of the A National Team at the municipal pitch specially prepared for the occasion
- Vivo Azzurro Village open to all families and children
- Grassroots Festival with the involvement of football schools
- Maglia Azzurra (Blue jersey) museum
- special-theme competitions on the meaning of the Maglia Azzurra
- involvement of the pupils of primary and secondary schools



PROMOTIONAL ACTIVITIES AND CRM

VIVO AZZURRO PUMA VILLAGE

The sporting event constituted by matches played in Italy by the Italian National Team is a unique opportunity to forge closer ties with the general public. The Association has sought to take advantage by dedicating to Vivo Azzurro activities an entire area close to the stadium. This has led to the Vivo Azzurro Puma Village, a travelling event developed in collaboration with the Youth and School Sector, moving around Italy and visiting the cities that host National Team matches. The event seeks to promote the values of the *Maglia Azzurra* and of Fair Play, reinforcing the link between the National Team and the technical Sponsor, which in turn has helped to roll out the project, developing strong ties with the territory and rendering participants the protagonists of a sporting, playful and educational event.

Vivo Azzurro Puma Village is a meeting place for the National Team, the Association and the footballing family: young players, coaches and officials, parents and teachers and all lovers of football. An event that looks at the examples of footballing history and champions and encourages playful activities and having fun in order to “live” the experience of football in its purest form, enabling youngsters to live the dream of wearing the *Maglia Azzurra*. All the structures that are prepared are designed to be flexible and meet different needs, are simple and quick to set up, and allow different activities to be performed in a single space:

- sports area: mini-football pitches
- games area: inflatables, bar football, Subbuteo, DJ set, freestylers, traditional Italian games (tug of war, sack races, etc.)
- study area: various educational activities performed in collaboration with the Youth and School Sector, competitions based on the values and rules of football, etc.
- Puma area: merchandising store, Vivo Azzurro Fan Club, Maglia Azzurra Museum
- food&drink area: spaces dedicated to catering and food tasting

At the time of publication of the Sustainability Report, the following legs of the Vivo Azzurro Puma Village tour have been completed: Andria (February 2013), Bologna (May 2013), Roma (June 2013), Palermo (September 2013), Torino (September 2013).



VIVO AZZURRO AT MEDOLLA (MODENA)

On 9 September 2012, at the sports ground in Medolla (Modena), one of the towns hit hardest by the earthquake in Emilia on 29 May 2012, and on the occasion of the match between Italy and Malta staged in Modena on 11 September, the FIGC set up a Vivo Azzurro Puma Village. On that day the young members of football schools aged between 8 and 10 and local residents took part in a number of sporting, entertainment and study activities, including mini-football matches and bar football tournaments. At the conclusion of these activities the 500 or so children taking part and their families went to the main sports ground to see the National Team training from one of the specially mounted stands.

PROMOTIONAL ACTIVITIES AND CRM

VIVO AZZURRO IN MILANO

On 16 October 2012, on the occasion of the match between Italy and Denmark, staged in Milano, the FIGC undertook a number of local initiatives to promote sporting values and activities and set up a Vivo Azzurro Village. The area set aside for sporting, play and educational activities aimed at Milano youngsters and their families remained active in the days after the match. The event was attended by about 500 children together with their families. For the occasion the Arena Civica of Milano was specially prepared with inflatable structures surrounding the central pitch, dedicated to play activities for the younger children. The area hosted a zone for technical and sporting activities (mini-football matches, sports-based games of Italian tradition), a zone for games (inflatable games, bar football and Subbuteo), a zone for educational activities, a display zone and an entertainment zone.

The FIGC promoted the National Team match by hosting about 5,000 children from football schools and some local schools and organising a reception area in the vicinity of the Giuseppe Meazza stadium.



PROMOTIONAL ACTIVITIES AND CRM

VIVO AZZURRO IN PARMA

From 11 to 14 November 2012, on the occasion of the match between Italy and France in Parma, the Association set up a Vivo Azzurro Puma Village. All activities were well supported by the Municipality of Parma through the “Re-Play” project office to promote children’s right to games, recreational activities and sport, as laid down in article 31 of the UN Convention on the rights of the child. On Sunday the PalaCassa arena in Parma hosted about 700 youngsters aged between 8 and 11. The programme included various sporting, entertainment and educational activities aimed at the younger members of



football schools, but also open to families and football fans in general. On subsequent days the activities promoted by Vivo Azzurro moved to some primary schools in the city of Parma and its province. School gyms hosted instructors of the FIGC Youth and School Sector, who supervised physical, sporting and educational activity in collaboration with school teachers, while Vivo Azzurro Puma Village operators undertook “experience the azzurro” initiatives with the 1,000 or so children involved in games, special-theme photography and other activities relating to the National Team and its values.

PROMOTIONAL ACTIVITIES AND CRM

CRM ACTIVITIES

With the arrival of Euro 2012 the Association started a new phase of fan relations management by means of an intense programme to further contacts made during various events: local events, international matches, web-based activities, etc. There are plans to extend and expand powers, instruments and processes for managing relations with the general public, who will have various ways of accessing and interacting in a dynamic manner with the National Team and the Italian Football Association. In 2012, through the Contact Centre, set up on the Vivo Azzurro web channel, an average of about 500 support requests a month were managed, relating to various products and projects managed directly and indirectly (national and international events, ticketing, fidelity scheme, Fan Card, merchandising, service information, etc.).

The community of subscribers was more than 25% up on the previous year, exceeding the figure of 50,000 subscribers to the fortnightly newsletter, while the number of fans in possession of a Vivo Azzurro “premium” card reached 4,000.



Vivo Azzurro at Euro 2012

On the occasion of the 2012 European Championships the communication channels activated by the Association were a point of reference for Italians, reaching significant audience peaks in the month of June 2012:

- 4,5 million contacts on the Facebook channel
- 220,000 unique visitors and 800,000 pages viewed at the website www.vivoazzurro.it
- Over 300,000 images and video clips watched via different media

The programme also entailed the presence of a “Customer Service” desk at all match venues, offering information, assistance and support with ticketing activities for Italian fans travelling to Poland and Ukraine. This programme helped to develop useful collaboration with UEFA and other participating Associations (Supporter Liaison Officer), local authorities and fans’ volunteer organisations (Fan Embassy). The Team Ticket Points, managed by the Ticketing Office in collaboration with the Vivo Azzurro programme, were opened in the cities of Gdansk, Warsaw, Kiev and Poznan.



DEVELOPMENT DEPARTMENT

FIGC Development Department was created in November 2010 with a view to developing Football's cultural assets, knowledge of the scenario, managerial skills and promotional strength. The centre works in 9 specific areas:



STUDY CENTRE

The FIGC Study Centre, undertaking research, analysis, monitoring, data processing activities and carrying out administrative procedures on public bodies, associations, clubs and sports organisations, provides constant support in the form of information to association members and to the stakeholders with which the Association has links both nationally and internationally. This daily work has led to significant synergies with FIFA, UEFA, foreign Associations, consultancy firms operating in the sporting world, universities and the media.

The Study Centre's important in-house database is the result of daily searches and the archiving of studies and data deemed to be of relevance for the 14 areas of interest under observation, in order to ensure a constant and up-to-date monitoring of the entire footballing panorama in Italy and overseas.

One of the main projects of the Study Centre is the drafting and publication

of ReportCalcio, an annual report on Italian football developed in partnership with AREL (Research and Legislation Agency) and PricewaterhouseCoopers, which gives a significant and transparent snapshot of Italy's football movement as regards sporting, demographic, infrastructural, organisational and economic aspects. The second edition of the report was presented in 2012, and work is continuing to gather data for the 2013 edition (presented in April 2013).



As part of efforts to connect and integrate constantly with all other areas, a digital library project has been developed, called Calcio e-Library, providing digital bibliographical catalogues in which a host of FIGC texts, studies and researches can be found (<http://biblioteca.figc.it>).

The Study Centre has also lent its support to the drafting of introductory reports for conferences and workshops, and to preparing materials for training initiatives in which the office is involved.

Ties have also been forged with a number of academic institutes:

- University of Ferrara
- SDA Bocconi School of Management, Milano
- Università Cattolica del Sacro Cuore, Milano
- University of Modena and Reggio Emilia
- Università Telematica Pegaso of Napoli
- University of Parma

DEVELOPMENT DEPARTMENT

- Link Campus University, Roma
- Università LUISS Guido Carli, Roma
- University of Roma “Tor Vergata”
- University of San Marino
- University of Teramo

TRAINING

In conjunction with other training activities performed by the Association, in particular by the Technical Sector, centring on technical aspects, the Development Department has developed and promoted a number of higher education programmes focusing on the managerial and infrastructural aspects of football: Stadium Management, Germany Stadia Tour, International Course in Football Management. Stadium Management is a higher education course developed with the



patronage of the Lega Serie A, Lega Serie B, Lega Pro and LND. The programme, of which 9 sessions have been completed, offers an international overview and an introduction to the methodology and practical implementation of the strategies involved in running a modern stadium, thanks to the contribution of international experts operating in fully functional and successful facilities. In 2012 the Stadium Management course continued with 3 sessions, involving a total of 91 participants.

To study these topics in greater detail, the “Germany Stadia Tour” was organised, a guided tour of 6 German sports facilities of various types, capacity and usage, following on from the tour of England organised in 2011.

As part of the process to “internationalise” the Association’s initiatives, the Development Department has conceived and developed the International Course in Football Management, a high profile course aimed at persons belonging to Associations, leagues and clubs in Italy and overseas regarding the managerial aspects of football. In 2013 the course was held at the Association’s Technical Centre.



SOCIAL RESPONSIBILITY

Within the Development Department a specific area is dedicated to the development of Social Responsibility initiatives, the drafting of the Sustainability Report, including an English translation, and relations with the main partners of the sector with which the FIGC has forged cooperation ties. For a more complete examination of these initiatives and the various stakeholders involved see Part Three of this Sustainability Report.



DEVELOPMENT DEPARTMENT

INTERNATIONAL COOPERATION

As part of FIGC international relations, collaboration and cooperation relations have continued with other Associations for the growth and development of football in the respective nations. During the course of 2012 new agreements were reached with the Associations of Albania (FSHF), Guinea (FGF), Qatar (QFA) and Kazakhstan (KFF). Cooperation activities are developed through visits, exchanges involving association officials and coaches of different nations, the sharing of sports facilities and organisation of training initiatives. Worthy of special mention is the FIGC's hosting of the Under 18 Qatar National Team for a training camp in Roma. During the course of the first half of 2013, following the establishment of relations on the occasion of the International Course in Football Management, an agreement has been reached with the Association of Oman (OFA). Agreements were also reached with the Romanian Association (RFF) and Armenian Association (HFF). At 30 June 2013 a total of 16 International Cooperation Agreements had been entered into.



STADIA

In 2012 the Development Department carried on with the Stadia Database project, developed in collaboration with Serie A, Serie B and Lega Pro, as a tool for acquiring knowledge about and monitoring the state of football stadia in Italy. In greater detail, through the compilation of ad hoc questionnaires, an overview was gained of the infrastructures and services provided in Italian stadia. Collected data were entered in a database, analysed and summarised in reports.

This work met the request from UEFA regarding the choice of possible stadia for Euro 2016 qualifying matches. In addition to the database analysis another request went out for more specific data from the clubs and municipalities involved, the collection of materials and their transmission to the requesting party.

CULTURAL PROJECTS

Initiatives forming part of the cultural area, which will be examined in greater depth in Part Three, form part of the process to valorise the cultural assets of the FIGC, and relate in particular to the Calcio e-Library project and the development and coordination of activities of the Football Museum Foundation:

- Hall of Fame of Italian Football
- “Antonio Ghirelli” National Football Literature Award
- Travelling Museum of Football
- Football Museums Federation
- Coverciano opens its doors

DEVELOPMENT DEPARTMENT

SPECIAL INITIATIVES

As part of Special Initiatives, in 2012 the Development Department supported FIFA with the organisation of the FIFA Women's Football Conference, a European event that completed the conferences organised following the Women's World Cup in the 5 Confederations affiliated to FIFA. The event, held from 11 to 14 April 2012, was attended by about 200 FIFA delegates and coaches from all over Europe.



The conference concluded on 14 April with the initiative called Women's Football Day, a national Grassroots format developed by the FIGC Development Department in collaboration with the Youth and School Sector, Women's Football Department, Club Italia, Vivo Azzurro and Regional Committees. The event, as already described in detail in the chapter on the Youth and School Sector, was staged in Roma at the Stadio Flaminio, in the presence of FIFA delegates taking part in the conference. The event saw the involvement of about 100 girl players from the city of Roma and surrounding province.

As part of Special Initiatives the FIGC also took part in "Sportsdays", the sports trade fair organised by CONI at Rimini in October 2012, setting up the Travelling Football Museum.

FUNDING

As part of funds set aside by UEFA and FIFA to create a lasting legacy, the Association planned numerous activities in areas of special interest, joining the UEFA development programmes HatTrick HT2 (2008-2012) and HT3 (2012-2016), UEFA Pilot projects, FIFA FAP, FIFA Development programmes. the relative projects are:

- FIGC Study and Research Centre
- SGS - Values take to the field
- Stadia Database System
- "Vivo Azzurro"
- Press Office - "Media Plus"
- FIFA Grassroots Festival
- FIGC Sustainability Report
- FIGC Digital Library ("Calcio e-Library")
- FIGC attorney's office project
- FIGC programme of ethical and cultural activities ("E&C Programme")
- FIGC institutional video

The Study Centre has sought extra funds from UEFA for the project studied with the Youth and School Sector on the development of Women's Football: "Women's U-15 Promotional Programme".

PROMOTION

With regard to promotional activities, the Development Department, continued to support initiatives connected with competitions in which the National A Team is involved. On the occasion of Euro 2012, and with the collaboration of the Football Museum Foundation, the Development Department helped to set up the Puma Museum in Napoli. For a more detailed look at the characteristics of these activities there is a specific section in Part Three of this Sustainability Report.

INTERNATIONAL RELATIONS

International relations are maintained and developed by the International Relations Department, which cooperates with the Development Department for the management of agreements with foreign associations. The International Relations Department has actively supported the activity of the National A Team, in Poland and Ukraine for the Final stages of EURO 2012, forging closer ties with UEFA contacts and with the other 15 associations taking part in the event.

RELATIONS WITH FOREIGN ASSOCIATIONS

In 2012 the FIGC, by means of its competent departments, hosted and organised a number of activities in collaboration with the Associations of other nations. In particular, as part of the UEFA Study Group Scheme there were three UEFA Study Group Scheme courses: two Coaching Schools for coaches and one Elite Youth Football course held at the Coverciano Technical Centre. The FIGC is also involved in handling institutional relations. During the course of 2012 the Association hosted the meeting with the Brazilian State delegation visiting in preparation for the 2014 World Cup, the FIFA Conference on the analysis of the Germany 2011 Women's World Cup, the visit of the Israeli Ambassador to Italy to the Association's Headquarters, the annual UEFA Workshop called "Club Licensing and Financial Fair Play" and the ceremony for the signature of cooperation agreements with the Kazakhstan and Qatar Associations.

INTERNATIONAL ACTIVITIES

The FIGC plays an active role within UEFA and FIFA and in relations with other Associations. The expertise and reliability of Italian football may be demonstrated by the presence of numerous Italian representatives in the

various Committees/Panels.

Within UEFA:

- Executive Committee
- Finance Committee
- Club Competitions Committee
- Professional Football Strategy Council
- Football Committee
- Club Licensing Committee
- Referees Committee
- National Associations Committee
- Medical Committee
- Appeals Body
- Club Financial Control Panel
- Youth & Amateur Football Committee
- Futsal and Beach Soccer Committee
- Media Committee
- Anti-doping Panel
- Jira Panel
- Grassroots Football Panel
- Stadium Construction and Management Panel

Within FIFA:

- Independent Governance Committee
- Audit and Compliance Committee
- Football Committee
- Dispute Resolution Chamber

INTERNATIONAL RELATIONS

- Appeal Committee
- Committee for Club Football
- Media Committee
- Organising Committee for the FIFA U-20 Women's World Cup
- Referees Committee

The FIGC, through its representatives, also organised and took part, during the course of 2012, alongside foreign football associations, in numerous IOC, FIFA and UEFA international congresses and events.

RELATIONS WITH FOREIGN AFFAIRS MINISTRY AND EMBASSIES

Italian Embassies overseas and the Ministry of Foreign Affairs play a relevant role in the development of agreements and handling of relations with foreign Associations. Italian Embassies abroad receive the Italian Delegation when the National Team plays away from home, and work to facilitate their stay. The leading exponents of foreign Embassies in Italy are invited to attend the matches in which the National Teams of their nations are playing against the Italian National Team in Italy. Relations between the FIGC and the Ministry of Foreign Affairs are now well established, and intensify when National Teams are playing with regard to the safety of Italian delegations overseas. From this point of view, football is a valid tool for improving diplomatic relations, being a unique and across-the-board way of fostering dialogue and understanding throughout the world and an effective vehicle for promoting Italy worldwide.



SECURITY AND INTEGRITY

SAFETY AND SECURITY

The rules and regulations governing stadium safety refer to regulations of Sporting Events on 5 September 2012. With regard to international contained in the Italian legal system and to international regulations. The regulations, on 14 December 2012 FIFA approved the new box below includes a reference

to the issue of “FIFA Stadium Safety and Security Regulations”, which came into effect Guidelines for Stewarding, approved by the National Observatory on 1 January 2013.

HISTORY OF SAFETY-RELATED REGULATIONS

1989	law 401/89 - Intervention in the sphere of illegal betting in sport and ensuring proper conduct during sporting events
2001	l.d. 377/2001 converted with amendments into law 377 of 19.10.2001 - Urgent measures to combat violence during sporting competitions
2003	l.d. 28/2003 converted with amendments into law 88 of 24.04.2003 - Urgent measures to combat violence during sporting competitions
2005	m.d. 06.06.2005 <ul style="list-style-type: none"> • New rules on the sale and transfer of tickets • Video-surveillance systems inside and outside the sports facility • Changes and additions to M.D. of 18 March 1996 on the subject of the structural safety of the sports facility
2005	l.d. 162/2005 converted with amendments into law 210 of 17.10.2005 - Urgent measures to combat violence during sporting competitions
2005	m.d. 01.12.2005 - Practical guidelines, activities instrumental for the performance of tasks and the organisation, operating procedures and make-up of the National Observatory of Sporting Events
2007	l.d. 8/2007 converted with amendments into law 41 of 04.04.2007 - Urgent measures for the prevention and suppression of violence associated with football competitions, and regulations in support of the spread of sport and the free participation of children in sporting events m.d. 08.08.2007 - Stewarding organisation and service in sports facilities
2010	m.d. 24.02.2010 - Stewarding organisation and service in sports facilities
2010	l.d. 187/2010 of 12 November, turned into law 217 on 17 December 2010 - Urgent safety-related measures
2011	m.d. 28.07.2011 - Definition of new auxiliary policing services entrusted to stewards
2012	The Stewarding service - Guidelines

SECURITY AND INTEGRITY

NATIONAL OBSERVATORY OF SPORTING EVENTS

Activity to enact the provisions and organisational measures contained in the law on the prevention and combatting of episodes of violence during sporting events is performed through the work of the National Observatory of Sporting Events, created within the Interior Ministry structure.

COMPOSITION OF THE OBSERVATORY



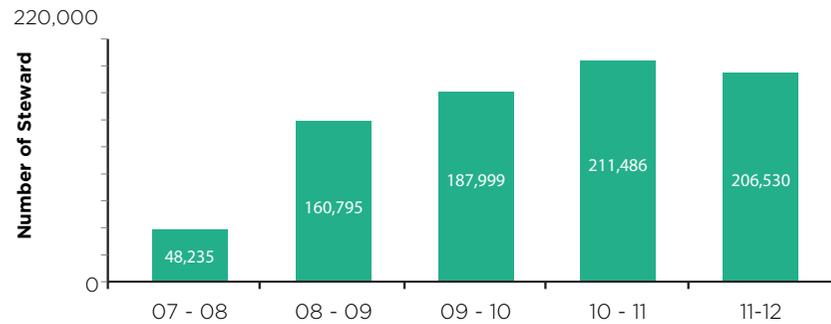
In particular, the Observatory monitors episodes of violence and intolerance occurring during sporting events and the level of safety of sports facilities; examines problems associated with events and assigns relative risk levels; approves guidelines for regulations on the safe use of sports facilities; promotes coordinated initiatives for the prevention of episodes of violence and intolerance in the sporting sphere; draws up measures that can be adopted by clubs to ensure the normal staging of sporting events and public safety; publishes an annual report on violence and intolerance trends.

With regard to final figures for the 2011-2012 season:

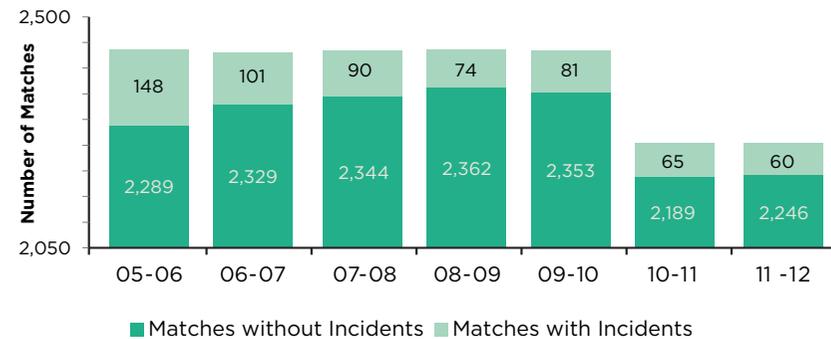
- the Observatory monitored 3,034 matches (381 in Serie A; 472 in Serie B; 1,453 in Lega Pro; 238 in Tim Cup; 440 in Amateur championships; 31 international matches; 19 friendlies)
- results confirm the encouraging trend seen over recent years with regard to the drop in episodes of violence and incidents. The number of matches with injured persons was at an all-time low (107, compared with 208 in the 2005-2006 league season), as was the figure for injuries not including Police officers (123, vis-à-vis 261 in 2005-2006) and that of injuries to Police officers (66 compared with 510 in 2005-2006)
- compared with 2010-2011 there was a 10.4% fall in the deployment of Police officers, with 163,355 units deployed. The number of Stewards used in Serie A, Serie B and Lega Pro championships was 206,530 (2.3% less than the previous season: 211,486)
- close attention continues to be paid to combating unlawfulness, with 121 arrests and 887 police reports
- the number of Daspo orders (denial of access to other sporting venues) active in Italy in 2011-2012 was 4,586

SECURITY AND INTEGRITY

COMPARISON OF STEWARDS DEPLOYED



COMPARISON OF INCIDENTS IN STADIA



Within the Observatory are ad hoc Working Groups for learning and studying specific topics relating to safety in the sporting sphere.

During 2012 groups worked on the questions of:

- stewarding services
- the qualification of training structures for stewarding
- safety in sports facilities and stadia without barriers

The “Working Group for the review of Guidelines on the compliance of sports facilities having a capacity in excess of 7,500 spectators”, seeks to single out solutions for changes to the Interior Minister’s Decree of 18 March 1996 on “safety regulations for the construction and running of sports facilities”. The group, coordinated by the Secretariat of the Observatory, includes representatives of CONI, FIGC, Lega Serie A, Lega Serie B, Lega Pro and Firefighting Services. The aim is to propose an updated version of the Guidelines on facility safety standards that had been issued by the Ministry in 2005 following the publication of the Ministerial Decrees of 6 June 2005. Again on the subject of sports facilities, the Observatory’s activities focused in particular on the question of “Stadia without barriers”, through legislative procedures and checks on plans for some Italian stadia.

An ad hoc working group also worked on a socio-psychological research entitled “Once upon a time there were Ultras”. The initiative was promoted by the National Observatory of Sporting Events, in collaboration with Link Campus University and the University of Roma “La Sapienza”, with the support of the Association and Professional Leagues. The research sought to study in particular two dimensions of the fan’s transformation in Italy: that perceived by officers of the State Police Mobile Squads (about 1,000 officers dotted over the country) and that measured on a sample of about 2,500 supporters. The results showed a change going on in the structure and organisation of fan bases and the ways they follow their team.

Two further studies related to relations with sets of fans and the usability of stadia.

On the question of fostering dialogue with supporters, on the occasion of the match Italy vs Denmark of 16 October, the Observatory met in Milan to promote an Italian project for integrated international cooperation, based on

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the principles of fan reception and hospitality. The meeting was attended by representatives of Football Supporters Europe (FSE), Italian Association of Football Team Supporters (FISSC), Federsupporter and National Association of Safety Delegates (ANDeS). The aim is to build up relations with sets of supporters through best practices started up at an international level with the help of Fan Embassies which, for major events in particular such as World Cups and European Championships, provide supporters with information, reception and organisational services.

On the question of the usability of sports facilities, the Observatory began an investigation into the smoking ban in stadia. In the meeting of 9 October 2012 representatives of the Istituto Superiore di Sanità (National Health Institute) presented the findings of an in-house research conducted years previously which showed that about 66% of the interviewed sample was in favour of a smoking ban in stadia.

The Fan Card (Tessera del Tifoso)

The Fan Card (Tessera del Tifoso) first appeared on the scene in Italian stadia in the 2010-2011 season. The latest figures from the Observatory show that 1,189,251 cards are currently active (976,199 in Serie A, 138,043 in Serie B and 75,009 in Lega Pro). The fan card programme has evolved continuously, with the card serving as an element of inclusion and participation and as a way of simplifying procedures for gaining entry to sporting events. With the publication of resolutions no. 6 of 8 February 2012 and no. 12 of 8 March 2012, the Observatory recommended some measures to further simplify procedures for the issue of cards, further enhance the fan card fidelity scheme to make supporters more and more the protagonists of the sporting event and speed up procedures for obtaining cards (fidelity card and digital voucher). The basic principles of the project remain unchanged, such as compliance with regulations in place for the sector, the prohibition of issuing cards to persons subject to DASPO orders (denial of access to other sporting venues), to those found guilty of committing stadium offences over the previous 5 years and those subject to prevention measures.

THE SAFETY DELEGATES NATIONAL COMMITTEE

The management and control of stewarding activity is entrusted, pursuant to art. 2 of the ministerial decree of 8 August 2007, to Safety Delegates, who are also entrusted with the tasks listed in article 19 and following articles of the ministerial decree of 18 March 1996 and in art. 2 and art. 5 of the ministerial decree of 8 August 2007.

The Delegate thus plays a focal role in activities relating to the management of a football event, in particular through the following activities:

- drafting, at least three days prior to the match, and in any case in plenty of time for the GOS meeting, an outline of actions needed to define the operations plan (POS)
- constantly sharing information with the Safety Delegate of the host club in order to convey the most relevant information
- keeping due note of criticalities recorded in previous matches
- giving to the GOS Coordinator (at least 3 days prior to the match) the Operations Plan for stewards
- taking part in the meeting with the referee, the Head of the policing service, representatives of the League, FIGC attorney's office and the two clubs, ordinarily held one hour prior to kick-off
- drafting the updated version of the stewards' handbook

In 2012 the FIGC, through the activity of the Safety Delegates National Committee Office, organised a number of refresher courses for the Delegates of professional clubs. Following the recommendations of FIFA, UEFA and the National Observatory of Sporting Events, four meetings were held over the year (two reserved for Serie A and Serie B clubs and two for First and Second Division clubs).

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REFRESHER COURSES 2012

Date	Venue	Clubs	Clubs Present	Delegates presents
23 January 2012	Coverciano	Serie A and Serie B	42	72 delegates
6 february 2012	Coverciano	First and Second Division	56	80 delegates
11 december 2012	Milano	Serie A and Serie B	40	80 delegates
18 december 2012	Coverciano	First and Second Division	62	90 delegates

On the international front the Association, through the activity of the Safety Delegates National Committee Office, also took part in the annual UEFA conference on the question of Safety during sporting competitions. The event, organised by UEFA in collaboration with the European Union and the Pan European Group of Football Safety and Security Experts (going by the name of the Pan European Think Thank), sets out to bring together the main actors of safety planning and management on the occasion of Champions League and Europa League matches (Security Officers of Associations and of Clubs, representatives of European Police forces, international police cooperation groups), to discuss the strategic and organisational aspects of safety and security.

SUPPORTER LIAISON OFFICER (SLO)

After having implemented in the UEFA Club licensing manual article 35 of the UEFA Club Licensing and Financial Fair Play Regulations (Edition 2010) which required, for clubs applying for the UEFA licence, the appointment of a Supporter Liaison Officer (SLO) to “ensure fruitful and constructive interaction” between clubs and the fans, the FIGC has extended to a national level the mandatory naming of such a figure, including this obligation in the National Licensing system.

The SLO shall:

- inform fans about the most important decisions taken by the club and voice the point of view of fans about said decisions
- build up a sound relationship with the whole fan base, with police forces and with the Safety Delegate
- take part, alongside the Safety Delegate, in meetings with police forces especially on days leading up to matches
- arrange meetings among fans, police forces and institutional representatives
- dialogue with stewards and safety officials and encourage fans to support their team responsibly

Clubs must take all the measures needed to ensure the performance of tasks assigned to the SLO, while the Association must coordinate and promote the work undertaken by clubs.

FOOTBALL STEWARDING IN ITALY

The term stewarding refers to all those activities that entail the use of personnel meeting the requirements set forth in the Interior Minister’s Decrees of 8 August 2007, 24 February 2010 and 28 July 2011. Stewards are the figures indicated in the organisation chart as per annexe C of the ministerial decree of 8 August 2007, including: the figure of Safety Delegate, with the functions described in the ministerial decree of 18 March 1996, subsequently amended and supplemented by the ministerial decree of 8 August 2007 and Guidelines of the Observatory; the figure of Function Manager; the figure of Sector Coordinator; the figure of Unit Manager; the figure of Steward, a person having attained the level of training described in annexe B to the ministerial decree of 8 August 2007, supplemented – for those persons nominated to perform the additional services described in the ministerial decree of 28 July 2011 – by the Guidelines introduced by the National Observatory of Sporting Events in September 2012.

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Reference legislation for football stewarding is contained in the Ministerial decree of 8 August 2007. Stewards have operated in Italian stadia having a capacity in excess of 7,500 spectators since 1 March 2008. The Guidelines for Stewarding – implementing art. 2, para. 2 of the decree law of 12 November 2010, converted with amendments into the law of 17 December 2010, and the resulting ministerial decree – approved by the National Observatory of Sporting Events on 5 September 2012, set out to provide practical suggestions and uniformity to the system used for the organisation and management of football-based events.

Stewards have the following tasks:

- checking of facility: before the venue opens to the public stewards must inspect the stadium
- preliminary checks: in the area situated around the perimeter of the facility's reserved area, stewards are responsible for: manning the entrances to the reserved area; checking that spectators have valid tickets; checking that the ticket has the name of the physical person holding the ticket; checking for possession of flags, banners and any other materials designed to be displayed; welcoming and guiding spectators towards the entrance to the maximum security area; checking compliance with the facility's "Rules of use"
- final checks – welcoming the spectator: welcome/checking activities are performed in the immediate vicinity of the entrance to the maximum security area. In this phase stewards are responsible for: manning the entrances; controlling flows and routing spectators towards turnstiles; assisting spectators with the digital checking of entry tickets; helping disabled spectators; checking compliance with the facility's "Rules of use"; routing spectators towards the sector where they are to sit; guiding and assisting

persons other than match spectators in the areas and rooms reserved for them; reporting any anomaly found in their designated area

- controlling spectators using the pat-down system: to ensure the safety of spectators, as happens at an international level, stewards can carry out personal searches. This activity may be a "quick check" of bags, items being brought in and of the persons themselves, using the pat-down technique, possibly with the aid of portable metal detectors. Checking activities, and in particular the pat-down, must be performed under the supervision of police forces, who must be on site
- specific services to prevent unlawful activities: as long as spectators are in the sports facility, when there are no significant risks to their safety, stewards shall be responsible for: ensuring compliance with the facility's "Rules of use"; monitoring zones and the perimeter of security areas in the sports facility, to prevent unauthorised entry, for example persons climbing over enclosures and walls; observing and keeping watch over spectators in all areas; keeping watch over and checking entrances, spectator routes, areas and zones out of bounds to the public; the area around the field of play; the separation, possibly in the same sector, of groups of spectators, through the creation of temporary no-go zones; all other checks or activities ordered by public security Authorities for the performance of which public powers or the operational use of police forces are not required; an active role in procedures regarding public safety and emergencies, as well as related services; an active role in other services envisaged in the "Plan" designed to ensure safety, ensure compliance with prohibitions, limitations and operating conditions and ensure the safety of persons present in the event of an emergency; reporting of infringements to police officers on duty at the stadium.

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The steward is the first official that the spectator comes into contact with, and is a point of reference in every situation. For this reason the Observatory has deemed it necessary to set down in writing a code of conduct, through the Guidelines, based on the principles adopted internationally, including the following elements and the subject of specific training activity:

- be kind and ask spectators if they require help, regardless of where they are from
- do not use language or gestures that are intimidatory, annoying or offensive to spectators
- wear clean and tidy clothes
- remain focused on one's duties and tasks and do not be carried away by sporting passion or by watching the match
- never wear clothes that may appear biased or cause offence to spectators
- avoid celebrating or showing extreme reactions during the event
- take one's allocated meal prior to the start of the event, after having performed one's duties or in any case somewhere out of the public's view
- avoid smoking in public during the event
- do not consume alcohol or drugs prior to or during the event

Training courses for stewards must include teaching on the following areas:

Legal area:

- Steward's legal profile and tasks
- Legislation for preventing and combating violence in stadia
- Organisation of stewards

Public order:

- Public Order Authority

- problems associated with the governance and management of public order
- role and tasks of the Operational Security Unit (GOS)
- the facility's rules of use
- plans for maintaining safety in the facility
- basics of English for the management of spectator flows on the occasion of international competitions

Safety:

- fire prevention and relative activity
- management of the sports facility
- basic first aid
- basics of crowd management techniques

Social psychology:

- self-awareness and awareness of one's professional role
- knowledge of the world of fans
- social psychology
- acceptance of diversity, conflict management
- service and communication orientation
- basic notions for assisting disabled persons

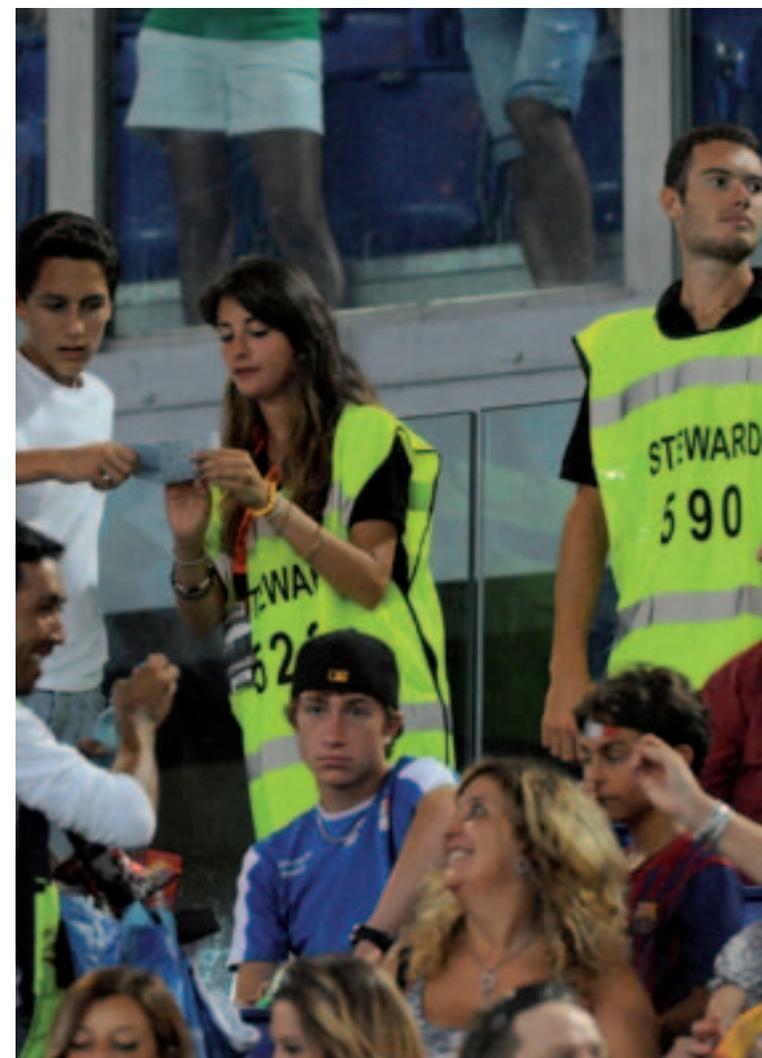
Technical (specific to each facility):

- knowledge of stadium
- ways of implementing the plan to maintain safety conditions and organise the areas adjacent to the stadium

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Stewards nominated to perform additional services as per decree of 28 July 2011 shall receive additional training of the duration of 15 hours, including drills. There are 148 training companies accredited with the Interior Ministry and qualified by the National Observatory of Sporting Events to operate. The minimum number of training hours are given in the table below:

TRAINING TOP LEVEL							
Operator	Minimum hours of training by area of intervention						
	Legal	Public Order	Fire prevention	Medical	Crowd Management	Technical sporting	Refresh training and drills
Safety delegate	10	10	8	6	4	6	42
TRAINING LEVEL ONE							
Operator	Minimum hours of training by area of intervention						
	Legal	Public Order	Fire prevention	Medical	Crowd Management	Technical sporting	Refresh training and drills
Function head	8	6	4	4	2	2	26
Coordinator	6	6	3	3	2	2	14
TRAINING BASIC LEVEL							
Operator	Minimum hours of training by area of intervention						
	Legal	Public Order	Fire prevention	Medical	Crowd Management	Technical sporting	Refresh training and drills
Unit head Steward	4	4	4	4	2	2	22
STEWARDS DEPLOYED							
		07/08	08/09	09/10	10/11	11/12	
Stewards deployed (total)		48,235	160,795	187,999	211,486	206,530	
A		31,908	116,970	107,245	127,338	117,932	
B		16,327	43,825	42,880	43,591	51,731	
Lega Pro				37,874	40,557	36,867	



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INTEGRITY AND AWARENESS BUILDING IN THE SYSTEM

In the world of football, the question of integrity plays a primary and growing role. UEFA, which has always been very active in this sphere, approved the introduction of a new figure, in March 2011, that of Integrity Officer (IO), with the aim of having a frame of reference in each association on the questions of match-fixing and corruption. The Integrity Officer is responsible for:

- promoting prevention activities and programmes locally
- receiving and collecting information on cases of illegal betting and corruption in order to construct an archive available to UEFA and to other institutions
- monitoring the progress of sports-related and ordinary court cases, in order to provide information and updates on legislation in this sphere

In accordance with the directives and guidelines proposed by UEFA, the FIGC launched a campaign in 2010 to heighten people's awareness about forms of verbal expression and personal conduct that demean the image and values of Italian football. The FIGC Executive Committee took steps to counter these phenomena, including the use of television images as evidence. In particular, enforcement activities have homed in on the fight against blasphemy on the pitch, identifying those punishable not only among players themselves, but also among all registered club members attending the match.

COMPARISON OF NUMBER OF MEMBERS FINED FOR THE USE OF BLASPHEMOUS EXPRESSIONS

Season	Total fined members	Players	Coaches	Officials	Other
09-10	33	15	13	4	1
10-11	23	12	5	6	0
11-12	20	13	5	2	0

Pursuant to legislation enacted to regulate the use of blasphemy, Sports Justice Bodies imposed sanctions on 76 members during the period 2009/2012. In 2011, moreover, FIGC amended the Code of Sports Justice in order to provide for more stringent rules regarding illegal gaming and sporting fraud.

In addition to embodying provisions which prohibit managers, shareholders and members of professional clubs from betting on FIFA, UEFA and FIGC events, the new rules strengthen the punishment for offenders in terms of disciplinary sanctions, fines and penalties. In addition, just as for regulations on sporting fraud, there is the obligation of disclosure to the FIGC Attorney's Office in the case of knowledge of acts contrary to the law on sports betting. With regard to the fight against all forms of racism, in 2009 the Association changed its Internal Organizational Regulations to pursue the goal of eliminating from stadia and pitches the occurrence of chanting, shouting

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and any other verbal manifestation of discrimination based on race, colour religion, nationality, or ethnic and geographic origin, or otherwise glorifying discriminatory behaviour.

The stadium public order supervisor appointed by the Interior Ministry is entitled to prevent the match from starting or to suspend a match if he detects discriminatory behaviour or materials that can be removed by the staff of the host structure. Lastly, the FIGC, as part of the National Licensing System for the admission of clubs to professional leagues, has issued a provision stipulating the commitment on the part of clubs to participate in a programme against racism prepared by the Association in conjunction with the Leagues. Participation therein is compulsory and non-compliance therewith is punishable. Clubs must also commit to taking part in a day organised by the FIGC on the subject of corruption in the world of football and illegal sports betting.

In the season 2011-2012 meetings included in the anti-racism programme were organised with the collaboration of FARE (Football Against Racism in Europe), a leading organisation in this area and institutionally connected to UEFA.

Match-fixing

Match-fixing may be defined as an attempt by one or more persons to influence the result of a match or make events occur during a match through actions or non-actions at odds with the basic principles of sporting activity. The aim may be purely sporting in nature, i.e. to guarantee a positive result and thus obtain a better position in the league table or get through the round of a competition, etc. or may be linked to sports betting. In the latter case, the aim is to win bets on fixed matches and launder the cash won (definition taken from UEFA Manual for Integrity Officers).

ACTIVITY TO PREVENT AND COMBAT MATCH-FIXING AND CORRUPTION

The FIGC, complying with international recommendations issued by FIFA and UEFA, has implemented activities centring on preventing and combating match-fixing and promoting the values of integrity and fair play.

NETWORK OF INTEGRITY OFFICERS

In 2011 the FIGC created the figure of the Integrity Officer within its structure. Generally speaking the Integrity Officer is asked to:

- promote prevention activities and programmes locally
- receive and collect information on cases of illegal gaming and corruption in order to construct an archive to be compared and shared with UEFA and other entities involved
- monitor the progress of sports-related and ordinary court cases
- provide information and updates on legislation in this sphere
- be a contact for other sporting organisations/components (associations of players, referees, coaches, etc.)

MONITORING MATCHES TO DETECT POSSIBLE ANOMALIES

The FIGC, through the system made available by UEFA, called Betting Fraud Detecting System (BFDS), monitors every year about 1,800 matches in Europe and about 30,000 matches in the main national leagues and receives reports about possible betting anomalies for Serie A and Serie B matches. Thanks to an agreement reached with Sport Radar, a leading consultancy firm in the sector, the Lega Pro also monitors betting flows on First and Second Division matches. Lastly, through the activity of the State Monopolies Autonomous Administration (AAMS), possible anomalies in betting flows on professional league matches are reported.

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The FIGC is also in close contact with FIFA which, back in 2007, launched the Early Warning System, a system monitoring all competitions organised under its responsibility. The aim is to detect any suspicious movements in the betting market and to report them through close contact with security and investigative authorities (e.g. Interpol).

REPORTING PROCEDURES AND INVESTIGATION SYSTEMS

Any anomaly picked up by monitoring systems or by other sources sets in motion a reporting and investigation mechanism involving the FIGC Attorney's Office as well as the UISS and GISS, operational units set up by the Interior Ministry in 2011 to boost efforts to combat the phenomenon of corruption and illegal betting on sports competitions, and to penetrate criminal associations. The UISS (Unit for Information on Sports Betting) consists of representatives of police forces and the sporting system, CONI and FIGC, as well as the State Monopolies Autonomous Administration (AAMS) and ASSI, the Horseracing Development Agency. The UISS exchanges information among its various members based on reports of anomalies from the AAMS. The GISS (Sports Betting Investigative Unit) is a unit dedicated to investigating, formed by representatives of the Public Order Authority. Members include the Anti-mafia investigative department (DIA), Central operational service (SCO) of the Police, Special operations unit (ROS) of the Carabinieri and the Central investigation service for organised crime (SCICO) of the Finance Police. The GISS has the task of conducting the necessary investigations into reports received from the Unit for Information on Sports Betting.

TRAINING AND EDUCATION PROGRAMMES

The Association, in conjunction with the Interior Ministry and the UISS, organised a number of training courses for the coaches and players of all National Youth Teams on the subject of risks connected with illegal betting. According to a programme agreed upon with the UISS, experts and officials of the Interior Ministry meet the players of National Youth Teams, based on the calendar of

training camps and matches of the various teams. Similar training programmes were rolled out on the occasion of referee training camps. From the 2012-2013 season the FIGC made it a mandatory obligation for the National licensing system (Sporting and Organisational criteria) for professional clubs to take part in a meeting organised by the FIGC on the topic of corruption in order to be able to participate in the relative league.

FIFA/INTERPOL AGREEMENT

To combat attempted corruption in football and help to preserve the integrity of sport, FIFA has signed a cooperation agreement with Interpol (on 9 May 2011) which entails, among other things, educational and training programmes reserved for all actors engaged in efforts to combat match-fixing (players, officials, coaches, referees, police officers). Italy was the first nation to sign the Agreement (on 19 October 2011) and launch initiatives to raise awareness and provide training on the question. In this area the FIGC has promoted and played an active role in the project, participating, supporting and contributing in the form of experience at the following events:

- 1st elite Workshop on legality in sport - Roma, 5 March 2012
- International Conference for Europe Area: "Match-fixing: the Ugly Side of the Beautiful Game" - Roma, 17/18 January 2013
- International Conference for Asia Area: "Match fixing: the Ugly Side of the Beautiful Game" - Kuala Lumpur, 20/21 February 2013
- Expert meeting for investigators of match-fixing - Lyon, 27 March 2013

Four main points emerged from the meetings that need to characterise efforts to combat corruption in sport and match-fixing:

- a closer partnership among the actors involved (government and sporting institutions, law enforcement agencies, betting organisations, players, referees)
- the importance of information and training on risks associated with illegal

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- activities and the ways in which young players are approached
- the need for general coordination between law provisions and practical procedures, allowing a more effective response in terms of prevention and investigation among all countries
- the need for every country and every sports association to play an active role in actions to combat corruption, making available their experiences in terms of prevention and investigative channels

The main articles of the Disciplinary Code with regard to sporting fraud and illegal betting

FIGC regulations regarding activities to prevent and suppress sporting fraud and illegal betting on sports competitions are contained in the Disciplinary Code, chiefly in the following four articles:

- Article 1: non-observance of the principle of fair play, correctness and probity
- Article 6: non-observance of the ban on betting, obligation of reporting such episodes
- Article 7: match-fixing with the aim of altering results, obligation of reporting such episodes
- Article 9: association with the aim of committing unlawful acts

Sanctions pertaining to the above infringements are contained primarily in articles 18 and 19 of the Disciplinary Code. In June 2011 articles 6 and 7 of the Disciplinary Code were strengthened with the introduction of the obligation to report anomalies also in the case of illegal betting. The “obligation to report” means that clubs and their registered members are required to promptly inform the FIGC attorney’s office of any breach of FIGC regulations they become aware of. In the meeting of 30 January 2013 the FIGC Executive Committee decided to amend art. 6 of the Disciplinary Code concerning the prohibition on betting and obligation to report anomalies by adding the provision whereby those operating in the amateur ranks of the Association “are forbidden from making or accepting bets, directly or through a third person, with subjects authorised to receive them, with regard to matches in which their teams are involved”. There are naturally no changes to the provisions of the Disciplinary Code, which prohibit betting on the part of subjects belonging to the professional sector (again with subjects authorised to receive bets) as well as betting on the part of amateurs with unauthorised subjects.

RACISM AND SECURITY

With a view to strengthening collaboration between the FIGC and the Interior Ministry to fight racism and any form of discrimination, in addition to the activities performed in 2012 on 9 January 2013 the Observatory approved a specific resolution on the issue, making all protagonists aware of the fundamental points of the decision:

- Procedures to suspend the match: if there are signs of racism, intolerance or anti-Semitism, the referee, possibly having been informed by the players, will proceed to inform, via the “fourth match official”, the head of the public order service, the sole person that can take the decision to suspend the match. Similar information may be given by the representative of the FIGC attorney’s office, if present, and by the Lega Pro Delegate. The Service Head, in the event of particularly serious episodes of racism or intolerance, will decide whether or not to start the match or to suspend the match if started, possibly temporarily, to allow the announcement of warning messages aimed at spectators, through the stadium’s public address system
- Staff training and drills: GOS (Security Operating Group) Coordinators will organise regular drills to test information flows, the effectiveness of emergency plans and knowledge of procedures on the part of stewards and police officers. The FIGC, in conjunction with the competent Leagues, will be involved in relative information and training activities in accordance with its own programmes, involving the competent bodies of the Association and those subjects deemed to be of relevance (e.g. team managers, team captains, etc.)
- Stricter strategies: the Public Order Department will issue a specific circular confirming the above procedures and very strict strategies to systematically identify those responsible and issue DASPO orders (denial of access to all sporting venues), in addition to judicial decisions
- Prevention initiatives: the National Observatory of Sporting Events will prepare prevention campaigns in stadia in collaboration with OSCAD – the Observatory for Security against Acts of Discrimination

ANTI-DOPING

The term doping is defined by Italian law as “the administration or consumption of drugs or biologically or pharmacologically active substances and the adoption of or submission to medical practices not justified by pathological conditions and capable of altering the physical or biological conditions of the body in order to alter the competitive performance of the athletes”.

The world sports regulatory system uses the term doping to define:

- the presence of prohibited substances in biological samples drawn
- the use or attempted use of prohibited substances or methods
- no-show or refusal, without justification, to submit to biological sampling as a result of notification
- violation of the conditions and rules required for out-of-competition tests
- tampering or attempted tampering with doping controls
- possession of prohibited substances or methods
- trafficking or attempted trafficking of prohibited substances and prohibited methods
- the administration or attempted administration of prohibited substances or methods

WADA E NADO

WADA (World Anti-Doping Agency) is a foundation created in 1999 by the IOC to protect the right of athletes to practise sport without doping. The main means by which WADA pursues its objectives are the harmonisation of anti-doping rules and national and international anti-doping regulations, as well as giving its support to organisations involved in the fight against doping. At the national level, WADA uses organisations established as NADOs (National Anti-Doping Organisations), entrusted with the task of implementing specific programmes for each country in the fight against doping. In Italy, CONI has been appointed as the respective NADO.

ANTI-DOPING COMMITTEE

The FIGC Anti-Doping Committee consists of a President, three Vice Presidents and nine members. It operates through a Secretariat of three employees. In 2012 the Committee met 7 times to map out its activities and put forward proposals to the President, Vice Presidents and Secretariat.

The annual planning of doping controls is drawn up by the TDP (Testing Doping Program / Planning), an activity delegated by WADA to the various NADOs of each country. In Italy TDP is performed by CONI.

Actual TDP activity is performed by CONI-NADO in full operational and financial independence, focusing on out-of-competition testing. In 2012 CONI-NADO carried out 556 tests. With regard to this TDP, the role of the FIGC Anti-Doping Committee is to request and acquire data from CONI in order to provide useful support, evaluating possible consequences and possible changes and improvements to be made. In view of the FIGC's strong anti-doping policy, the Association shares with CONI an additional TDP for in-competition testing, on top of routine testing, the economic costs of which are met by the Association. The Anti-Doping Committee provides support in drawing up the TDP, and schedules the additional TDP itself, before submitting it to CONI, which is responsible for implementing the plan.

ANTI-DOPING

In 2012, as every year, the Committee drew up a plan of in-competition tests for the following Leagues:

- Serie A (100% controlled)
- Italian Supercoppa
- Coppa Italia (from the quarter finals on)
- Serie B (sample testing in 235 matches)
- Lega Pro (sample testing)
- Primavera (sample testing)
- Berretti (3 matches of final phase)
- Women's Serie A (sample testing)
- Serie A Futsal (sample testing)

In 2012 FIGC spent a total of 1,504,961 Euro in the sphere of Anti-doping.

REGISTERED TESTING POOL

The RTP (Registered Testing Pool) is a changing list of names, consisting of a number of players based on criteria drawn up by CONI. For 2012 and with reference to football, this list contained:

- Players of the Futsal National team (Criterion 1.d CONI-NADO: players taking part in the most recent World Cup and/or European Championship in National Teams, from their call-up to revocation decided by CONI-NADO)
- Other players included by CONI-NADO are mostly those testing positive and players for whom CONI-NADO must carry out checks on T/E ratio alterations (Criterion 1.e: players that CONI decides to include at its initiative, suggested by the Anti-doping Test Committee or by National Sports Federations)

The resulting constant and painstaking activity includes updating, notifying, publishing and managing costs and revenues as well as relevant information (traceability information).

The role of the Committee in this sector is to be the reference structure for both CONI and players. In greater detail, the Committee must:

- propose the list of names based on parameters defined by CONI, updating the proposal with every CONI input
- notify players of their inclusion and removal from the RTP list
- provide the necessary education to the persons involved in order to ensure the fulfilment of relative obligations

For the management of positive tests, the Anti-doping Office is both the in-house contact (for Association officials) and external contact (for international Associations). The Committee and Office monitor, discuss and draft plans for work that is useful for statistical purposes, for planning and for putting forward proposals for changes.

THE NATIONAL ANTI-DOPING TRIBUNAL

The National Anti-Doping Tribunal (TNA) is the body empowered to judge on violations of the Anti-Doping Regulations, and is an independent body set up by CONI/NADO.

The TNA is the court of first instance for positive cases resulting from CONI testing. For the joint treatment of several proceedings, even if one or more

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of them would individually fall within the remit of the federal body; for the treatment of disciplinary proceedings relative to parties under the jurisdiction of the international federation, or other international organizations; and for all other breaches of Anti-Doping Regulations committed by any registered

members or otherwise. The Tribunal is however the court of appeal for sentences passed by the federal body (Court of Justice) regarding positive cases resulting from tests ordered by the Ministerial Commission (CVD).

TESTS PERFORMED AND MATCHES

In Italy in 2012 approximately 3,600 tests were carried out, about 16% of which out-of-competition.

COMPARISON DOPING TESTING PROGRAMME												
COMPETITION	Matches			Tests			EPO tests			Blood tests		
	2012	2011	2010	2012	2011	2010	2012	2011	2010	2012	2011	2010
SERIE A	380	380	380	1,169	1,154	1,520	61	154	80	114	276	268
SERIE B	238	231	272	717	686	1,088	0	104	76	52	160	120
COPPA ITALIA	9	9	9	36	34	40	0	20	4	12	20	0
PRIMAVERA	39	7	7	81	26	28	0	16	0	0	0	0
SUPERCUP	1	1	1	4	4	4	0	0	0	0	0	0
FIRST AND SECOND DIVISION	192	147	147	520	404	588	0	68	52	0	0	0
BERRETTI	3	4	4	13	14	16	0	12	0	0	0	0
SERIE A FUTSAL	61	49	49	179	157	196	0	20	12	0	0	0
WOMEN'S SERIE A	45	53	53	129	132	212	0	16	20	0	0	0
TOTAL	968	881	922	2,848	2,611	3,692	61	410	244	178	456	388

Note: The drop in EPO and blood tests in 2012 compared with the past is the result of scientific criteria resulting from statistical evidence shared with CONI/NADO.

CONTROL ACTIVITIES

UEFA LICENCES

The UEFA license is a certificate issued by the FIGC which, in addition to being a sporting qualification, is a prerequisite for participating in international club competitions organised by UEFA. Among the objectives of the UEFA Licensing system there is the desire to raise the quality of European football, promote the training and education of young players, ensure an adequate level of managerial competence, improve sports facilities, improve the economic and financial management of football clubs, ensure the integrity and proper conduct of sporting competitions and develop a benchmark system for the criteria set forth in the UEFA Licensing Manual. The UEFA Licence is issued by the FIGC on the basis of rules laid down by UEFA and is valid for only one season. All clubs listed as registered in Serie A are required to apply for the License. The clubs in Serie B may submit an application, although this is not mandatory, insofar as obtaining said license may prove to be a key feature of the relationship between the club and its natural partners: spectators, fans, sponsors, media, local authorities, staff, etc.

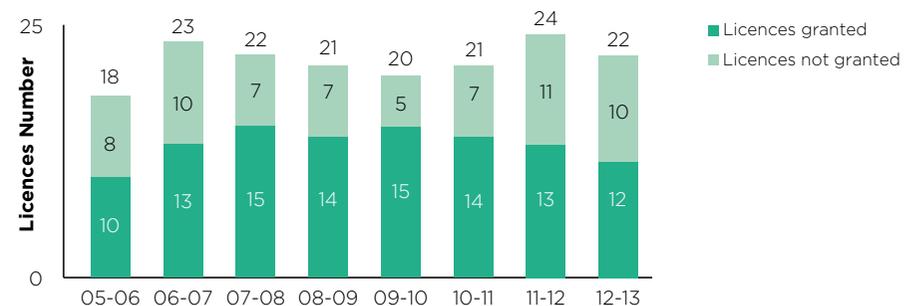
Generally speaking, the UEFA License issue process entails an initial phase during which clubs send to the UEFA Licensing and Financial Fair Play (FFP) Office documentation relating to the License, a second phase when experts screen and check the documentation in conjunction with the UEFA Licensing and FFP Office, and a third phase when the Committee of first instance decides on the application. If the licence application is turned down the Manual provides for the possibility of an appeal procedure before the UEFA Licensing Committee of second instance and a further instance of appeal before the CONI High Court of Sports Justice. The UEFA licensing system establishes, among others, three particularly relevant criteria

- the criterion that regulates the education of young players, stipulating the requirement for clubs to engage in ensuring the completion of compulsory schooling

- the criterion regarding medical and sports protection, making it compulsory for clubs to ensure that the players undergo the medical examinations and clinical tests required by law and sports regulations
- the criterion concerning the anti-racism policy, making it compulsory for clubs to implement a specific programme against racism

Looking at figures on the issue/non-issue of UEFA Licences over the last eight seasons, it is noted that checks have led to the rejection of a considerable number of licence applications. On average, in the last eight years, the FIGC turned down about 38% of Licence applications.

COMPARISON UEFA LICENCES



It should be noted that the whole process of UEFA License issuing is subject to quality certification by an independent company (Société Générale de Surveillance) appointed by UEFA. The certification lasts for three years, but checks are carried out annually by the FIGC.

CONTROL ACTIVITIES

COMPARISON MINIMUM UEFA REQUIREMENTS - FIGC REQUIREMENTS

	Minimum Requirement UEFA	FIGC Requirements
SPORTING CRITERIA		
Youth teams	Team with players aged between 10 and 14	2 teams (one for Giovanissimi category and one for Esordienti)
Health-sporting protection	All players of first team must undergo annual medical examinations	All players in club (including those in youth sector) must undergo annual medical examinations
ORGANISATIONAL CRITERIA		
Figures not required by UEFA but present in Italian Manual		<ul style="list-style-type: none"> • Marketing/Sales Manager (B) • Contact for UEFA Licensing Office (B) • Deputy Safety Delegate (A) • Sports Director (B) • Team Manager (B) • First Team Trainer (A) • Masseurs/Physiotherapists of youth sector (B) • Athletic/Physical Trainers of youth sector (B)
Coaches of youth sector	Coaches of youth Mandatory for each team, the club must indicate at least one qualified coach	For the Primavera, Allievi and Giovanissimi categories the ratio of qualified coaches and the number of licensed players must not be less than 1:25. For the Esordienti category this ratio must not be less than 1:20. For the Pulcini category this ratio must not be less than 1:15
INFRASTRUCTURAL CRITERIA		
	UEFA requires stadia to meet at least category 2 requirements	To obtain the UEFA Licence Italian clubs must demonstrate that the stadium meets category 3/4 requirements

NATIONAL LICENCES

The National Licensing system is a set of parameters and requirements fixed on a yearly basis by the Executive Committee through an Official Communiqué, that professional football clubs are obliged to respect within the given terms for admission to the respective league championships. These criteria are divided into the following three types:

- legal and economic-financial, under the jurisdiction of the Co.Vi.So.C. (Professional Football Financial Control Committee)
- infrastructural, under the jurisdiction of the Infrastructural Criteria Committee
- sporting and organisational, under the jurisdiction of the Sporting and Organisational Criteria Committee

In order to obtain the National Licence for the 2012/2013 season clubs had to meet the following requirements:

- legal and economic-financial requirements related chiefly to the payment of salaries, wages, withholding taxes and contributions payable to registered members, payment of taxes and sporting fees, filing of principal accounting documentation (annual and interim balance sheets, budget), filing of bank guarantees covering payment of wages and salaries (Serie B and Lega Pro leagues), filing (for Serie B and Lega Pro leagues) of equity/assets parameter documentation, redressing of any shortfalls
- infrastructural requirements concerned the filing of administrative documents attesting to the availability and use of the sports facility and granting of certification regarding facility technical requirements from the relevant League
- sporting and organisational requirements related to the commitment to introducing a number of technical and administrative professionals in the organisational set-up and participation in professional youth leagues and in a number of meetings on specific questions (refereeing, racism, doping and sports betting)

CONTROL ACTIVITIES

In the event of non-compliance with one or more of the aforementioned requirements the Committees, within their respective remits, do not admit clubs to the respective league. Clubs thus excluded are able to lodge an appeal against the decision before the Committee in question. The Committee submits a reasoned opinion to the FIGC Executive Committee, which takes a final decision on the matter. An appeal may also be lodged before CONI High Court of Sports Justice, and a final appeal may be made to bodies of administrative justice. In 2012 a total of 240 annual checks were carried out, 45 of which in Serie A, 45 in Serie B, 72 in Lega Pro – First Division and 78 in Lega Pro – Second Division.

PROFESSIONAL FOOTBALL FINANCIAL CONTROL COMMITTEE

The Co.Vi.So.C. is a technical body of the FIGC, pursuant to the provisions of Law 91 of 23 March 1981, which has the job of overseeing the economic-financial equilibrium of professional football clubs and their compliance with principles of correct management, in order to ensure the correct and regular staging of league championships. The Committee is formed by a Chairman and four members. The Co.Vi.So.C., according to its internal rules, performs the following duties:

The Players' Agents' Committee

Through the Players' Agents' Committee, the FIGC deals with the issue and revocation of licences and entry in the register of licence-holding physical persons acting as agents. The Committee is also the examiner for the two tests required for granting the licence of players' agent authorised by the FIGC (the notice for the examination is drafted according to FIFA recommendations), and in 2012 1,033 candidates took said examination. The Committee performs monitoring activity to reduce abuse in the system and activities at odds with respective regulations. During the course of 2012 there was a large increase in collaboration with the FIGC Attorney's Office, Tax Revenue Agency, Carabinieri and Finance Police at the request of some district attorney's offices. In 2012 the Committee granted 250 licences and revoked 54, with a total of 1,068 agents operating.

- advising, providing opinions and proposals on questions within its area of expertise
- checking economic-financial stability and compliance with principles of correct management
- disciplining, in the event of breaches of Association rules concerning economic-financial management

The system of controls relates chiefly to:

- the examination of documentation periodically requested from clubs (main accounting documents and equity/assets parameters)
- confirmation of the payment of wages and salaries, withholding taxes and contributions due to registered members

Oversight and monitoring activity is also performed via regular inspections at Club premises undertaken by a group of about 100 inspectors (275 inspections were carried out in the 2011-2012 season).

The non-fulfilment of obligations is reported to the FIGC Attorney's Office for possible sanctions, in particular:

- if a Club fails to send data and documentation, or fails to satisfy FIGC provisions on fulfilling its obligations, for the imposing of fines (about 40,000 Euro, for breaches during the course of the 2011-2012 season)
- in the event of non-payment or late payment of wages and salaries, withholding taxes and contributions to registered members and in the event of late fulfilment of obligations for admission to league championships, the sanction consisting of a deduction in league points (77 points deducted for non-fulfilment of obligations in 2011-2012 season, and 11 points deducted for league championship admission deficiencies in 2012-2013 season)
- in the event of management and economic inadequacies as per the Disciplinary Code, for the imposing of sanctions, ranging from the deduction of league points to the club's exclusion from the relative league championship (no such cases in 2011-2012 season).



3

SOCIAL
RESPONSIBILITY





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SOCIAL RESPONSIBILITY

Social Responsibility is a characteristic and distinctive feature for the FIGC. The focus on social issues has always been a common feature in the policies adopted by the Association.

Considering the great importance of providing information to the public in a transparent manner, the FIGC drew up and published its first Sustainability Report in 2012. The project arose from the FIGC's intention to acquire a tool to inform all of its internal and external stakeholders about the efforts made and the results achieved regarding social responsibility.

With regard to activities, the FIGC has undertaken numerous initiatives every year, from commitments regarding social issues to highlighting the historical and cultural heritage as a legacy for future generations. These activities are evidence of the Association's involvement, since it is aware of the role and importance of football as a stimulus for consolidating values and a means to promote social aggregation. In order to effectively pursue its institutional aims, the FIGC provides support to organisations that are already active in the various spheres of action. The procedures for collaboration are planned in agreement with single partners.

In 2012 the FIGC set up and implemented a number of initiatives in collaboration with organisations with which it already had consolidated long-term relations, as well as with new partners.

Also in 2012, the FIGC, aware of its institutional role and the importance of conveying messages of social awareness through football and the image of National Team players, organised and implemented campaigns on topics of particular social interest.



AWARENESS CAMPAIGNS

Aware of its institutional role and seeking to reflect its social commitment, in 2012 the FIGC decided to convey messages of social awareness through the image of the National Team, formulating and implementing campaigns on topics of particular social relevance. These campaigns, promoted by the FIGC or in some cases in partnership with non-profit organisations, were disseminated via the press, official communiqués, the websites *figc.it* and *vivoazzurro.it*, its YouTube channel and social media. There was also maximum visibility for initiatives supported in the days before matches and during matches by having messages given by TV journalists.

VIOLENCE AGAINST WOMEN

Following the growth in the number of women being murdered in Italy, the FIGC decided to set up an institutional campaign against violence towards women, with support to the proposals and programmes promoted by various organisations and public opinion movements active throughout Italy to counter violence against women. This took place at the match between Italy and France, held at the Tardini Stadium in Parma on 14 November. The initiative had initially been planned for the Italy-Luxembourg game scheduled in Parma for 29 May, but cancelled for safety reasons due to the earthquake in Emilia Romagna. Italian A National Team went into action to support the initiatives to counter violence against women using the slogan "Violence against women is a problem for men. Together we can win this match". The campaign has the support of the Ministry

of Labour and Social Policy, the Movement "Se non ora quando" (If not now when?) and Telefono Rosa. The National Team came onto the pitch with the banner showing the campaign slogan, while the message was read by Lunetta Savino, a testimonial for the initiative. The match was also attended by 5,000 women who had free admission to the stadium thanks to tickets made available by the FIGC. In the days before the match, the campaign was advertised in the press with communiqués and news on the FIGC and Vivo Azzurro websites, as well as on social media.



AWARENESS CAMPAIGNS

AMREF-FIGC CAMPAIGN “WATER IN THE CENTRE”

For World Water Day (22 March), the FIGC supported the campaign promoted by AMREF Italia called “Water in the Centre” for the right of African peoples to have access to clean, safe water, undertaking initiatives in the period 11 - 30 March 2012.

Demetrio Albertini, FIGC Vice President, was a testimonial for the initiative. The aim of fundraising was to support the AMREF water projects in Kenya designed to enable access to clean water for local communities, a fundamental human right still denied to over 40% of the population.

Using institutional channels - the FIGC (press releases and the FIGC website), Vivo Azzurro website and social media - a contribution was made to fundraising through the dissemination of the special number for text message donations set up for the campaign. The initiative gained the support of tens of thousands of people, and the focus of many of the main channels of communication and information such as TV, radio, the press, the web and social media. The funds collected were used to help thousands of children, women and men through the construction of wells, cisterns and aqueducts. The project also involved African local communities in the subsequent phases of awareness, training and education regarding hygiene and health, thanks to the active involvement of the population, with the aim of ensuring full sustainability over time, and the full management of the project. Through the numerous dedicated mobile text messages, a total of 270,000 Euro was collected. The entire amount was used for the construction of surface wells.



AWARENESS CAMPAIGNS

ANIMAL PROTECTION

After the killing of stray dogs at the match locations in Poland and Ukraine prior to the European Championships, the FIGC organised and promoted an institutional awareness campaign for the protection of animals. The National Team coach, Cesare Prandelli, together with FIGC Vice President Demetrio Albertini and footballers Giorgio Chiellini, Christian Maggio and Federico Balzaretti, came forward as testimonials to promote the campaign.



The FIGC provided the utmost dissemination of the initiative through institutional channels (press releases, the FIGC website and the Vivo Azzurro website), in sports newspapers, interviews and social media.

OTHER CAMPAIGNS

In 2012, the FIGC also supported other social initiatives and awareness campaigns, with the sharing of contents and goals. Ample support was provided to dissemination through FIGC institutional channels, Vivo Azzurro and social media. For World Food Day on 16 October, in collaboration with Italy's Permanent Representative to the UN in Rome and the international organisations FAO, IFAD, WFP and Bioversity International, the Cooperazione Italiana organisation started up a series of initiatives to enhance awareness on the topic of food security, accompanied by a fundraising campaign to provide support to Kenyan women and their communities, which have suffered a serious crisis. The initiative, promoted by the Ministry for Foreign Affairs and announced in Serie A pitches on 28 October, gained the full support of the FIGC. The fundraising campaign was promoted through the institutional website and the Vivo Azzurro website, with maximum dissemination, including the publication of the video by Valentina Vezzali.

PARTNERSHIP WITH THE NON-PROFIT SECTOR

CHILDREN



For the third consecutive year, the FIGC joined the “Every One” campaign promoted by Save the Children against infant mortality, creating an institutional partnership for the match played against Denmark at the Meazza Stadium in Milan on 16 October 2012.

Italian A National Team came onto the pitch with the slogan “Say No to infant mortality”. Even today, nearly 7 million children die every year before reaching the age of 5, 1 every 5 seconds, most of them due to causes that can easily be prevented and treated. The support by the FIGC was expressed by the issue of a joint press release, the dissemination of a TV “crawler” dedicated to fundraising, the showing of videos and institutional ads at the stadium and dissemination of the campaign through the FIGC, Vivo Azzurro and social media websites. The National Team coach, Cesare Prandelli, testimonial for the campaign, made a video message to enhance awareness. Thanks in part to support from RAI Sport, which contributed to fundraising associated with the campaign by issuing numerous live TV appeals, over 10 million viewers who saw the match were reached. Through the donation number activated for the initiative, 240,000 Euro was raised and entirely paid to the projects supported by the organisation.



**DICIAMO BASTA ALLA
MORTALITÀ INFANTILE**



PARTNERSHIP WITH THE NON-PROFIT SECTOR

INTELLECTUAL DISABILITY



Special Olympics
Italia

Every year since 2001 the FIGC has provided its institutional support to the activities promoted by Special Olympics, the international organisation promoting sport for persons affected by mental disabilities, present in 180 countries with a total of 3.5 million participants. In 2012 the Association supported the activities of “Unici e Pari” (Unique and Equal), staged in San Marino on 16 - 18 April, with the contribution of the San Marino Department for Equal Opportunities and Special Olympics. The tournament was an opportunity for schools to do sports activities together with pupils with mental disabilities, in particular football. The event involved 16 teams, consisting of 192 students who played a football tournament at the Olympic Stadium in San Marino.

The FIGC also provided support to “European Football Week”, the week devoted to football, taking place at the same time in 50 European countries and involving approximately 50,000 athletes. In Italy, in the regions involved (Piemonte, Liguria, Lombardia, Veneto, Toscana, Marche, Lazio, Campania, Calabria, Basilicata, Puglia, Sicilia and Sardegna) tournaments and courses were held for starting up in football, involving over 4,500 participants, with students from schools and athletes of Special Olympics teams. The key project of both events is unified football, in which teams consisting of athletes with and without mental disabilities play together. Also in 2012, for the fifth consecutive year, the FIGC hosted the press conference in the Executive Committee Room to present the calendar of the international sports movement dedicated to persons affected by mental disabilities, officially greeting the athletes involved in the scheduled activities.



PARTNERSHIP WITH THE NON-PROFIT SECTOR

ANIMAL PROTECTION



In 2012, the FIGC supported the campaign for awareness and fundraising for ENPA (Italian National Animal Protection Agency) and Amicopets, promoted on 2 - 15 June. The FIGC contributed to the initiative with an online auction

of autographed jerseys provided by players of the national team. The initiative was disseminated through press releases, publication on the FIGC and Vivo Azzurro websites of banners with the link to the online auction, the Vivo Azzurro newsletter and social media. The entire proceeds were given to the ENPA for projects to combat the abandoning of animals.

FIGHT AGAINST LEUKAEMIA



2012 also saw the collaboration with the AIL - Italian Association for the Fight Against Leukaemia, Lymphoma and Myeloma, started in 2011 thanks to FIGC support for the two annual fundraising campaigns that take place in April and December. For the Easter festivities, for all FIGC employees at the Rome offices, AIL volunteers put the Easter eggs of the association

on sale. This collaboration also took place in the Christmas holidays with the sale of poinsettia plants. The entire amount was dedicated to home assistance projects managed by the AIL for beneficiaries and their families.



FAIR PLAY AND RESPECT

FIFA FAIR PLAY



The dissemination of values such as respect, transparency and fair play is a highly important topic, and these principles are strongly promoted by FIFA and UEFA. The FIGC has implemented and complied with the guidelines indicated by international bodies, not only with regard to regulations, but also supporting and joining the various initiatives to promote the values of sport as recommended by FIFA and UEFA. Like every year, the FIGC took part in the FIFA Fair Play Week that took place on 7 - 11 September. During the Italy-Malta match played in Modena on 11 September and the Under 21 National Italy-Ireland match played in Casarano (Lecce), the FIGC adopted the procedures indicated by FIFA for Fair Play Week. The message of Fair Play, disseminated by press releases and by the FIGC and Vivo Azzurro websites in the days before the match, was read out by the captains of the two teams before the start of the match, announced by the stadium speaker and by TV reporters covering the match. The teams also came onto the pitch in accordance with the procedures recommended by FIFA.

UEFA RESPECT



In 2012 the FIGC again implemented and adopted the guidelines suggested by UEFA and contained in the social responsibility campaign "Respect", started by UEFA in 2008 and promoted in all the affiliated associations. The UEFA procedures drawn up for international matches were applied in all European competitions.



FIGHT AGAINST RACISM AND DISCRIMINATION

COLLABORATION WITH FARE



In 2012, the FIGC renewed and intensified collaboration with FARE (Football Against Racism in Europe), the international network bringing together organisations operating in 40 European countries, collaborating with FIFA and UEFA, active in the fight against racism and all forms of discrimination in football, present in Italy with the UISP (Unione Italiana Sport Per Tutti - Italian Sport For All Association) network. In 2011 the Association offered to host the 2012 FARE General Assembly, and the organisation was assigned to Italy on 27 January 2012. The event took place in Rome on 4 and 5 May.



FARE CONFERENCE AND GENERAL ASSEMBLY

The Conference entitled "Let's change the game: Equality, Social Inclusion and Activism", in collaboration with the Province of Rome, UNAR (Ufficio Nazionale Antidiscriminazioni Razziali - National Office against Racial Discrimination of the Prime Minister's Office), UEFA and UISP, took place in Rome on 4 and 5 May at the Sala Polifunzionale of the Prime Minister's Office. The FARE General Assembly, held on the second day, was preceded by a Conference on the fight against racism, promoted and organised by the FIGC, with the participation of UEFA and FIGC representatives, international testimonials and representatives of the institutions committed to the fight against racism and discrimination all over Europe. The meeting was preceded by a press conference on the fight against racism, held at Palazzo Valentini with the participation of representatives of the Province of Rome, UEFA, FARE, UNAR, UISP and FIGC.



FIGHT AGAINST RACISM AND DISCRIMINATION

The FARE Conference and General Assembly were attended by 200 delegates from 38 countries. The event was given great visibility through the FIGC channels (press releases, official website, Vivo Azzurro website and social media) and the websites of all the institutions involved.

ANTI-RACISM COURSE FOR PROFESSIONAL CLUBS

In 2012 the FIGC also organised a course for the 119 delegates of the Serie A, Serie B and Professional League clubs, valid for the issue of National Licenses. The course was held in Rome at the Sala Polifunzionale of the Prime Minister's Office during the FARE Conference. Representatives of UEFA, FARE and international institutions involved in the fight against racism gave talks at the course. The meeting was an opportunity for identifying the best practices to adopt as reference standards, and the strategies and projects to disseminate through football.

FARE ACTION WEEK 2012

Like every year, during the Action Week in October, the FARE network launched an important campaign to enhance awareness throughout Europe. The FARE Action Week seeks to bring fans and clubs all over the continent together to eliminate discrimination and improve public awareness of the problem of racism and exclusion through a series of initiatives and activities conducted in clubs. At the "FARE Action Week 2012", held on 16 - 31 October with UEFA support, over 1,000 activities were conducted in 43 European countries with the involvement of fans, clubs, ethnic minority groups, youth organisations and national associations. The 2012 edition recorded record figures, with over 1,000 events in 43 countries on and off the playing fields of Europe, and major European clubs supporting the campaign.

All 32 teams involved in the UEFA Champions League took part in the campaign "United Against Racism", reaching over 600,000 fans in stadiums and millions of live TV viewers. For the third week of the tournament phase of the UEFA Champions League and UEFA Europa League all clubs joined the

campaign. The message "Unite Against Racism" was announced on all pitches, with players coming onto the pitch as per the procedure recommended by UEFA, the reading of the message at the stadium and the showing on giant screens of the ad "No to racism".

ANTIRACIST WORLD CUP

The Antiracist World Cup started up in 1997 to counter racism while respecting multiple cultures and diversity. It is a non-competitive event made up of various sports, including football. Promoted and organised by UISP, the partner for Italy in the FARE (Football Against Racism in Europe) network. The aim of the initiative is to involve all cultural groups, from hardcore fans to minorities and immigrant communities. Besides sharing the message of integration and the aim of the initiative to counter racial discrimination, in 2012 the FIGC supported the Antiracist World Cup held on 3 - 7 July at Bosco Albergati (Modena) through



FIGHT AGAINST RACISM AND DISCRIMINATION

the granting of institutional patronage and payment of a contribution towards meeting organisational costs of the event. The event involved 200 7-a-side teams from over 25 countries and the organisation of football, basketball and volleyball tournaments.

COMMEMORATION OF THE SABRA AND SHATILA MASSACRE

Among the awareness events, on 25 September, to mark the 30th anniversary of the massacre in the Sabra and Shatila refugee camps in Lebanon, where between 16 and 18 September 1982 Lebanese Christian militia killed hundreds of people, the FIGC presented a commemorative plaque to UISP which was then presented in Lebanon during the inauguration of a Children's Centre at Shatila refugee camps to testify to the friendship and commitment of the former President of Italy, Sandro Pertini. After Italy's victory at the 1982 World Cup, after hearing about the massacre, the President of Italy travelled to Beirut and, in agreement with the FIGC, brought with him the trophy held up by the Italian team in Spain. A few months earlier the Palestinians had celebrated Italy's success, and President Pertini dedicated the Cup to the victims of the massacre.



DONATIONS AND CONTRIBUTIONS

The FIGC has always been concerned with social issues, and provides support to charitable organisations and activities undertaken locally through various types of contribution:

- Supply of sports materials
- Granting of institutional patronage
- Providing of donations to be used for charitable purposes

SUPPLY OF SPORTS MATERIALS

Requests for sports materials come from private parties, institutions and charitable bodies asking for FIGC support for the activities they organise. After examining requests and reaching relative decisions, the FIGC gives out the sports materials (balls, jerseys, tracksuits of the National Team) or promotional materials (pennants, cups and badges). In 2012 the FIGC gave materials to provide support for sports events, social initiatives, awareness activities and fundraising to support associations operating throughout the country, international organisations, awareness initiatives and development projects. In 2012 47 applications to supply sports equipment were accepted. The total value of the materials granted is approximately 31,000 Euro.

PATRONAGE

The FIGC grants institutional patronage to initiatives for which requests have come to the attention of the FIGC President, and after the necessary checks have been conducted.

In 2012 patronage was granted to 72 initiatives, including:

- 13 for sports initiatives
- 27 for social and awareness initiatives
- 32 for conferences, prizes and training courses

For the purposes of sustainability assessment, once institutional patronage has been granted, the FIGC contacts the beneficiaries of the patronage to request feedback on the project and details on the initiative undertaken.

GRANTS

The FIGC supports third party initiatives by providing donations managed through a solidarity fund with revenue from:

- fines levied, with limitations on the type of use
- resources of the FIGC that the FA President decides to assign for ethical, social and environmental causes
- resources from outside the Association with limitations set on the type of use

In 2012, the social initiatives fund paid out 1,166,583 Euro. The choice of allocating contributions and deciding on beneficiaries is made on the basis of the profile of the applicant and the initiative for which the contributions are to be used.

In 2012, the FIGC Social Initiatives Fund provided funding for scientific research and contributions to social and cultural initiatives and humanitarian emergencies.

CATEGORIES OF DONATION BENEFICIARIES

Category	Euro
Social initiatives	139,290
Humanitarian emergencies	935,374
Scientific research	91,919
Total	1,166,583

DONATIONS AND CONTRIBUTIONS

In economic terms, the main contributions provided in 2012 for humanitarian emergencies were those made to some municipalities in areas of Abruzzo hit by the 2009 earthquake, as a result of a project presented to UEFA by the FIGC in 2011 for the promotion of football through measures for facilities in the areas hit by the earthquake, as well as support to the Emilia area hit by the earthquake of May 2012 and to parts of Liguria hit by flooding in 2011. For more details on the beneficiaries of contributions, refer to the paragraphs “Emergency in Emilia Romagna” and “Emergency in Liguria” in Part Three. With regard to the category of scientific research, in addition to the activity conducted by the ALS (Amyotrophic Lateral Sclerosis) Medical and Scientific Committee of the FIGC, in 2012 the FIGC allocated almost all contributions to further scientific research into Amyotrophic Lateral Sclerosis, funding the project for further investigation and understanding of the pathological mechanisms underlying ALS, conducted by the Mario Negri Institute for Pharmacological Research, and contributing to projects for assistance and care of the ill and their families. Again with regard to scientific research to fight ALS, a contribution was made to the APASLA Onlus Foundation and ICOMM Onlus to fund projects by scientific researchers sent to the NIH/ NIA Laboratory of Neurogenetics to conduct studies on the pathological mechanisms underlying LAS. With regard to grants made by the FIGC for social initiatives, we can recall the contribution to the “B Solidale” Project promoted by the Lega Serie B for the creation of a new platform for social responsibility, support for “ASD Ex Calciatori Hellas Verona” for charitable and social solidarity projects (Enzo Bearzot Prize), a contribution to the “Marafiki Primary School Onlus” for the construction of a refectory at the orphanage school in Watamu, in Kenya, a contribution to AIFO Onlus for the funding of international health cooperation projects with particular reference to African countries and a contribution to ANLAIDS.



DONATIONS AND CONTRIBUTIONS

CHRISTMAS DONATIONS

The FIGC also provides a contribution to social initiatives during the Christmas festivities. For years, the traditional sending of season's greetings has been undertaken by purchasing greeting cards produced by charitable organisations. For Christmas celebrations in 2012, the FIGC supported 7 charitable organisations (AIL, AIRC, AMREF, Lega del Filo d'Oro, Save The Children, Telethon and UNICEF) with the purchase of 4,000 greeting cards at a total cost of Euro 6,332.

EMERGENCY IN EMILIA ROMAGNA

Showing how Italian football is constantly present locally, also in the construction of recreational and sports facilities for social aggregation, in 2012 the FIGC provided a contribution of 467,000 euro for the reconstruction and renovation of some sports facilities damaged in the earthquake that struck Emilia Romagna in May 2012. The sites identified were San Possidonio and Mirandola. In San Possidonio, the project, coordinated by the Province of Modena under the supervision of the FIGC, involved the rebuilding of the foundations, rebuilding and renovation of two prefabricated sports facilities which, after the emergency, hosted parish and religious activities, summer centres for children and various events. The multipurpose gym will be built near the complex for primary, junior

and "middle" schools and in school hours will serve approximately 260 pupils. It may also be used for non-school activities in the afternoon and evening for local sports clubs from the town and nearby towns. The second intervention will be the refurbishing and renovation of the Mirandola recreation centre.

EMERGENCY IN LIGURIA

Following the floods affecting various parts of Liguria in November 2011, the National Team played a friendly match against the United States on 29 February 2012 at the Luigi Ferraris Stadium to benefit families hit by the event. To show its solidarity and support for the entire area, in addition to the revenue from the match, the FIGC made a solidarity contribution of Euro 300,000 to the families of flood victims.

FIGC-PUMA ACTIVITIES IN MEDOLLA

As part of promotion and solidarity initiatives involving Puma and FIGC, we can mention the project "90 Minutes of Azzurri" relating to the launch of the new jersey for the National Team. Every time someone watched the video disseminated on the YouTube channel funds were raised for the fund set up by the National Amateur League which, through the Emilia Romagna Regional Committee, drew up the map of facilities to restore after the May 2012 earthquake in Emilia.

NATIONAL TEAM'S COMMITMENT

VISIT TO AUSCHWITZ AND BIRKENAU

During the European Championship in Poland and Ukraine, in order to express its commitment against any form of racial discrimination and recall the atrocities committed, the National Team visited the Nazi death camps of Auschwitz and Birkenau on 6 June. After the visit to the concentration camp museum, the coach, players and officials remained in silence for some minutes in front of the wall where executions were performed. The Italian National Team laid a tricolour wreath in memory of the victims of the racial extermination, also as a way of stressing the importance of remembering the crimes committed. At the visit to Birkenau, some survivors told their story to the delegation.



THE NATIONAL TEAM IN LIGURIA

Following the floods affecting various parts of Liguria in November 2011, the national team played a friendly match with the United States on 29 February 2012 at the Luigi Ferraris Stadium, to benefit the families hit by the event, thus respecting the commitment to play a friendly match to show its solidarity and support for the area.

On the occasion of the match, the FIGC made a solidarity contribution of Euro 300,000 to the families of flood victims.



NATIONAL TEAM'S COMMITMENT

TRAINING IN MEDOLLA

To confirm the Association's commitment to solidarity to people hit by the earthquake in Emilia Romagna in May 2012, on the occasion of the Italy-Malta match played in Modena on 11 September, on 9 September the National Team held a training session open to the public at the Medolla ground near Modena, one of the towns most seriously hit by the earthquake.

For this occasion temporary stands were set up to increase the capacity of the previous structure to about 2,200 seats. The young people from football schools taking part in activities organised by the Vivo Azzurro programme were given about 500 invitations to use one of the stands installed for the occasion.



YOUTH AWARENESS

In order to enhance awareness among young people and adults on topics regarding integration and the social and education aspects related to the values of football, the FIGC develops and implements programmes and activities throughout the country, thanks to the commitment and mobilisation of its Youth and School Sector

SOCIAL AND EDUCATIONAL PROJECTS

As part of activities conducted locally in the various regions, the pilot projects developed by the Emilia Romagna and Toscana regions are especially significant. The former has promoted a social and educational project to provide support to the communities affected by the earthquake, and the latter has implemented the “Mettiamoci in gioco” project. This project, after intensive feedback analysis and development of the previous project called “Oggi Arbitra Mio Papà!”, involved families, children, officials and instructors from Football Schools, leading to a publication designed for all actors in the movement.

PROJECTS IN YOUTH DETENTION CENTRES

Among the projects promoted by the Youth and School Sector (SGS), particular interest has been triggered by activities conducted in Youth Detention Centres. With the motto “Nobody is excluded” the SGS has developed and started up a project aimed at young people residing in the centres. The project, started in the year 2000 in the Le Vallette Prison in Torino, has enjoyed the collaboration of various associations as well as Alfredo Trentalange, former international referee. The initiative enabled residents to attend lessons on the rules of play and to participate in a local tournament involving high schools and the youth teams of local clubs. Various projects are now under way at a number of Youth Detention Centres:

- Santa Bona Detention Centre for Minors (Treviso) with the involvement of

approximately 40 youths, mainly from foreign countries

- Ferrante Aporti Detention Centre for Minors (Torino), with the involvement of approximately 100 youths and the participation of a women’s group
- Nisida Detention Centre for Minors (Napoli) with the involvement every year of approximately 30 young residents
- Four centres in Sicilia (Bicocca, Acireale, Caltanissetta and Palermo) with the participation of over 150 young residents every year
- Potenza Prison, with the organisation of various types of activities: football, football tournaments with the participation of other local clubs, information courses
- Sollicciano Centre (Firenze) where, as a follow-up to the visit of the Italian national football team, a course was conducted for about 25 Instructors for the CONI-FIGC Football School
- Prato Centre, with the organisation of a course for referees and with the planning of a course for Football School Instructors for Prison Police Officers
- Casal del Marmo Youth Detention Centre (Roma), with the organisation of a course for CONI-FIGC Football School instructors
- Bari Youth Detention Centre, where the youngsters played and received information

In every venue young people were able to play football following training sessions with coaches and to meet sports physicians and psychologists in order to acquire information useful for their growth. Every year friendly matches are organised with the youth teams of clubs and high schools, as well as training initiatives to enable young people to become Football School Instructors or Referees. Besides activities in detention centres, the Federal Regional Committees of the Youth and School Sector provide assistance to young people leaving detention centres in order to favour their placement in clubs near their towns of residence. Further agreements are being reached to allow as many centres as possible to join the project.

YOUTH AWARENESS



FOOTBALL FOR ALL

- Training sessions
- Local tournaments
- Football Referee courses
- Football School Instructor courses
- Detention Centres connected with Local Youth Clubs
- Assistance after release from detention

THE GREEN CARD

In order to encourage more young members, the Youth Sector has worked continuously to provide information and promote the sharing of educational values with adults involved in youth training, especially instructors, officials and parents. In 2012, the Sector relaunched the “Green Card – Fair Play”, project in order to highlight young people who have excelled in matches in positive attitudes and ethically correct conduct. Under the initiative 50,000 green cards were distributed to all the Football Schools in Italy, creating reward opportunities for children who have been singled out for their particular acts of Fair Play.

The first person to get a Green Card from the President of the Youth and School Sector, Gianni Rivera, was the National Team coach Cesare Prandelli, after he was awarded the prize for Ethics in Sport in 2012.



YOUTH AWARENESS



CHILDRENS' CHARTER OF RIGHTS

The Charter of Rights, drawn up in accordance with the UN “Charter of Rights of Young People to Sport”, is based on the principles of equality, impartiality, continuity, participation, the right to information, efficiency and effectiveness, and is aimed at parents, sports and school officials, teachers, sports educators and athletes. This document is an instrument to get to know the world of youth football, so that adults, parents, supporting staff and officials can understand the special educational role they play in providing training for good sports players, and above all excellent citizens. Every Football School is required to disseminate and distribute the Charter to all parents. The Children’s Charter of Rights can be downloaded free via the link http://www.figc.it/altri/Carta_diritti_bambini_vs_20_3_2012.pdf

FIGC-MECS PROJECT

With regard to activities related to the promotion of the values of football and ethics, 2012 also saw the collaboration between the FIGC and the MECS (Movement for Ethics and Culture in Sport).

The project, developed in schools all over Italy throughout the school year, involved the implementation of the Eticamps projects, the National Sports Ethics Festival, Sports Culture Day and Workshops on sports ethics.

LEGACY

As part of the gradual development of the FIGC legacy as a way of highlighting its role for society and aggregation, the FIGC has continued the activities already started up in 2011. These initiatives cover a wide area and aim to involve the various local areas and promote football as a vehicle for the dissemination of the values of sport. The medium- and long-term activities in the social and cultural spheres are important in this respect.

SUSTAINABILITY REPORT

In 2012, the FIGC drafted and published its first Sustainability Report. The project has been conducted in collaboration with PricewaterhouseCoopers, using the funding provided by the UEFA HatTrick programme. It was started because the FIGC wanted to adopt a reporting tool suited to responding to the need to provide information to its public. It is the concrete expression of the commitments and the path followed in the area of social responsibility. The aim of the Sustainability Report is to provide internal and external



stakeholders with a picture of the situation that is as faithful, accurate and transparent as possible, in order to monitor and share not only the economic performance contained in the annual financial statements, but also the social and environmental performance, so that decision-making processes can be oriented. There is no legal obligation to draw up the Sustainability Report. Through an analysis of the parameters examined, we can make an overall evaluation, objective and measurable. The criteria used are international and standardised, thus allowing for comparability. The Report is issued annually according to preset parameters. By drafting a Sustainability Report, the FIGC will be able to measure the impact it has through an objective document providing a picture of the activities performed. It shows that although the Association pursues its own goals, it can provide a contribution to improving the quality of life in the society in which it operates. The project, an important achievement for the FIGC, is the result of the collaboration between 32 offices and bodies of the FIGC, with the work lasting over 10 months. The presentation of the FIGC

LEGACY

Sustainability Report was held on 25 October 2012 at the Sala Polifunzionale of the Prime Minister's Office, with the participation of CONI President Gianni Petrucci, representatives of FIFA and UEFA and major football figures.

CSR STRATEGIC PLAN

Following the drafting of the FIGC Sustainability Report and the analysis of social activities conducted by the FIGC, the need emerged to endow the Association with a strategic plan for corporate social responsibility. The monitoring process that has followed the publication of the 2012 Sustainability Report has shown the need for the FIGC to have a CSR strategy in order to define a long-term plan and develop long-term projects with defined working plans. The CSR Strategic Plan will provide a model of transparency and represent the commitment by the FIGC with regard to social responsibility, providing a working tool to improve internal management processes, i.e. good governance, and to improve CSR activities on the basis of a defined programme, thus continuing the process started up when drafting the Sustainability Report. The CSR Strategic Plan will include short- and medium-term goals, plans for activities and monitoring systems. The CSR strategy will help in the management of the overall process in order to obtain better results from all the FIGC activities. As is already the case for the Sustainability Report, PricewaterhouseCoopers (PWC) will provide technical and methodological consultancy in its role as a partner.

CALCIO E-LIBRARY

One of the main cultural projects of the Association is the Calcio e-Library, developed in collaboration with the LUISS Guido Carli University, thanks in



part to the economic support of UEFA's under the HatTrick programme, which considers the Calcio e-library as a pilot project for the promotion of the culture of football. After

the refurbishment of the Library located at the Federal Technical Centre and the cataloguing of library material, starting in 2011, work continued on research and the filing of documents on the digital platform according to the planned categories. The digital catalogue contains 7,328 items covering books, dissertations, periodicals, encyclopaedias and dictionaries, videos, teaching material, Development Department and FIGC publications. Decimal classification was used, applying ten classes:

- *Reference*
- *Economics & Management*
- *Sociology*
- *Physical Activities*
- *Medicine*
- *Football*
- *Psychology*
- *Sport*
- *Sports Law*
- *Literature*

The library material can be consulted online at <http://biblioteca.figc.it>, via through the following websites:

- www.figc.it
- www.vivoazzurro.it
- www.settoretecnico.figc.it
- www.museodelcalcio.it

The documents identified on the digital web platform can be consulted at the following locations:

- The FA Library at the FIGC Technical Centre
- Library of the Fondazione Museo del Calcio
- FIGC Development Department in Rome

In order to further develop their activities and extend these resources on sport culture for teachers, students, researchers and operators in the sports sector, the FIGC has forged links with Italian academic institutions through the Library.

LEGACY

HALL OF FAME OF ITALIAN FOOTBALL



The “Hall of Fame of Italian Football”, an event set up in 2011 by the FIGC with the support of Fondazione Museo del Calcio, to remember the best known and most relevant personalities in the history of Italian football, was held for the second time in 2012. In order to decide on the winners of the 6 planned categories, the Association set up a Jury consisting of:

- the President of the Italian Sports Press Union (USSI)
- the Director of “Il Corriere dello Sport”
- the Director of “La Gazzetta dello Sport”
- the Director of “Guerin Sportivo”
- the Director of “Il Quotidiano Nazionale”
- the Head of Radio RAI sports services
- the Director of “Sky Sport”
- the Director of “Sport Mediaset”
- the Director of “Tuttosport”

During the award ceremony, held on 13 December 2012 at the Salone dei Cinquecento in Palazzo Vecchio, Firenze, before an audience of over 800 people, with live coverage by RAI Sport, the following officially entered the “Hall of Fame of Italian Football”:

- Paolo Maldini for the category “Italian Player”
- Marco Van Basten “Foreign Player”
- Giovanni Trapattoni “Italian Coach”
- Luigi Agnolin and Paolo Casarin in a tie for “Italian Referee”
- Giampiero Boniperti “Italian Executive”
- Dino Zoff “Italian Veteran”

The winners contributed to enriching the Football Museum with the donation of a memento, housed in a dedicated area of the Museum.



“ANTONIO GHIRELLI” NATIONAL FOOTBALL LITERATURE PRIZE



With regard to cultural activities, the FIGC, in collaboration with the Fondazione Museo del Calcio, launched the first edition of the National Football Literature Prize, named after Antonio Ghirelli and open to works relating to football. A total of 76 publications ran for the prize, divided into 4 categories: “Essays and Narrative”, “Economics and Management”, “Technical and Specialist Studies” and “Photography”. A jury set up by the FIGC and chaired by Paolo Garimberti decided that the following works deserved an award:

- “I diavoli di Zonderwater”, by Carlo Annese, for the category “Essays and Narrative”
- “Team leadership”, by Paolo Guenzi and Dino Ruta, for the category

LEGACY

“Economics and Management”

- “Il calcio a misura dei ragazzi”, by Horst Wein, for the category “Technical and Specialised Studies”
- Stefano Frantz, for the category “Photography”

At the end of the award ceremony, the announcement for the second edition was made, with a total of 77 works being submitted. The winners (“La Piramide Rovesciata” by Jonathan Wilson - category Essays and Narrative, “Il Pallone non entra mai per caso” by Ferran Soriano - category Economics and Management, “Le Lesioni Muscolari” by Gian Nicola Bisciotti - category Technical and Specialised Studies) were selected by a jury in the first half of 2013.

MUSEO DEL CALCIO FOUNDATION



The Museo del Calcio Foundation - Centre for the Historical and Cultural Documentation of Football, set up in 1995, is located at the FA Technical Centre in Coverciano, and is the place where the Association preserves the memory and history of the National Team, from the 1930s onwards.

The Museum is divided into the following areas:

- Hall of historical jersey
- Ball display
- Historical display
- Pennant room
- Photograph display
- Italian Football Hall of Fame
- 2006 World Cup display

The Museum collections consist of the following:

- 3,000 mementoes of various types
- 1,000 historic videos and films
- 48,000 digitalised historic photos



In 2012, thanks to promotional activities and agreements signed with Lega Serie A, Lega Serie B, Lega Pro, LND, AIAC, AIPAC, CSI, CONI Toscana, Federalberghi Toscana, Municipality of Firenze, Province of Firenze AIC, University of Firenze and ASI, about 9,000 visited the Museum, which was included in the “Firenze Card” for tourist attractions.

FEDERATION OF FOOTBALL MUSEUMS



Set up in 2011 during the “Museum Football Seminar”, the Federation of Football Museums has continued its activities for the promotion and sharing of plans in order to highlight the culture of football through history, memory and its mementoes, and to stimulate the creation and setting up of new museums dedicated to football.

Among the activities developed, as suggested by the FIGC, a promotional brochure was produced about the Federation of Football Museums, with its “supporter membership card” providing special benefits for holders visiting

LEGACY

affiliated museums. A website dedicated to the Federation was also started up: www.museidelcalcio.it.

In September 2012 the J-Museum, the Juventus FC Museum, joined the Federation of Football Museums.

The Federation of Football Museums now has the following members:

Fondazione Museo del Calcio



Museo del Grande Torino e della
Leggenda Granata



Museo Fiorentina



J-Museum



Museo della Storia del Genoa



Calcio Padova Museum



4

CAPITAL
MANAGEMENT





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HUMAN CAPITAL

Human capital management in the FIGC is entrusted to the Human Resource and Organisation Department (HR&O), established in 2008, when personnel first started to be transferred from CONI Servizi SpA to the FIGC under Article 30 of the 1st CCNL (Collective Labour Agreement) for non executive personnel of Coni Servizi SpA and National Sports Associations.

Indeed, starting from that year the number of FIGC's employees (37) has increased drastically as a result of contingent workers' agreements, new hires from labour market sources and, above all, the transfer of personnel from CONI Servizi SpA to the FIGC (89). HR&O supervises the management and administration processes of about 340 workers, including leased staff.

In 2012, the internalisation process of CONI Servizi resources pertaining to FIGC organisations was completed, thereby ensuring the maximum employment levels of the resources already operating across the territory.

With reference to mobbing and equal opportunities, agreement provisions require that a joint committee be established to deal with mobbing issues, such committee covering the whole CONI Servizi SpA and National Sports Associations sector and being further supported by reception desks, the appointment of personal advisors and the definition of codes of conduct. The aforesaid provisions also require that an Equal Opportunity Committee be set up for the purpose of ensuring equal promotion opportunities between women and men.

During 2012, no incidents requiring the aforesaid bodies to take action were reported.

PERSONNEL SELECTION AND BREAKDOWN

Human resource recruitment in FIGC is based on an internal procedure that follows different selection and recruitment processes depending on requirements. The needs arisen within the different organisations are assessed and authorised by the General Manager, together with the Human Resource Department.

The following selection processes are in place:

- Internal turnover
- Recruiting resources on the market
- Hiring resources under employment agreement and/or by entering staff leasing contracts and/or project-tied contracts

In the event of resources being recruited on the market or staff leasing/project contracts being executed, FIGC procedure requires specific applicant's assessment stages to be completed.

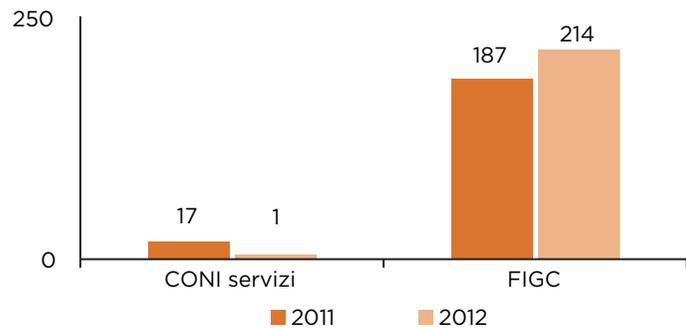
Human resources working for the FIGC comprise contractors and employees, totalling 337 staff members as at 31 December 2012, of whom 214 FIGC direct reports, 1 CONI Servizi SpA employee and 122 individuals consisting of leased staff and contractors.

CONTRACT CLASSES OF FIGC AND CONI SERVIZI EMPLOYEES

	CONI SERVIZI 2011 AT FIGC & Leagues	CONI SERVIZI 2012 AT FIGC & Leagues	CONI SERVIZI Change	FIGC 2011	FIGC 2012	FIGC Change	Total Change
Executives	0	0	0	5	5	0	0
Senior Managers	0	0	0	7	7	0	0
Managers	0	0	0	16	16	0	0
D Class	0	0	0	0	0	0	0
Skilled Workers	4	1	-3	27	35	8	5
White Collars	20	2	-18	116	131	15	-3
Operators	1	0	-1	16	20	4	3
TOTAL	25	3	-22	187	214	27	5

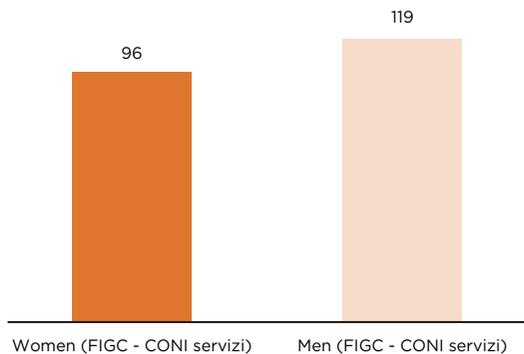
HUMAN CAPITAL

FIGC AND CONI SERVIZI EMPLOYEES

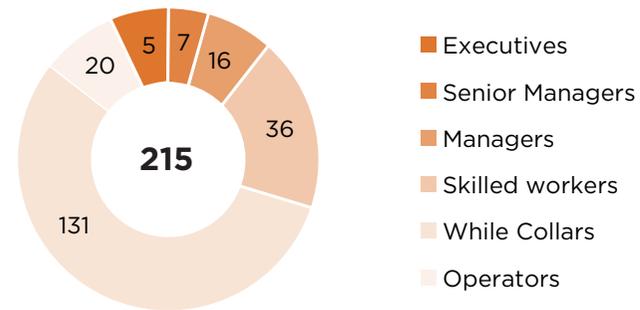


With regard to flexibility, 11 horizontal part-time and 1 vertical part-time contracts used by female employees are in place. With reference to gender breakdown (119 men and 96 women), emphasis is placed on the consistent distribution of senior positions between the two genders, making FIGC a gender discrimination free workplace.

ALLOCATION OF WORKFORCE BY GENDER IN 2012



BREAKDOWN BY EMPLOYEE CONTRACT CLASSES IN 2012



In 2012, the FIGC hired 12 employees and turned 7 fixed term contracts into permanent contracts.

HIRES AND CONTRACT CHANGES IN 2012

Type	Change	Hire
Permanent Contracts	7	8
Fixed Term Contracts	0	4
Transfers from CONI Servizi	0	19
Maternity Leave Substitutions	0	0
Total	7	31

In 2012, three internships were started following agreements entered into with some Italian Universities, the Province of Rome and Gruppo Sole 24ore.

HUMAN CAPITAL

GEOGRAPHICAL DISTRIBUTION

The geographical distribution of FIGC personnel reveals a concentration of FIGC workforce in the various offices located in Rome. Noteworthy is also the number of FIGC staff members working in the province of Firenze, where the FIGC Technical Centre is located (Coverciano). Below is the geographical distribution of FIGC workforce by province following the transfer of personnel from CONI Servizi SpA:

GEOGRAPHICAL DISTRIBUTION OF WORKFORCE BY PROVINCE	
Bari	3
Firenze	16
L'Aquila	1
Venezia	1
Napoli	2
Palermo	1
Potenza	1
Roma	189
Trieste	1
Total	215

TRAINING AND REFRESHER COURSES

Training activities organised up to 2010 related to projects implemented by CONI Servizi SpA. Starting from 2011, language training courses are held for senior management personnel, ad hoc training pertaining to privacy regulations and labour laws is delivered to HR&O personnel, and specialist courses are delivered to IT personnel. As part of the implementation of the new HR&O system, on-the-job training was also delivered to the personnel responsible for time card record management.

WELFARE

Internal welfare activities were carried out in compliance with CCLN provisions, according to which a number of subsidies and benefits, appropriately regulated and delivered through an assessment process, must be provided with respect to:

- School Expenses (from primary school up to University)
- Scholarships
- Organisation of summer camps and/or refund of sports activity expenses for employees' children
- Voluntary collective solidarity contribution in the event of death of a currently employed employee.

In 2012, contributions paid to employees' children for engaging in sports activities totalled Euro 14,000 approximately. Twenty-four employees benefited from this contribution. Employee benefits also include an employee's health insurance policy (CASPIE) - with costs covered by the FIGC - which may be extended to family members against payment of the relative premium by the employee concerned. Finally, in addition to the customary third party liability insurance policy, the FIGC has also taken out occupational and non occupational hazard insurance policy coverage for its own employees, as well as an all-inclusive policy covering personal vehicles used on official business. Moreover, employees are entitled to a pass granting them access to football matches. FIGC personnel may also use the services and engage in the activities offered by Nuovo CRAL CONI (Recreational and Welfare Centre for Workers), whose aim is the promotion and management of cultural, sporting, tourist and welfare activities conducted in the spirit of the Statute of Labourers (Act 300). The Centre is available to all the employees of the National Sports Associations.

HUMAN CAPITAL

In 2012, Nuovo CRAL CONI extended the following benefits to FIGC employees:

- Corporate agreements with banks, stores, parking facilities, tour operators, etc.
- Guided cultural tours throughout the year
- Recreational events in theatres, auditoriums and circuses
- Tennis, recreational fishing, football and swimming facilities.

OPERATIONAL IMPROVEMENT PROJECTS

In 2012, the FIGC defined and implemented several projects to streamline office operations so as to support and facilitate the tasks and roles covered by its employees. For example, by relying on the Information Systems efforts and enhancing internal skills and capabilities, the FIGC developed the Sports Justice Notice of Competitive Examination Management System. The project met the need for online classification and storage of applications submitted for the 2012 notice of competitive examination, making it possible to create summary and analytical reports ensuring a smoother requirement analysis and review. The implementation of this system allowed data pertaining to the applications submitted to be available and accessible, creating an online electronic archive, gradually eliminating paper records pertaining to the aforesaid notice, and building an information base that can be consulted as well as expanded through subsequent editions of such notice. System and network capabilities are additional areas of focus to which the Information System Department dedicated specific development projects in 2012, including endeavours such as designing, building and deploying the entire system and network infrastructure of FIGC new headquarters in Via Campania, where many offices of the Sports Justice Bodies and Italian Referees' Association were moved. With regard to the system setup, a new virtualised data centre was implemented, ensuring lower IT service-related costs, greater performance and leverage and flexibility of existing resources. In 2012, the Information Systems managed a total of 1,000 tickets across the Association's corporate network, encompassing approximately 400 hubs across Italy.

INTERNAL COMMUNICATIONS

Internal communications at all levels are guaranteed by email notifications sent to all department heads/contact persons, posting on FIGC intranet information deemed useful for FIGC employees. In addition, FIGC website (*www.figc.it*) ensures the broadest possible circulation of regulatory and institutional information. All employees have their own corporate email address, where strictly confidential information is sent (e.g. tax and social security status).

HEALTH AND SAFETY AT THE WORKPLACE

The Italian Football Association has always paid special attention to health and safety at the workplace, entrusting a specific Prevention and Protection Section (consisting of the Safety Officer, the Prevention and Protection Office Manager, a physician and an employees' representative) with the task of adopting measures aimed at ensuring observance of and compliance with regulatory provisions governing safety at the workplace. For the purpose of complying with the requirements under Act 81/2008 (formerly Act 626/96), in 2012 the Prevention and Protection Office conducted:

- 32 employee examinations
- half-yearly inspection visits at the Association's offices

No accidents occurred in 2012 (either while travelling or at the workplace).

PERSONAL INFORMATION PROTECTION AND IT SECURITY

Through its own Privacy Group, the FIGC governs personal information protection and data security issues. More specifically, it ensure that suitable technical measures are adopted to guarantee the required level of protection and security of the information being processed, consistent with the guidelines issued by the Authority for the Protection of Personal Information.

In 2012, the FIGC Departments updated the Security Policy Document and the "Privacy Terms and Conditions and Regulations for the Use of IT Tools",

HUMAN CAPITAL

distributing such document to all employees. The FIGC constantly informs users of computer workstations of the minimum criteria that need to be met with regard to the protection of the information being processed and IT security (e.g. mandatory change of login passwords, PC protection through password-enabled screensavers, etc.), handling the transmission of sensitive information with due care from a security perspective.

EMPLOYEES' BONUSES

In full compliance with meritocracy principles, the performance of FIGC non executive personnel is assessed through an evaluation process adopted in 2011. The Result Based Corporate Bonus is designed to encourage collective productivity and is intended to reward the greater commitment requested of employees to improve the quality of services. The resources allocated to this bonus are distributed entirely among all the employees bound by permanent and/or fixed term contracts. With reference in particular to the ratio of direct proportionality between salaries and the level of goals achieved, the individual allocation of the resources earmarked for the corporate bonus takes into consideration the following criteria:

- Number of days worked during the year
- Staff level coefficient
- Coefficient of merit, which takes account of the individual effort made in discharging the tasks assigned

The individual bonus is linked to merit and in particular to the commitment shown by each employee. In view of the selective nature of the bonus, all employees will be evaluated in order to be eligible to receive the bonus. The bonuses are allocated within the limit of one month's salary and according to the budgeted resources available.

Executive personnel are also evaluated through the Result Based Bonus, which will be granted consistent with applicable contract provisions.

EMPLOYMENT AND DIFFERENTLY ABLED PEOPLE

With a view to enhancing the skills and potential of differently abled employees to the fullest extent, the FIGC identifies and launches appropriate initiatives pursuant to the provisions of Act 68/1999, with special emphasis being placed on the elimination of architectural barriers and any instrumental and logistical requirements. In 2012, three employees belonging to protected and disabled categories were hired.

HUMAN CAPITAL

OTHER TYPES OF CONTRACT

Due to the particular nature of the roles and professional profiles connected with its organization, the FIGC also hires based on atypical working schemes. In addition to contracts entered with personnel, whether permanent or otherwise, contracts executed in 2012 chiefly pertained to (i) positions on the staff of the National Teams, (ii) roles within the technical bodies of the Italian Referees' Association, and (iii) the training of the Technical Department.

LABOUR RELATIONS

The FIGC entrusts 1st and 2nd level bargaining to a joint CONI Servizi SpA and National Sports Association delegation, while the definition of the operational methods and means for the application of contract provisions remains the FIGC's responsibility. The individuals empowered to engage in trade union relations are the CCNL signatories. In line with contract provisions, the FIGC provides information to the trade unions either directly or indirectly

regarding: plans for the development of health and safety at the workplace; employment trends and policies; social service improvement policies; plans and projects to ensure equal opportunities; hiring policies; overtime and in-house mobility policies. Consistent with the aforesaid contract provisions, CCNL signatory unions undertake to create unitary workplace union structures, confirming the bargaining role of corporate union delegations. As a result, the FIGC complies with the terms laid down by Act 300/1970, ensuring that union representatives are granted leaves of absence and union-related freedom and protection to the extent as required under the aforementioned Act. With the exclusion of football typical profiles such as coaches, instructors and individuals responsible for appointing referees, the percentage of FIGC employees covered by collective bargaining amounts to 90%.

HUMAN CAPITAL

IT SUPPORT

Information systems are responsible for providing information technology (IT) and telecommunication technical and management services for all of the Rome-based FIGC offices. More specifically, the IT Department manages the following areas:

- Management Information Systems, ensuring the development and maintenance of ERP software used in FIGC offices
- System and Network Services, managing server backup services, ensuring user access to LAN and printer resources, Internet and email services
- IT Support and Helpdesk, ensuring service levels of information systems through internal resources or service agreements with external partners
- Services for posting on the FIGC portal and FIGC-Vivo Azzurro App, ensuring administration of both the portal and the App as well as the publication of news, official reports, photos and videos. These ongoing updating operations are performed in real time seven days a week, including holidays and “out of hours”
- Intelligence Business, ensuring the creation of reports and statistics pertaining to football activity in Italy for internal use and for the publication of official data contained in the various publications of the FIGC and communications to external individuals
- Record Management, data storage management through full and incremental backup policies, ensuring prompt recovery of any information that may be lost due to HW or SW malfunction as well as multimedia photos or videos produced by third parties
- Privacy and Security, ensuring the adoption of suitable technical measures to guarantee the required level of information protection and security consistent with the guidelines issued by the Authority for the Protection of Personal Information
- Basic HW and SW, identifying the needs for hardware and software supplies, the development of software systems and roll-out and management of network services; ensuring maintenance of equipment and technical support, outlining the supply plan and defining the technical specifications to be submitted to the General Manager for approval. Services are at all times put out to competitive tender, with suppliers registered with the FIGC being invited to submit their bids pursuant to internal rules of procedure
- Mobility IT and Telecommunication Services, seeing to the implementation of the technological infrastructure and services required in locations outside FIGC offices, where the personnel are required to discharge their duties over extended period of times

The following activities were carried out in 2012 as part of the “GREEN Project - Less Paper”:

- Development of the Sports Justice Notice of Competitive Examination to classify and store online the applications submitted for the 2012 Notice of Competitive Examination, ensuring the creation of summary and analytical reports for a smoother analysis and review of the requirements

- Development of the FIGC Attorney’s Office Management System with a view to computerising the Attorney’s Office operating workflow, thereby ensuring the gradual elimination of paper records, the creation of a digital archive and a tickler file with reminder capabilities for the activities to be completed by each user, and work process automation
- Development of the Association’s Medical Archive Portal for a centralised and structured management of the data collected during the activities conducted by the FIGC Medical Commission. The system allows a medical record to be created for the collection and storage of all medical sheets completed during the examinations, ensuring entry, search, consultation and extraction of centrally gathered data through a secure web-based access
- SGS system for CONI/FIGC courses, for the online publication of courses leading to technical certifications and the collection of entry applications as well as administrative data relating to participation fees

In 2012, the following additional projects were developed:

- AREAS system for the management of HR&O activities. The project, still underway, is designed to (i) centralise and standardise personal records, (ii) gradually eliminate the employee/contractor paper-based dossier, (iii) automate the operating workflow for authorised/excused absences, and (iv) create reports and statistics automatically

All projects were completed internally, except for the Attorney’s Office Management System and the AREAS System, which were outsourced pursuant to a competitive tender process. The Information System Department tracks progress, makes sure that specifications are implemented and checks compliance of output with the requirements stated. On the occasion of the 2012 European Championship, the Information Systems assisted with the planning and development of the FIGC-Vivo Azzurro App, available on AppStore.

Information Systems also managed the (i) procurement (47 PCs and 21 printers in 2012) and maintenance of software and hardware systems in FIGC offices and the required technical support (more than 1200 support tickets during the year, (ii) posting of contents on the FIGC portal as well as on the FIGC-Vivo Azzurro App, and (iii) extraction of data complete with the creation of statistical reports. Documents pertaining to privacy and security were updated from an IT perspective, while Mobility IT and Telecommunication Services were implemented (on the occasion of Euro 2012 and the match-fixing investigation).

Information Systems also deployed the required network system infrastructure following the opening of the new FIGC headquarters located in Via Campania, Roma.

FINANCIAL CAPITAL

SUMMARY BALANCE SHEET			
Items	2012 Balance Sheet	2011 Balance Sheet	Delta
Intangible Fixed Assets	663	759	-96
Tangible Fixed Assets	1,029	866	164
Long-term Financial Assets	32,622	32,622	0
Total Fixed Assets	34,314	34,247	67
Receivables	37,046	51,363	-14,317
Cash and other Liquid Assets	55,785	50,882	4,903
Current Assets	92,831	102,246	-9,415
Accrued Income and Pre-paid Expenses	3,206	3,963	-756
TOTAL ASSETS	130,352	140,456	-10,104
Equity	33,002	32,684	317
Provisions for Contingent Liabilities	24,205	28,326	-4,121
Bounded Funds	571	940	-369
Employees' Leaving Indemnity	2,191	1,762	429
Payables	59,403	64,615	-5,212
Accrued Liabilities and Deferred Income	10,980	12,128	-1,149
TOTAL LIABILITIES	130,352	140,456	-10,104

SUMMARY PROFIT AND LOSS ACCOUNTS			
Items	2012 Balance Sheet	2011 Balance Sheet	Delta
Contributions, membership fees, Revenues	181,286	181,346	-60
Operating Revenues	181,286	181,346	-60
Olympic Training/ National Teams	74,747	64,978	9,769
Match Officials	43,923	43,588	335
Organisation of International Sports Events	195	2,077	-1,882
Organisation of National Sports Events (excl. National Teams)	3,406	2,096	1,310
International Bodies	0	2	-2
Training, Research and Documentation	5,495	4,789	707
Sports Promotion	5,062	5,241	-179
Sports Activity Related Transfers	4,779	5,556	-777
Sports Facility Management	125	112	13
Direct Costs	137,733	128,438	9,294
Labour Costs	14,092	12,983	1,109
Overheads	19,136	19,333	-197
Indirect Costs	33,228	32,316	912
Depreciation and Amortisation	8,661	16,052	7,391
Operating Costs	179,621	176,806	2,815
Extraordinary Financial Income / Charges	1,177	490	
Pre-tax Result	2,841	5,030	
Taxes and Dues	2,524	2,028	
Net Income	317	3,001	

Figures shown in €'000s

FINANCIAL CAPITAL

FIGC's operational focus during 2012 consisted chiefly of efforts made to deliver on the commitments towards all of the Association's Bodies despite a drop in ordinary resources provided by CONI, which decreased by approximately Euro 16m compared to 2011. The economic and financial situation the Country is facing unquestionably calls for an increasingly closer monitoring of expenditures, consistent with the guidelines issued by CONI. The Association's leadership continues to be determined to improve the Association's financial and economic situation, while being fully aware that lower resources available inevitably require an analysis to be conducted in order to seek alternative solutions that may continue to guarantee a high level of service for all of the Association's Bodies.

With regard to restatement schedules of the Profit and Loss Account, it should be stressed that the FIGC is a non profit organisation and, as such, its operations are not profit-oriented but aim at an effective and efficient management of resources.

As a result, added value cannot be calculated as in the case of "for profit" organisations that provide services or sell products on the market. Instead, it lies in the ability to reach a balance between revenue sources and costs to be incurred for the attainment of the Association's purpose.

OPERATING REVENUES BY CATEGORY		
Items	Figures shown in €'000s	
	2012	2011
CONI Contributions	68,353	83,636
Membership Fees	24,069	24,323
Revenues from International Events	46,654	40,286
Contributions from State, Regional and Local Authorities	2	3
Revenues from Advertising and Sponsorships	38,818	29,879
Other Revenues	3,389	3,220
Operating Revenues	181,286	181,346

Below is a detailed breakdown of cost items:

- "Labour Costs" comprise: wages and salaries, severance indemnity, unused holidays, health and industrial accident insurance coverage, overtime, refund of expenses
- "Commercial Suppliers" include: entertainment expenses, travelling, healthcare and service costs, TV rights, insurance premiums
- "Third Parties for FIGC Bodies and Committees" account for: Committee's operating costs, antidoping tests
- "Third Parties for technical/sports services" comprise: miscellaneous bonuses (e.g. ranking, sponsor participations, etc.), staff compensation and refunds
- "Third Parties for Football System" comprise: relations with research institutions/centres and museums, contributions to Sports Associations, AIA, LND
- "State, Local Authorities, Institutions" refer to fiscal and social contributions paid by the FIGC.

COSTS INCURRED BY AREA

Items	Figures shown in €'000s	
	2012	2011
Labour Costs	9,899	9,936
Commercial Suppliers	42,328	48,827
Third Parties for FIGC Bodies and Committees	4,989	5,491
Third Parties for technical/sports services	89,474	90,486
Third Parties for Football System	9,373	6,899
State, Local Authorities, Institutions ¹	6,343	4,938
Association ²	19,053	11,781
International Sports Bodies	377	336
TOTAL	181,836	178,696

¹ "State, Local Authorities, Institutions" refer to fiscal and social contributions paid by the FIGC

² "Association" comprises amortisations and all provisions allocated by the FIGC, including net profit

FINANCIAL CAPITAL

- "Association" comprises amortisations and all provisions allocated by the FIGC, including net profit
- "International Sports Bodies" include all rights, fees and fines paid to FIFA/UEFA.

SUPPLIER POLICIES

The FIGC selects its suppliers based on the quality of the goods and services offered. In order to be eligible for the award of a supply contract, suppliers must first be included in an appropriate list, subject to prior approval by the Contractors' Assessment Committee appointed by the FIGC President. The list is sorted in categories of goods and services and includes companies that meet financial soundness, entrepreneurship and quality requirements and whose application has been approved by Commission. While geographical location does not represent a discriminatory criterion in the supplier selection process, geographical proximity does reflect efficiency in respect of most of the goods and services purchased by the FIGC. The value of supplies from companies based in the Latium Region totalled Euro 5,800,095 in 2012. This figure refers to Financial Performance Indicators contained in the GRI Reference Standards (policies, practices and percentage of expenditure focused on local suppliers) and underscores FIGC's significant impact on the territory surrounding its headquarters.

DONATIONS AND CONTRIBUTIONS

Traditionally sensitive to social issues, the FIGC provides support to charitable organizations and locally organised activities by granting its institutional support, supplying sports goods and material and granting donations intended for beneficial purposes. For a thorough review of the endeavours undertaken in this respect reference should be made to Part Three (Social Responsibility).



REAL ASSETS AND ENVIRONMENTAL POLICIES

PROPERTY MANAGEMENT AND ENERGY EFFICIENCY

Property management is entrusted to Federcalcio Srl, a wholly owned subsidiary of the FIGC, whose business is chiefly focused on the purchase and management of properties considered as instrumental in carrying out the Association's activities.

Federcalcio Srl has likewise developed a service provision activity for its sole partner. As part of the FIGC property management activity, over the years Federcalcio Srl has shown to be highly aware of environmental issues, adopting a sustainability-driven policy. With a view to improving property management effectiveness, in 2012 all the offices distributed in rented premises were gathered in one single building located in Via Campania. This not only resulted in a purely financial cost reduction, but also made it possible to rationalise spaces and exploit the necessary resources to run such spaces. The building was totally renovated using such material and solutions as to reduce energy requirements to a minimum. More specifically, thermal energy is now produced through a heat pump system that has replaced the old gas boiler. Production is regulated by a centralised computer-aided system that allows minimum/maximum temperature to be set inside each single room, as well as automatic system start-up and shutdown. All newly installed systems are fitted with inverter technology, which allows energy consumption to be reduced considerably while curbing CO2 air emissions and pollution. Moreover, to reduce power consumption fluorescent low-consumption and, where possible, LED bulbs were used, and an automatic ON/OFF lighting system in toilet areas was installed. Structural work also included the installation of frames fitted with UNI EN 1279 certified glass panes, except for those subject to special planning control, ensuring compliance with the required safety standards while minimising heat dissipation. Similar work is underway in the building located in Via Po, where the same construction criteria are being followed, with a further enhancement of a home automation system to control lighting inside all rooms. With regard to the Training Centre in Coverciano, the construction of a new well complete with storage tanks will allow sports fields and green

areas to be watered without having to rely on drinking water, curbing both costs and consumption. Federcalcio Srl is also evaluating an electrical mobility project to meet the travelling needs of personnel moving within the Training Centre in Coverciano and between the different offices in Rome. The scheme is designed to improve the quality of the services delivered by Federcalcio Srl, with a significant positive environmental impact. This will also allow Mobility Management core values to be communicated outside, thereby boosting the corporate image. Consistent with actions undertaken in previous years, the company adopted eco-friendly policies also in respect of the membership card printing service, using gogreen expendable materials. Driven by its focus on environmental issues, Federcalcio Srl is evaluating an electrical mobility project to meet the travelling needs of personnel moving within the Training Centre in Coverciano and between the different offices in Rome for the purpose of improving the people's quality of life and environmental impact while moving

Energy Efficiency Improvement at Coverciano Training Centre

In 2012, Federcalcio Srl launched an energy enhancement project designed for Coverciano Training Centre services and facilities, which is expected to result in significant lower energy consumption and, consequently, lower related environmental impacts. The scheme is underway and following the feasibility study stage it has recently moved to the monitoring stage, the purpose being to identify criticalities on which to act through ad hoc investment programmes. This will lead to consumption rationalisation and a reduction in polluting emissions.

In particular, the study estimated: annual energy consumption savings of 6%, a drop in annual facility maintenance costs in the region of 15%, and a 33,068 kg reduction in CO2 emissions. The second stage of the project contemplates the implementation of a lighting and air-conditioning control automation system. The FIGC also plans to extend the scope of the project to its Roma offices.



REAL ASSETS AND ENVIRONMENTAL POLICIES

around the area surrounding the company (e.g. when delivering the mail). This will also allow Mobility Management core values to be communicated outside, thereby boosting the corporate image. With regard to the printing of membership cards, in line with actions undertaken in the previous year, Federcalcio Srl contacted manufacturers of green expendable materials. Starting from this year, the use of eco-friendly toner cartridges is also being tested as they allow special waste to be reduced, with the cartridges being collected directly by the supplier and then refilled.

ENVIRONMENTAL IMPACT MANAGEMENT

With a view to reducing the environmental impact produced by its operations, the FIGC adopted measures for waste management and business trips. With regard to waste management (paper-based and other non hazardous items), the initiatives undertaken in 2012 were aimed at reducing the consumption of material, such as paper, and, through internal communication campaigns, increasing personnel awareness with respect to waste sorting. In addition, in order to further minimise indirect impacts arising from business trips of its own employees, the FIGC Travel Department is also adopting policies aimed at reducing CO2 emissions.

ENVIRONMENT PROTECTION AWARENESS PROJECTS

In 2012, the FIGC defined and launched specific environment protection awareness projects. Thanks to the support afforded by the Information Systems, the “Green Project - Less Paper”, still underway, has produced a number of activities aimed at reducing paper use. The project involved many Association Offices and culminated in the deployment of the following information systems:

- FIGC Attorney’s Office Management System with a view to computerising the Attorney’s Office operating workflow, thereby ensuring the gradual elimination of paper records, the creation of a digital archive and a tickler file with reminder capabilities for the activities to be completed by each user, as well as work process automation by designing automatic processes for the activation of functions and/or activities arising from identified events;
- FIGC Medical Archive Portal to be used by the Medical Committee, ensuring a centralised and structured management of the data collected during the Committee activities with Club Italia teams. The system allows a medical record to be created for the collection and storage of all medical sheets completed during examinations, ensuring entry, search, consultation and extraction of centrally gathered data through a secure web-based access.
- SGS system for CONI/FIGC courses, for the online publication of courses leading to technical certifications and the collection of entry applications as well as administrative data relating to participation fees.
- AREAS system for the management of HR&O activities related to the personal records of employees and contractors, contract job levels and relationships, time card record management, etc. The project allowed several goals to be reached, such as centralisation and standardisation of personal records, automation of the operating workflow for authorised/excused absences, gradual elimination of the employee/contractor paper-based dossier, automatic creation of reports and statistics regarding employees and their organisation.

5

MAIN EVENTS
2013





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    ITALIA  SAN MARINO    



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PART FIVE - MAIN EVENTS 2013

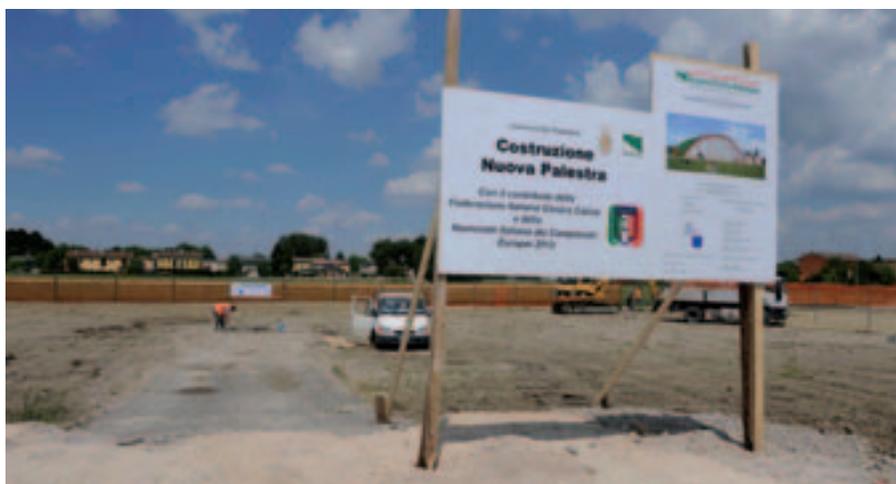
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MAIN EVENTS 2013

In 2013 too, reflecting the institutional role of the FIGC and the opportunities for conveying positive messages and disseminating values through football, numerous socially-oriented initiatives were conducted. There follows a brief summary of what has been done, updated to the date of publication of this Sustainability Report. More details on the activities undertaken will be provided in the 2014 edition of the Sustainability Report.

MANGANELLI SCHOLARSHIP

In conjunction with the Ministry of the Interior, in 2013 the FIGC set up a scholarship to honour the memory of former Chief of Police Antonio Manganelli, who passed away on 20 March 2013. The award is dedicated to this important official of the State Police, holder of the Gold Medal for Civilian Valour, and who during his career was known for his commitment and enthusiasm in providing the world of sport with both security and respect for the rules, and in favouring a climate of correct participation in every event. Set up in March, the scholarship is provided for people involved in the area of security in sports.



PROJECT IN SAN POSSIDONIO

After the earthquake that struck Emilia Romagna in 2012, the FIGC decided to make a contribution for local reconstruction projects, in particular to build a new sports facility in San Possidonio (Modena). The stone-laying ceremony was held in May 2013 for the project undertaken with FIGC funds, and with the contribution of the National Team players who took part in the 2012 European Championship 2012.

MAIN EVENTS 2013

FUNDRAISING FOR HAITI

A few days before its debut in the Confederations Cup held in Brazil, the Italian National Team undertook an initiative for Haiti. During the friendly match between the Italian side and the Haitian National Team on 11 June 2013 in Rio de Janeiro, the FIGC earmarked the game's takings and the entire amount raised through mobile text messages to 12 humanitarian organisations active in reconstruction projects in Haiti, still in a state of serious emergency after the violent earthquake that struck the country in 2010.

INITIATIVES AGAINST RACISM

During the Italy-San Marino match held in Bologna on 31 May 2013, the FIGC launched an awareness campaign called "Mai Più Razzismo" (No More Racism). These activities, in collaboration with the UNAR (National Office against Racial Discrimination), involved the distribution of 30,000 red cards at the Dall'Ara Stadium in Bologna, symbolising the expulsion of racism from society. The choreography arranged with the public was supported by the dissemination of an FIGC institutional video to promote the fight against racism, a banner on the pitch with the slogan No More Racism, the reading of an anti-racist message by the captains of the two teams, press releases and messages on the YouTube and Vivo Azzurro channel. The match was also attended by the Minister for Integration, Cécile Kyenge, the first non-Italian to be minister in the Republic of Italy. She met the National Team to reaffirm the commitment of the world of football in the fight against racism. A meeting also took place on the day before the match between Italy and the Czech Republic held in Turin on 10 September 2013, when the Minister again met some players and Team Coach Prandelli.



MAIN EVENTS 2013

MOROSINI SCHOLARSHIP

In July 2013 the FIGC announced a scholarship named after the Livorno team player Piermario Morosini, who died of a heart attack on the pitch in Pescara on 14 April 2012 during a Serie B Championship match. The scholarship is given to young researchers involved in scientific projects on the topic of “Primary and secondary prevention of sudden death on the field of play”.

TRAINING AT QUARTO

During the Italia-Armenia match, a 2014 World Cup qualifying match, played in Napoli on 15 October, a training session by the National Team took place in an area with serious crime-related problems to reaffirm the commitment to law and order. The place chosen was Quarto (Napoli), the town that has become the symbol of the fight by sport to respect the law after the local team was wrested from the control of local bosses in 2011 and put into the hands of an association campaigning against criminal rackets.

MEETING WITH THE POPE

During the friendly match between Italy and Argentina, held in Rome on 14 August 2013 and dedicated to the first South American Pope in history, elected on 13 March 2013, an FIGC delegation consisting of players, support staff and officials, was received in the papal audience by Pope Francis I together with the Argentine delegation. The Pope stressed the importance of football as a model of social responsibility on and off the pitch, and its commitment to disseminate ethical values and conduct so that the game does not lose its sporting character.





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GRI CONTENT INDEX

The 2013 Sustainability Report has been drafted in accordance with the Sustainability Reporting Guidelines version 3.1, prepared by Global Reporting Initiative (GRI).

The purpose of the table below is to link indicators and qualitative information with the financial statements and the paragraphs in which they are reported. The level of application adopted, level C, was chosen with full awareness that the process embarked upon permits and requires the development of initiatives for ongoing improvement of benchmark indicators.

Application Level C

REFERENCE STANDARD PART I: profile

1. Strategy and Analysis

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non-inclusion	Comment
1.1	Statement from the most senior decision maker of the organisation.	In full	Letter by the President		

2. Organizational Profile

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non-inclusion	Comment
2.1	Name of organisation.	In full	Identity and mission		
2.2	Primary trademarks, products and/or services.	In full	Identity and mission		
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries and joint-ventures.	In full	Identity and mission Organisation and governance		
2.4	Location of organisation headquarters	In full	Identity and mission		
2.5	Number of countries where the organisation operates, and names of countries where the organisation undertakes most of its operations or that are specifically relevant to the sustainability issues covered in the report.	In full	Identity and mission		
2.6	Nature of ownership and legal form.	In full	Identity and mission Organisation and governance		
2.7	Markets served (including geographic breakdown, types of consumers/beneficiaries).	In full	The FIGC in figures; Analysis of Stakeholders		

GRI CONTENT INDEX

2.8	Scale of the reporting organisation.	In full	The FIGC in figures
2.9	Significant changes in the reporting period- on size, structure or ownership	In full	No significant changes in 2012
2.10	Awards received in the reporting period	In full	No awards received in 2012

3. Report parameters

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non-inclusion	Comment
3.1	Reporting period (e.g. fiscal/calendar year) of information provided	In full	Note on methodology		
3.2	Date of most recent previous report	In full	Note on methodology		
3.3	Reporting cycle (annual, biennale, etc.)	In full	Note on methodology		
3.4	Contact point for questions regarding the report	In full	Note on methodology		
3.5	Report contents definition process	In full	Note on methodology		
3.6	Boundary of the report (example: countries, divisions, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance	In full	Note on methodology		
3.7	State any specific limitations on the scope or boundary of the report	In full	Note on methodology		
3.8	Basis for reporting joint ventures, subsidiaries, leased facilities, outsourced activities and other entities that can significantly affect comparability from period to period and/or between organisations	In full	Note on methodology		
3.10	Explanation of the effects of any re-statements or information provided in previous reports and the reasons For such re statement (e.g. mergers/acquisitions, change of base year/periods, nature of business, measurement methods)	In full	No re-statement of information provided in earlier reports		
3.11	Significant changes from previous reporting period	In full	No significant changes		

GRI CONTENT INDEX

3.12 Table identifying the location of the Standard Disclosures In the report. In full GRI content index

4. Governance, commitments, engagement of stakeholders

Profile Disclosure	Description	Reported	Reference/direct response	Reasons for non-inclusion	Comment
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisation control.	In full	Organisation and governance		
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	In full	Organisation and governance		
4.3	For organisations that have a unitary board structure of the governance body, indicate the number of independent and/or non executive members.	In full	This profile element is not applicable to the FIGC organisational structure		
4.4	Mechanisms for internal stakeholders (e.g. members) shareholders and employees to provide recommendations or directives to the highest governance body.	In full	Organisation e governance		
4.14	List of stakeholder groups engaged by the organisation	In full	Map of stakeholders		
4.15	Principles for identification and selection of stakeholders with who to engage.	In full	Analysis of stakeholders		

REFERENCE STANDARDS PART III: Performance Indicators

Economic Performance Indicators

Performance Indicator	Description	Reported	Reference/direct response
Economic performance			
EC1	Economic value directly generated and distributed, including revenues, operating costs, remuneration of employees, donations and other investments in the community, retained profits, payments to funders and the public administration.	In full	The economic capital
EC4	Significant funding received from the public administration.	In full	The economic capital
Presence on the market			
EC6	Policies, practices and percentage of expenditure concentrated on local suppliers in relation to the most significant operating branches.	In full	Policies on suppliers
EC7	Procedures for hiring persons resident where most of the activity takes place and percentage of senior managers hired from the local community.	In full	Human capital

Environmental Performance Indicators

Performance Indicator	Description	Reported	Reference/direct response
Energy			
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	In full	Real estate capital and environmental policies
Compliance			
EN28	Monetary value of significant fines and number of non monetary sanctions applied for failure to respect the regulations and laws regarding the environment.	In full	In 2012 no fines or sanctions were received for environmental violations

GRI CONTENT INDEX

Social performance indicators: labour practices and indicators of adequate working conditions

Performance Indicator	Description	Reported	Reference/direct response
Occupation			
LA1	Total number of employees, by types, type of contract and geographic breakdown.	In full	Human capital
LA2	Total number of staff and turnover rate, with breakdown by age, gender and geographical area.	In part	Human capital
LA3	Benefits provided for full time workers but not for part-time and limited term contract workers, with breakdown by main activity locations.	In full	Human capital
Work/relations industrial			
LA4	Percentage of employees covered by collective bargaining contracts.	In full	Human capital
Health and safety at the workplace			
LA7	Rates of accidents at the workplace, sickness, days of work lost, absenteeism and total number of deaths, with geographic breakdown.	In part	Human capital
Training and education			
LA10	Average annual hours of training for employees, with breakdown by type of workers.	In part	Human capital
LA12	Percentage of employees who regularly receive evaluations on performance and career development	In part	Human capital

Social performance indicators: Human Rights

Performance Indicator	Description	Reported	Reference/direct response
Non discrimination			
HR4	Total number of episodes related to discriminatory practice and actions undertaken.	In part	Human capital
Freedom of association and collective bargaining			
HR5	Identification of the activities in which freedom of association and collective bargaining may be under significant risk and actions undertaken to defend these rights.	In full	Youth and School Sector

GRI CONTENT INDEX

Social performance indicators: Society

Performance Indicator	Description	Reported	Reference/direct response
SO4	Actions undertaken in response to episodes of corruption.	In full	Sports judicial bodies; Security and integrity
Public policy SO6	Total financial contributions and benefit paid to political parties and related institutions by country.	In full	In 2012 the FIGC did not pay any contributions to political parties or politicians

Social Performance Indicators: Product Responsibility

Performance Indicator	Description	Reported	Reference/direct response
Compliance PR9	Monetary value of the main sanctions for non-compliance with laws or regulations regarding the supply and use of products or services.	In full	In 2012 no fines or sanctions were received for non-compliance with laws or regulations regarding the supply and use of products and services.



EDITORIAL STAFF

2013 FIGC SUSTAINABILITY REPORT EDITORIAL STAFF

Editing, development and coordination of the project: FIGC Development Department

All Offices of the Association took part in the drawing up of the Sustainability Report

We would like to thank: Lega Serie A, Lega Serie B, Lega Pro, Lega Nazionale Dilettanti, Italian Referees' Association, Italian Players' Union, Italian Coaches' Union, Youth and School Sector and Technical Sector

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